FY 2008-09 Annual Business Strategies
Adopted Budget

Maricopa County

GOVERNMENT FINANCE OFFICERS ASSOCIATION

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July 1, 2007

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Maricopa County Mission Statement

The mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services so that residents can enjoy living in a healthy and safe community.

Strategic Priorities

- Ensure safe communities and a streamlined, integrated justice system.
- Promote and protect the public health of the community.
- Provide regional leadership in critical public policy areas.
- Carefully plan and manage land use in Maricopa County to promote sustainable development and to preserve and strengthen our environment.
- Continue to exercise sound financial management and build the County's fiscal strength while minimizing the property tax burden.
- Maintain a quality workforce and equip County employees with the tools, skills, workspace and resources they need to do their jobs safely and well.
- Continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided by the County.

Approved by the Maricopa County Board of Supervisors – June 6, 2005

Front and back cover photographs taken by Barbra Hart.

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Motions

Maricopa County

Convene a public hearing, pursuant to A.R.S. §42-17104, to consider and adopt the following:

1) The FY 2008-09 Budget in the amount of $2,258,887,593 by total appropriation for each department, fund and function. This represents no change from the Tentative Adopted budget of $2,258,887,593.

2) Approve the allocations for Economic Development Agencies, Non-Profit Organizations and Agricultural Extension as specified in the Final Adopted Package.

3) Notwithstanding the Budgeting for Results Accountability Policy, approve the following:
a. Adult Probation, Juvenile Probation and Superior Court are collectively known as the Judicial Branch, and considered as one appropriation. Any and all appropriations within the Judicial Branch can be transferred between any and all Judicial Branch departments by fund and function, as requested and approved by the Presiding Judge, without any further Board approval.

b. Public Defense Services, Legal Advocate, Legal Defender, Public Defender and Juvenile Defender are known as Indigent Representation, and are considered as one appropriation. Any and all appropriations within Indigent Representation can be transferred between any and all Indigent Representation departments by fund and function, as requested and approved by the County Manager, without any further Board approval.

c. The appropriated budgets for all internal service funds administered by the Employee Health Initiatives department are considered one appropriation. Any and all internal service fund appropriations within Employee Health Initiatives can be transferred between any and all funds by function as requested, upon review and recommendation of the Office of Management and Budget and approval by the County Manager, without any further approval by the Board of Supervisors.

4) Pursuant to A.R.S. §11-275, the Board of Supervisors authorizes the transfer of any monies received in the General Obligation - Debt Service Fund (312) to be reported in the General Fund (100).

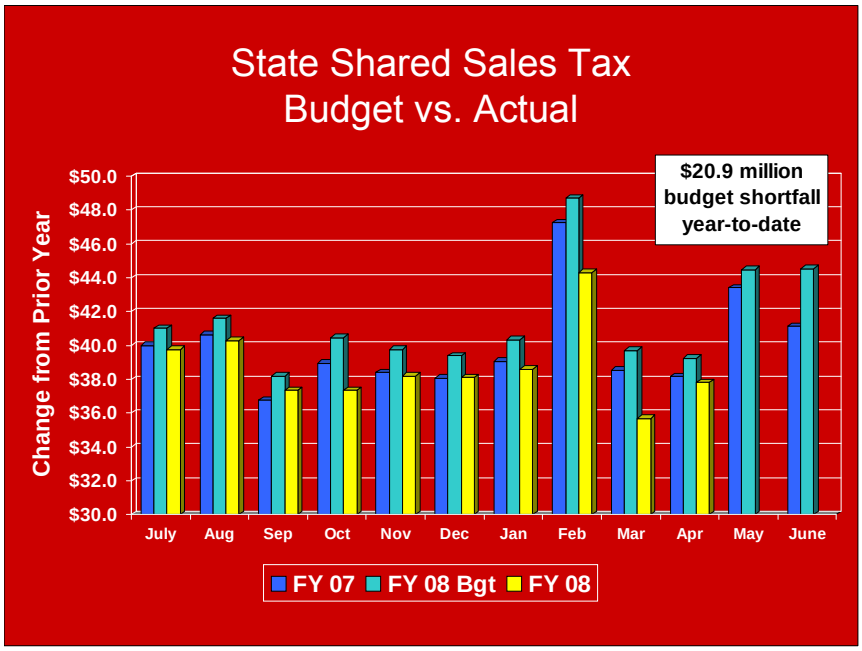
Transmittal Letter

To: Andrew Kunasek, Chairman, District 3
Fulton Brock, District 1
Don Stapley, District 2
Max Wilson, District 4
Mary Rose Wilcox, District 5

This 2008-09 budget is built on very conservative revenue projections. It is the second consecutive year where poor revenue growth has created budgetary stress. In the current fiscal year, three of the four major revenue streams have seen declines in year-over-year collections. In fiscal year 2007-08, State-Shared Sales Tax, Jail Excise Tax and Vehicle License Tax are under budgeted levels, even though these revenues were either budgeted for flat or very low growth. In the current fiscal year, we have missed our budgeted State-Shared Sales Tax revenues every month, the Jail Excise Tax every month but the first month, and Vehicle License Tax every month since October. The revenue slowdown being experienced has not been seen for over several decades.

The State-Shared Sales Tax, year-to-date through April 2008 is -2.10% as compared to fiscal year 2006-07. The last three months of financial results averaged -4.83% from last year. State-Shared Sales Tax is our largest single revenue stream. Its lackluster performance has created financial difficulties that can only be overcome with reductions in spending countywide.

Similarly, the Jail Excise Tax has a -2.85% variance year-to-date through April 2008. This revenue is a dedicated sales tax that funds adult and juvenile detention services and capital investments in our county jails and detention facilities. With the jail and juvenile detention populations increasing annually, it is imperative that these revenues keep pace with the funding requirements of operating 24/7 facilities.



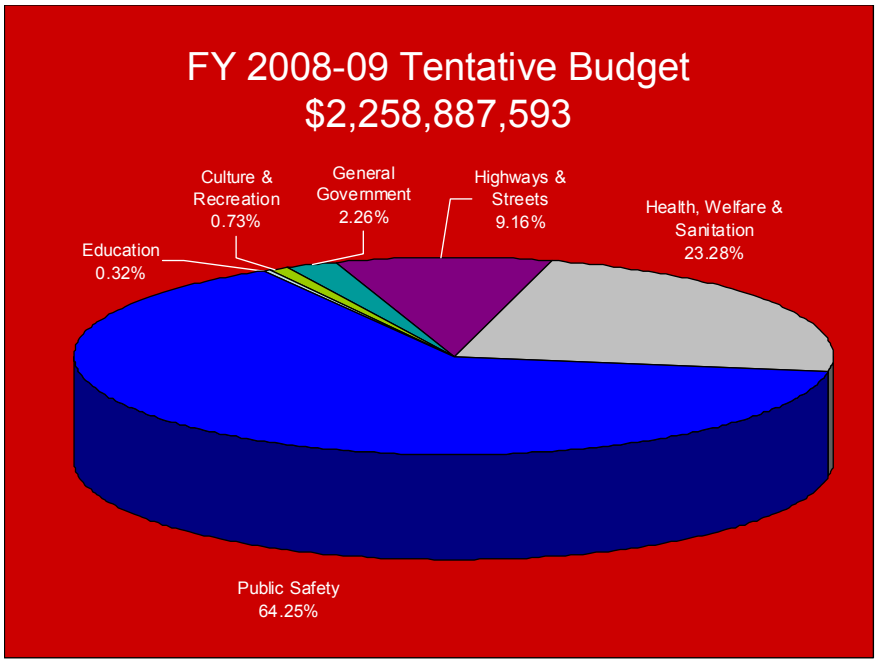
The recommended budget is $2.259 billion, which is a 2% increase from the 2007-08 adopted budget, driven largely by mandated expenditures. However, if you readjust the increase for an internal restatement from Flood Control District, the increase is only 0.4% or $8.6 million. The nominal increase is primarily due to expenses related to the building of a new criminal court tower. Other major contributors include mandated state contributions and employee-related costs, offset by $115 million in operational budget reductions.

Knowing that our budget development process was going to be difficult, the Board of Supervisors adopted fiscally conservative budget guidelines. These guidelines provide policy direction for County departments and the Office of Management and Budget. The Board's budget guidelines for this year anticipated the continued sluggish economic conditions that are facing this region. No requests for supplemental funding were considered, and the Board required that all departments submit 5/10/15% expenditure reduction scenarios. No new capital improvement programs (CIP) were put forward and funding reductions within existing CIP projects were reviewed. Departments were encouraged to explore opportunities to improve efficiencies through information technology (IT) and consolidation of IT functions. All new technological endeavors were required to have a Return on Investment (ROI) of 3 years or less. Performance-based salary advancements will be no more than 2.5% on average, and market-based compensation funding will be very limited. Finally, the Board continued the self-imposed limit on the secondary property-tax levies, which lowers property tax burdens for the citizenry.

Expenditure Reductions and Expenditures Uses Chart

Significant expenditure reductions have been made to the County's 2008-09 operating budget. While reducing costs in one of the fastest growing counties in the nation is difficult, it is possible. County management was instructed to look for reductions that minimized service impacts, focused on administrative overhead and reduced or cut non-mandated programs. On average, departmental expenditure reductions were 5.6%. Non-mandated departments received a 15% reduction. Overall, appointed departments were reduced by 7.0%. Elected departments, which include the Sheriff's Office, County Attorney, Assessor, Treasurer, Recorder, and Superintendent of Schools, averaged a 4.6% reduction. The Judicial Branch contributed a reduction that averaged 5.6%.

One of the non-mandated services that was impacted was the Juvenile Residential Drug Treatment Program. The program was eliminated because it was costly and results were inconclusive. The operating savings to the county was $2.8 million. However, to offset the impact of the program's elimination, an additional $1.0 million was added to the Juvenile Probation department to fund community-based treatment for probational and incarcerated juveniles.



Departments made difficult business choices as they were recommending their own departmental reductions. Many eliminated vacant positions that have been held open due to the recently enacted hiring freeze. The majority of these positions are

administrative in nature or within non-mandated functions. Several departments eliminated or downsized their overtime, supplies, services and travel budgets, noting that some service impact would be felt, but that it would be minimal. Other significant reductions include limiting election sample ballot mailings to one per household, reduction in the standard and intensive probation caseload capacity, reduced social services, elimination of the Seriously Mentally Ill intervention program in the Sheriff's Office, closing of Correctional Health clinics at night, reducing the number of tuberculosis cases treated, and delaying completion of the document preservation activity in the Clerk of the Court.

Structurally Balanced Budgeting

The practice of structural balance within our budget is paramount to our fiscal policies. It is the basis on which all of our budget policies and practices are grounded. Structural balance means that reoccurring revenues meet or exceed reoccurring expenditures. Because of structural balance, we have been able to maintain a healthy fund balance, fund capital projects with cash, and keep our expenditures in check. Maintaining structural balance is not for the weak-willed. It takes discipline and resilience, especially during recessionary periods. Maricopa County has been able to maintain structural balance in our operating budget during this fiscal downturn. We have done so through ongoing readjustment of revenues and then subsequent incremental reductions in spending, as required.

Maricopa County began making adjustments to our financial plan in Fiscal Year 2006-07 as revenues began to slow. The Board of Supervisors lowered the revenue budget mid-year, and cut spending to align with the revised revenue projections. During Fiscal Year 2007-08 budget development, the budget was prepared with little or no revenue growth in State-Shared Sales Tax, the Jail Excise Tax, and the Vehicle License Tax. The budget in FY 2007-08 included reduced personnel budgets, cuts in court security, reduced overtime, supplies, and services budgets. We also reexamined user fee-based activities and increased fees when the service was not fully recovering costs. Project delays occurred in the special district budgets because of the self-imposed limit on the secondary property tax. The self-imposed limit on secondary property taxes is a Board policy designed to keep property taxes low.

Additional reductions became necessary during Fiscal Year 2007-08 due to greater revenue slowdowns than originally projected. The Board of Supervisors took swift action. Beginning in the Fall of 2007, the Board reduced all administrative budgets by 5%. This was a reduction of 64 full-time equivalent positions. They also froze contingency funds and instituted a hiring and capital freeze. Overtime in the Sheriff's Office was curtailed and within Planning and Development, staff was reduced by 20%.

Budget Preparation for 2008-09 involved additional conservative actions. The Southwest Regional Court Center was delayed indefinitely. The Southeast Regional Court Center is targeted for downsizing, and projects within Parks and Recreation at both the White Tank and McDowell Mountain Parks have been cancelled.

Structural balance has allowed us to be successful, financially. We have no General Obligation Bonds outstanding. This makes for a lower property tax for the citizens of Maricopa County. We have been able to balance our 2008-09 budget with some downsizing but no elimination of services. We have been able to pay cash for many of our capital improvement

projects, saving tens of millions of dollars in interest costs. Structural balance equates to responsible budgeting.

There are a handful of small ancillary funds that are not in structural balance. In several cases, this is because the Board of Supervisors made a conscious decision to spend down large fund balances to keep fees low or because there was a multi-year operating capacity which made good fiscal sense. In each case there is a plan to return those expenses to the operating budget in 3 years or less. Funds affected include: Fill the Gap, Criminal Justice Enhancement, Justice Court Special Revenue, Planning and Development Fees, Inmate Services and Waste Management.

Econometric and Demographic Trends

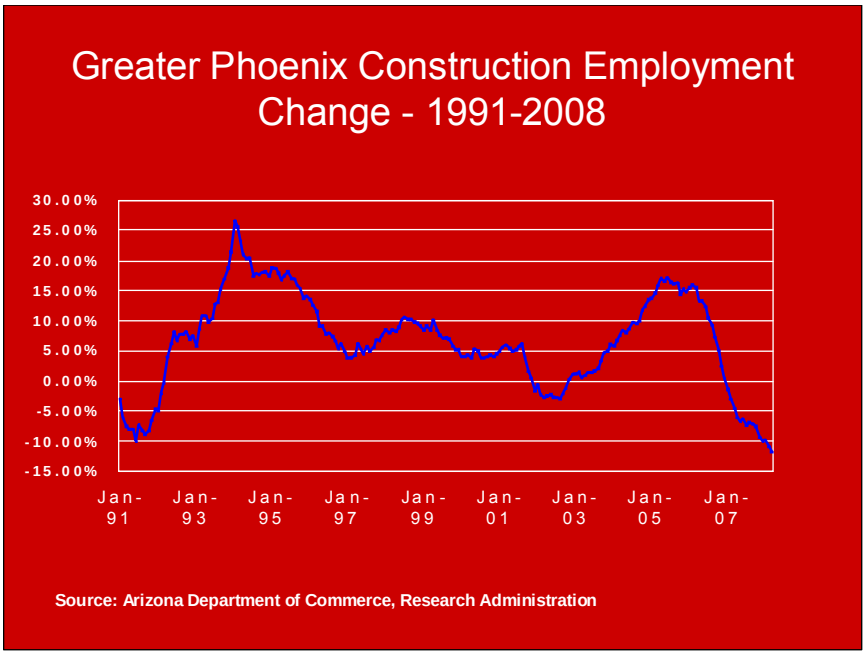
The Office of Management and Budget has enhanced its use of economic forecasters during this fiscal downturn. They are now utilizing both Elliott Pollack & Company and the University of Arizona's economic team to provide econometric information. The economists from both of these groups are predicting or declaring that Maricopa County's economy is or will be in recession.

> *"The current contraction in the nation's economy is likely to stretch past mid year and qualify as the 8th recession since 1960. . . The recession in Arizona should be mild with job losses totaling 1.3%. However, we expect that it will last longer than average, given the nature of this downturn and the length of time expected to get residential and nonresidential investment rolling again. We look for the bottom in the second quarter of (calendar year) 2009."*
>
> University of Arizona, Eller College of Management, Economic and Business Research Center

Leading indicators such as employment, retail sales and building permits are all down year-over-year. This recessionary cycle began in the late summer when the housing industry experienced downward adjustments in prices, and new home starts dropped off. All of this was caused by an excess of inventory and the debacle with adjustable rate and sub-prime mortgages. Arizona is one of the states leading the way in this downward cycle. Our economy typically grows in population, job growth and construction. This causes investment in our economy and it receives an "accelerator effect" as new resources are required for new houses, apartments, stores, hospitals, etc. Our economy is tied, unquestionably, to constant growth. This makes Arizona's economy one of the most volatile in the nation, according to the University of Arizona.

Recent economic reports have shown that the economy, in fact, is in a decline in many areas. January 2008 was one of the worst months, nationally. Chain store sales were the lowest they have been since 1970. Vehicle sales are slumping. The stock market has been very unstable and is now considered a "bear market". Employment figures indicated the largest decline since the last recession. Locally, employment growth is in a recession. In calendar year 2006, Arizona ranked second in job growth nationally. In 2007, we had dropped to 22nd nationally. Our employment numbers are expected to drop again in 2008.

The chart to the right shows the Greater Phoenix construction employment, which shows a dramatic decline in available jobs. The state ranked 49 out of 50 in construction growth in February 2008.



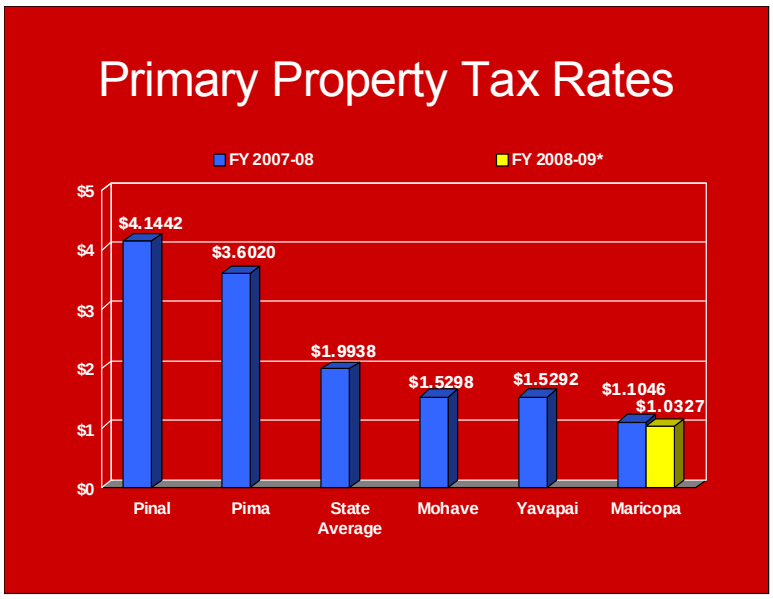
Property Taxes

Taxpayers in Maricopa County enjoy one of the lowest county tax rates in the State and by far, the lowest of the State's urban counties. Maricopa County is again lowering the overall property tax burden on its citizens. Last year the combined property tax rate was $1.2970 per $100 of assessed valuation. The proposed overall property tax rate is $1.2047. This is a $0.0923 reduction, which is 7.12% lower than the prior fiscal year. The primary rate dropped by $0.0719, the Flood Control District dropped by $0.0166 and the Library District dropped by $0.0038. Maricopa County no longer has a debt service levy. The secondary bond debt was paid off in 2004.

Maricopa County has not had a General Obligation Bond debt issuance since authorization by the voters in 1986. In the late-nineties, the Board of Supervisors decided to utilize a modified "pay as you go" capital plan for large capital improvement projects and other infrastructure. This means that the County is paying cash for many of its capital improvements, or utilizing lease reversions or other funding from the general fund to pay for these multi-million dollar projects. The use of this funding philosophy has literally saved the taxpayers tens of millions in interest and hundreds of millions in secondary property taxes that would have otherwise been levied.

In line with the County's fiscal policies on debt service, the Board of Directors of the Flood Control District and the Library District instituted a self-imposed limit on the secondary property taxes for these districts. The Board of Supervisors, by statute, also serve as the Board of Directors of three districts, Flood Control, Library and Stadium. They limited the Flood and Library Districts increases to align with the County's primary property tax limitations that are called out in statute. The Stadium District does not have a property tax. This responsible government concept was praised by the Arizona Tax Research Association (ATRA) last year. ATRA actually ran a bill that mirrors our self-imposed secondary limits. Although the bill did not pass, it continues to be pointed to as an innovative example of self-disciplined government by conservative state legislators and tax advocacy groups.

All of the strategies that Maricopa County uses to lower the tax burden have had a positive effect on our taxpayers. The savings on a $219,500 (median home taxable value) due to the tax rate reduction is estimated to be $16.14 this year. If the same home was in another county in Arizona, it would pay much higher taxes. The graphic to the right depicts the tax burden difference in several of the other Arizona Counties.



State Financial Threats

Arizona has the largest structural problem (as a percentage of totals – nearly 20%) of any state. This is due to a number of issues, including the percentage of the State's budget that is statutorily set, the lack of structural balance in the past, the volatile make-up of revenues, and a history of lowering taxes without long-term planning. Because of this, the State is again possibly turning to Arizona counties to help solve their problem. The most difficult of the issues is the proposed transfer of all inmates sentenced to less than a year to county jails. This practice exists in many states. However, in Arizona, the State Legislature has made conscious decisions years ago to have one of the toughest sentencing laws in the nation for DUIs and other specific offenses. Arizona counties have not planned nor are they funded for this population.

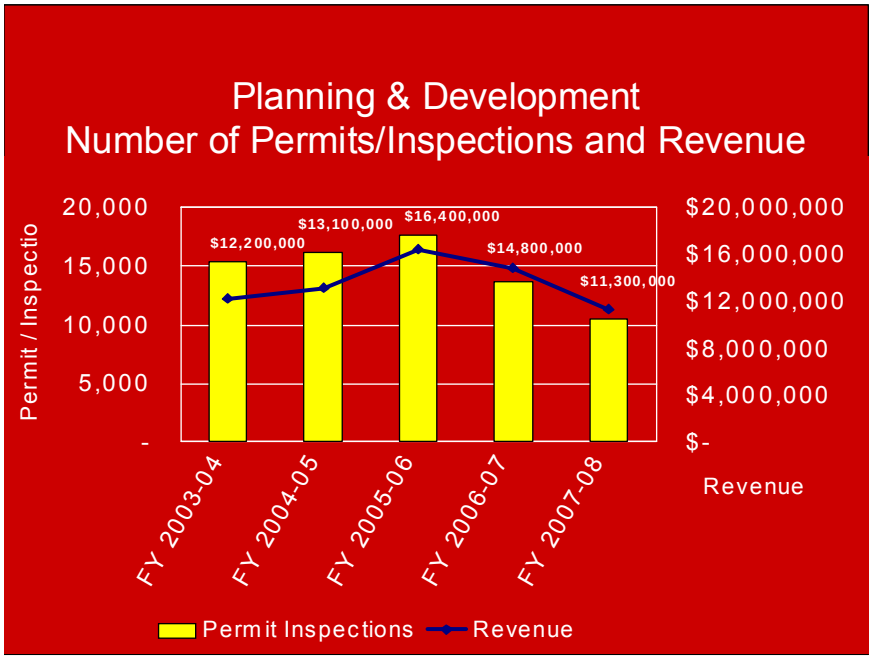
Maricopa County is quite concerned with the impact that cost shifts will have on county government. Maricopa County's jail system is already at capacity. Any plan to increase our jail population by an estimated 2,150 inmates would result in Maricopa County jails being 23% over capacity.

Another state cost shift being considered is increasing photo radar enforcement in order to increase state revenues. In this scenario, the state will change the revenue distribution of the citations so that all of the fine revenues flow to the state. Currently these revenues are shared with the counties and cities that adjudicate and collect the fines. In the proposed scenario, the state would be receiving 100% of the revenues, but the costs of administering this program would be left with local jurisdictions.

There are several other state budget balancing ideas that have surfaced that could cost the county millions. At this point, we are uncertain about how the state budget process will affect county government. Maricopa County is monitoring the situation and working with state leaders to try to ensure that a fair and equitable conclusion is reached in these state budget discussions.

Planning and Development Issues

This year, significant changes occurred in Planning and Development. Maricopa County's Planning and Development Department receives its major revenue streams from building plan reviews and building inspections. Over the last 5 years, Planning and Development's revenue budget experienced explosive growth while the housing boom was occurring. Now that the boom is over, the revenues have slowed dramatically. The department must adjust its operating costs to align with the volatility of the real estate market. The graphic to the right illustrates the five-year history of plans initiated for review and inspection and the associated revenues. As you can see, it has gone from a five-year high in FY 2005-06 of 17,659 and $16.4 million, to a five-year low in FY 2007-08 of an estimated 10,400 and $11.3 million. This is a 41% decrease in volume. Planning and Development's management team has taken steps to address the downturn in demand. It has reviewed the fee structure and raised those that required adjustment. It also instituted an elimination of 45 positions. It will continue to review the workload demand and will make addition adjustments to the budget and staffing pattern, if necessary. While no economic expert can predict when the downturn will end, Planning and Development is preparing for a 2 - 3 year slowdown.



Managing for Results

Managing for Results (MFR) is the County's performance management system. MFR was developed to ensure that County Strategic Priorities flow down into Maricopa County departments, and are reflected in individual department Strategic Business Plans. It is customer-oriented, results-focused, and data-driven. MFR is grounded in the idea that an entire organization—its management systems, the people who work there, and the organizational culture (beliefs, behavior, language)—are focused on achieving results for the customer. MFR supports good business decisions based on reliable performance information. Departments demonstrate accountability through results. It contains an annual cycle of planning for results, budgeting for results, delivering results, analyzing and reporting results, and, lastly, evaluating and improving results.

Understanding and application of MFR principles has grown tremendously since Maricopa County first implemented the Managing for Results system more than eight years ago. Many departments have fully embraced the MFR philosophy and regularly use performance information to enhance their reporting and decision making. From a budgetary perspective,

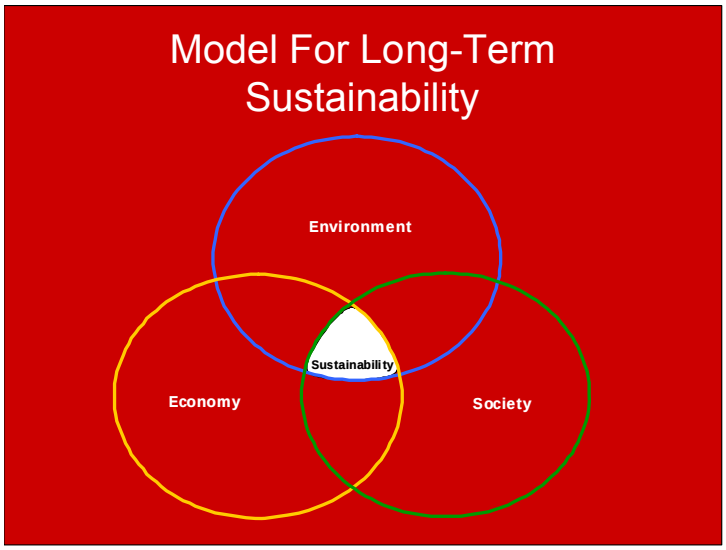
this means that they can articulate results delivered and the financial impact. They can also quantify the cost of improving results.
In early FY 2007-08, we began to develop and implement an enhanced performance reporting process with the deployment of the new Managing for Results Information System (MFRIS). MFRIS leverages the latest technologies to facilitate Maricopa's drive toward an integrated approach to improved customer results. MFRIS is a repository for departmental strategic business plans – mission, vision, goals, programs, activities, and services, as well as performance metric data. MFRIS also integrates the County's budget and management system. The system provides customized dashboards so that County executives, staff, and citizens can quickly and easily access information about the services provided by the County. MFRIS supports our data analysis needs by featuring sophisticated, yet easy-to-use, analytical tools that interface with the County's budget and financial systems. Limited release of this system occurred in the first half of FY 2007-08, with continuous enhancements and roll-outs throughout FY 2008-09.

Managing for Results is all the more important during times of fiscal challenge. MFR principles have guided us from the start as we have developed the FY 2008-09 budget. When we had to make difficult choices, we have done so with the goal of maintaining results for our customers as much as possible. Budget reductions have thus been developed that have the least impact on customers and performance.

Green Government Program

With our current population approaching four million and long-term projections showing the population nearly doubling again in less than 40 years, it is clear that strategies to help maintain a vibrant quality of life will be even more important in the future. An important part of these strategies will be maintaining a healthy and sustainable environment. The Board of Supervisors recognizes the relationship between a healthy environment and the County's long-term success. The Regional Development constellation has developed a long-term strategy whereby the County will reduce its carbon footprint, help save money, and enhance the region's environment. This is the basis for a new and innovative plan that will be known as the Maricopa County Green Government Program.

The Green Government Program is a cooperative effort between many County departments in coordination with various community stakeholders. These stakeholders represent a sample of experts in environmental issues, are associated with organizations that have initiated similar programs and can provide helpful insight, or are directly affected by the Green Government Program. Although achieving true environmental sustainability is difficult, Maricopa County believes this initiative is an important step in a long-term approach to addressing regional



environmental issues.

The Green Government Program establishes a fundamental yet important mission: to achieve a cleaner, healthier, and higher quality Maricopa County. From this mission, the program will establish an advocacy plan that identifies various actions Maricopa County will pursue. This program will also identify specific measures that will help determine progress in meeting the approved actions. The Green Government Program will be flexible and adaptable to changing conditions, and will be reassessed on a periodic basis. Maricopa County seeks to set the example in environmental stewardship.

Maricopa County's has taken its first step in the FY 2008-09 budget. The plan includes a reduction of our carbon footprint. Equipment Services identified vehicle replacements that are both cost reductions as well as EPA certified "SmartWay" vehicles. SmartWay vehicles have the best environmental performance compared to all other vehicles and the EPA certifies that these vehicles have exceeded environmental thresholds on the Air Pollution and Greenhouse Gas Scores. The FY 2008-09 recommended budget includes funding for seventeen energy efficient vehicles which will increase Maricopa County's fleet composition from 34% to 35%. We will continue to explore further opportunities to expand this number as vehicles are scheduled for replacement.

Technology Infrastructure

Last year, Maricopa County began an extensive Infrastructure Refresh Project. The 2008-09 budget provides for continued funding of this program. The project covers a number of critical technological equipment replacements and upgrades, including: the core, distribution, user access and wireless networks, buildings physical infrastructure and data centers. In addition, the county will now have a redundant network with a regional disaster recovery site. This was not provided for prior to this project. The cost of this program in Fiscal Year 2008-09 is $34.2 million.

There are a number of other critical system upgrades occurring. This year, phase I of a new Budgeting and Managing for Results Information System (MFRIS) was released. The FY 2008-09 budget includes funding for MFRIS, which includes refinements to the budget preparation system, budget maintenance, budget reporting and position management. In addition, the funding supports upgrades to version 2.x which will provide Managing for Results elements including planning, reporting, and analyzing results. Once fully operational, this system will help managers better utilize performance measurement metrics to monitor outcomes within their business units. Managers and directors will be more nimble and able to address issues before they become problems for our customers.

Last year, the Office of Enterprise Technology partnered with the Assessor's Office to begin development of a new Computerized Assessor's Mass Appraisal (CAMA) system for use with property assessments. The County has experienced significant growth and the current system has outlived its useful life. The collaborative effort will result in improved system performance, functionality, tools, integration and support. Implementation of a new data warehouse and a customized drawing system will occur as well.

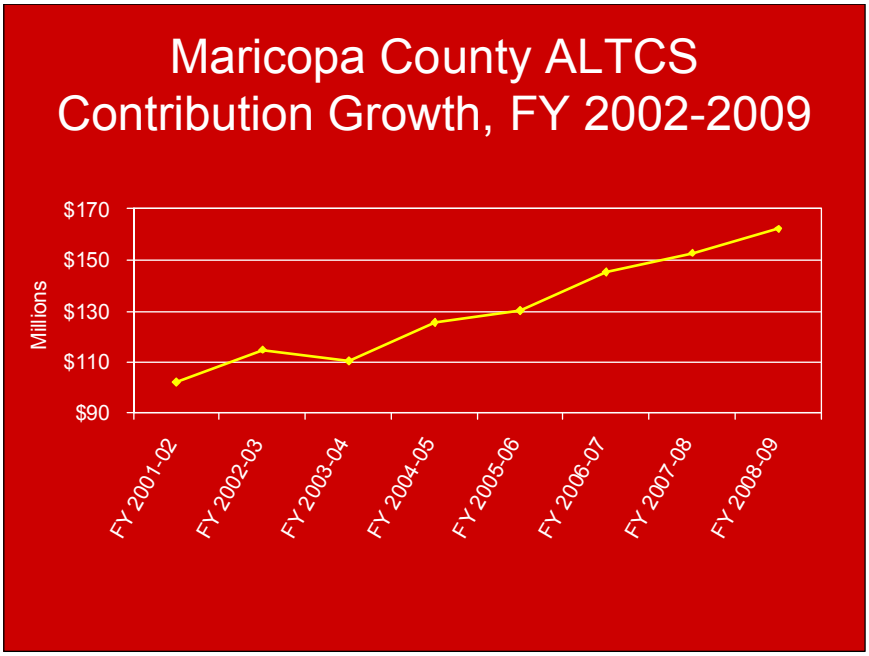
A new agenda management system, called SOLAR, is being developed to replace Agenda Central, the current electronic board agenda processing system. The FY 2008-09 budget has funding to complete this soon to be implemented system. SOLAR will give us a streamlined agenda processing system that will provide a means for agenda language consistency, an ability to attach documents to agenda items, enhance the approval process of agenda items, and streamline the creation of the Board's agenda. In addition, SOLAR provides users with a robust search functionality of the agenda database, the ability to run department-specific reports, automation of the Board's executive meeting process, an interface with the MFRIS system and electronic voting for Board members.

Finally, on the technological front, we will finish the Telecommunications Expense Management System (TEMS) implementation. TEMS will address the telecommunications lifecycle management activities, including the addition of a centralized electronic billing and validation system, dispute management tools, automated accounts payable process and a cost allocation system. The system will replace what was a very manual process which was prone to errors. Expected results include labor savings, increased productivity, cost controls and cost savings. Using a very conservative estimate, TEMS is projected to save 5 – 12 % in telecommunication services costs over a 3 – 5 year period.

Health Care Programs

One of the most costly activities in Maricopa County is Health Care Programs. Within the activity, we budget our mandated health care contributions to the State of Arizona, non-grant funded/court-ordered tuberculosis services, the Ryan White services for "People with HIV/AIDS", and other health litigation.

Maricopa County is mandated to provide funding for the State of Arizona's health care programs. The county must make multi-million dollar contributions to: Arizona Long-Term Care System (ALTCS), Arizona Health Care Cost Containment System (AHCCCS), and Arizona's mental health programs required by the *Arnold v. Sarn* court ruling.

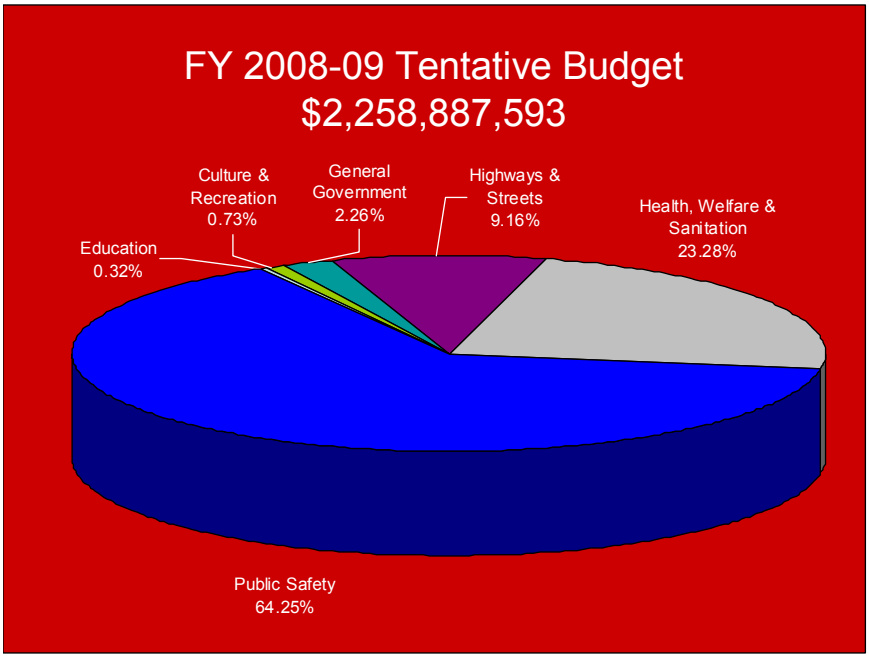


This year the contribution to the ALTCS program is estimated to increase by $6.0 million to $162.1 million, a 3.71% increase over the 2007-08 contribution. The *Arnold v. Sarn* and general mental health payments are estimated to increase by $1.6 million to $35.9 million, and other mental health costs will increase by $125,039 to $4.4 million. The AHCCCS acute care contribution will increase by $622,800 to $21.6 million. These mandated fixed contributions total $228.9 million. Mandated

health care remains an uncontrollable component of our operating budget that Maricopa County will continue to work to reduce. The Board of Supervisors has adopted a strategic goal which states, "Eliminate mandated fixed contributions to the State of Arizona in exchange for reductions in State funding of county programs." We want a good government model that makes the State responsible for State-managed programs and the County responsible for County-managed programs. To that end, we have, in past years, reduced our contributions through legislation that exchange funding responsibility with the state. These legislative solutions help us make progress towards achieving our strategic goal. This year, because of the state's budget crisis, we did not introduce any new legislative solutions. We will do so in future years.

Health Care Programs continues to address several of the most challenging fiscal issues facing Maricopa County. Among these is the defense of the so-called "Pre-AHCCCS tail litigation." This series of lawsuits initially involved over $360 million in billed charges which hospitals alleged represented emergency health care services provided to indigent patients. Maricopa County has successfully settled approximately one-third of the potential liability at less than five percent of billed charges. The remaining 198 million is the subject of a court-mandated "sampled" litigation process. After several trials, we are still awaiting decisions in the trial courts and on appeal.

The Court Tower and Capital Improvement Philosophy



Maricopa County began its present day Capital Improvement Program (CIP) in FY 1999-00. The CIP plan is a modified "pay as you go" financial policy. The County pays cash for most CIP projects. Other projects use a combination of identified operational savings and lease reversions to pay the debt service on new facilities. Fiscal Year 2004 was the final year of payment on the County's 1986 General Obligation (GO) bond debt. The County currently has no GO bond debt, and has very little long-term debt. The debt that the County does have is in the form of Lease Revenue Bonds. The debt service on these is paid for with either cash that has been set aside, or through lease reversions and operational savings within the operating budget.

Due to the fiscal downturn and limited new cash, the county has cancelled, delayed or downsized projects in order to concentrate efforts on continuing the new Court Tower project. This project is of great significance. It is needed to maintain and improve court case processing in Maricopa County. This, in turn, ensures that litigants, defendants and others

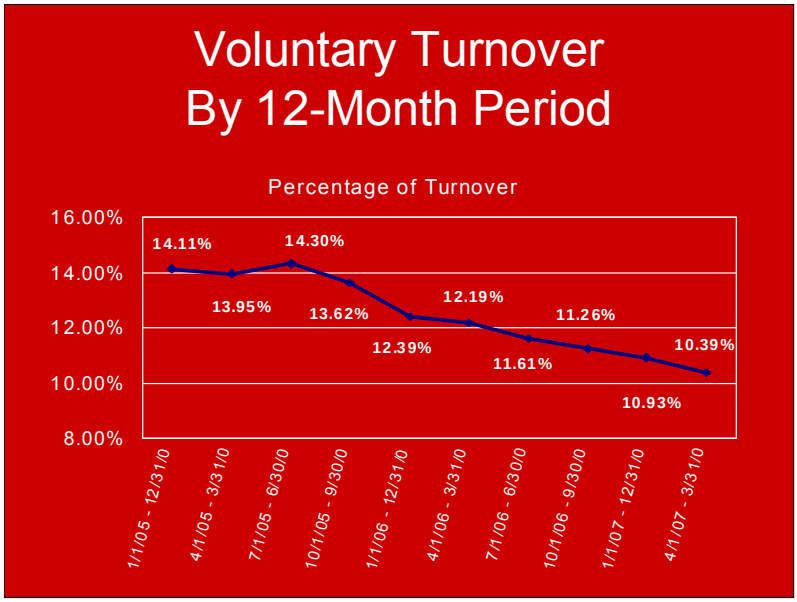
involved in court cases obtain speedy justice. On criminal cases, it limits the time a housed-inmate spends in the county jails. This is good for the taxpayers because providing 24/7 care for individuals is very costly. The Court Tower is to be located adjacent to the downtown County Court complex in Phoenix. The 722,529 square foot project includes 32 courts, jury assembly, in-custody holding, and secure judicial parking. 22 of the courtrooms will initially be built-out and 10 will be shelled for future expansion. Below is the proposed make-up of the courtrooms.

- 8 high-volume early disposition and regional court centers
- 4 initial pre-trial courts
- 12 standard criminal courts
- 4 large criminal courtrooms
- 4 aggravated DUI courts

The Court Tower project has a budget of $342.4 million and is scheduled for completion in January 2012. With the postponement of the Southwest Justice Center in FY 2007-08, $79.4 million was shifted from that project to fund the Court Tower. In FY 2008-09, the budget assumes that the Southeast Justice Center project will be reduced in scope so that $19.2 million can be shifted from the Southeast Justice Center project to the Court Tower.

The CIP modified "pay-as-you-go" philosophy that has been used by the Board of Supervisors has avoided the use of General Obligations (GO) Bond debt issuance since 1986. Since 2000, the "pay-as-you-go" policy has saved the taxpayers $56.7 million in estimated debt service payments through FY 2007-08. This avoided assessing secondary debt repayment property taxes that would have cost the average taxpayer an average of $28.66 annually. In addition, we have avoided $37.3 million in actual interest costs by paying cash for much of our CIP. As you can see, the combination of balanced budgeting and pay-as-you-go capital programs has resulted in responsible fiscal plans, lower property taxes and improved services for the citizens.

Employee Issues and Concerns



Maricopa County emphasizes a skilled and capable workforce. This is accomplished by providing market-based salaries for our employees, great benefits, and a rewarding career serving the public's interest. Workforce satisfaction is measured through employee satisfaction surveys, benefit surveys and employee voluntary turnover or attrition rates. Our voluntary turnover has improved over the past several years, as noted in the graphic below. This is due to many successful employee programs. Over the past three years, market reviews covering over 97.7% of the County's positions were completed. Market adjustments were made when

needed. In addition, the county provides annual funding for performance-based adjustments. Despite the fiscal downturn, this budget has funding for an average of 2.5% increases that will be implemented mid-year. While this amount is less than what was funded in prior years, it does show our employees that the county is concerned about their welfare and is dedicated to remaining competitive with the marketplace. Other steps being taken to maintain morale include sustaining competitive benefit packages (described below), retirement plans (provided by the Arizona State Retirement System), a Rewarding Ideas program, Tuition Reimbursement, and a Peak Performers program.

Employee Health Initiatives (EHI), the department responsible for the employee benefits programs in Maricopa County, has been continually improving the services and benefits given to the county's workforce while controlling the cost of health care. Their mission is to provide fiscally conscious and innovative health care programs for Maricopa County's employees. EHI employs seasoned health care professionals who collaborate with county management and external partners to encourage healthy lifestyles, promote preventive medicine, and offer a variety of plans to fit the needs of the employees. Some of the programs that should be mentioned include: health screening and health risk assessments, health fairs, flu shot clinics, weight-watcher programs on-site, smoking cessation, prenatal care programs, heart-healthy and diabetes management programs. Many of these programs offer financial incentives to employees to either get healthy or to participate in prevention programs. Because of these innovative programs, health care premiums and co-pays for both Maricopa County as the employer, and our employees were kept to an average increase of between 3.1 – 8.9%, when compared to the national average of between 10 - 12%. These programs lower the benefit costs for employees and the County.

Conclusions

Maricopa County has a responsible balanced budget for fiscal year 2008-09, despite the downturn in the economy and the continued need to provide expanding services in the region. We are able to continue to meet our challenges through innovative solutions, a highly motivated and skilled workforce, and through the leadership of the Board of Supervisors and county management. In 2007-08, Maricopa County again was recognized through the Arizona Quality Award process for continuous improvement and innovation with three different departmental awards, including one for our CIP pay-as-you-go program. Maricopa County is finding new ways to collaborate through partnerships with non-profits, Arizona State University and other public and private entities.

I want to thank the Board of Supervisors for their continued fiscal leadership. I also want to thank the Elected Officials, the Judicial Branch and Presiding Judge and the Appointed Officials for their cooperation and understanding during this time of fiscal downturn. This budget could not have been balanced without their participation, great ideas and assistance.

Sincerely,

David R. Smith,
County Manager

On June 19, 2008, the Maricopa County Board of Supervisors adopted the FY 2008-09 Budget totaling $ 2,258,887,593. Overall, there was no change in total expenditures from the Tentative Adopted budget, as all increases were offset with transfers from Contingency budgets or eliminations.

- Restored $219,992 to Human Services for Special Needs Transportation and Senior Adult Independent Living.
- Restored $50,000 to Human Services for homeless shelter services.
- Reduced property tax revenue $2.4 million, with an offsetting reduction in General Fund contingency expenditures, for the Qwest property tax settlement.
- Increased the Southeast Regional Court Center Project by $7.96 million, requiring an increase of $565,041 in debt service for the Downtown the Court Tower.
- Added $1.3 million for the Security Building build-out; increase offset by savings in the Major Maintenance program.
- Increased Air Quality by $745,332 (ten FTEs) for the implementation of MAG 5% plan, funded by a fee increase approved in March 2008.

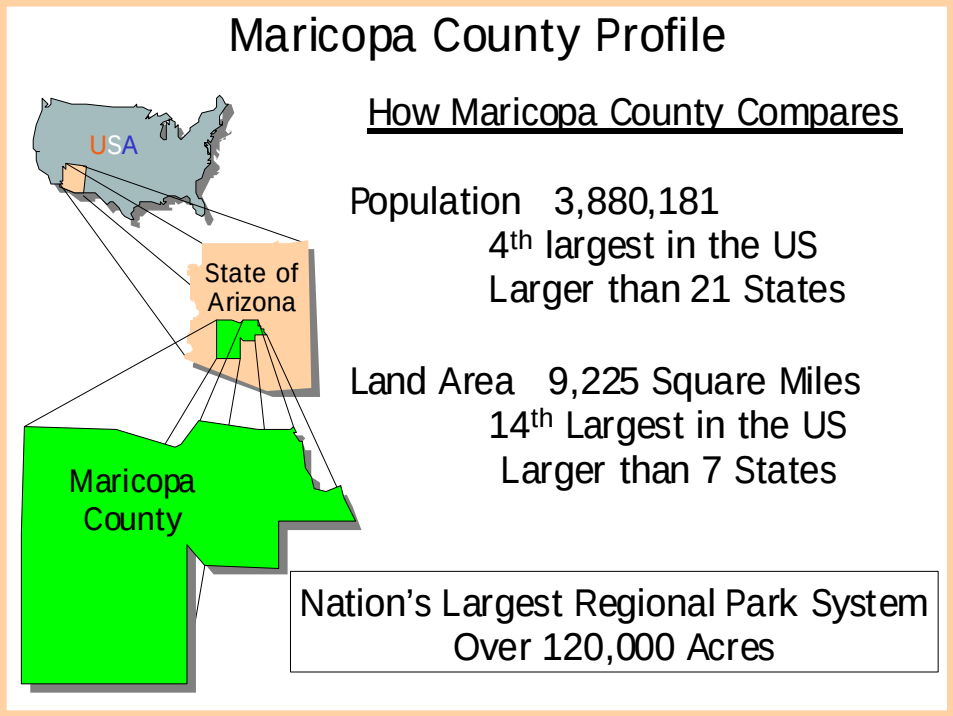
Reorganizations:

- Trial Courts was separated into Superior Court and Justice Court.
- County Attorney – Civil was established as a separate department, with budget for outside legal transferred from Non-Departmental; in addition, $900,000 in funding was restored for Tax Appeals.
- Juvenile Defender was separated from Public Defender.
- The Prescription Drug Program was transferred to Public Health from Health Care Programs.
- Funding for a vacant position was transferred back from Workforce Management and Development to Non-Departmental.

Maricopa County Profile

Introduction

Maricopa County, Arizona, is the nation's fourth largest county in terms of population — approximately 4 million by 2008, according to the Arizona Department of Economic Security. Twenty-five cities and towns are located in Maricopa County. Its largest city, Phoenix, is the County seat and State capital.



Measuring 137 miles east to west and 102 miles north to south, Maricopa County covers 9,225 square miles, making it the 14th largest county in land area in the continental United States, and larger than seven states.

Individuals and corporations make up 29% of total land ownership, with the remainder publicly owned. Of the 71% of land owned by public entities, 5% is owned by Native American communities, 28% by the U.S. Bureau of Land Management, 11% by the U.S. Forest Service, 11% by the State of Arizona, and the remaining 16% by various other public entities.

History

Maricopa County was established as a county on February 14, 1871 by the Legislative Assembly of the Territory of Arizona from parts of Yavapai and Pima Counties. Maricopa County was named in honor of the Xalychidom Piipaash people, who inhabited the area as early as 1775. The word "Maricopa" is derived from the Pima (a neighboring tribe) word for the Xalychidom Piipaash people. The County's current geographical boundaries were set in 1881 and have not changed since.

Little is currently known about the history of the area prior to the first European settlers in the late 1800s. What is known is that the Hohokam ("the people who have gone") band of Native Americans inhabited the area probably between 300 and 1400 AD. The Hohokam utilized the Salt River Valley by creating an extensive system of farming and permanent settlements. It is believed that these Native Americans left the area due to a period of severe drought around 1400 AD. From the time the Hohokam left through the late 1800s the area was intermittently occupied by several bands of Native Americans, including the Apache, Maricopa, Gila River, and Pima tribes, who lived a much more migratory lifestyle than the Hohokam. The first European settlement in the County was Wickenburg, a mining settlement which became the catalyst for further settlement. The remains of the extensive irrigation systems left behind by the Hohokam led the early settlers to experiment with agricultural production, utilizing the Salt and Gila

rivers as the main source of water. Spurred on by the success of these initial farming settlements, additional settlers began to migrate into the County and utilize the rich soils for agricultural production.

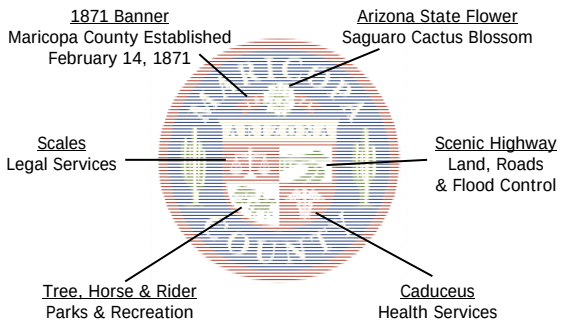
The history of the county over the next 140 years has been most significantly marked by a rapid increase in population, driven initially by the mining, agriculture and livestock industries. Statehood was granted on February, 14, 1912, providing greater integration of Arizona into the national infrastructure and further incentives to settle in Maricopa County which was then, as now, the most populated area within Arizona. This was followed by the development of several major military installations and training facilities which were initially constructed due to the good flying weather provided by the desert climate. Many of the significant population in-migrations in recent times have been spurred on by the low cost of living, economic growth, wonderful climate and easy access to other major metropolitan areas. As the population began to grow, so did the diversity of the economy and the reasons for further migration to the area. The climate, strong economy, educational opportunities, and beautiful desert environment are just a few of the reasons why Maricopa County continues to have one of the fastest growing populations in the United States. According to the United States Census, the County has grown from 2,122,101 residents in 1990 to 3,880,181 in 2007, an 83 percent increase in just 17 years.

County Seal and Flag

The current County Seal was redesigned and adopted in 2001. When the seal was updated, great care was taken to maintain historical continuity with the old seal while taking the opportunity to update and improve. The colors used in the County seal reflect our unique desert environment. The seal contains symbols relevant to Maricopa County. The Saguaro Cactus is indigenous to the area, and the Saguaro Blossom is the State Flower. The Scales of Justice represent the legal system and law enforcement, while health services are represented by the Caduceus. The Scenic Highway scene represents public works and the tree, horse and rider represent the County's extensive parks and trails.

Maricopa County Flag

Maricopa County Seal



The County flag, like the State flag, is red, gold and blue. The Seal of Maricopa County is emblazoned on a block of red, symbolizing the striking beauty of the sunrises and sunsets and desert flowers. The central golden band signifies the great abundance of sunshine, as well as one of the first stimulants to local commerce – the gold mines around Wickenburg that brought settlers into the area. The blue field represents the blue skies and the waters of the rivers, lakes and canals that have made the desert lush with vegetation and a source of recreation. In the blue field are five stars, which represent the five groups of Yuman-speaking Maricopa people for whom the County is named. The five stars also represent the five districts of the County from which members of the County Board of Supervisors are elected.

Climate and Topography

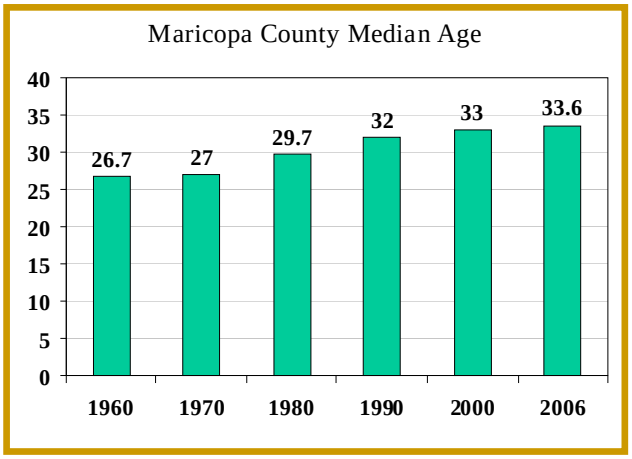
Maricopa County is known world-wide for its unique climate and topography. Situated in the Sonora Desert, Maricopa County encompasses the majority of the Valley of the Sun and is home to many unique species of

animals, insects and flora including saguaro, ocotillo, cactus wren, palo verde, peccary (javelina), scorpion, sotol, and many more. The climate is highly sought after as a destination during winter, spring and fall months due to pleasant temperatures and very mild weather patterns. The summer months in the County are some of the hottest in the United States, with daily temperatures often reaching over 100° F, usually for 100+ days of the year. The humidity levels are typically relatively low during the summer months, which significantly tempers this rather extreme heat. One of the more unique aspects of Maricopa's climate is the annual monsoon that brings in very heavy rains beginning in mid-summer and continuing through early fall. This meteorological singularity is caused by a change in the typical winter wind that comes from the west to northwest. The shift occurs when moist winds begin to circulate to the area from the Pacific Ocean and the Gulf of California. This shift in wind and moisture content creates tremendous and sudden monsoon thunderstorms, dust devils and haboobs (dust walls) throughout Maricopa County.

Although the majority of the population lives in the Valley of the Sun, the County is surrounded on the north, east and west by various mountain ranges, the highest point being Brown's Peak at an elevation of 7,657 feet. Several rivers also cross the County, including the Salt, Gila, Verde, Agua Fria, and Hassayampa rivers. The center of the valley is interrupted by several buttes and some smaller mountain ranges scattered throughout the County. This variety in topography provides incredible recreational opportunities, climatic diversity, geologic variety, numerous reservoirs and the development of several canals. Tonto National Forest borders the County on the east, Sonora Desert National Monument is in the south, and numerous wilderness areas and regional parks dot the landscape throughout the County. The central valley areas are dominated by very fertile soils that contain few rocks, making the soil ideal for cultivation and construction. Due to the monsoon and silt-like quality of the soil, the area is also occasionally bothered by higher than usual levels of air-borne particulates at certain times of the year. This particulate pollution is due in large part to human disturbance of the desert soils, which would naturally settle in the absence of human activity. Despite the particulate pollution, Maricopa County is one of the most beautiful and unique areas in the nation and the County and generally has good air quality throughout the year.

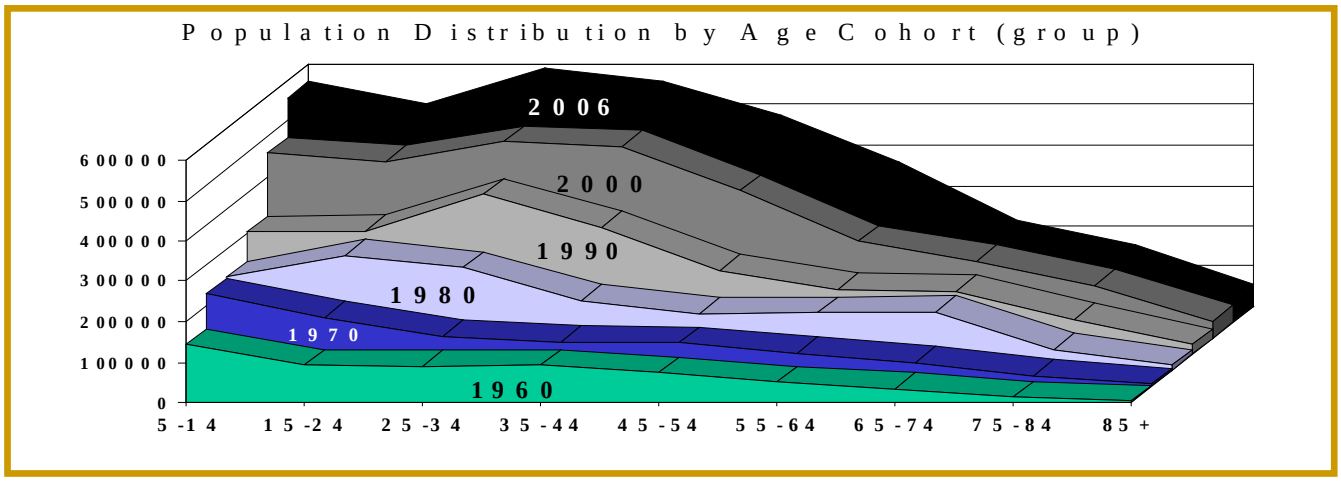
Population

According to the U.S. Census Bureau, more than half of the state's population resides in Maricopa County. By comparison, Maricopa County has a population density of 409 persons per square mile, whereas the State of Arizona has a density of 54 persons per square mile and the United States has a density of 85 persons per square mile. The Census Bureau reports that Maricopa County grew by more than 101,583 people between 2006 and 2007, increasing the most recent (2007) population estimate to 3,880,181 individuals. Between 2000 and 2007, the population of Maricopa County increased by more than 782,400 people, which is more than 20 percent growth in just seven years.



Like the rest of the nation, Maricopa County's population is aging. According to the U.S. Census Bureau, the median age of Maricopa County's residents is 33.6 years, an increase from 33.0 years in 2000. The chart below depicts the rise in the median age for Maricopa over the past 50 years.

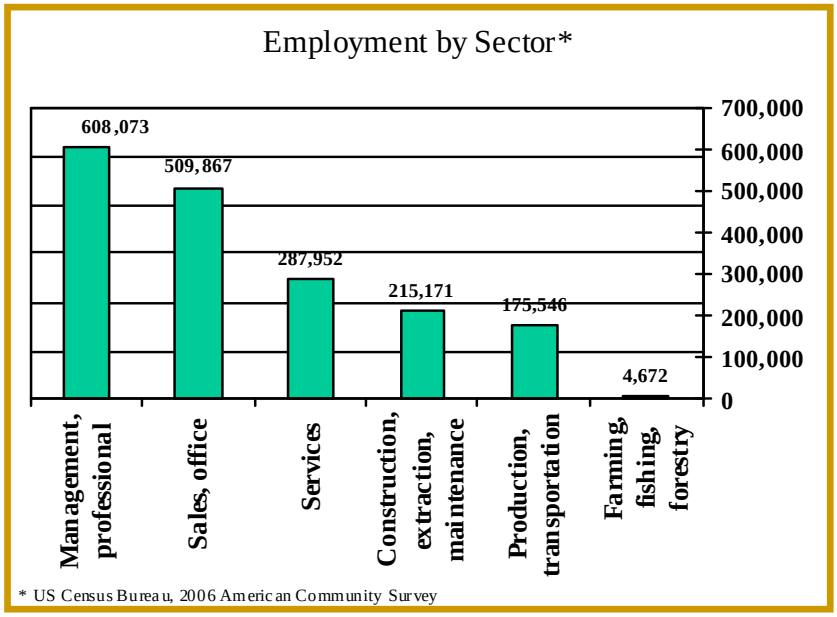
A common conception about Arizona is that the population has an unusually high number of senior citizens, but the population in the County is actually 3 years younger than the national average, and the largest age cohort (group) of individuals has been the 25 to 34 age group since the 1990s. The charts below provide a comparison of the various age cohorts in Arizona to the national averages as well as depict the demographic composition of the population, by age cohort, for the past 46 years. These figures actually depict a very young resident population in Maricopa County. The population growth in Maricopa County is much higher than the current birth rate of 58 per 1000 women, indicating high levels of in-migration. There is a high level of in-migration from all age categories, especially by individuals between 24 and 44 years of age.



Local Economy and Business Environment

The unique aspects of Maricopa County's population, climate and government policies have laid the foundation for a unique and vibrant economy and healthy business environment. Maricopa County is home to a very diverse array of businesses and services provided to the community. The majority of the economic activity in the County takes place surrounding the population center, which is located in the north-central portion of the County and extends all the way to the eastern border, with limited activity extending beyond into the adjacent county.

The economic growth of the valley has been as unprecedented as the population growth. This expansion is likely to continue with a few geographical limitations due mostly to topography, federal government activities and Native American Reservations. Maricopa County contains four Native American reservations, Luke Air Force Base, Barry M. Goldwater Air Force Range, Tonto National Forest, Sonora Desert National Monument, Buckeye Military Reservation, Papago Military Reservation, and several wildlife areas and regional parks that further limit urban expansion and concentrate the majority of economic activities in the metropolitan area. Although these geographic limitations do restrict private development, they also contribute significantly to the economic vitality to the County. The Native American reservations provide recreational, agricultural, disposal, educational and retail opportunities for County residents and the federally operated lands and facilities provide essential jobs and contract opportunities for businesses in the metropolitan areas.



The large population and vibrant industry has led to high demand for water and electricity, which are provided through several notable companies and government organizations including the Salt River Project, Arizona Power Service, the Central Arizona Project, and various smaller municipal and private utility providers. This utility infrastructure continues to facilitate the transformation of the desert valley into the vibrant economy within

Maricopa County today. The other critical aspects of transportation and educational systems have provided the needed support and training for the continuously developing economy within the County. Relying upon this basic infrastructure, the County has a full-service economy that provides large markets in retail, health care, research, customer service, entertainment, financial and banking, wholesale trade, agricultural, arts and cultural, construction, manufacturing, light industry, distribution, and recreation and leisure services. The following chart outlines some estimates of the basic characteristics of Maricopa County's economy:

Maricopa County's economic base continues to evolve and become more diverse. The reliance on tourism and construction is decreasing as other industries grow. The following chart outlines County employment by sector among private industry firms:

Maricopa County's quality of life, cost of living, skilled workforce, good universities and favorable business climate contribute to the improvement of its economy. Phoenix, the largest city in Maricopa County and Arizona, was ranked as one of the top 10 cities in the 8th annual "America's 50 Hottest Cities" report, published in the January 2005 issue of *Expansion Management* magazine. The International Genomics Consortium and the Transnational Genomics Research Institute (TGEN) are evidence of Maricopa County's leadership in bioscience, providing a base of expertise and knowledge that will enhance the area's ability to develop and attract bioscience-related companies. In addition, the new Arizona State University-Capital Center campus in Phoenix will enhance downtown and the businesses located there.

Workforce Indicators

Per capita income	$ 26,213
Median household income	$ 52,521
Total workforce	1,801,281
Mean travel time to work (minutes)	26.3
Families above poverty line	91%
Median Priced Home	$199,800*
Median family income	$ 62,312

Source: U.S. Census Bureau (2006 ACS),
*Maricopa County Assessor's Office, Full Cash Value

Educational Opportunities

Maricopa County is home to first-class primary and secondary institutions as well as world-renowned university level educational opportunities. The Arizona State University System has multiple institutions in the county, including the Arizona State University (ASU) (the third largest university in the US by student enrollment for Fall 2007) and a joint biomedical campus downtown between ASU and the University of Arizona. Several community and technical colleges provide both general education and more specialized education in trades throughout the valley. The prestigious Thunderbird School of Global Management is also located in the valley and has been ranked #1 in international business by the Wall Street Journal for seven consecutive years. The national headquarters of the University of Phoenix (the largest private university in North America) is also located in Maricopa County. Although these large and well known institutions form the largest sources of education within the County, the County is home to many more universities, colleges, and schools that provide technical, vocational, executive, job-specific and interdisciplinary studies and research programs.

Transportation Infrastructure

Maricopa County is well positioned for easy access to Arizona, the United States and the world through a very well-structured road system and ample air traffic facilities. The County has three Interstate Highways (I-10, I-8, and I-17) and many major highways that connect Phoenix to all other major metropolitan areas in the in intermountain west as well as coastal regions. Many freeway loops (HWYs 101, 202, and 303) also circle the metropolitan area, providing improved access within the metropolitan area. The Phoenix Skyharbor Airport (PHX)

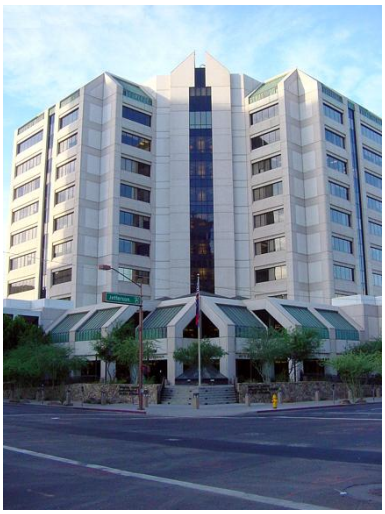
is one of the top five busiest airports in the nation with access to all major domestic destinations and both direct and indirect access to every major international destination. The Phoenix-Mesa Gateway Airport (AZA) is currently being developed as a support airport to Skyharbor, and currently is home to many flight training schools, major shipping providers, ASU Polytechnic Campus and also has regular passenger flights to several destinations. In addition to these major airports, Maricopa County is home to numerous municipal, recreational, and emergency heliports and airports that number in total to over 140 different landing destinations. This road and air infrastructure is available to both private and public transportation uses. Valley Metro RPTA (regional public transit authority) is a non-profit organization responsible for coordination of all public transportation needs throughout the metro area, currently providing local and express commuter bus services, dial-a-ride services for disabled and elderly patrons, as well as coordination services for carpools and vanpools. Valley Metro RPTA is also responsible for construction, implementation and maintenance of the METRO light rail services connecting Mesa, Tempe and Phoenix with a 20 mile route (METRO is currently under construction and will begin regular services in December 2008).

Cultural and Recreational Amenities

The cultural and recreational amenities offered in Maricopa County are multifaceted and take advantage of the wonderful climate and geographic opportunities. The valley is home to numerous artistic performing groups such as the Phoenix Symphony and Arizona Ballet, historical and art museums including the Phoenix Art Museum and Heard Museum. Numerous convention centers and auditorium facilities carry national and international performances, ranging from the Broadway Series musicals to contemporary rock concerts to world-class orchestras. Nationally recognized theatres such as the Orpheum, Herberger and several publicly owned theatres provide high-quality entertainment. Outdoor recreation is also readily available with hundreds of miles of horse-back riding trails, hiking trails, biking trails for road and mountain bikes, rock climbing facilities, regional and municipal parks, and National Forests and Monuments. Numerous reservoirs are easily accessible for fishing, boating, kayaking, sailing, and swimming activities. The Salt River cuts directly through the metropolitan area providing additional water activities including river floating through the Tonto National Forest and water activities such as sculling and kayaking along Tempe Town Lake. For botanists and wildlife lovers, the Phoenix Zoo and Desert Botanical Gardens provide a close-up view of many local and foreign species of flora and animal life. Maricopa County operates the most extensive regional park system in the United States at over 120,000 acres.

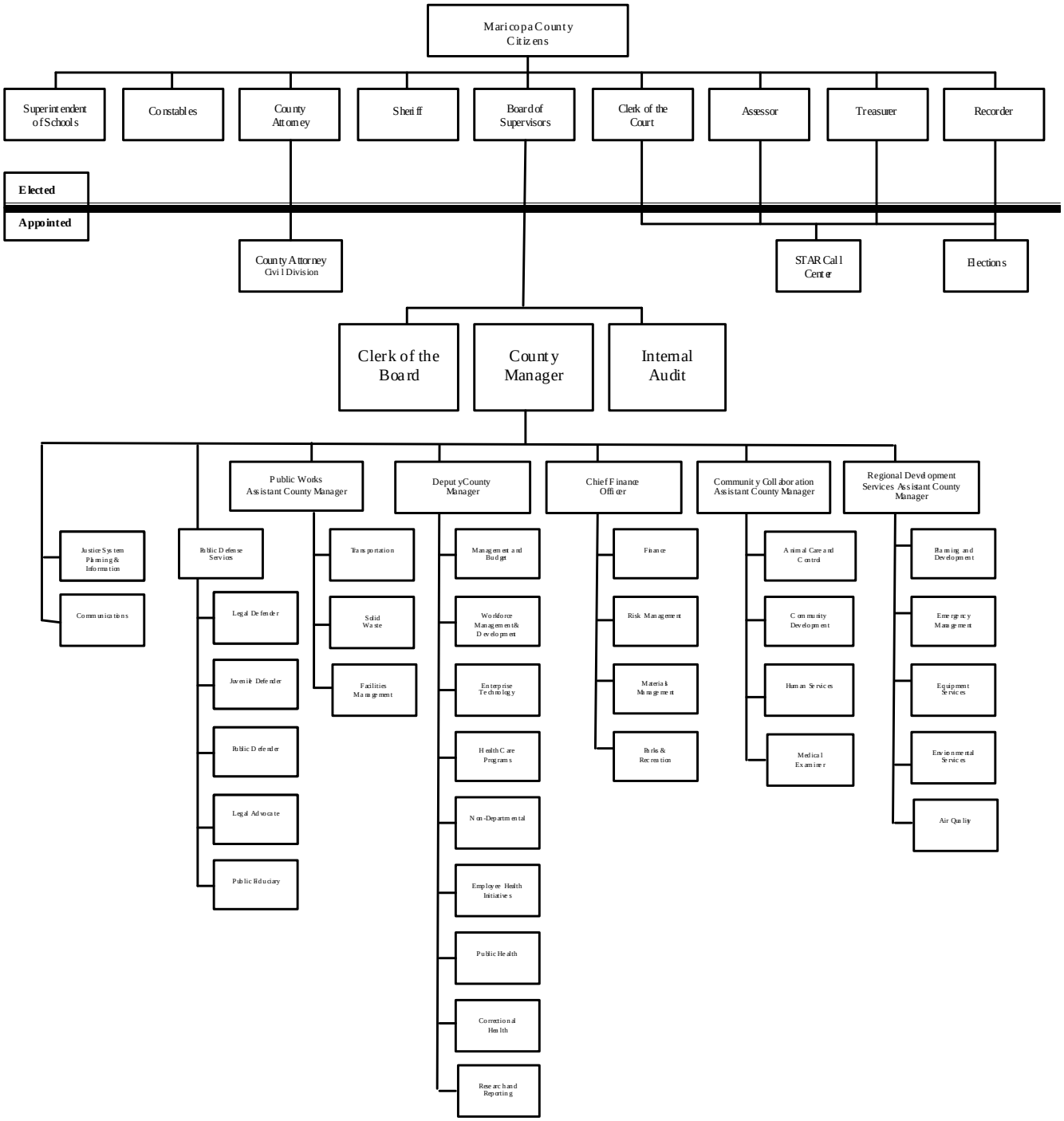
The valley is also full of other special events and specialty entertainment venues, including movie theatres, theme parks, fairs, horse shows, car shows, luxury auctions, holiday events, cultural festivals, many special interest conventions and numerous professional sports venues. Professional sports teams include the **Arizona Cardinals** (National Football League); **Arizona Diamondbacks** (Major League Baseball); the **Phoenix Coyotes** (National Hockey League); the **Phoenix Mercury** (Women's National Basketball Association); and the **Phoenix Suns** (National Basketball Association). Maricopa County is home to many other professional sports and events including thoroughbred horse and greyhound racing, golf, car and boat racing, and minor league baseball. Several spring training baseball parks are located within the boundaries of Maricopa County provide the majority of the Major League spring training games for Arizona's Cactus League and housing minor league training facilities for 9 Major League teams. The City of Glendale is home to the new University of Phoenix Football Stadium, which opened in 2006 and was home to Super Bowl XLII. The area is world famous for golfing and golf tournaments such as the FBR Open. NASCAR racing is conducted at Phoenix International Raceway and speed boating is conducted at Firebird raceway. Sports fans can also enjoy a variety of inter-collegiate athletics on ASU's Tempe campus and at several local community colleges.

County Government



Maricopa County is the largest local government in Arizona. Currently, the equivalent of more than 14,000 full-time County employees serve the public in such areas as public health, flood control law enforcement, libraries, parks and recreation, courts, transportation, animal care and control, economic and community development, and elections. The County serves both incorporated and unincorporated areas. For the unincorporated areas, the County provides some services similar to those provided by municipalities in incorporated areas—law enforcement, development planning, code enforcement, libraries, and parks and recreation.

The County organization reflects the constitutional separation of powers and the unique constitutional and statutory provisions that establish county government in Arizona. The County's governing body is the Board of Supervisors, who appoint a County Manager who oversees many County functions and is responsible for administration. However, a number of key functions are the constitutional purview of independently elected officials. The judicial branch is also independent, and the Superior Court is legally defined as a State function even though it effectively operates within County government.

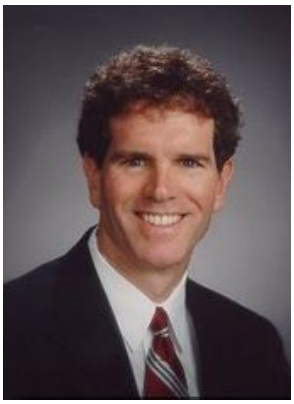

Maricopa County Citizens
Superintendent of Schools
Constables
County Attorney
Sheriff
Board of Supervisors
Clerk of the Court
Assessor
Treasurer
Recorder
Elected
Appointed
County Attorney Civil Division
STAR Call Center
Elections
Clerk of the Board
County Manager
Internal Audit
Justice System Planning & Information
Communications
Public Defense Services
Legal Defender
Juvenile Defender
Public Defender
Legal Advocate
Public Fiduciary
Public Works Assistant County Manager
Transportation
Solid Waste
Facilities Management
Deputy County Manager
Management and Budget
Workforce Management & Development
Enterprise Technology
Health Care Programs
Non-Departmental
Employee Health Initiatives
Public Health
Correctional Health
Research and Reporting
Chief Finance Officer
Finance
Risk Management
Materials Management
Parks & Recreation
Community Collaboration Assistant County Manager
Animal Care and Control
Community Development
Human Services
Medical Examiner
Regional Development Services Assistant County Manager
Planning and Development
Emergency Management
Equipment Services
Environmental Services
Air Quality

Board of Supervisors

Maricopa County government in Arizona is a subdivision of the State government. The Board of Supervisors is the governing body for the County. Each member represents one of the five county districts, which are divided geographically and by population to include a mix of urban and rural constituencies. Supervisors are elected to four-year terms and are not term-limited. The Board of Supervisors is also the Board of Directors for the Flood Control, Library, and Stadium Districts, and serves as the Board of Equalization and the Planning and Zoning Commission.

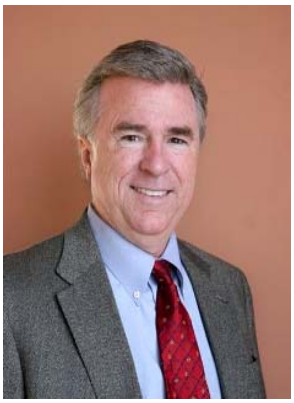
The Board elects a chairman, and appoints a Clerk, County Auditor, and County Manager. The County Manager is responsible for the administration of the County. The Board holds statutory and formal meetings that generally are scheduled twice each month on Wednesdays. Informal meetings generally are held on the Monday preceding the formal meetings. Although the adopted schedule can change, meetings are posted at least 24 hours in advance, in compliance with Arizona's Open Meeting Law. Citizens are encouraged to attend. All meetings are videotaped and air on local government access channels throughout Maricopa County.

Fulton Brock (District 1)



(Republican) Supervisor Brock has served three times as Chairman of the Board of Supervisors and three times as Vice Chairman. Supervisor Brock has served as Chairman of the Maricopa County Hospital Board and on the Governor's Science and Technology Council. Other activities include the Governor's Merit Award; National Federation of Independent Business Guardian of Small Business Award; Arizona Management Society; Tempe YMCA fund-raiser; Boy Scouts of America Eagle Scout and Scoutmaster; Pop Warner and Little League sports, former member of the Arizona House of Representatives, Mesa Rotary Club, and advisor to United Food Bank. Supervisor Brock supports drug rehabilitation programs such as the Alpha Program operated by the Maricopa County Sheriff's Department in the Maricopa County Jail system. He has also been a strong supporter of crime diversion programs such as Teen Courts. For the last several years Supervisor Brock has worked with community groups in the East Valley to sponsor community clean-ups. Mr. Brock is a registered investment advisor. Supervisor Brock, his wife of 26 years, Susan, and three daughters live in Chandler, Arizona.

Don Stapley (District 2)



(Republican) Don Stapley was elected to his third term as Chairman of the Maricopa County Board of Supervisors in calendar year 2006. Currently in his fourth term representing District 2, Mr. Stapley also served as chairman and vice-chairman in previous years. In addition, he served as the Chairman of the Maricopa County Board of Adjustments as a private citizen. He was named County Leader of the Year in 2004 by the American City & County Magazine for his leadership locally and nationally. In July 2005, he was elected first vice-president of the National Association of Counties. This election places Mr. Stapley on the five member executive committee and in line to become President of the organization in 2008. Mr. Stapley was born in Phoenix and graduated from Westwood High School in Mesa. He earned a Bachelor of Arts degree from Brigham Young University in Provo, Utah. He is a lifelong Arizona resident and member of an Arizona pioneer family. Mr. Stapley's additional duties include serving as co-chair of the Arizona Meth Project Advisory Board and membership on the County Commission on Justice System Intervention for the Seriously Mentally Ill. As a member of his community, Mr. Stapley has volunteered for youth development and education organizations that include the Grand Canyon Council of the Boy Scouts of America, the Mesa Eastern Education Foundation, the Mesa Family YMCA, and the Mesa Little League. He has also served as a member of the Board of Directors of the Lutheran Health Care Network for more than 10 years. Mr. Stapley is an honorary member of the Mesa Baseline Rotary Club. Mr. Stapley is the owner of Stapley and Company, a real estate management firm and holds an active broker's license. Mr. Stapley lives in the East Valley. He is active in his church and the youth activities his church sponsors. Mr. Stapley is married to Kathy. They have four children and five grandchildren.

Andrew Kunasek (District 3 - Chairman)

(Republican) By the unanimous vote of his fellow board members, Andy Kunasek was appointed to the Board of Supervisors in September of 1997. Supervisor Kunasek was subsequently elected by the constituency of District 3 in 1998 and reelected in 2000 and 2004. He was then elected Chair of the Board for 2000, 2004 and again in 2008. Supervisor Kunasek is an Arizona native and is a graduate of Mountain View High School. He earned a bachelors degree in management from Arizona State University in 1986. Kunasek owns interests in plant nursery and cattle operations, and is president of Mercado Management, a diversified land acquisition and real estate management company. Mr. Kunasek has been active in his community having served as treasurer of the Maricopa County Republican Party; a member of the Maricopa County Trial Court Selection Committee; Maricopa County Charter Committee; and the Maricopa County Citizens Judicial Advisory Council. He was also a 1996 Delegate to the Republican National Convention. In 2003, he was voted the nation's Outstanding Public Official of the Year by the National Association of County Parks and Recreation. Supervisor Kunasek currently serves on the National Association of Counties Board of Directors, Large Urban County Caucus and the Deferred Compensation Advisory Committee. Mr. Kunasek and his wife Kim have three children.

Max Wilson (District 4)

(Republican) Max Wilson has lived and worked in Maricopa County for the past 45 years. Mr. Wilson graduated from High School in Salt Lake City, Utah, and enlisted in the United States Air Force, where he served from 1959 until 1963. After briefly working for Luke Air Force Base, he started his career in real estate and development. As an active member of the West Valley, Mr. Wilson has served as Councilmember and Vice Mayor on the Litchfield Park City Council, the Arizona Diamondbacks Charity Board of Directors and the Sun Health La Loma Board of Directors. Currently he is a member of the Fighter Country Partnership Board of Directors, The Greater Phoenix Economic Council Board of Directors, the Wickenburg Chamber of Commerce, the Southwest Valley Chamber of Commerce and the Luke West Valley Council (He served as 2005 Civilian Chair for the Council). He is also appointed by the Governor's Office of Homeland Security to be a member of the Central Region Advisory Council. As a member of the Board of Supervisors, Mr. Wilson has served as Vice-Chairman, and in 2005 was elected Chairman. Currently he sits on MAG Transportation Policy Committee, MAG Regional Council, Military Airport Preservation Committee, the Flood Control District, the Stadium District, and the Library District. Supervisor Wilson's main focuses are protection of Luke Air Force base, transportation, and valley growth. He has been married over 45 years to Judith and they enjoy their four daughters and eight grandchildren. His hobbies include golf, fly fishing, playing bridge, and hiking at White Tank Maricopa Regional Park.

Mary Rose Garrido Wilcox (District 5)

(Democrat) Mary Rose Garrido Wilcox was born in Superior, Arizona and is a fourth generation Arizona native from a pioneer Mexican-American family. Ms. Wilcox was re-elected to the Maricopa County Board of Supervisors in 2004 for a fourth four-year term. Ms. Wilcox previously served on the Phoenix City Council for nine years. She was honored as being the first Hispanic women ever to serve on the Phoenix City Council and the Maricopa County Board of Supervisors. Ms. Wilcox is involved with numerous boards and commissions, which include the Downtown Phoenix Partnership; the Governor's Latino Advisory Council, and the Ryan White Policy Council. She served as the Chairwoman for the National Association of Latino Elected and Appointed Officials (NALEO). As an advocate for housing, she received the Governor's Housing HERO Award in 2005. Ms. Wilcox and her husband Earl have a daughter and five grandsons.

Other Elected Officials

Maricopa County's mandated functions are defined by both the Arizona State Constitution and the Arizona Revised Statutes. Nine County offices are independently overseen by elected officials: Assessor, County Attorney, Clerk of the Superior Court, Constables, Justices of the Peace, Recorder, Sheriff, Superintendent of Schools, and Treasurer. The Judicial Branch, headed by a Presiding Judge, includes the Superior Court, and the departments of Adult and Juvenile Probation.

Keith Russell, Assessor

(Republican) Keith E. Russell is the 20th person to serve as the Maricopa County Assessor. Keith was first elected in November of 2004 and has been involved in the real estate market in Arizona since 1976. In 1985 he formed Sunset Appraisal which is an appraisal firm specializing in commercial real estate. Mr. Russell has done work throughout Arizona including a large number of the rural counties and communities. Mr. Russell is a member of the Appraisal Institute and has earned the Institute's highest designation, the MAI. He is and has been very active in the Appraisal Institute on a local level as well as regionally and nationally. Mr. Russell served as the President of the Phoenix Chapter of the Appraisal Institute in 2002 and is an Instructor with the Appraisal Institute. He is a Certified General Real Estate Appraiser with the Arizona State Board of Appraisal and had the opportunity to serve as a member of the State Board of Appraisal from 1998 to 2000.

Andrew P Thomas, County Attorney

(Republican) Elected Maricopa County Attorney in November 2004, Andrew Thomas is recognized as a noted author and leading authority on the criminal justice system. He received his B.A. in political science from the University of Missouri in 1988 and his law degree from Harvard Law School in 1991. After graduating from law school, Andrew moved to the Valley of the Sun and joined a large law firm in Phoenix, where he practiced civil litigation. Leaving private practice in 1994 to serve as an Assistant Attorney General for Arizona, he prosecuted both civil and criminal cases. Andrew subsequently served as deputy counsel and criminal justice policy advisor to the governor of Arizona. In this capacity he helped draft and campaign for the Stop Juvenile Crime Initiative, which Arizona voters approved in 1996. After his service in the governor's office, Andrew became the chief attorney at the Arizona Department of Corrections. There, he helped lead a successful crackdown on prison gangs. Joining the Maricopa County Attorney's staff as a deputy county attorney in 2003, he prosecuted numerous felonies in both the pretrial and juvenile divisions. In 2004, Andrew ran successfully for the office of Maricopa County Attorney. He took office in January 2005. Andrew is the author of four books. His most recent book is *The People vs. Harvard Law: How America's Oldest Law School Turned Its Back on Free Speech.* He is also the author of *Clarence Thomas*: *A Biography* and *Crime and the Sacking of America*: *The Roots of Chaos,* both of which received wide critical acclaim. His writings on crime, law and public policy have appeared in the *Wall Street Journal*, *Weekly Standard*, *National Review* and many other publications. Andrew has testified before the U.S. Senate Judiciary Committee and other legislative bodies regarding criminal justice issues.

Michael K Jeanes, Clerk of the Superior Court

(Republican) Michael K. Jeanes is the Clerk of the Superior Court in Maricopa County. He was elected to the position in 1998 by the voters of Maricopa County. He was re-elected to the Office in November 2002 to serve a second term, and in November 2006, to serve for a third four-year term. He earned a Bachelor of Arts Degree in political science from Loyola University in Chicago, and a Master of Public Administration Degree from Arizona State University. He has 28 years of court/county management and policy experience, which include 21 years with the Clerk of the Court's Office. As the Clerk, he is the official record keeper and financial officer for Superior Court. He is responsible for administering a $43+ million budget; processing over $146 million in victim restitution, trust monies, fines and fees, and over nine million new pieces of paper per year; overseeing 770 employees; and providing services to 152 judges and commissioners. He leads an office that serves the fourth largest county in the nation. In effect, he is the public's liaison to the Superior Court in Maricopa County. Michael is active in many local and national professional organizations. He and his wife, Jill, have three sons.

Helen Purcell, Recorder

(Republican) was elected to the office of Maricopa County Recorder in November 1988; is now serving her 5th term and is only the second woman to hold this position since 1871. Born in Topeka, Kansas, she's been a Phoenix resident since 1964. Mrs. Purcell began her business career with T. J. Bettes Mortgage Company in Texas, subsequently becoming a real estate trust officer with Stewart Title & Trust of Phoenix. She is a member of the Board of Directors of the National Association of Counties (NACo) serving since December 1997, a member of the Property Records Industry Association (PRIA), a member of the Board of Directors of the Kids Voting-Arizona, member of the National Association of County Recorders and Clerks (NACRC), and the International Association of Clerks, Recorders, Elections Officials and Treasurers. In May 1998, Mrs. Purcell received the National Kids Voting Excellence Award. She currently serves as Chairman of NACo's Programs and Services Committee and is a member of the Telecommunications and Technology Committee. In 2003 she was appointed by the President of NACo to the U.S. Election Assistance Commission, Board of Advisors. In June, 2004 Mrs. Purcell was appointed by the Chairman of the U.S. Election Assistance Commission (EAC) to the newly formed Technical Guidelines Development Committee – its purpose: to draft standards for all voting systems in the U.S. She has a son, Todd, and four grandsons.

Joseph M Arpaio, Sheriff

(Republican) Joseph M. Arpaio took office as Sheriff of Maricopa County in January 1993 and won re-election in 1996, 2000 and again in 2004. Labeled "the toughest Sheriff in America" after he opened the largest tent city jail in the U.S. and demanded spartan conditions in all county jails, Sheriff Arpaio is equally renowned for his extensive use of posse volunteers in major law enforcement operations. He has enjoyed a distinguished law enforcement career spanning more than 45 years, primarily with the U.S. Drug Enforcement Administration. That experience shaped the philosophy that guides his actions today as Sheriff. Programs that have made him a national and international leader in the anti-crime movement have simultaneously saved the county taxpayers millions of dollars. Today Sheriff Arpaio is also a leader in the fight against illegal immigration. By being one of the first people in local law enforcement to cross-train deputies to enforce all laws against illegal entry into the United States, he led the way for many police agencies across this nation to join in the battle. Today, Arpaio has 160 deputies and officers cross trained.

Sandra Dowling, Ed.D., Superintendent of Schools

(Republican) was first elected School Superintendent in 1988. She was re-elected by a wide margin in 1992, 1996, 2000 & 2004. As Superintendent, her responsibilities include serving as fiscal agent for 40 school districts, providing educational programs, maintaining payroll services for 20,000 school district employees, conducting school district elections and technological support for school districts. Dr. Dowling is a member of over two dozen civic, educational, county and state organizations. Dr. Dowling earned a Bachelor's degree in secondary education and a master's in educational administration from Arizona State University. In 1994, she received her doctorate degree in school finance and education law from Northern Arizona University. Dr. Dowling and her husband, Dennis, live in Litchfield Park. They have four children and two grandchildren.

Charles "Hos" Hoskins, Treasurer

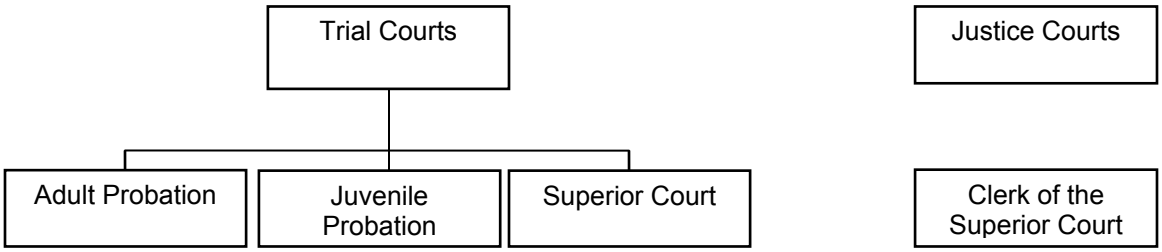
(Republican) Charles "Hos" Hoskins was appointed by the Maricopa County Board of Supervisors to be the County Treasurer in November, 2007. "Hos" has been involved in the Arizona property tax system for over 30 years. He was a review appraiser and Clerk for the Board of Tax Appeals from May, 1975 to February, 1986. After leaving the Board he joined the Department of Revenue as the Assistant Director of the Property Valuation and Equalization Division, and later became the Director of the Department. "Hos" left government service in September, 1989 and became a property tax consultant with a national firm. He served several hundred clients in Arizona, California, Texas, Utah, Colorado, and New Mexico until he retired in 1995. He was a candidate for the office of Maricopa County Assessor in 1996 and lost a very close race. Some time afterwards, "Hos" was appointed to the State Board of Equalization. As a member of the BOE he heard over 5,000 property valuation appeals. He teaches property tax classes at the Arizona School of Real Estate and Business, and has written numerous articles on the Arizona property tax system. "Hos" first came to Arizona as a young fighter pilot in 1957 and was stationed at Luke Air Force Base. He flew 274 combat missions in Vietnam and was awarded the Distinguished Flying Cross. He and Eleanor have been married for 50 years, and have lived in the Valley since retiring from the Air Force in 1975. They have a son, a daughter, and two grandsons.

Judicial Branch

Jurisdiction

The Judicial Branch of Arizona is responsible for the operational oversight of both general and limited jurisdiction courts in Maricopa County. The Superior Court is a court of general jurisdiction over cases relating to criminal felonies, juveniles, families, probate/mental health, tax and civil (proposed settlements of $10,000 or more). The Superior Court is part of an integrated judicial system in the State under the administrative authority of the Arizona Supreme Court.

Arizona Judicial Branch in Maricopa County



Judges of the Superior Court

The Superior Court comprises 96 Judges and 52 Commissioners. Under the Judicial Merit Selection System, Judges are appointed by the Governor from a list selected by a Judicial Merit Selection Committee. Once appointed, Judges must stand for retention every four years. During local elections voters must decide, in addition to voting for local politicians or officials, which judges should retain their position by a simple yes-no vote. The Court also uses volunteer judges on an as-needed basis called *judges pro tempore,* who are attorneys in good standing with the Arizona Bar.

Maricopa County Judges and Justices of the Peace

Judge	Judge	Judge
Edward Bassett	Robert H. Oberbillig	David K. Udall
Aimee Anderson	Peter C. Reinstein	Connie Contes
Ruth H. Hilliard	David M. Talamante	Craig Blakey
Dawn Bergin Judge	Bethany G. Hicks	Linda H. Miles
Roger Brodman	F. Pendleton Gaines, III	Margaret R. Mahoney
Dean Fink	Edward O. Burke	Robert C. Houser
Robert L. Gottsfield	Cathy M. Holt	Harriett Chavez
Norman Hall	Maria del Mar Verdin	Larry Grant
Hugh Hegyi	Arthur T. Anderson	George H. Foster, Jr.
Thomas Dunevant, III	Joseph B. Heilman	Peter B. Swann
Gregory H. Martin	Eileen S. Willett	Raymond Lee
Paul A. Katz	Alfred M. Fenzel	Sally S. Duncan
Joseph Kreamer	Karen L. O'Connor	John Rea
Daniel Martin	Warren J. Granville	Rosa Mroz

Judge	Judge	Judge
Silvia R. Arellano	Samuel Thumma	Jeanne M. Garcia
J. Kenneth Mangum	Margaret H. Downie	Michael W. Kemp
Sam Myers	Emmet J. Ronan	Helene F. Abrams
Brian R. Hauser	Douglas L. Rayes	Bruce R. Cohen
Barbara R. Mundell	J. Richard Gama	Jo Lynn Gentry-Lewis
Susanna Pineda	Gary E. Donahoe	Kristin C. Hoffman
Michael R. McVey	Janet E. Barton	Timothy J. Ryan
Louis A. Araneta	Robert A. Budoff	Michael D. Gordon
Anna M. Baca	Carey Snyder Hyatt	Paul J. McMurdie
Brian K. Ishikawa	Colleen A. McNally	John R. Hannah, Jr.
Norman J. Davis	Roland J. Steinle, III	Robert E. Miles
Mark F. Aceto	John R. Ditsworth	Glenn M. Davis
Michael D. Jones	John A. Buttrick	Lisa Daniel Flores
Marion J. Hoag	Cari A. Harrison	Jose S. Padilla
James H. Keppel	Sherry K. Stephens	Karen A. Potts
Linda A. Akers	Andrew G. Klein	Christopher T. Whitten
Crane McClennen	Teresa A. Sanders	Randall Warner
Eddward P. Ballinger, Jr.	Richard J. Trujillo	Joseph C. Welty
William Brotherton		

Department	Judicial Officer	Department	Judicial Officer
Trial Courts	Hon. B. Rodriguez Mundell	Associate	Hon. M. Downie
Juvenile	Hon. E. Willett	Civil	Hon. M. Aceto
Criminal	Hon. A. Baca	Family	Hon. C. McNally
Probate/Mental Health	Hon. K. O'Connor	Tax	Hon. T. Dunevant
Southeast	Hon. E. Ronan	Northwest	Hon. H. Chavez
Northeast	Hon. E. Ballinger		

Justice of the Peace	Precinct	Justice of the Peace	Precinct
G Michael Osterfeld	Estrella Mountain	John Keegan	Lake Pleasant
C Steven McMurry	Encanto	Sam Goodman	San Tan
Keith Frankel	San Marcos	Cody Williams	South Mountain
Mark Chiles	East Mesa	Joe "Pep" Guzman	Agua Fria
Carlos Mendoza	Downtown	Clayton Hamblen	West Mesa
Michael W Orcutt	Arcadia Biltmore	Rachel Torres Carrillo	West McDowell
John R Ore, Presiding JP	University Lakes	Elizabeth Rogers	Kyrene
Joe B Getzwiller	Ironwood	Chris Mueller	Hassayampa
Gary Handley	Manistee	Jacqueline McVay	Dreamy Draw
Andy Gastelum	Maryvale	Michael Reagan	McDowell Mountain
Lester Pearce	North Mesa	Rebecca Macbeth	Moon Valley
Gerald A. Williams	North Valley		

Court Departments

The Superior Court in Maricopa County is organized into five departments: Family, Criminal, Tax, Probate/Mental Health, and Civil. Each department has an assigned presiding judge and administrator. The departmental presiding judges generally serve in that assignment for two to four years. The Court rotates judges' calendar assignments approximately every two years. After the filing process, cases are assigned to a calendar and will remain with that calendar until adjudication. When a judge leaves a calendar for rotation, any cases already assigned will remain with the calendar and not the judge.

The Presiding Judge

The Presiding Judge of the Superior Court oversees the Superior Court and the Adult and Juvenile Probation departments. The Presiding Judge is appointed by, and serves at the pleasure of, the Arizona Supreme Court. Associate presiding judges are selected by the Presiding Judge to assist with administrative duties. The Presiding Judge appoints a Court Administrator to assist in the management of non-judicial staff and various ancillary and administrative support functions.

Hon. Barbara Rodriquez Mundell, Presiding Judge of the Superior Court

Barbara Rodriguez Mundell was appointed to the Superior Court of Arizona bench in 1991. She is presently serving a 5-year term as the Presiding Judge for the Maricopa County Superior Court as of July 1, 2005. In her tenure as a judge, she has served on Civil, Juvenile, Family Court, Criminal, and Probate and Mental Health assignments. Prior to her appointment, Judge Mundell was with the juvenile department as a Maricopa County Superior Court Commissioner. As an attorney, she was in private practice, specializing in Workers' Compensation and Social Security cases. She received her B.A. and J.D. degrees from Arizona State University. Judge Mundell joined the Board of Directors for the National Center for State Courts in August 2007 to serve a three-year term. She is also a member of the American Bar Association and National Association of Women Judges, and serves on the Arizona Supreme Court Code of Judicial Conduct Task Force. Judge Mundell is past president of the Los Abogados Hispanic Bar Association and has served on a number of Arizona Supreme Court committees including the Committee on Keeping the Record, the Fiduciary Advisory Committee, and is the past chair of the Commission on Judicial Conduct.

Budget at a Glance

Introduction

For the past several years, Maricopa County's Office of Management and Budget has received the Government Finance Officers Association (GFOA) *Distinguished Budget Presentation* award.. This award is presented to government entities that meet certain criteria in the presentation of their budgets. This "*Budget at a Glance*" section is designed to provide the layperson with a broad view of the contents included in the Maricopa County budget, its processes, issues and anticipated results. Document sections are cited in order to guide the reader to more in-depth information and explanation of Maricopa County's operating budget and capital improvement program.

The Budget as a Policy Document

Organization-wide Financial and Programmatic Policies and Goals

Maricopa County's long-term organization-wide goals and policies are referenced in the County Manager's *Transmittal Letter*, the *Budget Policies and Process* section under *Policies & Their Budgetary Impact*, the *Strategic Direction* section, the *Capital Improvement Program*, the *Financial Forecast*, and the *Departmental Strategic Business Plans and Budgets* section while the actual policies are included in the *Attachments* section.

The County's policies apply to financial matters as well as programmatic (service delivery) concerns over a multi-year time frame. Examples include the *Managing for Results Policy* and the *Reserve and Tax Reduction Policy*, both of which are excerpted below.

> **Managing for Results Policy**: All Maricopa County departments will participate in the Maricopa County Managing for Results system and shall comply with this policy. This policy establishes a framework that integrates planning, budgeting, reporting, evaluating and decision making for all Maricopa County departments. This framework is called Managing for Results, a management system that establishes the requirements to fulfill the County's Mission and Vision of accountability to its citizens. Managing for Results is cyclical and ties performance to all that we do.

> **Reserve and Tax Reduction Policy:** This policy establishes the guidelines for the maintenance and use of any reserve fund balances. The policy provides for budgetary stability, debt reduction

and, ultimately, stabilization and reduction of tax rates when possible. During times of economic downturn, the policy may be used to stabilize the general fund until appropriate long-term budgetary adjustments are made.

Further, the purpose of the policy is to demonstrate a commitment to the maintenance and, when possible, reduction of the tax rate while ensuring that Maricopa County remains financially stable and accountable to the citizens.

Short-term Financial and Operational Policies That Guide Budget Development

Maricopa County financial and operational policies guide the development of the budget for the upcoming year. These policies provide the tools for building a structurally balanced budget, ensuring that the County meets its fiduciary obligations as stewards of public funds. These policies deal with a wide range of matters such as appropriated budgets and levels of budgetary control, budget development, budgetary reserves, tax reduction, internal charges, and indirect cost allocations. These policies are referenced in the *Transmittal Letter*, the *Budget Policies and Process* section under *Policies & Their Budgetary Impact*, the *Major Maintenance & Capital Improvement Budget*, the *Budget Summary Schedules* section under mission, goals, issues and mandates, while the actual policies are included in the *Attachments* section. Several short-term policies that reflect the financial and operational development of the budget for the upcoming year follow.

Budgeting for Results Accountability Policy: The purpose of the Budgeting for Results Accountability Policy is to provide departments with flexibility in managing their allocated public resources to achieve program results while upholding accountability for spending within legal appropriations. This policy seeks to strengthen budget accountability and ownership at the department level. The program encourages departmental staff to save resources and to be creative in the delivery of services. Departments are held responsible for bottom-line performance and must absorb unanticipated cost increases and revenue shortfalls. This approach to budgeting can help the County cope with new fiscal challenges and improve the quality of County services.

Vehicle Replacement Policy: The purpose of this Policy is to provide County Departments/Special Districts with guidelines so that existing vehicles can be replaced in a timely and cost-effective manner.

Funded Position Policy: The purpose of the Funded Position Policy is to establish guidelines for adding, deleting and changing positions so that all authorized positions are fully funded on an annualized basis, and ensure that any filled or vacant position that becomes unfunded or under-funded is either fully funded or deleted.

Goals and Objectives of Organizational Units

Maricopa County's organizational units consist of 57 departments, each of which has a strategic business plan that integrates planning with budgeting and performance measurement. In support of the Board of Supervisors Strategic Priorities and Goals, every department has a mission, strategic goals, programs, activities, and services.

Some departments have long-term results-oriented goals (descriptions of anticipated accomplishments or results as opposed to descriptions of functions and activities). For example, the County Attorney has a goal to "reduce the percentage of criminal cases open longer than 180 days each year over the next five years while adhering to MCAO policies & procedures, quality standards and attorney ethics." This goal describes long-term anticipated results.

Nonetheless the majority of County department goals are more short term in nature due to the demands of regulatory agencies, compliance to new state statutes and court rules, increases in unfunded mandates, and the rapidly changing demographics that affect justice and law enforcement, health care, and the environment. It is not practical to establish long-term goals in areas where regulations are continually changing. Examples of dramatic regulatory changes include: three Arizona Supreme Court issues, i.e., Rule 18 that deals with speedier trials for complex cases, Rule 15 regarding the disclosure of evidence, and *The Ring* decision, dealing with verdict

determination by jurors; the mandated increases in acute healthcare contributions due to mandates to increase Maricopa County's contributions for the Arizona Long Term Care System, expenditure increases for the County court orders for the seriously mentally ill population, and the residual from the county's medical eligibility mandate. All of these will have immediate impacts on the County.

Every department within Maricopa County has quantifiable short-term objectives that are linked to the County's goals. Through the annual strategic business planning process, every department is required to have goals that are linked to the County's strategic priorities. This information may be found in the *Budget Summary Schedules* section under department vision, mission, goals, performance measures, and mandates. The following examples show the relationship of department goals to the Maricopa County strategic priorities and strategic goals, and a strategic plan sample of the mission, several goals and key results measures for the Maricopa County Adult Probation Department.

Maricopa County Strategic Priorities/Goals:

- Ensure safe communities and a streamlined, integrated justice system.
    - By June 2007, reduce property crime rates and violent crime rates in Maricopa County by establishing and implementing a crime-prevention strategy that encompasses evidence-based practices.

Adult Probation Mission Statement:
The Mission of the Maricopa County Adult Probation Department is to provide assistance and adult pretrial and probation services to neighborhoods, courts, offenders and victims so they experience enhanced safety and well being.

Adult Probation Strategic Goals:

- By the end of fiscal year 2010, MCAPD will enhance public safety by:
  Reducing the number of probationers committed to the Department of Corrections to 20%.
  Reducing the number of probationers convicted of a new felony offense to 10%.
  Increase the rate of successful completions from probation to 65%.
  Increase the rate of successful completions from Pretrial Supervision to 80%.
- By the end of fiscal year 2010, MCAPD will improve case processing as evidenced by:
  Maintaining at least a 97% on-time rate for submitting pre-sentence reports to the Court without a continuance.
  Increasing the rate of restitution collected to 80%.
  Increasing the rate of community work service completed to 50%.
  Increasing use of the Offender Screening Tool to 75% for newly sentenced probationers.
  Making use of the Field Reassessment Offender Screening Tool to develop case management plans at least 67% of the time.

Example program with key results:

Program Name: COMMUNITY JUSTICE PROGRAM

Program Purpose: The purpose of the Community Justice Program is to provide public safety through offender accountability and restoration to victims and community members so they can live in Revitalized, restored and safer neighborhoods.

Program Results

11 - COMMUNITY JUSTICE Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of probationers paying restitution and/or performing community work service during the reporting period.	Not Reported	86.0%	86.0%	0.0%	0.0%
Percent of active domestic violence probationers sentenced for a new felony offense wihle supervised	Not Reported	4.4%	4.5%	0.1%	2.3%
Percent of jailed probationers who receive services under the In-Custody Management Activity during the reporting period.	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of jail days saved through Court Liaison during the reporting period.	Not Reported	47.0%	46.0%	(1.0%)	-2.1%
Percent of probationers appropriately monitored according to Indirect Services standards during the reporting period	(0.0%)	100.0%	100.0%	0.0%	0.0%

Note: Only a sample of the Community Justice Program Results is shown in this section for illustrative purposes. Please see the Adult Probation departmental section for a full listing of all Program Results.

Intensive Probation Activity

The purpose of the intensive Probation Activity is to provide community supervision of high-risk probationers so they can be held accountable and not be committed to the Department of Corrections.

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of IPS probationers who exit IPS and are not revoked to prison or jail during the reporting period.	Not Reported	3.3%	55.0%	51.7%	94.0%
Result	Percent of active IPS probationers sentenced for a new felony offense while supervised	Not Reported	10.0%	10.0%	0.0%	0.0%
Output	Total number of IPS probationers discharged from IPS	Not Reported	1,398	1,124	-274	-24.4%
Output	Average number of active IPS probationers supervised during the reporting period	5,028	1,093	1,124	31	2.8%
Demand	Average number of active IPS probationers ordered supervised during the reporting period	5,028	1,093	1,124	31	2.8%
Efficiency	Average daily cost per IPS probationer for the reporting period	$1,989.59	$9,660.95	$8,063.29	$1,597.65	16.5%
Revenue						
	201 - ADULT PROBATION FEESS	$ 1,886,249	$ 2,300,145	$ 2,219,422	$ (80,723)	-3.5%
	TOTALSOURCES	$ 1,886,249	$ 2,300,145	$ 2,219,422	$ (80,723)	-3.5%
Expenditure						
	100 - GENERAL	$ 9,472,284	$ 10,002,675	$ 9,043,195	$ 959,480	9.6%
	201 - ADULT PROBATION FEES	519,802	554,304	4,945	549,359	99.1%
	211 - ADULT PROBATION GRANTS	11,589	2,436	15,002	(12,566)	-515.8%
	TOTAL USES	$ 10,003,675	$ 10,559,415	$ 9,063,142	$ 1,496,273	14.2%

Budget Priorities and Issues

The *County Manager's Transmittal Letter* articulates budget priorities and issues for all funds, including significant priority changes from the prior fiscal year, and the factors that led to those changes. These priorities and issues are highlighted by headings in the *County Manager's Transmittal Letter*, which include: *Expenditure Uses, Econometric and Demographic Trends, Property Taxes, Technology Infrastructure, Managing For Results, Detention Operations, Law Enforcement and Justice Issues, Air Quality, Mandated Health Care, Major Maintenance and Capital Improvement Programs, and Employee Issues and Concerns.* Adopted budget priorities are provided in the *Budget Policies and Process* section and the *Attachments* section.

The Budget As A Financial Plan

Fund Structure and Appropriations

Except for the General Fund, which is the County's general operating fund, funds are used to account for revenues and expenditures tied to a particular purpose.

According to the GFOA's Governmental Accounting, Auditing, and Financial Reporting document, all funds can be categorized into fund types that can be grouped into two broad classifications: governmental funds and proprietary funds. The County may use other fund types, but they are not relevant to the budget.

Governmental Funds include the following fund types:

The General Fund is the chief operating fund of the County and is used to account for all financial resources except for those required to be accounted for in another fund.

Special Revenue Funds are revenues that are raised for a specific purpose. They are used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. However, these funds are not used for major capital projects.

Capital Projects Funds are used to separate funds for capital acquisition and construction from operating funds. This helps avoid distortions in operating trend information that can arise when capital and operating funds are mixed.

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term principal and interest.

Proprietary Funds include the following fund types:

Internal Service Funds are used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government on a cost-reimbursement basis. These funds are typically used for centralized services.

Narratives describing each fund are included in the Attachment entitled Fund Descriptions.

An overview of Maricopa County's fund structure, including the basis for budgeting and accounting, a history of all funds appropriated by Maricopa County and descriptions of all funds, may be found in the *Budget Policies and Process*, *Budget Summary Schedules* and *Attachments* sections.

All funds subject to appropriation are described in the *Budget Policies and Process* section. Examples of funds appropriated, with their descriptions, follow.

100 **General Fund** — is the County's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund for a specific purpose.

220 **Diversion** — Pursuant to A.R.S. §13-1811, funds are utilized for the investigation, prosecution and deferred prosecution of bad check cases.

245 **Justice Court Special Revenue** — Established for the purpose of defraying expenses of justice court services by providing improvements in court technology, operations and facilities to enable the courts to respond quickly to changing statutory and case-processing needs. Operations are funded by an $18 user's charge added to the Defensive Driving School Diversion Fee as of March 1, 1998.

267 **Criminal Justice Enhancement** — The Criminal Justice Enhancement fund accounts for monies that are allocated to county attorneys from the Arizona State Criminal Justice Enhancement fund (A.R.S. §41-2401). The funds are to be used for the purpose of enhancing prosecutorial efforts.

Revenues, Expenditures, and Other Financing Sources & Uses

The Budget Summary Schedules section provides a **single** consolidated overview of all resources and expenditures budgeted for all funds, as well as summaries of all major revenues and expenditures by fund, type, category, object and department. Maricopa County's budget is annual, not biennial, therefore summaries of revenues and other resources, and of expenditures are provided for a three-year time span, including the prior year actual, current year budget, estimated current year actual, and proposed budget year.

Major Revenue Sources, Trends, and Underlying Assumptions

The major revenue sources for all funds are identified below and further described in detail, including charts and tables, in the *Budget Summary Schedules* section. For major tax-based revenues, economic-forecasting models are applied.

A sample of the major assumptions underlying the primary property tax levy for the budget year is provided in the *Revenue Sources and Variance Commentary* section, including the basis for the estimate and associated trends.

Revenue trends for the upcoming budget are discussed for each of the major revenue sources and enhanced with graphics. An example is provided, with full detail, including charts and tables, in the *Budget Summary Schedules* sections:

State Shared Sales Tax		
Fiscal Year	General Fund	Growth Rate
1998-99	$ 279,386,536	8.4%
1999-00	309,009,200	10.6%
2000-01	322,429,593	4.3%
2001-02	325,728,202	1.0%
2002-03	330,260,143	1.4%
2003-04	357,526,559	8.3%
2004-05	397,712,843	11.2%
2005-06	457,785,985	15.1%
2006-07	480,411,951	4.9%
2007-08*	468,401,652	-2.5%
2008-09**	459,033,619	-2.0%
* Forecast		
** Budget		

Listed to the left are the actual State Shared Sales Tax collections for the last nine fiscal years, forecasted totals for FY 2007-08 plus the budget for FY 2008-09. As discussed above in regard to Jail Excise Tax collections, State Shared Sales Tax collection growth slowed substantially in FY 2006-07 and actual collections are expected decline year-over-year in fiscal years 2007-08 and 2008-09. Full recovery is not expected until FY 2010-11 (see table below). The declining revenues currently being experienced are attributable to two primary factors: 1) Prior to FY 2006-07 consumer spending was driven to record-high levels by unusually high capital gains and construction sales tax, both of which are transitory in nature. Beginning in FY 2006-07, this trend reversed, causing sales tax growth to slow considerably. 2) The weak state of the economy, which many economists are calling a recession (see Econometric and Demographic Trends section of the Transmittal Letter for further discussion on the current state of the economy).

State Shared Sales Taxes are budgeted for the upcoming fiscal year at the "pessimistic" forecast scenario of -2.5% growth over Pollack's FY 2007-08 forecast, resulting in a $9.4 million reduction in revenue.

Fund Balances

All fund balances potentially available for appropriation (including those funds carrying a zero balance) along with beginning and ending fund balances and variance commentary may be found in the *Budget Summary Schedules* section under *Beginning Fund Balance and Variance Commentary*. Schedules are provided that list fund balance designations, the estimated beginning fund balances, projected revenues, expenditures and appropriated fund balances for the upcoming fiscal year, and resulting estimated fund balances at the end of the upcoming fiscal year. Narratives describing each fund are included in the Attachment entitled Fund Descriptions.

The Capital Budget

The *Major Maintenance & Capital Improvement Program* section specifically includes the Capital Improvement Program (CIP), budgeted capital project expenditures, a specific listing by fund of all capital projects for which appropriations are made, and a brief description of each major capital project. Following is an example:

Buckeye Hills Shooting Range

Project Location:	Buckeye Hills Recreation Area
County District(s):	5
Managing Department:	Facilities Management
Project Partner(s):	Bureau of Land Management
Scheduled Completion Date:	January 2009

Project Description

This project includes the construction of a regional facility for the Sheriff's Office and other regional law enforcement agencies for firearms training and certification. In addition, a Parks Department public range is included. The ranges have been completed. The remaining work includes abatement of the old range located in the Sun City area.

Purpose Statement

The purpose of the Sheriff's Office Shooting Range project is to provide a firearms training facility for Sheriff's Sworn, Detention, and Volunteer personnel so that training mandates are met and required employees proficiencies are maintained.

Strategic Plan Programs Supported

- Centralized MCSO Operations

Strategic Plan Activities Supported

- Mandated Enforcement and Detention Training

Result Measures

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
Percent of FTE meeting mandated proficiency standards	100%	100%	100%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Intergovernmental Cap Proj (422)	$ 3,800,230	$ 2,814,136	$ 1,500,000	$ -	$ -	$ -	$ -	$ 1,500,000	$ 8,114,366
General Fund Cty Improv (445)	-	8,635,634	-	-	-	-	-	-	8,635,634
Project Total	**$ 3,800,230**	**$ 11,449,770**	**$ 1,500,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,500,000**	**$ 16,750,000**

Operating Cost Summary

	FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13
Current Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ -	$ -	$ -	$ -
Post-Construction Managing Dept Operating Costs						
Personal Services	$ -	$ 10,202	$ 10,508	$ 10,823	$ 11,148	$ 11,482
Supplies & Services	-	45,479	$ 46,843	$ 48,249	$ 49,696	$ 51,187
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 55,681	$ 57,351	$ 59,072	$ 60,844	$ 62,669
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ 10,202	$ 10,508	$ 10,823	$ 11,148	$ 11,482
Supplies & Services	-	45,479	46,843	48,249	49,696	51,187
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 55,681	$ 57,351	$ 59,072	$ 60,844	$ 62,669

Associated Impacts of Capital Spending

Capital spending is necessary to ensure that County departments have adequate facilities in place for County departments to provide mandated services to the public. The *Major Maintenance & Capital Improvement Program* section and the *Budget Summary Schedules* section describe if, and to what extent, capital improvements will impact Maricopa County's current and future operating budget. The focus is on reasonably quantifiable additional costs and savings (direct and indirect), and other service impacts that result from capital project spending.

Future operating costs related to new facilities constructed or acquired through the CIP are carefully considered before project commitments are made. It is the County's philosophy and policy that new capital projects will be undertaken only if future operating revenues are reasonably estimated to be sufficient to support associated future operating costs. Operating costs associated with new facilities are budgeted by the user department in conjunction with the Facilities Management Department. Estimated operating costs, as well as anticipated savings in lease costs and operating costs of facilities to be replaced, are factored into the County's Financial Forecast.

Debt Service

Maricopa County is committed to borrowing funds only when necessary and appropriate and borrowing them in a transparent and responsible manner. A description of Maricopa County's debt service policies, financial information regarding current debt obligations, including the relationship between current debt levels and legal debt limits, and the effects of existing debt levels on current and future operations is contained in the *Debt Service* section.

The Budget as an Operations Guide

Organizational Structure

Maricopa County is organized by department. All programs, activities, and services carried out by each department are fully identified and described in the *Departmental Strategic Business Plans and Budgets* section.

Managing for Results

Managing for Results provides the tools necessary to determine and apply objective methods that measure progress toward accomplishing the County's mission and strategic priorities, as well as department strategic goals and performance targets. See the *Departmental Strategic Business Plans and Budgets* section for mission statements, vision (optional), goals, strategic programs, activities, services, and mandates.

Performance measures are established through the Planning for Results process in the Managing for Results cycle. Performance measures focus on results for customers. Along with results, output, demands, and efficiency are also measured.

Organizational Charts

The County's organization chart can be found in the *County Profile* section.

Personnel

A key element in position control is the historical tracking of funded positions and their full-time equivalent (FTE) status. A trend view of FTE levels puts into perspective the prior year's staffing (and consequently service) funding decisions. FTEs reflect the hours budgeted for part-time positions converted to an equivalent number of full-time positions (based on a standard of 40 hours per week.)

Within each department, positions may be budgeted from a variety of funding sources. In general, as discussed earlier in this document, the General Fund covers the bulk of Personal Services. Significant changes in staffing levels from the prior year, including variance explanations, are provided at the end of the *Budget Summary Schedules* section.

The Budget as a Communications Tool

Summary information, including an overview of significant budgetary issues, trends, and resource choices, is integrated within the *County Manager's Transmittal Letter*. Summary information designed to provide the layperson with a broad view of the contents included in the Maricopa County budget, its processes, issues, and anticipated results is presented in the *Budget at a Glance* section. Complete budget summary data, trends and variance commentary, along with an overview of Maricopa County's fund structure, may be found in the *Budget Policies and Process*, *Budget Summary Schedules*, *Major Maintenance & Capital Improvement Program*, and *Financial Forecast* sections.

Other Planning Processes

The Maricopa County budget process is closely tied to the Managing for Results system that integrates strategic planning with budgeting and performance measurement (see the Managing for Results section for details behind this successful planning process). The combination of the budgeting and strategic planning processes, particularly in terms of budgeting to achieve desired results, is referred to as Budgeting for Results. The *Budgeting for Results Accountability Policy* provides for the control of the budget at the department level. The *Reserve and Tax Reduction Policy* provides for long-term financial stability and low, sustainable tax rates through responsible use of non-recurring resources, appropriate and minimal use of debt, and maintenance of reserve

funds. This policy sets budgetary and financial guidelines regarding the reduction of taxes. The *Reserve and Tax Reduction Policy* demonstrates a commitment to the maintenance and, when possible, reduction of tax rates while ensuring that Maricopa County remains financially stable and accountable to the citizens.

Detail regarding Maricopa County's other planning processes and their effects upon the budget, including those mentioned above, (i.e., *Managing for Results Policy, Budgeting for Results Policy Guidelines, Budgeting for Results Accountability Policy, and the Reserve and Tax Reduction Policy*), and the *Vehicle Replacement Policy*, *General Government Policy, Policy for Administering Grants, Performance Management Process, Funded Position Policy,* Requests for Additional Funding (Results Initiative Requests) process, Use of the Jail Excise Tax process, and the *Capital Improvement Plan* processes may be found in the *Budget Policies and Process, Strategic Direction,* and the *Attachments* sections.

Budget Processes

A full description of the process for preparing, reviewing and adopting the budget for the coming fiscal year is provided in the *Budget Policies and Process* section, including the procedures for amending the budget after adoption. This budget document is also available on the Internet at: http://www.maricopa.gov/budget/default.asp.

A complementary capital budget process is described in the *Major Maintenance & Capital Improvement Program* section. A direct relationship exists between Maricopa County's capital and operating budgets. Operating cost estimates are the anticipated annual costs to operate facilities and improvements upon completion or acquisition. Completed capital projects generally require additional operating budget resources for upkeep, maintenance, security and other costs associated with additional acreage, mileage or square footage.

There are two budget calendars included in this document. There is a *Budget Process Timeline* that provides a general guideline for developing the budget and supplements the budget process narrative in the *Budget Policies and Process* section. The actual Budget Calendar used for developing and adopting the upcoming budget may be found in the *Attachments* section, along with the *Budgeting for Results Policy Guidelines*.

Communicating with Charts and Graphs

Charts/tables and graphs are used throughout the budget document to highlight financial and statistical information. Detailed narrative interpretation is provided when the messages conveyed by the charts and graphs are not self-evident. Charts/tables and graphics are integrated with narratives to illustrate essential information throughout this budget document, particularly when communicating policy information, as well as trends and impacts upon the budget. The *County Profile*, *Mandates Summary*, and *Departmental Strategic Business Plans and Budgets* sections contain the most charts/tables and graphs.

Revenue and Expenditure Classifications

Narrative, tables, schedules, and matrices show the relationships between different revenue and expenditure classifications (e.g., funds, programs, organizational units) in the *Budget Summary Schedules* section. Maricopa County's fund structure, or relationship between the County's functional units and its financial structure, is explained in the *Budget Policies and Process* section, (i.e., the reader is able to learn the relationship between functional units and the entity's financial structure).

Revenue and expenditure information is cross-classified into other formats, which may be found in the *Budget Summary Schedules* section. Some of these formats include the cross-classification by major revenue classifications across funds, by major objects of expenditure across departments, and by funds across departments.

Table of Contents

A Table of Contents is provided at the beginning of this document. It is very comprehensive for a document of this size and allows the reader to quickly locate information.

Glossary

A glossary is provided in a section at the back of the budget document. The glossary defines technical terms related to finance and accounting as well as terms related to Maricopa County. The glossary is written in simple language, specifically for the non-technical reader. Several examples follow:

Demand Measure: A measure of the number of total units of service or product anticipated to be demanded or needed by the customer. Examples include, number of residents eligible for job training or number of building inspection applications received.

Personal Services: A category of expenditures within the budget that includes salaries, benefits, temporary help, special pay, overtime, and salary adjustments.

Fund: A fund is used to account for revenues and expenditures with a specified purpose.

Family of Measures: A set of the four categories of performance measures that are used to measure the performance of an activity. The categories of measure are result, output, demand, and efficiency.

Acronyms used in this document are defined in the Glossary section, with examples below.

MCSO: Maricopa County Sheriff's Office.

ISF (Internal Service Fund): A proprietary fund that accounts for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis like a business.

The County and Community It Serves

Statistical and supplemental data that describes Maricopa County and the community it serves, including other pertinent background information related to the services provided, may be found in the *County Profile* section. This section also provides statistical information that defines the community such as demographics (e.g., population, composition of population, and land area).

Supplemental and other pertinent information regarding Maricopa County and the local community and economy (e.g., major industries, employment, building permits issued, healthcare services provided, and maps) can be found in both the *County Profile* and *Financial Forecast* sections.

The Annual Business Strategies Document

This document is formatted and printed to enhance understanding for the reader. Page formats are consistent, each showing the current section of the document in the header, the page number at the bottom, and the department name at the top of each page in the *Departmental Strategic Business Plans and Budgets* section. Large bold headings identify what is being presented, and the use of "(continued or cont'd)" on the top of pages is added when deemed essential and when related information is split between pages.

Although this document is large, as is the County it represents, the information presented is vital to a full understanding of Maricopa County, its budget, budget processes, mandates, impacts, and the citizens it serves. The level of detail presented in this document was requested by the management, Elected Officials, and the citizens of Maricopa County.

Charts and graphs are provided throughout the document with sufficient information to be easily understood by the casual reader. Changes in type sizes and styles are avoided in this document. The entire document utilizes consistent type styles and sizes for headings, body text and graphics, the use of which adds to the overall presentation and comprehension of the data provided. See the *County History, Mandates, and Departmental Strategic Business Plans and Budget* sections to view the areas containing the most charts and graphs.

Strategic Direction

Managing for Results Philosophy and Cycle

Maricopa County is meeting the challenges of rapid population growth and increasing demand for services with a careful allocation of funding to meet public service needs. The County must plan ahead to make the best possible business decisions concerning future use of limited resources. Good decisions produce results that make a difference in people's lives and give taxpayers value for their money.

The County is committed to continually maintain high-quality services and ensure that the most critical needs of the community are being met with measurable results. In 2000, the Board of Supervisors adopted a policy establishing a management framework, called *Managing for Results (MFR)*, which integrates planning, budgeting, reporting, evaluating, and decision making for all Maricopa County departments and agencies. *Managing for Results* provides direction for making good business decisions based on performance, and makes departments/agencies accountable for results.

The *Managing for Results* management system is designed to allow all Maricopa County employees to be able to make the following three statements:

1. *What we are doing today contributes to our strategic direction.* (Every department has a strategic business plan linked to their operational plan and each employee's performance plan.)
2. *We know what we have done has been effective.* (Performance measures are identified and managed by Activity, demonstrating the results produced.)
3. *We know how much it costs to deliver our programs effectively and efficiently.* (All human and financial resources are tied to the services delivered so we can tell how much they cost and how effectively and efficiently services are delivered.)

Managing for Results is a comprehensive and integrated management system that focuses on achieving results for the customer. *Managing for Results* means that an entire organization, its management system, the people who work there and the organizational culture (beliefs, behavior, language) are focused on achieving results for the customer. MFR provides a common framework under which strategic planning, budgeting, and performance measurement are aligned in a unified, cyclical process with five components that support the process:

Planning for Results

A well-executed strategic business plan promotes common understanding of a department's overall direction and purpose so that individual employees can readily determine how their work, actions, and behavior support the strategic direction and overall success. In *Planning for Results*, current and future trends are examined in terms of how they may affect achieving results for customers. Strategic goals and operational plans focused on results for customers are developed into an overall department strategic plan that is aligned to the County's strategic priorities and goals.

Each department plan includes key strategic management elements: Issue Statements, a Vision Statement, a Mission Statement, and Strategic Goals, which determine the strategic direction of the department. Operationally, departmental strategic business plans are organized into three levels—Programs, Activities, and Services—which determine how the department will deliver results. Defining levels of operation in this manner makes it possible to demonstrate how each level contributes to results at higher levels, creating an aligned organization. Supervisors and managers are able to make day-to-day decisions about resource allocation and service improvements in ways that align with the next higher level of results. The following table depicts this alignment strategy beginning with the overall Countywide vision.

Strategic Business Plan Element Alignment
Maricopa County Vision
Maricopa County Mission Maricopa County Strategic Priorities and Goals Department Vision
Department Mission
Department Strategic Goals
Program
Program Purpose Statement
Key Result(s)
Activity
Activity Purpose Statement
Services that compose the Activity
Activity Performance Measures Results Outputs Demand Efficiency

One of the most powerful tools available in the *Managing for Results* system is an employee performance management program that makes it possible for employees to see how they contribute at operational, departmental, and County levels. It is through this process that department strategic business plans are actually put into action throughout all levels of the organization. The MFR process strengthens the alignment of the County's strategic goals with the department's strategic goals, which in turn, directly links to the performance expectations of each employee. Employee performance ratings are based on the employee's contributions to the department's performance results.

Maricopa County has chosen a balanced and practical approach to performance measurement by using a Family of Measures that includes results, output, demand, and efficiency measures. The Family of Measures, taken as a whole, provides the context for understanding how effectively and efficiently departments are achieving desired results.

During the performance measurement process, benchmarks and targets are established, and data collection strategies are developed at the Activity level based on recognized data collection standards to ensure accurate and reliable performance information is collected.

Budgeting for Results

Maricopa County has a budget system that provides financial and performance information to help decision makers make informed business decisions to achieve results, and ensures that the budget is driven by Board policy and customer needs, and that tax dollars are used to purchase results, not just fund services. The County uses the operational structure developed in the strategic business plan to structure financial planning and reporting for each department. The financial cost-accounting system parallels the Programs, Activities, and Services (PAS) delineated within each department's strategic business plan. This allows departments to collect expenditure and revenue data associated with their PAS. Integrating *Budgeting for Results* with *Planning for Results* is critical to creating a management system where financial resources, policy, department operations, and County staff are all aligned to achieve results.

Delivering Results

Based on available resources established through the budgeting process, departments deliver services and collect data about their performance, including customer and employee satisfaction. Activity performance measures and budgets are monitored throughout the fiscal year, as is progress toward achieving goals. Reviewing measurement data and other information regularly ensures that Activity requirements are being met, that service delivery is operating effectively, and that budget revenues and expenditures are in line with the department plan.

Analyzing and Reporting Results

Performance data are collected and analyzed to provide County decision makers with information about how well a department is providing services and achieving results. Performance information also is used by all levels of management and staff to identify potential problems in existing Activities, to try to identify the root causes of those problems before they happen, and/or to develop corrective action. Internal procedures are in place to ensure that department performance information is sufficiently complete, accurate, valid, and consistent to provide assurance that reported data can be relied upon for decision making.

Maricopa County is accountable to its residents by communicating what it does or does not achieve. After data have been gathered and analyzed, departments communicate the results to both employees and the public. Countywide, departments report performance measure data and progress toward achieving goals via the *Managing for Results* online database, which is available to the public through the Maricopa County website. Public reporting of performance results help citizens understand how their tax money is being used to produce results.

Evaluating and Improving Results

Overall evaluation of what the performance information is telling County and department leadership about the effectiveness and efficiency of activities and services leads to improving performance and delivering better results for customers. Departments regularly compare organizational and individual performance against established goals and performance targets, and use the information from this evaluation to determine the need for improvement and/or the need for program or policy changes. They also use organizational performance information to plan and budget, identify priorities, develop strategies, and make resource allocation and policy decisions to ensure that the most critical needs of the community are being met today and will be in the future.

County Strategic Plan

The Countywide Strategic Plan is the overarching plan that guides the direction of County services based on priorities established by the Board of Supervisors. The *2005-2010 Maricopa County Strategic Plan* contains the County's mission and vision statements and a set of strategic priorities and goals that establish a roadmap of what the County aspires to achieve over the five-year period. The plan focuses on ensuring safe communities, promoting public health, providing regional leadership, encouraging sustainable development, enhancing the County's fiscal strength, maintaining a quality workforce, and increasing citizen satisfaction. Each priority area has several goals and specific measures to evaluate performance. These goals and measures are long-term in nature, targeting the year 2010 to achieve the Board of Supervisor's vision for the community.

Mission

The mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services so that residents can enjoy living in a healthy and safe community.

Vision

Citizens serving citizens by working collaboratively, innovatively, efficiently, and effectively. We will be responsive to our customers while being fiscally prudent.

County Strategic Priorities

- Ensure safe communities and a streamlined, integrated justice system.
- Promote and protect the public health of the community.
- Provide regional leadership in critical public policy areas.
- Carefully plan and manage land use in Maricopa County to promote sustainable development and to preserve and strengthen our environment.
- Continue to exercise sound financial management and build the County's fiscal strength while minimizing the property tax burden.
- Maintain a quality workforce and equip County employees with the tools, skills, workspace and resources they need to do their jobs safely and well.
- Continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided by the County.

Strategic Priority 1 Safe Communities

Ensure Safe Communities and a Streamlined, Integrated Justice System

Citizens consider their personal safety to be one of the most significant factors affecting their quality of life and where they choose to live and work. Maricopa County has adopted a key strategic priority to ensure safe communities and a streamlined, integrated justice system that strives to reduce crime rates, meet growing law enforcement and detention requirements, and equip the County to manage its response to emergencies in an effective, efficient, and timely manner. The Board of Supervisor's have established a number of goals related to reducing crime rates in the County.

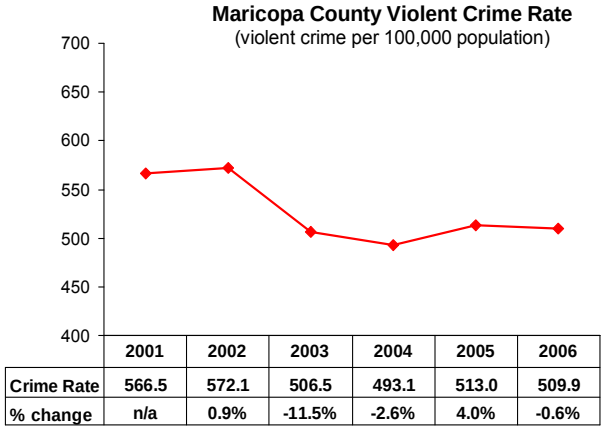
Safe Communities Strategic Goal 1

By June 2007, reduce property crime rates and violent crime rates in Maricopa County by establishing and implementing a crime-prevention strategy that encompasses evidence-based practices.

THIS GOAL IS ONGOING. The County is implementing evidence-based practices.

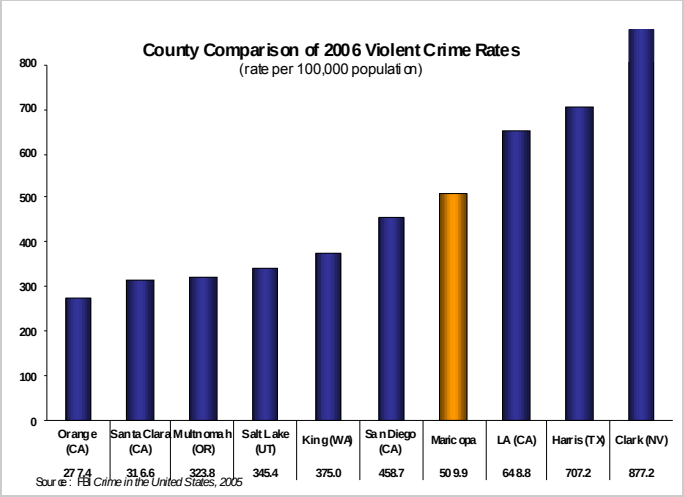
Violent Crime Rates

- In 2006, the violent crime rate in Maricopa County decreased to 509.9 per 100,000 population from 513.0 per 100,000 population in 2005, but did not return to the lower levels reported in 2004.
- An estimated 1.4 million violent crimes occurred nationwide in 2006; there were an estimated 473.5 violent crimes per 100,000 inhabitants. The estimated volume of violent crime increased 1.9% nationally.
- When compared to similar counties, the violent crime rate in Maricopa County is higher than six of the benchmark counties.



	2001	2002	2003	2004	2005	2006
Crime Rate	566.5	572.1	506.5	493.1	513.0	509.9
% change	n/a	0.9%	-11.5%	-2.6%	4.0%	-0.6%

Source: FBI *Crime in the United States, 2006*



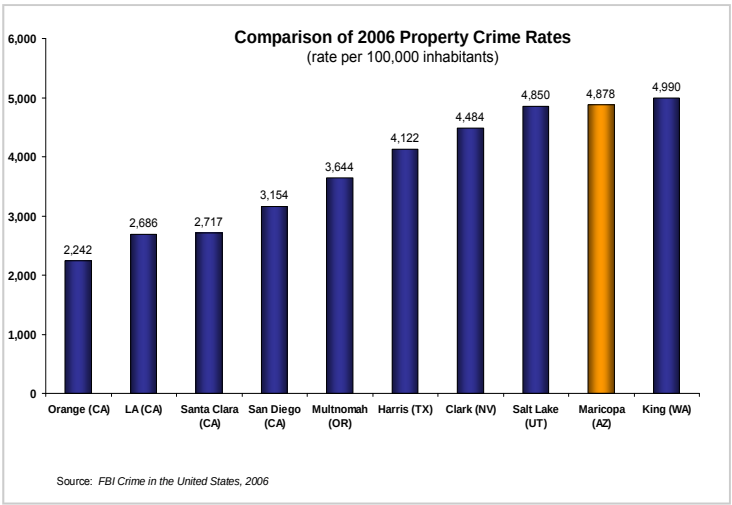
Property Crime Rates

- The property crime rate continued to decline in 2006, with a decrease of 6.8% from 2005. The property crime rate of 4,878 per 100,000 inhabitants in Maricopa County is second highest among the benchmark counties and is higher than the national rate of 3,230 per 100,000 inhabitants.
- According to the *FBI Uniform Crime Report*, there were nearly 10 million property crimes in the United States in 2006. Property crimes in the United States declined 1.9% from 2006 to 2007. In 2006, the rate of property crime offenses was estimated at 3,335 property crimes per 100,000 inhabitants.

Maricopa County Property Crime Rate
(property crimes per 100,000 population)

	2001	2002	2003	2004	2005	2006
Property crimes	5,860	6,275	5,853	5,478	5,236	4,878
% change	3.80%	7.10%	-6.70%	-6.40%	-4.40%	-6.80%

Source: FBI *Crime in the United States, 2006*



FY08 Mid-Year County Progress/ Achievements:

- During October 2007, Maricopa County Adult Probation Department collaborated with local and federal law enforcement agencies, including the U.S. Marshals, and the Phoenix, Mesa, and Glendale police departments in the annual Domestic Violence Roundup. The roundup successfully reduced the risk to community and improved victim safety by apprehending 30 domestic violence offenders in violation and making 57 attempts to locate other offenders, all in one day.
- The Maricopa County Juvenile Probation Department is developing a pilot project that will implement evidence-based caseload management practices. One aspect will involve caseload reorganization based on risk levels. Three units will reorganize and redistribute their caseloads according to risk and focus their efforts on the medium- and high-risk juveniles.
- The Maricopa County Adult Probation Department started a partnership with the Dobson Branch of Mesa police department by attending their monthly COMPSTAT meetings, where partners share computerized crime tracking information that creates solutions to make identified targeted city problem areas safer for the community and officers.
- The AZ METH PROJECT has received contributions from the Salt River Pima-Maricopa Indian Community and the Gila River Indian Community in an effort to launch Phase III of this anti-Meth advertising campaign. The November 2006 report from the National Congress of American Indians (NCAI Report) indicates that, nationally, Native American communities have the highest Meth use rates among any subpopulation. Criminal justice systems, including Tribal Police Forces, rank Meth as the drug posing the greatest threats to communities across our state. The NCAI reports that “Nationwide, 48 percent of Tribal law enforcement respondents in the BIA Law Enforcement Survey reported an increase in child neglect/abuse cases due to recent increase in Meth use.“ Additionally, the NCAI report indicates that 40 percent of violent crime within tribal communities is attributable to Meth.

- The Maricopa County Adult Probation Department Domestic Violence Unit partnered with Glendale's Domestic Violence Task Force that also includes Glendale's city prosecutor, a county attorney, victim advocates, and Presiding Glendale city court Judge Elizabeth Finn, to conduct warrant sweeps focused on domestic violence incidents and offenders to reduce domestic violence occurrences.
- The Maricopa County Attorney's Office (MCAO) continues to produce, attend and/or support numerous community events including shred-a-thons, community presentations on identity theft and drug prevention, community festivals, and neighborhood meetings. These events also allow MCAO to gauge the need for future crime prevention initiatives. Several crime prevention campaigns were developed this fiscal year and strategically implemented in various media outlets. These evidence-based messages have been shown to reduce the targeted behavior and increase family communication on the issue. The MCAO recently completed a three-month media campaign aimed at combating truancy in the community. This campaign consisted of TV and Radio commercials, as well as print messages through parenting magazines and other relevant publications.

Safe Communities Strategic Goal 2

By July 2007, develop a plan to meet the demands placed upon law enforcement and detention operations due to population and business growth in Maricopa County.

Victims, witnesses, defendants, and members of the community expect resolution of cases without unnecessary delay. Court caseloads continue to climb with the County's population growth. Resolving cases in a timely and efficient manner will help to ease the burden on law enforcement and detention requirements, and is an indicator of the County's efforts toward a streamlined, integrated justice system.

The Courts have established the following standards regarding case resolution:

Criminal: 99% of criminal cases resolved within 180 days;
Civil: 95% of civil cases resolved within 18 months;
Family: 99% of cases (pre-decree) resolved within 12 months;
Juvenile Dependency: 95% of cases (pre-finding) resolved within 90 days;
Juvenile Delinquency: 95% of cases resolved within 90 days.

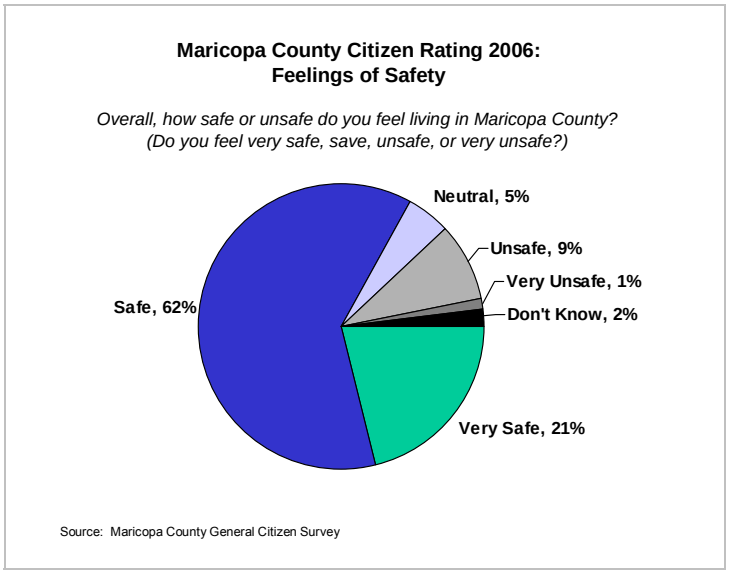
Percent of cases by type processed within standard

Case Type	Target	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007
Criminal	*99%*	83.0%	86.0%	83.3%	83.4%	84.3%	88.9%
Civil	*95%*	86.0%	95.0%	93.9%	93.5%	95.0%	95.4%
Family	*99%*	85.0%	85.5%	85.2%	88.1%	93.2%	95.0%
Juvenile Dependency	*95%*	na	88.4%	88.1%	78.2%	61.4%	na
Juvenile Delinquency	*95%*	na	87.5%	85.2%	80.9%	77.7%	na

na=not available
Source: Maricopa County Superior Court

FY08 Mid-Year County Progress/Achievements:

- In 2007, the Maricopa County Public Defender's Office (MCPD) Criminal Mental Health Unit forged a highly effective partnership with the State of Arizona's Division of Developmental Disabilities (DDD) focused on obtaining early services for developmentally disabled individuals charged with crimes. The MCPD initiated the program by presenting information to DDD employees about the criminal justice system and the specifics of criminal cases in Maricopa County. DDD providers are now aware of what occurs when DDD clients get caught up in the criminal justice system. This coordination with DDD has enabled defense counsel to provide the court and prosecution with timely information about defendants' disabilities, enabling many of these defendants to be released from custody with a seamless transition back to their DDD services. When these services are obtained and defendants become stabilized, cases can frequently be resolved through means that do not entail additional incarceration. Consequently, the underlying needs of defendants and the safety of the community can be addressed in a cost-effective, long-term manner.
- The Maricopa County Public Defender's Office Adult Division is currently exploring ways to better meet the unique needs of many veterans who are being charged with criminal offenses. The Division is forming a workgroup of providers and public defenders focused on a number of areas, including expedited access to military records and medical information, access to VA services, and diversion programs or heightened recognition of veterans' issues, such as Traumatic Brain Injury and Post Traumatic Stress Disorder, for favorable case dispositions.
- MCPD is partnering with Superior Court, Adult Probation, and Magellan in using the Comprehensive Mental Health Court to reduce recidivism, average number of jail days served, and civil commitment proceedings for seriously mentally ill (SMI) probationers. Seventy-eight percent (78%) of SMI defendants successfully complete probation, compared to 59 percent of standard probationers. Only 4.7 percent of SMI defendants commit a new felony under specialized representation and supervision as compared to 8.2 percent of standard probationers.



In 2004, in a survey conducted by Arizona State University, citizens ranked public safety as the 2nd highest "quality of life" issue. Beginning with the *2006 Community Indicators* report, the County began tracking "Citizen Feelings of Safety" based on responses to new questions added to the General Citizen Survey.

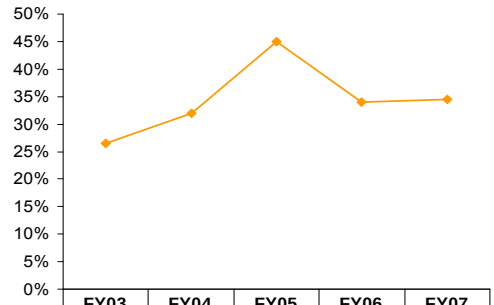
- During the summer of 2006, 83% of citizens responding to the survey indicated they felt very safe or safe, while 10% felt unsafe or very unsafe.
- Results from the same survey showed that 65% of respondents felt about the same or safer this year than last, and 31% felt less safe.

How long it might take to get help is another factor in quality of life and how residents might perceive their safety. A timely response to emergencies contributes to the citizen's sense of safety and security in their community.

Response Times

- In FY07, the Maricopa County Sheriff's Office responded to 34.5% of Priority One calls in unincorporated and other service areas of the County within five minutes or less. This is up slightly from 34% in FY06, but is not up to levels reached in FY03 and FY04.
- The total number of calls for service in FY07 increased 4% over FY06 levels.

Maricopa County Sheriff's Office Emergency Response Times
Percent of Priority 1 calls responded to in 5 minutes or less



	FY03	FY04	FY05	FY06	FY07
Response Rate	26.5%	32.0%	45.0%	34.0%	0.345

Source: Maricopa County Sheriff's Office

Safe Communities Strategic Goal 3

By 2010, fully integrate National Incident Management Systems (NIMS) best practices into a consistent approach to disaster and emergency management throughout Maricopa County at all jurisdictional levels and across all related functional disciplines.

Maricopa County is working to fully implement National Incident Management Systems (NIMS) best practices into a consistent approach to disaster and emergency management through Maricopa County at all jurisdictional levels and across all related functional disciplines. Maricopa County Department of Emergency Management and Department of Transportation, with support from the Sheriff's Office, are developing a mass evacuation and mass influx plan, and Emergency Management has coordinated NIMS training for key County departments as well as city/town governments, fire districts, hospitals, and other emergency response agencies.

The 2007 General Citizen Survey asked survey participants "How much do you agree or disagree that you have a family preparedness plan to assure your safety in the event of a disaster or terrorist attack? (Would you say you strongly agree, agree, disagree, or strongly disagree?)." More than half of the respondents (53%) strongly agreed or agreed with the statement, which is down from the 56% of respondents who strongly agreed or agreed with the statement in the 2006 survey.

FY08 Mid-Year County Progress/Achievements:

- The Maricopa County Emergency Operations Plan was approved by the Board of Supervisors in September 2007. Seventeen of the 24 city/town emergency operations plans in the county have been updated to integrate NIMS.
- The Emergency Evacuation Strategy Phase II for Maricopa County was completed in December 2006. This plan addresses both mass evacuations and mass influxes. Emergency Management is working with the Arizona Department of Transportation and the Governor's Emergency Planning Oversight Committee to develop a statewide mass evacuation plan coordinated with supporting cities/towns, other counties, and surrounding states.
- In the first six months of FY08, the Sheriff's Office, in partnership with other agencies area-wide, prepared for potential wide-scale emergencies at several major sporting events including the Insight Bowl, Tostitos Fiesta Bowl, PF Chang's Rock-and-Roll Marathon, NASCAR at Phoenix International Raceway, and the Super Bowl. Preparedness planning was based on federal national response plan in accordance with NIMS.

- Basic NIMS training will be ongoing to accommodate new employees of the Maricopa County Public Health Department (MCPHD). Since July 2007, 25 additional MCPHD employees have been identified to serve as Command staff at the Public Health Incident Command Center in order to assure depth of knowledge and public health experience at the highest levels of decision making during an event. This group received advanced NIMS training in December 2007 and January 2008, in preparation for the setup of the Super Bowl incident command structure. Some individuals will receive specialty training in their area of expertise as well. A plan is in place to identify an additional cadre of key personnel who will be mobilized to meet the expectations of the continuation of essential services as identified by the business continuity plan to be completed March 2008.
- According to the Maricopa County Public Health Department, 102 mass dispensing sites have been identified and secured by memoranda of understanding. A point of contact has been identified at each site who is working directly with the Public Health Emergency Management Division staff to recruit and train site staff. In addition, MCPHD is working with school districts, community response teams, state and local stakeholders and community-based organizations to recruit volunteers.

Safe Communities Strategic Goal 4

Ensure that by June 2006, Maricopa County is equipped and able to respond rapidly to a bioterrorist attack or other public health emergency by expanding and enhancing emergency response plans, developing and sustaining the ability of the public health workforce to respond as needed in an emergency, and by meeting state and federal requirements.

This goal has been achieved and is ongoing. The County emergency response plan is complete; NIMS has been adopted as the County disaster and emergency management system; and continued training of the public health workforce is underway and near completion. This goal is an ongoing activity of continuous improvement involving plan refinement and the development of an exercise component to test that readiness. Over the previous six months, the ability of Maricopa County to rapidly respond to a public health emergency has continued to improve, especially in areas related to pandemic influenza and mass fatality planning.

FY08 Additional Efforts:

- The Maricopa County Department of Public Health (MCDPH) continues to coordinate with local, state and private sector partners regularly to address: pandemic influenza, avian influenza, healthcare surge capacity, hospital disaster preparedness, mass casualty/fatality, isolation and quarantine, airport disasters (City of Phoenix), law enforcement coordination, and forensic epidemiology.
- The County emergency operations center (EOC) participated in TOPOFF 4, a national homeland security exercise, in October 2007. The county EOC worked closely with the EOCs of federal, state, city, town, tribal, and private partners to coordinate an effective response to a simulated “dirty bomb” detonation in the metropolitan area. Department of Emergency Management provides the core staff for the County EOC but is augmented by several other departments when the EOC is activated.
- In addition, MCDPH completed the following major exercises with community partners to prepare for events and/or practice response in order to ensure fluid response to potential future threats: participation in TOPOFF 4, a federal exercise carried out in Phoenix, Portland, OR, and Guam; multi-agency, multi-jurisdictional response to Super Bowl XLII, an event of national significance; mass vaccination full-scale exercise in Glendale (Winter 2008); multi-site mass dispensing exercise (Fall 2008); and MCDPH-sponsored emergency prep conference (Fall 2008).
- In the first six months of FY08, MCDPH has developed guidelines for nosocomial (hospital acquired) infection reporting, and outbreak identification and control in assisted living and independent living (elderly) facilities. In addition, there has been increased monitoring of both death and communicable disease databases.

Strategic Priority 2 Public Health

Promote and protect the public health of the community.

The benefits of a healthy community are varied and numerous. It results in a productive workforce and improved quality of life. Additionally, if people are in good health, there is less drain on the limited resources in the healthcare system, allowing other critical issues to be addressed. As part of its strategic plan, the County has set a strategic priority to promote and protect the public health of the community by educating the public about healthy lifestyles, partnering with healthcare providers to address public health issues, and supporting the objectives of *Healthy People 2010*—a national health promotion and disease prevention initiative. (For more information, go to www.healthypeople.gov).

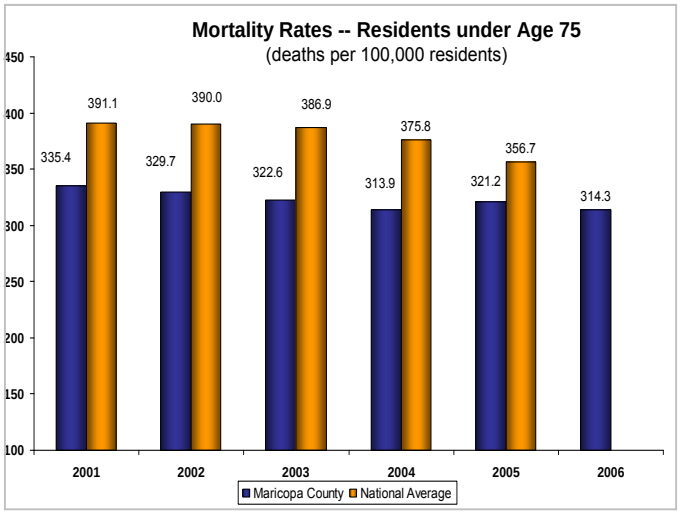
Public Health Strategic Goal 1

By January 2010, in support of the public health and health education objectives of Healthy People 2010, increase the quality and years of healthy life (longevity) of Maricopa County residents and work to eliminate the health disparities that exist among the County's diverse populations.

The adult mortality rate is an indicator that captures, indirectly or directly, other aspects of health and well-being. Tracking the rate of deaths before age 75 can point to concerns in the healthcare delivery system or environment.

Mortality Rates

- The death rate for individuals under age 75 in Maricopa County has been consistently less than the national average. Preliminary data reported by the County's Department of Public Health for 2006 show 314.3 deaths per 100,000 residents, a decrease of 2.1% from 2005.



For the past decade, the leading causes of death in Maricopa County have been cancer, heart disease and strokes, many of which are preventable by either behavior changes or treatable with early prevention screening. Leading causes of death (non-injury) and the associated age-adjusted death rates in Maricopa County provide a picture of the health status of residents, and show the County's progress toward achieving *Healthy People 2010* national health objectives.

- The rate of death attributed to heart disease in Maricopa County has decreased significantly since 2002 (from 170.4 per 100,000 residents in 2002 to 143.7 per 100,00 residents in 2006), as has the rate of deaths attributed to stroke (46.9 in 2003 compared to 36.1 in 2006).
- The rate of cancer deaths in the County has fluctuated since 2002, as have diabetes-related deaths.
- The rate of respiratory disease deaths in Maricopa County had been declining since 2002, but the rate increased considerably in 2005 and remained higher in 2006.

Leading causes of death (non-injury), rate per 100,000 residents

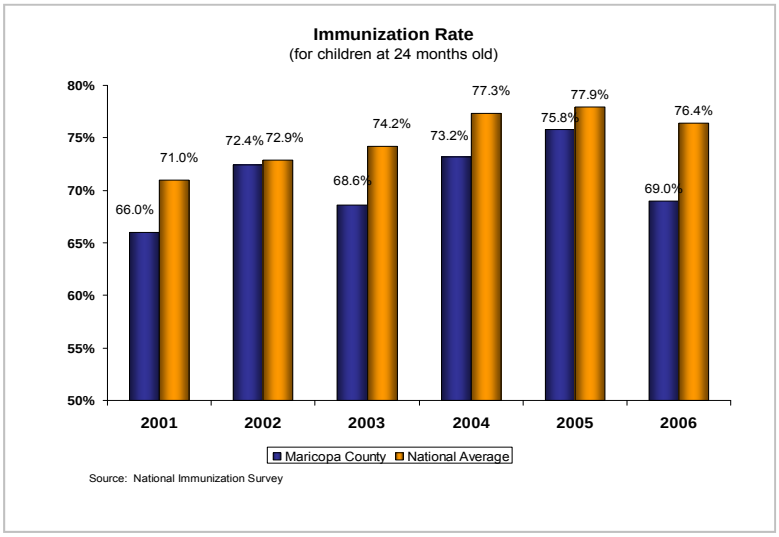
	HP 2010 Target	2002	2003	2004	2005	2006
Cancer	*159.9*	153.3	152.2	160.8	155.8	153.0
Heart Disease	*166.0*	170.4	166.8	157.3	158.6	143.7
Stroke	*48.0*	46.9	43.2	43.0	39.1	36.1
Diabetes-Related	*45.0*	41.7	48.4	44.5	47.7	45.4
Respiratory Disease	*60.0*	129.2	122.2	115.2	127.7	126.2

Source: Arizona Department of Health Services

Many childhood diseases can be prevented and on-going good health can be achieved by ensuring that children receive the proper immunizations. Immunization is considered to be one of the most important interventions available for preventing serious diseases among infants and children. Children who receive immunizations are protected from dangerous childhood diseases such as mumps, polio, and tetanus. The positive effects of receiving the immunizations are felt throughout a community, from the school system, to the work environment, as well as home life. This indicator measures the efforts at improving the overall well-being of infants and children by tracking the percent of children who have received a full complement of immunization by 24 months of age.

Immunization Rates

- High immunization rates are a positive sign for the community. Information provided by the National Immunization Survey reported that, in 2006, the child immunization rate for children at or under 24 months old in Maricopa County who have received a full complement of immunizations was at 69%, which was not as high as the national average (76.4%), and a lower than the rate in 2005 (75.8%).



FY08 Mid-Year County Progress/Achievements:

- Maricopa County Public Health Department (MCDPH) is engaged in an ongoing process of co-locating service delivery in existing remote sites: co-location of immunization and WIC services at the Mesa Community Action Network (a crisis social services provider) main office, and relocation of the Thomas WIC facility to the St. Mary's Food Bank. Additional co-location sites are under consideration. Co-location of services will allow public health services to be provided in locations more accessible to clients.

- In FY2007, MCDPH trained 183 paramedics from eight EMS agencies to provide immunizations. Trained paramedics from municipal fire departments within Maricopa County have since participated in mass vaccination exercises as well as in the response to outbreaks of vaccine-preventable illness.

Public Health Strategic Goal 2

By July 2008, form successful community partnerships with health care providers and other governmental agencies throughout Maricopa County to cooperatively address public health issues.

FY08 Mid-Year County Progress/Achievements:

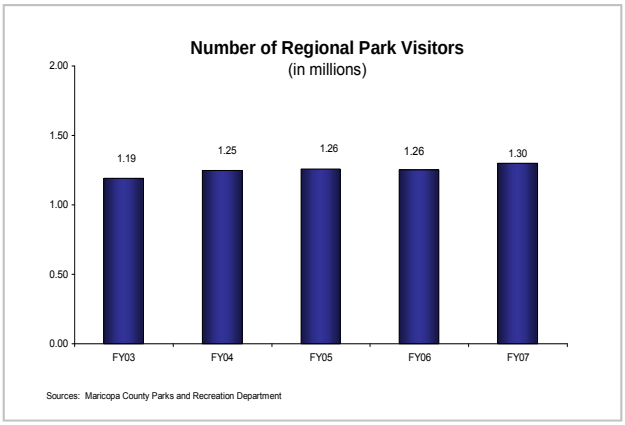
- Maricopa County Department of Public Health (MCDPH) is working with a variety of community partners to identify potential partnering opportunities. Public Health Emergency Management has developed formalized plans for: the purchase of diagnostic equipment for the AZ State Laboratory; and Intergovernmental Agreements (IGAs) with 20 county school districts that commit those districts to cooperate with MCDPH in the event of a public health emergency.
- The Environmental Services Department participated in the planning and response process for the 2008 Super Bowl with federal, state, and local partners. More than 250 inspections and surveys, utilizing active managerial control measures to immediately eliminate potential foodborne illness risks, were implemented at the Super Bowl. No reported illnesses were linked to the food service activities. This event exemplified how varied state and national program officials can collaboratively work together to protect the public health.
- Vector Control officials from the Maricopa County Environmental Services Department met with Gilbert representatives to help resolve the town's vector control challenges. In addition, officials from Tempe, Mesa, Phoenix, and the Salt River Pima Indian Community attended an informational meeting on roof rat infestation facilitated by Environmental Services Vector Control staff for all the local municipalities.
- MCDPH Epidemiology also has worked with the State on controlling outbreaks in State facilities. Public Health Clinical Services' STD Program is partnering with Spectrum Medical Group and the McDowell Clinic to have clinic time reserved at the provider's office for scheduling Syphilis patients for treatment while having the case interviews performed by Communicable Disease Investigators in the provider's office to facilitate contact solicitation and ensure that the client is appropriately treated.

Public Health Strategic Goal 3

Educate the public about how to achieve a healthy lifestyle and increase participation in educational and recreational opportunities provided in the County.

FY08 Mid-Year County Progress/Achievements:

- During the first half of FY2008, Parks and Recreation Department offered 182 Healthy Lifestyle Programs, compared to the 275 for the whole FY2007 fiscal year; and provided 270 programs oriented to family and youth, compared to the 202 for the entire FY2007 fiscal year.
- By December 31, 2007, Parks and Recreation Department had issued 14 press releases, conducted two live broadcasts in the parks and participated in more than four large-scale events to heighten public awareness. In addition, Parks launched several new features on the website to educate the public about changes in the system, events, and upcoming public meetings.



Strategic Priority 3 Regional Leadership

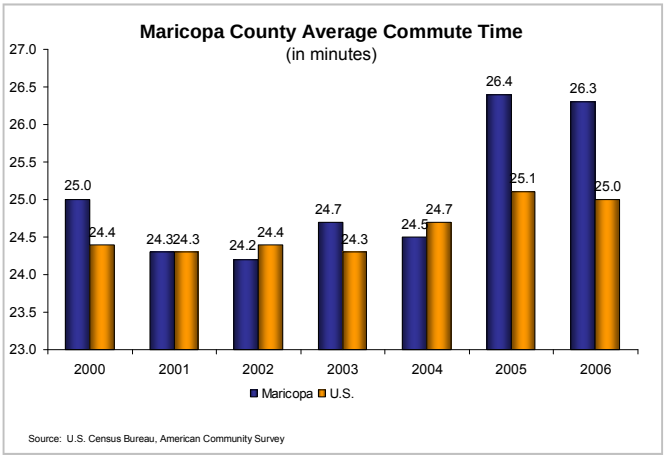
Provide regional leadership in critical public policy areas

Public policy plays a pivotal role in creating an environment that enables citizens to maintain a high quality of life. The County is positioned to take a leadership role in many important policy issues. The Maricopa County Board of Supervisors has set as a strategic priority to continue its leadership role in the region in addressing such issues as transportation, elections, housing, economic development, youth and families, education, public health and safety.

Regional Leadership Strategic Goal 1

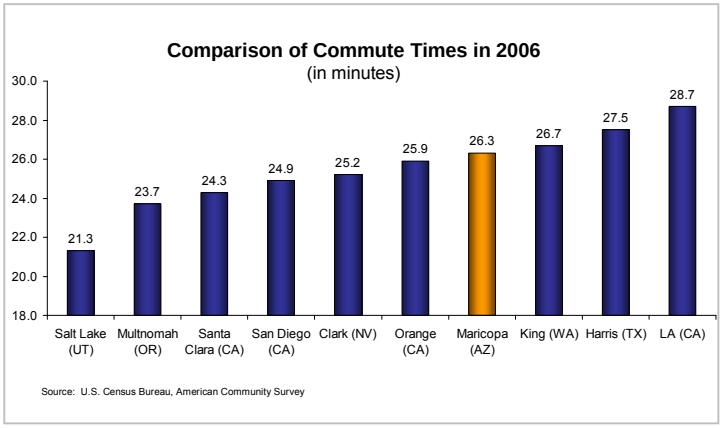
By June 2009, annually complete 85% of planned transportation infrastructure projects on-time and within budget.

The ability of residents, workers, and goods to move within the County is integral to Maricopa County's quality of life and economic prosperity. Worker commute time is an indirect indicator of the effectiveness of regional transportation planning and other development activities.



Commute Times

- According the U.S. Census Bureau American Community Survey, average commute time in Maricopa County declined slightly in 2006 to 26.3 minutes from 26.4 minutes in 2005.
- The average commute time (26.3 minutes) in the County was higher than the national average (25.0 minutes) and higher than six of the other nine benchmark counties.



FY08 Mid-Year County Progress/Achievements:

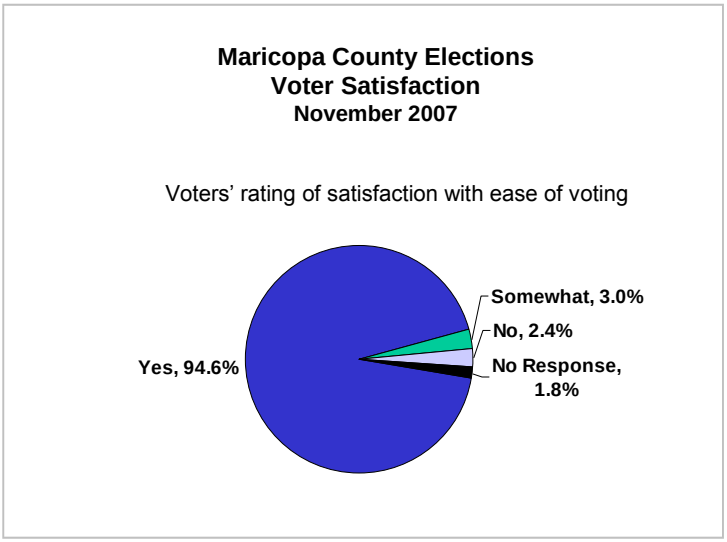
- Maricopa County Department of Transportation (McDOT) developed project-delivery, process-improvement efforts in various functional areas which has included instituting a scoping/project initiation request document to track all projects, hiring a constructability manager to improve design plan quality before project goes to bid, and increasing the use of job order contracting to reduce the administrative costs associated with small construction projects.
- During FY2008, McDOT has completed project designs for the following projects: Plymouth Road Improvement District, Old Stage Road Dip Crossing, Sunset Ridge Park Road (Lake Pleasant), Maricopa Road, Old U.S. 80, Mountain Road, Mingus Road Box Culvert, Alma School Road Scour Protection, and Rainbow Bridge at B.I.D. Canal (completed replacement of the structurally deficient bridge).

Regional Leadership Strategic Goal 2

By January 2006, identify and recommend alternative strategies to increase the capacity and the ease of voting in the County.

Regional Leadership Strategic Goal 2 has been achieved. However, the County continues to work toward increasing voter satisfaction with the voting process by increasing the capacity and the ease of voting in the County. Early voting is intended to reduce lines at polling places making voting easier and more efficient.

The Elections Department regularly asks if voters were satisfied with the ease of voting. In the Primary Election (September 2007) 142 voters responded, of which 138 (97.2%) were satisfied, 3 (2.1%) were somewhat satisfied, 1 (0.7%) was not satisfied. In the General Election (November 2007) 462 voters responded, of which 437 (94.6%) were satisfied, 14 (3.0%) were somewhat satisfied, 14 (2.4%) were not satisfied, and 157 (1.8%) did not respond.



Percent of total ballots cast by early voting

	March 2007	May 2007
Early voting	61%	71%

Source: Maricopa County Elections Department

According to the Maricopa County Elections Department, in the March 2007 and May 2007 elections, 61% and 71%, respectively, votes were cast by mail/early ballots.

Additional FY08 Efforts:

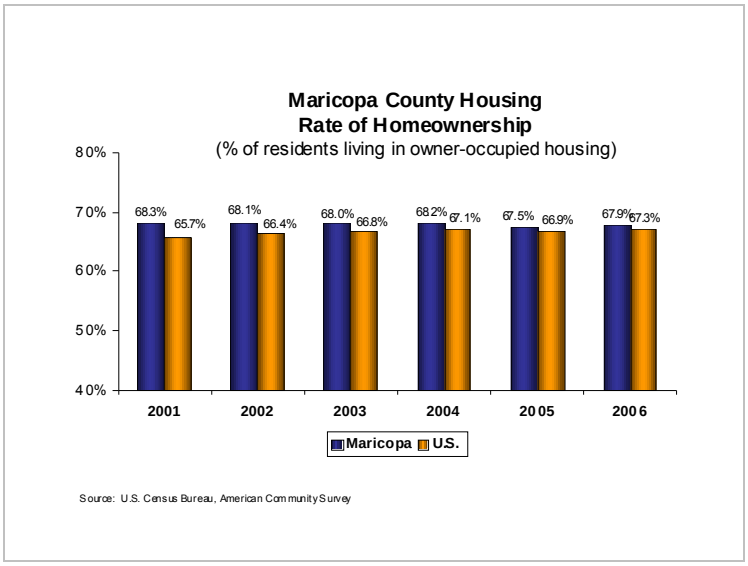
- In conjunction with the County Public Information Office, the Election Department crafted an effective public awareness campaign to develop informational materials for dissemination to Maricopa County citizens of the Proposition 200 effect, and early voting opportunities. The campaign was conducted in both English and in Spanish, and produced Public Service Announcements and commercial spots for distribution to local media outlets (print, radio, and television), which included 30-second spots on Spanish radio, 10-second live reads on traffic reports, and print advertising in the Arizona Republic, East Valley Tribune, Sun City News, AZ Informant, La Voz, TV y Mas, and Prensa Hispana.

Regional Leadership Strategic Goal 3

By July 2007, complete all phases, including fund-raising, for the regional Human Services Campus for the homeless and partner with other organizations working to prevent homelessness and support home ownership in the County.

Homeownership contributes to safe, stable neighborhoods and is associated with increased property values. The percentage of residents living in owner-occupied housing is an indicator of the economic strength and quality of life of the region.

Homeownership in Maricopa County has been consistently higher than the national average, indicating that Maricopa County has a relatively solid base of households that are owner-occupied. According the U.S. Census Bureau American Community Survey, in 2006, the percent of residents of Maricopa County living in owner-occupied housing was 67.9%, up slightly from 67.5% in 2005.



FY08 Mid-Year County Progress/Achievements:

- Fifteen percent (15%) of the HOME funds have been set aside in FY 2008 for Community Housing Development Organizations (CHDOs), and contracts have been signed. The Community Development Department received applications for the FY2009 CHDO set-aside funds, and continue to make American Dream Downpayment Initiative (ADDI)/HOME funds available for down-payment assistance.
- Community Development is currently amending its Consolidated Plan to allow for a regional down-payment assistance program. The goal is to set aside both ADDI and HOME funds for down-payment assistance anywhere in the Urban County. Once sufficient funds have been accumulated, Community Development will identify a nonprofit agency partner to administer the program on behalf of the Urban County.

Regional Leadership Strategic Goal 4

By July 2006, establish a policy to encourage Departments to seek opportunities to build partnerships and relationships with all area governments, including Tribal Nations, in order to create a fuller sense of community for all residents of Maricopa County.

FY08 Mid-Year County Progress/Achievements:

- The Maricopa County Animal Care & Control (MCACC) Department has initiated the planning stages of enforcement services and/or shelter services with Tohono O'odam (San Lucy), Ft. McDowell, and Salt River-Pima Maricopa Indian communities' public safety offices. MCACC will present a new shelter proposal to the Salt River-Pima Maricopa Indian Community in 2008.
- Environmental Services Department personnel, in conjunction with the Arizona Department of Agriculture and the United States Department of Agriculture, completed three five-day operations regarding the transportation

and sales of illegal food commodities in Arizona. Interdepartmental operations have facilitated the creation of a multi-department task force that conducts inspection activities to help minimize foodborne illness risk.

- Government Relations Office worked very closely with East Valley cities to ensure that county island residents were assured necessary fire and safety services. They worked with the Supervisors, residents, city council members, mayors and management, emergency services providers, and the Assessor and Clerk of the Board to reach mutual agreement or actual special district formation.
- The Government Relations Department has worked closely with each district and various departments to foster positive relationships with the Tribal Nations surrounding Maricopa County. Currently, a joint County-Gila River Indian Community (GRIC) project is underway to install stoplights and turn lanes in a high-traffic area that encompasses both reservation land and county right-of-way. Other issues of collaboration for Maricopa County and GRIC include the Arizona METH Project in order to reach school-age youth on the reservation; integrating GRIC's libraries to utilize the Maricopa County Library District's software and system to provide better and more uniform service to residents on the reservation; and the Human Services and Community Services departments collaboration on special transportation needs.
- The Board of Supervisors approved a project team to develop agreements with interested technology and business partners and other financial sponsors for the Collaboration Center, a place where businesses and Government collaborate on ideas and solutions. Upon final approval from the Board, the Collaboration Center will be located in the Security Building at the corner of Central Avenue and Van Buren.
- The Maricopa County Library District has partnered with the City of Goodyear for a new library in the pre-construction stage. The Library District also is working with the Town of Queen Creek for a new library building (to replace current location) in the construction phase.
- Justice System Planning and Information received licensing approval for the Justice Web Interface (JWI) to National Law Enforcement Telecommunications System (NLETS). ICJIS enhanced the Justice Web Interface (JWI) to run on handheld devices (cell phone, PDA) for use at the 2008 Super Bowl held in Glendale, and the Fiesta Bowl in Tempe. ICJIS licensed the Justice Web Interface (JWI) to the Scottsdale Police Department.
- Environmental Services Water and Waste Management Division has provided courtesy reviews of environmental projects on state and tribal lands, in order to assist the local jurisdictions in ensuring that adequate environmental protection is provided.
- The Planning and Development Department has participated on the Arizona Department of Real Estate's Illegal Subdivision Task Force by attending community outreach and education programs. This Task Force is charged with developing best practices for investigating and gaining compliance from illegal subdividers and works collaboratively with the Arizona County Supervisors' Association and counties across the state.
- Maricopa County Department of Transportation (McDOT) is continuing to meet one-on-one, on a monthly, quarterly or semi-annual basis, with our municipal and tribal partners for planning and intergovernmental coordination purposes. Results in FY2008 have included the completion of more than 20 intergovernmental agreements through February of 2008. This has helped in achieving timely delivery of Transportation Improvement Program (TIP) projects. The partnership meetings also are important in cultivating an open atmosphere of trust which is critical to our cooperative efforts. McDOT has also been a valuable participant on Maricopa Association of Governments (MAG) technical committees and has supported the County Board of Supervisors as they have represented the County on the MAG Transportation Policy Committee and the MAG Regional Council.
- AZTech partnership, led by MCDOT, comprises representatives from the State of Arizona, Maricopa Association of Governments, and various Cities and Towns to address inter-jurisdictional traffic management issues to improve traffic flow on regional corridors in Maricopa County. In FY2008, the AZTech Executive Committee has to discuss traffic information dissemination to the public on the new traffic channel goaztv.tv. The AZTech Advanced Traveler Information Systems Committee has initiated a federally funded project to improve arterial traveler information dissemination to the public.
- Human Services Department Special Transportation Services (STS) contracts with more than 20 cities and towns and almost a dozen local or regional agencies to assist residents with a variety of transportation services. STS has had ongoing discussions with members of the Gila River Indian Community and the Phoenix Indian Center regarding removing transit and transportation barriers for tribal members, and have offered to assist them with the purchase of bus passes and providing work-related and/or special needs trips to qualified tribal residents.

Regional Leadership Strategic Goal 5

Promote, expand, and improve County-sponsored programs and activities for young people in Maricopa County to help them build their skills, develop a sense of civic involvement in the community, and successfully complete their education.

Maricopa County is working to promote, expand, and improve County-sponsored programs and activities for young people in the County. Outside of school, one of the best places to learn about civic engagement is the local library. The level of participation in County-sponsored youth programs can be used as an indicator of young people's community involvement.

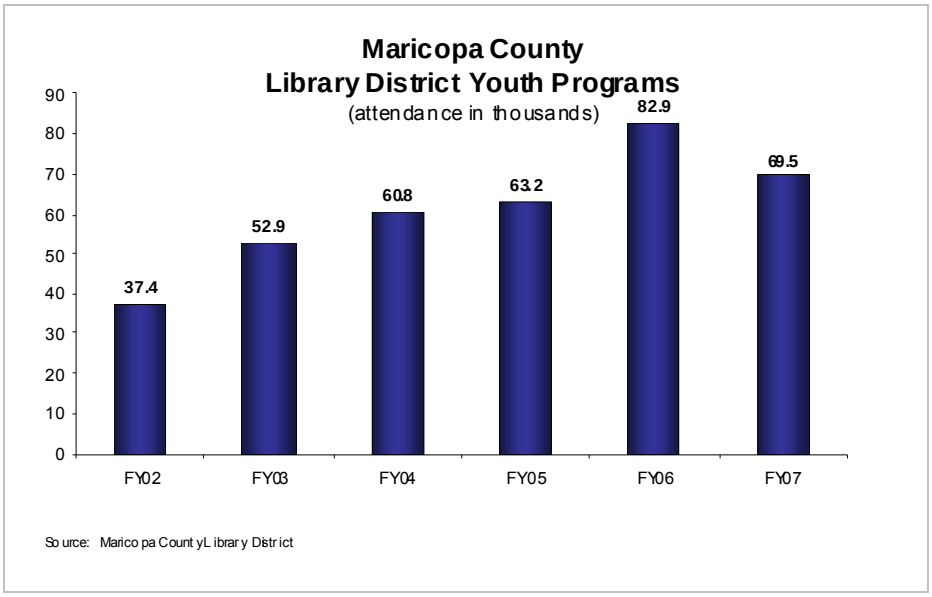
In FY2007, attendance at Library District youth programs reached 69,528. Attendance at Library District youth programs has increased by nearly 100% since FY2002.

Maricopa County Library District
http://www.mcldaz.org/

- Avondale Civic Center
- Aguila Branch
- Campbell Branch
- El Mirage Branch
- Fountain Hills Branch
- Gila Bend Branch
- Guadalupe Branch
- Hollyhock Branch
- Litchfield Park Branch
- North Valley Regional
- Northwest Regional
- Perry Branch, Gilbert
- Queen Creek Branch
- Robson Branch
- Southeast Regional

FY08 Mid-Year County Progress/Achievements:

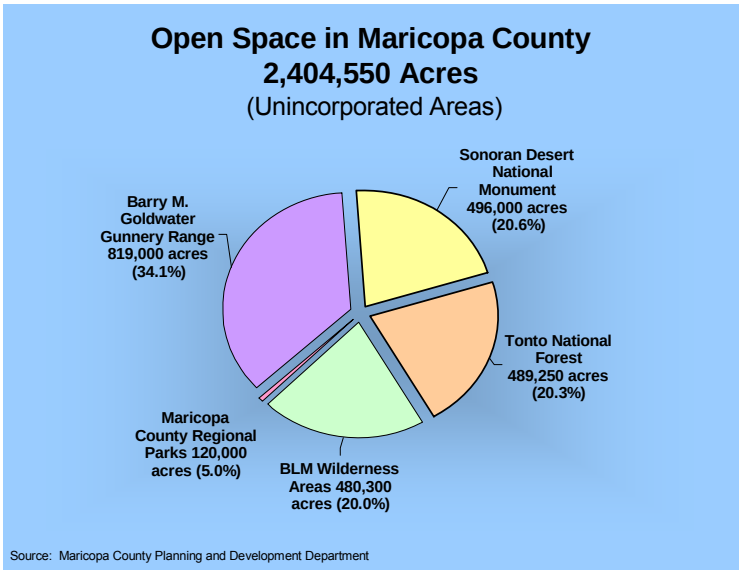
- In the Spring 2008, the Maricopa County Office of Communications will initiate the launch of a pilot program that teaches middle-school children about County Government.
- In the first half of FY2008, the Library District presented 1,402 youth programs with 38,243 youths attending. This is a 36 percent increase in programs and a 21 percent increase in attendance over the same time period FY2007.
- The popular Summer Reading Program, sponsored by the Maricopa County Library District, finished in August 2007 and reported a 22 percent increase in children's participation and a 58 percent increase in children's completion rate. For teens, the increases were 4 percent for participation and 17 percent for completion.



Strategic Priority 4 Sustainable Development

Carefully plan and manage land use in Maricopa County to promote sustainable development and to preserve and strengthen our environment.

Many factors influence the decision on where people choose to live. Communities where citizens have areas to relax and enjoy the environment and that work to improve their overall livability will ensure sustainable development in ways that meet the needs of the present without compromising the ability of future generations to meet their own needs. In Maricopa County, sustainability issues dealing with air quality, water availability, and open space are becoming increasingly important to the livability of the community. Smart planning has become critical to balance population growth while maintaining Maricopa County's famous quality of life and protecting important economic and environmental assets like our military installations and the natural areas. Maricopa County has adopted a key strategic priority to carefully plan and manage land use to promote sustainable development and to preserve and strengthen our environment.



The County is required by state law to prepare a comprehensive plan "to conserve the natural resources of the County, to ensure efficient expenditure of public funds, and to promote the health, safety, convenience, and general welfare of the public." *Maricopa County 2020, Eye to the Future*, the County's comprehensive plan, was adopted by the Board of Supervisors in October 1997, and subsequently updated with new elements in 2002. A copy is available at www.maricopa.gov/planning.

Sustainable Development Strategic Goal 1

Ensure that applications for development in the unincorporated areas of Maricopa County comply with state law, are consistent with open space initiatives, and allow for the continuation of highway and street corridors into and through new developments.

FY08 Mid-Year County Progress/Achievements:

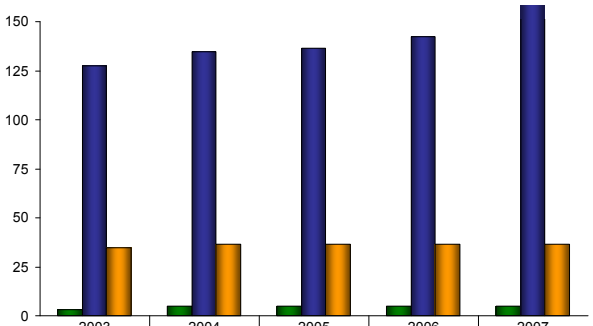
- Planning and Development has a goal, that by December 2008, the County will adopt the Green Initiative program that focuses on sustainability. The development of an advocacy plan is underway and will be designed to promote various concepts that fulfill the mission of the Initiative, which is to achieve a cleaner, healthier, and higher quality Maricopa County.

Sustainable Development Strategic Goal 2

Improve quality of life in Maricopa County by building a regional trail system, enhancing our parks, supporting noise- and pollution-reduction efforts, and encouraging developers to construct environmentally friendly buildings.

Maricopa County is home to the largest regional parks system in the United States. The County owns and maintains approximately 199.2 miles of recreation trails in its Countywide system, and has consistently increased the miles of trails over the past few years. This includes 157.9 miles of multi-use trails, up from 142.3 miles (11%) in 2006, five miles of barrier-free trails, and 36.3 miles of competitive tracks.

Maricopa County Miles of Recreation Trails by Trail Type



	2003	2004	2005	2006	2007
Barrier Free	3.2	5.0	5.0	5.0	5.0
Designated Multi-Use	127.4	134.6	136.3	142.3	157.9
Competitive Tracks	34.7	36.7	36.7	36.3	36.3

Source: Maricopa County Parks and Recreation Department

FY08 Mid-Year County Progress/Achievements:

- The Green Initiative is an interdepartmental project being administered by the Planning and Development Department to place Maricopa County in a regional leadership role of fostering environmental advocacy.
- In November 2007, Parks and Recreation completed a State Land auction for purchase of right-of-way on 9.8 acres of land for the Maricopa Trail. The department is expecting to participate in another State Land auction in September 2008 for purchase of right-of-way on 10.5 acres of land for the Maricopa Trail.
- The first 10 miles of trail construction on the Maricopa Trail has been completed. The next nine miles of trail construction started in February 2008.
- The Maricopa County Air Quality Department continues to work through legislative liaisons and the Maricopa Association of Governments (MAG) to secure permanent funding for the Voluntary Vehicle Repair and Retrofit (VVR&R) programs, which will provide emissions repair work to county residents who have received an emissions test failure notice so they can comply with vehicle registration emission standards and further reduce emissions.
- The Maricopa County Air Quality Department is leading the development of a mobile air-monitoring vehicle for spot sampling of smokestacks and the ambient air in response to specific violation reports and where nuisance and/or environmental justice issues may arise.
- All buildings managed by the Facilities Management Department (FMD) have current Arizona Department of Environmental Services permits that are updated as required. FMD preventative maintenance programs ensure proper operation of building systems.
- The last entry station project, at Usery Mountain Regional Park, was completed in August 2007. The Estrella Mountain Regional Park Visitor Center started construction in August 2007, followed in November 2007 with the Visitor Center and Amphitheater at Cave Creek Regional Park, and with the Amphitheater at Lake Pleasant and Visitor Center/Amphitheater at Usery Mountain (in 2008).

- The Maricopa County Air Quality Department implemented Phase II of the outreach program, *RunningOutofAir*, which will expand into the schools throughout the county with presentations and informational materials about how residents can contribute to cleaner air.
- In FY2007, Capital Facilities Development (CFD) completed its most ambitious year with master plans for County Manager, County Attorney, Clerk of the Board, Clerk of Court, Communications, Indigent Defense Departments, Juvenile Probation, Human Resources, Human Services, Internal Audit, Office of Enterprise Technology, Office of Management & Budget, Planning & Development, Environmental Services, Air Quality, STAR Call Center, Public Health Administration, and Finance.
- The Solid Waste Department coordinated and planned cleanup and hazardous household waste events to support several communities including Sun City West, South Phoenix, and Sun Lakes. The department also worked with the Arizona Department of Environmental Quality to establish a joint organization of counties to address illegal dumping issues.
- The Maricopa County Air Quality Department continues to enhance a website to increase public and business awareness of air quality information, programs, issues, and regulations so that they can effectively contribute to the attainment of the national ambient air quality standards in the County.

Sustainable Development Strategic Goal 3

Continue to preserve military installations in Maricopa County, including Luke Air Force Base.

FY08 Mid-Year Progress/Achievements:

- The Planning & Development department will strive to deter new residential and other non-compatible land uses within the high-noise and accident-potential zones of Luke and its ancillary military facilities through the following ongoing activities: continue to require aggressive notification for new development within the state-defined "Territory in the Vicinity of a Military Airport;" and provide Luke Air Force Base with all new development applications within the "Territory in the Vicinity of a Military Airport" for review and comment and utilize their recommendations as a basis for decisions regarding approval or denial of such applications.

Military Installations in Maricopa County

- Luke Air Force Base
- Luke Auxiliary Field #1
- Barry M. Goldwater Range
- Gila Bend Air Force Auxiliary Field
- Arizona Air National Guard, Phoenix Sky Harbor Airport
- Papago Park Military Reservation (Arizona Army National Guard)
- Air Force Research Laboratory

Sustainable Development Strategic Goal 4

By June 2006, enhance and expand conservation programs in order to reduce energy and water consumption.

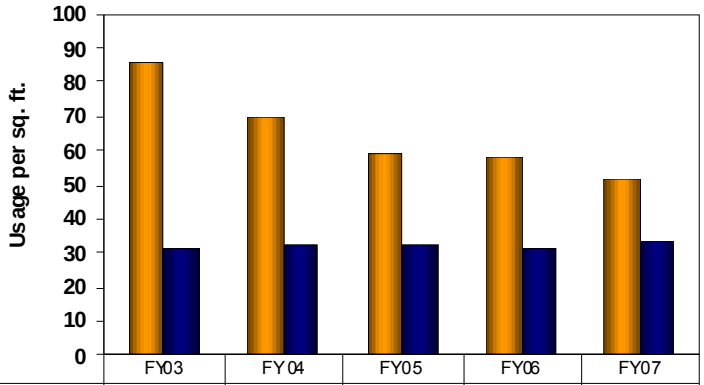
This goal has been achieved and is ongoing. The Facilities Management Department and Equipment Services Department have integrated conservation strategies into on-going operations and factored them into capital projects, while balancing costs and benefits. Efforts to enhance and expand conservation programs will continue.

FY08 Mid-Year County Additional Efforts:

- In preparation for alternative fuel / E-85 (85% ethanol, 15% gasoline) usage for the County's fleet, Equipment Services has completed research into creating new E-85 infrastructure countywide, which would include the purchase of E-85 capable vehicles. The new tanks are part of a Green Initiative that includes a formula to help evaluate and assess the carbon footprint of various types of vehicle applications and the cost effectiveness in achieving the desired reduction in emissions.
- In February 2008, Facilities Management Department (FMD) was notified of *Leadership in Energy and Environmental Design* (LEED) certification for the Downtown Consolidated Justice Center. FMD is still pursing LEED certification for the San Tan Consolidated Justice Courts and expects to receive that later in FY2008.

- Planning and Development has initiated a Text Amendment (TA) that addresses landscaping and open space-regulations to incorporate landscape regulations into the Maricopa County Zoning Ordinance. This TA focuses on the Arizona Department of Water Resources' low-water-use plant palette.
- Facilities Management Department continually initiates and completes various projects to minimize energy consumption, including lighting retrofits and window-film projects throughout the County. They have recently initiated a study to determine the value of a County-wide contract to audit all major campuses to identify energy efficiency projects to reduce consumption and increase our responsiveness to "Green" practices.
- Maricopa County Department of Transportation (McDOT) Operations developed a joint positive Air Quality message on their 12,000-gallon Kline portable tanks. This message lets the traveling public know Air Quality is a MCDOT priority.
- Facilities Management Department has recently completed construction of the new Buckeye Hills Shooting Range, a facility that is self sustaining in terms of utility services. Electricity is provided from a solar system with a back-up supply from a propane- and hydrogen-fueled generator. This project was recently awarded the Arizona Public Works Association Project of the Year award in its cost category. FMD will shortly complete the new Animal Control facility at Durango, which includes ice block technology in its construction to reduce energy consumption.

Maricopa County Facilities Energy and Water Conservation



	FY03	FY04	FY05	FY06	FY07
Water Use (gal.) per sq. ft.	85.9	70.0	59.4	58.0	51.0
Energy Use (kWh) per sq. ft.	30.8	32.0	31.9	31.7	33.2

Source: Maricopa County Facilities Management

Strategic Priority 5 Fiscal Strength

Continue to exercise sound financial management and build the County's fiscal strength while minimizing the property tax burden.

The ability of the County to meet the needs of its citizens is directly related to its ability to achieve and sustain fiscal stability. The County's strategic priority to continue to exercise sound financial management and build the County's fiscal strength while minimizing the property tax burden will create the foundation necessary to achieve the results that citizens desire. Many factors influence the County's ability to achieve this priority. Current and accurate property valuation, as well as prudent spending plans and responsible spending, are key in minimizing the overall tax burden of our citizens.

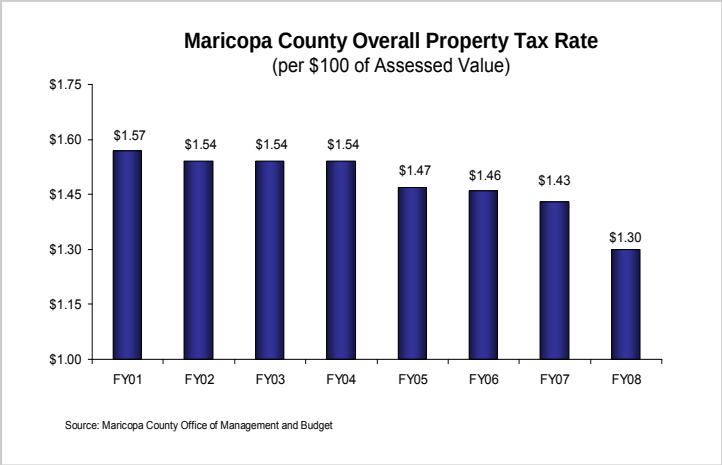
Maricopa County's property taxes are charged for each $100 of assessed value of property. The Primary Tax supports the County General Fund, which pays for the general operations of the County. This indicator measures the County's fiscal strength based on its ability to keep the property tax from increasing.

Fiscal Strength Strategic Goal 1

Continue to strive to reduce the overall property tax rate.

FY08 Mid-Year County Progress/Achievements:

- Maricopa County's overall property tax rate continues to decline, from $1.4348 assessed value in FY2007 to $1.2970 per assessed value in FY2008.
- The Board of Supervisor's *FY2008-09 Budgeting for Results Guidelines and Priorities*, adopted in December 2007, again included direction to limit increases in the property tax levies for the Flood Control and Library District 2% plus new construction.
- Budget-balancing guidelines provided to departments for FY2008-09 budget development encouraged them to develop revenue-enhancement options as well as expenditure reductions. Additionally, departments were asked to develop options to reduce expenditures by up to 15 percent, and were encouraged to identify efficiency savings and non-mandated service reductions as a priority.



Fiscal Strength Strategic Goal 2

Maricopa County will seek to eliminate all mandated fixed contributions to the State in exchange for reductions in State funding of County programs with the goal of reducing such contributions to 15% or less of total General Fund expenditures by Fiscal Year 2009-10.

FY08 Mid-Year County Progress/Achievements:

- In FY2008, mandated contributions were 18.2 percent of the General Fund budget, which is a significant reduction from the 25.1% contribution in Fiscal Year 2003.

Fiscal Strength Strategic Goal 3

As part of the budget, by July 2007, develop, identify funding, and begin implementing a long-range plan for addressing the County's capital infrastructure needs in a manner consistent with the County's interests in strengthening its financial position.

FY08 Mid-Year County Progress/Achievements:

- The Board of Supervisors has approved construction of a criminal court tower in downtown Phoenix. This facility will allow the criminal court divisions in Mesa to be consolidated in downtown Phoenix by 2012.
- The Office of Management and Budget was awarded a 2007 Showcase in Excellence Award from the Arizona Quality Alliance for Maricopa County's Capital Improvement Program Funding Process, a modified pay-as-you-go approach to funding capital improvements, which has allowed the County to avoid levying more than $1,419,000,000 in secondary property taxes.
- The Stadium District and the Diamondbacks have added a $0.25 per ticket facility surcharge fee to each Diamondbacks ticket sold to generate additional revenue in order to finance future facility capital projects. Additionally, the District, in order to generate more revenue from the facility, has transferred all day-use operations over to the District's booking manager, Select Artists Associates.

Fiscal Strength Strategic Goal 4

By July 2006, develop a plan and strategy for implementing new economic and contracted commercial ventures that will generate additional revenues for the County.

This goal is partially complete. Some strategies have been adopted and implemented; others remain under consideration.

FY08 Mid-Year County Progress/Achievements:

- Parks and Recreation has released a Request for Proposals (RFP) for operation and management of the aquatic facility at Adobe Dam; proposals were received in November 2007 and are being evaluated.
- Parks and Recreation also is in the process of removing a Special Use Permit imposed by the City of Phoenix that restricts additional recreational ventures to only those identified in 1988.

Strategic Priority 6 Quality Workforce

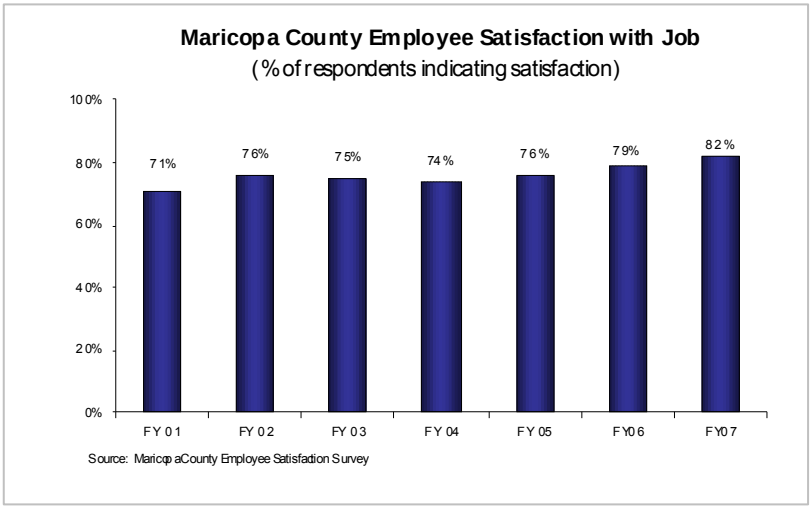
Maintain a quality workforce and equip County employees with the tools, skills, workspace and resources they need to do their jobs safely and well

Maricopa County recognizes the important role its employees have in the success of its operation. The Maricopa County Board of Supervisors has adopted a strategic priority to maintain a quality workforce and to equip County employees with the tools, skills, workspace and resources they need to do their jobs safely and well. Through this strategic priority the County strives to create an exceptional work environment as measured by increasing retention rates, increasing the pool of qualified applicants, and ensuring employee satisfaction with human resource issues such as morale, compensation, training, and decision processes.

Quality Workforce Strategic Goal 1

By January 2008, adopt and implement a competitive total compensation package and a workforce development plan to enhance recruitment, retention, and advancement that results in improved customer service to Maricopa County citizens.

Best practice organizations routinely use employee attitude surveys as standard practice for providing employees and management with up-to-date information on how an organization is doing from an employee perspective. This indicator is a measure of employee morale and job satisfaction among workforce in County-appointed departments based on results from an annual employee satisfaction survey.



Employee satisfaction predictors measure employee perceptions and attitudes along several dimensions that have been identified through research as having a direct influence on overall job satisfaction. When employees perceive these dimensions favorably, they tend to have higher morale and are more satisfied with their jobs. According to an annual survey conducted by Maricopa County Research and Reporting, all of the predictors have shown increases in satisfaction in the six-year period from FY01 to FY07. Employee satisfaction with Pay and Benefits and with Working Conditions have shown the greatest increases, while Communication has remained relatively level during this period.

Employee rating of various satisfaction predictors
(Scale: 2=very dissatisfied, 8=very satisfied; above 5=positive, below 5=negative)

	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007
Management Practices	5.29	5.26	5.23	5.29	5.39	5.52
Working Conditions	6.08	5.91	6.07	6.10	6.22	6.30
Communication	5.34	5.32	5.32	5.32	5.44	5.53
Growth/Advancement	5.84	5.81	5.79	5.82	5.97	6.09
Pay and Benefits	5.28	5.18	5.18	5.28	5.45	5.66

Source: Maricopa County Research and Reporting

FY08 Mid-Year County Progress/Achievements:

- During the first half of FY2008, Employee Compensation completed seven market studies covering approximately 1,100 positions. Additionally, Employee Compensation implemented more than 10,000 pay-for-performance increases Countywide.
- The Employee Compensation website was deployed into production in May 2007 and serves as a primary resource for departments, providing a comprehensive master list of approved market-range titles and descriptions, working titles, market ranges, and minimum qualifications as well as general information about the County's compensation system.
- In September 2007, Workforce Management & Development developed and implemented new employee initiatives designed to promote internal recruitments. The "Find Work/Get Work" email listing of all current job postings is sent each Thursday to all County employees and/or department representatives.

- In July 2007, Workforce Management & Development developed a tool to permit employee reporting on fraud within Maricopa County. The toll-free Maricopa County Cares Anonymous Tip Line was created and is published on the county internal intranet front page, index, and through the internal communications system eNouncements.
- Employee Health Initiatives continued to work on improving the health status of County employees through worksite wellness programs and increased emphasis on obtaining preventative care, including, but not limited to, a diabetes management program, a quit tobacco program, and Weight Watchers at Work Program.
- Employee Health Initiatives continued to offer the BluePrint for Wellness program which helps employees identify health risks through a health risk assessment, and modify behavior to help control the risks and improve their overall health status. Onsite biometric screening was offered to engage employees to take an active part in their health care. Seventeen disease management programs continue to be offered through the medical insurance carrier.
- In January 2008, Workforce Management and Development created an internal communication tool to enhance communication within Maricopa County concerning current county initiatives and updates. The Workforce Management and Development newsletter is published monthly on the County internal intranet and covers Employee Relations Investigations; Workplace Resolution Services; Work Climate Assessments; Disability Management; American with Disabilities Act Advisory Services; Donation of Leave Program; E-Verify and Regulatory Compliance; Leave Plan Administration; Merit Commission Administration; Tuition Reimbursement Program; and Training and Employee Development Services. A subscription service is also available for all County employees.

Quality Workforce Strategic Goal 2

By July 2007, ensure that the ethnicity base of County employees is keeping pace with the changing demographics of our growing and diverse community.

Diversity refers to the spectrum of people that make up County government as well as the residents it serves. Diversity includes people of different ethnicity, culture, gender, religion, age, personal style, appearance and tenure, as well as people of diverse opinions, perspectives, sexual orientation, lifestyles, ideas, thinking and being. Understanding and respect for differences and similarities that comes from a diverse workforce is a predictor of employee satisfaction.

FY08 Mid-Year County Progress/Achievements:

- The Office of the Medical Examiner is currently in the process of creating a diversity audit that will be cost effective and will generate data on obstacles, opportunities, and gaps that exist between the Office of the Medical Examiner's actual and desired states. The audit data will include benchmarks against which progress will be measured, and also will be used as a tool to teach staff about diversity issues.
- In October 2007, Maricopa County Adult Probation Department and Juvenile Probation Department Diversity Council held its second Annual Celebrate and Appreciate Diversity Event at Encanto Park. Guests speakers included George Garcia (acting Director of Maricopa County Diversity Program), P. Arthur VIII (African American Knowledge Network), Jacque Gencarelle (Chair, Maricopa County Indigenous Circle), and Fentress Truxon (Maricopa County Diversity Manager.) The event highlighted some of the world's culture that makes up the Adult and Juvenile Probation staff.
- The Assessor's Office recently completed delivering Diversity Awareness Training throughout the entire department. This is part of an overall effort to impact the culture and professionalism of the department. The County's Diversity Awareness program was the core of these sessions, but the program was modified to fit departmental population in ways designed to not only inform and increase awareness but to encourage the staff to embrace diversity. The reception was very positive. One tangible result of this effort has been for the Assessor's Office to explore the need for bilingual capabilities and compensation according to the County policy on bilingual Compensation. They are in the process of identifying where this is appropriate. This should impact access to diversity in a very practical way.
- The County Manager's Diversity Office sends out a Semi-Annual Diversity checklist to County departments, which includes a question about utilizing diverse interview panels for job interviews. In the most recent survey, 44 departments responded to the checklist, and 42 departments reported the use of diverse interview panels, indicating that practices such as these are becoming a standard operating procedure by County departments.
- The County Manager's Diversity Office continues to demonstrate a commitment to diversity by celebrating cultural celebrations with the collaboration of the three Maricopa County Employee Networks: co-hosted Hispanic Heritage with the Maricopa County Hispanic Network (September 2007); co-hosted Native American Heritage Celebration with the Indigenous Circle Employee network (November 2007); the Diversity Office celebrated Unity Day (January 2008), celebrated Black History with the African American Knowledge Network (February 2008); and celebrated Women Celebration at the Irish Cultural Center (March 2008). Additionally, 46 departments have appointed Diversity co-coordinators; the Diversity Office meets with the coordinators every three months to coordinate County cultural celebrations. Currently, 23 Diversity Councils exist that reinforce the County's commitment to diversity.
- The County Manager's Diversity Office met with Human Resources Staff Development and Career Management Guide Project. The Staff Development project is to determine how to best meet the training and education needs of County employees whereas the Career Management Guide Project was to create a means by which County employees could self-manage their careers within the County with the ultimate goal of positively affecting recruitment and retention.

Quality Workforce Strategic Goal 3

By July 2006, complete a review of the employee suggestion program and recommend methods for increasing and promoting higher levels of participation by County employees in generating creative ideas that save the County money and/or improve program and service delivery.

This goal has been achieved. In early FY2007, the County completed review of the employee suggestion program. Implementation of the recommendations is underway. Selected recommendations included:

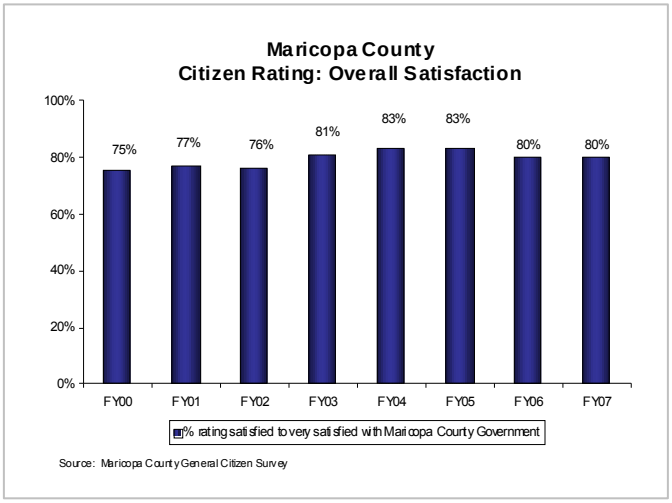
1. Create an online suggestion form and provide an online copy of the checklist used by the evaluator for the employees to view before submitting a suggestion;
2. Provide a permanent hyperlink on the employee intranet (EBC) home page which will connect employees to the Employee Suggestion webpage containing the necessary online forms, employee suggestion tips, and suggestion process updates;
3. Raise awareness by including information in the employee newsletter *Newsline*, emails, and flyers attached to paycheck stubs; and
4. Recognize merit award recipients in a public fashion, with recognition given online and in the *Newsline.*

Strategic Priority 7 Customer Satisfaction

Continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided by the County.

Citizens want and deserve quality services from government for their tax dollars. One of the strategic priorities adopted by the Maricopa County Board of Supervisors is to continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided, including effectiveness in telling the public about the services it provides.

Understanding how the County's performance is viewed by its customers is paramount to improving the quality of service delivery. According to responses from the General Citizen Survey, satisfaction rating with County government has remained relatively high with more than three out of four citizens surveyed satisfied or very satisfied with County government. In FY2007, 80% of the respondents indicated they were satisfied or very satisfied with County government, which is the same rating reported in FY2006.



Citizen Satisfaction Strategic Goal 1

By December 2006, increase accountability to the public for results-oriented government by fully implementing the Managing for Results and performance-based budgeting initiatives.

This goal is ongoing. The Office of Management and Budget continues to implement Managing for Results initiative through ongoing training and other departmental support.

FY08 Mid-Year County Progress/Achievements:

- In February 2008, the Office of Management and Budget implemented an enhanced performance reporting process, with the deployment of the Reporting for Results module of the new Managing for Results Information System (MFRIS). The module allows departments to enter performance metrics in a centralized data warehouse that will be able to be viewed through various on-line dashboard reports.
- The Office of Management and Budget is working with the Office of Enterprise Technology to develop and implement an Information Governance plan that will provide for more thorough and structured analysis of information technology requests.

Citizen Satisfaction Strategic Goal 2

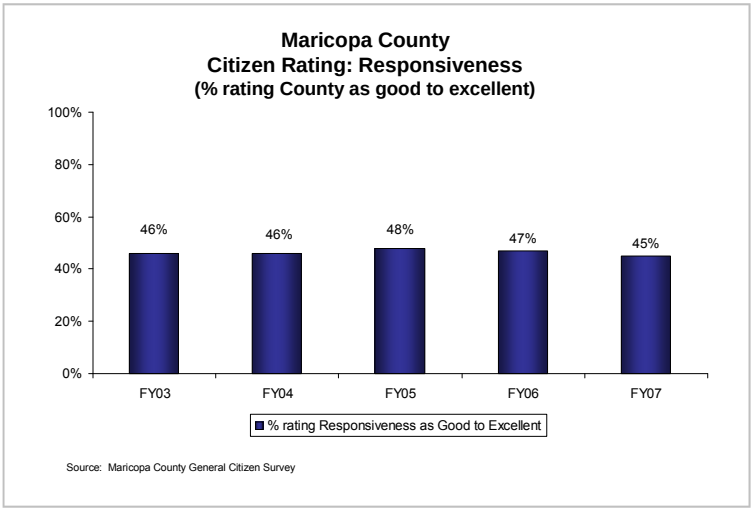
By April 2008, develop a Countywide Information Technology (IT) strategic plan, a set of Countywide IT architecture specifications, introduce an updated set of Countywide IT performance metrics, and develop and implement an IT governance review process.

FY08 Mid-Year County Progress/Achievements:

- The Network Transformation Initiative is focused on developing a network architecture strategy, creating a more robust and efficient network for the County. This approach provides for quality, cost-effective, customer centric and value-added services to the County departments and agencies. The project team has most recently completed interviews of 58 County Departments and has completed the roadmap towards the "future state" of the County network.
- The Office of Enterprise Technology has proposed a new model for IT Governance, and has initiated studies in support of an IT Consolidation plan.

Citizen Satisfaction Strategic Goal 3

By May 2010, improve access to the services offered by the County to ensure the inclusion and participation of our diverse community.



The County recognizes the importance of being responsive to customer needs and delivering services in a timely manner. To be effective, services should be available when they are needed or requested. The ability to meet this demand is a key component of service delivery. In FY07, 45% of Citizen Survey respondents indicated that the County's responsiveness was good to excellent, a slight decrease from the FY06 (47%) rating.

FY08 Mid-Year County Progress/Achievements:

- Solid Waste Department is rebuilding and extending services to six Transfer Stations located throughout Maricopa County, and extending hours of operations at three Transfer Stations from two days per week to five days per week. The department also has developed a plan and identified funding to establish an additional Waste Tire Recycling Facility in the western portion of the county to reduce the distance traveled by tire haulers and to reduce illegal dumping of waste tires.
- Building on the foundation created by the Elections Department, the STAR Call Center assists voters in all municipalities within Maricopa County to make the election process as seamless as possible. The Center assists the public by directing them to their local jurisdictions, special districts, and state agencies, including the Secretary of State. As a provider of information to voters and taxpayers, the STAR Call Center has numerous bilingual agents on staff, who are able to assist our diverse community. Current staff includes Spanish, Navajo, and Pima representation.

- *Uno por Uno*, an annual Maricopa County Animal Care and Control (MCACC) project, targets high-risk areas 'one-by-one' with increased outreach, spay/neuter, enforcement and education efforts so that licensing compliance is increased, and dog bites and impoundments are reduced. The 2007 *Uno por Uno* campaign was held in zip code 85040, accomplishing more than 600 spay/neuter surgeries, and 1,821 rabies vaccinations. As a result, license compliance increased by 350%.
- The Women, Infants & Children (WIC) program is beginning to partner with various community agencies to co-locate services needed in a community. Examples include: A New Leaf center in Mesa, moving the Thomas Rd. clinic into a St. Mary's Food Bank facility, and a potential partnership with Chicanos Por La Causa to relocate the Maryvale WIC clinic into a new human services center that CPLC is constructing at 67th Ave. and Indian School.
- The Planning and Development Department successfully launched its digital permit process for residential production home permits. This new service dramatically improves service times and lowers customer expenses for single-family production home permits within large development communities. Customers apply for and receive their building permit online. The County is actively working to expand the program to include additional building permit types, allowing for greater community participation.
- During October 2007, Maricopa County Adult Probation Department (MCAPD) staff, Garfield neighborhood residents, Phoenix police officers, and neighborhood businesses combined efforts to celebrate GAIN-Getting Arizona Involved in Neighborhoods. Information was provided about GED classes and ESL classes. MCAPD staff and Garfield Community and Probation Center clients also provided community restitution work that set up and cleaned up the area. The event emphasized the availability and knowledge of services to help develop a stronger community.
- Maricopa County Department of Transportation (McDOT) Operations has decentralized into four districts serving various quadrants of the County, which will enable more time at work locations, less travel time for customers, better response time to citizen requests, lower fuel usage (for County staff and customers), and better relationships with customers.
- Department of Emergency Management developed and printed 275,000 English-language and 75,000 Spanish-language copies of an emergency readiness guide for County residents. Approximately 208,000 English-language and 64,000 Spanish-language copies were distributed as newspaper inserts to target demographics or through partner agencies including municipal offices, school districts, emergency management agencies, and corporate entities.
- Maricopa County Department of Transportation Developed "61 Office" wallet cards, which were designed to be an easy tool for Maricopa County residents to report any road/street hazards to McDOT's 61 Office dispatch. Once the report has been made by the caller, it is dispatched to the Maintenance District for repairs. More than 4,000 cards have been distributed to date.
- To increase awareness of County services, Human Services Department (HSD) Community Services distributed 17,000 People's Information Guides countywide. HSD Community Services staff is assisting the Arizona Community Action Association (ACAA) in the development of a Spanish translation of the People's Information Guide.
- The Maricopa County Library District's Reciprocal Borrowing Program allows any county resident to use any public library in the County without paying a fee. The Library District also works to ensure that even the smallest public libraries in the County have access to a Library Integrated Automation system. Desert Foothills (Cave Creek) Library, Tolleson Library, and Buckeye and Old Town Branch (Avondale) libraries use the District's Polaris Library Integrated Automation system, which allow the libraries and their patrons access to a wide variety of electronic databases.
- The Juvenile Probation Department continues to actively engage in process improvement efforts designed to better serve our primary customer, the youth of Maricopa County. Through programs designed to educate young people on the justice system (law-related education and crime prevention programs) to programs that allow low-level offenders to be held accountable via diversion programs rather than the formal court system, the Juvenile Probation Department demonstrates a dedication to dealing with behaviors early on in the hopes of preventing them from escalating.

Citizen Satisfaction Strategic Goal 4

By July 2010, complete a review of County programs to delete non-essential services and improve the performance of other programs.

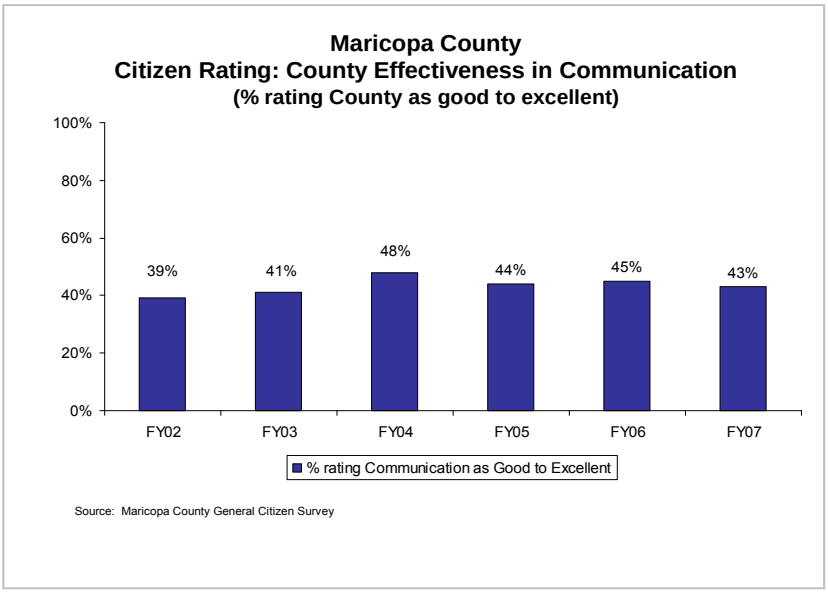
FY08 Mid-Year County Progress/Achievements:

- The *Budgeting for Results Guidelines and Priorities* approved by the Board of Supervisors for FY2008 included directions to identify non-essential programs and recommend their elimination. During the annual budget development process, the Office of Management and Budget seeks opportunities for cost savings.

Citizen Satisfaction Strategic Goal 5

Establish a comprehensive public outreach and community plan to increase the County's effectiveness in communicating about the services it provides so that by September 2008 the percentage of citizens who rate the County's communication effectiveness as poor in the Annual Population Satisfaction Survey will have decreased to 10% or less.

Effectively communicating to citizens about services the County provides is key to increasing citizen awareness and understanding about the roles and responsibilities of County government. Through the annual citizen survey, the County asks citizens to rate the effectiveness of the County in communicating information about its services. In FY07, 43% of citizens responding to the General Citizen Survey rated the communication effectiveness of County government as good or excellent, a decrease from the FY06 rating of 45%.



FY08 Mid-Year County Progress/Achievements:

- Between April and June 2007, all the newly designed Board of Supervisors' websites went live. Each site contains more information and user-friendly features. A highlight is the use of digital technology that allows Supervisor videos to be showcased on each site at the click of the mouse for any viewer. Now, regular updates of press releases and photos occur.
- The Communications Office is working with the Research and Reporting Department to assess current questions and determine if any revisions/additions are warranted in time for the 2008 General Population Survey. The department also will promote the survey to the public so citizens will be aware of the results.
- The Communications Office has produced four Spanish language programs, *Maricopa en Accion*, showcasing the County. The Office also collaborated with Maricopa County Animal Care & Control and the Arizona

Mexico Commission to produced Spanish language public service announcements, and press releases and media advisories are sent to Spanish language media regularly. All County public information offices formally were introduced to Univision, the primary Spanish language broadcast television station.

Budget Policies and Process

Policies and Their Budgetary Impact

Maricopa County has achieved and maintained financial stability by developing and implementing a series of budget and financial policies that guide fiscal management and budgetary decisions. These policies address a number of issues, including budget development, the degree of budgetary control, reserves, tax reduction, and managing for results. These policies incorporate "best practices" in the field of state and local government budgeting and financial management, and are aligned with Maricopa County's Managing for Results system. All policies are updated as necessary to comply with changes in legislation and business practices. Following is an overview of the key policies, specifically addressing each policy's applicability to the budget process. The full text of each policy is located in the *Attachments* section.

Budgeting for Results Policy Guidelines

The purpose of this policy is to establish guidelines for developing County budgets, with the goal of providing responsible management of taxpayers' resources while ensuring that funds are directed towards achieving results. The policy defines "Budgeting for Results" as a process in which budgetary decisions are based on, or informed by, performance information that describes the cost or efficiency of producing an activity's results for customers. Key provisions of the policy include the following:

- The budget will be based on conservative revenue estimates.
- The budget will be structurally balanced, meaning operating expenditures may not exceed operating revenues.
- Budget development will follow the *Reserve and Tax Reduction Policy Guidelines*.
- Budgeting for Results is part of the County's overall Managing for Results system, as set forth in the *Managing for Results Policy.*
- All positions will be fully funded in the budget in accordance with the *Funded Position Policy.*
- The budget will provide for the adequate and orderly replacement of facilities and major equipment from current revenues.
- Grants and other non-local revenue sources will be used before allocating General Fund resources or other local revenues.
- Where appropriate, services will be supported by user fees. User fees will recover the County's full direct and indirect costs. All user fees will be reviewed annually in conjunction with the budget development process.
- Departments must submit base budget requests within budget targets equal to their current budgets, with adjustments as directed by the Board of Supervisors. Base budgets will be analyzed to identify possible reductions.
- Requests for funding above base level must be submitted as Results Initiatives Requests, and must be directed to achievement of approved strategic goals that align with the direction of the Board of Supervisors. Results Initiative Requests must be supported by complete performance measures that can be used to monitor and evaluate the initiative's success if funded. Results initiative requests will be analyzed in detail, with particular focus on their impact on results.
- All Appointed, Elected, and Judicial Branch Departments must follow the policy guidelines in preparing their Annual budget requests. The Deputy County Manager negotiates budget recommendations with elected officials and the Judicial Branch. If agreement cannot be

reached the Presiding Judge and elected officials may appeal first to the County Manager, and finally to the Board of Supervisors.

- The process for budgeting capital improvement projects will include identification of increased future operating costs associated with specific projects.
- Funding for the Self-Insurance Trust Fund will be assessed from all funds as a base-level charge based on a funding plan that provides for an ending cash balance equal to the projected paid losses and claims-related expenses for the upcoming fiscal year.

Budgeting for Results Accountability Policy

The purpose of the *Budgeting for Results Accountability Policy* is to provide guidance and direction on managing Board-approved budgets to elected, appointed, and judicial branch agencies so they can be accountable and comply with the law. The policy encourages departments to save resources and be creative in the delivery of services. Key provisions of the policy are as follows:

- Budgets are appropriated on an annual basis by department and fund with appropriated budgets for any specific projects included within a department/fund. Where applicable, appropriation levels may be established by function, program/activity, or object of expenditure.
- Departments have the flexibility to incur expenditures that vary from their detailed budgets for the remainder of the current fiscal year, as long as they comply with the appropriated budget. However, they are also responsible for bottom-line performance and are expected to absorb unanticipated cost increases and revenue shortfalls. If a department requests an appropriated budget increase or contingency transfer for an unanticipated spending increase, the Board of Supervisors/Board of Directors may adopt appropriated budgets for that department at the level of program/activity and/or object of expenditure.
- Departments shall not exceed their appropriated expenditure budgets. Departments are required to reduce expenditures to offset any revenue shortfall unless the Board has approved other adjustments to offset the shortfall.
- If a department exceeds or is forecasted to exceed its appropriated budget, the Board of Supervisors may adopt appropriated budgets for that department at the level of program/activity and/or object of expenditure and a reduction of the department's appropriated budget in the subsequent fiscal year in the amount of the overrun in the prior fiscal year.
- Departments that are over budget year-to-date or are forecasted to be over budget by the end of the year are obliged to submit a corrective action plan to Finance and the Office of Management and Budget for their review and approval.
- All positions must remain fully funded in accordance with the *Funded Positions Policy*.

Reserve and Tax Reduction Policy

The purpose of the *Reserve and Tax Reduction Policy* is to provide for long-term financial stability and low, sustainable tax rates through responsible use of non-recurring resources, appropriate and minimal use of debt, and maintenance of reserve funds. Adequate reserves allow the County to maintain services during economic downturns without drastic expenditure reductions or tax increases while longer-term budgetary adjustments are put in place. The *Reserve and Tax Reduction Policy* also demonstrates a commitment to the maintenance and, when possible, reduction of tax rates while ensuring that Maricopa County remains financially stable and accountable to the citizens.

- Fund balance reserves will be maintained in the General Fund and in other funds as appropriate. Reserves will be designated for elimination of cash-flow borrowing as necessary.

- Fund balances may be appropriated for acquisition of fixed assets, retirement of outstanding debt, or fiscal stabilization (offsetting revenue shortfalls due to economic downturns). Use for fiscal stabilization is acceptable as long as adjustments are made to restore the structural balance of the budget within one to two fiscal years.
- Fund balances may be reserved for repayment of debt used to build or acquire capital improvements.
- Proceeds from the sale of real property will be reserved for capital improvements or to repay debt used to finance capital improvements.
- Unless otherwise required by law, the Board of Supervisors will strive to maintain property tax rates at current or lower levels. Property tax rates may be reduced under the following conditions:
    - The tax reduction is sustainable according to reasonable and conservative forecasts.
    - The budget is currently structurally balanced and will remain so into the future according to reasonable and conservative forecasts.
    - Fund balance reserves are sufficient to eliminate cash-flow borrowing and unexpected economic changes.
    - Fund balances have been appropriated or reserved for repayment of outstanding debt.
    - Necessary capital expenditures are appropriated from fund balances, or supported by debt that is backed by reserved fund balances.

Annual Budgeting For Results Guidelines and Priorities

In addition to the standing policies outlined above, at the beginning of the budget process each year, the Board of Supervisors annually adopts specific guidelines and priorities for the upcoming fiscal year. This document provides policy direction to the Office of Management and Budget and departments to develop a structurally balanced budget that carries out the County's mission and strategic goals within available resources. The *Guidelines and Priorities* typically provide direction on property taxes, employee compensation, formulation of budget targets, requests for additional funding, and the capital improvement program. The *Guidelines and Priorities* are addressed in the County Manager's Transmittal Letter, and their full text is included in the *Attachments* section.

Summary of Significant Accounting Policies

The accounting policies of Maricopa County conform to generally accepted accounting principles (GAAP) applicable to governmental units adopted by the Governmental Accounting Standards Board (GASB).

Reporting Entity

Maricopa County is a general-purpose local government governed by a separately elected board of five county supervisors. Financial statements present the activities of the County (the primary government) and its component units. Component units are legally separate entities for which the County is considered to be financially accountable. Blended component units, although legally separate entities, are in substance part of the County's operations. Therefore, data from these units is combined with data of the primary government. Discretely presented component units, on the other hand, are reported in a separate column in the combined financial statements to emphasize they are legally separate from the County. Each blended and discretely presented component unit discussed below

has a June 30 year-end. The reporting entity comprises the primary government, Maricopa County Flood Control District, Maricopa County Library District, Maricopa County Public Finance Corporation, Maricopa County Special Assessment Districts, Maricopa County Stadium District, Maricopa County Street Lighting Districts, and the Housing Authority of Maricopa County.

The blended component units are as follows:

Maricopa County Flood Control District

The Maricopa County Flood Control District is a legally separate, tax-levying entity that provides flood control facilities and regulates floodplains and drainage to prevent flooding of property in Maricopa County. As the Maricopa County Board of Supervisors serves as the Board of Directors of the Flood Control District, it is able to significantly influence the programs, projects, activities, and level of services provided by the District; therefore, the District is considered a blended component unit of the County.

Maricopa County Library District

The Maricopa County Library District is a legally separate, tax-levying entity that provides and maintains library services for the residents of Maricopa County. As the Maricopa County Board of Supervisors serves as the Board of Directors of the Library District, it is able to significantly influence the programs, projects, activities, and level of services provided by the District; therefore, the District is considered a blended component unit of the County.

Maricopa County Public Finance Corporation

Maricopa County Public Finance Corporation is a nonprofit corporation created by the Maricopa County Board of Supervisors that exists primarily to assist the County in the acquisition, construction, and improvement of County facilities, including real property and personal property. The Board of Directors of the Public Finance Corporation is subject to the approval of the County Board of Supervisors and the corporation exists primarily for the benefit of the County; therefore, the corporation is considered a blended component unit of the County. The corporation has issued certificates of participation, lease revenue bonds, and lease trust certificates that evidence undivided proportionate interests in rent payments to be made under the lease agreements, with an option to purchase, between Maricopa County and the Corporation. Since this debt is in substance the County's obligation, these liabilities and resulting assets are reported on the County's financial statements.

Maricopa County Special Assessment Districts

The Special Assessment Districts are legally separate entities that provide improvements to various properties within the County. As the Maricopa County Board of Supervisors serves as the Board of Directors of the Maricopa County Special Assessment Districts, it is able to significantly influence the activities and level of services provided by the Districts; therefore, the Districts are considered a blended component unit of the County.

Maricopa County Stadium District

The Maricopa County Stadium District is a legally separate entity that provides regional leadership and fiscal resources to assure the presence of Major League Baseball in Maricopa County. As the Maricopa County Board of Supervisors serves as the Board of Directors of the Stadium District, it is able to significantly influence the programs, projects, activities, and level of services provided by the District; therefore, the District is considered a blended component unit of the County.

Maricopa County Street Lighting Districts

The Street Lighting Districts are legally separate entities that provide street lighting in areas of the County that are not under local city jurisdictions. As the Maricopa County Board of Supervisors serves as the Board of Directors of the Maricopa County Street Lighting Districts, the Districts are considered a blended component unit of the County.

The discretely presented component unit follows:

Housing Authority of Maricopa County

On July 1, 2003, the Housing Authority of Maricopa County became a legally separate entity pursuant to A.R.S. §36-1404. The Housing Authority provides efficient and affordable rental housing to low income households of Maricopa County. Each member of the Maricopa County Board of Supervisors appoints one member to the Board of Commissioners, while the sixth member shall be recommended by the County Administrative Officer, and the seventh member shall be appointed by a majority vote of the Maricopa County Board of Supervisors. The County does not have the ability to impose its will on the Housing Authority. The Housing Authority is a discretely presented component unit, as the Maricopa County Board of Supervisors may dissolve the Authority at any time at the sole discretion of the County and, therefore, a financial benefit or burden exists.

Related Organization

The Industrial Development Authority of Maricopa County (Authority) is a legally separate entity that was created to assist in the financing of commercial and industrial enterprises; safe, sanitary, and affordable housing; and healthcare facilities. The Authority fulfills its function through the issuance of tax-exempt or taxable revenue bonds. The County Board of Supervisors appoints the Authority's Board of Directors. The Authority's operations are completely separate from the County, and the County is not financially accountable for the Authority. Therefore, the financial activities of the Authority have not been included in the accompanying financial statements.

Basis of Presentation

The basic financial statements include both government-wide statements and fund financial statements. The government-wide statements focus on the County as a whole, while the fund financial statements focus on major funds. Each presentation provides valuable information that can be analyzed and compared between years and between governments to enhance the usefulness of the information.

Government-wide financial statements – provide information about the primary government (the County) and its component units. The statements include a statement of net assets and a statement of activities. These statements report the financial activities of the overall government, except for fiduciary activities. They also distinguish between the governmental and business-type activities of the County and between the County and its discretely presented component unit. Governmental activities generally are financed through taxes and intergovernmental revenues. Business-type activities are financed in whole or in part by fees charged to external parties.

The statement of activities presents a comparison between direct expenses and program revenues for each function of the County's governmental activities and segment of its business-type activities. Direct expenses are those that are specifically associated with a program or function and, therefore, are clearly identifiable to a particular function. The County allocates indirect expenses to programs or functions. Program revenues include:

- Charges to customers or applicants for goods, services, or privileges provided,
- Operating grants and contributions, and

- Capital grants and contributions, including special assessments.

Revenues that are not classified as program revenues, including internally dedicated resources, unrestricted grant revenues, and all County levied taxes or taxes not levied by the County that are not restricted to a specific program, are reported as general revenues.

Generally, the effect of interfund activity has been eliminated from the government-wide financial statements to minimize the double counting of internal activities. However, charges for interfund services provided and used are not eliminated if doing so would distort the direct costs and program revenues reported by the departments concerned.

Fund financial statements – provide information about the County's funds, including fiduciary funds and blended component units. Separate statements are presented for the governmental, proprietary, and fiduciary fund categories. The emphasis of fund financial statements is on major governmental and enterprise funds, each displayed in a separate column. All remaining governmental and enterprise funds are aggregated and reported as nonmajor funds. Fiduciary funds are aggregated and reported by fund type.

Proprietary fund revenues and expenses are classified as either operating or nonoperating. Operating revenues and expenses generally result from transactions associated with the fund's principal activity. Accordingly, revenues, such as user charges and net patient service revenues, in which each party receives and gives up essentially equal values, are reported as operating revenues.

Nonoperating revenues, such as subsidies and investment income, result from transactions in which the parties do not exchange equal values. Revenues generated by ancillary activities are also reported as nonoperating revenues. Operating expenses include the cost of services, administrative expenses, and depreciation on capital assets. Other expenses, such as interest expense, are considered to be nonoperating expenses.

The County reports the following major governmental funds:

The General Fund – is the County's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

The Jail Operations Fund – was established under the authority of propositions 400 and 401, which were passed in the General Election of November 3, 1998. These propositions authorized a temporary 1/5 of one-cent sales tax to be used for the construction and operation of adult and juvenile detention facilities. On November 5, 2002, the voters approved the extension of the 1/5 of one-cent sales tax in the General Election. The extension begins in the month following the expiration of the original tax and may continue for not more than twenty years after the date the tax collection begins. The Jail Operations Fund accounts for the jail tax revenue and transfers from the General Fund for maintenance of effort and jail operations expenditures. The Jail Operations Fund transfers monies to the Jail Construction Fund for the construction of the jail facilities. The amount to be transferred to the Jail Construction Fund for any given year is determined through the budget planning process and tied to the jail tax collection projection and construction schedules.

The Lease Revenue Fund – accounts for the debt service on the Lease Revenue Bonds, Series 2001; the Lease Revenue Refunding Bonds, Series 2003; Lease Trust Certificates, Series 2004; and other long-term obligations. Funding is provided by transfers from the General Fund, intergovernmental revenue from the Maricopa County Special Health Care District, a separate legal entity, and pledged contributions from various donors for the Human Services Campus.

The County also reports the following fund types:

The internal service funds – account for automotive maintenance and service, telecommunications services, printing and duplicating services, insurance services, self-insured employee benefits, and

warehouse services provided to County departments or to other governments on a cost reimbursement basis.

The investment trust fund – accounts for pooled assets held and invested by the County Treasurer on behalf of other governmental entities.

The agency fund – accounts for assets held by the County as an agent for other governments and individuals.

Basis of Accounting

The government-wide, proprietary fund, and fiduciary fund financial statements are presented using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place. Property taxes are recognized as revenue in the year for which they are levied. Grants and donations are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental funds in the fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. The County considers all revenues reported in the governmental funds to be available if the revenues are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt, claims and judgments and compensated absences, which are recognized as expenditures to the extent they are due and payable. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital lease agreements are reported as other financing sources.

Under the terms of grant agreements, the County funds certain programs by a combination of grants and general revenues. Therefore, when program expenses are incurred, there are both restricted and unrestricted net assets available to finance the program. The County applies grant resources to such programs before using general revenues.

The County's business-type activities, enterprise funds, and the discretely presented component unit of the County follow Financial Accounting Standards Board (FASB) Statements and Interpretations issued on or before November 30, 1989; Accounting Principles Board Opinions; and Accounting Research Bulletins, unless those pronouncements conflict with GASB pronouncements. The County has chosen the option to not follow FASB Statements and Interpretations issued after November 30, 1989.

Cash and Investments

For purposes of its statements of cash flows, the County considers only those highly liquid investments with a maturity of three months or less, at the time when they are purchased, to be cash equivalents. Nonparticipating interest-earning investment contracts are stated at cost. Money market investments and participating interest-earning investment contracts, with a remaining maturity of one year or less at time of purchase, are stated at amortized cost. All other investments are stated at fair market value.

Inventories

The County accounts for its inventories in the governmental funds using the purchase method. Inventories of the governmental funds consist of expendable supplies held for consumption and are recorded as expenditures at the time of purchase. Amounts on hand at year-end are shown on the balance sheet as an asset, for informational purposes only, and are offset by a fund balance reserve to indicate that they do not constitute "available spendable resources." These inventories are stated at

weighted-average cost. Inventories of the proprietary funds are recorded as assets when purchased and as expenses when consumed. The amount shown on the statement of net assets for the enterprise funds is valued at cost using the first-in, first-out method. The amount shown on the statement of net assets for the internal service funds is valued at cost using the moving-average method.

Property Tax Calendar

The County levies real property taxes and commercial personal property taxes, on or before the third Monday in August, that become due and payable in two equal installments. The first installment is due on the first day of October and becomes delinquent after the first business day of November. The second installment is due on the first day of March of the next year and becomes delinquent after the first business day of May. During the year, the County also levies mobile home personal property taxes that are due the second Monday of the month following receipt of the tax notice and become delinquent 30 days later. A lien assessed against real and personal property attaches on the first day of January preceding assessment and levy.

Capital Assets

Capital assets, which include property, plant, equipment, and infrastructure assets (e.g., roads, bridges, sidewalks, and similar items), are reported in the government-wide statements and the proprietary funds. Capital assets are defined as assets with an initial, individual cost of more than $5,000. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets' lives are not capitalized. Property, plant, and equipment of the primary government and the discretely presented component unit are depreciated using the straight-line method over the following estimated useful lives:

	ESTIMATED USEFUL LIFE (IN YEARS)	
TYPE OF ASSETS	PRIMARY GOVERNMENT	DISCRETELY PRESENTED COMPONENT UNIT
Buildings	20 - 50	20 - 30
Infrastructure	25 – 50	
Autos and trucks	3 - 10	7
Other equipment	3 - 20	7

All infrastructure assets are reported on the government-wide financial statements. Infrastructure maintained by the County Department of Transportation consists of roadways, bridges and related assets. These assets will not be depreciated as they are maintained using the modified approach. Under the modified approach, the County's roadway and bridge systems are being preserved at a specified condition level established by the County. The Flood Control District accounts for the County's remaining infrastructure assets consisting of drainage systems, dams, flood channels and canals. For the Department of Transportation's infrastructure assets owned prior to fiscal year 2002, the County estimated their historical cost. The fair market value for right-of-way assets was estimated based on current regional land acquisitions and deflated by the trended growth rate, as determined by the County assessed valuation from the State of Arizona Department of Revenue Abstract of the Assessment Roll for vacant land, agriculture and government property not including legally exempt land. The fair market value for roadway system assets was estimated based on current construction costs and deflated using the Price Trends for Federal-Aid Highway Construction, published by the U.S.

Department of Transportation, Federal Highway Administration, Office of Program Administration and Office of Infrastructure.

On July 1, 2004, the County retroactively reported Flood Control District infrastructure assets owned and acquired from July 1, 1980 to June 30, 2001, in compliance with GASB Statement No. 34. See Note 3 – Beginning Balances Restated for additional information. Flood Control District infrastructure assets are accounted for using the straight-line depreciation method with a useful life between 25 and 50 years. For infrastructure assets owned prior to fiscal year 2002, the County used internal records, maintained by the department, to estimate Flood Control's historical cost for these assets.

Investment Income

Investment income is composed of interest, dividends, and net changes in the fair market value of applicable investments.

Compensated Absences

Compensated absences consist of vacation leave and a calculated amount of sick leave earned by employees based on services already rendered. Employees may accumulate up to 240 hours of vacation leave, but any vacation hours in excess of the maximum amount that are unused at calendar year-end convert to sick leave. Upon termination of employment, all unused vacation benefits are paid to employees. Accordingly, vacation benefits are accrued as a liability in the financial statements.

Employees may accumulate an unlimited number of sick leave hours. Generally, sick leave benefits provide for ordinary sick pay and are cumulative but are forfeited upon termination of employment. Because sick leave benefits do not vest with employees, a liability for sick leave benefits is not accrued in the financial statements. However, upon retirement, County employees with accumulated sick leave in excess of 1,000 hours are entitled to a $10,000 tax free Post Employment Health Plan account for the payment of post employment qualified medical expenses. The amount of such bonuses is accrued as a liability. Compensated absences are substantially paid within one year from fiscal year-end and, therefore, are reported as a current liability on the government-wide financial statements.

Basis of Budgeting and Budgetary Control

Arizona law requires the County to prepare and adopt an annual balanced budget for the General, Special Revenue, Debt Service, Enterprise and Capital Projects Funds. In addition, Maricopa County prepares budgets for its Internal Service Funds. Arizona law further requires that no expenditure shall be made or liability incurred that exceeds the amounts budgeted except as provided by law.

Appropriation levels are established by department, fund and (if applicable) capital project, and they lapse annually. During the year, budget transfers from the contingency account to a department's budget require approval by the Board of Supervisors. The budget is appropriated by fund for the three departments of the Judicial Branch and the five departments of the Indigent Representation System (see below). Budgeted amounts are reported as originally adopted or as adjusted by authorization from the Board of Supervisors. The County budgets for Governmental Fund types on a basis consistent with generally accepted accounting principles (GAAP), with the exception of capital lease transactions, which are budgeted as expenditures. In addition, for proprietary funds, the County budgets capital outlay expenditures instead of depreciation.

Budgets of Blended Component Units

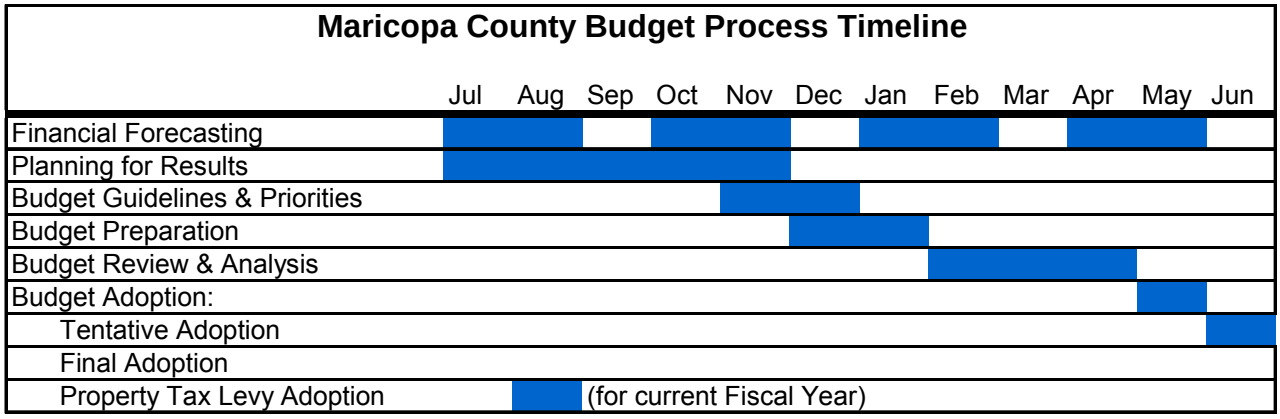
Section III of this document includes budgets for several blended component units, including the Flood Control District, Library District, Stadium District, Special Assessment Districts and Street Lighting

Improvement Districts. A consolidated presentation of budgeted expenditures, revenues, fund balances and property tax levies for the Flood Control, Library District, Stadium Districts and Maricopa County is provided in the *Maricopa County and Districts Overview.* The Public Finance Corporation is excluded from this document, as are discretely presented component units (Housing Authority) and related organization (Industrial Development Authority). Activity associated with the Accommodation Schools and Sports Authority Funds are not included in the County budget as the Board of Supervisors does not adopt the budgets for these funds. The Sheriff Warehouse Fund is also not included in the budget.

The Budget Process

Annual Budget Process

Maricopa County's fiscal year begins on July 1 and ends on the following June 30, coinciding with the State of Arizona's fiscal year. The Maricopa County budget process is a key component of the overall Managing for Results process. The following chart provides an overview of the typical County budget process and calendar.



This typical overview does not supersede actual budget processes for specific years, or the actual budget calendar that is provided in the Attachments section of this document. Each year, certain circumstances, such as delays in the State of Arizona's budget approval process, may affect and alter specific dates.

Financial Forecasting

The Office of Management and Budget (OMB) updates the County's five-year financial forecast on a quarterly basis throughout the fiscal year for several major funds, including the General and Detention Funds. The five-year forecast provides a conservative estimate of the County's fiscal condition given realistic economic trends, current Board policies, and existing laws. The forecast does not incorporate anticipated policy changes, spending priorities, or proposed new revenue sources. The forecast update in November is particularly important, as it sets the stage for the upcoming budget-development process. Later forecasts inform the decision-making process as the budget is prepared, reviewed, and adopted.

Planning for Results

Through the summer and fall, departments review and update their strategic business plans in accordance with the Managing for Results process. Departments update their strategic issues and goals, and set initial performance targets for their Activities and Programs. The Board of Supervisors may also consider updating the County-wide strategic plan.

Budget Guidelines and Priorities

The five-year financial forecast and Planning for Results set the stage for adoption of budget guidelines and priorities for the upcoming fiscal year. The Board of Supervisors typically adopts the guidelines and priorities in early December.

Budget Preparation

Upon adoption of the budget guidelines and priorities, the Office of Management and Budget (OMB) prepares budget targets and detailed instructions for departments. Departments then prepare their budget requests in December and January, and then submit them to OMB. Departments that manage capital improvement projects prepare and submit capital project budgets as part of a five-year Capital Improvement Program.

Budget Review and Analysis

During February and March, the Office of Management and Budget analyzes budget requests in the context of available resources, Board of Supervisors' priorities, and performance as defined by each department's strategic business plan. Budget requests are analyzed by Activity at a detailed level for every department and fund. Under the direction of the Deputy County Manager, OMB prepares budget recommendations for each department. In late March, the Deputy County Manager reviews budget recommendations with elected officials and the Presiding Judge, and negotiates budget agreements with them. Elected officials and the Judicial Branch departments have the opportunity to present their requested budgets to the Board of Supervisors. In April, OMB finalizes a consolidated Recommended Budget for presentation to the Board of Supervisors, which is presented to the Board in May.

Budget Adoption

Tentative Adoption

The Board of Supervisors tentatively adopts the budget in late May. The Board may choose to change the Recommended budget, or adopt it as presented. Once tentatively adopted, the total amount of budgeted expenditures from local funds may not be increased. Tentative Adoption opens a statutorily prescribed period for public review and comment on the budget. The budget and notice of subsequent public hearings must be published once a week for at least two consecutive weeks after Tentative Adoption in the County's official newspaper or in a newspaper of general circulation. Public budget presentations may also be held during this period to elicit citizen feedback.

Final Adoption

In late June, the Board of Supervisors holds a public hearing on Final Adoption of the budget. The Tentative Budget is usually changed to reflect policy decisions by the Board, as well as any technical changes brought forward by the Office of Management and Budget.

Property Tax Levy Adoption

According to statute, the Board of Supervisors meets on the third Monday in August to adopt property tax levies and rates.

Fiscal Year 2008-09 Budget Process

Due to the emerging economic slowdown and the development of a new, integrated management and budget system, the Managing For Results Information System (MFRIS), the FY 2008-09 budget process did not follow the normal timeline. The financial forecast was updated in September. Departments updated their strategic business plans in the summer and fall prior to budget preparation, but in some instances this process ran longer and overlapped with budget preparation.

On December 3, 2007, the Board of Supervisors approved the *FY 2008-09 Budgeting for Results Priorities and Guidelines* (see the *Attachments* section). The Office of Management and Budget developed department budget targets and instructions and disseminated them to departments in January. Departments began to submit their budget requests to OMB in February. OMB reviewed and analyzed department budget requests through the end of April. The Deputy County Manager negotiated budget recommendations with elected officials and the Presiding Judge from mid-March through mid-April.

The Recommended Budget was presented to the Board of Supervisors on May 19, and was tentatively adopted on May 21. Final Adoption of the budget occurred on June 19, 2008. Property Tax levies and rates were adopted on August 18, 2008.

Fiscal Year 2009-10 Budget Process

The FY 2009-10 budget process is anticipated to more closely follow the normal schedule. Refinements will be made in the Planning for Results process following refined and improved Managing for Results guidelines which were near finalization in late FY 2007-08. The new MFR guidelines will improve the quality and usefulness of strategic business plans and performance measures, as well as improve the alignment of strategic business plans and budgets.

Budget Adjustment Process

After final budget adoption, departments requesting a mid-year adjustment to their appropriated budgets must do so in a written request that must be approved by the Board of Supervisors. According to A.R.S. §42-17106 (see above), the Board of Supervisors may transfer monies between budget items if the monies are available, if the transfer is in the public interest and based on a demonstrated need, and if the transfer does not result in a violation of the County's constitutional property tax levy and expenditure limitations. Once approved, budget adjustments are entered in the detailed budget and reflected in budget and accounting reports.

Programmatic Budgeting

Budgeting on a programmatic basis in Maricopa County is defined by the Managing for Results process. Managing for Results required a shift in the focus of budgeting and monitoring from the <u>object</u> of expenditure (salaries, supplies, etc.) to the <u>purpose</u> of expenditures (prosecuting crimes, issuing permits, etc.).

- <u>Services</u> are defined in Managing for Results as the deliverables or products that the customer receives. Services are expressed as nouns, not verbs, thus are defined in terms of what the customer actually receives from the County rather than in terms of what the department "does."
- Services are grouped into <u>Activities</u>, which are defined as a set of Services with a common purpose or result that produces Outputs and Results for customers. Activities become the "building blocks" of Maricopa County's performance-based budget in Budgeting for Results. Each Activity has a "Family of Measures" that includes Results, Outputs, Demands and Efficiencies.

- Activities are in turn grouped into Programs, which are a set of Activities that have a common purpose or result. A Program is a higher-level management view of a collection of Activities.

The Program/Activity/Service structure is fully incorporated into Maricopa County's accounting and budgeting structure.

Summary Schedules

Maricopa County and Districts Overview

Consolidated Sources, Uses and Fund Balance by Fund Type

FY 2008-09 Adopted Budget

	FUND TYPE:							
	GENERAL	SPECIAL	DEBT SERVICE	CAPITAL	INTERNAL	SUBTOTAL	ELIMINATIONS	TOTAL
BEG. UNDESIGNATED FUND BAL.	$ 274,627,644	$ 186,914,730	$ 21,724,034	$ 481,718,270	$ 64,867,634	$ 1,029,852,312	$ -	$ 1,029,852,312
SOURCES OF FUNDS								
OPERATING								
PROPERTY TAXES	$ 456,457,388	$ 94,471,897	$ -	$ -	$ -	$ 550,929,285	$ -	$ 550,929,285
TAX PENALTIES & INTEREST	14,500,000	-	-	-	-	14,500,000	-	14,500,000
SALES TAXES	-	138,206,968	5,450,000	-	-	143,656,968	-	143,656,968
LICENSES AND PERMITS	1,923,641	43,416,843	-	-	-	45,340,484	-	45,340,484
GRANTS	-	125,136,891	-	-	-	125,136,891	-	125,136,891
OTHER INTERGOVERNMENTAL	5,307,848	22,625,155	-	-	-	27,933,003	-	27,933,003
PAYMENTS IN LIEU OF TAXES	7,661,044	316,501	-	-	-	7,977,545	-	7,977,545
STATE SHARED SALES TAX	459,033,619	-	-	-	-	459,033,619	-	459,033,619
STATE SHARED HIGHWAY USER REV	-	111,458,984	-	-	-	111,458,984	-	111,458,984
STATE SHARED VEHICLE LICENSE	137,859,289	9,341,579	-	-	-	147,200,868	-	147,200,868
INTERGOV CHARGES FOR SERVICES	13,731,038	75,071,221	2,663,869	-	7,205,828	98,671,956	(39,513,602)	59,158,354
OTHER CHARGES FOR SERVICES	25,175,329	61,899,205	-	-	40,564,961	127,639,495	-	127,639,495
INTERNAL SERVICE CHARGES	2,340,375	-	-	-	165,060,305	167,400,680	(167,400,680)	-
PATIENT SERVICES REVENUE	14,400	1,368,585	-	-	-	1,382,985	-	1,382,985
FINES & FORFEITS	16,669,467	16,350,413	-	-	-	33,019,880	-	33,019,880
INTEREST EARNINGS	12,000,000	13,081,218	1,113,618	300,000	1,000,000	27,494,836	-	27,494,836
MISCELLANEOUS REVENUE	4,613,267	33,801,692	-	1,000,000	16,385	39,431,344	-	39,431,344
GAIN ON FIXED ASSETS	-	400,000	-	-	-	400,000	-	400,000
TRANSFERS IN	9,365,597	199,288,483	11,529,657	1,660,000	-	221,843,737	(221,843,737)	-
TOTAL OPERATING SOURCES	$ 1,166,652,302	$ 946,235,635	$ 20,757,144	$ 2,960,000	$ 213,847,479	$ 2,350,452,560	$ (428,758,019)	$ 1,921,694,541
NON-RECURRING								
OTHER INTERGOVERNMENTAL	$ -	$ -	$ -	$ 14,910,000	$ -	$ 14,910,000	$ -	$ 14,910,000
INTERGOV CHARGES FOR SERVICES	-	-	-	20,103,960	-	20,103,960	-	20,103,960
OTHER CHARGES FOR SERVICES	-	65,000	-	-	-	65,000	-	65,000
INTEREST EARNINGS	-	-	-	200,000	-	200,000	-	200,000
MISCELLANEOUS REVENUE	-	15,584,294	-	100,000	-	15,684,294	-	15,684,294
TRANSFERS IN	1,881,148	-	-	307,608,261	-	309,489,409	(309,489,409)	-
TOTAL NON-RECURRING SOURCES	$ 1,881,148	$ 15,649,294	$ -	$ 342,922,221	$ -	$ 360,452,663	$ (309,489,409)	$ 50,963,254
TOTAL SOURCES	$ 1,168,533,450	$ 961,884,929	$ 20,757,144	$ 345,882,221	$ 213,847,479	$ 2,710,905,223	$ (738,247,428)	$ 1,972,657,795
USES OF FUNDS								
OPERATING								
PERSONAL SERVICES	$ 466,146,234	$ 472,769,132	$ -	$ -	$ 11,513,114	$ 950,428,480	$ -	$ 950,428,480
SUPPLIES	13,789,654	52,926,114	-	-	9,395,644	76,111,412	(6,515,806)	69,595,606
SERVICES	441,475,398	289,116,524	-	3,000	188,999,122	919,594,044	(200,398,476)	719,195,568
CAPITAL	13,838,211	15,955,440	28,821,952	-	922,807	59,538,410	-	59,538,410
OTHER FINANCING USES	231,402,805	12,035,670	492,750	-	1,487,006	245,418,231	(245,418,231)	-
TOTAL OPERATING USES	$ 1,166,652,302	$ 842,802,880	$ 29,314,702	$ 3,000	$ 212,317,693	$ 2,251,090,577	$ (452,332,513)	$ 1,798,758,064
NON-RECURRING								
PERSONAL SERVICES	$ 1,450,000	$ 394,823	$ -	$ 6,080,969	$ -	$ 7,925,792	$ -	$ 7,925,792
SUPPLIES	-	108,000	-	-	1,816,000	1,924,000	-	1,924,000
SERVICES	127,045,121	81,596,101	-	17,726,750	1,004,000	227,371,972	-	227,371,972
CAPITAL	-	6,269,126	-	310,230,638	440,000	316,939,764	-	316,939,764
OTHER FINANCING USES	148,013,671	131,648,905	-	6,252,339	-	285,914,915	(285,914,915)	-
TOTAL NON-RECURRING USES	$ 276,508,792	$ 220,016,955	$ -	$ 340,290,696	$ 3,260,000	$ 840,076,443	$ (285,914,915)	$ 554,161,528
TOTAL USES	$ 1,443,161,094	$ 1,062,819,835	$ 29,314,702	$ 340,293,696	$ 215,577,693	$ 3,091,167,020	$ (738,247,428)	$ 2,352,919,592
STRUCTURAL BALANCE	$ -	$ 103,432,755	$ (8,557,558)	$ 2,957,000	$ 1,529,786	$ 99,361,983	$ 23,574,494	$ 122,936,477
ENDING UNDESIGNATED FUND BAL.	$ -	$ 85,979,824	$ 13,166,476	$ 487,306,795	$ 63,137,420	$ 649,590,515	$ -	$ 649,590,515

Property Tax Levies and Rates

Maricopa County levies primary property taxes based on assessed valuations of personal and real property. The primary property tax may be used to support any type or level of service within the legal purview of the County. The County Board of Supervisors, sitting as the Boards of Directors for the Flood Control and Library Districts also levies these district's secondary property taxes.

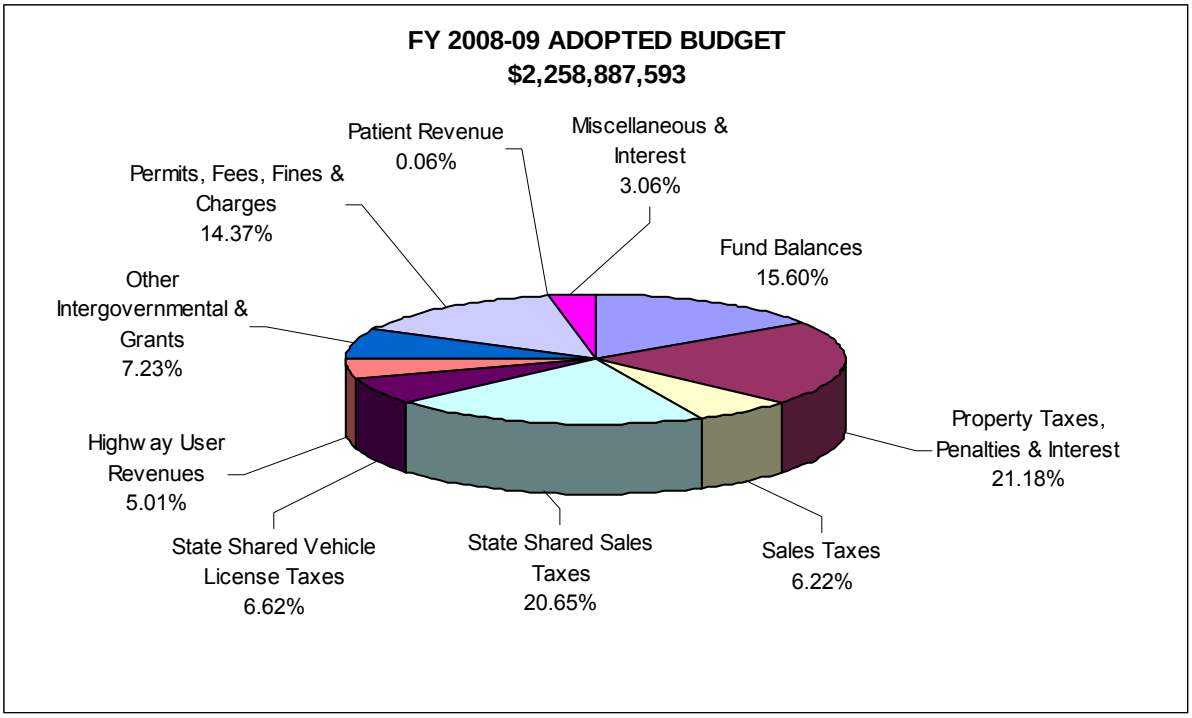
FY 2008-09 PRELIMINARY PROPERTY TAX LEVIES AND RATES
MARICOPA COUNTY, FLOOD CONTRL DISTRICT AND LIBRARY DISTRICT

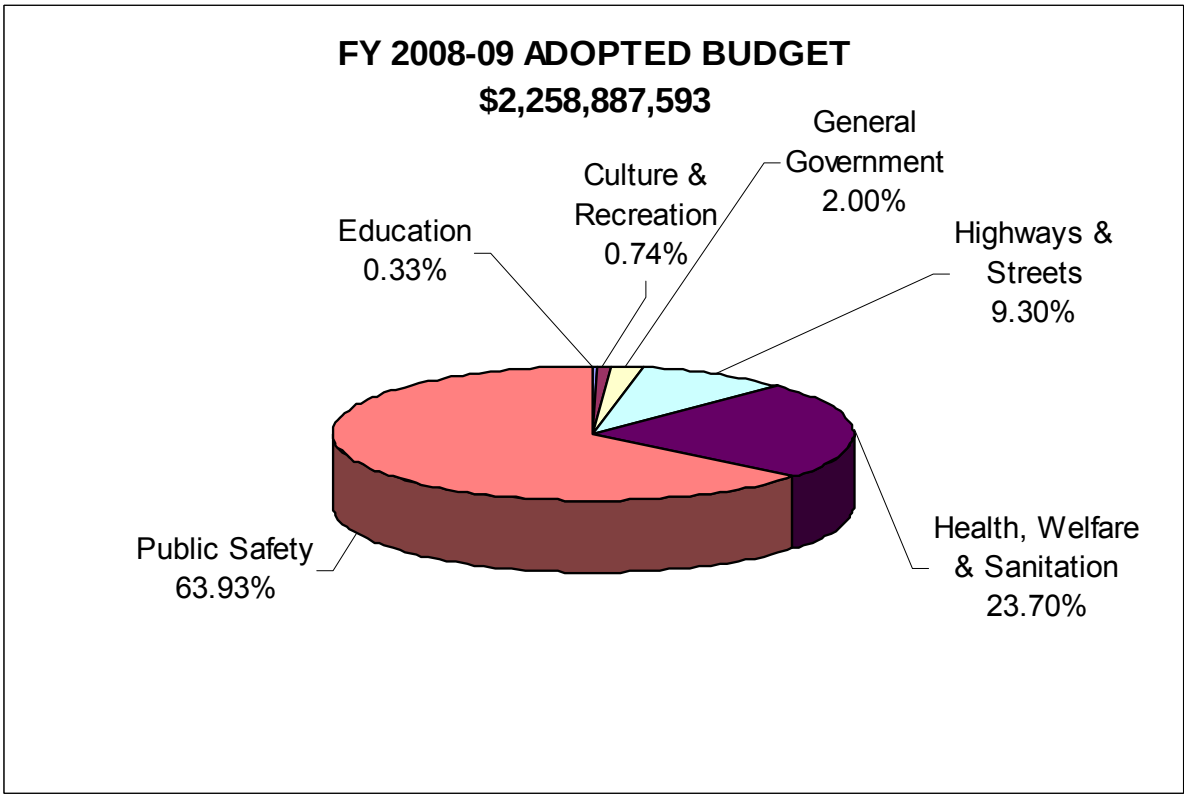
Description	Net Assessed Value (NAV)	SRP Effective NAV	Total w/SRP	Proceeds of 1-cent Rate	Tax Rate	Tax Levy	SRP PILT	Total Levy & SRP PILT
MARICOPA COUNTY PRIMARY:								
FY 2008-09 Preliminary	$ 44,881,602,698	$ 518,745,464	$ 45,400,348,162	$ 4,540,035	$ 1.0327	$ 463,492,311	$ 5,357,084	$ 468,849,395
FY 2007-08 Adopted	38,930,267,550	518,745,464	39,449,013,014	3,944,901	1.1046	430,023,735	5,730,062	435,753,797
Variance	$ 5,951,335,148	$ -	$ 5,951,335,148	$ 595,134	$ (0.0719)	$ 33,468,576	$ (372,978)	$ 33,095,598
FLOOD CONTROL DISTRICT SECONDARY:								
FY 2008-09 Preliminary	$ 54,751,262,830	$ 97,574,499	$ 54,848,837,329	$ 5,484,884	$ 0.1367	$ 74,844,976	$ 133,384	$ 74,978,360
FY 2007-08 Adopted	45,937,944,910	97,574,499	46,035,519,409	4,603,552	0.1533	70,422,870	149,582	70,572,452
Variance	$ 8,813,317,920	$ -	$ 8,813,317,920	$ 881,332	$ (0.0166)	$ 4,422,106	$ (16,198)	$ 4,405,908
LIBRARY DISTRICT SECONDARY:								
FY 2008-09 Preliminary	$ 58,303,635,287	$ 518,745,464	$ 58,822,380,751	$ 5,882,238	$ 0.0353	$ 20,581,183	$ 183,117	$ 20,764,300
FY 2007-08 Adopted	49,534,573,831	518,745,464	50,053,319,295	5,005,332	0.0391	19,368,018	202,829	19,570,847
Variance	$ 8,769,061,456	$ -	$ 8,769,061,456	$ 876,906	$ (0.0038)	$ 1,213,165	$ (19,712)	$ 1,193,453
GRAND TOTALS:								
FY 2008-09 Preliminary					$ 1.2047	$ 558,918,470	$ 5,673,585	$ 564,592,055
FY 2007-08 Adopted					1.2970	519,814,623	6,082,473	525,897,096
Variance					$ (0.0923)	$ 39,103,847	$ (408,888)	$ 38,694,959

Consolidated Sources, Uses and Fund Balance by Fund Type

	FUND TYPE:							
	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
BEG. UNDESIGNATED FUND BAL.	$ 274,627,644	$ 170,964,505	$ 21,468,273	$ 455,874,659	$ 64,867,634	$ 987,802,715	$ -	$ 987,802,715
SOURCES OF FUNDS								
OPERATING								
PROPERTY TAXES	$ 456,457,388	$ -	$ -	$ -	$ -	$ 456,457,388	$ -	$ 456,457,388
TAX PENALTIES & INTEREST	14,500,000	-	-	-	-	14,500,000	-	14,500,000
SALES TAXES	-	138,206,968	-	-	-	138,206,968	-	138,206,968
LICENSES AND PERMITS	1,923,641	42,670,843	-	-	-	44,594,484	-	44,594,484
GRANTS	-	125,136,891	-	-	-	125,136,891	-	125,136,891
OTHER INTERGOVERNMENTAL	5,307,848	22,625,155	-	-	-	27,933,003	-	27,933,003
PAYMENTS IN LIEU OF TAXES	7,661,044	-	-	-	-	7,661,044	-	7,661,044
STATE SHARED SALES TAX	459,033,619	-	-	-	-	459,033,619	-	459,033,619
STATE SHARED HIGHWAY USER REV	-	111,458,984	-	-	-	111,458,984	-	111,458,984
STATE SHARED VEHICLE LICENSE	137,859,289	9,341,579	-	-	-	147,200,868	-	147,200,868
INTERGOV CHARGES FOR SERVICES	13,731,038	71,048,065	2,663,869	-	7,205,828	94,648,800	-	94,648,800
OTHER CHARGES FOR SERVICES	25,175,329	61,874,995	-	-	40,564,961	127,615,285	-	127,615,285
INTERNAL SERVICE CHARGES	2,340,375	-	-	-	165,060,305	167,400,680	(167,400,680)	-
PATIENT SERVICES REVENUE	14,400	1,368,585	-	-	-	1,382,985	-	1,382,985
FINES & FORFEITS	16,669,467	15,741,393	-	-	-	32,410,860	-	32,410,860
INTEREST EARNINGS	12,000,000	12,064,335	638,524	-	1,000,000	25,702,859	-	25,702,859
MISCELLANEOUS REVENUE	4,613,267	28,215,060	-	-	16,385	32,844,712	-	32,844,712
GAIN ON FIXED ASSETS	-	400,000	-	-	-	400,000	-	400,000
TRANSFERS IN	9,365,597	197,562,295	11,529,657	-	-	218,457,549	(218,457,549)	-
TOTAL OPERATING SOURCES	$ 1,166,652,302	$ 837,715,148	$ 14,832,050	$ -	$ 213,847,479	$ 2,233,046,979	$ (385,858,229)	$ 1,847,188,750
NON-RECURRING								
INTERGOV CHARGES FOR SERVICES	$ -	$ -	$ -	$ 20,103,960	$ -	$ 20,103,960	$ -	$ 20,103,960
OTHER CHARGES FOR SERVICES	-	65,000	-	-	-	65,000	-	65,000
MISCELLANEOUS REVENUE	-	8,984,294	-	-	-	8,984,294	-	8,984,294
TRANSFERS IN	1,881,148	-	-	255,490,488	-	257,371,636	(257,371,636)	-
TOTAL NON-RECURRING SOURCES	$ 1,881,148	$ 9,049,294	$ -	$ 275,594,448	$ -	$ 286,524,890	$ (257,371,636)	$ 29,153,254
TOTAL SOURCES	$ 1,168,533,450	$ 846,764,442	$ 14,832,050	$ 275,594,448	$ 213,847,479	$ 2,519,571,869	$ (643,229,865)	$ 1,876,342,004
USES OF FUNDS								
OPERATING								
PERSONAL SERVICES	$ 466,146,234	$ 446,928,184	$ -	$ -	$ 11,513,114	$ 924,587,532	$ -	$ 924,587,532
SUPPLIES	13,789,654	44,906,533	-	-	9,395,644	68,091,831	(6,515,806)	61,576,025
SERVICES	441,475,398	264,223,857	-	-	188,999,122	894,698,377	(160,884,874)	733,813,503
CAPITAL	13,838,211	13,635,471	23,389,608	-	922,807	51,786,097	-	51,786,097
OTHER FINANCING USES	231,402,805	9,142,232	-	-	1,487,006	242,032,043	(242,032,043)	-
TOTAL OPERATING USES	$ 1,166,652,302	$ 778,836,277	$ 23,389,608	$ -	$ 212,317,693	$ 2,181,195,880	$ (409,432,723)	$ 1,771,763,157
NON-RECURRING								
PERSONAL SERVICES	$ 1,450,000	$ 394,823	$ -	$ 3,562,000	$ -	$ 5,406,823	$ -	$ 5,406,823
SUPPLIES	-	108,000	-	-	1,816,000	1,924,000	-	1,924,000
SERVICES	127,045,121	81,596,101	-	17,726,750	1,004,000	227,371,972	-	227,371,972
CAPITAL	-	6,269,126	-	245,712,515	440,000	252,421,641	-	252,421,641
OTHER FINANCING USES	148,013,671	79,531,132	-	6,252,339	-	233,797,142	(233,797,142)	-
TOTAL NON-RECURRING USES	$ 276,508,792	$ 167,899,182	$ -	$ 273,253,604	$ 3,260,000	$ 720,921,578	$ (233,797,142)	$ 487,124,436
TOTAL USES	$ 1,443,161,094	$ 946,735,459	$ 23,389,608	$ 273,253,604	$ 215,577,693	$ 2,902,117,458	$ (643,229,865)	$ 2,258,887,593
STRUCTURAL BALANCE	$ -	$ 58,878,871	$ (8,557,558)	$ -	$ 1,529,786	$ 51,851,099	$ 23,574,494	$ 75,425,593
ENDING UNDESIGNATED FUND BAL.	$ -	$ 70,993,488	$ 12,910,715	$ 458,215,503	$ 63,137,420	$ 605,257,126	$ -	$ 605,257,126

Sources and Uses of Funds





Reconciliation of Budget Changes

FY 2007-08 ADOPTED TO FY 2008-09 ADOPTED BUDGET

(amounts in millions)

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIM.	TOTAL
FY 2007-08 ADOPTED TO FY 2007-08 REVISED:							
FY 2007-08 Adopted Budget	**$ 1,341.596**	**$ 837.762**	**$ 21.711**	**$ 300.186**	**$ 198.530**	**$ (485.508)**	**$ 2,214.276**
Employee Compensation and Benefits	$ -	$ (0.028)	$ -	$ -	$ 0.083	$ 0.063	$ 0.118
Non-Recurring Fund Transfers	-	0.024	-	-	-	(0.024)	-
County Attorney Fill-the-Gap	-	0.073	-	-	-	-	0.073
Capital Improvement Program:							
Sunnyslope Probation Office	$ -	$ -	$ -	$ 1.400	$ -	$ (1.400)	$ -
Delay Southwest Justice Center	(8.066)	8.054	-	(24.289)	-	-	(24.301)
Buckeye Hills Shooting Range	-	2.702	-	(2.702)	-	-	-
Juvenile Durango Project	-	-	-	(6.901)	-	-	(6.901)
Court Tower Project	(0.297)	-	-	5.950	-	(4.184)	1.470
Human Services Campus	-	-	-	(0.060)	-	-	(0.060)
Parks Visitor Centers & Amphitheaters	-	-	-	0.475	-	(0.475)	-
CIP Reconciliation	-	3.867	-	(5.796)	-	-	(1.928)
	$ (8.363)	$ 14.623	$ -	$ (31.922)	$ -	$ (6.059)	$ (31.721)
FY 2007-08 Admin. Reductions	$ -	$ 0.477	$ -	$ -	$ (0.477)	$ -	$ -
Major Maintenance Projects	(0.725)	(0.539)	-	1.953	1.300	(1.953)	0.036
Air Quality - MAG 5% Plan	-	2.336	-	-	-	-	2.336
Grants	-	11.578	-	-	-	-	11.578
Intergovernmental Agreements	1.291	(0.029)	-	-	-	-	1.262
Donations	-	1.272	-	0.836	-	(0.836)	1.272
Total Adjustments	$ (7.796)	$ 29.786	$ -	$ (29.133)	$ 0.906	$ (8.810)	$ (15.046)
FY 2007-08 Revised Budget	**$ 1,333.799**	**$ 867.548**	**$ 21.711**	**$ 271.053**	**$ 199.436**	**$ (494.318)**	**$ 2,199.229**
FY 2007-08 REVISED TO FY 2008-09 ADOPTED:							
Summary - Operating and Non-Recurring							
FY 2007-08 Revised Budget:	**$ 1,333.799**	**$ 867.548**	**$ 21.711**	**$ 271.053**	**$ 199.436**	**$ (494.318)**	**$ 2,199.229**
Net Restatements	-	-	-	-	-	-	-
FY 2007-08 Restated Revised Budget:	**$ 1,333.799**	**$ 867.548**	**$ 21.711**	**$ 271.053**	**$ 199.436**	**$ (494.318)**	**$ 2,199.229**
Net Adjustments	110.882	79.187	1.679	2.200	16.142	(150.432)	59.658
FY 2008-09 Adopted Budget:	**$ 1,444.682**	**$ 946.735**	**$ 23.390**	**$ 273.254**	**$ 215.578**	**$ (644.750)**	**$ 2,258.887**
Detail - Operating							
FY 2007-08 Revised Budget:	**$ 1,313.049**	**$ 845.185**	**$ 21.711**	**$ 10.960**	**$ 199.436**	**$ (494.318)**	**$ 1,896.023**
Restatements - Oper. to Non-Recurring:	(143.225)	(108.344)	-	-	-	59.595	(191.975)
Restatement - County Attorney Civil	(1.520)	-	-	-	-	1.520	-
FY 2007-08 Restated Revised Budget:	**$ 1,168.304**	**$ 736.841**	**$ 21.711**	**$ 10.960**	**$ 199.436**	**$ (433.203)**	**$ 1,704.048**
Mandated State Contributions:							
AHCCCS Contribution	$ (0.623)	$ -	$ -	$ -	$ -	$ -	$ (0.623)
ALTCS Contribution	6.018	-	-	-	-	-	6.018
Arnold v. Sarn Contribution	1.600	-	-	-	-	-	1.600
	$ 6.995	$ -	$ -	$ -	$ -	$ -	$ 6.995
Other Mandated Expenditures:							
Jail Excise Tax Maintenance of Effort	$ 4.148	$ -	$ -	$ -	$ -	$ (4.148)	$ -
Additional Transfer to Detention Fund	27.371	-	-	-	-	(27.371)	-
Primary and General Elections	7.760	-	-	-	-	-	7.760
New Justice Court Precincts	0.128	-	-	-	-	-	0.128
Mental Health Testimony	0.125	-	-	-	-	-	0.125
County Residual Long Term Care	(0.027)	-	-	-	-	-	(0.027)
Qwest Settlement	(2.400)	2.400					
	$ 37.106	$ 2.400	$ -	$ -	$ -	$ (31.519)	$ 7.987

Reconciliation of Budget Changes (Continued)

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIM.	TOTAL
Budget Balancing Strategies:							
Expenditure Reductions - Departments	$ (32.690)	$ (9.534)	$ -	$ -	$ (0.048)	$ -	$ (42.272)
Expenditure Reductions - Non-Departmental	(36.648)	(19.383)					(56.031)
Reallocation of Exp. to Other Funds	(4.643)	4.643	-	-	-	-	-
Short-term Use of Fund Bal. for Operations	(3.113)	2.714	-	-	-	-	(0.399)
Debt Reduction	(16.053)	-	-	-	-	-	(16.053)
	$ (93.147)	$ (21.560)	$ -	$ -	$ (0.048)	$ -	$ (114.755)
Other Budget Reductions:							
FY 2007-08 Admin. Reductions	$ (4.784)	$ (0.750)	$ -	$ -	$ (0.477)	$ -	$ (6.011)
Other Reductions	(0.456)	(3.608)	-	-	-	-	(4.064)
	$ (5.240)	$ (4.358)	$ -	$ -	$ (0.477)	$ -	$ (10.075)
							-
Employee Compensation and Benefits:							-
Elected Official Salary Increases	$ 0.666	$ -	$ -	$ -	$ -	$ -	$ 0.666
Employee Health/Dental Premiums	-	0.030	-	-	-	-	0.030
Performance-Based Salary Increases	7.401	3.800	-	-	0.002	-	11.203
Retirement Contributions	3.000	4.400	-	-	-	-	7.400
Annualize FY 08 Market Adjustments	0.508	0.373	-	-	0.003	-	0.884
	$ 11.575	$ 8.603	$ -	$ -	$ 0.004	$ -	$ 20.182
Information and Communications Technology:							
IT Infrastructure	$ -	$ -	$ -	$ -	$ 1.800	$ -	$ 1.800
Human Resources Info. System	-	(0.042)	-	-	-	-	(0.042)
Board Agenda Information System	0.134	-	-	-	-	-	0.134
Assessor CAMA	0.286	-	-	-	-	-	0.286
Replace Permits Plus	-	(0.188)	-	-	-	-	(0.188)
ProjectDox Software/Implementation	-	(0.197)	-	-	-	-	(0.197)
ICIS Support and Development	-	(0.175)	-	-	-	-	(0.175)
Constables Radio Replacement	0.011	-	-	-	-	-	0.011
Sheriff Radio Replacement	0.135	0.108	-	-	-	-	0.243
	$ 0.566	$ (0.494)	$ -	$ -	$ 1.800	$ -	$ 1.872
Non-Recurring Expenditures and Other Uses:							
Non-Recurring Expenditures	$ (2.135)	$ (27.122)	$ -	$ -	$ (0.615)	$ -	$ (29.873)
Non-Recurring Fund Transfers	-	(0.029)	-	(6.776)	-	0.005	(6.800)
	$ (2.135)	$ (27.152)	$ -	$ (6.776)	$ (0.615)	$ 0.005	$ (36.673)
Program Revenue Adjustments:							
Food Service Permit Increases	$ (2.637)	$ 2.637	$ -	$ -	$ -	$ -	$ -
Other Program Revenue Adjustments	-	(0.354)	-	-	-	-	(0.354)
	$ (2.637)	$ 2.283	$ -	$ -	$ -	$ -	$ (0.354)
Capital Improvement Program:							-
Court Tower Project	$ 27.283	$ -	$ -	$ (4.184)	$ -	$ (27.283)	$ (4.184)
Capital Improvement Program (net)	1.300	2.984	-	-	-	(1.300)	2.984
Parks Visitor Centers & Amphitheaters	-	(0.475)	-	-	-	-	(0.475)
	$ 28.583	$ 2.509	$ -	$ (4.184)	$ -	$ (28.583)	$ (1.675)
Base Adjustments:							
Base Internal Service Charges	$ -	$ (0.849)	$ -	$ -	$ -	$ 0.849	$ -
Central Service Cost Allocation	-	-	-	-	(0.094)	0.094	-
Lease Adjustments	0.709	0.432	-	-	-	-	1.141
Debt Service	-	-	1.679	-	-	-	1.679
Other Base Adjustments	18.436	50.872	-	-	13.612	(6.403)	76.517
	$ 19.145	$ 50.455	$ 1.679	$ -	$ 13.517	$ (5.460)	$ 79.337
							-
Major Maintenance	$ (1.300)	$ -	$ -	$ -	$ (1.300)	$ -	$ (2.600)
Annualization of FY 08 Issues	0.074	0.182	-	-	-	-	0.256
Grants	(0.034)	(5.434)	-	-	-	-	(5.467)
Intergovernmental Agreements	(1.202)	35.920	-	-	-	-	34.718
Donations	-	(1.358)	-	-	-	-	(1.358)
Reclass. of Eliminations to Non-Recurring						74.576	74.576
Operating Fund Transfers						14.751	14.751
Total Adjustments	**$ (1.651)**	**$ 41.995**	**$ 1.679**	**$ (10.960)**	**$ 12.882**	**$ 23.770**	**$ 67.715**
FY 2008-09 Adopted Budget:	**$ 1,166.653**	**$ 778.836**	**$ 23.390**	**$ -**	**$ 212.318**	**$ (409.433)**	**$ 1,771.764**

Reconciliation of Budget Changes (Continued)

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIM.	TOTAL
Detail - Non-Recurring			-	-	-		
FY 2007-08 Revised Budget:	**$ 20.750**	**$ 22.363**	**$ -**	**$ 260.093**	**$ -**	**$ -**	**$ 303.206**
Restatements - Op. to Non-Recurring:	$ 143.225	$ 108.344	$ -	$ -	$ -	$ (59.595)	$ 191.975
FY 2007-08 Restated Revised Budget:	**$ 163.975**	**$ 130.707**	**$ -**	**$ 260.093**	**$ -**	**$ (59.595)**	**$ 495.181**
Budget Balancing Strategies:							
Expenditure Reductions	$ (23.973)	$ (13.839)	$ -	$ -	$ -	$ -	$ (37.812)
Debt Reduction	54.260					(54.260)	-
	$ 30.287	$ (13.839)	$ -	$ -	$ -	$ (54.260)	$ (37.812)
Non-Recurring Expend. and Other Uses:							
Non-Recurring Expenditures	$ 10.818	$ 15.473	$ -	$ -	$ 1.460	$ -	$ 27.751
Non-Recurring Fund Transfers	0.953	16.751	-	6.252	-	(23.957)	-
	$ 11.772	$ 32.224	$ -	$ 6.252	$ 1.460	$ (23.957)	$ 27.751
Information and Comm. Technology:							
Replace Permits Plus	$ -	$ 1.453	$ -	$ -	$ -	$ -	$ 1.453
IT Infrastructure	-	-	-	-	1.800	-	1.800
Other IT Non-Recurring	11.807	1.894	-	-	-	-	13.700
	$ 11.807	$ 3.347	$ -	$ -	$ 1.800	$ -	$ 16.954
Capital Improvement Program	$ 52.573	$ (31.162)	$ -	$ 6.908	$ -	$ (21.411)	$ 6.908
Base Adjustments	$ 5.521	$ 45.314	$ -	$ -	$ -	$ -	$ 50.835
Major Maintenance Projects	0.574	0.981	-	-	-	-	1.556
Grants	-	0.326	-	-	-	-	0.326
Reclass. Eliminations from Operating						(74.575)	(74.575)
Total Adjustments	**$ 112.534**	**$ 37.191**	**$ -**	**$ 13.160**	**$ 3.260**	**$ (174.203)**	**$ (8.057)**
FY 2008-09 Adopted Budget:	**$ 276.509**	**$ 167.899**	**$ -**	**$ 273.254**	**$ 3.260**	**$ (233.797)**	**$ 487.124**
Summary - Total Adopted Budget - Operating vs. Non-Recurring							
FY 2008-09 Adopted Budget:							
Operating	$ 1,166.653	$ 778.836	$ 23.390	$ -	$ 212.318	$ (409.433)	$ 1,771.764
Non-Recurring	276.509	167.899	-	273.254	3.260	(233.797)	487.124
Total	$ 1,443.162	$ 946.735	$ 23.390	$ 273.254	$ 215.578	$ (643.230)	$ 2,258.887

Summary of General Fund Budget Reductions and Revenue Enhancements

Department	FY 2009 Expenditure Target Budget	Adopted Reduction Amount	% Change	FY 2009 Revenue Target Budget	Adopted Revenue Enhancements	% Change
010 BOARD OF SUPERVISORS DIST 1	$ 392,261	$ (19,615)	-5.0%	$ -	$ -	
020 BOARD OF SUPERVISORS DIST 2	392,261	(19,613)	-5.0%	-	-	
030 BOARD OF SUPERVISORS DIST 3	392,261	(19,613)	-5.0%	-	-	
040 BOARD OF SUPERVISORS DIST 4	392,261	(19,613)	-5.0%	-	-	
050 BOARD OF SUPERVISORS DIST 5	392,261	(19,618)	-5.0%	-	-	
060 CLERK OF THE BOARD	770,276	(53,855)	-7.0%	-	-	
110 ADULT PROBATION	66,089,817	(5,106,903)	-7.7%	-	-	
120 ASSESSOR	25,470,534	(547,232)	-2.1%	150,000	-	0.0%
140 CALL CENTER	1,760,138	(131,948)	-7.5%	-	-	
150 EMERGENCY MANAGEMENT	268,636	(33,636)	-12.5%	-	-	
160 CLERK OF THE SUPERIOR COURT	33,804,223	(1,460,407)	-4.3%	10,215,000	794,272	7.8%
180 FINANCE	3,986,346	(199,309)	-5.0%	523,185	1,086,658	207.7%
190 COUNTY ATTORNEY	78,080,721	(3,436,216)	-4.4%	4,935,575	(494,221)	-10.0%
200 COUNTY MANAGER	1,535,830	(105,862)	-6.9%	-	-	
210 ELECTIONS	21,130,890	(1,034,000)	-4.9%	2,617,695	700,000	26.7%
220 HUMAN SERVICES	2,702,378	(185,365)	-6.9%	-	-	
230 INTERNAL AUDIT	1,945,740	(101,954)	-5.2%	85	(85)	-100.0%
250 CONSTABLES	2,491,120	(129,903)	-5.2%	1,843,000	-	0.0%
260 CORRECTIONAL HEALTH	3,581,457	-	0.0%	-	-	
270 JUVENILE PROBATION	19,020,593	(1,800,000)	-9.5%	29,000	-	0.0%
290 MEDICAL EXAMINER	8,081,263	(343,247)	-4.2%	302,768	8,535	2.8%
300 PARKS & RECREATION	1,677,998	(251,705)	-15.0%	-	-	
310 WORKFORCE MGMT & DEVELOPMENT	6,727,349	(581,818)	-8.6%	44,700	-	0.0%
340 PUBLIC FIDUCIARY	2,754,729	(141,785)	-5.1%	750,000	168,848	22.5%
360 RECORDER	2,619,716	(340,004)	-13.0%	13,246,000	(4,791,247)	-36.2%
370 SUPERINTENDENT OF SCHOOLS	2,443,456	(122,617)	-5.0%	218,550	609,491	278.9%
410 ENTERPRISE TECHNOLOGY	12,903,864	(2,118,447)	-16.4%	-	-	
420 JUSTICE SYSTEM PLANNING & INFO	570,536	(28,479)	-5.0%	-	-	
430 TREASURER	3,676,973	(280,009)	-7.6%	4,000	-	0.0%
460 RESEARCH & REPORTING	370,669	(42,926)	-11.6%	-	-	
490 MANAGEMENT & BUDGET	4,133,569	(517,464)	-12.5%	-	-	
500 SHERIFF	76,581,632	(4,051,919)	-5.3%	11,935,933	1,069,884	9.0%
520-560 INDIGENT REPRESENTATION SYSTEM	80,353,694	(4,474,682)	-5.6%	589,961	(400,861)	-67.9%
700 FACILITIES MANAGEMENT	13,811,936	(903,283)	-6.5%	617,670	-	0.0%
710 COMMUNICATIONS	994,079	(61,988)	-6.2%	500	-	0.0%
730 MATERIALS MANAGEMENT	2,124,937	(95,337)	-4.5%	116,959	100,041	85.5%
790 ANIMAL CARE & CONTROL	358,799	(35,880)	-10.0%	-	-	
800 Trial Courts	87,184,326	(2,721,393)	-3.1%	16,914,273	2,652,901	15.7%
860 PUBLIC HEALTH	13,067,851	(605,143)	-4.6%	-	-	
880 ENVIRONMENTAL SERVICES	4,338,686	(651,041)	-15.0%	1,000	-	0.0%
	$ 589,376,066	$ (32,793,829)	-5.6%	$ 65,055,854	$ 1,504,216	2.3%

FY 2008-09
Adopted General Fund Budget Reductions/Revenue Enhancements Summary

Department/Description of Reduction	FY 2009 Expenditure Target Budget	% Change	FY 2009 Revenue Target Budget	% Change
010 BOARD OF SUPERVISORS DIST 1	**$ 392,261**		**$ -**	
Administrative Reduction	*(19,615)*	-5.0%	-	
020 BOARD OF SUPERVISORS DIST 2	**$ 392,261**		**$ -**	
Administrative Reduction	*(19,613)*	-5.0%	-	
030 BOARD OF SUPERVISORS DIST 3	**$ 392,261**		**$ -**	
Administrative Reduction	*(19,613)*	-5.0%	-	
040 BOARD OF SUPERVISORS DIST 4	**$ 392,261**		**$ -**	
Administrative Reduction	*(19,613)*	-5.0%	-	
050 BOARD OF SUPERVISORS DIST 5	**$ 392,261**		**$ -**	
Administrative Reduction	*(19,618)*	-5.0%	-	
060 CLERK OF THE BOARD	**$ 770,276**		**$ -**	
Staffing Adjustment - .5 FTE for Office Assistant	*15,298*		-	
Elimination of Manangement Analyst Position	*(53,850)*		-	
Additional Reduction of Administration Services	*(15,303)*		-	
Total Changes	*(53,855)*	-7.0%	-	
110 ADULT PROBATION	**$ 66,089,817**		**$ -**	
Elimination of 25 FTEs - Standard Probation Officers	*(1,416,804)*		-	
Elimination of 24 FTEs - (19) Intensive Probation Officers & (5) Surveillance Officers	*(1,323,519)*		-	
Elimination of 4 FTEs - (1) Pretrial Probation Officer, (2) Presentence Screeners & (1) Surveillance Officer	*(189,600)*		-	
Elimination of 2 FTEs - Probation Officer Supervisors	*(142,976)*		-	
Elimination of 6 FTEs - Justice System Clerks	*(175,608)*		-	
Elimination of 1.5 FTEs - Surveillance Officers	*(58,396)*		-	
Increased Allocation Out to Adult Probation Fees Fund	*(1,800,000)*		-	
Total Changes	*(5,106,903)*	-7.7%	-	
120 ASSESSOR	**$ 25,470,534**		**$ 150,000**	
Eliminated Vacant Project Manager Position	*(129,235)*		-	
Eliminate Support Services Temporary Pay and Overtime	*(33,300)*		-	
Eliminate Vacant HR Training Position	*(74,069)*		-	
Eliminate Vacant Audit Staff Position	*(73,728)*		-	
Eliminate 2 Vacant IT Network Support Positions	*(144,603)*		-	
Eliminate Vacant Computer Operator	*(70,826)*		-	
Downtown Reorganization Savings	*(21,471)*		-	
Total Changes	*(547,232)*	-2.1%	-	0.0%
140 CALL CENTER	**$ 1,760,138**		**$ -**	
Elimination of funding for County Temporary Personnel	*(29,299)*		-	
Reduction of funding for Overtime	*(10,000)*		-	
Reduction of Supplies	*(5,000)*		-	
Elimination of funding for Contracted Personnel Services	*(87,649)*		-	
Total Changes	*(131,948)*	-7.5%	-	

FY 2008-09
Adopted General Fund Budget Reductions/Revenue Enhancements Summary

Department/Description of Reduction	FY 2009 Expenditure Target Budget	% Change	FY 2009 Revenue Target Budget	% Change
150 EMERGENCY MANAGEMENT	**$ 268,636**		**$ -**	
Reduction in Planning Activity Personnel Expenditures	*(33,636)*	-12.5%	-	
160 CLERK OF THE SUPERIOR COURT	**$ 33,804,223**		**$ 10,215,000**	
Requested Revenue Above Target	-		*434,272*	
Requested Expenditures Below Target	*(108,248)*		-	
Increase Non-Criminal Docketing Fee by $5.00	-		*360,000*	
Reduce 1.0 FTE Ct-Room Services Mngr/Trainer & 1.0 FTE Adult Ct-Room Clerks	*(115,715)*		-	
Reduce 1.0 FTE Appeals Activity Position	*(44,367)*		-	
Reduce Quality Control Staff for Electronic Ct. Records by 1.0 FTE Clerk	*(44,348)*		-	
Eliminate Ct. Document Preservation Activity -- 14.0 FTE Positions	*(765,474)*		-	
Reduce Admin. Services Program -- 2.0 FTE Couriers, Other FTE	*(218,546)*		-	
Reduce One Supervisory Position in S.E. Court File Room	*(62,693)*		-	
Reduction of IT Program	*(101,016)*		-	
Total Changes	*(1,460,407)*	-4.3%	*794,272*	7.8%
180 FINANCE	**$ 3,986,346**		**$ 523,185**	
Requested Revenue Above Target for Leased Property	-		*646,284*	
Reduction to Electronic Document Management Program	*(48,302)*		-	
Reduction to Grant Compliance Program	*(61,816)*		-	
Reduction to Supplies and Services	*(127)*		-	
Adjustment to Collection Unit	*(89,064)*		*440,374*	
Total Changes	*(199,309)*	-5.0%	*1,086,658*	207.7%
190 COUNTY ATTORNEY	**$ 78,080,721**		**$ 4,935,575**	
Reduce Outside Counsel usage and create additional Civil Division staff to handle caseload -- 5.0 FTE	*(497,232)*		-	
Rightsize Civil Division staff due to reduced retainer revenue -- 5.0 FTE	*(494,221)*		*(494,221)*	
Transfer salaries to Fill the Gap Fund	*(191,895)*		-	
Transfer salaries to Criminal Justice Enhancement Fund	*(233,176)*		-	
Eliminate Civil Division positions -- 3.5 FTE	*(398,449)*		-	
Eliminate Crime Prevention program -- 1.0 FTE	*(256,968)*		-	
Eliminate selected vacant positions -- 4.0 FTE	*(219,350)*		-	
Reduce travel budget	*(25,000)*		-	
Reduce supply budget	*(24,925)*		-	
Transfer FY09 computer lease payments to the Criminal Justice Enhancement Fund	*(594,000)*		-	
Transfer a portion of the FY08 operating lease payment for Wells Fargo office space to the County Attorney Fill the Gap Fund	*(500,000)*		-	
Total Changes	*(3,435,216)*	-4.4%	*(494,221)*	-10.0%

FY 2008-09
Adopted General Fund Budget Reductions/Revenue Enhancements Summary

Department/Description of Reduction	FY 2009 Expenditure Target Budget	% Change	FY 2009 Revenue Target Budget	% Change
200 COUNTY MANAGER	**$ 1,535,830**		**$ -**	
Eliminate Diversity Director Position	*(95,328)*		-	
Reduce National Urban Fellows Program	*(31,500)*		-	
Eliminate ASU/MPA Marvin Andrews Fellow	*(16,000)*		-	
Eliminate Legislative Intern	*(14,000)*		-	
Transfer Constables Executive Assistant	*61,542*		-	
Reduce Constables Executive Assistant to 80% FTE	*(10,576)*		-	
Total Changes	*(105,862)*	-6.9%	-	
210 ELECTIONS	**$ 21,130,890**		**$ 2,617,695**	
Primary and General Election	-		*700,000*	
Reduce the Sample Ballot Mailing to Households Rather than Individual Voter	*(640,000)*		-	
Eliminate Uncontested Precinct Committeemen from Ballots in the General Election	*(394,000)*		-	
Total Changes	*(1,034,000)*	-4.9%	*700,000*	26.7%
220 HUMAN SERVICES	**$ 2,702,378**		**$ -**	
Reduce Homeless Assistance	*(109,703)*		-	
Reduce County contribution to Community Action Agencies	*(75,662)*		-	
Total Changes	*(185,365)*	-6.9%	-	
230 INTERNAL AUDIT	**$ 1,945,740**		**$ 85**	
Requested Revenue Below Target Educational Supply Materials Depleted	-		*(85)*	
Consulting Services Adjustment	*(101,954)*		-	
Total Changes	*(101,954)*	-5.2%	*(85)*	-100.0%
250 CONSTABLES	**$ 2,491,120**		**$ 1,843,000**	
Supplies/equipment for two new constable precincts (fuel, computers, radios)	*11,134*		-	
Amend Constables salary from the statutory max to a stepped schedule	*(31,002)*		-	
Transfer Executive Assistant to County Manager's Office	*(61,542)*		-	
Eliminate one deputy constable position -- 1.0 FTE	*(48,493)*		-	
Total Changes	*(129,903)*	-5.2%	-	0.0%
260 CORRECTIONAL HEALTH	**3,581,457**	**0.0%**	**-**	

FY 2008-09
Adopted General Fund Budget Reductions/Revenue Enhancements Summary

Department/Description of Reduction	FY 2009 Expenditure Target Budget	% Change	FY 2009 Revenue Target Budget	% Change
270 JUVENILE PROBATION	**$ 19,020,593**		**$ 29,000**	
Transfer costs to Juvenile Probation Special Fee Fund as a result of additional fee revenue due to increasing the probation surcharge	*(1,800,000)*	-9.5%	-	0.0%
290 MEDICAL EXAMINER	**$ 8,081,263**		**$ 302,768**	
Delete vacant Office Assistant	*(44,937)*		-	
Delete vacant PT Office Assistant Specialized	*(19,322)*		-	
Delete filled temp PT Office Assistant	*(11,484)*		-	
Delete one Physician position	*(175,461)*		-	
Delete one Investigator position	*(45,546)*		-	
Delete one Forensic Photographer position	*(46,497)*		-	
Total Changes	*(343,247)*	-4.2%	-	0.0%
300 PARKS & RECREATION	**$ 1,677,998**		**$ -**	
Transfer 3 Positions to Lake Pleasant Recreation Services Fund (240)	*(140,585)*		-	
Reduce Fuel Expenditures	*(5,770)*		-	
Eliminate Vehicle Upgrades	*(22,500)*		-	
Reduce Maintenance Services at Estrella Mountain Regional Park	*(18,000)*		-	
Reduce Training and Travel Expenditures	*(16,250)*		-	
Eliminate Position Recruiting Advertisements	*(10,000)*		-	
Reduce Repair & Maintenance Expenditures	*(8,000)*		-	
Eliminate Administrative Uniform Allowances	*(600)*		-	
Additional Reduction to Achieve 15% Total Reduction	*(30,000)*		-	
Total Changes	*(251,705)*	-15.0%	-	
310 WORKFORCE MGMT & DEVELOPMENT	**$ 6,727,349**		**$ 44,700**	
Reduction to Employment Services Division	*(199,493)*		-	
Reduction to Payroll/Records Division	*(65,230)*		-	
Reduction to Staff Development Division	*(176,857)*		-	
Reduce Supplies and Services	*(26,899)*		-	
Transfer position to Non-Departmental Consultants	*(113,339)*			
Total Changes	*(581,818)*	-7.0%	-	0.0%
340 PUBLIC FIDUCIARY	**$ 2,754,729**		**$ 750,000**	
Reduce Indigent Burial Support/Care (object code 845)	*(11,607)*		-	
Reduce Sr. Systems Analyst Position by .25 FTE	*(20,258)*		-	
Delete 2 part time temp employees	*(34,886)*		-	
Delete Management Position	*(75,034)*		-	
Increased revenue based on increased fees and volume	-		*168,848*	
Total Changes	*(141,785)*	-5.1%	*168,848*	22.5%
360 RECORDER	**$ 2,619,716**		**$ 13,246,000**	
Reduced Forecast of Recording Filings	-		*(4,791,247)*	
Increase Salary Savings to Retain Six (6) Vacant Positions	*(266,838)*		-	
Transfer One (1) Position to Recorder Surcharge Fund (236)	*(73,166)*		-	
Total Changes	*(340,004)*	-13.0%	*(4,791,247)*	-36.2%

FY 2008-09
Adopted General Fund Budget Reductions/Revenue Enhancements Summary

Department/Description of Reduction	FY 2009 Expenditure Target Budget	% Change	FY 2009 Revenue Target Budget	% Change
370 SUPERINTENDENT OF SCHOOLS	**$ 2,443,456**		**$ 218,550**	
Expenditure Reduction	*(467)*		-	
Indirect Cost Recovery Revenue	-		*682,882*	
Indirect Cost Recovery Revenue Reduction	-		*(73,391)*	
Eliminate Two (2) Administrative Positions	*(60,580)*		-	
Eliminate Communication Officer/Lobbyist Position	*(61,570)*		-	
Total Changes	*(122,617)*	-5.0%	*609,491*	278.9%
410 ENTERPRISE TECHNOLOGY	**$ 12,903,864**		**$ -**	
Budget Balancing Reduction	*(2,118,447)*	-16.4%		
420 JUSTICE SYSTEM PLANNING & INFO	**$ 570,536**		**$ -**	
Create IT Operations Manager position -- 1.0 FTE	*120,213*		-	
Eliminate Asst. County Manager - Criminal Justice position -- 1.0 FTE	*(198,692)*		-	
Adjust personnel	*50,000*		-	
Total Changes	*(28,479)*	-5.0%	-	
430 TREASURER	**$ 3,676,973**		**$ 4,000**	
Elimination of Tax Information Statements	*(280,009)*	-7.6%	-	0.0%
460 RESEARCH & REPORTING	**$ 370,669**		**$ -**	
Reduce 1 FTE Program Coordinator Contract Position by .50	*(31,117)*		-	
Eliminate 1 .50 FTE Office Assistant Temporary Position	*(11,809)*		-	
Total Changes	*(42,926)*	-11.6%	-	
470 NONDEPARTMENTAL			-	
490 MANAGEMENT & BUDGET	**$ 4,133,569**		**$ -**	
Delete Vacant General Government Director Position	*(176,776)*		-	
Delete Vacant half-time Budget Anaylst Position	*(39,692)*		-	
Delete Vacant Managing for Result Facilitator	*(63,813)*		-	
Delete Vacant Budget Supervisor Position	*(118,555)*		-	
Delete Vacant Compensation Position	*(93,338)*		-	
Reduce Budgeted rate for Compensation Supervisor	*(25,290)*		-	
Total Changes	*(517,464)*	-12.5%	-	

FY 2008-09
Adopted General Fund Budget Reductions/Revenue Enhancements Summary

Department/Description of Reduction	FY 2009 Expenditure Target Budget	% Change	FY 2009 Revenue Target Budget	% Change
500 SHERIFF	**$ 76,581,632**		**$ 11,935,933**	
Requested Revenue Above Target	-		*1,069,884*	
Eliminate SMI Intervention Program -- 10.0 FTE	*(949,082)*		-	
Eliminate various vacant positions -- 12.0 FTE	*(839,818)*		-	
Eliminate various vacant temporary positions	*(36,568)*		-	
Reduce outside technology services budget	*(25,000)*		-	
Eliminate Mounted Patrol	*(407,675)*		-	
Eliminate DOD Program	*(54,252)*		-	
Eliminate motorcycles	*(402,524)*		-	
Transfer court security to Inmate Services Fund	*(1,337,000)*		-	
Total Changes	*(4,051,919)*	-5.3%	*1,069,884*	9.0%
520-560 INDIGENT REPRESENTATION SYSTEM	**$ 80,353,694**		**$ 589,961**	
Reduction in Revenue below Target	-		*(400,861)*	
Add 14.0 FTE Work Withdrawal Staff to PD (4.0), LD (5.0) & OLA (5.0) & Reduce	-		-	
Contract Felony Costs in OPDS - Net Reduction	*(1,321,225)*		-	
Restructure Contract Payments in RCC Courts	*(945,051)*		-	
Add 4.0 Attys to LD (1.0) & OLA (3.0) to Reduce Contract RCC/EDC Costs - Net	*(400,142)*		-	
Move Juvenile cases from PD to New Juvenile PD Office - Net Change	*149,827*		-	
Reduction in Contracted Felony Conflict Costs as a Result of New Juvenile	-		-	
Public Defender Office (Fewer Conflict Cases from PD)	*(370,289)*		-	
Eliminate Non-Mandated Services in Therapeutic Post-Disposition Courts (3.0 FTE)	*(289,420)*		-	
Stop Appointing Attorneys in Juvenile Incorrigibility Cases (8.6 FTE)	*(720,060)*		-	
Shift Family Ct. Assignments from Contract Attorneys to Child Welfare Specialists	*(370,327)*		-	
Shift 1.0 FTE Tech Trainer & one-third of three trainers to the Training Fund (209)	*(112,876)*		-	
Delete 1.0 FTE Proposed OPDS Senior Attorney	*(95,135)*		-	
Total Changes	*(4,474,698)*	-5.6%	*(400,861)*	
700 FACILITIES MANAGEMENT	**$ 13,811,936**		**$ 617,670**	
Additional Maintenance Positions for New Facilities	*108,144*		-	
Reduce Trades Specialist Positions	*(332,521)*		-	
Reduce Advertising & Supplies Expenditures	*(30,000)*		-	
Reduce Redundant Public Work's Expenditures	*(43,800)*		-	
Eliminate Non-Capital Equipment Expenditures	*(9,000)*		-	
Reduce Supplies Expenditures	*(98,000)*		-	
Eliminate Additional Maintenance Positions for New Facilities	*(108,144)*		-	
Security Reduction - Madison & Jefferson Garages	*(191,851)*		-	
Eliminate Redundant Technology Funding	*(83,000)*		-	
Security Reduction - Forensics and Durango Campus	*(115,111)*		-	
Total Changes	*(903,283)*	-6.5%	-	0.0%

FY 2008-09
Adopted General Fund Budget Reductions/Revenue Enhancements Summary

Department/Description of Reduction	FY 2009 Expenditure Target Budget	% Change	FY 2009 Revenue Target Budget	% Change
710 COMMUNICATIONS	**$ 994,079**		**$ 500**	
Reallocation to Events Center Fund	*(12,000)*		-	
Eliminate Use of Channel 11 Studio	*(49,988)*		-	
Total Changes	*(61,988)*	-6.2%	-	0.0%
730 MATERIALS MANAGEMENT	**$ 2,124,937**		**$ 116,959**	
Requested Revenue Above Target (P card rebate)	-		*100,041*	
Requested Expenditure Below Target (Salary Savings)	*(22,860)*		-	
Reduce Small Business Enterprise Program	*(72,477)*		-	
Total Changes	*(95,337)*	-4.5%	*100,041*	85.5%
790 ANIMAL CARE & CONTROL	**$ 358,799**		**$ -**	
Reduction in Field Service	*(35,880)*	-10.0%	-	
800 Trial Courts	**$ 87,184,326**		**$ 16,914,273**	
Revenue Enhancements	-		*1,452,901*	
Revenue Enhancements	-		*1,200,000*	
Transfer lease expenses to Special Revenue Fund	*(682,436)*		-	
Elimination of 3 FTEs in Family Court Staffing	*(189,710)*		-	
Elimination of 3 FTEs in Probate/Mental Health Court Staffing	*(164,247)*		-	
Elimination of 2 FTEs in Juvenile Court Staffing	*(78,039)*		-	
Elimination of 2 FTEs in Civil Court Staffing	*(82,519)*		-	
Elimination of 11 FTEs in Court Security Staffing	*(439,850)*		-	
Elimination of 3 FTEs in Administrative Services Staffing	*(195,730)*		-	
Elimination of 4 FTEs in Law Library Staffing	*(151,402)*		-	
Elimination of 7 FTEs in Court Administrative Staffing	*(363,094)*		-	
Elimination of 2 FTEs in Court IT Staffing	*(161,767)*		-	
Reduction in Training, Travel and Resource Material	*(212,599)*		-	
Total Changes	*(2,721,393)*	-3.1%	*2,652,901*	15.7%
860 PUBLIC HEALTH	**$ 13,067,851**		**$ -**	
Delete Director's Office Staff	*(61,493)*		-	
Reduce Disease Control Administrator Position	*(110,000)*		-	
Delete Human Resources Specialist Position	*(50,814)*		-	
Transfer Health Educator to Grant Funding; Reduce Supplies and Travel	*(36,308)*		-	
Delete Half-Time Social Worker Position	*(25,030)*		-	
Family Planning to Fee Fund	*(239,677)*		-	
Transfer Nurse Position to Grant Funding	*(69,502)*		-	
Reduce Vacant Administrative Assistant Position	*(22,150)*		-	
Transfer HIV Specialist Position and Supplies into Grant Funding	*(47,124)*		-	
Reduce Family Health Supplies	*(3,609)*		-	
Transfer Pharmacy Program Coordinator Position from General Government	*60,564*		-	
Total Changes	*(605,143)*	-5.1%	-	
880 ENVIRONMENTAL SERVICES	**$ 4,338,686**		**$ 1,000**	
Elimination of Aerial Insecticides	*(454,000)*		-	
Discontinued Vehicle Leases	*(197,041)*		-	
Total Changes	*(651,041)*	-15.0%	-	0.0%

Consolidated Revenues and Other Sources by Fund Type / Department

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
JUDICIAL BRANCH							
110 - ADULT PROBATION	$ 16,554,902	$ 16,703,318	$ 17,026,617	$ 16,354,806	$ 18,826,621	$ 1,800,004	10.6%
270 - JUVENILE PROBATION	10,416,037	11,883,050	12,121,076	9,165,781	11,294,125	(826,951)	-6.8%
800 - SUPERIOR COURT	15,108,290	15,326,098	15,326,098	15,560,868	16,833,998	1,507,900	9.8%
SUBTOTAL	$ 42,079,229	$ 43,912,466	$ 44,473,791	$ 41,081,455	$ 46,954,744	$ 2,480,953	5.6%
ELECTED OFFICIAL							
120 - ASSESSOR	$ 270,172	$ 150,000	$ 150,000	$ 221,850	$ 150,000	$ -	0.0%
160 - CLERK OF THE SUPERIOR COURT	19,776,064	18,681,276	18,987,312	19,454,376	19,693,644	706,332	3.7%
190 - COUNTY ATTORNEY	13,694,305	13,011,398	15,270,906	15,858,451	16,511,977	1,241,071	8.1%
210 - ELECTIONS	10,360,896	2,617,695	2,617,695	4,131,718	3,317,695	700,000	26.7%
240 - JUSTICE COURTS	21,565,706	19,315,648	19,315,648	21,251,727	20,515,649	1,200,001	6.2%
250 - CONSTABLES	1,740,073	1,843,000	1,843,000	1,744,654	1,843,000	-	0.0%
280 - COUNTY ATTORNEY CIVIL	$ 4,897,835	$ 4,883,875	$ 4,883,875	$ 4,804,923	$ 2,869,451	$ (2,014,424)	-41.2%
360 - RECORDER	20,625,098	19,546,000	19,546,000	14,155,118	12,883,887	(6,662,113)	-34.1%
370 - SUPERINTENDENT OF SCHOOLS	5,437,559	4,761,962	4,791,505	3,925,237	2,840,677	(1,950,828)	-40.7%
430 - TREASURER	1,054	804,000	804,000	272,249	804,000	-	0.0%
500 - SHERIFF	57,951,921	57,674,418	61,800,713	62,164,989	65,060,563	3,259,850	5.3%
SUBTOTAL	$ 156,320,683	$ 143,289,272	$ 150,010,654	$ 147,985,292	$ 146,490,543	$ (3,520,111)	-2.3%
APPOINTED DEPARTMENT							
150 - EMERGENCY MANAGEMENT	$ 1,424,200	$ 1,083,884	$ 1,242,229	$ 1,242,327	$ 1,159,532	$ (82,697)	-6.7%
170 - COMMUNITY DEVELOPMENT	14,558,840	13,523,899	13,526,903	7,137,414	12,709,276	(817,627)	-6.0%
180 - FINANCE	1,134,347	523,185	523,185	953,905	1,609,843	1,086,658	207.7%
220 - HUMAN SERVICES	42,527,153	42,509,831	43,037,828	41,357,207	41,943,100	(1,094,728)	-2.5%
230 - INTERNAL AUDIT	-	85	85	1,993	-	(85)	-100.0%
260 - CORRECTIONAL HEALTH	197,477	358,229	858,229	557,410	39,318	(818,911)	-95.4%
290 - MEDICAL EXAMINER	199,357	302,768	410,161	465,732	302,768	(107,393)	-26.2%
300 - PARKS & RECREATION	5,817,175	6,862,387	7,106,849	5,734,895	8,460,659	1,353,810	19.0%
310 - WORKFORCE MGT & DEVELOPMENT	44,148	45,200	45,200	52,335	44,700	(500)	-1.1%
340 - PUBLIC FIDUCIARY	759,336	750,000	750,000	824,810	918,848	168,848	22.5%
350 - EMPLOYEE HEALTH INITIATIVES	25,425,390	133,744,808	133,796,882	127,713,896	144,601,554	10,804,672	8.1%
390 - HEALTH CARE PROGRAMS	10,596,758	6,442,704	6,442,704	5,947,866	7,609,122	1,166,418	18.1%
410 - ENTERPRISE TECHNOLOGY	20,874,462	16,557,997	16,557,997	17,450,546	16,557,997	-	0.0%
440 - PLANNING & DEVELOPMENT	14,905,823	17,227,710	17,907,710	11,041,255	13,674,233	(4,233,477)	-23.6%
460 - RESEARCH & REPORTING	6,529	-	69,729	119,729	-	(69,729)	-100.0%
470 - NON-DEPARTMENTAL	2,062,289,747	1,662,196,456	1,668,562,141	1,554,069,635	1,656,779,912	(11,782,229)	-0.7%
520 - PUBLIC DEFENDER	2,692,106	2,722,602	2,722,602	2,552,211	2,656,341	(66,261)	-2.4%
540 - LEGAL DEFENDER	147,071	151,594	151,594	136,705	136,894	(14,700)	-9.7%
550 - LEGAL ADVOCATE	102,594	32,500	32,500	41,856	32,500	-	0.0%
560 - PUBLIC DEFENSE SERVICES	131,750	419,900	419,900	98,214	100,000	(319,900)	-76.2%
700 - FACILITIES MANAGEMENT	181,749	617,670	617,670	607,552	617,670	-	0.0%
710 - COMMUNICATIONS	80,327	75,000	75,000	125,276	75,500	500	0.7%
730 - MATERIALS MANAGEMENT	1,096,256	1,113,844	1,113,844	1,384,586	1,213,885	100,041	9.0%
740 - EQUIPMENT SERVICES	15,518,853	13,259,789	13,259,789	16,116,420	15,519,000	2,259,211	17.0%
750 - RISK MANAGEMENT	27,876,522	39,272,014	39,272,014	39,304,112	36,172,043	(3,099,971)	-7.9%
790 - ANIMAL CARE & CONTROL	10,279,150	10,306,425	10,746,742	12,233,489	12,266,834	1,520,092	14.1%
850 - AIR QUALITY	17,305,265	14,496,373	16,859,279	17,461,287	23,464,120	6,604,841	39.2%
860 - PUBLIC HEALTH	42,851,969	37,850,297	41,860,839	43,273,197	42,781,456	920,617	2.2%
880 - ENVIRONMENTAL SERVICES	14,692,367	19,452,679	19,452,679	18,787,781	20,570,464	1,117,785	5.7%
910 - PUBLIC WORKS	173,586,652	148,231,190	148,961,585	152,856,698	189,295,399	40,333,814	27.1%
SUBTOTAL	$ 2,507,303,373	$ 2,190,131,020	$ 2,206,383,869	$ 2,079,650,339	$ 2,251,312,968	$ 44,929,099	2.0%
ELIMINATIONS							
980 - ELIMINATIONS (COUNTY)	$ (755,358,247)	$ (425,729,107)	$ (433,601,337)	$ (431,137,637)	$ (568,416,251)	$ (134,814,914)	31.1%
SUBTOTAL	$ (755,358,247)	$ (425,729,107)	$ (433,601,337)	$ (431,137,637)	$ (568,416,251)	$ (134,814,914)	31.1%
MARICOPA COUNTY	$ 1,950,345,038	$ 1,951,603,651	$ 1,967,266,977	$ 1,837,579,449	$ 1,876,342,004	$ (90,924,973)	-4.6%

Consolidated Revenues and Other Sources by Fund Type / Department (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
GENERAL FUND							
JUDICIAL BRANCH							
270 - JUVENILE PROBATION	$ 35,481	$ 29,000	$ 29,000	$ 29,680	$ 29,000	$ -	0.0%
800 - SUPERIOR COURT	1,743,773	1,350,684	1,350,684	1,563,068	2,803,584	1,452,900	107.6%
SUBTOTAL	$ 1,779,254	$ 1,379,684	$ 1,379,684	$ 1,592,748	$ 2,832,584	$ 1,452,900	105.3%
ELECTED OFFICIAL							
120 - ASSESSOR	$ 270,172	$ 150,000	$ 150,000	$ 221,850	$ 150,000	$ -	0.0%
160 - CLERK OF THE SUPERIOR COURT	11,484,147	10,215,000	10,215,000	11,214,721	11,009,272	794,272	7.8%
190 - COUNTY ATTORNEY	60,708	51,700	51,700	68,810	51,700	-	0.0%
210 - ELECTIONS	3,165,025	2,617,695	2,617,695	4,050,385	3,317,695	700,000	26.7%
240 - JUSTICE COURTS	17,224,645	15,563,589	15,563,589	16,852,878	16,763,590	1,200,001	7.7%
250 - CONSTABLES	1,740,073	1,843,000	1,843,000	1,744,654	1,843,000	-	0.0%
280 - COUNTY ATTORNEY CIVIL	4,897,835	4,883,875	4,883,875	4,804,923	2,869,451	(2,014,424)	-41.2%
360 - RECORDER	14,004,895	13,246,000	13,246,000	9,454,782	8,454,753	(4,791,247)	-36.2%
370 - SUPERINTENDENT OF SCHOOLS	220,975	218,550	218,550	150,245	828,091	609,541	278.9%
430 - TREASURER	1,054	4,000	4,000	5,585	4,000	-	0.0%
500 - SHERIFF	9,879,242	10,636,912	12,568,427	12,355,031	13,005,817	437,390	3.5%
SUBTOTAL	$ 62,948,771	$ 59,430,321	$ 61,361,836	$ 60,923,864	$ 58,297,369	$ (3,064,467)	-5.0%
APPOINTED DEPARTMENT							
180 - FINANCE	$ 1,134,347	$ 523,185	$ 523,185	$ 953,905	$ 1,609,843	$ 1,086,658	207.7%
230 - INTERNAL AUDIT	-	85	85	1,993	-	(85)	-100.0%
260 - CORRECTIONAL HEALTH	-	-	500,000	194,525	-	(500,000)	-100.0%
290 - MEDICAL EXAMINER	188,437	302,768	302,768	281,153	302,768	-	0.0%
300 - PARKS & RECREATION	30	-	-	-	-	-	
310 - WORKFORCE MGT & DEVELOPMENT	44,148	45,200	45,200	52,335	44,700	(500)	-1.1%
340 - PUBLIC FIDUCIARY	759,336	750,000	750,000	824,810	918,848	168,848	22.5%
350 - EMPLOYEE HEALTH INITIATIVES	495,416	-	-	-	-	-	
390 - HEALTH CARE PROGRAMS	3,426,282	7,200	7,200	6,730	14,400	7,200	100.0%
460 - RESEARCH & REPORTING	6,529	-	69,729	119,729	-	(69,729)	-100.0%
470 - NON-DEPARTMENTAL	1,166,325,353	1,113,217,039	1,113,326,089	1,091,940,232	1,103,487,668	(9,838,421)	-0.9%
520 - PUBLIC DEFENDER	147,562	133,261	133,261	66,667	67,000	(66,261)	-49.7%
540 - LEGAL DEFENDER	21,700	16,800	16,800	2,100	2,100	(14,700)	-87.5%
550 - LEGAL ADVOCATE	117,460	20,000	20,000	33,776	20,000	-	0.0%
560 - PUBLIC DEFENSE SERVICES	131,750	419,900	419,900	98,214	100,000	(319,900)	-76.2%
700 - FACILITIES MANAGEMENT	181,749	617,670	617,670	607,552	617,670	-	0.0%
710 - COMMUNICATIONS	-	-	-	-	500	500	
730 - MATERIALS MANAGEMENT	181,850	116,959	116,959	387,700	217,000	100,041	85.5%
850 - AIR QUALITY	24,100	-	-	-	-	-	
860 - PUBLIC HEALTH	(22)	-	-	-	-	-	
880 - ENVIRONMENTAL SERVICES	53,459	1,000	1,000	-	1,000	-	0.0%
SUBTOTAL	$ 1,173,239,486	$ 1,116,171,067	$ 1,116,849,846	$ 1,095,571,421	$ 1,107,403,497	$ (9,446,349)	-0.8%
MARICOPA COUNTY	$ 1,237,967,511	$ 1,176,981,072	$ 1,179,591,366	$ 1,158,088,033	$ 1,168,533,450	$ (11,057,916)	-0.9%

Consolidated Revenues and Other Sources by Fund Type / Department (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE							
JUDICIAL BRANCH							
110 - ADULT PROBATION	$ 16,554,902	$ 16,703,318	$ 17,026,617	$ 16,354,806	$ 18,826,621	$ 1,800,004	10.6%
270 - JUVENILE PROBATION	10,380,556	11,854,050	12,092,076	9,136,101	11,265,125	(826,951)	-6.8%
800 - SUPERIOR COURT	13,364,517	13,975,414	13,975,414	13,997,800	14,030,414	55,000	0.4%
SUBTOTAL	$ 40,299,975	$ 42,532,782	$ 43,094,107	$ 39,488,707	$ 44,122,160	$ 1,028,053	2.4%
ELECTED OFFICIAL							
160 - CLERK OF THE SUPERIOR COURT	$ 8,291,917	$ 8,466,276	$ 8,772,312	$ 8,239,655	$ 8,684,372	$ (87,940)	-1.0%
190 - COUNTY ATTORNEY	13,633,597	12,959,698	15,219,206	15,789,641	16,460,277	1,241,071	8.2%
210 - ELECTIONS	7,195,871	-	-	81,333	-	-	
240 - JUSTICE COURTS	4,341,061	3,752,059	3,752,059	4,398,849	3,752,059	-	0.0%
360 - RECORDER	6,620,203	6,300,000	6,300,000	4,700,336	4,429,134	(1,870,866)	-29.7%
370 - SUPERINTENDENT OF SCHOOLS	5,216,584	4,543,412	4,572,955	3,774,992	2,012,586	(2,560,369)	-56.0%
430 - TREASURER	-	800,000	800,000	266,664	800,000	-	0.0%
500 - SHERIFF	48,072,679	47,037,506	49,232,286	49,809,958	52,054,746	2,822,460	5.7%
SUBTOTAL	$ 93,371,912	$ 83,858,951	$ 88,648,818	$ 87,061,428	$ 88,193,174	$ (455,644)	-0.5%
APPOINTED DEPARTMENT							
150 - EMERGENCY MANAGEMENT	$ 1,424,200	$ 1,083,884	$ 1,242,229	$ 1,242,327	$ 1,159,532	$ (82,697)	-6.7%
170 - COMMUNITY DEVELOPMENT	14,558,840	13,523,899	13,526,903	7,137,414	12,709,276	(817,627)	-6.0%
220 - HUMAN SERVICES	42,527,153	42,509,831	43,037,828	41,357,207	41,943,100	(1,094,728)	-2.5%
260 - CORRECTIONAL HEALTH	197,477	358,229	358,229	362,885	39,318	(318,911)	-89.0%
290 - MEDICAL EXAMINER	10,920	-	107,393	184,579	-	(107,393)	-100.0%
300 - PARKS & RECREATION	5,887,035	6,932,237	7,176,699	5,805,860	8,525,289	1,348,590	18.8%
390 - HEALTH CARE PROGRAMS	7,170,476	6,435,504	6,435,504	5,941,136	7,594,722	1,159,218	18.0%
440 - PLANNING & DEVELOPMENT	14,905,823	17,227,710	17,907,710	11,041,255	13,674,233	(4,233,477)	-23.6%
470 - NON-DEPARTMENTAL	316,865,045	333,792,049	332,200,504	314,598,097	357,718,690	25,518,186	7.7%
520 - PUBLIC DEFENDER	2,544,544	2,589,341	2,589,341	2,485,544	2,589,341	-	0.0%
540 - LEGAL DEFENDER	125,371	134,794	134,794	134,605	134,794	-	0.0%
550 - LEGAL ADVOCATE	(14,866)	12,500	12,500	8,080	12,500	-	0.0%
710 - COMMUNICATIONS	80,327	75,000	75,000	125,276	75,000	-	0.0%
790 - ANIMAL CARE & CONTROL	10,279,150	10,306,425	10,746,742	12,233,489	12,266,834	1,520,092	14.1%
850 - AIR QUALITY	17,281,165	14,496,373	16,859,279	17,461,287	23,464,120	6,604,841	39.2%
860 - PUBLIC HEALTH	42,851,991	37,850,297	41,860,839	43,273,197	42,781,456	920,617	2.2%
880 - ENVIRONMENTAL SERVICES	14,638,908	19,451,679	19,451,679	18,787,781	20,569,464	1,117,785	5.7%
910 - PUBLIC WORKS	134,330,601	125,826,322	125,826,322	124,805,639	169,191,439	43,365,117	34.5%
SUBTOTAL	$ 625,664,160	$ 632,606,074	$ 639,549,495	$ 606,985,658	$ 714,449,108	$ 74,899,613	11.7%
MARICOPA COUNTY	$ 759,336,047	$ 758,997,807	$ 771,292,420	$ 733,535,793	$ 846,764,442	$ 75,472,022	9.8%

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
DEBT SERVICE							
APPOINTED DEPARTMENT							
470 - NON-DEPARTMENTAL	$ 115,202,655	$ 21,936,506	$ 21,936,506	$ 21,660,303	$ 14,832,050	$ (7,104,456)	-32.4%
SUBTOTAL	$ 115,202,655	$ 21,936,506	$ 21,936,506	$ 21,660,303	$ 14,832,050	$ (7,104,456)	-32.4%
MARICOPA COUNTY	$ 115,202,655	$ 21,936,506	$ 21,936,506	$ 21,660,303	$ 14,832,050	$ (7,104,456)	-32.4%

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERNAL SERVICE							
APPOINTED DEPARTMENT							
350 - EMPLOYEE HEALTH INITIATIVES	$ 24,929,974	$ 133,744,808	$ 133,796,882	$ 127,713,896	$ 144,601,554	$ 10,804,672	8.1%
410 - ENTERPRISE TECHNOLOGY	20,874,462	16,557,997	16,557,997	17,450,546	16,557,997	-	0.0%
730 - MATERIALS MANAGEMENT	914,406	996,885	996,885	996,886	996,885	-	0.0%
740 - EQUIPMENT SERVICES	15,518,853	13,259,789	13,259,789	16,116,420	15,519,000	2,259,211	17.0%
750 - RISK MANAGEMENT	27,876,522	39,272,014	39,272,014	39,304,112	36,172,043	(3,099,971)	-7.9%
SUBTOTAL	$ 90,114,217	$ 203,831,493	$ 203,883,567	$ 201,581,860	$ 213,847,479	$ 9,963,912	4.9%
MARICOPA COUNTY	$ 90,114,217	$ 203,831,493	$ 203,883,567	$ 201,581,860	$ 213,847,479	$ 9,963,912	4.9%

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CAPITAL PROJECTS							
APPOINTED DEPARTMENT							
470 - NON-DEPARTMENTAL	$ 463,896,694	$ 193,250,862	$ 201,099,042	$ 125,871,003	$ 180,741,504	$ (20,357,538)	-10.1%
910 - PUBLIC WORKS	105,519,083	82,114,126	82,729,767	87,645,563	94,852,944	12,123,177	14.7%
SUBTOTAL	$ 569,415,777	$ 275,364,988	$ 283,828,809	$ 213,516,566	$ 275,594,448	$ (8,234,361)	-2.9%
MARICOPA COUNTY	$ 569,415,777	$ 275,364,988	$ 283,828,809	$ 213,516,566	$ 275,594,448	$ (8,234,361)	-2.9%

Consolidated Revenues and Other Sources by Fund Type / Department (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ELIMINATIONS							
APPOINTED DEPARTMENT							
300 - PARKS & RECREATION	$ (69,890)	$ (69,850)	$ (69,850)	$ (70,965)	$ (64,630)	$ 5,220	-7.5%
910 - PUBLIC WORKS	(66,263,032)	(59,709,258)	(59,594,504)	(59,594,504)	(74,748,984)	(15,154,480)	25.4%
SUBTOTAL	$ (66,332,922)	$ (59,779,108)	$ (59,664,354)	$ (59,665,469)	$ (74,813,614)	$ (15,149,260)	25.4%
ELIMINATIONS							
980 - ELIMINATIONS (COUNTY)	$ (755,358,247)	$ (425,729,107)	$ (433,601,337)	$ (431,137,637)	$ (568,416,251)	$ (134,814,914)	31.1%
SUBTOTAL	$ (755,358,247)	$ (425,729,107)	$ (433,601,337)	$ (431,137,637)	$ (568,416,251)	$ (134,814,914)	31.1%
MARICOPA COUNTY	$ (821,691,169)	$ (485,508,215)	$ (493,265,691)	$ (490,803,106)	$ (643,229,865)	$ (149,964,174)	30.4%

Consolidated Revenues and Other Sources by Department and Fund Type

FY 2008-09 ADOPTED BUDGET								
	FUND TYPE:							
	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
110 - ADULT PROBATION	$ -	$ 18,826,621	$ -	$ -	$ -	$ 18,826,621	$ -	$ 18,826,621
240 - JUSTICE COURTS	16,763,590	3,752,059	-	-	-	20,515,649	-	20,515,649
270 - JUVENILE PROBATION	29,000	11,265,125	-	-	-	11,294,125	-	11,294,125
800 - SUPERIOR COURT	2,803,584	14,030,414	-	-	-	16,833,998	-	16,833,998
SUBTOTAL	$ 19,596,174	$ 47,874,219	$ -	$ -	$ -	$ 67,470,393	$ -	$ 67,470,393
ELECTED								
120 - ASSESSOR	$ 150,000	$ -	$ -	$ -	$ -	$ 150,000	$ -	$ 150,000
160 - CLERK OF THE SUPERIOR COURT	11,009,272	8,684,372	-	-	-	19,693,644	-	19,693,644
190 - COUNTY ATTORNEY	51,700	16,460,277	-	-	-	16,511,977	-	16,511,977
210 - ELECTIONS	3,317,695	-	-	-	-	3,317,695	-	3,317,695
250 - CONSTABLES	1,843,000	-	-	-	-	1,843,000	-	1,843,000
280 - COUNTY ATTORNEY CIVIL	2,869,451	-	-	-	-	2,869,451	-	2,869,451
360 - RECORDER	8,454,753	4,429,134	-	-	-	12,883,887	-	12,883,887
370 - SUPERINTENDENT OF SCHOOLS	828,091	2,012,586	-	-	-	2,840,677	-	2,840,677
430 - TREASURER	4,000	800,000	-	-	-	804,000	-	804,000
500 - SHERIFF	13,005,817	52,054,746	-	-	-	65,060,563	-	65,060,563
SUBTOTAL	$ 41,533,779	$ 84,441,115	$ -	$ -	$ -	$ 125,974,894	$ -	$ 125,974,894
APPOINTED								
150 - EMERGENCY MANAGEMENT	$ -	$ 1,159,532	$ -	$ -	$ -	$ 1,159,532	$ -	$ 1,159,532
170 - COMMUNITY DEVELOPMENT	-	12,709,276	-	-	-	12,709,276	-	12,709,276
180 - FINANCE	1,609,843	-	-	-	-	1,609,843	-	1,609,843
220 - HUMAN SERVICES	-	41,943,100	-	-	-	41,943,100	-	41,943,100
260 - CORRECTIONAL HEALTH	-	39,318	-	-	-	39,318	-	39,318
290 - MEDICAL EXAMINER	302,768	-	-	-	-	302,768	-	302,768
300 - PARKS & RECREATION	-	8,525,289	-	-	-	8,525,289	(64,630)	8,460,659
310 - WORKFORCE MGT & DEVELOPMEN	44,700	-	-	-	-	44,700	-	44,700
340 - PUBLIC FIDUCIARY	918,848	-	-	-	-	918,848	-	918,848
350 - EMPLOYEE HEALTH INITIATIVES	-	-	-	-	144,601,554	144,601,554	-	144,601,554
390 - HEALTH CARE PROGRAMS	14,400	7,594,722	-	-	-	7,609,122	-	7,609,122
410 - ENTERPRISE TECHNOLOGY	-	-	-	-	16,557,997	16,557,997	-	16,557,997
440 - PLANNING & DEVELOPMENT	-	13,674,233	-	-	-	13,674,233	-	13,674,233
470 - NON-DEPARTMENTAL	1,103,487,668	357,718,690	14,832,050	180,741,504	-	1,656,779,912	-	1,656,779,912
520 - PUBLIC DEFENDER	67,000	2,589,341	-	-	-	2,656,341	-	2,656,341
540 - LEGAL DEFENDER	2,100	134,794	-	-	-	136,894	-	136,894
550 - LEGAL ADVOCATE	20,000	12,500	-	-	-	32,500	-	32,500
560 - PUBLIC DEFENSE SERVICES	100,000	-	-	-	-	100,000	-	100,000
700 - FACILITIES MANAGEMENT	617,670	-	-	-	-	617,670	-	617,670
710 - COMMUNICATIONS	500	75,000	-	-	-	75,500	-	75,500
730 - MATERIALS MANAGEMENT	217,000	-	-	-	996,885	1,213,885	-	1,213,885
740 - EQUIPMENT SERVICES	-	-	-	-	15,519,000	15,519,000	-	15,519,000
750 - RISK MANAGEMENT	-	-	-	-	36,172,043	36,172,043	-	36,172,043
790 - ANIMAL CARE & CONTROL	-	12,266,834	-	-	-	12,266,834	-	12,266,834
850 - AIR QUALITY	-	23,464,120	-	-	-	23,464,120	-	23,464,120
860 - PUBLIC HEALTH	-	42,781,456	-	-	-	42,781,456	-	42,781,456
880 - ENVIRONMENTAL SERVICES	1,000	20,569,464	-	-	-	20,570,464	-	20,570,464
910 - PUBLIC WORKS	-	169,191,439	-	94,852,944	-	264,044,383	(74,748,984)	189,295,399
SUBTOTAL	$ 1,107,403,497	$ 714,449,108	$ 14,832,050	$ 275,594,448	$ 213,847,479	$ 2,326,126,582	$ (74,813,614)	$ 2,251,312,968
980 - ELIMINATIONS	$ -	$ -	$ -	$ -	$ -	$ -	$ (568,416,251)	$ (568,416,251)
MARICOPA COUNTY	$ 1,168,533,450	$ 846,764,442	$ 14,832,050	$ 275,594,448	$ 213,847,479	$ 2,519,571,869	$ (643,229,865)	$ 1,876,342,004

Consolidated Revenues and Other Sources by Category

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
TAXES							
0601 - PROPERTY TAXES	$ 392,522,283	$ 425,284,450	$ 425,284,450	$ 425,284,451	$ 456,457,388	$ 31,172,938	7.3%
0605 - TAX PENALTIES & INTEREST	13,158,912	14,550,571	14,550,571	12,202,301	14,500,000	(50,571)	-0.3%
0606 - SALES TAXES	145,389,598	149,823,673	149,823,673	141,027,519	138,206,968	(11,616,705)	-7.8%
SUBTOTAL	$ 551,070,793	$ 589,658,694	$ 589,658,694	$ 578,514,271	$ 609,164,356	$ 19,505,662	3.3%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 37,735,686	$ 43,182,399	$ 45,227,140	$ 37,601,996	$ 44,594,484	$ (632,656)	-1.4%
SUBTOTAL	$ 37,735,686	$ 43,182,399	$ 45,227,140	$ 37,601,996	$ 44,594,484	$ (632,656)	-1.4%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 140,580,308	$ 126,172,530	$ 136,169,468	$ 118,514,573	$ 125,136,891	$ (11,032,577)	-8.1%
0620 - OTHER INTERGOVERNMENTAL	122,795,100	48,752,733	49,977,607	48,685,535	27,933,003	(22,044,604)	-44.1%
0621 - PAYMENTS IN LIEU OF TAXES	8,233,223	7,953,924	7,953,924	7,153,712	7,661,044	(292,880)	-3.7%
0625 - STATE SHARED SALES TAX	480,411,950	497,453,141	497,453,141	468,401,652	459,033,619	(38,419,522)	-7.7%
0626 - STATE SHARED HIGHWAY USER REV	107,593,116	104,000,000	104,000,000	103,688,527	111,458,984	7,458,984	7.2%
0630 - STATE SHARED VEHICLE LICENSE	153,262,715	152,496,256	152,496,256	150,435,499	147,200,868	(5,295,388)	-3.5%
SUBTOTAL	$ 1,012,876,412	$ 936,828,584	$ 948,050,396	$ 896,879,498	$ 878,424,409	$ (69,625,987)	-7.3%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 61,532,014	$ 64,691,755	$ 68,029,514	$ 114,752,760	$ 50,061,005	77.4%
0635 - OTHER CHARGES FOR SERVICES	87,177,214	111,769,957	112,295,565	112,026,471	127,680,285	15,384,720	13.7%
0636 - INTERNAL SERVICE CHARGES	7	-	52,074	636,895	-	(52,074)	-100.0%
0638 - PATIENT SERVICES REVENUE	2,813,494	966,763	966,763	970,745	1,382,985	416,222	43.1%
SUBTOTAL	$ 89,990,715	$ 174,268,734	$ 178,006,157	$ 181,663,625	$ 243,816,030	$ 65,809,873	37.0%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 31,062,158	$ 27,348,290	$ 28,348,290	$ 31,537,568	$ 32,410,860	$ 4,062,570	14.3%
SUBTOTAL	$ 31,062,158	$ 27,348,290	$ 28,348,290	$ 31,537,568	$ 32,410,860	$ 4,062,570	14.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 52,666,662	$ 21,381,648	$ 21,381,648	$ 46,989,796	$ 25,702,859	$ 4,321,211	20.2%
0650 - MISCELLANEOUS REVENUE	53,987,733	37,325,146	34,984,496	23,658,068	41,829,006	6,844,510	19.6%
SUBTOTAL	$ 106,654,395	$ 58,706,794	$ 56,366,144	$ 70,647,864	$ 67,531,865	$ 11,165,721	19.8%
ALL REVENUES	$ 1,829,390,159	$ 1,829,993,495	$ 1,845,656,821	$ 1,796,844,822	$ 1,875,942,004	$ 30,285,183	1.6%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	$ 344,270	$ 900,000	$ 900,000	$ 499,999	$ 400,000	$ (500,000)	-55.6%
0652 - PROCEEEDS FROM FINANCING	168,256,342	120,710,156	120,710,156	40,234,628	-	(120,710,156)	-100.0%
0680 - TRANSFERS IN	1	-	-	-	-	-	
ALL OTHER FINANCING SOURCES	$ 168,600,613	$ 121,610,156	$ 121,610,156	$ 40,734,627	$ 400,000	$ (121,210,156)	-99.7%
TOTAL SOURCES	$ 1,997,990,772	$ 1,951,603,651	$ 1,967,266,977	$ 1,837,579,449	$ 1,876,342,004	$ (90,924,973)	-4.6%

Consolidated Revenues and Other Sources by Category (Continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
GENERAL FUND							
TAXES							
0601 - PROPERTY TAXES	$ 392,522,283	$ 425,284,450	$ 425,284,450	$ 425,284,451	$ 456,457,388	$ 31,172,938	7.3%
0605 - TAX PENALTIES & INTEREST	13,158,912	14,550,571	14,550,571	12,202,301	14,500,000	(50,571)	-0.3%
SUBTOTAL	$ 405,681,195	$ 439,835,021	$ 439,835,021	$ 437,486,752	$ 470,957,388	$ 31,122,367	7.1%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 2,510,840	$ 2,156,000	$ 2,156,063	$ 1,727,878	$ 1,923,641	$ (232,422)	-10.8%
SUBTOTAL	$ 2,510,840	$ 2,156,000	$ 2,156,063	$ 1,727,878	$ 1,923,641	$ (232,422)	-10.8%
INTERGOVERNMENTAL							
0615 - GRANTS	$ -	$ -	$ 85,000	$ 180,000	$ -	$ (85,000)	-100.0%
0620 - OTHER INTERGOVERNMENTAL	20,346,780	4,465,841	4,405,339	5,239,883	5,307,848	902,509	20.5%
0621 - PAYMENTS IN LIEU OF TAXES	8,233,223	7,953,924	7,953,924	7,153,712	7,661,044	(292,880)	-3.7%
0625 - STATE SHARED SALES TAX	480,411,950	497,453,141	497,453,141	468,401,652	459,033,619	(38,419,522)	-7.7%
0626 - STATE SHARED HIGHWAY USER REV	-	-	-	-	-	-	
0630 - STATE SHARED VEHICLE LICENSE	143,543,616	143,247,168	143,247,168	140,672,743	137,859,289	(5,387,879)	-3.8%
SUBTOTAL	$ 652,535,569	$ 653,120,074	$ 653,144,572	$ 621,647,990	$ 609,861,800	$ (43,282,772)	-6.6%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 13,508,317	$ 15,569,538	$ 15,749,404	$ 13,731,038	$ (1,838,500)	-11.8%
0635 - OTHER CHARGES FOR SERVICES	26,478,755	25,844,692	25,845,071	23,663,496	25,175,329	(669,742)	-2.6%
0636 - INTERNAL SERVICE CHARGES	5,233,098	4,354,799	4,354,799	4,674,480	2,340,375	(2,014,424)	-46.3%
0638 - PATIENT SERVICES REVENUE	7,274	7,200	7,200	6,730	14,400	7,200	100.0%
SUBTOTAL	$ 31,719,127	$ 43,715,008	$ 45,776,608	$ 44,094,110	$ 41,261,142	$ (4,515,466)	-9.9%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 18,244,455	$ 16,433,137	$ 16,433,137	$ 17,426,500	$ 16,669,467	$ 236,330	1.4%
SUBTOTAL	$ 18,244,455	$ 16,433,137	$ 16,433,137	$ 17,426,500	$ 16,669,467	$ 236,330	1.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 31,648,635	$ 12,000,000	$ 12,000,000	$ 20,977,964	$ 12,000,000	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	8,171,745	2,883,415	3,383,498	4,864,372	4,613,267	1,229,769	36.3%
SUBTOTAL	$ 39,820,380	$ 14,883,415	$ 15,383,498	$ 25,842,336	$ 16,613,267	$ 1,229,769	8.0%
ALL REVENUES	$ 1,150,511,566	$ 1,170,142,655	$ 1,172,728,899	$ 1,148,225,566	$ 1,157,286,705	$ (15,442,194)	-1.3%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 87,455,945	$ 6,838,417	$ 6,862,467	$ 9,862,467	$ 11,246,745	$ 4,384,278	63.9%
ALL OTHER FINANCING SOURCES	$ 113,176,199	$ 6,838,417	$ 6,862,467	$ 9,862,467	$ 11,246,745	$ 4,384,278	63.9%
TOTAL SOURCES	$ 1,263,687,765	$ 1,176,981,072	$ 1,179,591,366	$ 1,158,088,033	$ 1,168,533,450	$ (11,057,916)	-0.9%

Consolidated Revenues and Other Sources by Category (Continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE							
TAXES							
0606 - SALES TAXES	$ 145,389,597	$ 149,823,673	$ 149,823,673	$ 141,027,519	$ 138,206,968	$ (11,616,705)	-7.8%
SUBTOTAL	$ 145,389,597	$ 149,823,673	$ 149,823,673	$ 141,027,519	$ 138,206,968	$ (11,616,705)	-7.8%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 35,224,839	$ 41,026,399	$ 43,071,077	$ 35,874,118	$ 42,670,843	$ (400,234)	-0.9%
SUBTOTAL	$ 35,224,839	$ 41,026,399	$ 43,071,077	$ 35,874,118	$ 42,670,843	$ (400,234)	-0.9%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 140,580,296	$ 126,172,530	$ 136,084,468	$ 118,334,573	$ 125,136,891	$ (10,947,577)	-8.0%
0620 - OTHER INTERGOVERNMENTAL	51,784,100	21,882,024	23,167,400	21,397,775	22,625,155	(542,245)	-2.3%
0626 - STATE SHARED HIGHWAY USER REV	107,593,116	104,000,000	104,000,000	103,688,527	111,458,984	7,458,984	7.2%
0630 - STATE SHARED VEHICLE LICENSE	9,719,101	9,249,088	9,249,088	9,762,756	9,341,579	92,491	1.0%
SUBTOTAL	$ 309,676,612	$ 261,303,642	$ 272,500,956	$ 253,183,631	$ 268,562,609	$ (3,938,347)	-1.4%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 30,842,154	$ 31,505,279	$ 35,922,401	$ 71,048,065	$ 39,542,786	125.5%
0635 - OTHER CHARGES FOR SERVICES	54,898,095	56,659,923	57,185,152	53,129,874	61,939,995	4,754,843	8.3%
0638 - PATIENT SERVICES REVENUE	927,916	959,563	959,563	964,015	1,368,585	409,022	42.6%
SUBTOTAL	$ 55,826,010	$ 88,461,640	$ 89,649,994	$ 90,016,290	$ 134,356,645	$ 44,706,651	49.9%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 12,817,700	$ 10,915,153	$ 11,915,153	$ 14,111,068	$ 15,741,393	$ 3,826,240	32.1%
SUBTOTAL	$ 12,817,700	$ 10,915,153	$ 11,915,153	$ 14,111,068	$ 15,741,393	$ 3,826,240	32.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 15,781,244	$ 7,007,290	$ 7,007,290	$ 15,239,935	$ 12,064,335	$ 5,057,045	72.2%
0650 - MISCELLANEOUS REVENUE	20,206,017	33,511,666	30,375,933	17,549,645	37,199,354	6,823,421	22.5%
SUBTOTAL	$ 35,987,260	$ 40,518,956	$ 37,383,223	$ 32,789,580	$ 49,263,689	$ 11,880,466	31.8%
ALL REVENUES	$ 594,922,019	$ 592,049,463	$ 604,344,076	$ 567,002,206	$ 648,802,147	$ 44,458,071	7.4%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	$ 344,270	$ 900,000	$ 900,000	$ 499,999	$ 400,000	$ (500,000)	-55.6%
0680 - TRANSFERS IN	164,069,663	166,048,344	166,048,344	166,033,588	197,562,295	31,513,951	19.0%
ALL OTHER FINANCING SOURCES	$ 164,413,932	$ 166,948,344	$ 166,948,344	$ 166,533,587	$ 197,962,295	$ 31,013,951	18.6%
TOTAL SOURCES	$ 759,335,951	$ 758,997,807	$ 771,292,420	$ 733,535,793	$ 846,764,442	$ 75,472,022	9.8%

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
DEBT SERVICE							
TAXES							
0601 - PROPERTY TAXES	$ -	$ -	$ -	$ -	$ -	$ -	
SUBTOTAL	$ -	$ -	$ -	$ -	$ -	$ -	
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ 3,346,366	$ -	$ -	$ -	$ -	$ -	
SUBTOTAL	$ 3,346,366	$ -	$ -	$ -	$ -	$ -	
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 2,970,149	$ 2,970,149	$ 3,301,071	$ 2,663,869	$ (306,280)	-10.3%
SUBTOTAL	$ -	$ 2,970,149	$ 2,970,149	$ 3,301,071	$ 2,663,869	$ (306,280)	-10.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 1,211,040	$ 1,074,358	$ 1,074,358	$ 1,122,039	$ 638,524	$ (435,834)	-40.6%
0650 - MISCELLANEOUS REVENUE	-	887,400	887,400	295,800	-	(887,400)	######
SUBTOTAL	$ 1,211,040	$ 1,961,758	$ 1,961,758	$ 1,417,839	$ 638,524	$ (1,323,234)	-67.5%
ALL REVENUES	$ 4,557,406	$ 4,931,907	$ 4,931,907	$ 4,718,910	$ 3,302,393	$ (1,629,514)	-33.0%
OTHER FINANCING SOURCES							
0652 - PROCEEEDS FROM FINANCING	$ 33,813,842	$ -	$ -	$ -	$ -	$ -	
0680 - TRANSFERS IN	76,831,405	17,004,599	17,004,599	16,941,393	11,529,657	(5,474,942)	-32.2%
ALL OTHER FINANCING SOURCES	$ 110,645,247	$ 17,004,599	$ 17,004,599	$ 16,941,393	$ 11,529,657	$ (5,474,942)	-32.2%
TOTAL SOURCES	$ 115,202,653	$ 21,936,506	$ 21,936,506	$ 21,660,303	$ 14,832,050	$ (7,104,456)	-32.4%

Consolidated Revenues and Other Sources by Category (Continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CAPITAL PROJECTS							
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ 39,089,704	$ 22,404,868	$ 22,404,868	$ 22,047,877	$ -	$ (22,404,868)	-100.0%
SUBTOTAL	$ 39,089,704	$ 22,404,868	$ 22,404,868	$ 22,047,877	$ -	$ (22,404,868)	-100.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ -	$ 435,395	$ 5,606,255	$ 20,103,960	$ 19,668,565	4517.4%
SUBTOTAL	$ -	$ -	$ 435,395	$ 5,606,255	$ 20,103,960	$ 19,668,565	4517.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 696,851	$ -	$ -	$ 6,589,514	$ -	$ -	
0650 - MISCELLANEOUS REVENUE	8,318,047	-	295,000	652,814	-	(295,000)	-100.0%
SUBTOTAL	$ 9,014,898	$ -	$ 295,000	$ 7,242,328	$ -	$ (295,000)	-100.0%
ALL REVENUES	$ 48,104,602	$ 22,404,868	$ 23,135,263	$ 34,896,460	$ 20,103,960	$ (3,031,303)	-13.1%
OTHER FINANCING SOURCES							
0652 - PROCEEEDS FROM FINANCING	$ 108,722,246	$ 120,710,156	$ 120,710,156	$ 40,236,716	$ -	$ (120,710,156)	-100.0%
0680 - TRANSFERS IN	412,588,929	132,249,964	139,983,390	138,383,390	255,490,488	115,507,098	82.5%
ALL OTHER FINANCING SOURCES	$ 521,311,175	$ 252,960,120	$ 260,693,546	$ 178,620,106	$ 255,490,488	$ (5,203,058)	-2.0%
TOTAL SOURCES	$ 569,415,777	$ 275,364,988	$ 283,828,809	$ 213,516,566	$ 275,594,448	$ (8,234,361)	-2.9%

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERNAL SERVICE							
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ 8,228,144	$ -	$ -	$ -	$ -	$ -	
SUBTOTAL	$ 8,228,144	$ -	$ -	$ -	$ -	$ -	
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 14,211,394	$ 14,211,394	$ 7,450,383	$ 7,205,828	$ (7,005,566)	-49.3%
0635 - OTHER CHARGES FOR SERVICES	5,800,302	29,265,342	29,265,342	35,233,101	40,564,961	11,299,619	38.6%
0636 - INTERNAL SERVICE CHARGES	72,291,293	159,012,092	159,064,166	155,544,683	165,060,305	5,996,139	3.8%
SUBTOTAL	$ 78,091,595	$ 202,488,828	$ 202,540,902	$ 198,228,167	$ 212,831,094	$ 10,290,192	5.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 3,328,889	$ 1,300,000	$ 1,300,000	$ 3,060,344	$ 1,000,000	$ (300,000)	-23.1%
0650 - MISCELLANEOUS REVENUE	460,149	42,665	42,665	295,437	16,385	(26,280)	-61.6%
SUBTOTAL	$ 3,789,038	$ 1,342,665	$ 1,342,665	$ 3,355,781	$ 1,016,385	$ (326,280)	-24.3%
ALL REVENUES	$ 90,108,776	$ 203,831,493	$ 203,883,567	$ 201,583,948	$ 213,847,479	$ 9,963,912	4.9%
OTHER FINANCING SOURCES							
0652 - PROCEEEDS FROM FINANCING	$ -	$ -	$ -	$ (2,088)	$ -	$ -	
0680 - TRANSFERS IN	5,431	-	-	-	-	-	
ALL OTHER FINANCING SOURCES	$ 5,431	$ -	$ -	$ (2,088)	$ -	$ -	
TOTAL SOURCES	$ 90,114,207	$ 203,831,493	$ 203,883,567	$ 201,581,860	$ 213,847,479	$ 9,963,912	4.9%

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ELIMINATIONS							
CHARGES FOR SERVICE							
0636 - INTERNAL SERVICE CHARGES	$ (77,524,387)	$ (163,366,891)	$ (163,366,891)	$ (159,582,268)	$ (167,400,680)	$ (4,033,789)	2.5%
0638 - PATIENT SERVICES REVENUE	-	-	-	-	-	-	
SUBTOTAL	$ (77,524,387)	$ (163,366,891)	$ (163,366,891)	$ (159,582,268)	$ (167,400,680)	$ (4,033,789)	2.5%
ALL REVENUES	$ (77,524,387)	$ (163,366,891)	$ (163,366,891)	$ (159,582,268)	$ (167,400,680)	$ (4,033,789)	2.5%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ (744,166,782)	$ (322,141,324)	$ (329,898,800)	$ (331,220,838)	$ (475,829,185)	$ (145,930,385)	44.2%
ALL OTHER FINANCING SOURCES	$ (744,166,782)	$ (322,141,324)	$ (329,898,800)	$ (331,220,838)	$ (475,829,185)	$ (145,930,385)	44.2%
TOTAL SOURCES	$ (821,691,169)	$ (485,508,215)	$ (493,265,691)	$ (490,803,106)	$ (643,229,865)	$ (149,964,174)	30.4%

Revenue Sources and Variance Commentary

This section describes each of Maricopa County's major revenue sources, along with historical collection trends and forecasts for upcoming fiscal years. Maricopa County revenues include the following categories:

- Taxes
- Licenses & Permits
- Intergovernmental Revenues
- Charges for Services
- Fines & Forfeits
- Miscellaneous
- Other Financing Sources

Basis for Estimating Revenue

In accordance with the *Budgeting for Results Budget Policy Guidelines* (see *Attachments* section), revenues are estimated conservatively for budgetary purposes, because it is preferable to err by under-estimating revenues than by over-estimating them. For major tax-based revenues, economic forecasting models are applied. The following sections describe the major revenue sources for the County, as well as the estimated collections for FY 2008-09.

Taxes

Property Taxes

Property taxes are imposed on both real and personal property. Primary property taxes finance the County's general operations through its General Fund. The table below contains information on historical property tax levies. *Primary* property taxes are used to support general operations, whereas *secondary* property taxes fund voter-approved general obligation bonds and special overrides. At the present time, Maricopa County levies only primary property taxes. The County's last general obligation bonds were paid in full in FY 2003-04, and no County secondary taxes have been levied since that time.

The Board of Supervisors must adopt the property tax levies for all taxing jurisdictions within the County on or before the third Monday in August for the fiscal year that begins on the previous July 1. Property taxes are paid in arrears in two installments, due November 1 and May 1.

Growth in both the tax base and tax levy for primary property tax purposes is limited by the Arizona Constitution. If the primary property tax levy is at the limit (as it has been for Maricopa County since FY 2005-06), it may increase by only 2% per year on property taxed in the prior year.

Property Tax Levy			
Fiscal Year	Primary General Fund	Secondary Debt Service	Total
1998-99	$183,750,071	$ 22,058,679	**$205,808,750**
1999-00	207,540,697	20,264,361	**227,805,058**
2000-01	225,396,514	24,037,880	**249,434,394**
2001-02	252,676,223	20,071,906	**272,748,129**
2002-03	277,949,612	19,565,638	**297,515,250**
2003-04	308,122,580	19,234,591	**327,357,171**
2004-05	339,882,099	-	**339,882,099**
2005-06	371,224,118	-	**371,224,118**
2006-07	398,725,245	-	**398,725,245**
2007-08	430,023,735	-	**430,023,735**
2008-09	456,457,388	-	**456,457,388**

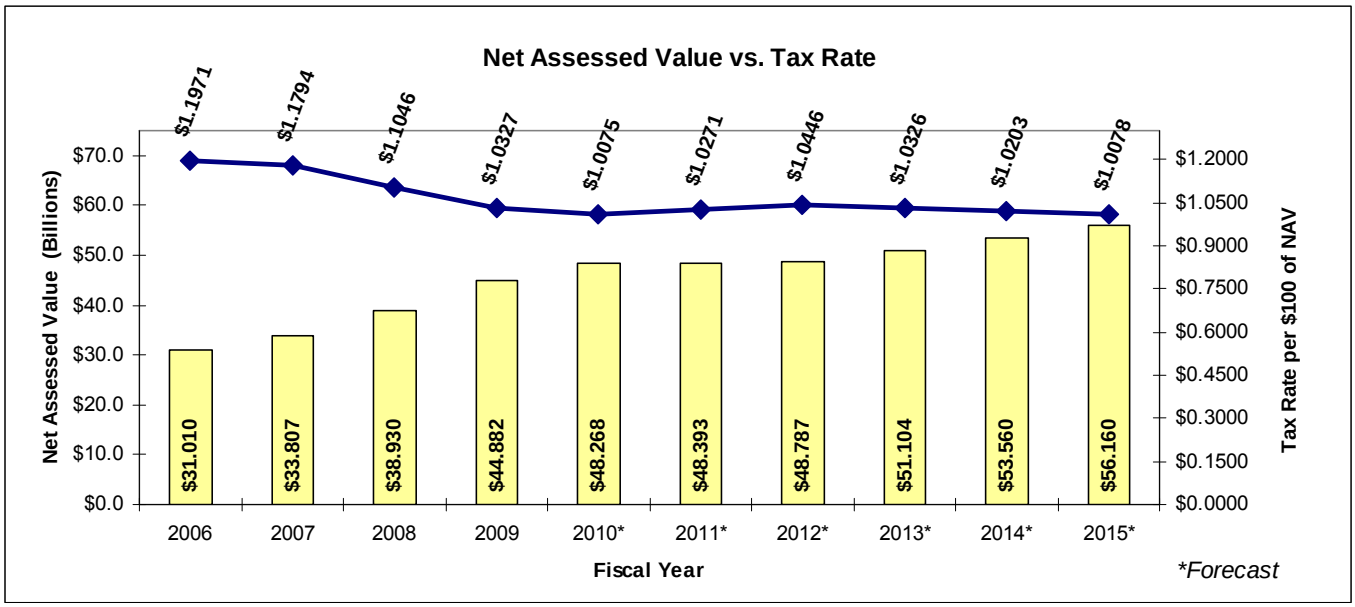
Note: Excludes Payments in Lieu of Taxes

The following schedule lists the overall primary net assessed values and tax rates for the last ten fiscal years, plus the assessed values and the preliminary tax rates for FY 2008-09.

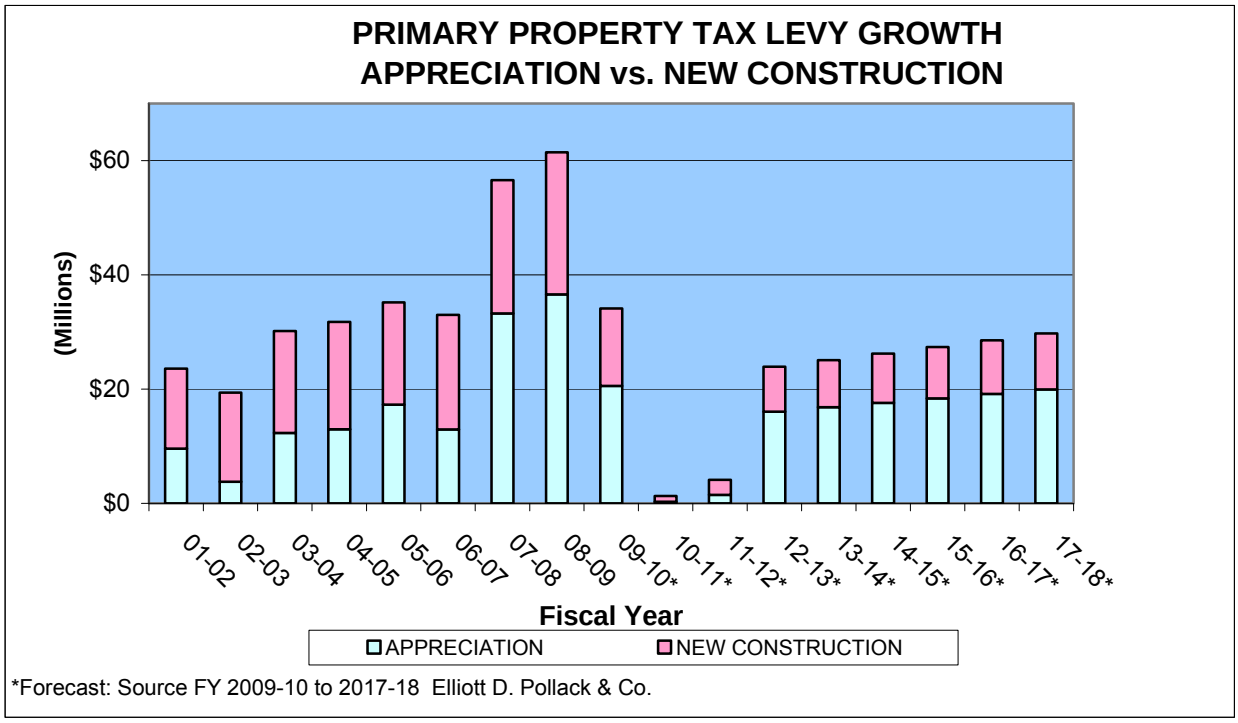
Net Assessed Values and Tax Rates					
	Primary		Secondary		
Fiscal Year	Net Assessed Value (Thousands)	Primary Tax Rate (per $100 N.A.V.)	Net Assessed Value (Thousands)	Debt Service Tax Rate (per $100 N.A.V.)	Combined Rate
1998-99	$ 16,017,265	$ 1.1472	$ 16,813,017	$ 0.1312	$ 1.2784
1999-00	17,463,875	1.1884	18,676,830	0.1085	1.2969
2000-01	19,362,298	1.1641	20,877,716	0.1152	1.2793
2001-02	21,355,326	1.1832	22,913,134	0.0876	1.2708
2002-03	22,955,865	1.2108	24,457,047	0.0800	1.2908
2003-04	25,447,851	1.2108	27,477,988	0.0700	1.2808
2004-05	28,070,870	1.2108	30,066,987	-	1.2108
2005-06	31,010,284	1.1971	33,197,218	-	1.1971
2006-07	33,807,465	1.1794	36,294,693	-	1.1794
2007-08	38,930,267	1.1046	49,534,573	-	1.1046
2008-09	44,881,603	1.0327	58,303,635	-	1.0327

The FY 2008-09 preliminary primary property tax rate for Maricopa County is anticipated to be reduced to $1.0327 per $100 net assessed value as a result of the constitutional levy limit.

The chart below illustrates that as assessed values plateau over the next three years due to the housing market crisis, the constitutionally allowable tax rate is forecasted to remain relatively flat. As the housing market rebounds and values begin growing again, the tax rate will naturally decline.



The effects of the housing market crisis on County property tax revenue will lag the market trends due to the retrospective nature of property value assessments, as shown in the graph below. Appreciation will account for approximately 60% of the increase to the FY 2008-09 levy. This is in sharp contrast to the growth patterns of five to seven years ago, which were much more heavily influenced by new construction. Levy growth is expected to decline substantially in FY 2009-10 and be near zero in FY 2010-11 and 2011-12. Recovery is not expected until FY 2012-13.



The FY 2008-09 primary property tax levy (excluding Salt River Project) is $456,457,388, an increase of $26,433,653 (6.15%) from the FY 2007-08 adopted primary levy. Property tax revenue is budgeted in FY 2008-09 based on prior years' collection trends in relation to the adopted levy. Estimated collections for FY 2008-09 also reflect a one-time reduction due to the impact of a state-wide property tax settlement with Qwest Communications.

Property Tax Collection Analysis
Maricopa County Primary

Levy Amount	Estimated Collections	Collection Rate
$ 456,457,388	$ 451,892,814	99%

For further information, refer to the "Comparative Tax Data" schedule, as well as the Levy Limit and Truth in Taxation comparisons.

Tax Penalties & Interest

The County Treasurer collects penalties and interest on repayment of delinquent property taxes, and proceeds are deposited in the General Fund. Collections fluctuate and are difficult to accurately forecast, so it is prudent to budget this revenue conservatively. The FY 2008-09 budget is a conservative estimate based on current interest rates and historical trends.

Jail Excise Tax

The County levies a Jail Excise Tax that is collected by the State of Arizona and transmitted to the County Treasurer monthly. The only special sales tax in Maricopa County at this time is the Jail Excise Tax.

In November 1998, Maricopa County voters approved a new Jail Excise Tax to fund construction and operation of adult and juvenile detention facilities. Tax authority began in January 1999 and was to expire after nine years or collections of $900 million. The $900 million was reached in FY 2006-07. In November 2002, Maricopa County voters approved an extension of the Jail Excise Tax for an additional twenty years after the expiration of the original tax. Despite annual growth of 16% as recently as FY 2005-06, local tax revenues have been seriously impacted by the national economic slowdown. FY 2007-08 Jail Excise Tax revenues are forecasted at 3% below the prior year's collections. This trend is expected to continue in FY 2008-09 and, as a result, the revenue forecast has been lowered to just over the FY 2005-06 level. Jail Excise Tax revenue is budgeted based on the pessimistic forecast.

Jail Excise Tax Forecasts

Fiscal Year	Pessimistic Scenario Annual Collections	Pessimistic Scenario % Chg.	Most Likely Scenario Annual Collections	Most Likely Scenario % Chg.
2008-09	$ 138,206,968	-2.0%	$ 141,056,597	1.0%
2009-10	140,971,108	2.0%	145,288,294	3.0%
2010-11	148,019,663	5.0%	152,552,709	5.0%
2011-12	155,420,646	5.0%	163,536,504	7.2%
2012-13	163,191,679	5.0%	175,311,133	7.2%

Source: Elliott D. Pollack & Co.

Jail Excise Tax

Fiscal Year	Amount Collected
1998-99	$41,477,224
1999-00	91,984,716
2000-01	97,752,375
2001-02	98,029,348
2002-03	98,932,138
2003-04	107,441,209
2004-05	119,143,064
2005-06	137,876,660
2006-07	145,389,597
2007-08 *	141,027,519
2008-09 **	138,206,968

* Forecast
** Budget

Licenses and Permits

Maricopa County collects revenue from a variety of licenses and permits that are issued through various County departments. Rates for licenses and permits are approved by the Board of Supervisors, unless otherwise set forth in State statutes. The revenue generated from licenses and permits is generally used to offset the cost of issuance. Examples of licenses and permits include building permits, marriage licenses, dog licenses, and environmental health permits. Listed in the chart to the right are the actual license and permit revenues recorded for the last nine fiscal years, along with forecasted collections for FY 2007-08 and estimated revenues for FY 2008-09.

Licenses & Permits Revenues

Fiscal Year	General Fund	Special Revenue Fund	Total
1998-99	$ 2,839,905	$ 13,641,882	$ 16,481,787
1999-00	271,025	21,014,930	21,285,955
2000-01	501,811	22,004,141	22,505,952
2001-02	415,821	23,930,149	24,345,970
2002-03	52,000	26,381,649	26,433,649
2003-04	1,306,694	28,322,351	29,629,045
2004-05	1,494,043	30,955,888	32,449,930
2005-06	2,349,225	36,276,380	38,625,605
2006-07	2,510,839	35,224,839	37,735,678
2007-08*	1,727,878	35,874,118	37,601,996
2008-09**	1,923,641	42,670,843	44,594,484

* Forecast
** Budget

Special Revenue Licenses and Permits are expected to grow by approximately 17% in FY 2009, due primarily to increases in Air Quality charges. The additional license and permit revenue will offset substantial increases in expenditures related to increased efforts to meet EPA requirements.

General Fund license and permit revenues, shown in detail to the right, include license fees paid by cable television companies for operation in unincorporated areas which are being aggressively developed.

Licenses and Permits
General Fund

Department	FY 2007-08 Budget	FY 2008-09 Budget	Description
Non-Departmental	$ 50,000	$ 50,000	Liquor Licenses
Non-Departmental	1,700,000	1,458,981	Cable Television Franchise Fees
Clerk of Superior Court	340,000	348,660	Marriage Licenses
Sheriff	66,063	66,000	Pawnshop & Peddler's Licenses
Total	**$ 2,156,063**	**$ 1,923,641**	

Intergovernmental Revenues

Intergovernmental revenues are received by the County from other government or public entities, and include payments in lieu of taxes, state shared revenues, grants, and certain payments required by intergovernmental agreements (IGA's). Intergovernmental revenues come from a variety of sources, including the Federal government, local cities, and the State of Arizona. Included in the intergovernmental classification are grant revenues that typically carry restrictions on how they may be expended.

Listed below are the actual intergovernmental and grant revenues recorded for the last nine fiscal years, forecasted collections for FY 2007-08, and the amounts budgeted for FY 2008-09.

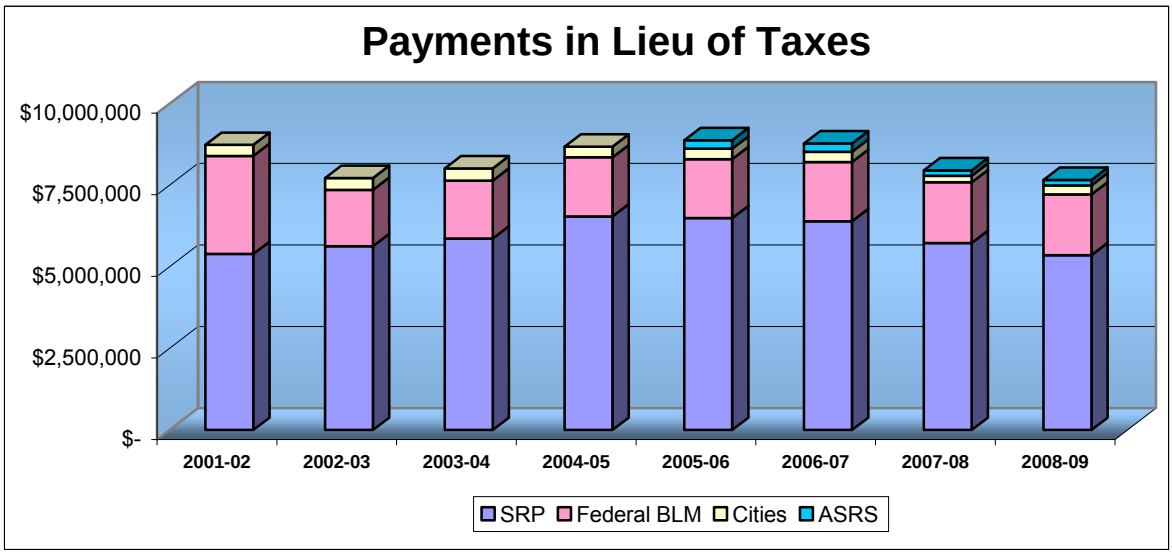
Intergovernmental Revenues

Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Capital Projects Funds	Debt Service	Total
1998-99	$ 380,989,403	$ 218,432,298	$ -	$ -	$ 1,335,329	$ -	$ 600,757,030
1999-00	402,400,291	304,279,055	-	-	859,370	-	707,538,716
2000-01	421,036,415	261,793,910	8,093,439	34,434	278,259	-	691,236,457
2001-02	439,548,553	270,074,384	93,391,643	873,340	12,784,358	399,224	817,071,502
2002-03	486,655,500	257,064,915	3,062,855	1,118,844	7,320,885	339,376	755,562,375
2003-04	489,807,845	259,928,320	5,302,492	1,215,513	9,384,689	339,376	765,978,235
2004-05	626,232,433	250,103,881	-	9,647,024	8,820,531	2,036,360	896,840,230
2005-06	694,985,741	285,620,779	284,611	13,365,808	8,847,363	1,395,932	1,004,500,234
2006-07	652,535,569	308,701,512	-	8,228,148	39,089,704	3,346,367	1,011,901,300
2007-08*	621,647,990	253,183,631	-	-	22,047,877	-	896,879,498
2008-09**	609,861,800	268,562,609	-	-	-	-	878,424,409

*Forecast
** Budget

Payments in Lieu of Taxes

Payments in lieu of taxes are collected from the Salt River Project (SRP), the Federal Government, the Arizona State Retirement System (ASRS), and from municipalities. SRP estimates their net assessed value and makes payments in lieu of property taxes to each taxing jurisdiction based on its property tax rates. The graph below identifies the amounts by payer. Please refer to the Comparative Tax Data schedule for additional information on the SRP Payments in Lieu of Taxes.



State Shared Sales Taxes

Maricopa County does not have legal authority to levy a general-purpose sales tax. However, the County does receive a portion of the State of Arizona's Transaction Privilege Tax collections, which are deposited in the General Fund. The State collects Transaction Privilege Taxes on 30 types of business activities, at rates ranging from .516 to 6.05 percent. A portion of each of these taxes, ranging from 0 to 80 percent, is allocated to a pool for distribution to the cities, counties and state. Of this distribution base, 40.51 percent is allocated to Arizona counties based on the larger of two different distribution base calculations: a) 50% based on point of sale + 50% based on assessed valuation; or b) 50% based on point of sale + 50% based on population. Counties also receive a portion of an additional 2.43 percent of the distribution base of receipts, distributed using a 50% point of sale + 50% population basis method. Listed to the right are the actual State Shared Sales Tax collections for the last nine fiscal years, forecasted totals for FY 2007-08 plus the budget for FY 2008-09. As discussed above in regard to Jail Excise Tax collections, State Shared Sales Tax collection growth slowed substantially in FY 2006-07 and actual collections are expected decline year-over-year in fiscal years 2007-08 and 2008-09. Full recovery is not expected until FY 2010-11 (see table below). The declining revenues currently being experienced are attributable to two primary factors: 1) prior to FY 2006-07 consumer spending was driven to record-high levels by unusually high capital gains and construction sales tax, both of which are transitory in nature. Beginning in FY 2006-07, this trend reversed, causing sales tax growth to slow considerably. 2) The weak state of the economy, which many economists are calling a recession (see Econometric and Demographic Trends section of the Transmittal Letter for further discussion on the current state of the economy).

State Shared Sales Tax

Fiscal Year	General Fund	Growth Rate
1998-99	$ 279,386,536	8.4%
1999-00	309,009,200	10.6%
2000-01	322,429,593	4.3%
2001-02	325,728,202	1.0%
2002-03	330,260,143	1.4%
2003-04	357,526,559	8.3%
2004-05	397,712,843	11.2%
2005-06	457,785,985	15.1%
2006-07	480,411,951	4.9%
2007-08*	468,401,652	-2.5%
2008-09**	459,033,619	-2.0%

* Forecast
** Budget

State Shared Sales Tax Forecast

Fiscal Year	Pessimistic Scenario Annual Collections	% Chg.	Most Likely Scenario Annual Collections	% Chg.
2008-09	459,033,619	-2.0%	470,803,712	0.0%
2009-10	468,214,291	2.0%	484,927,823	3.0%
2010-11	491,625,006	5.0%	509,174,214	5.0%
2011-12	516,206,256	5.0%	545,834,758	7.2%
2012-13	542,016,569	5.0%	585,134,860	7.2%

Source: Elliott D. Pollack & Company

State Shared Sales Taxes are budgeted for the upcoming fiscal year at the “pessimistic” forecast scenario of -2.0% decline over Pollack’s FY 2007-08 forecast, resulting in a $9.4 million reduction in revenue.

State Shared Highway User Revenues

The State of Arizona collects highway user revenue, principally from a $0.18 per gallon tax on the motor fuel sold within the state. The primary purpose of highway user revenue is to fund construction and maintenance of streets and highways. The State distributes these highway user funds in approximately the following proportions: 50 percent to the State Highway Fund, 30 percent to cities and towns and 20 percent to counties. The highway user revenues distributed to the counties are allocated based upon fuel sales and estimated consumption as well as population. Maricopa County Highway User Revenue Funds (HURF) are deposited in the Transportation Operations Fund. Listed to the right are the actual collections of the highway user revenues for the last nine fiscal years, forecasted totals for FY 2007-08, and the budget for FY 2008-09.

Fiscal Year	State Shared Highway User Revenues	Growth Rate
1998-99	$ 72,392,313	7.4%
1999-00	77,317,632	6.8%
2000-01	78,243,269	1.2%
2001-02	78,285,212	0.1%
2002-03	82,153,375	4.9%
2003-04	86,598,735	5.4%
2004-05	90,566,135	4.6%
2005-06	96,972,512	7.1%
2006-07	107,593,116	11.0%
2007-08*	103,688,527	-3.6%
2008-09**	111,458,984	7.5%

* Forecast
** Budget

State Shared Vehicle License Taxes

The State of Arizona levies Vehicle License Taxes (VLT) annually on all vehicles, based upon their estimated value. The Vehicle License Tax is essentially a personal property tax on cars and trucks. VLT is paid as part of the annual auto license renewal process, billed and payable during the month in which the vehicle was first registered. VLT rates are applied to a vehicle's depreciated value and as a result, revenue growth depends greatly on the volume of new car sales. VLT revenue is shared with counties and cities, and a portion is also deposited in the Highway User Revenue Fund (HURF), which is also shared with local governments. The table to the left shows actual and forecasted vehicle license tax collections from FY 1998-99 to FY 2008-09.

State Shared Vehicle License Tax		
Fiscal Year	General Fund	Growth Rate
1998-99	$ 81,053,747	20.7%
1999-00	88,147,523	8.8%
2000-01	93,389,137	5.9%
2001-02	99,372,045	6.4%
2002-03	138,003,052	38.9%
2003-04	116,054,332	-15.9%
2004-05	122,637,827	5.7%
2005-06	138,003,052	18.9%
2006-07	143,543,616	4.0%
2007-08*	140,672,743	-2.0%
2008-09**	137,859,289	-2.0%

* Forecast
** Budget

FY 2007-08 VLT forecasted collections are lower than the collections in FY 2006-07. The trend of negative growth is expected to continue through FY 2008-09, based on the pessimistic forecast. Revenues are not expected to rebound until FY 2009-10, as shown in the following table.

State Shared Vehicle License Tax Forecast (General Fund)

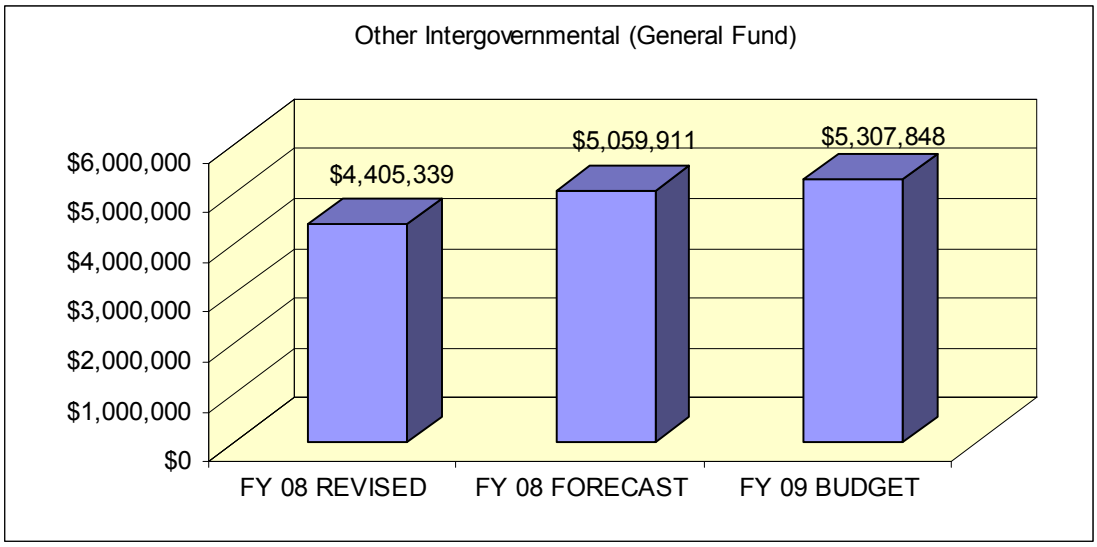
	Pessimistic Scenario		Most Likely Scenario	
Fiscal Year	Annual Collections	% Chg.	Annual Collections	% Chg.
2008-09	$ 137,859,289	-2.0%	$ 144,979,052	1.0%
2009-10	144,752,253	5.0%	153,677,795	6.0%
2010-11	150,542,344	4.0%	164,435,241	7.0%
2011-12	156,564,037	4.0%	175,945,708	7.0%
2012-13	162,826,599	4.0%	188,261,908	7.0%

Source: Elliott D. Pollack & Co.

Other Intergovernmental Revenue

Other Intergovernmental Revenues include a variety of payments from other jurisdictions, usually as required by Intergovernmental Agreements (IGA's) with the County. The following chart shows overall revenue activity for the General Fund.

Detail of General Fund Other Intergovernmental Revenue is shown in the table on the next page. Revenue is projected to increase by over $900,000 (20%) in FY 2008-09 from the FY 2007-08 Revised budget due primarily to revenues associated with the primary and general elections.



Other Intergovernmental Revenue General Fund			
Department	FY 2007-08 Budget	FY 2008-09 Budget	Description
Public Defense Services	$ 419,900	$ 100,000	State Grand Jury Reimbursements
County Attorney Civil	529,076	529,076	Legal services to Housing Authority and Others
Elections	2,595,085	3,301,490	Election Services
Non-Departmental	249,773	249,733	Shared State Lottery Sales
Juvenile Probation	20,999	20,999	Reimbursement from U.S. Marshals for housing of federal juvenile prisoners
Legal Defender	16,800	2,100	State Grand Jury Reimbursements
Legal Advocate	20,000	20,000	State Grand Jury Reimbursements
Public Defender	49,232	12,600	State Grand Jury Reimbursements
Sheriff's Office	500,000	960,000	Social Security Administration pay for inmate information
Superintendent of Schools	-	107,376	National Forest Fees for Schools
Justice Courts	4,474	4,474	Intergovernmental Agreement Revenue
Total	**$ 4,405,339**	**$ 5,307,848**	

Charges for Services

Charges for Services is a broad category of program revenues that includes charges to customers, applicants, or other governments who purchase, use, or directly benefit from the goods, services, or privileges provided, or are otherwise directly affected by the services. Charges for service are also levied internally within Maricopa County government for internal services provided by one County department to another department, but are eliminated within the overall County budget.

County policy is to fully recover the cost for providing services. When setting fees, care is exercised in establishing charges for services so that they do not unfairly discriminate against those most in need of services. The County Board of Supervisors approves all fee schedules, unless fees are specifically set forth in State statute.

Examples of charges for services to the public include court-filing fees, kennel fees, landfill charges, park entrance fees, vital statistic document fees, and probation service fees. Examples of internal charges for services include benefits, risk management, motor pool charges and long distance telephone charges.

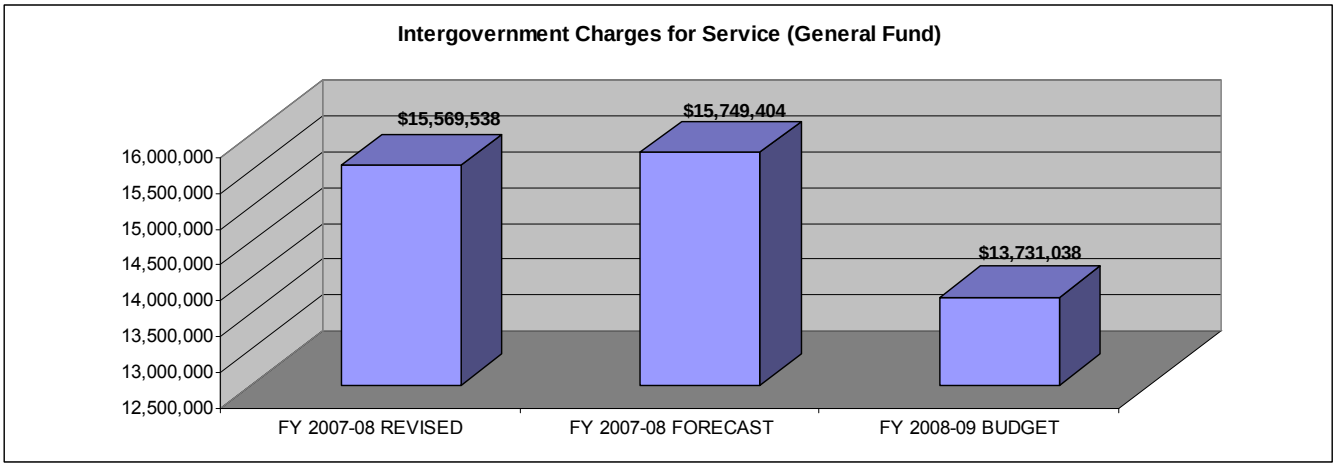
Listed below are the revenues recorded for the last nine fiscal years, forecasted revenue for FY 2007-08 and the budget amount for FY 2008-09 for other charges for service, internal service charges, patient service charges, and fines and fees. The significant change in the FY 2005-06 and FY 2006-07 Enterprise Fund Charges for Services revenue is the result of the Maricopa Integrated Health Care System becoming a distinct governmental entity and the termination of the County's long-term health care plans. In FY 2007-08, the County began self-funding employee health and dental benefits, which resulted in an increase in Internal Service Fund revenue. This increase was almost exclusively due to budgeting and accounting procedural changes necessitated by the transition from insured benefits to self-insurance, rather than actual rate increases.

Charges for Service								
Fiscal Year	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Eliminations	Total
1998-99	$ 23,282,041	$ 33,611,232	$ 352,643	$ 16,630	$ 498,120,261	$ 70,147,479	$ -	$625,530,286
1999-00	20,744,303	40,987,616	280,976	13,389	545,219,766	87,758,508	-	695,004,558
2000-01	22,344,319	43,356,914	125,432	1,526	582,350,811	47,269,363	-	695,448,365
2001-02	23,066,442	31,204,270	-	-	577,445,943	48,199,803	(138,734,084)	541,182,374
2002-03	25,932,256	36,564,318	-	-	695,504,915	73,435,665	(74,326,480)	757,110,673
2003-04	30,266,056	41,510,912	-	-	773,743,235	86,558,352	(161,468,141)	770,610,414
2004-05	29,955,025	46,588,972	-	-	355,475,219	86,706,148	(76,001,438)	442,723,926
2005-06	33,156,418	53,563,330	-	-	78,515,094	74,861,880	(72,564,571)	167,532,151
2006-07	31,719,127	55,826,076	-	-	62,873	78,091,596	(70,498,458)	95,201,214
2007-08*	61,520,610	104,127,358	3,301,071	5,606,255	-	198,228,167	(159,582,268)	213,201,193
2008-09**	57,930,609	150,098,038		212,831,094	2,663,869	20,103,960	(167,400,680)	276,226,890

* Forecast
** Budget

Intergovernmental Charges for Services

Revenues in this category account for payments as well as for the sale of goods and services to outside governments or Districts. Examples include charges to cities and towns for housing jail inmates.



Detail of Intergovernmental Charges for Service is shown in the following table.

Intergovernmental Charges for Service General Fund			
Department	**FY 2007-08 Budget**	**FY 2008-09 Budget**	**Description**
Finance	$ 523,185	$ 222,282	Lease revenue, reimbursement from Industrial Development Authority
Workforce Management and Development	6,500	6,000	Training purchased by Housing Authority and Special Health Care District
Superintendent of Schools	127,500	100,245	National Forest Fees for Schools
Research and Reporting	69,729	-	Surveys Performed for non-County Entities
Non-Departmental	2,032,095	855,869	District Reimbursements
Sheriff	11,494,204	11,230,317	Patrol Services
Facilities	335,141	335,141	Security Services to Library District
Trial Courts	981,184	981,184	IGAs for Court Security
Total	**$ 15,569,538**	**$ 13,731,038**	

Patient Charges

Patient Services Revenue						
Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Eliminations	Total
1998-99	$ 647,580	$ 602,542	$ 508,799,795	$ -	$ (40,707,215)	$469,342,702
1999-00	87,872	1,060,650	584,897,791	-	(47,811,146)	538,106,404
2000-01	101,118	1,242,215	187,203,802	-	-	188,547,135
2001-02	66,046	1,228,270	577,401,082	-	(91,278,716)	487,416,682
2002-03	49,448	1,142,428	695,449,087	12,424,598	(5,248,439)	703,817,091
2003-04	18,746	1,504,145	773,534,090	7,871,064	(79,149,895)	703,778,150
2004-05	29,583	905,752	355,475,219	-	-	356,410,554
2005-06	13,742	2,205,319	78,480,454	-	-	80,699,515
2006-07	7,271	927,916	-	-	-	935,187
2007-08*	6,730	964,015	-	-	-	970,745
2008-09**	14,400	1,368,585	-	-	-	1,382,985
*Forecast						
** Budget						

In the General Fund, the residual long-term care program generates patient service revenues.

Special Revenue fund patient charges include amounts received by Public Health and by the Sheriff's Office for services provided. The significant change to the Enterprise Fund patient charges in FY 2005-06 is the result of the Maricopa Integrated Health Care System becoming a distinct governmental entity. The further reduction in FY 2006-07 is due to the termination of the County's management of the long-term health care plan.

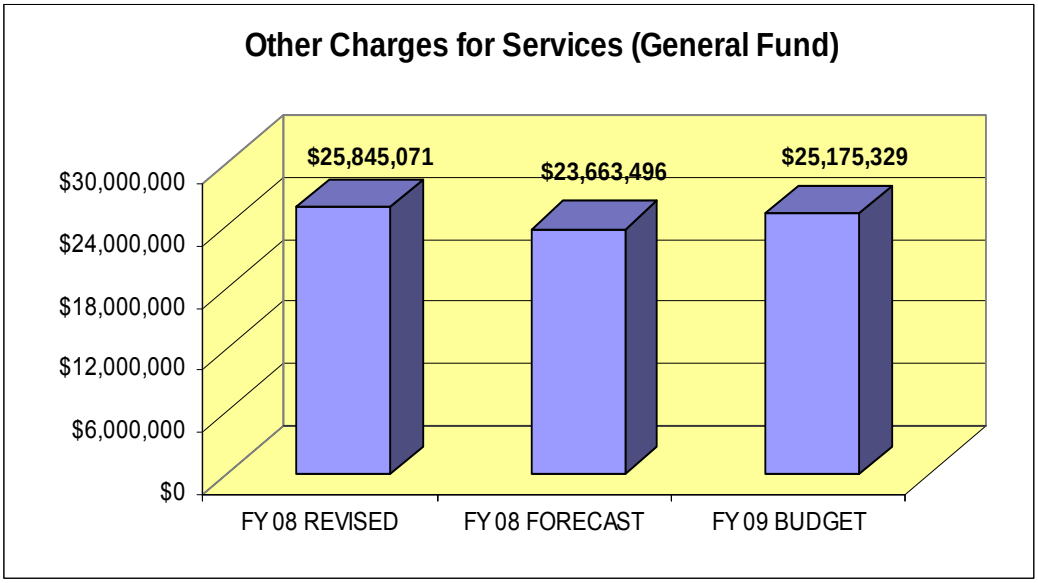
Internal Service Charges

Internal Service Charges		
	FY 2008	FY 2009
Equipment Services	$ 11,276,188	$ 12,211,512
Materials Management	995,000	995,000
Employee Health Initiatives	100,946,499	109,992,836
Telecom	15,861,733	15,861,733
Risk Management	29,932,672	25,999,224
County Attorney- Civil	4,354,799	2,340,375

Internal Service Charges are established during the budget process. The internal service fee rates are intended to recover from the appropriate user the full cost of the services provided. Internal charges for service are recorded in the Internal Service Funds. In FY 2008-09, Internal Service Fund revenue is budgeted to grow 2.5% over the prior year. In Materials Management and Telecommunications, revenue remains constant as departments tighten their budgets and have fewer discretionary funds and combat rising prices. Risk Management is supplementing their costs with a planned partial spend-down of their fund balance, and the County Attorney's Office is reducing costs to departments by relying more upon in-house staff than more costly contract attorneys. Increases are budgeted for both Equipment Services and Employee Health Initiatives in order to fully recover the increased cost of services provided to departments.

Other Charges for Services

FY 2007-08 actual collections of Other Charges for Service in the General Fund are anticipated to be less than budgeted by over $2 million. This is primarily due to a substantial reduction in Document Recording Fee revenue resulting from the slowdown in the housing market. This revenue source will continue to be weak into FY 2008-09, as shown in the table below, but will be partially offset by increases in court-related fees, collections fees, and tax sales fees.



Other Charges for Service Summary General Fund			
Department	FY 2007-08 Budget	FY 2008-09 Budget	Description
Clerk of the Superior Court	$ 4,700,000	$ 5,284,320	Filing fees
Finance	-	440,374	Collections Fee
Constables	1,843,000	1,843,000	Writ & restitution collection fees
Elections	1,602	702	Certifications
Non-Departmental	1,742,500	2,000,000	Tax Sale Fees
Facilities	186,974	186,974	Security Services for Homeless Campus
Workforce Management & Development	38,100	38,100	Garnishments, Copies and Lost Bus Card Fees
Juvenile Probation	8,001	8,001	Miscellaneous charges and Indian Ward Custody Reimbursements
Medical Examiner	302,768	302,768	Cremation Certificate Fees and Transport Fees
Public Defender	84,029	54,400	Reimbursement for Legal Services
Public Fiduciary	750,000	918,848	Fiduciary Fees and Probate Fees
Recorder	12,000,002	7,620,002	Document Recording Fees
Sheriff	409,379	408,000	Other tax sales fees and various civil fees
Superintendent of Schools	91,050	50	Garnishment & Support Processing Fees
Treasurer	4,000	4,000	Miscellaneous charges
Justice Courts	3,683,666	6,065,790	Defensive Driving fees, Civil Trial Jury fees and other miscellaneous court fees
Total	**$ 25,845,071**	**$ 25,175,329**	

Fines and Forfeits

Through statutory and enforcement authority, Maricopa County collects various fines such as citations, and court fines.

Fines & Forfeits			
Fiscal Year	General Fund	Special Revenue Funds	Total
1998-99	$ 10,954,594	$ 2,317,300	$ 13,271,894
1999-00	10,871,790	3,507,213	14,379,003
2000-01	11,989,817	2,698,524	14,688,341
2001-02	12,886,929	3,201,902	16,088,831
2002-03	11,940,884	4,051,596	15,992,480
2003-04	12,858,597	3,828,653	16,687,250
2004-05	15,719,102	5,612,192	21,331,294
2005-06	15,646,210	7,098,112	22,744,322
2006-07	18,244,445	12,817,700	31,062,145
2007-08*	17,426,500	14,111,068	31,537,568
2008-09**	16,669,467	15,741,393	32,410,860
* Forecast			
** Budget			

The largest source of General Fund fine revenue is in Justice Courts. Overall, fine revenue is expected to grow slowly in FY 2008-09 at a rate of 2.8%. The table below summarizes the sources of General Fund Fines and Forfeits:

Fines and Forfeits Summary General Fund			
Department	**FY 2007-08 Budget**	**FY 2008-09 Budget**	**Description**
Clerk of the Superior Court	$ 4,990,000	$ 5,126,292	Superior Court Fines
Elections	15,600	12,000	Campaign Finance Penalty Fees
Environmental Services	1,000	1,000	Code Enforcement Fines
Sheriff	1,000	2,500	Civil Sanctions and Traffic Fines
Justcie Courts	11,425,537	11,527,675	Justice Court Traffic and Misdemeanor Fines
Total	**$ 16,433,137**	**$ 16,669,467**	

Miscellaneous Revenue

Maricopa County classifies miscellaneous revenues as any revenues that do not fall within a more specific revenue category. Examples of miscellaneous revenues include concessions, sales of copies, interest earnings, building rental, pay phone receipts, insurance recoveries, food sales, land sales, map sales, and equipment rental as well as sales of fixed assets.

Listed below are the combined miscellaneous revenues and interest earnings recorded for the last nine fiscal years, forecasted amounts for FY 2007-08, plus the budget for FY 2008-09. Miscellaneous revenues are recorded in all fund types.

Miscellaneous Revenue							
Fiscal Year	**General Fund**	**Special Revenue Funds**	**Debt Service Funds**	**Capital Projects Funds**	**Enterprise Funds**	**Internal Service Funds**	**Total**
1998-99	$ 12,514,416	$ 16,762,720	$ 400,000	$ 407,093	$ 78,878,826	$ 2,594,804	$ 111,557,859
1999-00	13,968,176	15,978,606	400,000	1,325,000	21,320,726	941,625	53,934,133
2000-01	20,448,749	30,668,984	4,927,850	113,020,718	26,279,616	2,344,981	197,690,898
2001-02	16,376,321	18,781,108	5,913,617	12,369,884	8,543,553	2,230,495	64,214,978
2002-03	11,657,516	16,902,830	3,193,710	5,994,977	4,857,068	1,672,982	44,279,083
2003-04	9,818,704	15,901,534	1,586,395	10,505,604	7,081,380	625,811	45,519,428
2004-05	15,154,769	19,078,397	1,289,686	6,483,550	591,581	1,345,006	43,942,989
2005-06	22,714,174	24,869,157	1,077,601	3,229,749	456,261	4,101,900	56,448,842
2006-07	39,820,376	35,303,667	1,211,040	7,127,256	684,104	3,789,038	87,935,481
2007-08*	25,842,336	32,789,580	1,417,839	7,242,328	-	3,355,781	70,647,864
2008-09**	16,613,267	49,263,689	638,524	-	-	1,016,385	67,531,865

* Forecast
** Budget

As in prior years, the largest single component of miscellaneous revenues in the General Fund is interest income, which is budgeted at $12 million in FY 2008-09. The most notable increase in this revenue source in FY 2008-09 is for building rental revenue within the Department of Finance's budget.

Miscellaneous Revenue General Fund			
Department	**FY 2007-08**	**FY 2008-09**	**Description**
Assessor	$ 150,000	$ 150,000	Sale of maps, copies, etc.
Clerk of the Superior Court	185,000	250,000	Sale of copies & bad check fees, interest
County Attorney	51,700	51,700	Fees to private defense for discovery information
Elections	5,408	3,503	Sale of copies and maps
Facilities Management	95,555	95,555	Parking fees
Finance	-	947,187	Building Rental
Non-Departmental	12,115,000	12,115,000	Primarily Interest income
Workforce Mangement and Development	600	600	Sale of copies, W-2 fees
Internal Audit	85	-	Sale of instructional videos
Materials Management	116,959	217,000	Vendor rebates & copy sales
Recorder	1,245,998	834,751	Micrographics & photocopy sales
Correctional Health	500,000	-	IGA with Pima County
Superintendent of Schools	-	620,420	Indirect Cost Recovery
Sheriff	97,781	339,000	Sale of copies and reimbursement for ID cards
Communications	-	500	Sale of copies
Trial Courts	819,412	988,051	Sale of copies
Total	**$ 15,383,498**	**$ 16,613,267**	

Other Financing Sources

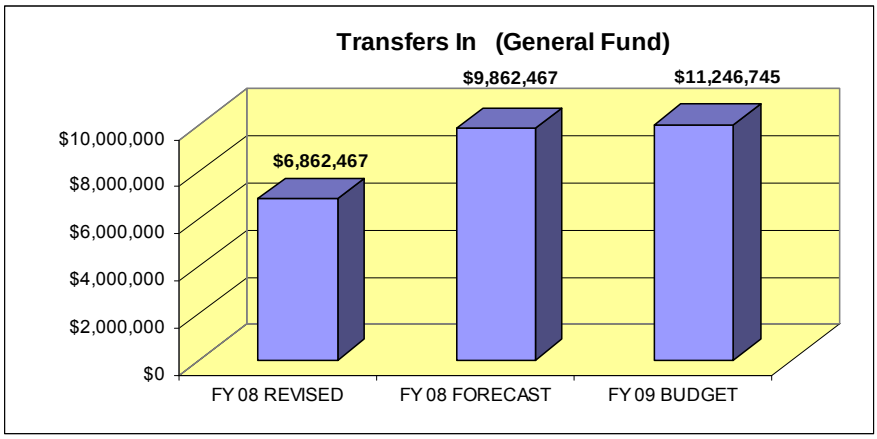
Other Financing Sources include Proceeds of Financing (debt) and Fund Transfers In.

Proceeds of Financing

No revenues are budgeted for Proceeds of Financing in FY 2008-09. Please refer to the *Debt Service* section of this document for a discussion of Maricopa County's debt policies and the *Capital Improvement Program* section for additional information on the uses of the proceeds of financing form prior fiscal years.

Fund Transfers In

Details on Fund Transfers In and Out are included later in this document. In FY 2008-09, budgeted fund transfers in to the General Fund are comprised of Central Service Allocation charges to non-General Fund departments, and a transfer in from a special revenue fund that has historically been used by the County School Superintendent to collect indirect costs from grantors. The fund balance will be transferred to the General Fund in FY 2008-09, consistent with Board policy for indirect cost reimbursement, and the special revenue fund will no longer be used. For further detail refer to the *Fund Transfer* section.



Levy Limit and Truth-in-Taxation Comparisons

FY 2008-09 PRELIMINARY PRIMARY PROPERTY TAX LEVY VS. LEVY LIMIT		
FY 2008-09 Adjusted Allowable Levy Limit	$	463,492,311
Maximum Tax Rate (per $100 Assess Value)	$	1.0327
FY 2008-09 Preliminary Primary Levy (excluding SRP):	$	463,492,311
Primary Tax Rate (per $100 Assess Value)	$	1.0327
Amount Under/(Over) Limit:	$	-

PRELIMINARY FY 2008-09 LEVY VS. TRUTH-IN-TAXATION LEVY		
Current NAV Subject to Taxation in Prior Year	$	42,473,135,731
FY 2007-08 Primary Property Tax Levy	$	430,023,735
FY 2008-09 Truth-in-Taxation Tax Rate	$	1.0125
FY 2008-09 Primary Net Assessed Value	$	44,881,602,698
FY 2008-09 Truth-in-Taxation Primary Levy	**$**	**454,426,227**
FY 2008-09 Primary Levy	$	463,492,311
FY 2008-09 Primary Rate	$	1.0327
Amount Under/(Over) Truth-in-Taxation Levy	$	(9,066,084)
Amount Under/(Over) Truth-in-Taxation Rate	$	(0.0202)
Truth-in-Taxation Assessment on a $250,000 Home:	$	253.13
Recommended Primary Levy on a $250,000 Home:	$	258.18
(Increase)/Decrease	$	(5.05)
		-2.0%
Impact of County Rate on a $250,000 home:		
FY 2007-08	$	324.25
FY 2008-09	$	301.18
Net Impact on Taxpayer	$	23.08
		7.1%

Fund Balance and Variance Commentary

The following schedule lists estimated beginning fund balances, projected revenues, expenditures and appropriated fund balance for the upcoming fiscal year, along with resulting estimated fund balances at the end of the upcoming fiscal year. "Beginning fund balance" represents resources accumulated within each fund as of the start of the fiscal year, based on actual and projected revenues and expenditures for prior fiscal years. For budgeting purposes, fund balances are "Unreserved/Undesignated", which means that estimated unreserved fund balances are reduced by amounts designated for other purposes. Fund designations are explained in greater detail later in this section, along with a list of designations.

The process for estimating all beginning fund balances for the upcoming fiscal year begins with audited actual fund balance information as of the end of the prior fiscal year, as presented in the *Maricopa County Comprehensive Annual Financial Report (CAFR)*. For governmental funds, (which include the General Fund as well as Special Revenue, Debt Service and Capital Project funds), the *"unreserved fund balance"* is used. For proprietary funds (enterprise and internal service funds), *"expendable fund balance"* is calculated as:

Current assets less amounts held for contractual obligations less current liabilities.

"Expendable fund balance" provides a more accurate estimation of the resources that can be appropriated from these types of funds than *"unreserved fund equity"*, which includes the net value of property, plant, and equipment as well as long-term liabilities.

A number of grant funds reflect negative unreserved/undesignated beginning fund balances as a result of Governmental Accounting Standards Board (GASB) financial reporting requirements disallowing the inclusion of revenues received after 60 days following the end of the fiscal year. The Department of Finance and the Office of Management and Budget are working with affected departments to improve their financial reporting practices, and to ensure that annual expenditures remain within authorized grant awards and that any reimbursements due from the federal government are received in a timely manner.

In addition to the grant funds, the following funds are also projected to have a deficit fund balance at the end of FY 2008-09:

Intergovernmental Capital Projects (422)

The Intergovernmental Capital Projects fund accounts for a number of projects that are funded through private donations or contributions from other governmental entities. Project expenditures in FY 2008-09 will be incurred in advance of expected reimbursements.

Financing Series 2008 (441)

Capital projects in this fund will be financed by a future debt issue. Project expenditures will be made in advance of the financing, for which the County has issued a notice of intent

Choice Fund H.S.A. (606)

This fund is one of several internal service funds used to account for specific self-insured employee health benefit plans. All other plans are achieving favorable financial results, as demonstrated by their positive fund balances. The Choice Fund H.S.A. plan has not yet performed to expectation, and the County is taking steps to improve its performance. Collectively, all employee health plan funds have a significant positive fund balance. In addition, $34.3 million is designated within the unreserved balance of the County General Fund as a reserve for the health benefit plans.

Fund Balance Summary

Beginning Fund Balance Summary

MARICOPA COUNTY FY 2008-09 ADOPTED BUDGET

FUND	UNDESIG. BEG. FUND BALANCE	SOURCES: OPERATING	SOURCES: NON RECURRING	USES: OPERATING	USES: NON RECURRING	STRUCTURAL BALANCE	UNDESIG. ENDING FUND BALANCE
GENERAL	$ 274,627,644	$ 1,166,652,302	$ 1,881,148	$ 1,166,652,302	$ 276,508,792	$ -	$ -
SPECIAL REVENUE							
NON-GRANT FUNDS							
201 ADULT PROBATION FEES	$ 4,063,979	$ 14,249,148	$ -	$ 14,249,145	$ 394,823	$ 3	$ 3,669,159
203 SHERIFF DONATIONS	81,829	25,800	-	25,800	-	-	81,829
204 JUSTICE CT JUDICIAL ENHANCEMNT	3,050,168	657,982	-	657,480	-	502	3,050,670
205 COURT DOCUMENT RETRIEVAL	68,689	1,150,243	-	1,150,236	-	7	68,696
207 PALO VERDE	218,905	354,558	-	354,560	-	(2)	218,903
208 JUDICIAL ENHANCEMENT	1,011,957	1,177,727	-	1,177,724	415,000	3	596,960
209 PUBLIC DEFENDER TRAINING	172,698	659,774	-	633,647	-	26,127	198,825
210 ECONOMIC DEVELOOPMENT	495,950	-	65,000	-	452,522	-	108,428
212 SHERIFF RICO	-	1,155,000	-	1,155,000	-	-	-
213 COUNTY ATTORNEY RICO	1,823,757	2,750,000	-	2,750,000	-	-	1,823,757
214 SHERIFF JAIL ENHANCEMENT	1,403,556	2,205,000	-	2,205,000	-	-	1,403,556
215 EMERGENCY MANAGEMENT	53,882	804,974	-	804,974	-	-	53,882
218 CLERK OF COURT FILL THE GAP	286,029	2,155,845	-	2,155,862	275,000	(17)	11,012
220 DIVERSION	1,042,920	1,008,810	-	1,008,810	-	-	1,042,920
221 COUNTY ATTORNEY FILL THE GAP	1,237,394	1,814,388	-	2,314,388	-	(500,000)	737,394
225 SPUR CROSS RANCH CONSERVATION	500,639	452,500	-	452,501	250,000	(1)	250,638
226 PLANNING AND DEVELOPMENT FEES	2,750,238	13,597,000	-	14,835,778	1,453,497	(1,238,778)	57,963
228 JUVENILE PROBATION SPECIAL FEE	1,741,880	4,696,187	-	4,696,187	-	-	1,741,880
229 JUVENILE RESTITUTION	93,865	25,000	-	25,000	-	-	93,865
232 TRANSPORTATION OPERATIONS	12,293,854	126,033,844	-	63,578,714	74,748,984	62,455,130	-
235 DEL WEBB	500,140	77,233	-	77,236	-	(3)	500,137
236 RECORDERS SURCHARGE	5,737,730	4,429,134	-	3,863,298	639,000	565,836	5,664,566
239 PARKS SOUVENIR	21,056	130,000	-	130,000	-	-	21,056
240 LAKE PLEASANT RECREATION SVCS	1,560,221	1,803,617	-	1,803,630	40,000	(13)	1,520,208
241 PARKS ENHANCEMENT FUND	2,963,360	3,035,413	2,980,794	3,035,409	2,980,794	4	2,963,364
243 PARKS DONATIONS	791,660	108,000	-	108,000	-	-	791,660
245 JUSTICE COURTS SPECIAL REVENUE	4,769,874	3,094,077	-	3,776,505	-	(682,428)	4,087,446
252 INMATE SERVICES	21,988,062	14,520,364	-	16,812,421	2,300,000	(2,292,057)	17,396,005
254 INMATE HEALTH SERVICES	527,178	149,715	-	149,715	150,000	-	377,178
255 DETENTION OPERATIONS	56,979,145	369,242,022	-	369,242,022	56,979,145	-	-
256 PROBATE FEES	303,563	389,531	-	389,531	-	-	303,563
257 CONCILIATION COURT FEES	671,058	1,695,930	-	1,695,930	-	-	671,058
259 TRIAL COURTS SPECIAL REVENUE	2,384,449	5,680,313	-	5,680,313	-	-	2,384,449
261 LAW LIBRARY FEES	583,496	940,000	-	940,000	-	-	583,496
262 PUBLIC DEFENDER FILL THE GAP	661,761	1,630,600	-	1,630,593	526,150	7	135,618
263 LEGAL DEFENDER FILL THE GAP	17,974	59,000	-	59,000	-	-	17,974
264 SUPERIOR COURT FILL THE GAP	1,688,794	2,010,456	-	2,010,454	-	2	1,688,796
265 PUBLIC HEALTH FEES	4,206,261	4,774,817	-	4,774,809	326,258	8	3,880,011
266 CHECK ENFORCEMENT PROGRAM	218,336	600,000	-	599,997	-	3	218,339
267 CRIM JUSTICE ENHANCEMENT	2,097,087	1,799,746	-	2,384,928	-	(585,182)	1,511,905
268 VICTIM COMP AND ASSISTANCE	664,191	100,000	-	100,000	400,000	-	264,191
269 VICTIM COMP RESTITUTION INT	641,938	40,000	-	40,000	400,000	-	241,938
270 CHILD SUPPORT ENHANCEMENT	310,401	80,000	-	80,000	77,500	-	232,901
271 EXPEDITED CHILD SUPPORT	385,495	445,580	-	445,580	-	-	385,495
273 VICTIM LOCATION	135,438	18,000	-	3,302	50,000	14,698	100,136
274 CLERK OF THE COURT EDMS	884,800	2,900,000	-	2,900,005	550,000	(5)	334,795
275 JUVENILE PROBATION DIVERSION	699,930	316,633	-	316,635	-	(2)	699,928
276 SPOUSAL MAINT ENF ENHANCEMENT	124,794	115,921	-	115,921	-	-	124,794
281 CHILDRENS ISSUES EDUCATION	260,744	115,007	-	115,007	-	-	260,744
282 DOM REL MEDIATION EDUCATION	241,263	190,682	-	190,682	-	-	241,263
290 WASTE TIRE	4,803,901	5,730,000	-	5,730,000	975,000	-	3,828,901
376 EVENTS CENTER OPERATIONS	103,724	75,000	-	75,000	-	-	103,724
504 AIR QUALITY FEES	3,453,019	19,331,976	-	17,952,308	4,761,707	1,379,668	70,980
506 ENVIRONMTL SVCS ENV HEALTH	5,419,748	19,661,464	-	18,988,768	2,841,113	672,696	3,251,331
572 ANIMAL CONTROL LICENSE/SHELTER	3,175,841	8,207,427	-	8,156,441	51,000	50,986	3,175,827
574 ANIMAL CONTROL FIELD OPERATION	749,813	3,154,071	-	2,962,071	192,000	192,000	749,813
580 SOLID WASTE MANAGEMENT	7,614,952	800,000	-	1,612,369	6,010,000	(812,369)	792,583
669 SMALL SCHOOL SERVICE	-	110,000	-	110,000	-	-	-
741 TAXPAYER INFORMATION	379,894	800,000	-	800,000	-	-	379,894
780 SCHOOL TRANSPORTATION	261,531	792,887	-	792,887	-	-	261,531
782 SCHOOL COMMUNICATION	49,093	82,680	-	82,680	-	-	49,093
795 COUNTY SCHOOL INDIRECT COST	1,881,148	-	-	-	1,881,148	-	-
988 PUBLIC WORKS FLOOD CONTROL	-	35,962,287	-	35,962,289	-	(2)	(2)
SUBTOTAL NON-GRANT FUNDS	$ 173,305,052	$ 690,173,363	$ 3,045,794	$ 630,926,542	$ 160,120,641	$ 59,246,821	$ 75,477,026

Fund Balance Summary (continued)

Beginning Fund Balance Summary
MARICOPA COUNTY FY 2008-09 ADOPTED BUDGET

FUND	UNDESIG. BEG. FUND BALANCE	SOURCES: OPERATING	SOURCES: NON RECURRING	USES: OPERATING	USES: NON RECURRING	STRUCTURAL BALANCE	UNDESIG. ENDING FUND BALANCE
SPECIAL REVENUE (CONT'D)							
GRANT FUNDS							
211 ADULT PROBATION GRANTS	$ 35,901	$ 4,577,473	$ -	$ 4,577,481	$ -	$ (8)	$ 35,893
216 CLERK OF THE COURT GRANTS	(57,926)	1,635,834	-	1,635,833	-	1	(57,925)
217 CDBG HOUSING TRUST	(731,287)	12,709,276	-	12,709,280	-	(4)	(731,291)
219 COUNTY ATTORNEY GRANTS	1,710,312	8,347,333	-	8,347,330	-	3	1,710,315
222 HUMAN SERVICES GRANTS	(3,423,123)	41,943,100	-	41,943,098	-	2	(3,423,121)
223 TRANSPORTATION GRANTS	(212,042)	665,308	-	665,308	-	-	(212,042)
227 JUVENILE PROBATION GRANTS	479,941	6,227,305	-	6,227,304	-	1	479,942
230 PARKS & REC. GRANTS	22,802	14,965	-	14,965	-	-	22,802
233 PUBLIC DEFENDER GRANTS	8,159	387,261	-	387,251	-	10	8,169
238 TRIAL COURTS GRANTS	68,762	2,013,717	-	2,013,724	-	(7)	68,755
248 ELECTIONS GRANT	71,493	-	-	29,524	-	(29,524)	41,969
249 NON DEPARTMENTAL GRANT	-	9,654,668	6,003,500	9,654,668	6,568,541	-	(565,041)
251 SHERIFF GRANTS	(641,667)	6,758,867	-	7,548,150	-	(789,283)	(1,430,950)
292 CORRECTIONAL HEALTH GRANT	(117)	32,818	-	32,818	-	-	(117)
503 AIR QUALITY GRANT	(1,569,159)	4,132,144	-	4,132,151	-	(7)	(1,569,166)
505 ENVIRONMENTAL SERVICES GRANT	58,995	908,000	-	482,998	425,000	425,002	58,997
532 PUBLIC HEALTH GRANTS	275,940	45,601,361	-	45,601,376	-	(15)	275,925
573 ANIMAL CONTROL GRANTS	558,461	905,336	-	879,460	-	25,876	584,337
715 SCHOOL GRANT	1,004,008	1,027,019	-	1,027,016	785,000	3	219,011
SUBTOTAL GRANTS	$ (2,340,547)	$ 147,541,785	$ 6,003,500	$ 147,909,735	$ 7,778,541	$ (367,950)	$ (4,483,538)
SPECIAL REVENUE	$ 170,964,505	$ 837,715,148	$ 9,049,294	$ 778,836,277	$ 167,899,182	$ 58,878,871	$ 70,993,488
DEBT SERVICE							
320 COUNTY IMPROVEMENT DEBT	$ 19,058,957	$ 7,380,700	$ -	$ 15,976,228	$ -	$ (8,595,528)	$ 10,463,429
321 COUNTY IMPROVEMENT DEBT 2	2,409,316	7,451,350	-	7,413,380	-	37,970	2,447,286
DEBT SERVICE	$ 21,468,273	$ 14,832,050	$ -	$ 23,389,608	$ -	$ (8,557,558)	$ 12,910,715
CAPITAL PROJECT							
234 TRANSPORTATION CAPITAL PROJECT	$ 38,923,859	$ -	$ 94,852,944	$ -	$ 104,677,000	$ -	$ 29,099,803
422 INTERGOVERNMENTAL CAP PROJ	589,741	-	1,950,000	-	3,450,000	-	(910,259)
440 FINANCING SERIES 2007	83,728,727	-	-	-	67,626,776	-	16,101,951
441 FINANCING SERIES 2008	(7,261,432)	-	-	-	67,122,027	-	(74,383,459)
445 GENERAL FUND CTY IMPROV	267,771,295	-	177,840,504	-	24,426,801	-	421,184,998
455 DETENTION CAPITAL PROJECTS	72,122,469	-	951,000	-	5,951,000	-	67,122,469
CAPITAL PROJECT	$ 455,874,659	$ -	$ 275,594,448	$ -	$ 273,253,604	$ -	$ 458,215,503
INTERNAL SERVICE							
601 CMG HIGH OPTION	$ 4,557,691	$ 38,871,668	$ -	$ 38,565,052	$ -	$ 306,616	$ 4,864,307
602 CMG LOW OPTION	371,990	1,765,916	-	1,736,357	-	29,559	401,549
603 OAP IN	2,232,770	18,364,277	-	18,217,871	-	146,406	2,379,176
604 OAP HIGH OPTION	5,562,165	32,607,094	-	32,384,265	-	222,829	5,784,994
605 OAP LOW OPTION	380,629	1,655,844	-	1,640,272	-	15,572	396,201
606 CHOICE FUND H.S.A.	(402,492)	466,262	-	460,207	-	6,055	(396,437)
607 FI DENTAL PPO	4,185	5,943,115	-	5,942,253	-	862	5,047
608 COINSURANCE	15,147,072	15,599,854	-	15,586,712	-	13,142	15,160,214
609 CONSUMER CHOICE	1,952,943	2,593,364	-	2,550,358	-	43,006	1,995,949
610 70% STD	2,716,282	2,069,203	-	2,069,203	-	-	2,716,282
611 60% STD	626,295	651,142	-	651,142	-	-	626,295
612 50% STD	470,263	768,661	-	768,660	-	1	470,264
613 40% STD	213,723	594,994	-	594,994	-	-	213,723
614 BEHAVIORAL HEALTH	950,660	2,658,708	-	2,658,521	-	187	950,847
615 WELLNESS	491,101	1,296,888	-	806,304	-	490,584	981,685
616 CONTRACT ADMINISTRATION	345,816	456,516	-	419,092	-	37,424	383,240
617 MEDICAL INCENTIVE/PENALTIES	1,226,277	-	-	-	1,000,000	-	226,277
618 BENEFIT ADMINISTRATION	718,406	3,228,886	-	3,026,622	-	202,264	920,670
621 FLEX SPENDING HEALTH	184,389	1,994,563	-	1,994,563	-	-	184,389
622 FLEX SPENDING DEP CARE	68,674	725,872	-	725,872	-	-	68,674
623 VISION	276,992	1,478,152	-	1,477,962	-	190	277,182
624 STAND ALONE VISION	-	94,098	-	94,074	-	24	24
625 FI PREPAID DENTAL	16,735	658,705	-	658,626	-	79	16,814
626 FI LIFE & AD&D	84,209	1,065,588	-	1,065,588	-	-	84,209
627 SUPPLEMENTAL LIFE	343,089	4,105,572	-	4,105,572	-	-	343,089
628 EMPLOYEE ASSISTANCE	-	217,226	-	217,224	-	2	2
629 SI DENTAL	3,619,418	3,280,574	-	3,280,311	-	263	3,619,681
630 DEPENDENT LIFE	36,727	394,414	-	394,414	-	-	36,727

Fund Balance Summary (continued)

Beginning Fund Balance Summary							
MARICOPA COUNTY FY 2008-09 ADOPTED BUDGET							
		SOURCES:		USES:			
FUND	UNDESIG. BEG. FUND BALANCE	OPERATING	NON RECURRING	OPERATING	NON RECURRING	STRUCTURAL BALANCE	UNDESIG. ENDING FUND BALANCE
INTERNAL SERVICE (CONT'D)							
631 VOLUNTARY BENEFITS	279	507,318	-	507,318	-	-	279
632 CIGNA FOR SENIORS	86,840	487,080	-	487,080	-	-	86,840
652 HS SELF-INSURED TRUST FUND	1,213,564	-	-	-	-	-	1,213,564
654 EQUIPMENT SERVICES	823,302	15,519,000	-	13,522,007	460,000	1,996,993	2,360,295
673 REPROGRAPHICS	548,045	996,885	-	983,793	-	13,092	561,137
675 RISK MANAGEMENT	$ 13,882,989	$ 36,172,043	$ -	$ 38,624,251	$ -	$ (2,452,208)	$ 11,430,781
681 TELECOMMUNICATIONS	6,116,606	16,557,997	-	16,101,153	1,800,000	456,844	4,773,450
INTERNAL SERVICE	$ 64,867,634	$ 213,847,479	$ -	$ 212,317,693	$ 3,260,000	$ 1,529,786	$ 63,137,420
ELIMINATIONS	$ -	$ (385,858,229)	$ (257,371,636)	$ (409,432,723)	$ (233,797,142)	$ 23,574,494	$ -
ALL FUNDS	$ 987,802,715	$ 1,847,188,750	$ 29,153,254	$ 1,771,763,157	$ 487,124,436	$ 75,425,593	$ 605,257,126

Fund Designations

The following schedule lists amounts designated for future purposes within the estimated balances of various funds. Designations are the County's self-imposed limitation on financial resources that would otherwise be available for use. The primary fund balance designation is for budget stabilization. For the County General Fund, this includes an amount designated to cover cash shortfalls during the fiscal year due to the property tax collection cycle, as well as a reserve or "rainy day" fund. Combined, these two elements equal 15% of the operating budget. The designations in the Detention Fund are for budget stabilization and future capital improvements. Amounts designated in Planning and Development, Public Health, and Air Quality Special Revenue funds for capital improvements are under review, and will be determined at a later date.

FY 2008-09 Fund Balance Designations

Fund/Designation	FY 2007-08	FY 2008-09	(Inc.)/Dec.	
General Fund (Fund 100)				
Budget Stabilization:				
Cash Flow/Property Tax	$ 54,000,000	$ 58,000,000	$ (4,000,000)	(1)
Reserve	157,809,663	118,549,851	39,259,812	(2)
	$ 211,809,663	$ 176,549,851	$ 35,259,812	
Benefits Self-Funding Reserve	$ 34,300,000	$ 34,300,000	$ -	(3)
Sheriff Court Remodel Major Maintenance Project	3,433,900	-	3,433,900	
	$ 249,543,563	$ 210,849,851	$ 38,693,712	
Planning and Development Fees (Fund 226)				
Future Capital Projects	$ 10,000,000	$ 9,000,000	$ 1,000,000	(4)
Detention Fund (Fund 255)				
Budget Stabilization:	$ -	$ 35,000,000	$ (35,000,000)	(2)
Future Capital Projects	75,000,000	50,000,000	25,000,000	(4)
	$ 75,000,000	$ 85,000,000	$ (10,000,000)	
Public Health Fees (Fund 265)				
Future Capital Projects	$ 634,000	$ 634,000	$ -	(4)
Air Quality Fees (Fund 504)				
Future Capital Projects	$ 3,000,000	$ 2,700,000	$ 300,000	(4)

(1) Based on estimate of the amount needed to eliminate the need for Tax Anticipation Notes or other forms of short-term borrowing to finance current operations.
(2) This reserve is maintained to offset the impact of economic downturns or unexpected financial losses. Beginning in FY 2008-09, a reserve is added in the Detention Fund (255) in response to fluctuations in Jail Excise Tax collections.
(3) Amount designated to support County's migration to fully self-insured employee benefits.
(4) Amount needed to fund "pay as you go" capital projects.

Expenditure Limitation

Maricopa County expenditures are subject to limitation according to Article 9, Section 20 of the Arizona Constitution. The Expenditure Limitation is calculated annually by the Economic Estimates Commission based on Maricopa County's actual expenditures in FY 1979-80, with base adjustments approved by County voters or by the Legislature as functions are transferred to or from the County. The Commission makes annual adjustments to reflect changes in population and in inflation, as measured by the Gross Domestic Product Price Deflator.

Expenditures from "local revenues" are subject to limitation. Generally, local revenues include taxes, fees, and fines assessed by the County, but exclude revenues from intergovernmental payments, grants, proceeds of debt, and interest earnings. Maricopa County's expenditures subject to limitation are certified by the State Auditor General, and published in an annual Expenditure Limitation report. When actual expenditures subject to limitation are less than the limitation, the excess capacity can be carried forward to future fiscal years. For this reason, actual expenditures are reported as $1 less than the limitation.

Expenditure Limitation		
FY 2008-09 Expenditure Limitation	$	1,099,442,729
FY 2008-09 Est. Expenditures Subject to Limitation	$	1,099,442,728
Expenditures (Over)/Under Limitation	$	1

Consolidated Expenditures by Fund Type/Department/Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
JUDICIAL BRANCH							
110 - ADULT PROBATION	$ 75,028,158	$ 83,590,127	$ 84,285,348	$ 83,472,432	$ 80,204,352	$ 4,080,996	4.8%
240 - JUSTICE COURTS	15,913,108	17,170,841	17,170,585	17,250,360	18,549,657	(1,379,072)	-8.0%
270 - JUVENILE PROBATION	64,003,031	69,265,947	69,649,084	66,343,895	64,200,085	5,448,999	7.8%
800 - TRIAL COURTS	80,643,740	86,774,160	87,223,841	85,018,512	84,377,689	2,846,152	3.3%
SUBTOTAL	$ 235,588,037	$ 256,801,075	$ 258,328,858	$ 252,085,199	$ 247,331,783	$ 10,997,075	4.3%
ELECTED OFFICIAL							
010 - BOARD OF SUPERVISORS DIST 1	$ 361,153	$ 391,686	$ 389,161	$ 361,066	$ 372,646	$ 16,515	4.2%
020 - BOARD OF SUPERVISORS DIST 2	351,972	391,686	389,161	366,984	372,649	16,512	4.2%
030 - BOARD OF SUPERVISORS DIST 3	328,760	391,686	389,161	334,481	372,649	16,512	4.2%
040 - BOARD OF SUPERVISORS DIST 4	322,235	391,686	389,161	327,808	372,648	16,513	4.2%
050 - BOARD OF SUPERVISORS DIST 5	376,157	391,686	389,161	372,634	372,643	16,518	4.2%
120 - ASSESSOR	22,383,940	25,446,423	25,477,383	24,389,273	24,923,302	554,081	2.2%
160 - CLERK OF THE SUPERIOR COURT	40,608,005	43,501,140	44,030,111	42,614,175	42,380,992	1,649,119	3.7%
190 - COUNTY ATTORNEY	71,218,754	77,159,493	81,862,654	78,647,643	81,182,492	680,162	0.8%
210 - ELECTIONS	26,289,369	12,187,046	12,165,128	13,449,047	20,126,428	(7,961,300)	-65.4%
250 - CONSTABLES	2,107,574	2,424,814	2,434,957	2,450,806	2,361,217	73,740	3.0%
280 - COUNTY ATTORNEY CIVIL	12,577,378	12,229,718	12,366,139	13,698,058	15,915,927	(3,549,788)	-28.7%
360 - RECORDER	13,336,567	9,013,591	9,013,876	8,197,296	6,782,008	2,231,868	24.8%
370 - SUPERINTENDENT OF SCHOOLS	4,017,912	5,896,698	5,914,342	5,134,377	6,999,564	(1,085,222)	-18.3%
430 - TREASURER	4,657,322	5,911,957	5,972,199	5,104,473	4,196,965	1,775,234	29.7%
500 - SHERIFF	259,616,459	288,092,712	295,795,364	288,627,454	288,746,703	7,048,661	2.4%
SUBTOTAL	$ 458,553,557	$ 483,822,022	$ 496,977,958	$ 484,075,575	$ 495,478,833	$ 1,499,125	0.3%
APPOINTED DEPARTMENT							
060 - CLERK OF THE BOARD	$ 735,248	$ 840,627	$ 783,071	$ 718,045	$ 716,421	$ 66,650	8.5%
140 - CALL CENTER	1,592,996	1,759,134	1,763,208	1,732,366	1,628,190	135,018	7.7%
150 - EMERGENCY MANAGEMENT	1,579,134	1,352,520	1,545,865	1,414,905	1,394,530	151,335	9.8%
170 - COMMUNITY DEVELOPMENT	9,351,113	13,523,899	13,526,903	7,674,687	12,709,280	817,623	6.0%
180 - FINANCE	4,351,846	4,048,897	4,091,497	4,000,794	3,787,037	304,460	7.4%
200 - COUNTY MANAGER	1,681,954	1,439,173	1,442,089	1,485,088	1,429,968	12,121	0.8%
220 - HUMAN SERVICES	43,718,389	45,212,209	45,740,206	44,221,880	44,460,111	1,280,095	2.8%
230 - INTERNAL AUDIT	1,880,318	1,949,548	1,994,398	1,967,215	1,843,786	150,612	7.6%
260 - CORRECTIONAL HEALTH	47,026,278	52,719,438	53,231,139	52,520,331	52,844,224	386,915	0.7%
290 - MEDICAL EXAMINER	7,419,433	8,056,892	8,190,895	8,008,549	7,738,016	452,879	5.5%
300 - PARKS & RECREATION	6,911,742	9,291,654	10,826,470	8,568,194	10,176,973	649,497	6.0%
310 - WORKFORCE MGT & DEVELOPMENT	3,100,916	3,249,295	6,234,458	3,261,833	6,145,531	88,927	1.4%
340 - PUBLIC FIDUCIARY	2,526,743	2,762,148	2,813,379	2,792,374	2,612,944	200,435	7.1%
350 - EMPLOYEE HEALTH INITIATIVES	19,192,150	133,444,808	133,485,157	120,458,937	144,086,489	(10,601,332)	-7.9%
390 - HEALTH CARE PROGRAMS	229,229,041	235,935,047	235,588,532	228,879,756	242,362,789	(6,774,257)	-2.9%
410 - ENTERPRISE TECHNOLOGY	26,871,642	25,721,362	27,152,825	28,822,039	28,686,570	(1,533,745)	-5.6%
420 - JUSTICE SYSTEM PLANNING & INFO	1,512,030	2,830,338	2,759,580	2,391,010	2,237,861	521,719	18.9%
440 - PLANNING & DEVELOPMENT	16,780,725	17,194,035	17,717,414	14,960,196	16,366,511	1,350,903	7.6%
460 - RESEARCH & REPORTING	281,311	378,755	444,441	429,926	327,743	116,698	26.3%
470 - NON-DEPARTMENTAL	895,005,828	909,323,659	857,095,732	498,294,128	1,007,180,696	(150,084,964)	-17.5%
490 - MANAGEMENT & BUDGET	3,040,438	4,318,819	4,212,123	3,817,644	3,746,301	465,822	11.1%
520 - PUBLIC DEFENDER	35,527,420	38,100,654	38,907,439	38,596,733	39,858,089	(950,650)	-2.4%
540 - LEGAL DEFENDER	8,555,765	9,630,784	9,934,226	9,529,650	10,645,988	(711,762)	-7.2%
550 - LEGAL ADVOCATE	7,630,480	8,415,217	8,707,185	8,227,353	9,542,264	(835,079)	-9.6%
560 - PUBLIC DEFENSE SERVICES	18,508,387	17,930,726	17,247,643	22,601,095	15,414,886	1,832,757	10.6%
570 - JUVENILE DEFENDER	4,350,122	4,367,355	4,643,051	4,479,248	3,654,409	988,642	21.3%
700 - FACILITIES MANAGEMENT	14,740,037	17,114,420	17,384,229	16,547,171	15,652,190	1,732,039	10.0%
710 - COMMUNICATIONS	1,016,892	966,495	944,991	763,710	1,007,091	(62,100)	-6.6%
730 - MATERIALS MANAGEMENT	2,796,695	3,204,926	3,229,306	3,227,495	3,013,393	215,913	6.7%
740 - EQUIPMENT SERVICES	14,091,903	12,388,440	12,398,883	15,021,921	13,982,007	(1,583,124)	-12.8%
750 - RISK MANAGEMENT	33,044,629	35,893,572	35,886,326	35,409,900	38,624,251	(2,737,925)	-7.6%
790 - ANIMAL CARE & CONTROL	9,790,289	10,926,857	11,463,255	11,828,212	12,563,891	(1,100,636)	-9.6%
850 - AIR QUALITY	15,311,937	16,403,646	24,609,319	22,782,893	26,846,166	(2,236,847)	-9.1%
860 - PUBLIC HEALTH	52,078,185	50,728,877	55,614,938	50,689,139	55,570,429	44,509	0.1%
880 - ENVIRONMENTAL SERVICES	17,128,707	26,052,208	25,998,730	21,540,569	26,425,523	(426,793)	-1.6%
910 - PUBLIC WORKS	165,040,348	171,905,205	171,858,035	155,020,967	219,210,680	(47,352,645)	-27.6%
SUBTOTAL	$ 1,842,854,403	$ 2,029,369,677	$ 2,012,073,824	$ 1,593,634,433	$ 2,218,038,829	$ (205,965,005)	-10.2%
ELIMINATIONS							
980 - ELIMINATIONS (COUNTY)	$ (755,358,247)	$ (425,729,107)	$ (433,601,337)	$ (431,137,637)	$ (568,416,251)	$ 134,814,914	-31.1%
SUBTOTAL	$ (755,358,247)	$ (425,729,107)	$ (433,601,337)	$ (431,137,637)	$ (568,416,251)	$ 134,814,914	-31.1%
MARICOPA COUNTY	$ 1,662,184,418	$ 2,214,275,629	$ 2,191,172,417	$ 1,757,709,090	$ 2,258,887,593	$ (67,715,176)	-3.1%

Consolidated Expenditures by Fund Type/Department/Fund (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
GENERAL FUND							
JUDICIAL BRANCH							
110 - ADULT PROBATION							
OPERATING	$ 57,705,364	$ 65,774,128	$ 66,151,242	$ 66,057,998	$ 60,982,903	$ 5,168,339	7.8%
DEPT TOTAL	$ 57,705,364	$ 65,774,128	$ 66,151,242	$ 66,057,998	$ 60,982,903	$ 5,168,339	7.8%
240 - JUSTICE COURTS							
OPERATING	$ 12,146,734	$ 13,458,934	$ 13,458,928	$ 14,069,992	$ 14,115,672	$ (656,744)	-4.9%
DEPT TOTAL	$ 12,146,734	$ 13,458,934	$ 13,458,928	$ 14,069,992	$ 14,115,672	$ (656,744)	-4.9%
270 - JUVENILE PROBATION							
OPERATING	$ 21,747,569	$ 21,235,324	$ 21,190,397	$ 21,646,716	$ 17,220,629	$ 3,969,768	18.7%
DEPT TOTAL	$ 21,747,569	$ 21,235,324	$ 21,190,397	$ 21,646,716	$ 17,220,629	$ 3,969,768	18.7%
800 - SUPERIOR COURT							
OPERATING	$ 67,766,827	$ 72,758,594	$ 72,826,275	$ 72,062,872	$ 70,347,261	$ 2,479,014	3.4%
DEPT TOTAL	$ 67,766,827	$ 72,758,594	$ 72,826,275	$ 72,062,872	$ 70,347,261	$ 2,479,014	3.4%
JUDICIAL BRANCH TOTAL	$ 159,366,494	$ 173,226,980	$ 173,626,842	$ 173,837,578	$ 162,666,465	$ 11,617,121	6.7%
ELECTED							
010 - BOARD OF SUPERVISORS DIST 1							
OPERATING	$ 361,153	$ 391,686	$ 389,161	$ 361,066	$ 372,646	$ 16,515	4.2%
DEPT TOTAL	$ 361,153	$ 391,686	$ 389,161	$ 361,066	$ 372,646	$ 16,515	4.2%
020 - BOARD OF SUPERVISORS DIST 2							
OPERATING	$ 351,972	$ 391,686	$ 389,161	$ 366,984	$ 372,649	$ 16,512	4.2%
DEPT TOTAL	$ 351,972	$ 391,686	$ 389,161	$ 366,984	$ 372,649	$ 16,512	4.2%
030 - BOARD OF SUPERVISORS DIST 3							
OPERATING	$ 328,760	$ 391,686	$ 389,161	$ 334,481	$ 372,649	$ 16,512	4.2%
DEPT TOTAL	$ 328,760	$ 391,686	$ 389,161	$ 334,481	$ 372,649	$ 16,512	4.2%
040 - BOARD OF SUPERVISORS DIST 4							
OPERATING	$ 322,235	$ 391,686	$ 389,161	$ 327,808	$ 372,648	$ 16,513	4.2%
DEPT TOTAL	$ 322,235	$ 391,686	$ 389,161	$ 327,808	$ 372,648	$ 16,513	4.2%
050 - BOARD OF SUPERVISORS DIST 5							
OPERATING	$ 376,157	$ 391,686	$ 389,161	$ 372,634	$ 372,643	$ 16,518	4.2%
DEPT TOTAL	$ 376,157	$ 391,686	$ 389,161	$ 372,634	$ 372,643	$ 16,518	4.2%
120 - ASSESSOR							
OPERATING	$ 22,383,940	$ 25,446,423	$ 25,477,383	$ 24,389,273	$ 24,923,302	$ 554,081	2.2%
DEPT TOTAL	$ 22,383,940	$ 25,446,423	$ 25,477,383	$ 24,389,273	$ 24,923,302	$ 554,081	2.2%
160 - CLERK OF THE SUPERIOR COURT							
OPERATING	$ 32,173,873	$ 34,177,630	$ 34,052,040	$ 33,708,852	$ 32,343,816	$ 1,708,224	5.0%
DEPT TOTAL	$ 32,173,873	$ 34,177,630	$ 34,052,040	$ 33,708,852	$ 32,343,816	$ 1,708,224	5.0%
190 - COUNTY ATTORNEY							
OPERATING	$ 59,674,765	$ 63,399,795	$ 65,031,852	$ 64,489,670	$ 62,837,039	$ 2,194,813	3.4%
DEPT TOTAL	$ 59,674,765	$ 63,399,795	$ 65,031,852	$ 64,489,670	$ 62,837,039	$ 2,194,813	3.4%
210 - ELECTIONS							
OPERATING	$ 19,025,269	$ 12,157,522	$ 12,135,604	$ 13,439,207	$ 20,096,904	$ (7,961,300)	-65.6%
DEPT TOTAL	$ 19,025,269	$ 12,157,522	$ 12,135,604	$ 13,439,207	$ 20,096,904	$ (7,961,300)	-65.6%
250 - CONSTABLES							
OPERATING	$ 2,107,574	$ 2,424,814	$ 2,434,957	$ 2,450,806	$ 2,361,217	$ 73,740	3.0%
DEPT TOTAL	$ 2,107,574	$ 2,424,814	$ 2,434,957	$ 2,450,806	$ 2,361,217	$ 73,740	3.0%
280 - COUNTY ATTORNEY CIVIL							
OPERATING	$ 12,577,378	$ 12,229,718	$ 12,366,139	$ 13,698,058	$ 15,915,927	$ (3,549,788)	-28.7%
DEPT TOTAL	$ 12,577,378	$ 12,229,718	$ 12,366,139	$ 13,698,058	$ 15,915,927	$ (3,549,788)	-28.7%
360 - RECORDER							
OPERATING	$ 2,246,578	$ 2,638,611	$ 2,626,351	$ 2,445,374	$ 2,279,710	$ 346,641	13.2%
DEPT TOTAL	$ 2,246,578	$ 2,638,611	$ 2,626,351	$ 2,445,374	$ 2,279,710	$ 346,641	13.2%
370 - SUPERINTENDENT OF SCHOOLS							
OPERATING	$ 2,007,234	$ 2,461,627	$ 2,449,728	$ 2,298,942	$ 2,320,833	$ 128,895	5.3%
DEPT TOTAL	$ 2,007,234	$ 2,461,627	$ 2,449,728	$ 2,298,942	$ 2,320,833	$ 128,895	5.3%
430 - TREASURER							
OPERATING	$ 4,657,322	$ 5,111,957	$ 5,172,199	$ 4,837,809	$ 3,396,965	$ 1,775,234	34.3%
DEPT TOTAL	$ 4,657,322	$ 5,111,957	$ 5,172,199	$ 4,837,809	$ 3,396,965	$ 1,775,234	34.3%
500 - SHERIFF							
OPERATING	$ 68,952,419	$ 71,117,264	$ 72,179,544	$ 71,588,050	$ 72,529,713	$ (350,169)	-0.5%
DEPT TOTAL	$ 68,952,419	$ 71,117,264	$ 72,179,544	$ 71,588,050	$ 72,529,713	$ (350,169)	-0.5%
ELECTED TOTAL	$ 227,546,629	$ 233,123,791	$ 235,871,602	$ 235,109,014	$ 240,868,661	$ (4,997,059)	-2.1%

Consolidated Expenditures by Fund Type/Department/Fund (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
GENERAL FUND (cont'd)							
APPOINTED							
060 - CLERK OF THE BOARD							
OPERATING	$ 735,248	$ 840,627	$ 783,071	$ 718,045	$ 716,421	$ 66,650	8.5%
DEPT TOTAL	$ 735,248	$ 840,627	$ 783,071	$ 718,045	$ 716,421	$ 66,650	8.5%
140 - CALL CENTER							
OPERATING	$ 1,592,996	$ 1,759,134	$ 1,763,208	$ 1,732,366	$ 1,628,190	$ 135,018	7.7%
DEPT TOTAL	$ 1,592,996	$ 1,759,134	$ 1,763,208	$ 1,732,366	$ 1,628,190	$ 135,018	7.7%
150 - EMERGENCY MANAGEMENT							
OPERATING	$ 238,187	$ 268,636	$ 268,636	$ 267,247	$ 234,996	$ 33,640	12.5%
DEPT TOTAL	$ 238,187	$ 268,636	$ 268,636	$ 267,247	$ 234,996	$ 33,640	12.5%
180 - FINANCE							
OPERATING	$ 4,351,846	$ 4,048,897	$ 4,091,497	$ 4,000,794	$ 3,787,037	$ 304,460	7.4%
DEPT TOTAL	$ 4,351,846	$ 4,048,897	$ 4,091,497	$ 4,000,794	$ 3,787,037	$ 304,460	7.4%
200 - COUNTY MANAGER							
OPERATING	$ 1,681,954	$ 1,439,173	$ 1,442,089	$ 1,485,088	$ 1,429,968	$ 12,121	0.8%
DEPT TOTAL	$ 1,681,954	$ 1,439,173	$ 1,442,089	$ 1,485,088	$ 1,429,968	$ 12,121	0.8%
220 - HUMAN SERVICES							
OPERATING	$ 2,702,378	$ 2,702,378	$ 2,702,378	$ 2,702,378	$ 2,517,013	$ 185,365	6.9%
DEPT TOTAL	$ 2,702,378	$ 2,702,378	$ 2,702,378	$ 2,702,378	$ 2,517,013	$ 185,365	6.9%
230 - INTERNAL AUDIT							
OPERATING	$ 1,880,318	$ 1,949,548	$ 1,994,398	$ 1,967,215	$ 1,843,786	$ 150,612	7.6%
DEPT TOTAL	$ 1,880,318	$ 1,949,548	$ 1,994,398	$ 1,967,215	$ 1,843,786	$ 150,612	7.6%
260 - CORRECTIONAL HEALTH							
OPERATING	$ 3,586,286	$ 3,570,368	$ 4,076,942	$ 3,705,345	$ 3,581,457	$ 495,485	12.2%
DEPT TOTAL	$ 3,586,286	$ 3,570,368	$ 4,076,942	$ 3,705,345	$ 3,581,457	$ 495,485	12.2%
290 - MEDICAL EXAMINER							
OPERATING	$ 7,321,894	$ 8,056,892	$ 8,083,502	$ 7,910,589	$ 7,738,016	$ 345,486	4.3%
DEPT TOTAL	$ 7,321,894	$ 8,056,892	$ 8,083,502	$ 7,910,589	$ 7,738,016	$ 345,486	4.3%
300 - PARKS & RECREATION							
OPERATING	$ 1,761,166	$ 1,772,629	$ 1,764,191	$ 1,677,480	$ 1,426,304	$ 337,887	19.2%
DEPT TOTAL	$ 1,761,166	$ 1,772,629	$ 1,764,191	$ 1,677,480	$ 1,426,304	$ 337,887	19.2%
310 - WORKFORCE MGT & DEVELOPMENT							
OPERATING	$ 3,100,916	$ 3,249,295	$ 6,234,458	$ 3,261,833	$ 6,145,531	$ 88,927	1.4%
DEPT TOTAL	$ 3,100,916	$ 3,249,295	$ 6,234,458	$ 3,261,833	$ 6,145,531	$ 88,927	1.4%
340 - PUBLIC FIDUCIARY							
OPERATING	$ 2,526,743	$ 2,762,148	$ 2,813,379	$ 2,792,374	$ 2,612,944	$ 200,435	7.1%
DEPT TOTAL	$ 2,526,743	$ 2,762,148	$ 2,813,379	$ 2,792,374	$ 2,612,944	$ 200,435	7.1%
350 - EMPLOYEE HEALTH INITIATIVES							
OPERATING	$ 2,343,920	$ -	$ -	$ -	$ -	$ -	
DEPT TOTAL	$ 2,343,920	$ -	$ -	$ -	$ -	$ -	
390 - HEALTH CARE PROGRAMS							
OPERATING	$ 222,790,578	$ 229,499,543	$ 229,153,028	$ 222,657,832	$ 234,768,067	$ (5,615,039)	-2.5%
DEPT TOTAL	$ 222,790,578	$ 229,499,543	$ 229,153,028	$ 222,657,832	$ 234,768,067	$ (5,615,039)	-2.5%
410 - ENTERPRISE TECHNOLOGY							
OPERATING	$ 7,754,440	$ 10,052,098	$ 10,592,666	$ 10,287,827	$ 10,785,417	$ (192,751)	-1.8%
DEPT TOTAL	$ 7,754,440	$ 10,052,098	$ 10,592,666	$ 10,287,827	$ 10,785,417	$ (192,751)	-1.8%
420 - JUSTICE SYSTEM PLANNING & INFO							
OPERATING	$ -	$ 846,536	$ 846,536	$ 725,245	$ 542,057	$ 304,479	36.0%
DEPT TOTAL	$ -	$ 846,536	$ 846,536	$ 725,245	$ 542,057	$ 304,479	36.0%
460 - RESEARCH & REPORTING							
OPERATING	$ 281,311	$ 378,755	$ 444,441	$ 429,926	$ 327,743	$ 116,698	26.3%
DEPT TOTAL	$ 281,311	$ 378,755	$ 444,441	$ 429,926	$ 327,743	$ 116,698	26.3%

Consolidated Expenditures by Fund Type/Department/Fund (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
GENERAL FUND (cont'd)							
APPOINTED (cont'd)							
470 - NON-DEPARTMENTAL							
OPERATING	$ 558,448,689	$ 370,049,501	$ 354,843,015	$ 248,500,403	$ 371,063,308	$ (16,220,293)	-4.6%
NON-RECURRING/NON-PROJECT	(2,563)	157,646,219	156,284,574	64,241,229	269,543,792	(113,259,218)	-72.5%
11TH AVE BLDG RESTORATION	501,633	100,000	98,366	82,019	-	98,366	100.0%
333 WEST HATCHER	-	-	-	-	414,000	(414,000)	
ADMIN BUILDING IMPROVEMENTS	2,956,567	2,320,076	1,806,231	1,697,294	323,000	1,483,231	82.1%
APACHE LAKE	640,913	615,842	590,601	545,595	-	590,601	100.0%
AVONDALE SHERIFF SUB	-	-	-	-	-	-	
BUILDING ASSESSMENT PROJECTS	216,022	-	-	-	-	-	
BUILDING SECURITY PROJECTS	880,469	500,000	500,000	413,245	400,000	100,000	20.0%
CANYON LAKE	660,385	-	-	(1)	-	-	
CARPET AND PAINTING PROGRAM	-	289,000	289,000	272,717	-	289,000	100.0%
CENTRAL COURT BLDG	584,579	-	-	-	-	-	
CHAMBERS BUILDING	-	771,000	3,170,870	1,810,034	-	3,170,870	100.0%
CLRK OF CRT IMPRV (JACKSON ST)	18,746	-	-	-	-	-	
CODE COMPLIANCE RESERVE	230,450	500,000	500,000	452,019	400,000	100,000	20.0%
COMPLEX - ADMIN	8,648	-	-	-	-	-	
DRNGO ADMIN BLDG & SHOPS	-	55,000	55,000	45,058	-	55,000	100.0%
DURANGO BUILDING DEMO	212,536	-	-	-	-	-	
DURANGO PARKING GARAGE	867,593	400,000	132,407	(345,795)	-	132,407	100.0%
EAST CRTS INFRASTRUC IMPRVMNTS	2,757,384	295,254	22,643	10,439	-	22,643	100.0%
ELECTIONS WAREHOUSE	363,491	34,161	-	-	-	-	
EMERGENCY SVCS ADMIN IMP	-	433,000	433,000	411,096	158,000	275,000	63.5%
ENERGY MANAGEMENT STUDIES	140,724	200,000	100,000	92,170	712,000	(612,000)	-612.0%
ENVIRONMENTAL PROJECTS	256,520	250,000	250,000	211,607	150,000	100,000	40.0%
EQUIPMENT SERVICES	-	-	-	-	1,059,000	(1,059,000)	
FORENSIC SCIENCE CENTER	350,518	136,000	136,000	135,959	-	136,000	100.0%
GARFIELD ADULT PROBATION	8,396	110,944	116,604	88,640	-	116,604	100.0%
GENERAL INVESTIGATION & TOU	-	155,000	155,000	125,530	-	155,000	100.0%
GLENDALE - REGIONAL DAY	-	-	-	-	67,000	(67,000)	
JUVENILE DETENTION BLDG	1,532,922	385,000	385,000	309,906	350,000	35,000	9.1%
LAKE PLEASANT IMPROVEMENTS	331,672	-	-	-	-	-	
LAW ENFORCEMENT COMPUTER CTR	-	96,000	96,000	76,799	-	96,000	100.0%
LBJ COMPLEX	-	-	-	-	92,000	(92,000)	
LIFE/SAFETY PROJECTS	418,265	500,000	500,000	516,080	500,000	-	0.0%
MSCO BARTLETT LAKE SUBST IMPRV	949,989	-	-	(2)	-	-	
NORTHEAST JUSTICE COURT	171,806	-	-	-	-	-	
NORTHWEST JUSTICE COURTS	99,999	-	-	-	-	-	
OLD COURT HOUSE BLDG IMPRVMTS	16,271	150,000	729	-	30,000	(29,271)	-4015.2%
PROBATION SECURITY	-	-	-	9,078	-	-	
PROGRAM FEES	248,839	500,000	500,000	426,129	200,000	300,000	60.0%
PUBLIC HEALTH CLINIC	-	853,000	1,891,000	1,530,543	26,000	1,865,000	98.6%
SAGUARO LAKE	-	230,000	230,000	185,252	-	230,000	100.0%
SCOTTSDALE ADULT PROBATION	188,507	2,040,000	2,011,493	1,999,253	-	2,011,493	100.0%
SE JUV INFRASTRUC IMPRVMTS	816,184	95,000	95,000	73,631	-	95,000	100.0%
SE REG INFRASTRUC IMPRVMTS	2,895	2,921,889	983,889	1,058,830	374,000	609,889	62.0%
SEC CTR INFRASTRUC IMPRVMTNS	-	-	-	-	143,000	(143,000)	
SOUTHPORT ADULT PROBATION	-	-	-	-	67,000	(67,000)	
ST. VINCENT DE PAUL DEMOLITION	298,744	290,211	-	-	-	-	
VEHICLE PROCESSING CENTER	-	55,000	55,000	44,546	-	55,000	100.0%
WEST COURT	280,115	441,198	219,885	213,736	-	219,885	100.0%
WEST COURT INFRASTRUC IMPRVMTI	168,136	1,246,000	1,330,864	745,035	1,500,000	(169,136)	-12.7%
DEPT TOTAL	$ 575,626,044	$ 544,664,295	$ 527,782,171	$ 325,978,074	$ 647,572,100	$ (119,789,929)	-22.7%

Consolidated Expenditures by Fund Type/Department/Fund (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
GENERAL FUND (cont'd)							
APPOINTED (cont'd)							
490 - MANAGEMENT & BUDGET							
OPERATING	$ 3,040,438	$ 4,318,819	$ 4,212,123	$ 3,817,644	$ 3,746,301	$ 465,822	11.1%
DEPT TOTAL	$ 3,040,438	$ 4,318,819	$ 4,212,123	$ 3,817,644	$ 3,746,301	$ 465,822	11.1%
520 - PUBLIC DEFENDER							
OPERATING	$ 33,263,442	$ 35,511,313	$ 36,331,255	$ 36,284,434	$ 36,768,742	$ (437,487)	-1.2%
DEPT TOTAL	$ 33,263,442	$ 35,511,313	$ 36,331,255	$ 36,284,434	$ 36,768,742	$ (437,487)	-1.2%
540 - LEGAL DEFENDER							
OPERATING	$ 8,437,745	$ 9,495,990	$ 9,799,432	$ 9,394,856	$ 10,511,194	$ (711,762)	-7.3%
DEPT TOTAL	$ 8,437,745	$ 9,495,990	$ 9,799,432	$ 9,394,856	$ 10,511,194	$ (711,762)	-7.3%
550 - LEGAL ADVOCATE							
OPERATING	$ 7,619,904	$ 8,402,717	$ 8,694,685	$ 8,217,853	$ 9,529,764	$ (835,079)	-9.6%
DEPT TOTAL	$ 7,619,904	$ 8,402,717	$ 8,694,685	$ 8,217,853	$ 9,529,764	$ (835,079)	-9.6%
560 - PUBLIC DEFENSE SERVICES							
OPERATING	$ 18,508,387	$ 17,930,726	$ 17,247,643	$ 22,601,095	$ 15,414,886	$ 1,832,757	10.6%
DEPT TOTAL	$ 18,508,387	$ 17,930,726	$ 17,247,643	$ 22,601,095	$ 15,414,886	$ 1,832,757	10.6%
570 - JUVENILE DEFENDER							
OPERATING	$ 4,350,122	$ 4,367,355	$ 4,643,051	$ 4,479,248	$ 3,654,409	$ 988,642	21.3%
DEPT TOTAL	$ 4,350,122	$ 4,367,355	$ 4,643,051	$ 4,479,248	$ 3,654,409	$ 988,642	21.3%
700 - FACILITIES MANAGEMENT							
OPERATING	$ 12,699,359	$ 14,078,935	$ 14,177,995	$ 13,457,086	$ 12,908,663	$ 1,269,332	9.0%
DEPT TOTAL	$ 12,699,359	$ 14,078,935	$ 14,177,995	$ 13,457,086	$ 12,908,663	$ 1,269,332	9.0%
710 - COMMUNICATIONS							
OPERATING	$ 990,795	$ 903,495	$ 857,941	$ 688,061	$ 932,091	$ (74,150)	-8.6%
DEPT TOTAL	$ 990,795	$ 903,495	$ 857,941	$ 688,061	$ 932,091	$ (74,150)	-8.6%
730 - MATERIALS MANAGEMENT							
OPERATING	$ 1,859,043	$ 2,071,136	$ 2,123,861	$ 2,103,372	$ 2,029,600	$ 94,261	4.4%
DEPT TOTAL	$ 1,859,043	$ 2,071,136	$ 2,123,861	$ 2,103,372	$ 2,029,600	$ 94,261	4.4%
790 - ANIMAL CARE & CONTROL							
OPERATING	$ 375,982	$ 361,432	$ 360,115	$ 360,115	$ 322,919	$ 37,196	10.3%
DEPT TOTAL	$ 375,982	$ 361,432	$ 360,115	$ 360,115	$ 322,919	$ 37,196	10.3%
850 - AIR QUALITY							
OPERATING	$ 459,755	$ -	$ -	$ -	$ -	$ -	
DEPT TOTAL	$ 459,755	$ -	$ -	$ -	$ -	$ -	
860 - PUBLIC HEALTH							
OPERATING	$ 10,451,481	$ 12,878,580	$ 12,921,147	$ 11,522,894	$ 12,462,708	$ 458,439	3.5%
DEPT TOTAL	$ 10,451,481	$ 12,878,580	$ 12,921,147	$ 11,522,894	$ 12,462,708	$ 458,439	3.5%
880 - ENVIRONMENTAL SERVICES							
OPERATING	$ 3,425,341	$ 7,063,645	$ 7,059,208	$ 3,401,910	$ 3,687,644	$ 3,371,564	47.8%
DEPT TOTAL	$ 3,425,341	$ 7,063,645	$ 7,059,208	$ 3,401,910	$ 3,687,644	$ 3,371,564	47.8%
APPOINTED TOTAL	$ 945,758,019	$ 935,245,095	$ 923,265,047	$ 708,628,226	$ 1,039,625,968	$ (116,360,921)	-12.6%
GENERAL FUND TOTAL	$ 1,332,671,142	$ 1,341,595,866	$ 1,332,763,491	$ 1,117,574,818	$ 1,443,161,094	$ (110,397,603)	-8.3%

Consolidated Expenditures by Fund Type/Department/Fund (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE - GRANT							
JUDICIAL BRANCH							
110 - ADULT PROBATION							
211 ADULT PROBATION GRANTS							
OPERATING	$ 4,086,158	$ 4,254,173	$ 4,577,472	$ 4,237,528	$ 4,577,481	$ (9)	0.0%
FUND TOTAL	$ 4,086,158	$ 4,254,173	$ 4,577,472	$ 4,237,528	$ 4,577,481	$ (9)	0.0%
DEPT TOTAL	$ 4,086,158	$ 4,254,173	$ 4,577,472	$ 4,237,528	$ 4,577,481	$ (9)	0.0%
270 - JUVENILE PROBATION							
227 JUVENILE PROBATION GRANTS							
OPERATING	$ 6,844,935	$ 8,591,502	$ 8,829,528	$ 6,399,230	$ 6,227,304	$ 2,602,224	29.5%
FUND TOTAL	$ 6,844,935	$ 8,591,502	$ 8,829,528	$ 6,399,230	$ 6,227,304	$ 2,602,224	29.5%
DEPT TOTAL	$ 6,844,935	$ 8,591,502	$ 8,829,528	$ 6,399,230	$ 6,227,304	$ 2,602,224	29.5%
800 - SUPERIOR COURT							
238 TRIAL COURTS GRANTS							
OPERATING	$ 1,382,182	$ 2,013,717	$ 2,013,717	$ 1,628,385	$ 2,013,724	$ (7)	0.0%
FUND TOTAL	$ 1,382,182	$ 2,013,717	$ 2,013,717	$ 1,628,385	$ 2,013,724	$ (7)	0.0%
DEPT TOTAL	$ 1,382,182	$ 2,013,717	$ 2,013,717	$ 1,628,385	$ 2,013,724	$ (7)	0.0%
JUDICIAL BRANCH TOTAL	$ 12,313,275	$ 14,859,392	$ 15,420,717	$ 12,265,143	$ 12,818,509	$ 2,602,208	16.9%
ELECTED							
160 - CLERK OF THE SUPERIOR COURT							
216 CLERK OF THE COURT GRANTS							
OPERATING	$ 1,368,535	$ 1,676,124	$ 1,676,124	$ 1,450,242	$ 1,635,833	$ 40,291	2.4%
FUND TOTAL	$ 1,368,535	$ 1,676,124	$ 1,676,124	$ 1,450,242	$ 1,635,833	$ 40,291	2.4%
DEPT TOTAL	$ 1,368,535	$ 1,676,124	$ 1,676,124	$ 1,450,242	$ 1,635,833	$ 40,291	2.4%
190 - COUNTY ATTORNEY							
219 COUNTY ATTORNEY GRANTS							
OPERATING	$ 5,970,114	$ 6,160,825	$ 8,347,333	$ 6,789,267	$ 8,347,330	$ 3	0.0%
FUND TOTAL	$ 5,970,114	$ 6,160,825	$ 8,347,333	$ 6,789,267	$ 8,347,330	$ 3	0.0%
DEPT TOTAL	$ 5,970,114	$ 6,160,825	$ 8,347,333	$ 6,789,267	$ 8,347,330	$ 3	0.0%
210 - ELECTIONS							
248 ELECTIONS GRANT							
OPERATING	$ 7,264,100	$ 29,524	$ 29,524	$ 9,840	$ 29,524	$ -	0.0%
FUND TOTAL	$ 7,264,100	$ 29,524	$ 29,524	$ 9,840	$ 29,524	$ -	0.0%
DEPT TOTAL	$ 7,264,100	$ 29,524	$ 29,524	$ 9,840	$ 29,524	$ -	0.0%
370 - SUPERINTENDENT OF SCHOOLS							
715 SCHOOL GRANT							
OPERATING	$ 1,074,430	$ 2,559,504	$ 2,589,047	$ 2,212,470	$ 1,027,016	$ 1,562,031	60.3%
NON-RECURRING/NON-PROJECT	-	-	-	-	785,000	(785,000)	
FUND TOTAL	$ 1,074,430	$ 2,559,504	$ 2,589,047	$ 2,212,470	$ 1,812,016	$ 777,031	30.0%
DEPT TOTAL	$ 1,074,430	$ 2,559,504	$ 2,589,047	$ 2,212,470	$ 1,812,016	$ 777,031	30.0%
500 - SHERIFF							
251 SHERIFF GRANTS							
OPERATING	$ 5,588,534	$ 5,084,102	$ 7,278,882	$ 5,855,806	$ 7,548,150	$ (269,268)	-3.7%
FUND TOTAL	$ 5,588,534	$ 5,084,102	$ 7,278,882	$ 5,855,806	$ 7,548,150	$ (269,268)	-3.7%
DEPT TOTAL	$ 5,588,534	$ 5,084,102	$ 7,278,882	$ 5,855,806	$ 7,548,150	$ (269,268)	-3.7%
ELECTED TOTAL	$ 21,265,713	$ 15,510,079	$ 19,920,910	$ 16,317,625	$ 19,372,853	$ 548,057	2.8%

Consolidated Expenditures by Fund Type/Department/Fund (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE - GRANT							
APPOINTED							
170 - COMMUNITY DEVELOPMENT							
217 CDBG, HOUSING TRUST							
OPERATING	$ 9,351,115	$ 13,523,899	$ 13,526,903	$ 7,674,687	$ 12,709,280	$ 817,623	6.0%
FUND TOTAL	$ 9,351,115	$ 13,523,899	$ 13,526,903	$ 7,674,687	$ 12,709,280	$ 817,623	6.0%
DEPT TOTAL	$ 9,351,115	$ 13,523,899	$ 13,526,903	$ 7,674,687	$ 12,709,280	$ 817,623	6.0%
220 - HUMAN SERVICES							
222 HUMAN SERVICES GRANTS							
OPERATING	$ 41,015,961	$ 42,509,831	$ 43,037,828	$ 41,519,502	$ 41,943,098	$ 1,094,730	2.5%
FUND TOTAL	$ 41,015,961	$ 42,509,831	$ 43,037,828	$ 41,519,502	$ 41,943,098	$ 1,094,730	2.5%
DEPT TOTAL	$ 41,015,961	$ 42,509,831	$ 43,037,828	$ 41,519,502	$ 41,943,098	$ 1,094,730	2.5%
260 - CORRECTIONAL HEALTH							
292 CORRECTIONAL HEALTH GRANT							
OPERATING	$ 193,607	$ 351,729	$ 351,729	$ 358,451	$ 32,818	$ 318,911	90.7%
FUND TOTAL	$ 193,607	$ 351,729	$ 351,729	$ 358,451	$ 32,818	$ 318,911	90.7%
DEPT TOTAL	$ 193,607	$ 351,729	$ 351,729	$ 358,451	$ 32,818	$ 318,911	90.7%
290 - MEDICAL EXAMINER							
224 MEDICAL EXAMINER GRANT							
OPERATING	$ 97,539	$ -	$ 107,393	$ 97,960	$ -	$ 107,393	100.0%
FUND TOTAL	$ 97,539	$ -	$ 107,393	$ 97,960	$ -	$ 107,393	100.0%
DEPT TOTAL	$ 97,539	$ -	$ 107,393	$ 97,960	$ -	$ 107,393	100.0%
300 - PARKS & RECREATION							
230 PARKS & REC. GRANTS							
OPERATING	$ 279,643	$ 1,794,770	$ 1,799,232	$ 206,882	$ 14,965	$ 1,784,267	99.2%
FUND TOTAL	$ 279,643	$ 1,794,770	$ 1,799,232	$ 206,882	$ 14,965	$ 1,784,267	99.2%
DEPT TOTAL	$ 279,643	$ 1,794,770	$ 1,799,232	$ 206,882	$ 14,965	$ 1,784,267	99.2%
390 - HEALTH CARE PROGRAMS							
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 6,432,061	$ 6,435,504	$ 6,435,504	$ 6,221,924	$ 7,594,722	$ (1,159,218)	-18.0%
FUND TOTAL	$ 6,432,061	$ 6,435,504	$ 6,435,504	$ 6,221,924	$ 7,594,722	$ (1,159,218)	-18.0%
DEPT TOTAL	$ 6,432,061	$ 6,435,504	$ 6,435,504	$ 6,221,924	$ 7,594,722	$ (1,159,218)	-18.0%
470 - NON-DEPARTMENTAL							
249 NON DEPARTMENTAL GRANT							
OPERATING	$ 1,145,224	$ 14,949,882	$ 8,649,727	$ -	$ 9,654,668	$ (1,004,941)	-11.6%
NON-RECURRING/NON-PROJECT	-	-	-	-	6,568,541	(6,568,541)	
FUND TOTAL	$ 1,145,224	$ 14,949,882	$ 8,649,727	$ -	$ 16,223,209	$ (7,573,482)	-87.6%
DEPT TOTAL	$ 1,145,224	$ 14,949,882	$ 8,649,727	$ -	$ 16,223,209	$ (7,573,482)	-87.6%
520 - PUBLIC DEFENDER							
233 PUBLIC DEFENDER GRANTS							
OPERATING	$ 353,532	$ 387,261	$ 387,261	$ 379,103	$ 387,251	$ 10	0.0%
FUND TOTAL	$ 353,532	$ 387,261	$ 387,261	$ 379,103	$ 387,251	$ 10	0.0%
DEPT TOTAL	$ 353,532	$ 387,261	$ 387,261	$ 379,103	$ 387,251	$ 10	0.0%
790 - ANIMAL CARE & CONTROL							
573 ANIMAL CONTROL GRANTS							
OPERATING	$ 644,576	$ 446,765	$ 976,849	$ 854,594	$ 879,460	$ 97,389	10.0%
FUND TOTAL	$ 644,576	$ 446,765	$ 976,849	$ 854,594	$ 879,460	$ 97,389	10.0%
DEPT TOTAL	$ 644,576	$ 446,765	$ 976,849	$ 854,594	$ 879,460	$ 97,389	10.0%
850 - AIR QUALITY							
503 AIR QUALITY GRANT							
OPERATING	$ 3,952,911	$ 4,010,023	$ 4,010,023	$ 3,679,726	$ 4,132,151	$ (122,128)	-3.0%
FUND TOTAL	$ 3,952,911	$ 4,010,023	$ 4,010,023	$ 3,679,726	$ 4,132,151	$ (122,128)	-3.0%
DEPT TOTAL	$ 3,952,911	$ 4,010,023	$ 4,010,023	$ 3,679,726	$ 4,132,151	$ (122,128)	-3.0%
860 - PUBLIC HEALTH							
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 38,184,050	$ 34,184,711	$ 37,968,461	$ 35,153,937	$ 38,006,654	$ (38,193)	-0.1%
FUND TOTAL	$ 38,184,050	$ 34,184,711	$ 37,968,461	$ 35,153,937	$ 38,006,654	$ (38,193)	-0.1%
DEPT TOTAL	$ 38,184,050	$ 34,184,711	$ 37,968,461	$ 35,153,937	$ 38,006,654	$ (38,193)	-0.1%
880 - ENVIRONMENTAL SERVICES							
505 ENVIRONMENTAL SERVICES GRANT							
OPERATING	$ 99,022	$ 1,334,878	$ 1,334,878	$ 1,289,268	$ 482,998	$ 851,880	63.8%
NON-RECURRING/NON-PROJECT	-	-	-	-	425,000	(425,000)	
FUND TOTAL	$ 99,022	$ 1,334,878	$ 1,334,878	$ 1,289,268	$ 907,998	$ 426,880	32.0%
DEPT TOTAL	$ 99,022	$ 1,334,878	$ 1,334,878	$ 1,289,268	$ 907,998	$ 426,880	32.0%
910 - PUBLIC WORKS							
223 TRANSPORTATION GRANTS							
OPERATING	$ 943,669	$ 1,170,760	$ 1,170,760	$ 563,225	$ 665,308	$ 505,452	43.2%
FUND TOTAL	$ 943,669	$ 1,170,760	$ 1,170,760	$ 563,225	$ 665,308	$ 505,452	43.2%
DEPT TOTAL	$ 943,669	$ 1,170,760	$ 1,170,760	$ 563,225	$ 665,308	$ 505,452	43.2%
APPOINTED TOTAL	$ 102,692,911	$ 121,100,013	$ 119,756,548	$ 97,999,259	$ 123,496,914	$ (3,740,366)	-3.1%
SPECIAL REVENUE - GRANT TOTAL	$ 136,271,899	$ 151,469,484	$ 155,098,175	$ 126,582,027	$ 155,688,276	$ (590,101)	-0.4%
SPECIAL REVENUE OTHER TOTAL	$ 575,942,345	$ 686,292,387	$ 704,544,589	$ 620,662,157	$ 791,047,183	$ (86,502,594)	-12.3%
SPECIAL REVENUE TOTAL	$ 712,214,244	$ 837,761,871	$ 859,642,764	$ 747,244,184	$ 946,735,459	$ (87,092,695)	-10.1%

Consolidated Expenditures by Fund Type/Department/Fund (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE OTHER							
JUDICIAL BRANCH							
110 - ADULT PROBATION							
201 ADULT PROBATION FEES							
OPERATING	$ 13,236,621	$ 13,561,826	$ 13,556,634	$ 13,176,906	$ 14,249,145	$ (692,511)	-5.1%
NON-RECURRING/NON-PROJECT	-	-	-	-	394,823	(394,823)	
FUND TOTAL	$ 13,236,621	$ 13,561,826	$ 13,556,634	$ 13,176,906	$ 14,643,968	$ (1,087,334)	-8.0%
DEPT TOTAL	$ 13,236,621	$ 13,561,826	$ 13,556,634	$ 13,176,906	$ 14,643,968	$ (1,087,334)	-8.0%
270 - JUVENILE PROBATION							
228 JUVENILE PROBATION SPECIAL FEE							
OPERATING	$ 995,760	$ 2,896,187	$ 2,896,187	$ 2,867,595	$ 4,696,187	$ (1,800,000)	-62.2%
FUND TOTAL	$ 995,760	$ 2,896,187	$ 2,896,187	$ 2,867,595	$ 4,696,187	$ (1,800,000)	-62.2%
229 JUVENILE RESTITUTION							
OPERATING	$ 27,009	$ 10,000	$ 25,000	$ 19,210	$ 25,000	$ -	0.0%
FUND TOTAL	$ 27,009	$ 10,000	$ 25,000	$ 19,210	$ 25,000	$ -	0.0%
255 DETENTION OPERATIONS							
OPERATING	$ 34,141,158	$ 36,216,301	$ 36,391,339	$ 35,085,810	$ 35,714,330	$ 677,009	1.9%
FUND TOTAL	$ 34,141,158	$ 36,216,301	$ 36,391,339	$ 35,085,810	$ 35,714,330	$ 677,009	1.9%
275 JUVENILE PROBATION DIVERSION							
OPERATING	$ 246,596	$ 316,633	$ 316,633	$ 325,334	$ 316,635	$ (2)	0.0%
FUND TOTAL	$ 246,596	$ 316,633	$ 316,633	$ 325,334	$ 316,635		
DEPT TOTAL	$ 35,410,523	$ 39,439,121	$ 39,629,159	$ 38,297,949	$ 40,752,152	$ (1,122,993)	-2.8%
800 - SUPERIOR COURT							
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 346,383	$ 433,277	$ 640,277	$ 448,610	$ 433,286		
FUND TOTAL	$ 346,383	$ 433,277	$ 640,277	$ 448,610	$ 433,286	$ 206,991	32.3%
256 PROBATE FEES							
OPERATING	$ 369,996	$ 389,531	$ 389,531	$ 357,546	$ 389,531	$ -	0.0%
FUND TOTAL	$ 369,996	$ 389,531	$ 389,531	$ 357,546	$ 389,531	$ -	0.0%
257 CONCILIATION COURT FEES							
OPERATING	$ 1,626,984	$ 1,695,930	$ 1,695,930	$ 1,597,895	$ 1,695,930		
FUND TOTAL	$ 1,626,984	$ 1,695,930	$ 1,695,930	$ 1,597,895	$ 1,695,930	$ -	0.0%
259 TRIAL COURTS SPECIAL REVENUE							
OPERATING	$ 5,733,448	$ 5,680,313	$ 5,855,313	$ 5,501,369	$ 5,680,313	$ 175,000	3.0%
FUND TOTAL	$ 5,733,448	$ 5,680,313	$ 5,855,313	$ 5,501,369	$ 5,680,313	$ 175,000	3.0%
261 LAW LIBRARY FEES							
OPERATING	$ 892,665	$ 885,000	$ 885,000	$ 839,590	$ 940,000	$ (55,000)	-6.2%
FUND TOTAL	$ 892,665	$ 885,000	$ 885,000	$ 839,590	$ 940,000	$ (55,000)	-6.2%
264 SUPERIOR COURT FILL THE GAP							
OPERATING	$ 1,705,348	$ 2,010,456	$ 2,010,456	$ 1,797,339	$ 2,010,454	$ 2	0.0%
FUND TOTAL	$ 1,705,348	$ 2,010,456	$ 2,010,456	$ 1,797,339	$ 2,010,454	$ 2	0.0%
271 EXPEDITED CHILD SUPPORT							
OPERATING	$ 421,600	$ 445,580	$ 445,580	$ 376,044	$ 445,580	$ -	0.0%
FUND TOTAL	$ 421,600	$ 445,580	$ 445,580	$ 376,044	$ 445,580	$ -	0.0%
276 SPOUSAL MAINT ENF ENHANCEMENT							
OPERATING	$ 109,835	$ 115,921	$ 115,921	$ 90,499	$ 115,921	$ -	0.0%
FUND TOTAL	$ 109,835	$ 115,921	$ 115,921	$ 90,499	$ 115,921	$ -	0.0%
281 CHILDRENS ISSUES EDUCATION							
OPERATING	$ 108,786	$ 115,007	$ 115,007	$ 92,633	$ 115,007	$ -	0.0%
FUND TOTAL	$ 108,786	$ 115,007	$ 115,007	$ 92,633	$ 115,007	$ -	0.0%
282 DOM REL MEDIATION EDUCATION							
OPERATING	$ 179,680	$ 190,682	$ 190,682	$ 184,889	$ 190,682	$ -	0.0%
FUND TOTAL	$ 179,680	$ 190,682	$ 190,682	$ 184,889	$ 190,682	$ -	0.0%
DEPT TOTAL	$ 11,494,725	$ 11,961,697	$ 12,343,697	$ 11,286,414	$ 12,016,704	$ 326,993	2.6%
JUDICIAL BRANCH TOTAL	$ 60,141,869	$ 64,962,644	$ 65,529,490	$ 62,761,269	$ 67,412,824	$ (1,883,334)	-2.9%

Consolidated Expenditures by Fund Type/Department/Fund (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE OTHER							
ELECTED							
160 - CLERK OF THE SUPERIOR COURT							
205 COURT DOCUMENT RETRIEVAL							
OPERATING	$ 1,202,023	$ 1,150,243	$ 1,150,243	$ 1,109,877	$ 1,150,236	$ 7	0.0%
FUND TOTAL	$ 1,202,023	$ 1,150,243	$ 1,150,243	$ 1,109,877	$ 1,150,236	$ 7	0.0%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 1,255,051	$ 1,039,333	$ 1,039,333	$ 951,464	$ 744,438	$ 294,895	28.4%
NON-RECURRING/NON-PROJECT	$ -	$ -	$ -	$ -	$ 415,000	$ (415,000)	
FUND TOTAL	$ 1,255,051	$ 1,039,333	$ 1,039,333	$ 951,464	$ 1,159,438	$ (120,105)	-11.6%
218 CLERK OF COURT FILL THE GAP							
OPERATING	$ 1,728,706	$ 1,962,909	$ 2,617,470	$ 2,352,892	$ 2,155,862	$ 461,608	17.6%
NON-RECURRING/NON-PROJECT	$ -	$ -	$ -	$ -	$ 275,000	$ (275,000)	
FUND TOTAL	$ 1,728,706	$ 1,962,909	$ 2,617,470	$ 2,352,892	$ 2,430,862	$ 186,608	7.1%
270 CHILD SUPPORT ENHANCEMENT							
OPERATING	$ 34,353	$ 75,000	$ 75,000	$ 75,000	$ 80,000	$ (5,000)	-6.7%
NON-RECURRING/NON-PROJECT	$ -	$ -	$ -	$ -	$ 77,500	$ (77,500)	
FUND TOTAL	$ 34,353	$ 75,000	$ 75,000	$ 75,000	$ 157,500	$ (82,500)	-110.0%
273 VICTIM LOCATION							
OPERATING	$ -	$ 89,901	$ 89,901	$ -	$ 3,302	$ 86,599	96.3%
NON-RECURRING/NON-PROJECT	$ -	$ -	$ -	$ -	$ 50,000	$ (50,000)	
FUND TOTAL	$ -	$ 89,901	$ 89,901	$ -	$ 53,302	$ 36,599	40.7%
274 CLERK OF THE COURT EDMS							
OPERATING	$ 2,845,459	$ 3,330,000	$ 3,330,000	$ 2,965,848	$ 2,900,005	$ 429,995	12.9%
NON-RECURRING/NON-PROJECT	$ -	$ -	$ -	$ -	$ 550,000	$ (550,000)	
FUND TOTAL	$ 2,845,459	$ 3,330,000	$ 3,330,000	$ 2,965,848	$ 3,450,005	$ (120,005)	-3.6%
DEPT TOTAL	$ 7,065,592	$ 7,647,386	$ 8,301,947	$ 7,455,081	$ 8,401,343	$ (99,396)	-1.2%
190 - COUNTY ATTORNEY							
213 COUNTY ATTORNEY RICO							
OPERATING	$ 1,238,102	$ 2,000,000	$ 2,750,000	$ 2,919,042	$ 2,750,000	$ -	0.0%
FUND TOTAL	$ 1,238,102	$ 2,000,000	$ 2,750,000	$ 2,919,042	$ 2,750,000	$ -	0.0%
220 DIVERSION							
OPERATING	$ 963,896	$ 1,008,810	$ 1,008,810	$ 815,358	$ 1,008,810	$ -	0.0%
FUND TOTAL	$ 963,896	$ 1,008,810	$ 1,008,810	$ 815,358	$ 1,008,810	$ -	0.0%
221 COUNTY ATTORNEY FILL THE GAP							
OPERATING	$ 1,250,600	$ 1,483,493	$ 1,622,493	$ 1,542,582	$ 2,314,388	$ (691,895)	-42.6%
FUND TOTAL	$ 1,250,600	$ 1,483,493	$ 1,622,493	$ 1,542,582	$ 2,314,388	$ (691,895)	-42.6%
266 CHECK ENFORCEMENT PROGRAM							
OPERATING	$ 569,203	$ 600,000	$ 600,000	$ 517,893	$ 599,997	$ 3	0.0%
FUND TOTAL	$ 569,203	$ 600,000	$ 600,000	$ 517,893	$ 599,997	$ 3	0.0%
267 CRIM JUSTICE ENHANCEMENT							
OPERATING	$ 1,436,052	$ 1,566,570	$ 1,562,166	$ 1,553,831	$ 2,384,928	$ (822,762)	-52.7%
FUND TOTAL	$ 1,436,052	$ 1,566,570	$ 1,562,166	$ 1,553,831	$ 2,384,928	$ (822,762)	-52.7%
268 VICTIM COMP AND ASSISTANCE							
OPERATING	$ -	$ 500,000	$ 500,000	$ 10,000	$ 100,000	$ 400,000	80.0%
NON-RECURRING/NON-PROJECT	$ -	$ -	$ -	$ -	$ 400,000	$ (400,000)	
FUND TOTAL	$ -	$ 500,000	$ 500,000	$ 10,000	$ 500,000	$ -	0.0%
OPERATING	$ 116,023	$ 440,000	$ 440,000	$ 10,000	$ 40,000	$ 400,000	90.9%
NON-RECURRING/NON-PROJECT	$ -	$ -	$ -	$ -	$ 400,000	$ (400,000)	
FUND TOTAL	$ 116,023	$ 440,000	$ 440,000	$ 10,000	$ 440,000	$ -	0.0%
DEPT TOTAL	$ 5,573,876	$ 7,598,873	$ 8,483,469	$ 7,368,706	$ 9,998,123	$ (1,514,654)	-17.9%
240 - JUSTICE COURTS							
204 JUSTICE CT JUDICIAL ENHANCEMNT							
OPERATING	$ 453,733	$ 657,982	$ 657,732	$ 462,120	$ 657,480	$ 252	0.0%
FUND TOTAL	$ 453,733	$ 657,982	$ 657,732	$ 462,120	$ 657,480	$ 252	0.0%
245 JUSTICE COURTS SPECIAL REVENUE							
OPERATING	$ 3,312,641	$ 3,094,077	$ 3,094,077	$ 2,759,089	$ 3,776,505	$ (682,428)	-22.1%
FUND TOTAL	$ 3,312,641	$ 3,094,077	$ 3,094,077	$ 2,759,089	$ 3,776,505		
DEPT TOTAL	$ 3,766,374	$ 3,752,059	$ 3,751,809	$ 3,221,209	$ 4,433,985	$ (682,176)	-18.2%
360 - RECORDER							
236 RECORDERS SURCHARGE							
OPERATING	$ 11,089,989	$ 6,374,980	$ 6,387,525	$ 5,751,922	$ 3,863,298	$ 2,524,227	39.5%
NON-RECURRING/NON-PROJECT	-	-	-	-	639,000	(639,000)	
FUND TOTAL	$ 11,089,989	$ 6,374,980	$ 6,387,525	$ 5,751,922	$ 4,502,298	$ 1,885,227	29.5%
DEPT TOTAL	$ 11,089,989	$ 6,374,980	$ 6,387,525	$ 5,751,922	$ 4,502,298	$ 1,885,227	29.5%
370 - SUPERINTENDENT OF SCHOOLS							
669 SMALL SCHOOL SERVICE							
OPERATING	$ -	$ -	$ -	$ -	$ 110,000	$ (110,000)	
FUND TOTAL	$ -	$ -	$ -	$ -	$ 110,000	$ (110,000)	
780 SCHOOL TRANSPORTATION							
OPERATING	$ 882,402	$ 792,887	$ 792,887	$ 557,253	$ 792,887	$ -	0.0%
FUND TOTAL	$ 882,402	$ 792,887	$ 792,887	$ 557,253	$ 792,887	$ -	0.0%

Consolidated Expenditures by Fund Type/Department/Fund (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE OTHER ELECTED (cont'd)							
782 SCHOOL COMMUNICATION							
OPERATING	$ 53,849	$ 82,680	$ 82,680	$ 65,712	$ 82,680	$ -	0.0%
FUND TOTAL	$ 53,849	$ 82,680	$ 82,680	$ 65,712	$ 82,680	$ -	0.0%
795 COUNTY SCHOOL INDIRECT COST							
NON-RECURRING/NON-PROJECT	$ -	$ -	$ -	$ -	$ 1,881,148	$ (1,881,148)	
FUND TOTAL	$ -	$ -	$ -	$ -	$ 1,881,148	$ (1,881,148)	
DEPT TOTAL	$ 936,251	$ 875,567	$ 875,567	$ 622,965	$ 2,866,715	$ (1,991,148)	-227.4%
430 - TREASURER							
741 TAXPAYER INFORMATION							
OPERATING	$ -	$ 800,000	$ 800,000	$ 266,664	$ 800,000	$ -	0.0%
FUND TOTAL	$ -	$ 800,000	$ 800,000	$ 266,664	$ 800,000	$ -	0.0%
DEPT TOTAL	$ -	$ 800,000	$ 800,000	$ 266,664	$ 800,000	$ -	0.0%
500 - SHERIFF							
203 SHERIFF DONATIONS							
OPERATING	$ 4,114	$ 16,400	$ 16,400	$ 10,914	$ 25,800	$ (9,400)	-57.3%
FUND TOTAL	$ 4,114	$ 16,400	$ 16,400	$ 10,914	$ 25,800	$ (9,400)	-57.3%
212 SHERIFF RICO							
OPERATING	$ 1,099,789	$ 1,100,000	$ 1,100,000	$ 1,066,161	$ 1,155,000	$ (55,000)	-5.0%
FUND TOTAL	$ 1,099,789	$ 1,100,000	$ 1,100,000	$ 1,066,161	$ 1,155,000	$ (55,000)	-5.0%
214 SHERIFF JAIL ENHANCEMENT							
OPERATING	$ 1,457,148	$ 2,050,000	$ 2,050,000	$ 1,244,389	$ 2,205,000	$ (155,000)	-7.6%
FUND TOTAL	$ 1,457,148	$ 2,050,000	$ 2,050,000	$ 1,244,389	$ 2,205,000	$ (155,000)	-7.6%
252 INMATE SERVICES							
OPERATING	$ 10,067,889	$ 12,042,042	$ 16,042,042	$ 12,892,963	$ 16,812,421	$ (770,379)	-4.8%
NON-RECURRING/NON-PROJECT	-	-	-	-	2,300,000	(2,300,000)	
FUND TOTAL	$ 10,067,889	$ 12,042,042	$ 16,042,042	$ 12,892,963	$ 19,112,421	$ (3,070,379)	-19.1%
254 INMATE HEALTH SERVICES							
OPERATING	$ -	$ 149,715	$ 149,715	$ 49,904	$ 149,715	$ -	0.0%
NON-RECURRING/NON-PROJECT	-	-	-	-	150,000	(150,000)	
FUND TOTAL	$ -	$ 149,715	$ 149,715	$ 49,904	$ 299,715	$ (150,000)	-100.2%
255 DETENTION OPERATIONS							
OPERATING	$ 172,084,212	$ 196,533,189	$ 196,978,781	$ 195,919,267	$ 185,870,904	$ 11,107,877	5.6%
FUND TOTAL	$ 172,084,212	$ 196,533,189	$ 196,978,781	$ 195,919,267	$ 185,870,904	$ 11,107,877	5.6%
DEPT TOTAL	$ 184,713,152	$ 211,891,346	$ 216,336,938	$ 211,183,598	$ 208,668,840	$ 7,668,098	3.5%
ELECTED TOTAL	$ 213,145,234	$ 238,940,211	$ 244,937,255	$ 235,870,145	$ 239,671,304	$ 5,265,951	2.1%

Consolidated Expenditures by Fund Type/Department/Fund (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE OTHER							
APPOINTED							
150 - EMERGENCY MANAGEMENT							
207 PALO VERDE							
OPERATING	$ 302,130	$ 333,615	$ 368,615	$ 364,904	$ 354,560	$ 14,055	3.8%
FUND TOTAL	$ 302,130	$ 333,615	$ 368,615	$ 364,904	$ 354,560	$ 14,055	3.8%
OPERATING	$ 1,038,818	$ 750,269	$ 908,614	$ 782,754	$ 804,974	$ 103,640	11.4%
FUND TOTAL	$ 1,038,818	$ 750,269	$ 908,614	$ 782,754	$ 804,974	$ 103,640	11.4%
DEPT TOTAL	$ 1,340,947	$ 1,083,884	$ 1,277,229	$ 1,147,658	$ 1,159,534	$ 117,695	9.2%
260 - CORRECTIONAL HEALTH							
255 DETENTION OPERATIONS							
OPERATING	$ 43,246,284	$ 48,797,341	$ 48,802,468	$ 48,456,535	$ 49,084,489	$ (282,021)	-0.6%
NON-RECURRING/NON-PROJECT	-	-	-	-	145,460	(145,460)	
FUND TOTAL	$ 43,246,284	$ 48,797,341	$ 48,802,468	$ 48,456,535	$ 49,229,949	$ (427,481)	-0.9%
DEPT TOTAL	$ 43,246,284	$ 48,797,341	$ 48,802,468	$ 48,456,535	$ 49,229,949	$ (427,481)	-0.9%
300 - PARKS & RECREATION							
225 SPUR CROSS RANCH CONSERVATION							
OPERATING	$ 410,192	$ 692,638	$ 692,638	$ 439,446	$ 452,501	$ 240,137	34.7%
NON-RECURRING/NON-PROJECT	-	-	-	-	250,000	(250,000)	
FUND TOTAL	$ 410,192	$ 692,638	$ 692,638	$ 439,446	$ 702,501	$ (9,863)	-1.4%
239 PARKS SOUVENIR							
OPERATING	$ 128,731	$ 130,000	$ 130,000	$ 119,220	$ 130,000	$ -	0.0%
FUND TOTAL	$ 128,731	$ 130,000	$ 130,000	$ 119,220	$ 130,000	$ -	0.0%
240 LAKE PLEASANT RECREATION SVCS							
OPERATING	$ 1,760,588	$ 1,946,554	$ 2,456,443	$ 2,431,915	$ 1,803,630	$ 652,813	26.6%
NON-RECURRING/NON-PROJECT	-	-	-	-	40,000	(40,000)	
FUND TOTAL	$ 1,760,588	$ 1,946,554	$ 2,456,443	$ 2,431,915	$ 1,843,630	$ 612,813	24.9%
241 PARKS ENHANCEMENT FUND							
OPERATING	$ 2,603,993	$ 2,864,913	$ 3,057,712	$ 2,863,577	$ 3,035,409	$ 22,303	0.7%
NON-RECURRING/NON-PROJECT	-	-	-	-	2,980,794	(2,980,794)	
FUND TOTAL	$ 2,603,993	$ 2,864,913	$ 3,057,712	$ 2,863,577	$ 6,016,203	$ (2,958,491)	-96.8%
243 PARKS DONATIONS							
OPERATING	$ 37,304	$ 160,000	$ 996,104	$ 900,639	$ 108,000	$ 888,104	89.2%
FUND TOTAL	$ 37,304	$ 160,000	$ 996,104	$ 900,639	$ 108,000	$ 888,104	89.2%
DEPT TOTAL	$ 4,940,809	$ 5,794,105	$ 7,332,897	$ 6,754,797	$ 8,800,334	$ (1,467,437)	-20.0%
420 - JUSTICE SYSTEM PLANNING & INFO							
255 DETENTION OPERATIONS							
OPERATING	$ 1,512,029	$ 1,983,802	$ 1,913,044	$ 1,665,765	$ 1,695,804	$ 217,240	11.4%
FUND TOTAL	$ 1,512,029	$ 1,983,802	$ 1,913,044	$ 1,665,765	$ 1,695,804	$ 217,240	11.4%
DEPT TOTAL	$ 1,512,029	$ 1,983,802	$ 1,913,044	$ 1,665,765	$ 1,695,804	$ 217,240	11.4%
440 - PLANNING & DEVELOPMENT							
226 PLANNING AND DEVELOPMENT FEES							
OPERATING	$ 16,652,763	$ 17,061,480	$ 17,584,859	$ 14,857,980	$ 14,835,778	$ 2,749,081	15.6%
NON-RECURRING/NON-PROJECT	-	-	-	-	1,453,497	(1,453,497)	
FUND TOTAL	$ 16,652,763	$ 17,061,480	$ 17,584,859	$ 14,857,980	$ 16,289,275	$ 1,295,584	7.4%
235 DEL WEBB							
OPERATING	$ 127,953	$ 132,555	$ 132,555	$ 102,216	$ 77,236	$ 55,319	41.7%
FUND TOTAL	$ 127,953	$ 132,555	$ 132,555	$ 102,216	$ 77,236	$ 55,319	41.7%
DEPT TOTAL	$ 16,780,716	$ 17,194,035	$ 17,717,414	$ 14,960,196	$ 16,366,511	$ 1,350,903	7.6%

Consolidated Expenditures by Fund Type/Department/Fund (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE OTHER APPOINTED (cont'd)							
470 - NON-DEPARTMENTAL							
210 WASTE MANAGEMENT							
OPERATING	$ -	$ -	$ -	$ 41,905	$ -	$ -	
NON-RECURRING/NON-PROJECT	68,917	477,981	477,981	67,600	452,522	25,459	5.3%
FUND TOTAL	$ 68,917	$ 477,981	$ 477,981	$ 109,505	$ 452,522	$ 25,459	5.3%
255 DETENTION OPERATIONS							
OPERATING	$ 53,006,002	$ 51,292,796	$ 50,567,048	$ 18,270,221	$ 94,132,968	$ (43,565,920)	-86.2%
NON-RECURRING/NON-PROJECT	(5,175)	55,184,365	57,131,127	33,016,338	48,059,685	9,071,442	15.9%
4TH AVE JAIL- MAINTENANCE	-	-	-	-	514,000	(514,000)	
ANNUAL DET FAC MAINT PROGRAM	-	-	-	-	-	-	
BUILDING ASSESSMENT PROJECTS	25,000	-	-	-	-	-	
BUILDING SECURITY PROJECTS	122,798	250,000	250,000	202,656	200,000	50,000	20.0%
CODE COMPLIANCE RESERVE	64,527	250,000	250,000	224,360	200,000	50,000	20.0%
DATA EXCHANGES	1,120,278	1,929,428	1,929,428	1,872,706	-	1,929,428	100.0%
DURANGO JAIL	440,725	632,000	632,000	525,341	2,689,000	(2,057,000)	-325.5%
ENERGY MANAGEMENT STUDIES	57,490	100,000	100,000	78,800	250,000	(150,000)	-150.0%
ENVIRONMENTAL PROJECTS	-	150,000	150,000	121,472	215,000	(65,000)	-43.3%
ESTRELLA JAIL	662,055	3,503,908	3,510,007	2,708,846	1,619,000	1,891,007	53.9%
INMATE COURT HOLDING	-	400,000	400,000	351,456	100,000	300,000	75.0%
JUVENILE DETENTION BLDG	1,906,402	310,000	310,000	250,838	-	310,000	100.0%
LBJ COMPLEX	-	-	-	-	413,000	(413,000)	
LIFE/SAFETY PROJECTS	1,229,955	250,000	250,000	224,088	500,000	(250,000)	-100.0%
LOWER BUCKEYE JAIL	1,552,962	2,880,732	2,898,266	562,339	-	2,898,266	100.0%
NEW DETENTION FCLTY STARTUP	-	500,665	500,665	-	-	500,665	100.0%
PROJECT OVERHEAD	696,799	774,904	774,904	736,625	-	774,904	100.0%
PUP TENTS	27,063	346,150	827,482	661,982	-	827,482	100.0%
SE JUV INFRASTRUC IMPRVMTS	1,342,264	-	-	-	-	-	
TOWERS JAIL SVC BLDG	2,010,661	7,186,254	5,714,977	4,960,280	2,074,000	3,640,977	63.7%
FUND TOTAL	$ 64,259,806	$ 125,941,202	$ 126,195,904	$ 64,768,348	$ 150,966,653	$ (24,770,749)	-19.6%
DEPT TOTAL	$ 64,328,723	$ 126,419,183	$ 126,673,885	$ 64,877,853	$ 151,419,175	$ (24,745,290)	-19.5%
520 - PUBLIC DEFENDER							
209 PUBLIC DEFENDER TRAINING							
OPERATING	$ 395,104	$ 571,480	$ 558,323	$ 428,053	$ 545,353	$ 12,970	2.3%
FUND TOTAL	$ 395,104	$ 571,480	$ 558,323	$ 428,053	$ 545,353	$ 12,970	2.3%
262 PUBLIC DEFENDER FILL THE GAP							
OPERATING	$ 1,515,333	$ 1,630,600	$ 1,630,600	$ 1,505,143	$ 1,630,593	$ 7	0.0%
NON-RECURRING/NON-PROJECT	-	-	-	-	526,150	(526,150)	
FUND TOTAL	$ 1,515,333	$ 1,630,600	$ 1,630,600	$ 1,505,143	$ 2,156,743	$ (526,143)	-32.3%
DEPT TOTAL	$ 1,910,437	$ 2,202,080	$ 2,188,923	$ 1,933,196	$ 2,702,096	$ (513,173)	-23.4%
540 - LEGAL DEFENDER							
209 PUBLIC DEFENDER TRAINING							
OPERATING	$ 61,014	$ 75,794	$ 75,794	$ 75,795	$ 75,794	$ -	0.0%
FUND TOTAL	$ 61,014	$ 75,794	$ 75,794	$ 75,795	$ 75,794	$ -	0.0%
263 LEGAL DEFENDER FILL THE GAP							
OPERATING	$ 57,007	$ 59,000	$ 59,000	$ 58,999	$ 59,000	$ -	0.0%
FUND TOTAL	$ 57,007	$ 59,000	$ 59,000	$ 58,999	$ 59,000	$ -	0.0%
DEPT TOTAL	$ 118,021	$ 134,794	$ 134,794	$ 134,794	$ 134,794	$ -	0.0%
540 - LEGAL DEFENDER							
209 PUBLIC DEFENDER TRAINING							
OPERATING	$ 10,576	$ 12,500	$ 12,500	$ 9,500	$ 12,500	$ -	0.0%
FUND TOTAL	$ 10,576	$ 12,500	$ 12,500	$ 9,500	$ 12,500	$ -	0.0%
DEPT TOTAL	$ 10,576	$ 12,500	$ 12,500	$ 9,500	$ 12,500	$ -	0.0%
700 - FACILITIES MANAGEMENT							
255 DETENTION OPERATIONS							
OPERATING	$ 2,040,666	$ 3,035,485	$ 3,206,234	$ 3,090,085	$ 2,743,527	$ 462,707	14.4%
FUND TOTAL	$ 2,040,666	$ 3,035,485	$ 3,206,234	$ 3,090,085	$ 2,743,527	$ 462,707	14.4%
DEPT TOTAL	$ 2,040,666	$ 3,035,485	$ 3,206,234	$ 3,090,085	$ 2,743,527	$ 462,707	14.4%
710 - COMMUNICATIONS							
376 EVENTS CENTER OPERATIONS							
OPERATING	$ 26,097	$ 63,000	$ 87,050	$ 75,649	$ 75,000	$ 12,050	13.8%
FUND TOTAL	$ 26,097	$ 63,000	$ 87,050	$ 75,649	$ 75,000	$ 12,050	13.8%
DEPT TOTAL	$ 26,097	$ 63,000	$ 87,050	$ 75,649	$ 75,000	$ 12,050	13.8%

Consolidated Expenditures by Fund Type/Department/Fund (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE OTHER							
APPOINTED (cont'd)							
790 - ANIMAL CARE & CONTROL							
572 ANIMAL CONTROL LICENSE/SHELTER							
OPERATING	$ 5,775,301	$ 6,905,589	$ 6,913,220	$ 7,154,849	$ 8,156,441	$ (1,243,221)	-18.0%
NON-RECURRING/NON-PROJECT	-	-	-	-	51,000	(51,000)	
FUND TOTAL	$ 5,775,301	$ 6,905,589	$ 6,913,220	$ 7,154,849	$ 8,207,441	$ (1,294,221)	-18.7%
574 ANIMAL CONTROL FIELD OPERATION							
OPERATING	$ 2,994,418	$ 3,213,071	$ 3,213,071	$ 3,458,654	$ 2,962,071	$ 251,000	7.8%
NON-RECURRING/NON-PROJECT	-	-	-	-	192,000	(192,000)	
FUND TOTAL	$ 2,994,418	$ 3,213,071	$ 3,213,071	$ 3,458,654	$ 3,154,071	$ 59,000	1.8%
DEPT TOTAL	$ 8,769,719	$ 10,118,660	$ 10,126,291	$ 10,613,503	$ 11,361,512	$ (1,235,221)	-12.2%
850 - AIR QUALITY							
504 AIR QUALITY FEES							
OPERATING	$ 10,899,235	$ 12,393,623	$ 20,599,296	$ 19,103,167	$ 17,952,308	$ 2,646,988	12.8%
NON-RECURRING/NON-PROJECT	-	-	-	-	4,761,707	(4,761,707)	
FUND TOTAL	$ 10,899,235	$ 12,393,623	$ 20,599,296	$ 19,103,167	$ 22,714,015	$ (2,114,719)	-10.3%
DEPT TOTAL	$ 10,899,235	$ 12,393,623	$ 20,599,296	$ 19,103,167	$ 22,714,015	$ (2,114,719)	-10.3%
860 - PUBLIC HEALTH							
265 PUBLIC HEALTH FEES							
OPERATING	$ 3,442,636	$ 3,665,586	$ 4,725,330	$ 4,012,308	$ 4,774,809	$ (49,479)	-1.0%
NON-RECURRING/NON-PROJECT	-	-	-	-	326,258	(326,258)	
FUND TOTAL	$ 3,442,636	$ 3,665,586	$ 4,725,330	$ 4,012,308	$ 5,101,067	$ (375,737)	-8.0%
DEPT TOTAL	$ 3,442,636	$ 3,665,586	$ 4,725,330	$ 4,012,308	$ 5,101,067	$ (375,737)	-8.0%
880 - ENVIRONMENTAL SERVICES							
506 ENVIRONMTL SVCS ENV HEALTH							
OPERATING	$ 13,604,297	$ 17,653,685	$ 17,604,644	$ 16,849,391	$ 18,988,768	$ (1,384,124)	-7.9%
NON-RECURRING/NON-PROJECT	-	-	-	-	2,841,113	(2,841,113)	
FUND TOTAL	$ 13,604,297	$ 17,653,685	$ 17,604,644	$ 16,849,391	$ 21,829,881	$ (4,225,237)	-24.0%
DEPT TOTAL	$ 13,604,297	$ 17,653,685	$ 17,604,644	$ 16,849,391	$ 21,829,881	$ (4,225,237)	-24.0%
910 - PUBLIC WORKS							
232 TRANSPORTATION OPERATIONS							
OPERATING	$ 122,935,636	$ 123,435,644	$ 123,279,042	$ 120,649,808	$ 63,578,714	$ 59,700,328	48.4%
NON-RECURRING/NON-PROJECT	-	-	-	-	74,748,984	(74,748,984)	
FUND TOTAL	$ 122,935,636	$ 123,435,644	$ 123,279,042	$ 120,649,808	$ 138,327,698	$ (15,048,656)	-12.2%
290 WASTE TIRE							
OPERATING	$ 6,499,630	$ 6,844,916	$ 6,844,916	$ 6,345,793	$ 5,730,000	$ 1,114,916	16.3%
NON-RECURRING/NON-PROJECT	-	-	-	-	975,000	(975,000)	
FUND TOTAL	$ 6,499,630	$ 6,844,916	$ 6,844,916	$ 6,345,793	$ 6,705,000	$ 139,916	2.0%
580 SOLID WASTE MANAGEMENT							
OPERATING	$ 248,974	$ 1,557,209	$ 1,551,887	$ 1,350,745	$ 1,612,369	$ (60,482)	-3.9%
NON-RECURRING/NON-PROJECT	-	-	-	-	6,010,000	(6,010,000)	
FUND TOTAL	$ 248,974	$ 1,557,209	$ 1,551,887	$ 1,350,745	$ 7,622,369	$ (6,070,482)	-391.2%
988 PUBLIC WORKS FLOOD CONTROL							
OPERATING	$ -	$ -	$ -	$ -	$ 35,962,289	$ (35,962,289)	
FUND TOTAL	-	-	-	-	35,962,289	(35,962,289)	
DEPT TOTAL	$ 129,684,240	$ 131,837,769	$ 131,675,845	$ 128,346,346	$ 188,617,356	$ (56,941,511)	-43.2%
APPOINTED TOTAL	$ 302,655,432	$ 382,389,532	$ 394,077,844	$ 322,030,743	$ 483,963,055	$ (89,885,211)	-22.8%
SPECIAL REVENUE OTHER TOTAL	$ 575,942,345	$ 686,292,387	$ 704,544,589	$ 620,662,157	$ 791,047,183	$ (86,502,594)	-12.3%

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
DEBT SERVICE FUNDS							
APPOINTED							
470 - NON-DEPARTMENTAL							
320 COUNTY IMPROVEMENT DEBT							
OPERATING	$ 48,291,424	$ 13,810,516	$ 13,810,516	$ 9,669,696	$ 15,976,228	$ (2,165,712)	-15.7%
FUND TOTAL	$ 48,291,424	$ 13,810,516	$ 13,810,516	$ 9,669,696	$ 15,976,228	$ (2,165,712)	-15.7%
321 COUNTY IMPROVEMENT DEBT 2							
OPERATING	$ 68,818,587	$ 7,900,000	$ 7,900,000	$ 5,550,160	$ 7,413,380	$ 486,620	6.2%
FUND TOTAL	$ 68,818,587	$ 7,900,000	$ 7,900,000	$ 5,550,160	$ 7,413,380	$ 486,620	6.2%
DEPT TOTAL	$ 117,110,011	$ 21,710,516	$ 21,710,516	$ 15,219,856	$ 23,389,608	$ (1,679,092)	-7.7%
APPOINTED TOTAL	$ 117,110,011	$ 21,710,516	$ 21,710,516	$ 15,219,856	$ 23,389,608	$ (1,679,092)	-7.7%

Consolidated Expenditures by Fund Type/Department/Fund (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERNAL SERVICE FUNDS							
APPOINTED							
350 - EMPLOYEE HEALTH INITIATIVES							
601 CMG HIGH OPTION							
OPERATING	$ -	$ 35,852,089	$ 35,852,089	$ 33,397,373	$ 38,565,052	$ (2,712,963)	-7.6%
FUND TOTAL	$ -	$ 35,852,089	$ 35,852,089	$ 33,397,373	$ 38,565,052	$ (2,712,963)	-7.6%
602 CMG LOW OPTION							
OPERATING	$ -	$ 1,045,601	$ 1,045,601	$ 1,367,921	$ 1,736,357	$ (690,756)	-66.1%
FUND TOTAL	$ -	$ 1,045,601	$ 1,045,601	$ 1,367,921	$ 1,736,357	$ (690,756)	-66.1%
603 OAP IN							
OPERATING	$ -	$ 19,367,538	$ 19,367,538	$ 15,589,805	$ 18,217,871	$ 1,149,667	5.9%
FUND TOTAL	$ -	$ 19,367,538	$ 19,367,538	$ 15,589,805	$ 18,217,871	$ 1,149,667	5.9%
604 OAP HIGH OPTION							
OPERATING	$ -	$ 27,583,057	$ 27,583,057	$ 25,494,630	$ 32,384,265	$ (4,801,208)	-17.4%
FUND TOTAL	$ -	$ 27,583,057	$ 27,583,057	$ 25,494,630	$ 32,384,265	$ (4,801,208)	-17.4%
605 OAP LOW OPTION							
OPERATING	$ -	$ 1,124,588	$ 1,124,588	$ 1,107,843	$ 1,640,272	$ (515,684)	-45.9%
FUND TOTAL	$ -	$ 1,124,588	$ 1,124,588	$ 1,107,843	$ 1,640,272	$ (515,684)	-45.9%
606 CHOICE FUND H.S.A.							
OPERATING	$ -	$ 68,604	$ 68,604	$ 873,351	$ 460,207	$ (391,603)	-570.8%
FUND TOTAL	$ -	$ 68,604	$ 68,604	$ 873,351	$ 460,207	$ (391,603)	-570.8%
607 FI DENTAL PPO							
OPERATING	$ -	$ 5,722,570	$ 5,722,570	$ 5,674,396	$ 5,942,253	$ (219,683)	-3.8%
FUND TOTAL	$ -	$ 5,722,570	$ 5,722,570	$ 5,674,396	$ 5,942,253	$ (219,683)	-3.8%
608 COINSURANCE							
OPERATING	$ -	$ 15,647,088	$ 15,647,088	$ 11,697,354	$ 15,586,712	$ 60,376	0.4%
FUND TOTAL	$ -	$ 15,647,088	$ 15,647,088	$ 11,697,354	$ 15,586,712	$ 60,376	0.4%
609 CONSUMER CHOICE							
OPERATING	$ -	$ 2,358,585	$ 2,358,585	$ 1,574,628	$ 2,550,358	$ (191,773)	-8.1%
FUND TOTAL	$ -	$ 2,358,585	$ 2,358,585	$ 1,574,628	$ 2,550,358	$ (191,773)	-8.1%
610 70% STD							
OPERATING	$ -	$ 1,884,823	$ 1,884,823	$ 1,653,660	$ 2,069,203	$ (184,380)	-9.8%
FUND TOTAL	$ -	$ 1,884,823	$ 1,884,823	$ 1,653,660	$ 2,069,203	$ (184,380)	-9.8%
611 60% STD							
OPERATING	$ -	$ 547,974	$ 547,974	$ 258,548	$ 651,142	$ (103,168)	-18.8%
FUND TOTAL	$ -	$ 547,974	$ 547,974	$ 258,548	$ 651,142	$ (103,168)	-18.8%
612 50% STD							
OPERATING	$ -	$ 596,675	$ 596,675	$ 202,578	$ 768,660	$ (171,985)	-28.8%
FUND TOTAL	$ -	$ 596,675	$ 596,675	$ 202,578	$ 768,660	$ (171,985)	-28.8%
613 40% STD							
OPERATING	$ -	$ 465,815	$ 465,815	$ 118,439	$ 594,994	$ (129,179)	-27.7%
FUND TOTAL	$ -	$ 465,815	$ 465,815	$ 118,439	$ 594,994	$ (129,179)	-27.7%
614 BEHAVIORAL HEALTH							
OPERATING	$ -	$ 2,289,637	$ 2,289,637	$ 1,449,594	$ 2,658,521	$ (368,884)	-16.1%
FUND TOTAL	$ -	$ 2,289,637	$ 2,289,637	$ 1,449,594	$ 2,658,521	$ (368,884)	-16.1%
615 WELLNESS							
OPERATING	$ -	$ 392,832	$ 392,832	$ 784,283	$ 806,304	$ (413,472)	-105.3%
FUND TOTAL	$ -	$ 392,832	$ 392,832	$ 784,283	$ 806,304	$ (413,472)	-105.3%
616 CONTRACT ADMINISTRATION							
OPERATING	$ -	$ 469,017	$ 457,292	$ 277,508	$ 419,092	$ 38,200	8.4%
FUND TOTAL	$ -	$ 469,017	$ 457,292	$ 277,508	$ 419,092	$ 38,200	8.4%
617 MEDICAL INCENTIVE/PENALTIES							
OPERATING	$ -	$ 1,001,088	$ 1,001,088	$ 1,000,000	$ -	$ 1,001,088	100.0%
NON-RECURRING/NON-PROJECT	-	-	-	-	1,000,000	(1,000,000)	
FUND TOTAL	$ -	$ 1,001,088	$ 1,001,088	$ 1,000,000	$ 1,000,000	$ 1,088	0.1%
618 BENEFIT ADMINISTRATION							
OPERATING	$ -	$ 2,796,091	$ 2,848,165	$ 2,553,633	$ 3,026,622	$ (178,457)	-6.3%
FUND TOTAL	$ -	$ 2,796,091	$ 2,848,165	$ 2,553,633	$ 3,026,622	$ (178,457)	-6.3%
621 FLEX SPENDING HEALTH							
OPERATING	$ -	$ 2,160,460	$ 2,160,460	$ 1,771,875	$ 1,994,563	$ 165,897	7.7%
FUND TOTAL	$ -	$ 2,160,460	$ 2,160,460	$ 1,771,875	$ 1,994,563	$ 165,897	7.7%
622 FLEX SPENDING DEP CARE							
OPERATING	$ -	$ 926,820	$ 926,820	$ 707,149	$ 725,872	$ 200,948	21.7%
FUND TOTAL	$ -	$ 926,820	$ 926,820	$ 707,149	$ 725,872	$ 200,948	21.7%
623 VISION							
OPERATING	$ -	$ 1,346,502	$ 1,346,502	$ 1,268,965	$ 1,477,962	$ (131,460)	-9.8%
FUND TOTAL	$ -	$ 1,346,502	$ 1,346,502	$ 1,268,965	$ 1,477,962	$ (131,460)	-9.8%

Consolidated Expenditures by Fund Type/Department/Fund (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERNAL SERVICE FUNDS (cont'd)							
APPOINTED (cont'd)							
350 - EMPLOYEE HEALTH INITIATIVES (cont'd)							
624 STAND ALONE VISION							
OPERATING	$ -	$ 92,524	$ 92,524	$ -	$ 94,074	$ (1,550)	-1.7%
FUND TOTAL	$ -	$ 92,524	$ 92,524	$ -	$ 94,074	$ (1,550)	-1.7%
625 FI PREPAID DENTAL							
OPERATING	$ -	$ 719,709	$ 719,709	$ 629,433	$ 658,626	$ 61,083	8.5%
FUND TOTAL	$ -	$ 719,709	$ 719,709	$ 629,433	$ 658,626	$ 61,083	8.5%
626 FI LIFE & AD&D							
OPERATING	$ -	$ 986,813	$ 986,813	$ 894,663	$ 1,065,588	$ (78,775)	-8.0%
FUND TOTAL	$ -	$ 986,813	$ 986,813	$ 894,663	$ 1,065,588	$ (78,775)	-8.0%
627 SUPPLEMENTAL LIFE							
OPERATING	$ -	$ 3,452,646	$ 3,452,646	$ 2,985,520	$ 4,105,572	$ (652,926)	-18.9%
FUND TOTAL	$ -	$ 3,452,646	$ 3,452,646	$ 2,985,520	$ 4,105,572	$ (652,926)	-18.9%
628 EMPLOYEE ASSISTANCE							
OPERATING	$ -	$ 210,264	$ 210,264	$ 205,749	$ 217,224	$ (6,960)	-3.3%
FUND TOTAL	$ -	$ 210,264	$ 210,264	$ 205,749	$ 217,224	$ (6,960)	-3.3%
629 SI DENTAL							
OPERATING	$ -	$ 2,671,409	$ 2,671,409	$ 2,701,033	$ 3,280,311	$ (608,902)	-22.8%
FUND TOTAL	$ -	$ 2,671,409	$ 2,671,409	$ 2,701,033	$ 3,280,311	$ (608,902)	-22.8%
630 DEPENDENT LIFE							
OPERATING	$ -	$ 641,505	$ 641,505	$ 422,263	$ 394,414	$ 247,091	38.5%
FUND TOTAL	$ -	$ 641,505	$ 641,505	$ 422,263	$ 394,414	$ 247,091	38.5%
631 VOLUNTARY BENEFITS							
OPERATING	$ -	$ 395,184	$ 395,184	$ 253,957	$ 507,318	$ (112,134)	-28.4%
FUND TOTAL	$ -	$ 395,184	$ 395,184	$ 253,957	$ 507,318	$ (112,134)	-28.4%
632 CIGNA FOR SENIORS							
OPERATING	$ -	$ 627,300	$ 627,300	$ 542,786	$ 487,080	$ 140,220	22.4%
FUND TOTAL	$ -	$ 627,300	$ 627,300	$ 542,786	$ 487,080	$ 140,220	22.4%
652 HS SELF-INSURED TRUST FUND							
OPERATING	$ 1,376,615	$ -	$ -	$ -	$ -	$ -	
NON-RECURRING/NON-PROJECT	-	-	-	3,000,000	-	-	
FUND TOTAL	$ 1,376,615	$ -	$ -	$ 3,000,000	$ -	$ -	
685 BENEFITS TRUST							
OPERATING	$ 15,471,611	$ -	$ -	$ -	$ -	$ -	
FUND TOTAL	$ 15,471,611	$ -	$ -	$ -	$ -	$ -	
DEPT TOTAL	$ 16,848,226	$ 133,444,808	$ 133,485,157	$ 120,458,937	$ 144,086,489	$ (10,601,332)	-7.9%
410 - ENTERPRISE TECHNOLOGY							
681 TELECOMMUNICATIONS							
OPERATING	$ 19,117,189	$ 15,669,264	$ 16,560,159	$ 18,534,212	$ 16,101,153	$ 459,006	2.8%
NON-RECURRING/NON-PROJECT	-	-	-	-	1,800,000	(1,800,000)	
FUND TOTAL	$ 19,117,189	$ 15,669,264	$ 16,560,159	$ 18,534,212	$ 17,901,153	$ (1,340,994)	-8.1%
DEPT TOTAL	$ 19,117,189	$ 15,669,264	$ 16,560,159	$ 18,534,212	$ 17,901,153	$ (1,340,994)	-8.1%
730 - MATERIALS MANAGEMENT							
673 REPROGRAPHICS							
OPERATING	$ 937,652	$ 1,133,790	$ 1,105,445	$ 1,124,123	$ 983,793	$ 121,652	11.0%
FUND TOTAL	$ 937,652	$ 1,133,790	$ 1,105,445	$ 1,124,123	$ 983,793	$ 121,652	11.0%
DEPT TOTAL	$ 937,652	$ 1,133,790	$ 1,105,445	$ 1,124,123	$ 983,793	$ 121,652	11.0%
740 - EQUIPMENT SERVICES							
654 EQUIPMENT SERVICES							
OPERATING	$ 14,091,900	$ 12,388,440	$ 12,398,883	$ 15,021,921	$ 13,522,007	$ (1,123,124)	-9.1%
NON-RECURRING/NON-PROJECT	-	-	-	-	460,000	(460,000)	
FUND TOTAL	$ 14,091,900	$ 12,388,440	$ 12,398,883	$ 15,021,921	$ 13,982,007	$ (1,583,124)	-12.8%
DEPT TOTAL	$ 14,091,900	$ 12,388,440	$ 12,398,883	$ 15,021,921	$ 13,982,007	$ (1,583,124)	-12.8%
750 - RISK MANAGEMENT							
675 RISK MANAGEMENT							
OPERATING	$ 33,044,614	$ 35,893,572	$ 35,886,326	$ 35,409,900	$ 38,624,251	$ (2,737,925)	-7.6%
FUND TOTAL	$ 33,044,614	$ 35,893,572	$ 35,886,326	$ 35,409,900	$ 38,624,251	$ (2,737,925)	-7.6%
DEPT TOTAL	$ 33,044,614	$ 35,893,572	$ 35,886,326	$ 35,409,900	$ 38,624,251	$ (2,737,925)	-7.6%
INTERNAL SERVICE TOTAL	$ 84,039,581	$ 198,529,874	$ 199,435,970	$ 190,549,093	$ 215,577,693	$ (16,141,723)	-8.1%

Consolidated Expenditures by Fund Type/Department/Fund (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CAPITAL PROJECTS FUNDS							
APPOINTED							
470 - NON-DEPARTMENTAL							
422 INTERGOVERNMENTAL CAP PROJ							
OPERATING	$ 1,385,321	$ -	$ -	$ -	$ -	$ -	
BUCKEYE HILLS SHOOTING RANGE	3,701,553	9,351,324	6,649,771	4,394,041	1,500,000	5,149,771	77.4%
DWNTWN CONSOLIDATD JSTICE CRTS	2,594,765	-	-	-	-	-	
MARICOPA REGIONAL TRAIL SYSTEM	-	-	836,104	836,104	-	836,104	100.0%
MCDOWELL TRACK COMFORT STATION	235,933	-	-	-	-	-	
NEW RIVER TRANSFER STATION	-	-	-	-	975,000	(975,000)	
NON-RECURRING/NON-PROJECT	-	-	4,183,962	4,183,962	-	4,183,962	100.0%
RAINBOW VALLEY TRANSFER STATION	-	-	-	-	975,000	(975,000)	
VISITOR CTRS & AMPHITHEATERS	-	-	474,889	-	-	474,889	100.0%
FUND TOTAL	$ 7,917,572	$ 9,351,324	$ 12,144,726	$ 9,414,107	$ 3,450,000	$ 8,694,726	71.6%
423 HUMAN SERVICES CAMPUS/NON CNTY							
OPERATING	$ 373,870	$ -	$ -	$ -	$ -	$ -	
HUMAN SERVICES CAMPUS	2,776,260	-	-	-	-	-	
FUND TOTAL	$ 3,150,131	$ -	$ -	$ -	$ -	$ -	
435 COUNTY IMPROVEMENT							
DWNTWN CONSOLIDATD JSTICE CRTS	$ 999,953	$ -	$ -	$ -	$ -	$ -	
HUMAN SERVICES CAMPUS	-	143,166	82,881	-	-	82,881	100.0%
PUBLIC HEALTH CLINIC	183,100	-	-	-	-	-	
SAN TAN CONSOL JUSTICE CRT	2,026,057	-	-	-	-	-	
SOUTHEAST CONSOL JUSTICE CRT	119,072	-	-	-	-	-	
FUND TOTAL	$ 3,328,183	$ 143,166	$ 82,881	$ -	$ -	$ 82,881	100.0%
440 FINANCING SERIES 2007							
OPERATING	$ 1,209,494	$ -	$ -	$ -	$ -	$ -	
CENTRAL COURT BUILDING	71,272	9,526,910	9,522,728	3,020,597	7,556,380	1,966,348	20.6%
DURANGO ANIMAL CARE & CONTROL	2,919,950	15,730,000	14,010,050	14,594,735	300,000	13,710,050	97.9%
ONE WEST MADISON	3,084,311	-	-	-	-	-	
SAN TAN CONSOL JUSTICE CRT	6,668,350	826,246	272,902	264,004	-	272,902	100.0%
SOUTHEAST CONSOL JUSTICE CRT	2,450,648	37,687,527	38,036,879	19,289,548	59,770,396	(21,733,517)	-57.1%
SOUTHWEST CONSOL JUSTICE CRT	11,430,607	24,838,735	382,152	404,883	-	382,152	100.0%
FUND TOTAL	$ 27,834,632	$ 88,609,418	$ 62,224,711	$ 37,573,767	$ 67,626,776	$ (5,402,065)	-8.7%
441 FINANCING SERIES 2008							
COURT TOWER	$ 33,617	$ 22,075,189	$ 23,841,572	$ 6,490,408	$ 55,213,727	$ (31,372,155)	-131.6%
DURANGO 911 AND CRIME LAB	-	1,342,857	1,342,857	737,407	11,908,300	(10,565,443)	-786.8%
FUND TOTAL	$ 33,617	$ 23,418,046	$ 25,184,429	$ 7,227,815	$ 67,122,027	$ (41,937,598)	-166.5%
445 GENERAL FUND CTY IMPROV							
OPERATING	$ 58,240,485	$ -	$ -	$ -	$ -	$ -	
ENTRY STATIONS, MONUMENTS & RR	1,458,435	60,000	113,407	113,406	-	113,407	100.0%
BUCKEYE HILLS SHOOTING RANGE	-	8,100,000	8,100,000	8,057,259	-	8,100,000	100.0%
CHAMBERS BLDG BASEMENT REMODEL	-	-	-	-	1,200,000	(1,200,000)	
CHAMBERS BUILDING	10,554,122	-	-	-	-	-	
COURT TOWER	775,282	-	24,718	19,774	-	24,718	100.0%
DWNTWN CONSOLIDATD JSTICE CRTS	4,091,267	1,310,662	1,211,370	82,533	-	1,211,370	100.0%
EMERGENCY SVCS HVAC UPGRADES	-	-	-	-	550,000	(550,000)	
ESTRELLA CAMPGROUND DESIGN	74,278	20,000	-	6,664	-	-	
ESTRELLA MTN IRRIGATION SYSTEM	622,974	-	-	-	-	-	
HUMAN SERVICES CAMPUS	362,537	277,890	277,375	99,999	-	277,375	100.0%
LB CENT PLANT CHILLED WATER	-	-	-	-	2,484,959	(2,484,959)	
MARICOPA REGIONAL TRAIL SYSTEM	474,073	1,025,114	1,071,086	842,505	1,692,086	(621,000)	-58.0%
MCDOWELL TRACK COMFORT STATION	61,408	-	-	-	-	-	
NON-RECURRING/NON-PROJECT	-	6,775,900	6,775,900	6,775,900	6,252,339	523,561	7.7%
NW CONSOLIDATED JUSTICE COURTS	(0)	-	-	-	-	-	
OLD ACC BUILDING DEMO	-	-	-	-	250,000	(250,000)	
PARKS SYSTEM MASTER PLAN	200,923	275,200	284,277	143,661	212,344	71,933	25.3%
PLAYGROUND SHADE STRUCTURES	362,129	-	-	-	-	-	
PUBLIC HEALTH GENERATOR	-	-	-	-	325,000	(325,000)	
RESTROOM PROJECTS PHASE 3	286,196	1,241,084	1,367,394	1,403,829	-	1,367,394	100.0%
SAGUARO LAKE AID STATION	-	-	-	-	750,000	(750,000)	
SAN TAN CONSOL JUSTICE CRT	256,562	-	-	-	-	-	
SECURITY BLDG PLUMBING UPGRADE	-	-	-	-	760,000	(760,000)	
SECURITY BUILDING	6,375,347	8,162,257	5,734,129	4,636,340	3,109,314	2,624,815	45.8%
SHERIFF COURT REMODEL	-	-	-	-	2,433,900	(2,433,900)	
SUNNYSLOPE PROB FACILITY	-	-	1,400,000	1,274,327	-	1,400,000	100.0%
USERY MTN WATER SYSTEM	681,898	-	-	-	-	-	
VISITOR CTRS & AMPHITHEATERS	414,586	6,280,769	6,655,035	2,813,073	4,306,859	2,348,176	35.3%
VULTURE MOUNTAIN	-	100,000	100,000	33,332	100,000	-	0.0%
FUND TOTAL	$ 85,292,503	$ 33,628,876	$ 33,114,691	$ 26,302,602	$ 24,426,801	$ 8,687,890	26.2%

Consolidated Expenditures by Fund Type/Department/Fund (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CAPITAL PROJECTS FUNDS (cont'd)							
APPOINTED (cont'd)							
470 - NON-DEPARTMENTAL (cont'd)							
455 DETENTION CAPITAL PROJECTS							
4TH AVENUE JAIL	$ 36,708	$ -	$ -	$ -	$ -	$ -	
JUVENILE DURANGO	8,993,646	7,279,390	378,432	205,086	-	378,432	100.0%
LB FOOD FACTORY BOILER ROOM	-	-	-	-	137,000	(137,000)	
LB LAUNDRY DUST COLLECTION	-	-	-	-	314,000	(314,000)	
LOWER BUCKEYE JAIL	178,910	-	-	-	-	-	
MADISON ST JAIL RENOVATIONS	29,905	-	-	-	-	-	
PROJECT RESERVE	-	34,149,563	34,149,563	11,383,187	-	34,149,563	100.0%
PUP TENTS RESTROOM BLDG	-	-	-	-	500,000	(500,000)	
RETHERM FOOD DELIVERY SYSTEM	-	5,000,000	5,000,000	111,781	5,000,000	-	0.0%
FUND TOTAL	$ 9,239,169	$ 46,428,953	$ 39,527,995	$ 11,700,054	$ 5,951,000	$ 33,576,995	84.9%
DEPT TOTAL	$ 136,795,807	$ 201,579,783	$ 172,279,433	$ 92,218,345	$ 168,576,604	$ 3,702,829	2.1%
910 - PUBLIC WORKS							
234 TRANSPORTATION CAPITAL PROJECT							
OPERATING	$ (257)	$ -	$ -	$ (53)	$ -	$ -	
115TH AVE BRIDGE AT GILA RIVER	174	500	500	81	-	500	100.0%
43RD AVE: SOUTHERN TO BROADWAY	323,032	10,000	2,510,395	2,409,156	-	2,510,395	100.0%
51ST AVE: BROADWAY - BASELINE	2,934,697	1,000	1,000	-	-	1,000	100.0%
67TH AVE: PINNACLE P - HAPPY V	377,267	-	-	-	-	-	
75TH AVE: MC 85 - VAN BUREN	2,653,635	-	-	-	-	-	
99TH AVE AT PALMERAS	645,488	-	-	-	-	-	
99TH AVE MCDOWELL TO GLENDALE	-	-	10,000	2,000	-	10,000	100.0%
ALABAMA AT 111TH AVE	430,766	-	-	-	-	-	
APACHE BL BRIDGE/TEMPE CANAL	68	-	-	-	-	-	
AZTCH SMART CORRIDORS PH III	192,893	2,160,000	2,160,000	1,773,245	-	2,160,000	100.0%
BEARDSLEY RD @ AGUA FRIA RIVER	47,129	-	-	-	-	-	
BELL RD AT R H JOHNSON	1,229,853	500	500	926	-	500	100.0%
BELL RD: SR 303 -L101 ITS IMP	633,276	500	500	6,789	-	500	100.0%
BETHANY HOME RD @ DYSART RD	(3,692)	-	-	-	-	-	
BRIDGE PRESERVATION	531,831	1,627,500	1,345,500	202,158	3,290,000	(1,944,500)	-144.5%
CAMELBACK AT WIGWAM CREEK BLVD	259,986	-	-	-	-	-	
CAMELBACK RD AT LITCHFIELD RD	89,336	-	-	-	-	-	
CAMINO DEL SOL AT SPANISH GDN	113,911	420,000	720,000	465,803	-	720,000	100.0%
CAVE CRK LONE MT- CRFREE HWY	-	500	500	-	-	500	100.0%
CHAND HGTS AT SANOKI WASH	176,351	3,122,500	3,282,500	3,609,957	-	3,282,500	100.0%
CHAND HGTS: CULVER AT E CANAL	7,923	-	4,500	4,240	-	4,500	100.0%
CHANDLER HTS RD @ 124TH ST	7,178	88,800	255,000	197,998	-	255,000	100.0%
COTTON LANE AT MCDOWELL	341,892	-	-	-	-	-	
COTTON LN BRIDGE @ GILA RIVER	36,172,952	16,800,000	23,865,620	24,078,606	-	23,865,620	100.0%
COUNTY ARTERIALS	4,948,345	14,853,750	17,364,785	19,114,853	27,490,000	(10,125,215)	-58.3%
DEER VALLEY @AGUA FRIA RIVER	7,914	-	-	-	-	-	
DEER VALLEY RD: 83RD - 91ST AV	6,236	-	-	-	-	-	
DEL WEBB BLVD AT 99TH AVE	4,939	175,000	175,000	584,508	-	175,000	100.0%
DESERT HILLS @ SKUNK CREEK	76,392	10,000	10,000	25,202	-	10,000	100.0%
DUST MITIGATION	352,561	902,000	735,800	754,828	10,885,500	(10,149,700)	-1379.4%
DYNAMITE BLVD: CC RD - 56TH ST	163,099	-	40,500	-	-	40,500	100.0%
DYSART BRIDGE @ COLTER CHANNEL	378,883	-	-	-	-	-	
ELLSWORTH GERMAN - BASELINE	15,211,732	500	298,819	341,806	-	298,819	100.0%
ELLSWORTH: HUNT TO CHNDLR HTS	55	-	-	-	-	-	
ELLSWORTH: UIV - MCLELLAN	2,350,882	500	2,000	148,694	-	2,000	100.0%
ESTRELLA INTERIM LOOP 303II	4,513	-	5,000	1,831	-	5,000	100.0%
GILBERT RD: LOOP 202 - PECOS	815,000	-	-	-	-	-	
GILBERT RD:MCDOWELL - SR 87	431,306	-	20,000	645	-	20,000	100.0%
HONDA BOW: 7TH AVE TO 11TH AVE	6,114	-	-	-	-	-	
HUNT HWY AT HAWES	1,614,359	-	-	-	-	-	
INDIAN SCHOOL AT OLD LITCHFIEL	278,112	-	-	-	-	-	
INTELLIGENT TRANS SYST (ITS)	-	-	-	-	1,510,000	(1,510,000)	

Consolidated Expenditures by Fund Type/Department/Fund (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CAPITAL PROJECTS FUNDS (cont'd)							
APPOINTED (cont'd)							
910 - PUBLIC WORKS (cont'd)							
234 TRANSPORTATION CAPITAL PROJECT (cont'd)							
LOWER BUCKEYE RD @ 67TH AVE	$ 31,551	$ -	$ 88,000	$ 87,760	$ -	$ 88,000	100.0%
MAG ALCP PROJECTS	3,279,367	16,630,000	16,535,000	10,335,504	16,780,000	(245,000)	-1.5%
MC 85 AT 83/91/99/107&115TH AV	159,020	-	-	-	-	-	
MC85 AT 119TH AVE	108,467	-	-	-	-	-	
MC85 AT AGUA FRIA/FIRE ASSESS	-	-	92,500	76,396	-	92,500	100.0%
MC85 AT EL MIRAGE	328,909	-	-	-	-	-	
MC85: JACKRABBIT - PERRYVILLE	689	-	-	-	-	-	
MC85: PERRYVILLE - COTTON LN	6,407	-	-	-	-	-	
MC85:SR85/75TH AV	77,363	-	-	-	-	-	
MCDOWELL: SHOULDERS WIDENING	5,975	595,000	1,595,000	1,556,841	-	1,595,000	100.0%
MCQUEEN RD: QUEEN CK - PECOS	1,527,545	-	-	-	-	-	
MEEKER AT CAMINO DEL SOL	393,823	-	12,000	11,378	-	12,000	100.0%
MEEKER AT TRAIL RD/ALEPPO	513,261	-	-	-	-	-	
MERIDIAN RD	-	-	50,000	2,816	-	50,000	100.0%
MINGUS AT 25TH AVENUE	31,690	430,000	430,000	368,610	-	430,000	100.0%
NORTHERN AVE @ 107TH AVE	735,147	-	-	-	-	-	
NORTHERN AVE AT EL MIRAGE RD	363,229	680,000	680,000	627,444	-	680,000	100.0%
NORTHERN AVE AT REEMS RD	95,672	587,500	587,500	607,530	-	587,500	100.0%
OCOTILLO RD: EOM - PALO VERDE	200,000	-	300,500	300,282	-	300,500	100.0%
OLD STAGE: N RVR - COYOTE PASS	9,631	-	4,500	97,546	-	4,500	100.0%
OLIVE AT 103RD AVE	280,872	-	-	-	-	-	
OLIVE AT LITCHFIELD RD	308,350	-	3,000	-	-	3,000	100.0%
OLIVE AT REEMS	241	-	1,133,000	880,958	-	1,133,000	100.0%
OLIVE AVE @ BEARDSLEY CANAL	119,394	100,000	100,000	-	-	100,000	100.0%
OLIVE AVE AT 114TH AVE	102,434	275,000	266,000	216,928	-	266,000	100.0%
OLIVE AVE AT AGUA FRIA	-	-	10,000	140	-	10,000	100.0%
PARTNERSHIP SUPPORT	3,105,435	2,426,000	3,977,500	3,359,410	10,011,000	(6,033,500)	-151.7%
PAVEMENT PRESERVATION	54,413	710,000	3,740,000	1,693,157	6,280,000	(2,540,000)	-67.9%
PEORIA AT LITCHFIELD RD	612,836	-	-	-	-	-	
PINNACLE PK AT 83RD & 91ST AVE	455,016	1,315,000	1,315,000	610,756	-	1,315,000	100.0%
PM10 PROGRAM	541,550	1,006,000	1,006,000	996,982	-	1,006,000	100.0%
PM10: (PH3) NE AREA	264,178	-	-	-	-	-	
PM10: (PH4) IN NORTH VALLEY	1,599,084	500	500	25,833	-	500	100.0%
PM10: (PH4) IN SE VALLEY	572,932	1,070,000	1,070,000	287,542	-	1,070,000	100.0%
PM10: (PH4) IN SW VALLEY	361,997	500	500	344	-	500	100.0%
PNCL PK: LK PLEASNT - 83RD AVE	950,499	-	56,500	76,144	-	56,500	100.0%
POWER RD: ELLIOT TO GUADALUPE	-	455,000	455,000	3,833	-	455,000	100.0%
R H JOHNSON AT MEEKER	352,435	-	91,500	92,194	-	91,500	100.0%
R.H. JOHNSON AT STARDUST	522,525	-	-	-	-	-	
RAINBOW RD BRIDGE:BUCKEYE CNL	126,217	800,000	890,000	1,039,376	-	890,000	100.0%
RIGGS RD @ SR347	-	-	13,000	12,607	-	13,000	100.0%
RIGHT-OF-WAY	483,091	450,000	582,500	995,591	2,150,000	(1,567,500)	-269.1%
SAFETY PROJECTS	-	-	-	-	580,000	(580,000)	
SIGNAL MODERNIZATION SC 1	1,004,309	-	-	-	-	-	
SIGNAL MODERNIZATION SC/SCW 2	540,568	-	-	-	-	-	
SONOMA AT DYSART	324,274	-	-	-	-	-	
SR303 AT WADDELL	696,291	-	69,500	31,459	-	69,500	100.0%
SR303 RAMP AT GRAND	48,064	-	-	-	-	-	
SUN CITY MILL & OVERLAY: PH 1	1,105,166	-	-	-	-	-	
SUN VALLEY PKWY CORRIDOR STUDY	5,342	-	-	-	-	-	
TRAFFIC IMPROVEMENTS	330,592	3,155,700	3,977,800	2,285,306	11,545,500	(7,567,700)	-190.2%
TRAFFIC SIGNAL IMPROVEMENT 2	41,441	310,000	350,000	444,896	-	350,000	100.0%
TRAFFIC SIGNAL IMPROVEMENT 6	12,071	376,000	376,000	478,921	-	376,000	100.0%
TRAFFIC SIGNAL IMPROVEMENT 9	3,066	10,000	35,000	56,155	-	35,000	100.0%
TRANSPORTATION ADMINISTRATION	1,324,490	23,195,184	2,039,215	866,728	12,525,000	(10,485,785)	-514.2%
TRANSPORTATION PLANNING	2,153,795	2,400,000	2,100,000	1,974,518	1,630,000	470,000	22.4%
UNION HILLS MULTI-USE PATH	61,726	240,000	550,000	612,061	-	550,000	100.0%
VAL VISTA: THOMAS TO SOUTHERN	172	405,000	405,000	-	-	405,000	100.0%
WARNER RD AT POWER RD	485,643	-	-	-	-	-	
WILLIAMS FLD AT HIGLEY	41,014	810,000	810,000	868,681	-	810,000	100.0%
FUND TOTAL	$ 100,675,400	$ 98,605,934	$ 98,605,934	$ 85,705,900	$ 104,677,000	$ (6,071,066)	-6.2%
DEPT TOTAL	$ 100,675,400	$ 98,605,934	$ 98,605,934	$ 85,705,900	$ 104,677,000	$ (6,071,066)	-6.2%
CAPITAL PROJECTS TOTAL	$ 237,471,207	$ 300,185,717	$ 270,885,367	$ 177,924,245	$ 273,253,604	$ (2,368,237)	-0.9%

Consolidated Expenditures by Fund Type/Department/Fund (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ELIMINATIONS							
APPOINTED							
300 - PARKS & RECREATION							
900 ELIMINATIONS							
OPERATING	$ (69,890)	$ (69,850)	$ (69,850)	$ (70,965)	$ -	$ (69,850)	100.0%
NON-RECURRING/NON-PROJECT	-	-	-	-	(64,630)	64,630	
DEPT TOTAL	$ (69,890)	$ (69,850)	$ (69,850)	$ (70,965)	$ (64,630)	$ (5,220)	7.5%
910 - PUBLIC WORKS							
900 ELIMINATIONS							
OPERATING	$ (66,263,032)	$ (59,709,258)	$ (59,594,504)	$ (59,594,504)	$ -	$ (59,594,504)	100.0%
NON-RECURRING/NON-PROJECT	-	-	-	-	(74,748,984)	74,748,984	
DEPT TOTAL	$ (66,263,032)	$ (59,709,258)	$ (59,594,504)	$ (59,594,504)	$ (74,748,984)	$ 15,154,480	-25.4%
980 - ELIMINATIONS							
900 ELIMINATIONS							
OPERATING	$ (755,358,247)	$ (425,729,107)	$ (433,601,337)	$ (428,137,637)	$ (409,432,723)	$ (24,168,614)	5.6%
NON-RECURRING/NON-PROJECT	-	-	-	(3,000,000)	(158,983,528)	158,983,528	
DEPT TOTAL	$ (755,358,247)	$ (425,729,107)	$ (433,601,337)	$ (431,137,637)	$ (568,416,251)	$ 134,814,914	-31.1%
ELIMINATIONS TOTAL	$ (821,691,169)	$ (485,508,215)	$ (493,265,691)	$ (490,803,106)	$ (643,229,865)	$ 149,964,174	-30.4%

Consolidated Expenditures by Department and Fund Type

FY 2008-09 ADOPTED BUDGET								
	FUND TYPE:							
	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
JUDICIAL								
110 - ADULT PROBATION	$ 60,982,903	$ 19,221,449	$ -	$ -	$ -	$ 80,204,352	$ -	$ 80,204,352
240 - JUSTICE COURTS	14,115,672	4,433,985	-	-	-	18,549,657	-	18,549,657
270 - JUVENILE PROBATION	17,220,629	46,979,456	-	-	-	64,200,085	-	64,200,085
800 - SUPERIOR COURT	70,347,261	14,030,428	-	-	-	84,377,689	-	84,377,689
SUBTOTAL	$ 162,666,465	$ 84,665,318	$ -	$ -	$ -	$ 247,331,783	$ -	$ 247,331,783
ELECTED								
010 - BOARD OF SUPERVISORS DIST 1	$ 372,646	$ -	$ -	$ -	$ -	$ 372,646	$ -	$ 372,646
020 - BOARD OF SUPERVISORS DIST 2	372,649	-	-	-	-	372,649	-	372,649
030 - BOARD OF SUPERVISORS DIST 3	372,649	-	-	-	-	372,649	-	372,649
040 - BOARD OF SUPERVISORS DIST 4	372,648	-	-	-	-	372,648	-	372,648
050 - BOARD OF SUPERVISORS DIST 5	372,643	-	-	-	-	372,643	-	372,643
120 - ASSESSOR	24,923,302	-	-	-	-	24,923,302	-	24,923,302
160 - CLERK OF THE SUPERIOR COURT	32,343,816	10,037,176	-	-	-	42,380,992	-	42,380,992
190 - COUNTY ATTORNEY	62,837,039	18,345,453	-	-	-	81,182,492	-	81,182,492
210 - ELECTIONS	20,096,904	29,524	-	-	-	20,126,428	-	20,126,428
250 - CONSTABLES	2,361,217	-	-	-	-	2,361,217	-	2,361,217
280 - COUNTY ATTORNEY CIVIL	15,915,927	-	-	-	-	15,915,927	-	15,915,927
360 - RECORDER	2,279,710	4,502,298	-	-	-	6,782,008	-	6,782,008
370 - SUPERINTENDENT OF SCHOOLS	2,320,833	4,678,731	-	-	-	6,999,564	-	6,999,564
430 - TREASURER	3,396,965	800,000	-	-	-	4,196,965	-	4,196,965
500 - SHERIFF	72,529,713	216,216,990	-	-	-	288,746,703	-	288,746,703
SUBTOTAL	$ 240,868,661	$ 254,610,172	$ -	$ -	$ -	$ 495,478,833	$ -	$ 495,478,833
APPOINTED								
060 - CLERK OF THE BOARD	$ 716,421	$ -	$ -	$ -	$ -	$ 716,421	$ -	$ 716,421
140 - CALL CENTER	1,628,190	-	-	-	-	1,628,190	-	1,628,190
150 - EMERGENCY MANAGEMENT	234,996	1,159,534	-	-	-	1,394,530	-	1,394,530
170 - COMMUNITY DEVELOPMENT	-	12,709,280	-	-	-	12,709,280	-	12,709,280
180 - FINANCE	3,787,037	-	-	-	-	3,787,037	-	3,787,037
200 - COUNTY MANAGER	1,429,968	-	-	-	-	1,429,968	-	1,429,968
220 - HUMAN SERVICES	2,517,013	41,943,098	-	-	-	44,460,111	-	44,460,111
230 - INTERNAL AUDIT	1,843,786	-	-	-	-	1,843,786	-	1,843,786
260 - CORRECTIONAL HEALTH	3,581,457	49,262,767	-	-	-	52,844,224	-	52,844,224
290 - MEDICAL EXAMINER	7,738,016	-	-	-	-	7,738,016	-	7,738,016
300 - PARKS & RECREATION	1,426,304	8,815,299	-	-	-	10,241,603	(64,630)	10,176,973
310 - WORKFORCE MGT & DEVELOPMEN	6,145,531	-	-	-	-	6,145,531	-	6,145,531
340 - PUBLIC FIDUCIARY	2,612,944	-	-	-	-	2,612,944	-	2,612,944
350 - EMPLOYEE HEALTH INITIATIVES	-	-	-	-	144,086,489	144,086,489	-	144,086,489
390 - HEALTH CARE PROGRAMS	234,768,067	7,594,722	-	-	-	242,362,789	-	242,362,789
410 - ENTERPRISE TECHNOLOGY	10,785,417	-	-	-	17,901,153	28,686,570	-	28,686,570
420 - JUSTICE SYSTEM PLANNING & INFC	542,057	1,695,804	-	-	-	2,237,861	-	2,237,861
440 - PLANNING & DEVELOPMENT	-	16,366,511	-	-	-	16,366,511	-	16,366,511
460 - RESEARCH & REPORTING	327,743	-	-	-	-	327,743	-	327,743
470 - NON-DEPARTMENTAL	647,572,100	167,642,384	23,389,608	168,576,604	-	1,007,180,696	-	1,007,180,696
490 - MANAGEMENT & BUDGET	3,746,301	-	-	-	-	3,746,301	-	3,746,301
520 - PUBLIC DEFENDER	36,768,742	3,089,347	-	-	-	39,858,089	-	39,858,089
540 - LEGAL DEFENDER	10,511,194	134,794	-	-	-	10,645,988	-	10,645,988
550 - LEGAL ADVOCATE	9,529,764	12,500	-	-	-	9,542,264	-	9,542,264
560 - PUBLIC DEFENSE SERVICES	15,414,886	-	-	-	-	15,414,886	-	15,414,886
570 - JUVENILE DEFENDER	3,654,409	-	-	-	-	3,654,409	-	3,654,409
700 - FACILITIES MANAGEMENT	12,908,663	2,743,527	-	-	-	15,652,190	-	15,652,190
710 - COMMUNICATIONS	932,091	75,000	-	-	-	1,007,091	-	1,007,091
730 - MATERIALS MANAGEMENT	2,029,600	-	-	-	983,793	3,013,393	-	3,013,393
740 - EQUIPMENT SERVICES	-	-	-	-	13,982,007	13,982,007	-	13,982,007
750 - RISK MANAGEMENT	-	-	-	-	38,624,251	38,624,251	-	38,624,251
790 - ANIMAL CARE & CONTROL	322,919	12,240,972	-	-	-	12,563,891	-	12,563,891
850 - AIR QUALITY	-	26,846,166	-	-	-	26,846,166	-	26,846,166
860 - PUBLIC HEALTH	12,462,708	43,107,721	-	-	-	55,570,429	-	55,570,429
880 - ENVIRONMENTAL SERVICES	3,687,644	22,737,879	-	-	-	26,425,523	-	26,425,523
910 - PUBLIC WORKS	-	189,282,664	-	104,677,000	-	293,959,664	(74,748,984)	219,210,680
SUBTOTAL	$ 1,039,625,968	$ 607,459,969	$ 23,389,608	$ 273,253,604	$ 215,577,693	$ 2,159,306,842	$ (74,813,614)	$ 2,084,493,228
980 - ELIMINATIONS	$ -	$ -	$ -	$ -	$ -	$ -	$ (568,416,251)	$ (568,416,251)
MARICOPA COUNTY	$ 1,443,161,094	$ 946,735,459	$ 23,389,608	$ 273,253,604	$ 215,577,693	$ 2,902,117,458	$ (643,229,865)	$ 2,258,887,593

Consolidated Expenditures and Other Uses by Fund Type/Object Code

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 585,721,484	$ 664,503,191	$ 670,809,674	$ 650,102,925	$ 660,047,010	$ 10,762,664	1.6%
0705 - TEMPORARY PAY	5,537,539	5,874,791	5,913,987	4,621,943	12,066,428	(6,152,441)	-104.0%
0710 - OVERTIME	20,462,756	10,538,688	10,587,809	15,174,093	10,760,409	(172,600)	-1.6%
0750 - FRINGE BENEFITS	190,419,096	226,665,965	228,136,383	219,772,432	222,334,909	5,801,474	2.5%
0790 - OTHER PERSONNEL SERVICES	12,654,970	29,203,314	27,509,270	15,465,540	28,306,069	(796,799)	-2.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(46,386,310)	(71,588,739)	(71,957,353)	(72,574,908)	(88,152,579)	16,195,226	-22.5%
0796 - PERSONNEL SERVICES ALLOC-IN	44,683,085	67,780,607	68,106,320	68,082,982	84,632,109	(16,525,789)	-24.3%
SUBTOTAL	$ 813,092,620	$ 932,977,817	$ 939,106,090	$ 900,645,007	$ 929,994,355	$ 9,111,735	1.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 50,148,421	$ 38,110,892	$ 39,040,707	$ 39,125,571	$ 40,212,277	$ (1,171,570)	-3.0%
0802 - MEDICAL SUPPLIES	15,266,157	12,677,000	12,737,659	14,431,533	15,304,001	(2,566,342)	-20.1%
0803 - FUEL	6,317,344	5,998,885	5,994,969	9,083,034	6,197,535	(202,566)	-3.4%
0804 - NON-CAPITAL EQUIPMENT	7,928,485	31,572,775	18,857,864	1,899,454	1,613,660	17,244,204	91.4%
0805 - SUPPLIES-ALLOCATION OUT	(3,573,009)	(4,503,334)	(4,490,164)	(4,561,017)	(2,891,936)	(1,598,228)	35.6%
0806 - SUPPLIES-ALLOCATION IN	3,360,655	4,078,136	4,078,136	4,447,506	3,064,488	1,013,648	24.9%
SUBTOTAL	$ 79,448,053	$ 87,934,354	$ 76,219,171	$ 64,426,081	$ 63,500,025	$ 12,719,146	16.7%
SERVICES							
0810 - LEGAL SERVICES	$ 41,821,636	$ 40,353,632	$ 39,960,821	$ 46,365,188	$ 41,458,186	$ (1,497,365)	-3.7%
0811 - HEALTH CARE SERVICES	25,719,901	42,161,518	43,376,945	29,379,990	41,379,085	1,997,860	4.6%
0812 - OTHER SERVICES	140,020,210	398,999,577	401,126,563	151,447,608	497,221,563	(96,095,000)	-24.0%
0820 - RENT & OPERATING LEASES	20,423,038	19,304,035	20,243,628	18,349,448	18,137,580	2,106,048	10.4%
0825 - REPAIRS AND MAINTENANCE	42,935,668	44,758,034	44,850,345	42,880,035	69,011,195	(24,160,850)	-53.9%
0830 - INTERGOVERNMENTAL PAYMENTS	224,376,727	239,649,995	241,371,180	236,864,143	246,276,770	(4,905,590)	-2.0%
0839 - INTERNAL SERVICE CHARGES	302,570	(4,022,014)	(3,964,752)	(2,572,635)	(1,440,661)	(2,524,091)	63.7%
0841 - TRAVEL	5,288,387	4,645,280	4,736,597	4,530,253	5,469,946	(733,349)	-15.5%
0842 - EDUCATION AND TRAINING	4,995,020	5,268,038	5,397,574	4,420,801	5,111,469	286,105	5.3%
0843 - POSTAGE/FREIGHT/SHIPPING	5,717,233	5,350,305	5,545,799	5,640,828	4,455,948	1,089,851	19.7%
0845 - SUPPORT AND CARE OF PERSONS	1,647,331	779,232	779,232	1,372,735	849,732	(70,500)	-9.0%
0850 - UTILITIES	26,142,238	29,090,599	29,155,348	29,305,616	33,816,614	(4,661,266)	-16.0%
0855 - INTEREST EXPENSE	270,871	-	-	40,392	40,000	(40,000)	
0872 - SERVICES-ALLOCATION OUT	(5,402,310)	(6,425,470)	(6,461,357)	(8,058,687)	(21,763,213)	15,301,856	-236.8%
0873 - SERVICES-ALLOCATION IN	5,350,252	6,096,016	10,456,921	7,626,391	21,161,261	(10,704,340)	-102.4%
SUBTOTAL	$ 539,608,772	$ 826,008,777	$ 836,574,844	$ 567,592,106	$ 961,185,475	$ (124,610,631)	-14.9%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 581,316	$ -	$ -	$ -	$ -	$ -	
SUBTOTAL	$ 581,316	$ -	$ -	$ -	$ -	$ -	
CAPITAL							
0910 - LAND	$ 20,081,471	$ 5,366,500	$ 4,510,300	$ 14,441,295	$ 12,152,500	$ (7,642,200)	-169.4%
0915 - BUILDINGS AND IMPROVEMENTS	80,310,140	225,600,651	192,458,644	97,038,237	165,484,069	26,974,575	14.0%
0920 - CAPITAL EQUIPMENT	31,422,875	5,657,698	8,651,445	4,174,123	4,821,109	3,830,336	44.3%
0930 - VEHICLES & CONSTRUCTION EQUIP	10,484,801	13,778,630	15,634,343	14,526,664	12,479,426	3,154,917	20.2%
0940 - INFRASTRUCTURE	82,204,092	76,397,500	76,696,065	64,390,104	70,865,750	5,830,315	7.6%
0950 - DEBT SERVICE	58,419,646	40,547,185	41,314,998	30,310,952	38,753,011	2,561,987	6.2%
0955 - CAPITAL-ALLOCATION OUT	(347,204)	(864,847)	(864,847)	(692,078)	(679,584)	(185,263)	21.4%
0956 - CAPITAL-ALLOCATION IN	1,602,434	871,364	871,364	856,599	331,457	539,907	62.0%
SUBTOTAL	$ 284,178,255	$ 367,354,681	$ 339,272,312	$ 225,045,896	$ 304,207,738	$ 35,064,574	10.3%
TOTAL USES	$ 1,716,909,016	$ 2,214,275,629	$ 2,191,172,417	$ 1,757,709,090	$ 2,258,887,593	$ (67,715,176)	-3.1%

Consolidated Expenditures and Other Uses by Fund Type/Object Code (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
GENERAL FUND							
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 331,695,100	$ 376,868,511	$ 379,104,700	$ 371,194,345	$ 365,614,537	$ 13,490,163	3.6%
0705 - TEMPORARY PAY	4,126,390	4,046,528	4,029,706	3,597,436	9,362,463	(5,332,757)	-132.3%
0710 - OVERTIME	8,624,833	3,376,812	3,425,933	6,489,083	3,634,189	(208,256)	-6.1%
0750 - FRINGE BENEFITS	105,284,654	125,469,705	125,922,809	122,793,804	122,009,036	3,913,773	3.1%
0790 - OTHER PERSONNEL SERVICES	5,014,884	13,205,642	10,704,132	6,464,049	16,322,195	(5,618,063)	-52.5%
0795 - PERSONNEL SERVICES ALLOC-OUT	(28,541,958)	(44,022,384)	(44,141,219)	(44,012,799)	(57,910,454)	13,769,235	-31.2%
0796 - PERSONNEL SERVICES ALLOC-IN	9,772,813	10,072,010	10,215,559	8,192,316	8,564,268	1,651,291	16.2%
SUBTOTAL	$ 435,976,716	$ 489,016,824	$ 489,261,620	$ 474,718,234	$ 467,596,234	$ 21,665,386	4.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 14,199,839	$ 12,797,407	$ 12,740,404	$ 10,644,131	$ 11,031,876	$ 1,708,528	13.4%
0802 - MEDICAL SUPPLIES	754,764	765,419	763,988	774,936	796,337	(32,349)	-4.2%
0803 - FUEL	3,120,335	2,477,705	2,428,660	3,418,386	2,697,856	(269,196)	-11.1%
0804 - NON-CAPITAL EQUIPMENT	2,755,550	30,398,362	17,263,267	241,438	381,583	16,881,684	97.8%
0805 - SUPPLIES-ALLOCATION OUT	(2,449,989)	(2,835,271)	(2,822,101)	(2,906,943)	(1,373,066)	(1,449,035)	51.3%
0806 - SUPPLIES-ALLOCATION IN	1,009,118	903,477	903,477	1,003,909	255,068	648,409	71.8%
SUBTOTAL	$ 19,389,617	$ 44,507,099	$ 31,277,695	$ 13,175,857	$ 13,789,654	$ 17,488,041	55.9%
SERVICES							
0810 - LEGAL SERVICES	$ 34,729,402	$ 32,946,500	$ 32,236,096	$ 38,166,783	$ 32,641,246	$ (405,150)	-1.3%
0811 - HEALTH CARE SERVICES	3,474,962	3,462,797	3,462,717	3,059,606	3,700,368	(237,651)	-6.9%
0812 - OTHER SERVICES	39,991,163	228,063,024	227,973,685	48,439,493	228,369,274	(395,589)	-0.2%
0820 - RENT & OPERATING LEASES	10,630,792	9,472,081	9,651,287	8,462,735	7,461,391	2,189,896	22.7%
0825 - REPAIRS AND MAINTENANCE	15,811,059	19,154,051	19,048,459	18,814,495	25,714,741	(6,666,282)	-35.0%
0830 - INTERGOVERNMENTAL PAYMENTS	212,211,711	223,060,697	223,056,973	224,830,022	229,517,906	(6,460,933)	-2.9%
0839 - INTERNAL SERVICE CHARGES	26,236,928	28,402,727	28,415,152	29,395,601	23,381,325	5,033,827	17.7%
0841 - TRAVEL	1,863,273	1,722,071	1,720,451	1,822,612	2,177,454	(457,003)	-26.6%
0842 - EDUCATION AND TRAINING	3,058,321	2,913,089	2,911,180	2,620,374	2,829,467	81,713	2.8%
0843 - POSTAGE/FREIGHT/SHIPPING	4,746,733	4,577,997	4,767,135	4,803,199	3,572,884	1,194,251	25.1%
0845 - SUPPORT AND CARE OF PERSONS	519,597	564,621	564,621	519,791	557,085	7,536	1.3%
0850 - UTILITIES	10,242,551	8,636,946	8,635,236	7,836,962	9,467,409	(832,173)	-9.6%
0855 - INTEREST EXPENSE	27,638	-	-	-	-	-	
0872 - SERVICES-ALLOCATION OUT	(2,777,220)	(2,969,964)	(3,005,851)	(3,110,807)	(8,047,272)	5,041,421	-167.7%
0873 - SERVICES-ALLOCATION IN	105,665	1,250,065	819,513	907,516	7,177,241	(6,357,728)	-775.8%
SUBTOTAL	$ 360,872,575	$ 561,256,702	$ 560,256,654	$ 386,568,382	$ 568,520,519	$ (8,263,865)	-1.5%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 491,099,977	$ 213,836,003	$ 216,189,228	$ 216,173,357	$ 379,416,476	$ (163,227,248)	-75.5%
SUBTOTAL	$ 491,099,977	$ 213,836,003	$ 216,189,228	$ 216,173,357	$ 379,416,476	$ (163,227,248)	-75.5%
CAPITAL							
0910 - LAND	$ -	$ 10,000	$ 10,000	$ -	$ -	$ 10,000	100.0%
0915 - BUILDINGS AND IMPROVEMENTS	14,318,237	14,518,575	14,304,582	10,910,128	-	14,304,582	100.0%
0920 - CAPITAL EQUIPMENT	26,705,027	551,745	2,971,014	559,733	455,156	2,515,858	84.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	4,615,766	4,827,000	5,252,992	5,375,822	4,137,383	1,115,609	21.2%
0940 - INFRASTRUCTURE	-	-	-	286	-	-	
0950 - DEBT SERVICE	5,676,413	13,610,030	13,777,818	10,619,082	9,643,704	4,134,114	30.0%
0955 - CAPITAL-ALLOCATION OUT	(279,132)	(540,661)	(540,661)	(534,091)	(402,049)	(138,612)	25.6%
0956 - CAPITAL-ALLOCATION IN	16,204	2,549	2,549	8,028	4,017	(1,468)	-57.6%
SUBTOTAL	$ 51,052,515	$ 32,979,238	$ 35,778,294	$ 26,938,988	$ 13,838,211	$ 21,940,083	61.3%
TOTAL USES	$ 1,358,391,400	$ 1,341,595,866	$ 1,332,763,491	$ 1,117,574,818	$ 1,443,161,094	$ (110,397,603)	-8.3%

Consolidated Expenditures and Other Uses by Fund Type/Object Code (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE							
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 248,144,787	$ 279,179,073	$ 283,188,508	$ 271,101,350	$ 286,176,509	$ (2,988,001)	-1.1%
0705 - TEMPORARY PAY	1,349,039	1,820,771	1,876,789	985,210	2,662,874	(786,085)	-41.9%
0710 - OVERTIME	11,694,447	7,085,501	7,085,501	8,538,468	7,046,978	38,523	0.5%
0750 - FRINGE BENEFITS	83,365,237	98,470,460	99,471,519	94,490,892	97,781,010	1,690,509	1.7%
0790 - OTHER PERSONNEL SERVICES	7,577,400	15,921,051	16,733,328	8,907,293	11,963,244	4,770,084	28.5%
0795 - PERSONNEL SERVICES ALLOC-OUT	(17,844,352)	(26,449,164)	(26,698,943)	(27,628,567)	(29,050,640)	2,351,697	-8.8%
0796 - PERSONNEL SERVICES ALLOC-IN	29,996,612	52,348,470	52,556,134	54,030,345	70,743,032	(18,186,898)	-34.6%
SUBTOTAL	$ 364,283,170	$ 428,376,162	$ 434,212,836	$ 410,424,991	$ 447,323,007	$ (13,110,171)	-3.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 30,590,371	$ 23,122,443	$ 24,113,985	$ 23,828,372	$ 24,242,881	$ (128,896)	-0.5%
0802 - MEDICAL SUPPLIES	14,142,367	11,911,581	11,973,671	13,640,757	14,507,664	(2,533,993)	-21.2%
0803 - FUEL	3,166,692	3,107,287	3,169,448	3,447,061	3,786,171	(616,723)	-19.5%
0804 - NON-CAPITAL EQUIPMENT	4,724,262	1,130,948	1,551,132	1,562,333	1,188,202	362,930	23.4%
0805 - SUPPLIES-ALLOCATION OUT	(1,123,020)	(1,645,837)	(1,645,837)	(1,642,367)	(1,495,246)	(150,591)	9.1%
0806 - SUPPLIES-ALLOCATION IN	2,351,537	3,148,856	3,148,856	3,430,143	2,784,861	363,995	11.6%
SUBTOTAL	$ 53,852,209	$ 40,775,278	$ 42,311,255	$ 44,266,299	$ 45,014,533	$ (2,703,278)	-6.4%
SERVICES							
0810 - LEGAL SERVICES	$ 388,336	$ 1,046,899	$ 1,364,492	$ 687,337	$ 2,019,701	$ (655,209)	-48.0%
0811 - HEALTH CARE SERVICES	18,806,859	17,190,105	18,405,612	18,286,908	17,971,383	434,229	2.4%
0812 - OTHER SERVICES	58,416,144	119,565,190	121,210,105	55,620,773	210,564,905	(89,354,800)	-73.7%
0820 - RENT & OPERATING LEASES	7,133,333	8,207,717	8,968,104	8,423,349	10,612,982	(1,644,878)	-18.3%
0825 - REPAIRS AND MAINTENANCE	24,976,831	23,113,346	23,311,249	21,449,169	40,670,925	(17,359,676)	-74.5%
0830 - INTERGOVERNMENTAL PAYMENTS	11,524,857	15,913,562	17,638,471	11,371,794	16,108,864	1,529,607	8.7%
0839 - INTERNAL SERVICE CHARGES	17,105,585	23,387,220	23,432,057	23,154,925	24,903,150	(1,471,093)	-6.3%
0841 - TRAVEL	3,416,439	2,903,247	2,996,184	2,682,662	3,261,048	(264,864)	-8.8%
0842 - EDUCATION AND TRAINING	1,806,478	2,295,926	2,427,371	1,747,586	2,208,310	219,061	9.0%
0843 - POSTAGE/FREIGHT/SHIPPING	966,227	731,608	737,964	796,277	841,847	(103,883)	-14.1%
0845 - SUPPORT AND CARE OF PERSONS	1,127,734	214,611	214,611	852,944	292,647	(78,036)	-36.4%
0850 - UTILITIES	10,205,718	14,406,448	14,472,907	15,380,072	16,285,957	(1,813,050)	-12.5%
0855 - INTEREST EXPENSE	9	-	-	-	-	-	
0872 - SERVICES-ALLOCATION OUT	(2,625,090)	(3,237,435)	(3,237,435)	(4,768,788)	(12,872,286)	9,634,851	-297.6%
0873 - SERVICES-ALLOCATION IN	5,176,190	4,625,329	9,226,021	6,536,059	12,950,525	(3,724,504)	-40.4%
SUBTOTAL	$ 158,425,650	$ 230,363,773	$ 241,167,713	$ 162,221,067	$ 345,819,958	$ (104,652,245)	-43.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 114,491,695	$ 100,541,145	$ 101,761,434	$ 100,099,343	$ 88,673,364	$ 13,088,070	12.9%
SUBTOTAL	$ 114,491,695	$ 100,541,145	$ 101,761,434	$ 100,099,343	$ 88,673,364	$ 13,088,070	12.9%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 8,825,874	$ 16,343,293	$ 16,199,461	$ 11,681,104	$ 3,409,804	$ 12,789,657	79.0%
0920 - CAPITAL EQUIPMENT	3,730,302	4,924,658	5,522,757	3,412,440	3,497,288	2,025,469	36.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	5,813,770	8,951,630	10,381,351	8,970,614	8,102,043	2,279,308	22.0%
0940 - INFRASTRUCTURE	1,091,842	2,450,000	2,450,000	1,655,723	-	2,450,000	100.0%
0950 - DEBT SERVICE	2,865,682	4,491,385	5,091,410	3,822,806	4,673,226	418,184	8.2%
0955 - CAPITAL-ALLOCATION OUT	(68,072)	(304,999)	(304,999)	(146,757)	(85,273)	(219,726)	72.0%
0956 - CAPITAL-ALLOCATION IN	1,586,230	849,546	849,546	836,554	307,509	542,037	63.8%
SUBTOTAL	$ 23,845,628	$ 37,705,513	$ 40,189,526	$ 30,232,484	$ 19,904,597	$ 20,284,929	50.5%
TOTAL USES	$ 714,898,352	$ 837,761,871	$ 859,642,764	$ 747,244,184	$ 946,735,459	$ (87,092,695)	-10.1%

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
DEBT SERVICE							
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 68,818,587	$ -	$ -	$ -	$ -	$ -	
SUBTOTAL	$ 68,818,587	$ -	$ -	$ -	$ -	$ -	
CAPITAL							
0950 - DEBT SERVICE	$ 48,291,424	$ 21,710,516	$ 21,710,516	$ 15,219,856	$ 23,389,608	$ (1,679,092)	-7.7%
SUBTOTAL	$ 48,291,424	$ 21,710,516	$ 21,710,516	$ 15,219,856	$ 23,389,608	$ (1,679,092)	-7.7%
TOTAL USES	$ 117,110,011	$ 21,710,516	$ 21,710,516	$ 15,219,856	$ 23,389,608	$ (1,679,092)	-7.7%

Consolidated Expenditures and Other Uses by Fund Type/Object Code (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CAPITAL PROJECTS							
PERSONAL SERVICES							
0790 - OTHER PERSONNEL SERVICES	$ -	$ 35,100	$ 35,100	$ 11,692	$ -	$ 35,100	100.0%
0796 - PERSONNEL SERVICES ALLOC-IN	4,619,236	3,852,534	3,827,034	4,308,323	3,562,000	265,034	6.9%
SUBTOTAL	$ 4,619,236	$ 3,887,634	$ 3,862,134	$ 4,320,015	$ 3,562,000	$ 300,134	7.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 125,655	$ -	$ -	$ 129,438	$ -	$ -	
0804 - NON-CAPITAL EQUIPMENT	3,398	-	-	4,248	-	-	
SUBTOTAL	$ 129,053	$ -	$ -	$ 133,686	$ -	$ -	
SERVICES							
0812 - OTHER SERVICES	$ 11,465,998	$ 15,479,400	$ 16,062,535	$ 11,202,349	$ 17,726,750	$ (1,664,215)	-10.4%
0825 - REPAIRS AND MAINTENANCE	1,849	-	-	-	-	-	
0830 - INTERGOVERNMENTAL PAYMENTS	107,325	-	-	-	-	-	
0839 - INTERNAL SERVICE CHARGES	1,551,550	-	-	144	-	-	
SUBTOTAL	$ 13,146,722	$ 15,479,400	$ 16,062,535	$ 11,202,493	$ 17,726,750	$ (1,664,215)	-10.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 59,625,806	$ 6,775,900	$ 10,959,862	$ 10,959,862	$ 6,252,339	$ 4,707,523	43.0%
SUBTOTAL	$ 59,625,806	$ 6,775,900	$ 10,959,862	$ 10,959,862	$ 6,252,339	$ 4,707,523	43.0%
CAPITAL							
0910 - LAND	$ 20,081,471	$ 5,356,500	$ 4,500,300	$ 14,441,295	$ 12,152,500	$ (7,652,200)	-170.0%
0915 - BUILDINGS AND IMPROVEMENTS	57,166,029	194,738,783	161,254,471	74,104,149	162,074,265	(819,794)	-0.5%
0920 - CAPITAL EQUIPMENT	7,351	-	-	28,650	620,000	(620,000)	
0940 - INFRASTRUCTURE	81,112,250	73,947,500	74,246,065	62,734,095	70,865,750	3,380,315	4.6%
0950 - DEBT SERVICE	1,583,325	-	-	-	-	-	
SUBTOTAL	$ 159,950,426	$ 274,042,783	$ 240,000,836	$ 151,308,189	$ 245,712,515	$ (5,711,679)	-2.4%
TOTAL USES	$ 237,471,243	$ 300,185,717	$ 270,885,367	$ 177,924,245	$ 273,253,604	$ (2,368,237)	-0.9%

Consolidated Expenditures and Other Uses by Fund Type/Object Code (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERNAL SERVICE							
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 5,881,589	$ 8,455,607	$ 8,516,466	$ 7,807,230	$ 8,255,964	$ 260,502	3.1%
0705 - TEMPORARY PAY	62,110	7,492	7,492	39,297	41,091	(33,599)	-448.5%
0710 - OVERTIME	143,471	76,375	76,375	146,542	79,242	(2,867)	-3.8%
0750 - FRINGE BENEFITS	1,769,201	2,725,800	2,742,055	2,487,736	2,544,863	197,192	7.2%
0790 - OTHER PERSONNEL SERVICES	62,686	41,521	36,710	82,506	20,630	16,080	43.8%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	(1,117,191)	(1,117,191)	(933,542)	(1,191,485)	74,294	-6.7%
0796 - PERSONNEL SERVICES ALLOC-IN	294,425	1,507,593	1,507,593	1,551,998	1,762,809	(255,216)	-16.9%
SUBTOTAL	$ 8,213,482	$ 11,697,197	$ 11,769,500	$ 11,181,767	$ 11,513,114	$ 256,386	2.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 5,226,095	$ 2,191,042	$ 2,186,318	$ 4,523,630	$ 4,937,520	$ (2,751,202)	-125.8%
0802 - MEDICAL SUPPLIES	-	-	-	15,840	-	-	
0803 - FUEL	7,292,332	6,032,253	6,015,221	7,730,795	6,229,314	(214,093)	-3.6%
0804 - NON-CAPITAL EQUIPMENT	445,278	43,465	43,465	91,435	43,875	(410)	-0.9%
0805 - SUPPLIES-ALLOCATION OUT	-	(22,226)	(22,226)	(11,707)	(23,624)	1,398	-6.3%
0806 - SUPPLIES-ALLOCATION IN	-	25,803	25,803	13,454	24,559	1,244	4.8%
SUBTOTAL	$ 12,963,706	$ 8,270,337	$ 8,248,581	$ 12,363,447	$ 11,211,644	$ (2,963,063)	-35.9%
SERVICES							
0810 - LEGAL SERVICES	$ 6,683,398	$ 6,360,233	$ 6,360,233	$ 7,511,068	$ 6,797,239	$ (437,006)	-6.9%
0811 - HEALTH CARE SERVICES	15,987,133	121,064,328	121,064,328	105,267,027	128,700,170	(7,635,842)	-6.3%
0812 - OTHER SERVICES	24,441,692	35,891,963	35,880,238	36,184,993	40,560,634	(4,680,396)	-13.0%
0820 - RENT & OPERATING LEASES	2,658,907	1,624,237	1,624,237	1,463,364	63,207	1,561,030	96.1%
0825 - REPAIRS AND MAINTENANCE	2,145,933	2,490,637	2,490,637	2,616,371	2,625,529	(134,892)	-5.4%
0830 - INTERGOVERNMENTAL PAYMENTS	532,832	675,736	675,736	662,327	650,000	25,736	3.8%
0839 - INTERNAL SERVICE CHARGES	2,360,853	2,380,858	2,380,858	1,712,204	2,166,902	213,956	9.0%
0841 - TRAVEL	8,672	19,962	19,962	24,979	31,444	(11,482)	-57.5%
0842 - EDUCATION AND TRAINING	130,222	59,023	59,023	52,841	73,692	(14,669)	-24.9%
0843 - POSTAGE/FREIGHT/SHIPPING	4,274	40,700	40,700	41,352	41,217	(517)	-1.3%
0850 - UTILITIES	5,693,970	6,047,205	6,047,205	6,088,582	8,063,248	(2,016,043)	-33.3%
0855 - INTEREST EXPENSE	72,235	-	-	40,392	40,000	(40,000)	
0872 - SERVICES-ALLOCATION OUT	-	(218,071)	(218,071)	(179,092)	(843,655)	625,584	-286.9%
0873 - SERVICES-ALLOCATION IN	68,398	220,622	411,387	182,816	1,033,495	(622,108)	-151.2%
SUBTOTAL	$ 60,788,521	$ 176,657,433	$ 176,836,473	$ 161,669,224	$ 190,003,122	$ (13,166,649)	-7.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 1,397,955	$ 988,276	$ 988,276	$ 3,988,276	$ 1,487,006	$ (498,730)	-50.5%
SUBTOTAL	$ 1,397,955	$ 988,276	$ 988,276	$ 3,988,276	$ 1,487,006	$ (498,730)	-50.5%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ -	$ 700,130	$ 342,856	$ -	$ 700,130	100.0%
0920 - CAPITAL EQUIPMENT	980,196	181,295	157,674	173,300	248,665	(90,991)	-57.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	55,265	-	-	180,228	240,000	(240,000)	
0950 - DEBT SERVICE	2,800	735,254	735,254	649,208	1,046,473	(311,219)	-42.3%
0955 - CAPITAL-ALLOCATION OUT	-	(19,187)	(19,187)	(11,230)	(192,262)	173,075	-902.0%
0956 - CAPITAL-ALLOCATION IN	-	19,269	19,269	12,017	19,931	(662)	-3.4%
SUBTOTAL	$ 1,038,260	$ 916,631	$ 1,593,140	$ 1,346,379	$ 1,362,807	$ 230,333	14.5%
TOTAL USES	$ 84,401,923	$ 198,529,874	$ 199,435,970	$ 190,549,093	$ 215,577,693	$ (16,141,723)	-8.1%

Consolidated Expenditures and Other Uses by Fund Type/Object Code (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ELIMINATIONS							
SUPPLIES							
0803 - FUEL	$ (5,214,932)	$ (5,618,360)	$ (5,618,360)	$ (5,513,208)	$ (6,515,806)	$ 897,446	-16.0%
SUBTOTAL	$ (5,214,932)	$ (5,618,360)	$ (5,618,360)	$ (5,513,208)	$ (6,515,806)	$ 897,446	-16.0%
SERVICES							
0811 - HEALTH CARE SERVICES	$ (16,417,764)	$ (99,555,712)	$ (99,555,712)	$ (97,233,551)	$ (108,992,836)	$ 9,437,124	-9.5%
0839 - INTERNAL SERVICE CHARGES	(48,865,762)	(58,192,819)	(58,192,819)	(56,835,509)	(51,892,038)	(6,300,781)	10.8%
SUBTOTAL	$ (65,283,526)	$ (157,748,531)	$ (157,748,531)	$ (154,069,060)	$ (160,884,874)	$ 3,136,343	-2.0%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ (663,853,706)	$ (322,141,324)	$ (329,898,800)	$ (331,220,838)	$ (475,829,185)	$ 145,930,385	-44.2%
SUBTOTAL	$ (663,853,706)	$ (322,141,324)	$ (329,898,800)	$ (331,220,838)	$ (475,829,185)	$ 145,930,385	-44.2%
TOTAL USES	$ (734,352,164)	$ (485,508,215)	$ (493,265,691)	$ (490,803,106)	$ (643,229,865)	$ 149,964,174	-30.4%

Non-Departmental Expenditure Summary - Operating

Description	FY 2007-08 Adopted	FY 2007-08 Revised	FY 2007-08 Forecast	FY 2008-09 Adopted	Variance Adopted to Revised
General Fund (100)					
Contingency					
Unreserved Contingency	$ 29,409,489	$ 24,870,160	$ -	$ 25,611,216	$ 741,056
Budget Balancing Plan Reserve	-	2,752,820	-	-	(2,752,820)
Pay for Performance	8,903,455	3,485,470	-	7,398,559	3,913,089
Court Tower Debt Reserve	20,699,542	12,337,020	-	-	(12,337,020)
Court Tower Maintenance and Operating Reserve	10,895,804	10,895,804	-	10,895,804	-
FMLA Post Employment Health Plan Payout Reserve	800,000	800,000	-	800,000	-
Jail Population Reserve Adult Probation	-	-	-	2,600,000	2,600,000
Justice Reserve	3,004,056	2,900,531	-	-	(2,900,531)
Reserve for Future Year Operating Expenses	26,717,521	26,717,521	-	-	(26,717,521)
Retirement Contribution Increases	-	-	-	3,000,000	3,000,000
Stormwater Enforcement	-	-	-	3,000,000	3,000,000
Technology Reserve	4,063,613	1,945,166	-	-	(1,945,166)
Subtotal	$ 104,493,480	$ 86,704,492	$ -	$ 53,305,579	$ (33,398,913)
Other Programs					
Anthem Sheriff Substation	$ -	$ -	$ -	$ 40,000	$ 40,000
Board NW Regional Service Charges	5,280	5,280	5,280	5,280	-
Board of Equalization	-	44,762	104,000	80,000	35,238
CAMA Reserve for Future Years	-	1,076,357	-	790,312	(286,045)
CASS	-	-	-	50,000	50,000
Citizens Tax Education	200,000	200,000	200,000	-	(200,000)
Combined Charitable Campaign	-	-	1,900	-	-
County Single Audit	165,000	165,000	165,000	165,000	-
Countywide Emergency Issues Fund	100,000	100,000	-	100,000	-
Downtown Juror/Employee Shuttle	240,000	240,000	240,000	543,759	303,759
Funding for Reduction in Force	-	-	-	250,000	250,000
Homeless Campus Security	-	92,202	92,202	87,621	(4,581)
Improvement District Allocation	141,079	141,079	141,079	146,017	4,938
Jail Excise Tax, Maintenance of Effort	165,933,494	165,933,494	165,933,494	170,081,831	4,148,337
Additional Detention Fund Subsidy	-	-	-	27,370,834	27,370,834
Maricopa HMIS - Project	-	25,000	25,000	25,000	-
Master Plans	500,000	500,000	500,000	-	(500,000)
Orthophotography Program	288,579	288,579	-	348,954	60,375
Public Defender - Mesa Lease	237,784	237,784	-	-	(237,784)
Real Estate Evaluation, Acquisition & Divestiture	100,000	100,000	100,000	100,000	-
Relocations/New Facility Startup	500,000	500,000	500,000	250,000	(250,000)
Ryan White Counsel background checks	7,500	7,500	7,500	7,500	-
Sheriff Defendant Calls for Bail Project	10,512	10,512	-	10,512	-
Sheriff GITM Match	-	281,000	281,000	281,000	-
Sheriff Mobile Data Computer Program	225,015	225,015	225,015	-	(225,015)
Special Health Care District Performance Bond	50,000	50,000	46,258	50,000	-
Staff Development Training Room PC's	110,000	110,000	4,612	8,500	(101,500)
Vehicle Replacement	4,682,100	4,682,100	4,682,100	4,028,900	(653,200)
Workforce Development Peak Performers	650,000	650,000	375,000	375,000	(275,000)
Subtotal	$ 174,146,343	$ 175,665,664	$ 173,629,440	$ 205,196,020	$ 29,530,356
Infrastructure/CIP					
CIP Fund Transfer	$ -	$ -	$ -	$ 28,017,521	$ 28,017,521
Central Service Costs					
Annual County Wide Operation Maintenance Program	$ 3,705,000	$ 3,705,000	$ 3,705,000	$ 3,705,000	$ -
Automated Inventory Management	180,000	180,000	186,000	180,000	-
Base-Level Internal Service Charges	23,115,814	23,115,814	23,115,814	19,728,060	(3,387,754)
Enterprise Software License	2,339,967	2,339,967	2,164,945	2,589,967	250,000
IT Infrastructure	12,619,413	12,619,413	12,619,413	13,680,344	1,060,931
IT Infrastructure Future Years	13,366,577	13,366,577	-	5,397,917	(7,968,660)
Lobbyist Contracts	517,730	517,730	517,730	517,730	-
Maintenance Contracts	7,814,059	7,814,059	7,814,059	7,814,059	-
Ombudsman	43,489	43,489	43,489	43,489	-
Utilities	7,812,000	7,812,000	7,812,000	8,979,584	1,167,584
Subtotal	$ 71,514,049	$ 71,514,049	$ 57,978,450	$ 62,636,150	$ (8,877,899)

Non-Departmental Expenditure Summary – Operating (Continued)

Description	FY 2007-08 Adopted	FY 2007-08 Revised	FY 2007-08 Forecast	FY 2008-09 Adopted	Variance Adopted to Revised
Debt Service/Cap Lease					
Admin. Fee	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ -
Arbitrage	25,000	25,000	25,000	125,000	100,000
Bond Attorney	40,000	40,000	40,000	-	(40,000)
Court Tower Debt	-	-	-	5,821,312	5,821,312
Current CIP Debt	5,785,964	5,785,964	5,785,964	-	(5,785,964)
Financial Advisor	60,000	60,000	60,000	-	(60,000)
Human Services Campus Debt Financing	2,200,000	2,200,000	2,200,000	-	(2,200,000)
Lease Revenue Bond 126.8m	977,184	977,184	977,184	-	(977,184)
Subtotal	$ 9,103,148	$ 9,103,148	$ 9,103,148	$ 5,961,312	$ (3,141,836)
Dues and Memberships					
Arizona Association of Counties	$ 73,770	$ 73,770	$ 73,770	$ 73,770	$ -
Arizona-Mexican Commission	10,000	10,000	10,000	10,000	-
County Supervisors Association	125,436	125,436	148,015	148,015	22,579
Maricopa Association of Government	43,447	43,447	42,882	43,447	-
National Association of Counties	45,000	45,000	45,000	45,000	-
Reserve for Increases				15,000	15,000
Subtotal	$ 297,653	$ 297,653	$ 319,667	$ 335,232	$ 37,579
Taxes and Assessments					
Taxes and Assessments	$ 162,469	$ 162,469	$ 162,469	$ 175,000	$ 12,531
Non-Departmental Consultants					
Subtotal	$ 6,280,764	$ 6,280,764	$ 575,862	$ 5,616,718	$ (664,046)
Tuition Reimbursement					
Tuition Reimbursement	$ 1,790,000	$ 1,790,000	$ 1,836,745	$ 1,850,000	$ 60,000
General Fund Funded Classes	60,000	60,000	13,255	-	(60,000)
Subtotal	$ 1,850,000	$ 1,850,000	$ 1,850,000	$ 1,850,000	$ -
Major Maintenance					
Major Maintenance	$ 10,000,000	$ 10,000,000	$ 1,000,070	$ 6,065,000	$ (3,935,000)
Judgments					
Judgments	$ 500,000	$ 500,000	$ 229,896	$ 500,000	$ -
Non-Profit Support					
Collaboration for a New Century	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ -
East Valley Partnership	20,000	20,000	20,000	15,000	(5,000)
Greater Phoenix Chamber of Commerce	165,000	165,000	165,000	165,000	-
Greater Phoenix Convention & Visitors Center	250,000	250,000	250,000	250,000	-
Greater Phoenix Economic Council	674,776	674,776	674,776	644,776	(30,000)
Maricopa County Sports Commission	25,000	25,000	25,000	22,500	(2,500)
Western Maricopa Enterprise Zone	15,000	15,000	15,000	15,000	-
Southwest Valley Chamber of Commerce	-	-	-	3,000	3,000
Wickenberg Chamber of Commerce	-	-	-	3,000	3,000
Unallocated	-	-	-	31,500	31,500
Subtotal	$ 1,174,776	$ 1,174,776	$ 1,174,776	$ 1,174,776	$ -
Cooperative Extension					
Cooperative Extension	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ -
Total General Fund (100)	**$ 379,752,682**	**$ 363,483,015**	**$ 246,253,778**	**$ 371,063,308**	**$ 7,580,293**
Non-Departmental Grants (249)					
Potential Fee increases	$ 11,949,882	$ 5,580,963	$ -	$ 9,654,668	$ 4,073,705
Pay For Performance	3,000,000	2,947,294	-		
	$ 14,949,882	**$ 8,528,257**	**$ -**	**$ 9,654,668**	**$ 1,126,411**

Non-Departmental Expenditure Summary – Operating (Continued)

Description	FY 2007-08 Adopted	FY 2007-08 Revised	FY 2007-08 Forecast	FY 2008-09 Adopted	Variance Adopted to Revised
Detention Fund (255)					
Contingency	$ 13,915,000	$ 13,745,905	$ -	$ 15,000,000	$ 1,254,095
Pay for Performance	3,000,000	2,151,718	-	3,800,000	1,648,282
Retirement Contribution Increases	-	-	-	4,400,000	4,400,000
Jail Population Reserve	-	-	-	45,000,000	45,000,000
Detention Related Risk Management	85,000	85,000	-	-	(85,000)
Budget Balancing Plan Reserve	-	445,635	-	-	(445,635)
Justice Reserve	4,266,767	3,766,767	-	-	(3,766,767)
Technology Reserve	11,949,336	11,795,330	-	-	(11,795,330)
Subtotal	$ 33,216,103	$ 31,990,355	$ -	$ 68,200,000	$ 36,209,645
Other Programs					
Master Plans	$ 175,000	$ 175,000	$ 175,000	$ -	$ (175,000)
Sheriff Recruiting	-	500,000	500,000	-	(500,000)
Vehicle Replacement	503,000	503,000	196,532	199,900	(303,100)
Subtotal	$ 678,000	$ 1,178,000	$ 871,532	$ 199,900	$ (978,100)
Central Service Costs					
Annual Detention Facilities Operational Program	$ 3,865,000	$ 3,865,000	$ 3,865,000	$ 3,865,000	$ -
Maintenance Contracts	1,349,693	1,349,693	1,349,693	1,349,693	-
Utilities	12,184,000	12,184,000	12,184,000	13,469,375	1,285,375
Subtotal	$ 17,398,693	$ 17,398,693	$ 17,398,693	$ 18,684,068	$ 1,285,375
Major Maintenance					
Major Maintenance	$ 7,500,000	$ 7,500,000	$ -	$ 7,049,000	$ (451,000)
Total Detention Fund (255)	**$ 58,792,796**	**$ 58,067,048**	**$ 18,270,225**	**$ 94,132,968**	**$ 36,065,920**
County Improvement Debt Fund (320)					
Total	**$ 13,810,516**	**$ 13,810,516**	**$ 9,669,695**	**$ 15,976,228**	**$ 2,165,712**
County Improvement Debt Fund #2 (321)					
Total	**$ 7,900,000**	**$ 7,900,000**	**$ 5,550,160**	**$ 7,413,380**	**$ (486,620)**
Total Operating All Funds	**$ 475,205,876**	**$ 451,788,836**	**$ 279,743,858**	**$ 498,240,552**	**$ 46,451,716**

Non-Departmental Expenditure Summary – Non-Recurring

Description	FY 2007-08 Adopted	FY 2007-08 Revised	FY 2007-08 Forecast	FY 2008-09 Adopted	Variance Revised to Adopted
General Fund (100)					
Contingency					
Contingency	$ 14,588,454	$ 3,977,747	$ -	$ 9,389,024	$ 5,411,277
Technology Reserve	30,000,000	16,850,208	-	-	-
Subtotal	$ 44,588,454	$ 20,827,955	$ -	$ 9,389,024	$ (11,438,931)
Other Programs					
ASRS Contributions Not Withheld	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ -
Assessor West Tempe Relocation	300,000	300,000	50,509	-	(300,000)
Clerk of the Board Imaging System	248,525	-	-	-	-
Communications	-	43,000	40,328	-	(43,000)
Crime Prevention Grants	5,021,900	5,021,900	451,900	4,570,000	(451,900)
Development Impact Fee Study	-	424,938	-	-	(424,938)
Dust Control Staffing Pilot	544,980	544,980	-	-	(544,980)
Economic Forum	-	-	3,000	-	-
Executive Compensation/Deferred Compensation	-	-	-	950,000	950,000
Glendale EDC/RCC	330,000	330,000	335,500	-	(330,000)
International Genomics Consortium	5,000,000	5,000,000	1,000,000	4,000,000	(1,000,000)
Marketing Commissions		85,000		-	(85,000)
Meth Project	3,121,235	3,878,737	3,478,737	100,000	(3,778,737)
Parks & Rec: Guadalupe Rd Bridge Grant Match	56,809	56,809	-	-	(56,809)
Pending Legal Settlements	50,000,000	50,000,000	-	80,000,000	30,000,000
Pest Abatement	109,788	109,788	77,398	-	(109,788)
Public Defender - Mesa Relocation	550,000	550,000	550,000	-	(550,000)
Public Health Preventative Medicine Residency	63,000	63,000	-	63,000	-
Public Health Relocation	17,130	17,130	-	-	(17,130)
Sheriff 911 System Upgrade	200,000	200,000	-	-	(200,000)
Sheriff Central Service Complex Voice System	564,433	564,433	2,745	-	(564,433)
Sheriff Helicopter Overhaul/FLIR Replacement	61,025	61,025	61,025	-	(61,025)
Sheriff Property and Evidence Bar Coding System	281,200	281,200	214,781	66,419	(214,781)
Sheriff Records Management System	135,206	135,206	135,206	-	(135,206)
Sheriff Shooting Range Lease	-	14,000	14,000	-	(14,000)
Sheriff Vehicles	353,450	353,450	156,185	-	(353,450)
Staff Development Center Equipment	110,000	110,000	110,000	-	(110,000)
AHCCCS Budget Neutrality Compliance Fund Contribution	-	5,500,800	5,500,800	-	(5,500,800)
Succession Planning Program	97,168	97,168	-	-	(97,168)
Transfer to CIP Funds	38,827,910	40,227,910	40,227,910	85,000,000	44,772,090
Subtotal	$ 106,493,759	$ 114,470,474	$ 52,910,024	$ 175,249,419	$ 60,778,945
Infrastructure/CIP					
Lease Termination	$ 1,812,282	$ -	$ -	$ -	$ -
Adult Probation Scottsdale	-	70,000	68,131	-	(70,000)
Assessor Relocation	-	29,328	29,328	-	(29,328)
Public Health Lease	-	1,452,954	650,185	-	(1,452,954)
Sunnyslope Lease	-	70,597	-	-	(70,597)
West Tempe Justice Court	-	260,000	-	-	(260,000)
Transfers Out	-	-	-	8,753,859	8,753,859
Subtotal	$ 1,812,282	$ 1,882,879	$ 747,644	$ 8,753,859	$ 6,870,980
Debt Service/Cap Lease					
Debt Payoff to Fund 320	$ -	$ -	$ -	$ 4,012,000	$ 4,012,000
Debt Payoff to Fund 445	-	-	-	50,247,812	50,247,812
	$ -	$ -	$ -	$ 54,259,812	$ 54,259,812
Technology Projects					
Assessor CAMA	$ 240,000	$ 2,335,650	$ 15,192	$ 2,320,458	$ (15,192)
Clerk of the Board - Agenda System	90,891	1,030,440	751,758	484,109	(546,331)
Clerk of the Board - Imaging System	-	248,525	-	248,525	-
Clerk of the Superior Court Financial System	411,812	411,812	411,812	-	(411,812)
DRP Shortage	354,667	354,667	349,810	-	(354,667)
GDACS	-	3,063,876	989,979	2,073,897	(989,979)
HR Imaging System	136,958	136,958	136,958	-	(136,958)
Human Resource System	-	5,000,717		5,000,717	-
Improvement District Software	42,850	42,850	42,850	-	(42,850)
IT Infrastructure	-	-	-	15,115,326	15,115,326

Non-Departmental Expenditure Summary – Non-Recurring (Continued)

Description	FY 2007-08 Adopted	FY 2007-08 Revised	FY 2007-08 Forecast	FY 2008-09 Adopted	Variance Revised to Adopted
MFRIS	776,640	776,640	862,400	2,000,000	1,223,360
OET - Backup Power Supply	-	2,050,000	1,500,000	550,000	(1,500,000)
PeopleSoft Stabilization	493,211	493,211	293,211	-	(493,211)
Schools New Financial System	204,695	204,695	41,049	163,646	(41,049)
Subtotal	$ 2,751,724	$ 16,150,041	$ 5,395,019	$ 27,956,678	$ 11,806,637
Consultants					
Unallocated Consultant Contingency	$ 2,000,000	$ 1,821,000	$ -	$ -	$ (1,821,000)
Jail Per Diem Study	-	55,000	54,711	-	(55,000)
MFR Consulting	-	100,000	56,394	-	(100,000)
Treasurer Data Center Upgrade Evaluation	-	24,000	24,000	-	(24,000)
Subtotal	$ 2,000,000	$ 2,000,000	$ 135,105	$ -	$ (2,000,000)
Major Maintenance					
Major Maintenance	$ 6,968,575	$ 8,607,807	$ 14,180,589	$ 900,000	$ (7,707,807)
Total General Fund (100)	**$ 164,614,794**	**$ 163,939,156**	**$ 73,368,381**	**$ 276,508,792**	**$ 112,569,636**
Waste Management Fund (210)					
District 1	$ 56,950	$ 56,950	$ 21,522	$ 59,557	$ 2,607
District 2	52,406	52,406	17,468	59,066	6,660
District 3	77,527	77,527	25,840	75,815	(1,712)
District 4	131,608	131,608	43,868	111,868	(19,740)
District 5	72,744	72,744	37,403	59,470	(13,274)
Illegal Dumping Program	30,000	30,000	10,000	30,000	-
Mobile Community Council Requests	56,746	56,746	-	56,746	-
Total Waste Management Fund	**$ 477,981**	**$ 477,981**	**$ 156,101**	**$ 452,522**	**$ (25,459)**
Non-Departmental Grants (249)					
Combined Charitable Campaign	$ -	$ -	$ -	$ 3,500	$ 3,500
Tire Recycling	-	-	-	1,000,000	1,000,000
Potential Expenditures From Fund Balance	-	-	-	5,565,041	5,565,041
Total Non-Departmental Grants	**$ -**	**$ -**	**$ -**	**$ 6,568,541**	**$ 6,568,541**
Detention Fund (255)					
Contingency	$ 15,000,000	$ 15,000,000	$ -	$ 13,939,023	$ (1,060,977)
Jail Population Reserve (Non-Recurring)	-	-	-	40,000,000	40,000,000
Detention Initiatives	-	1,946,762	-	-	(1,946,762)
Technology Reserve	5,000,000	5,000,000	-	-	(5,000,000)
Subtotal	$ 20,000,000	$ 21,946,762	$ -	$ 53,939,023	$ 31,992,261
Other Programs					
Correctional Health New Facility Start-Up	$ 500,000	$ 500,000	$ -	$ -	$ (500,000)
Detention Fund CIP Transfer	32,112,796	32,112,796	32,112,796	-	(32,112,796)
Sheriff Carryover Vehicles	558,611	558,611	518,735	31,915	(526,696)
Sheriff Central Service Complex Voice System	1,012,843	1,012,843	32,219	-	(1,012,843)
Sheriff JMS Migration	1,057,764	1,057,764	355,063	186,747	(871,017)
Sheriff Records Management System	443,016	443,016	-	-	(443,016)
Subtotal	$ 35,685,030	$ 35,685,030	$ 33,018,813	$ 218,662	$ (35,466,368)
Infrastructure/CIP					
CIP Fund Transfer	$ -	$ -	$ -	$ 951,000	$ 951,000
Major Maintenance					
Major Maintenance	$ 8,759,044	$ 7,792,732	$ 10,872,458	$ 1,725,000	$ (6,067,732)
Justice System Planning					
Justice System Planning	$ 2,704,332	$ 2,704,332	$ 2,609,333	$ -	$ (2,704,332)
Total Detention Fund	**$ 67,148,406**	**$ 68,128,856**	**$ 46,500,604**	**$ 56,833,685**	**$ (11,295,171)**

Non-Departmental Expenditure Summary – Non-Recurring (Continued)

Description		FY 2007-08 Adopted	FY 2007-08 Revised	FY 2007-08 Forecast	FY 2008-09 Adopted	Variance Revised to Adopted
Intergovernmental Capital Projects (422)						
	Subtotal	$ 9,351,324	$ 10,833,733	$ 4,394,041	$ 3,450,000	$ (7,383,733)
Parks/Rec Infrastructure						
	Subtotal	$ -	$ 836,104	$ 836,104	$ -	$ (836,104)
	Total Fund	**$ 9,351,324**	**$ 11,669,837**	**$ 5,230,145**	**$ 3,450,000**	**$ (8,219,837)**
County Improvement Fund (435)						
	Total	**$ 143,166**	**$ 82,881**	**$ 66,170**	**$ -**	**$ (82,881)**
Financing Series 2007 (440)						
	Total	**$ 88,609,418**	**$ 62,224,711**	**$ 37,573,765**	**$ 67,626,776**	**$ 5,402,065**
Financing Series 2008 (441)						
	Total	**$ 23,418,046**	**$ 25,184,429**	**$ 7,227,815**	**$ 67,122,027**	**$ 41,937,598**
Capital Improvement Fund (445)						
	Total	**$ 33,628,876**	**$ 33,114,691**	**$ 28,561,233**	**$ 24,426,801**	**$ (8,687,890)**
Detention Capital Projects (455)						
	Subtotal	$ 46,428,953	$ 39,527,995	$ 11,700,054	$ 5,951,000	$ (33,576,995)
	Total Non-Recurring All Funds	**$ 433,820,964**	**$ 404,350,537**	**$ 210,384,267**	**$ 508,940,144**	**$ 104,589,607**

Economic Development, Non-profits, and Agricultural Extension

The Board of Supervisors annually awards funds in the budget to several non-profit community agencies that provide economic development and human services. The adopted allocations for FY 2008-09 are listed in the following schedule:

Agency Supported	Program	FY 2007-08 Budget	FY 2007-08 Actual	FY 2008-09 Budget
Greater Phoenix Economic Council	Economic Development Action Plan	$ 674,776	$ 644,776	$ 644,776
East Valley Partnership	Economic Development Action Plan	-	15,000	15,000
Southwest Valley Chamber of Commerce	Economic Development Action Plan	-	3,000	3,000
Wickenberg Chamber of Commerce	Economic Development Action Plan	-	3,000	3,000
Phoenix Chamber of Commerce	Bid Source Program, APTAN	165,000	165,000	165,000
Greater Phoenix Convention & Visitors Bureau	Convention & Tourism Destination Marketing	250,000	250,000	250,000
Phoenix Regional Sports Commission	Enriching Our Community Through Sports	25,000	22,500	22,500
East Valley Partnership	Williams Gateway Area Urban Land Institute Advisory Services Panel Study	20,000	-	-
Western Maricopa Enterprise Zone	Economic Development Support	15,000	15,000	15,000
Collaboration for a New Century	Improving the standard of living for the community by working with issues concerning children, housing, and health care	25,000	25,000	25,000
Unallocated		-	31,500	31,500
Total Economic Development Funding		$ 1,174,776	$ 1,174,776	$ 1,174,776
University of Arizona Cooperative Extension	Maricopa County Cooperative Extension	$ 230,000	$ 230,000	$ 230,000
Total Agricultural Extension Funding		$ 230,000	$ 230,000	$ 230,000

Health Care Programs Summary

Description	FY 2007-08 Adopted	FY 2007-08 Revised	FY 2007-08 Forecast	FY2008-09 Adopted	Variance - Adopted to Revised	
Operating						
General Fund						
State Healthcare Contributions:						
SMI Mental Health (Arnold v. Sarn)	$ 34,300,000	$ 34,300,000	$ 34,300,000	$ 35,900,000	$ 1,600,000	4.46%
General Mental Health	4,856,580	4,856,580	4,856,580	4,856,580	-	0.00%
AHCCCS Acute Care	22,175,500	22,175,500	22,175,500	21,552,700	(622,800)	-2.89%
ALTCS	156,100,800	156,100,800	152,779,700	162,118,900	6,018,100	3.71%
	$ 217,432,880	$ 217,432,880	$ 214,111,780	$ 224,428,180	$ 6,995,300	3.12%
Other Mental Health:						
Mental Health Testimony	$ 774,961	$ 774,961	$ 790,000	$ 900,000	$ 125,039	13.89%
Mental Health Orders	50,000	50,000	45,000	50,000	-	0.00%
Mental Health Residency Training	3,547,900	3,547,900	3,547,900	3,547,900	-	0.00%
	$ 4,372,861	$ 4,372,861	$ 4,382,900	$ 4,497,900	$ 125,039	2.78%
County Long Term Care	226,759	226,759	159,300	200,000	(26,759)	-13.38%
Tuberculosis Services	500,000	500,000	110,000	500,000	-	0.00%
Litigation Support	6,017,504	6,017,504	1,722,000	5,104,166	(913,338)	-17.89%
MMCS Run Out Operations	216,519	216,519	32,166	37,821	(178,698)	-472.48%
Procurement	386,505	386,505	-	-	(386,505)	
Subtotal General Fund	$ 229,153,028	$ 229,153,028	$ 220,518,146	$ 234,768,067	$ 5,615,039	2.39%
Public Health Grant Fund						
Services for People with HIV/AIDS	$ 6,435,504	$ 6,435,504	$ 6,435,504	$ 7,594,722	$ 1,159,218	15.26%
Total Health Care Programs	**$ 235,588,532**	**$ 235,588,532**	**$ 226,953,650**	**$ 242,362,789**	**$ 6,774,257**	2.80%

Fund Transfers In

SUMMARY OF FUND TRANSFERS - IN	ADOPTED	FY 2007-08: REVISED	FORECAST	FY 2008-09 ADOPTED
GENERAL FUND	**$ 6,838,417**	**$ 6,862,467**	**$ 9,862,467**	**$ 11,246,745**
Central Service Allocation	6,838,417	6,838,417	6,838,417	9,365,597
Non-Recurring Transfer from 376 Events Center	-	24,050	24,050	-
Non-Recurring from 652 HS Self-Insured Trust Fund	-	-	3,000,000	-
Non-Recurring from 715 Schools Indirect Cost Fund	-	-	-	1,881,148
SPECIAL REVENUE	**$ 166,048,344**	**$ 166,048,344**	**$ 166,033,588**	**$ 197,562,295**
241 PARKS ENHANCEMENT FUND	$ 69,850	$ 69,850	$ 70,965	$ 64,630
Transfer from 239 Parks Souvenir Fund	69,850	69,850	70,965	64,630
255 DETENTION OPERATIONS	$ 165,933,494	$ 165,933,494	$ 165,933,494	$ 197,452,665
Maint. of Effort from General Fund	165,933,494	165,933,494	165,933,494	170,081,831
Additional Transfer from General Fund				27,370,834
265 PUBLIC HEALTH FEES	$ 45,000	$ 45,000	$ 29,129	$ 45,000
Vital Statistics	45,000	45,000	29,129	45,000
DEBT SERVICE	**$ 17,004,599**	**$ 17,004,599**	**$ 16,941,393**	**$ 11,529,657**
320 COUNTY IMPROVEMENT DEBT	$ 9,029,599	$ 9,029,599	$ 9,029,599	$ 4,078,307
	9,029,599	9,029,599	9,029,599	-
Sheriff Transfer from Gen Fund for COPS/Cap Lease Refinancing	49,838	49,838	49,838	49,838
Medical Examiner Transfer from Gen Fund for COPS/Cap Lease Refinancing	16,613	16,613	16,613	16,469
Non-Dept. Transfer from Gen Fund for COPS/Cap Lease Refinancing	977,184	977,184	977,184	-
Transfer from General Fund for Human Service Campus	2,200,000	2,200,000	2,200,000	-
Transfer from General Fund for Current CIP	5,785,964	5,785,964	5,785,964	-
Non-Recurring Transfer from General Fund to Reduce Operating Debt				4,012,000
321 COUNTY IMPROVEMENT DEBT 2	$ 7,975,000	$ 7,975,000	$ 7,911,794	$ 7,451,350
	7,975,000	7,975,000	9,891,049	7,413,380
Transfer from 445 General Fund Cty Improv	6,775,900	6,775,900	6,775,900	6,252,339
Transfer from 572 Animal Control License/Shelter	1,087,154	1,087,154	1,023,948	1,087,154
Transfer from Animal Care and Control Field Operation	111,946	111,946	111,946	111,857
CAPITAL PROJECTS	**$ 132,249,964**	**$ 139,983,390**	**$ 138,383,390**	**$ 255,490,488**
234 TRANSPORTATION CAPITAL PROJECT	$ 59,709,258	$ 59,594,504	$ 59,594,504	$ 74,748,984
Transfer from 232 Transportation Operations	59,709,258	59,594,504	59,594,504	74,748,984
422 INTERGOVERNMENTAL CAP PROJ	$ 1,600,000	$ 2,910,993	$ 1,310,993	$ 1,950,000
Transfer from 230 Parks & Rec Grants	1,600,000	1,600,000	-	-
Transfer from 240 Lake Pleasant Recreation Services	-	474,889	474,889	-
Transfer from 243 Parks Donations	-	836,104	836,104	-
Transfer from 290 Waste Tire	-	-	-	975,000
Transfer from 580 Solid Waste Management	-	-	-	975,000

SUMMARY OF FUND TRANSFERS - IN

	ADOPTED	FY 2007-08: REVISED	FORECAST	FY 2008-09 ADOPTED
445 GENERAL FUND CTY IMPROV	$ 38,827,910	$ 45,365,097	$ 45,365,097	$ 177,840,504
Non-Recurring Transfer from General Fund	38,827,910	41,181,135	41,181,135	-
Recurring Transfer from General Fund	-	-	-	28,017,521
Non-Recurring Transfer from 422 Intergovernmental Cap Proj	-	4,183,962	4,183,962	
Transfer from General Fund for CIP Debt	-	-	-	5,821,312
Non-Recurring Transfer from General Fund to Reduce Debt	-	-	-	50,247,812
Non-Recurring Transfer from General Fund for Court Tower	-	-	-	85,000,000
Non-Recurring Transfer to 445 Gen Fund Cty Imporov for Reclass Major Maint.	-	-	-	8,753,859
455 DETENTION CAPITAL PROJECTS	$ 32,112,796	$ 32,112,796	$ 32,112,796	$ 951,000
Transfer from 255 Detention Operations	32,112,796	32,112,796	32,112,796	951,000
TOTAL BEFORE ELIMINATIONS	**$ 322,141,324**	**$ 329,898,800**	**$ 331,220,838**	**$ 475,829,185**
ELIMINATIONS	**$ (322,141,324)**	**$ (329,898,800)**	**$ (331,220,838)**	**$ (475,829,185)**
Parks and Recreation	(69,850)	(69,850)	(70,965)	(64,630)
Public Works	(59,709,258)	(59,594,504)	(59,594,504)	(74,748,984)
County-wide Eliminations	(262,362,216)	(270,234,446)	(271,555,369)	(401,015,571)
ALL FUNDS	**$ -**	**$ -**	**$ -**	**$ -**

Fund Transfers Out

SUMMARY OF FUND TRANSFERS - OUT

	ADOPTED	FY 2007-08: REVISED	FORECAST	FY 2008-09 ADOPTED
GENERAL FUND	**$ 213,836,003**	**$ 216,189,228**	**$ 216,173,357**	**$ 379,416,476**
Operating:	$ 175,008,093	$ 175,008,093	$ 174,992,222	$ 231,402,805
Maint. of Effort to 255 Detention Operations	165,933,494	165,933,494	165,933,494	170,081,831
Additional Transfer to 255 Detention Operations	-	-	-	27,370,834
Transfer to 445 General Fund Cty Improv for Cash Financing	-	-	-	28,017,521
Transfer to 445 General Fund Cty Improv for CIP Debt	-	-	-	5,821,312
Transfer to 320 Co Improvement Debt for Human Service Campus	2,200,000	2,200,000	2,200,000	-
Transfer to 320 Co Improvement Debt for Curr. CIP	5,785,964	5,785,964	5,785,964	-
Transfer to 320 Co Improvement Debt for COPS/Cap Lease Refinancing	977,184	977,184	977,184	-
Vital Statistics Transfer to 265 Public Health Fees	45,000	45,000	29,129	45,000
Sheriff transfer to 320 for COPS/Cap Lease Refinancing	49,838	49,838	49,838	49,838
Medical Examiner transfer to 320 for COPS/Cap Lease Refinancing	16,613	16,613	16,613	16,469
Non-Recurring:	$ 38,827,910	$ 41,181,135	$ 41,181,135	$ 148,013,671
Transfer to 445 General Fund Cap Improv Fund for CIP Projects	38,827,910	41,181,135	41,181,135	-
Transfer to 320 County Improvement Debt Reduce Operating Debt	-	-	-	4,012,000
Transfer to 445 General Fund Cty Improv to Reduce Debt	-	-	-	50,247,812
Transfer to 445 General Fund Cty Improv for Court Tower	-	-	-	85,000,000
Transfer to 445 General Fund Cty Improv for Major Maint. Reclass	-	-	-	8,753,859
SPECIAL REVENUE	**$ 100,541,145**	**$ 101,761,434**	**$ 100,099,343**	**$ 88,673,364**
207 PALO VERDE	$ 15,190	$ 15,190	$ 15,190	$ 20,897
Central Service Allocation - General Fund	15,190	15,190	15,190	20,897
215 EMERGENCY MANAGEMENT	$ 49,716	$ 49,716	$ 49,716	$ 52,762
Central Service Allocation - General Fund	49,716	49,716	49,716	52,762
217 CDBG, HOUSING TRUST	$ 24,493	$ 24,493	$ 24,493	$ 39,292
Central Service Allocation - General Fund	24,493	24,493	24,493	39,292
222 HUMAN SERVICES GRANTS	$ 937,832	$ 937,832	$ 937,832	$ 1,092,166
Central Service Allocation - General Fund	937,832	937,832	937,832	1,092,166
226 PLANNING AND DEVELOPMENT FEES	$ 422,434	$ 422,434	$ 422,434	$ 462,814
Central Service Allocation - General Fund	422,434	422,434	422,434	462,814
230 PARKS & REC. GRANTS	$ 1,600,000	$ 1,600,000	$ -	$ -
Transfer to 422 Intergovernmental Cap. Projects	1,600,000	1,600,000	-	-
232 TRANSPORTATION OPERATIONS	$ 61,520,005	$ 61,405,251	$ 61,405,251	$ 76,711,865
Central Service Allocation - General Fund	1,810,747	1,810,747	1,810,747	1,962,881
Transfer to 234 Transportation Capital Projects	59,709,258	59,594,504	59,594,504	74,748,984
235 DEL WEBB SPECIAL FUND	$ 6,415	$ 6,415	$ 6,415	$ 5,088
Central Service Allocation - General Fund	6,415	6,415	6,415	5,088
239 PARKS SOUVENIR FUND	$ 69,850	$ 69,850	$ 70,965	$ 64,630
Transfer to 241 Parks Enhancement Fund	69,850	69,850	70,965	64,630
240 LAKE PLEASANT RECREATION SERVICES	$ -	$ 474,889	$ 474,889	$ -
Transfer to 422 Intergovernmental Capital Projects	-	474,889	474,889	-
243 PARKS DONATIONS	$ -	$ 836,104	$ 836,104	$ -
Transfer to 422 Intergovernmental Capital Projects	-	836,104	836,104	-
255 DETENTION OPERATIONS	$ 32,112,796	$ 32,112,796	$ 32,112,796	$ 951,000
Transfer to Detention Capital Projects	32,112,796	32,112,796	32,112,796	951,000
265 PUBLIC HEALTH FEES	$ 186,984	$ 186,984	$ 186,984	$ 180,420
Central Service Allocation - General Fund	186,984	186,984	186,984	180,420
290 WASTE TIRE	$ 38,491	$ 38,491	$ 38,491	$ 1,032,322
Central Service Allocation - General Fund	38,491	38,491	38,491	57,322
Transfer to 422 Intergovernmental Capital Projects	-	-	-	975,000

SUMMARY OF FUND TRANSFERS - OUT

	ADOPTED	FY 2007-08: REVISED	FORECAST	FY 2008-09 ADOPTED
376 EVENTS CENTER OPERATIONS	$ -	$ 24,050	$ 24,050	$ -
Non-Recurring Transfer to General Fund	-	24,050	24,050	-
503 AIR QUALITY GRANT	$ 66,468	$ 66,468	$ 66,468	$ 69,161
Central Service Allocation - General Fund	66,468	66,468	66,468	69,161
504 AIR QUALITY FEES	$ 208,428	$ 208,428	$ 208,428	$ 323,418
Central Service Allocation - General Fund	208,428	208,428	208,428	323,418
506 ENVIRONMENTAL SVCS ENV HEALTH	$ 380,790	$ 380,790	$ 380,790	$ 481,622
Central Service Allocation - General Fund	380,790	380,790	380,790	481,622
532 PUBLIC HEALTH GRANTS	$ 964,095	$ 964,095	$ 964,095	$ 1,246,839
Central Service Allocation - General Fund	964,095	964,095	964,095	1,246,839
572 ANIMAL CONTROL LICENSE/SHELTER	$ 1,572,119	$ 1,572,119	$ 1,508,913	$ 1,501,633
Central Service Allocation - General Fund	484,965	484,965	484,965	414,479
Transfer to 321 County Improvement Debt 2	1,087,154	1,087,154	1,023,948	1,087,154
573 ANIMAL CONTROL GRANTS	$ 19,017	$ 19,017	$ 19,017	$ 24,759
Central Service Allocation - General Fund	19,017	19,017	19,017	24,759
574 ANIMAL CONTROL FIELD OPERATION	$ 306,254	$ 306,254	$ 306,254	$ 284,609
Central Service Allocation - General Fund	194,308	194,308	194,308	172,752
Transfer to 321 County Improvement Debt 2	111,946	111,946	111,946	111,857
580 SOLID WASTE MANAGEMENT	$ 39,768	$ 39,768	$ 39,768	$ 1,014,587
Central Service Allocation - General Fund	39,768	39,768	39,768	39,587
Transfer to 422 Intergovernmental Capital Projects	-	-	-	975,000
795 COUNTY SCHOOL INDIRECT COST	$ -	$ -	$ -	$ 1,881,148
Non-Recurring Transfer to General Fund	-	-	-	1,881,148
988 PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ -	$ 1,232,332
Central Service Allocation - General Fund	-	-	-	1,232,332
CAPITAL PROJECTS	**$ 6,775,900**	**$ 10,959,862**	**$ 10,959,862**	**$ 6,252,339**
422 INTERGOVERNMENTAL CAP PROJ	$ -	$ 4,183,962	$ 4,183,962	$ -
Non-Recurring Transfer to 445 Gen. Fund Cty Improv	-	4,183,962	4,183,962	-
445 GENERAL FUND CTY IMPROV	$ 6,775,900	$ 6,775,900	$ 6,775,900	$ 6,252,339
Transfer to 321 County Improvement Debt 2	6,775,900	6,775,900	6,775,900	6,252,339
		-		
INTERNAL SERVICE	**$ 988,276**	**$ 988,276**	**$ 3,988,276**	**$ 1,487,006**
618 BENEFIT ADMINISTRATION	$ -	$ -	$ -	$ 172,936
Central Service Allocation - General Fund	-	-	-	172,936
652 HS SELF-INSURED TRUST FUND	$ -	$ -	$ 3,000,000	$ -
Non-Recurring Transfer to General Fund	-	-	3,000,000	-
654 EQUIPMENT SERVICES	$ 425,504	$ 425,504	$ 425,504	$ 667,146
Central Service Allocation - General Fund	425,504	425,504	425,504	667,146
673 REPROGRAPHICS	$ 56,977	$ 56,977	$ 56,977	$ 43,238
Central Service Allocation - General Fund	56,977	56,977	56,977	43,238
675 RISK MANAGEMENT	$ 177,771	$ 177,771	$ 177,771	$ 181,216
Central Service Allocation - General Fund	177,771	177,771	177,771	181,216
681 TELECOMMUNICATIONS	$ 328,024	$ 328,024	$ 328,024	$ 422,470
Central Service Allocation - General Fund	328,024	328,024	328,024	422,470
TOTAL BEFORE ELIMINATIONS	**$ 322,141,324**	**$ 329,898,800**	**$ 331,220,838**	**$ 475,829,185**
ELIMINATIONS	**$ (322,141,324)**	**$ (329,898,800)**	**$ (331,220,838)**	**$ (475,829,185)**
Parks and Recreation	(69,850)	(69,850)	(70,965)	(64,630)
Public Works	(59,709,258)	(59,594,504)	(59,594,504)	(74,748,984)
County-wide Eliminations	(262,362,216)	(270,234,446)	(271,555,369)	(401,015,571)
ALL FUNDS	**$ -**	**$ -**	**$ -**	**$ -**

Eliminations

Eliminations are included in the budget to offset amounts budgeted as expenditures in one fund that are associated with offsetting revenues and expenditures in another fund. One example is the interdepartmental charges from the Reprographics (print shop) fund to various County departments. Departments pay the County print shop for services, and these costs are included in departments' budgeted expenditures, supported by revenues from sources external to the County. The print shop, in turn, budgets these payments as revenue, along with expenditures related to the cost of providing printing services. The expenditures and revenues are therefore budgeted twice within the overall County budget. Budgeting eliminations removes these duplicated revenues and expenditures from the budget as a whole in order to provide a more accurate picture of total net expenditures and revenues. The following schedule lists the various items that are eliminated in the budget:

ELIMINATIONS SUMMARY

DESCRIPTION	ADOPTED	FY 2007-08: REVISED	FORECAST	FY 2008-09 ADOPTED	FY 09 ADOPTED/ FY08 REVISED VAR.	%
Fund Transfers (see schedule)	$ (322,141,324)	$ (329,898,800)	$ (331,220,838)	$ (475,829,185)	$ (144,608,347)	30.5%
Internal Service Charges	(163,366,891)	(163,366,891)	(159,582,268)	(167,400,680)	(4,033,789)	2.4%
Total	$ 485,508,215	$ (493,265,691)	$ (490,803,106)	$ (643,229,865)	$ (148,642,136)	23.1%

Personnel Summary by Department

Department	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	Adopted VS. Forecast Variance
JUDICIAL	**3,961.28**	**3,956.28**	**3,727.88**	**3,688.88**	**(39.00)**
110 ADULT PROBATION	1,432.00	1,430.00	1,249.00	1,246.00	(3.00)
240 JUSTICE COURTS	270.53	270.53	273.53	290.53	17.00
270 JUVENILE PROBATION	957.00	954.00	904.10	902.10	(2.00)
800 SUPERIOR COURT	1,301.75	1,301.75	1,301.25	1,250.25	(51.00)
ELECTED	**6,315.65**	**6,272.15**	**6,307.90**	**6,227.10**	**(80.80)**
010 BOARD OF SUPERVISORS DIST 1	3.00	3.00	3.00	3.00	-
020 BOARD OF SUPERVISORS DIST 2	3.00	3.00	3.00	3.00	-
030 BOARD OF SUPERVISORS DIST 3	3.00	3.00	3.00	3.00	-
040 BOARD OF SUPERVISORS DIST 4	3.00	3.00	3.00	3.00	-
050 BOARD OF SUPERVISORS DIST 5	3.00	3.00	3.00	3.00	-
120 ASSESSOR	365.00	364.00	367.00	361.00	(6.00)
160 CLERK OF THE SUPERIOR COURT	776.00	772.00	763.50	767.50	4.00
190 COUNTY ATTORNEY	943.60	941.60	943.10	940.10	(3.00)
210 ELECTIONS	58.00	58.00	58.00	58.00	-
250 CONSTABLES	31.00	31.00	31.00	32.00	1.00
280 COUNTY ATTORNEY CIVIL	89.30	89.30	86.80	83.00	(3.80)
360 RECORDER	84.25	84.25	83.00	77.00	(6.00)
370 SUPERINTENDENT OF SCHOOLS	40.00	40.00	40.00	37.00	(3.00)
430 TREASURER	64.00	65.00	47.00	47.00	-
500 SHERIFF	3,849.50	3,812.00	3,873.50	3,809.50	(64.00)
APPOINTED	**4,635.57**	**4,607.07**	**4,635.88**	**4,746.28**	**110.40**
060 CLERK OF THE BOARD	12.00	11.00	11.00	10.50	(0.50)
140 CALL CENTER	33.00	33.00	33.00	33.00	-
150 EMERGENCY MANAGEMENT	14.50	14.50	13.50	13.50	-
170 COMMUNITY DEVELOPMENT	7.00	7.00	7.00	7.00	-
180 FINANCE	56.00	53.00	53.00	49.00	(4.00)
200 COUNTY MANAGER	19.99	18.99	20.48	13.05	(7.43)
220 HUMAN SERVICES	461.25	461.25	459.00	435.00	(24.00)
230 INTERNAL AUDIT	20.00	20.00	20.00	20.00	-
260 CORRECTIONAL HEALTH	471.40	471.40	463.80	451.80	(12.00)
290 MEDICAL EXAMINER	90.90	89.90	94.00	91.00	(3.00)
300 PARKS & RECREATION	91.98	91.98	92.00	90.00	(2.00)
310 WORKFORCE MGT & DEVELOPMENT	17.00	15.00	14.00	52.00	38.00
340 PUBLIC FIDUCIARY	36.00	35.00	35.00	34.75	(0.25)
350 EMPLOYEE HEALTH INITIATIVES	30.00	30.00	28.00	28.00	-
390 HEALTH CARE PROGRAMS	-	-	-	9.00	9.00
410 ENTERPRISE TECHNOLOGY	117.00	117.00	148.00	142.00	(6.00)
420 JUSTICE SYSTEM PLANNING & INFO	22.00	22.00	22.00	21.00	(1.00)
440 PLANNING & DEVELOPMENT	205.00	204.00	179.00	177.00	(2.00)
450 GENERAL GOVERNMENT	91.30	83.80	83.80	-	(83.80)
460 RESEARCH & REPORTING	6.50	6.25	6.25	5.75	(0.50)

Personnel Summary by Department (Continued)

Department	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	Adopted VS. Forecast Variance
490 MANAGEMENT & BUDGET	26.50	26.50	24.50	32.90	8.40
520 PUBLIC DEFENDER	463.95	462.95	472.15	459.13	(13.02)
540 LEGAL DEFENDER	102.00	102.00	109.00	109.00	-
550 LEGAL ADVOCATE	83.00	83.00	92.00	92.00	-
560 PUBLIC DEFENSE SERVICES	13.75	14.00	15.00	15.00	-
570 JUVENILE DEFENDER	34.50	34.50	30.50	43.50	13.00
640 TRANSPORTATION	515.00	515.00	519.00	-	(519.00)
670 SOLID WASTE	23.00	23.00	22.00	-	(22.00)
700 FACILITIES MANAGEMENT	270.50	263.50	259.50	231.50	(28.00)
710 COMMUNICATIONS	-	-	-	8.75	8.75
730 MATERIALS MANAGEMENT	37.00	37.00	37.00	37.00	-
740 EQUIPMENT SERVICES	55.00	55.00	54.00	54.00	-
750 RISK MANAGEMENT	24.25	24.25	24.25	24.25	-
790 ANIMAL CARE & CONTROL	156.00	156.00	166.00	167.00	1.00
850 AIR QUALITY	166.00	164.00	245.00	248.00	3.00
860 PUBLIC HEALTH	555.55	554.55	518.40	532.40	14.00
880 ENVIRONMENTAL SERVICES	306.75	306.75	264.75	270.75	6.00
910 PUBLIC WORKS	-	-	-	737.75	737.75
MARICOPA COUNTY	**14,912.50**	**14,835.50**	**14,671.66**	**14,662.26**	**(9.40)**
Less Flood Control IGA				(195.75)	(195.75)
MARICOPA COUNTY NET TOTAL	**14,912.50**	**14,835.50**	**14,671.66**	**14,466.51**	**(205.15)**

Significant Staffing Variances

Air Quality: The Air Quality Monitoring Program is increasing by 3 FTE's for the implementation of the Mobile Air Quality Monitoring Van.

Communications: This is a new department in FY 208-09. Six positions were restated from the County Manager's Office (200) and one from General Government (450). There was a net addition of .75 staff to assist with Media Relations.

Correctional Health: There was a net reduction of 12 FTE's in all program areas in Correctional Health Services associated with the Budget Balancing Reductions. These reductions were a result of efficiencies and did not impact service delivery.

County Manager: Six positions that were in the County Manager's Office in FY2007-08 were restated to the Office of Communications (710) in FY 2008-09. The remaining variance is associated with the elimination of the Diversity Director and a part-time Consultant.

Facilities Management: The Facilities Management Activity and Security Activity are decreasing by 28 FTE to meet budgetary reductions without affecting delivery.

Human Services: The Administrative Services and Information Technology Programs had a reduction of 11 FTE due to an anticipated decrease in indirect cost reimbursement from Grants in FY 200809. In addition, there was a reduction of 12 FTE in the Special Needs Transportation area associated with the discontinuation of the Special Needs Transportation Meals program. Also, there was a reduction in the Senior Assisted Living program of 1 FTE associated with the Budget Balancing Reductions.

Justice Courts: By order of the Administrative Office of the Court, Justice Courts was separated from Superior Court and 18.0 FTE were transferred from the Superior Court to the Justice Courts.

Juvenile Defender: Positions were shifted from Public Defender to the newly-created Juvenile Defender Office within the Public Defense Services system.

Management and Budget: 8.40 FTE's (Total Compensation) that were in General Government in FY 2007-08 were restated to the Office of Management and Budget in FY 2008-09.

Office of Enterprise Technology (OET): Staff restructured to meet OET's needs in the current and near future environment resulting in a reduction of 6 FTE's.

Public Defender: Positions were shifted from Public Defender to the newly-created Juvenile Defender Office within the Public Defense Services system.

Public Health: Four new FTE were added to support increases in volume in the Vital Registration Program. In addition, 2 FTE were added to meet the demand in the Epidemiology Activity. To meet grant requirements, 2 FTE were added to the Public Health Emergency Management area. In addition, grant funding will support the addition of 1.5 administrative FTE and 4.5 FTE working on health education and disease control.

Public Works: The 737.75 FTE increase is due to combining Solid Waste, Transportation and Flood Control into one Department.

Sheriff: The Sheriff's Office eliminated a variety of vacant positions as part of their FY 2008-09 budget balancing plan. Budget reductions also led to the elimination of the Seriously Mentally Ill (SMI) Intervention program in light of recruitment difficulties in that program.

Solid Waste: The 22 FTE decrease is due to moving the Solid Waste FTE's into the Public Works Department.

Superior Court: By order of the Administrative Office of the Court, Justice Courts was separated from Superior Court and 18.0 FTE were transferred from the Superior Court to the Justice Courts. In addition, positions were deleted to meet overall department budget reductions required in FY 2008-09.

Transportation: The 519 FTE decrease is due to moving the transportation FTE's into the Public Works Department.

Workforce Management and Development: There was a net gain of 38 positions which were restated from General Government (450) for the Recruiting, Payroll and Records Activities.

Mandates

Introduction

Although approximately 94.16% of the services provided by Maricopa County government are mandated, a significant portion of these are unfunded mandates from the State and Federal governments. Mandated services drive Maricopa County's strategic planning process, operating policies and financial structure.

Mandates, as defined for this study, are functions or services that are required by the Constitution, statute, or court order from either the Federal or State government. These mandates are generally not funded by the State or Federal government. As such, they comprise the portion of the County budget over which the Board of Supervisors has little or no discretion.

Administrative mandates, as used throughout this document, refer to essential support functions for State or federally mandated programs without which mandated services would either cease to exist or function in a less than complete capacity. Due to the necessary nature of these services, all summary schedules, charts and tables provided within this section combine mandates and administrative mandates (unless specifically listed separately).

Individual mandated programs and administrative mandates, including their associated costs, are located in the *Departmental Strategic Plan and Budget* section of this *Annual Business Strategies* document. Please refer to the table of contents to find specific department information.

Summary

Maricopa County remains one of the fastest growing counties in the nation in terms of population, employment and personal income. While the population growth, which historically hovered around 3.0 % annually, directly impacts the demand for County services, its impact on primary County revenues (such as property, sales and vehicle license taxes) is less direct. As a result, growth in demand for County services often outpaces revenue growth. The population growth rate for FY 2008-09 is projected at around 2.0%. During that same period, total expenditures are increasing 2.8% and mandated expenditures are anticipated to increase 2.9%. In addition, County property tax revenue, which currently comprises one-third of the County's General Fund revenue, is statutorily limited and controlled by the State Legislature and Constitution. Property taxes on existing property are capped at an annual growth rate of 2%.

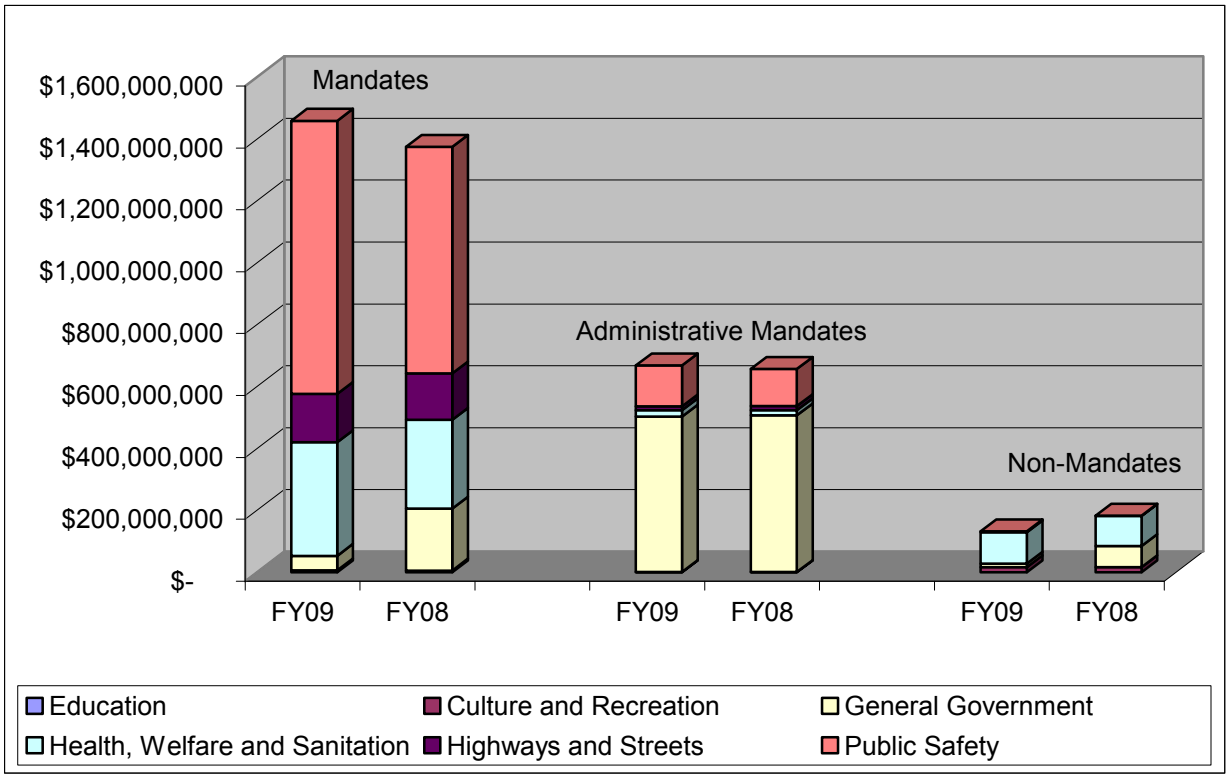
Throughout this section, expenditures are categorized into the functional areas of Education, Culture and Recreation, General Government, Highways and Streets, Health, Welfare and Sanitation, or Public Safety so that readers have a broad sense of the types of services provided.

As illustrated in the table below, over $1.46 billion (64.59%) of Maricopa County's budget directly supports mandated services. $668 million (29.57%) in expenditures is associated with administrative mandates and only 5.83% of the County's budget ($132 million) supports non-mandated services.

Summary of FY 2008-09 Mandated and Non-Mandated Expenditures

Category	Mandates	% of Budget	Administrative Mandates	% of Budget	Non-Mandates	% of Budget
Education	$ 6,318,103	0.28%	$ 681,461	0.03%	$ -	0.00%
Culture and Recreation	-	0.00%	-	0.00%	16,563,262	0.73%
General Government	46,825,726	2.07%	502,614,670	22.25%	10,855,147	0.48%
Health, Welfare and Sanitation	367,370,875	16.26%	20,783,600	0.92%	101,444,068	4.49%
Highways and Streets	155,502,470	6.88%	11,970,707	0.53%	-	0.00%
Public Safety	883,060,966	39.09%	131,969,932	5.84%	2,926,606	0.13%
Total	$ 1,459,078,140	64.59%	$ 668,020,370	29.57%	$ 131,789,083	5.83%

The table above reflects the distribution of mandated and non-mandated expenditures by functional area. Public safety comprises the largest portion of the budget, followed by general government. The distribution of the budget by category is relatively consistent year-to-year as shown by the graph below except for the notable increase in Health, Welfare and Sanitation expenditures and the decrease in expenditures in General Government. These notable changes, along with other significant changes, will be noted in the sections that follow.



Education

The Maricopa County Superintendent of Schools is responsible for providing mandated services through Educational Support activities to the school districts within Maricopa County. Services provided include training, grant support, coordination of special elections, computer system and financial support, and special education services. Services are also provided to private and home-based schools. The Superintendent of Schools is the only department within the Education category.

Mandated expenditures for Education activities total $6.99 million, less than 0.3% of the County's total mandated expenditures. The distribution of mandated versus non-mandated expenditures for Education in FY 2007-08 and FY 2008-09 is shown in the table below.

Education	**FY 2007-08**	**FY 2008-09**	**% Change**
Mandates	$ 5,646,522	6,318,103	12%
Administrative Mandates	527,974	681,461	29%
Non-Mandates	156,897	-	-100%
Total	$ 6,331,393	6,999,564	11%

The overall increase in expenditures in the Education is due to a transfer of the fund balance in the County School Indirect Fund (795) to the County's General Fund (100).

Culture and Recreation

The quality of life in Maricopa County is enhanced by the Cultural and Recreational services offered by the park facilities, extensive trail system and entertainment venues operated by the County. Maricopa County provides summer recreation programs, interpretive programs, community service opportunities, and facilities that can be rented for special uses. Archery ranges, ball fields, equestrian facilities, trails, competitive tracks, camping and picnicking facilities, and special events are also provided by the Parks and Recreation Department and the Maricopa Events Center.

None of the activities in the category of Culture and Recreation are mandated. Less than .07% of the County's total budget is spent in this functional area. The table below reflects the FY 2007-08 and FY 2008-09 expenditures for Culture and Recreation.

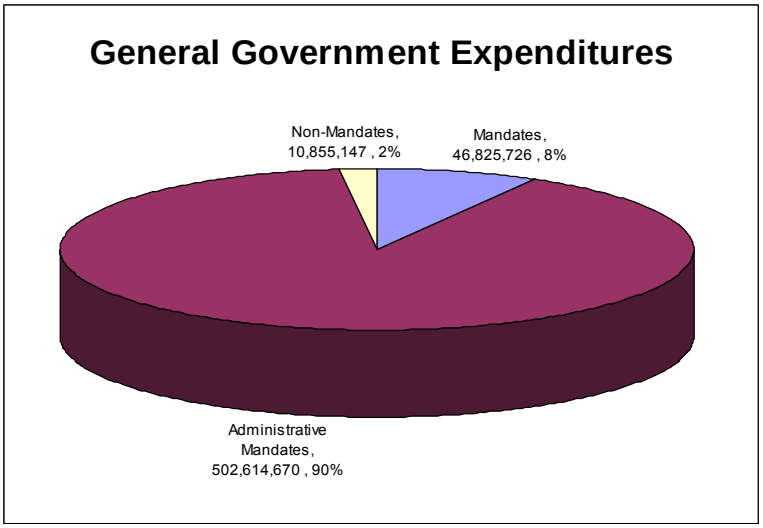
Culture & Recreation	**FY 2007-08**	**FY 2008-09**	**% Change**
Mandates	$ -	-	0%
Administrative Mandates	-	-	0%
Non-Mandates	16,756,821	16,563,262	-1%
Total	$ 16,756,821	$ 16,563,262	-1%

Planned expenditures for the Culture and Recreation activities have decreased. This is mostly due to a decrease in planned capital improvements on Park facilities.

General Government

General Government includes a broad range of mandated services. Taxation, elections, property assessment, revenue and expenditure accountability, and legal representation make up the majority of these services. The governing body of the County, the Board of Supervisors, is also a mandated function.

Of the $560 million budgeted for General Government expenditures, $46 million is mandated. General Government mandates comprise 26.3% of the total County Mandates. The table below illustrates the mandated versus non-mandated expenditures in FY 2007-08 and FY 2008-09.



General Government	**FY 2007-08**	**FY 2008-09**	**% Change**
Mandates	$ 199,452,978	46,825,726	-77%
Administrative Mandates	506,957,827	502,614,670	-1%
Non-Mandates	67,333,704	10,855,147	-84%
Total	$ 773,744,509	560,295,543	-28%

General Government expenditures have decreased due to a reclassification of expenditures to Health, Welfare and Sanitation in the amount of $80 million, a decrease in debt service of $36 million, a decrease in unfunded liabilities in the amount of $40 million and a decrease in contingency and other reserves of $57 million.

Highways and Streets

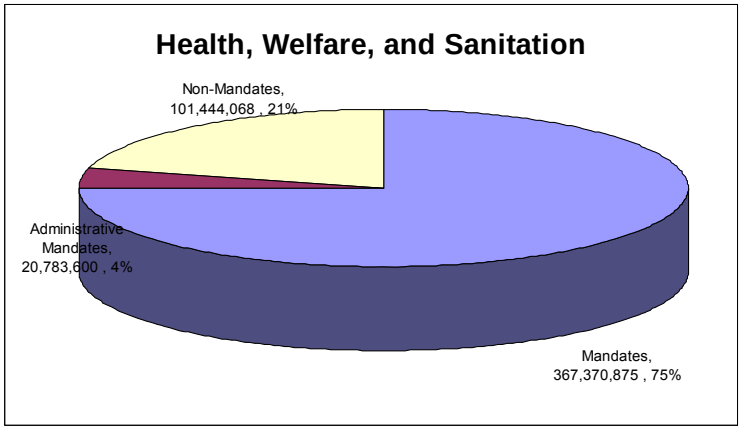
The Maricopa County Department of Transportation is responsible for designing, constructing, and maintaining roads and bridges, coordinating traffic information, and providing emergency and event control services.

All of the activities in the category of Highways and Streets are mandated. The expenditures for these mandates total more than $167.4 million, or 8.3% of the County's mandated expenditures. The table below reflects the FY 2007-08 and FY 2008-09 expenditures for Highways and Streets.

Highways & Streets	FY 2007-08	FY 2008-09	% Change
Mandates	$ 150,369,658	155,502,470	3%
Administrative Mandates	13,274,501	11,970,707	-10%
Non-Mandates	-	-	0%
Total	$ 163,644,159	167,473,177	2%

The Highways and Streets mandates have stayed relatively even. An increase of approximately $4 million is dues to an increase in Public Works Transportation budget for capital projects.

Health, Welfare & Sanitation



Maricopa County is responsible for providing a broad range of health-related services. The Public Health Department provides testing and treatment for communicable diseases, immunizations, lab and pharmacy services. In addition, this department is responsible for aggregating and reporting disease and health statistics, and maintaining birth and death records.

The Air Quality and Environmental Services departments enforce standards related to air pollution, water contamination, and food handling, and provide preventative health services such as mosquito abatement and trip reduction coordination. The Animal Care and Control Department provides enforcement, shelter, licensing and animal adoption services. Expenditures for the Medical Examiner's Office, which provides medicolegal investigations are also included in this category.

The FY 2008-09 budget includes over $101 million for non-mandated Health, Welfare and Sanitation services. These services are primarily grant-funded, and include community development, Head Start, workforce development, HIV/AIDS services, tobacco cessation, and nutrition programs.

Mandated expenditures for Health, Welfare and Sanitation activities total $388.1 million or 18.2% of the County's total mandated expenditures. The distribution of mandates versus non-mandates for Health, Welfare & Sanitation in the FY 2007-08 and FY 2008-09 budgets is shown in the table below.

Health, Welfare & Sanitation	FY 2007-08	FY 2008-09	% Change
Mandates	$ 287,144,213	367,370,875	28%
Administrative Mandates	16,471,456	20,783,600	26%
Non-Mandates	97,168,586	101,444,068	4%
Total	$ 400,784,255	489,598,542	22%

Health, Welfare and Sanitation mandates increased in FY 2008-09 due mostly to a reclassification of expenditures from General Government in the amount of $80 million.

Public Safety

Public Safety expenditures provide for the safety of Maricopa County citizens while protecting their unalienable rights by providing due process. Maricopa County funds prosecutors, defenders, the Judicial Branch, jails and policing activities, among other Criminal Justice activities. The departments of Contract Counsel, Emergency Management, Legal Defender, Legal Advocate, Public Defender, Clerk of Superior Court, Constables, County Attorney, Adult Probation, Juvenile Probation, Trial Courts, and the Sheriff carry out these activities.

Public Safety mandates total $1.01 billion or 47.7% of total the County's mandated expenditures. Less than 0.29% of Public Safety expenditures are for non-mandated activities. The table below illustrates the distribution of Public Safety expenditures for FY 2007-08 and FY 2008-09.

Public Safety	**FY 2007-08**	**FY 2008-09**	**% Change**
Mandates	$ 732,225,600	883,060,966	21%
Administrative Mandates	119,629,776	131,969,932	10%
Non-Mandates	1,159,116	2,926,606	152%
Total	$ 853,014,492	1,017,957,504	19%

The increase in Public Safety expenditures is due to the addition of certain functions from the Flood Control District to the County's Public Works department, a $37 million increase in Maintenance of Effort for the Jail system, and $98 million in Public Safety-related Capital Projects.

Financial Forecast

Executive Summary

The five-year financial forecast is a key element of Maricopa County's fiscal management strategy to maintain a sustainable, structurally-balanced budget. The forecast provides a reasonably conservative estimate of the County's fiscal condition through the next five years given realistic economic forecasts, current Board policies and existing laws. The forecast is prepared and updated for three major fund groups, and incorporates both external impacts of economic and demographic trends as well as the impacts of current or proposed internal policy choices. The forecasting process allows the County to assess the long-term impact of both external and internal factors. The County is thereby able to make major funding commitments with a reasonable assurance that they are sustainable, and can respond early to any potential fiscal problems, before those problems become acute.

The five-year forecast is presented for the following major County funds:

- General Fund
- Detention Funds (Operating and Capital Projects)
- Transportation Funds (Operating and Capital Projects)

The current forecast estimates revenues, expenditures and ending fund balances for five years, beginning with the FY 2008-09 Adopted Budget. A forecast scenario is also presented for FY 2008-09, which differs from the Adopted Budget. The FY 2008-09 Forecast presents the Most Likely scenario for major revenues, whereas the Adopted Budget was based on the Pessimistic forecast. In addition, the FY 2008-09 Forecast incorporates other revenue and expenditure changes that were identified close to the time of budget adoption, but were too late to incorporate in the budget. Overall, the forecast is based on econometric forecasts of major revenues, as well as demographic and economic indicators that are provided by Maricopa County's consulting economic forecasting firm. County staff combine this forecast information with base-line budget data and apply policy and other forecast assumptions to estimate trends in specific revenue and expenditure items.

While the budget itself is based on the "Pessimistic" revenue scenario, the five-year financial forecast reflects the "Most Likely" scenario. In the "Most Likely" scenario, expenditures and revenues are estimated to have an equal probability of being greater or less than the forecast. The forecast presented here does not incorporate policy changes that have not yet been made or proposed new revenue sources. As a result, this forecast provides a base-line assessment of the long-term impact of current policies given currently forecasted economic and demographic trends.

Overall Fiscal Position

The latest five-year financial forecast reflects a worsening economy and possibility of a recession. The forecast includes several significant trends:

- Declining growth in property tax assessed values due to the slowdown in the housing market is fully reflected in the property tax base. Maricopa County's primary (general operating) property tax levy is limited to 2% annual increases on existing property, plus taxes on new properties.
- No growth or even declines in State Shared Sales Tax, Vehicle License Tax, and Jail Excise Tax revenues. These revenues experienced unprecedented increases during the 2004-2006 housing "bubble," and serious problems in the local housing market have depressed consumer spending. Revenues are not expected to grow until at least FY 2009-10, and then only at a modest rate.

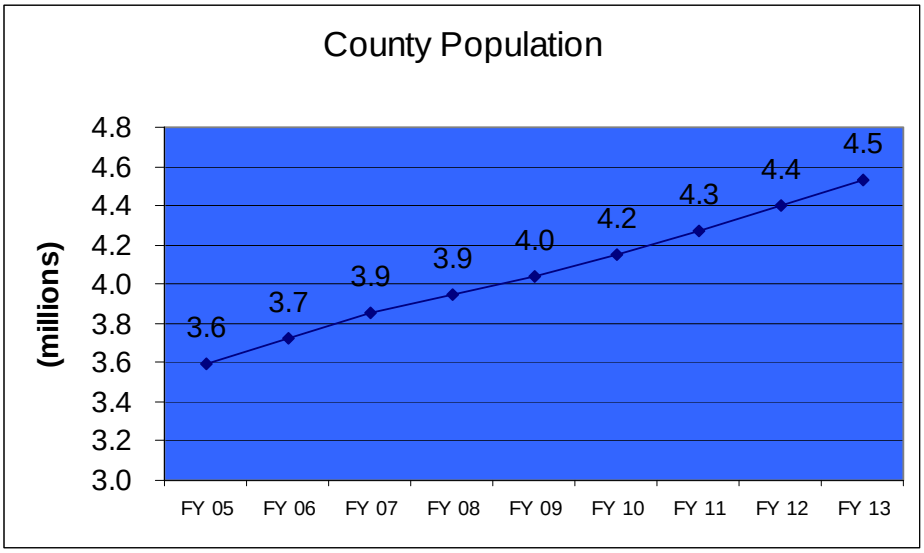
- Sizable increases in mandated payments to the State of Arizona for health care, in particular the ALTCS program. However, the State of Arizona faces a huge budget deficit, and could likely shift its costs to counties through higher AHCCCS and ALTCS contributions. This factor remains an unpredictable threat to Maricopa County's fiscal stability, but cannot be factored into the forecast.
- Lower increases in employee salaries, but continued increases in costs for health benefits and retirement contributions.

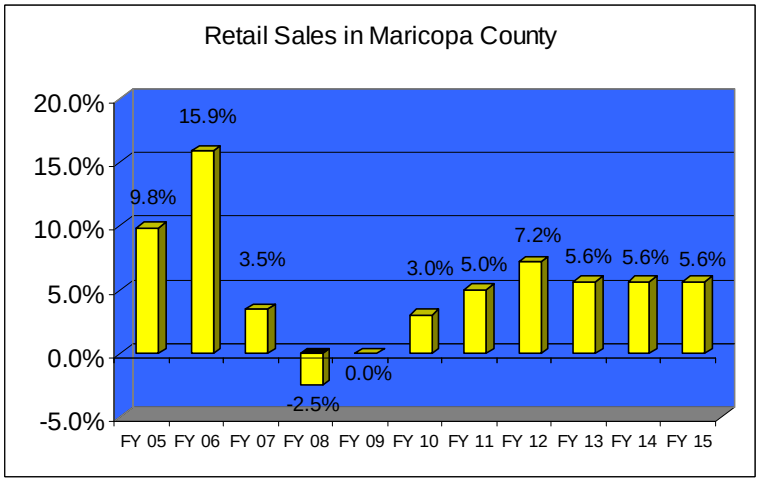
As a result, the forecast indicates that Maricopa County will continue to face challenges in maintaining a structurally-balanced budget as demands for ever-higher expenditures could exceed growth in revenues. Operating deficits are forecast beginning in FY 2010-11 in both the General and Detention Funds. No deficits are forecast in the Transportation Fund, but slower growth in Highway User Revenue Funds will limit the County's ability to fund transportation projects. There is a high degree of uncertainty regarding the economy, and there is a significant likelihood that economic trends could worsen significantly in coming months.

Forecast Drivers

Aside from policy assumptions, the five-year financial forecast is driven by forecasted population growth, inflation, retail sales and real estate values. While population growth and inflationary pressures continue to push forecasted expenditures higher, the slowdown in real estate market and subsequent slowing growth in retail sales is undermining growth in County revenues.

County population growth is forecasted at slower rates than in recent years, which will, to some degree, relieve the County from the service demand increases seen in recent years. While Couty population growth is expected to continue, the rate of growth will decline, at least for the next two fiscal years. The population growth rate is forecasted to slow to 2.3% in FY 2008-09, down from a peak of 3.7% in FY 2005-06; this equates to an annual increase of 91,000, which should push County population over four million for the first time.





Population growth is forecasted to eventually level off at 3.0% per year through FY 2012-13. By year five of the forecast, the total County population will reach nearly 4.5 million, an increase of almost 589,000 new residents.

Inflationary pressures will also drive up the cost of service delivery for Maricopa County. The annual percentage increase in the Consumer Price Index (CPI) is expected to increase to 3.0% in FY 2008-09, but will drop to 2.5% in later years. Increases in the cost of health care, as measured by the Medical CPI, are

forecasted to spike to 4.8% increase at an annual rate of 4.1%. Medical inflation is a factor not only in the cost of health care provided by County programs, but also in the cost of employee health and dental benefits.

Consistent with the slowing economy, retail sales are forecasted to be flat in FY 2008-09 after a decline of 2.5% in FY 2007-08. Growth is expected to start to recover in FY 2009-10. Unsustainable growth in retail sales of 15.9% in FY 2005-06 was fueled by a rapid appreciation in the housing market. The dramatic reduction in retail sales growth reduces forecasted revenues from State Shared Sales Taxes and Jail Excise Taxes.

Maricopa County building permits are forecasted to continue to decline, following drops of 10.9% in FY 2005-06, 24.5% in FY 2006-07, and an expected 20% drop in FY 2007-08. The five-year forecast assumes that housing permits will drop to 26,490 in FY 2008-09, and will start to recover in FY 2008-09 but will not return to the peak levels seen in FY 2004-05 during the forecast period..

Due to the property tax valuation cycle, the slowdown in the housing market will not be felt until FY 2009-10. Full-cash value, which increased 36.9% for FY 2007-08 and 17.7% in FY 2008-09, is forecasted to drop 1.4% in FY 2009-10 and 2.7% in FY 2010-11. The primary property tax, which supports the general fund, is based on the limited cash value, and will not experience the same fluctuations. The constitutional limit on increases in the primary property tax levy will hold annual revenue increases to 2% or less on existing properties.

Forecast Assumptions

The five-year forecast is based on two general assumptions:

- The County will continue its policy of “pay-as-you-go” financing of capital improvements.
- No changes in the rates of fees and charges, unless already approved by the Board of Supervisors or the State Legislature.
- There will be no further revenue reductions or cost shifts from the State of Arizona. While such developments are a significant possibility, they are impossible to predict.

Revenues

Property Taxes: Property taxes are levied on Net Assessed Value (NAV), which includes locally assessed real property and improvements, secured and unsecured personal property, and centrally assessed real property and improvements. The aggregate assessed value in each of these categories changes from year to year due to market trends, depreciation, legislative changes and construction activity. Each component of change was projected separately for each category of property. Market and growth estimates are based on historical trends; the impacts of legislative changes are also factored in where they are known. The forecasts should be considered conservative.

FY 2008-09 NAV continued to reflect the tremendous increases in residential market values, which peaked in 2005. The forecast for FY 2009-10 and beyond reflects the slowdown in house prices that began in 2006. Regardless of the amount of increase in the NAV, County primary property tax revenue growth is constitutionally limited to no more than 2% on property taxed in the prior year. While at the levy limit, Maricopa County has been required to reduce its primary property tax rate, and will need to continue to do so over the forecast period. The Most Likely forecast anticipates higher growth in the primary levy in FY 2008-09, followed by slower rates of growth in the years thereafter as the slowdown in new home construction is fully felt.

Property Tax Penalties and Interest: The base forecast assumes that revenue from this source will remain at current levels relative to property tax collections.

Licenses and Permits: Most sources of license and permit revenue are forecast to grow in line with the County population. Cable TV Franchise fees are forecasted to increase consistent with the Consumer Price Index.

Other Intergovernmental Revenue: Other Intergovernmental revenue is projected in most cases to grow in line with inflation; where appropriate, population growth is also factored into projections. The major sources of intergovernmental revenue include election reimbursements, state-shared Lottery revenues, and reimbursements for State Grand Jury costs. Election reimbursements are adjusted to coincide with the timing of primary and general elections. Shared Lottery receipts are forecasted flat, as they are already at their statutory maximum.

State Shared Sales Taxes: After record growth of more than 15% in FY 2005-06, increases in State Shared Sales Taxes slipped to 4.9% in FY 2006-07, and are forecasted actually decline 2.0% in FY 2007-08. For FY 2008-09, the forecast calls for zero growth in the Most Likely scenario, with growth recovering in FY 2009-10 and eventually leveling off at annual rates of 7.2%. The spike in growth, and subsequent fall-off, has been driven by the surge and leveling-off of the residential real estate market. As housing values increased dramatically in FY 2005-06, consumers were able to support high levels of spending with home-equity financing. Recent stagnation and declines have removed this support for consumer spending growth.

State Shared Vehicle License Taxes: Like sales taxes, vehicle license tax collections peaked at an abnormally high level in FY 2005-06 before dropping significantly in FY 2006-07. Because the existing stock of vehicles continually depreciates, growth in VLT is dependent on sales of new vehicles and importation of vehicles from out of state by new residents. VLT growth is forecasted to be at zero for 2007-08, followed by only 1% growth in FY 2008-09. Growth levels out to 7.0% annually later in the forecast period.

Charges for Services: Major sources of charges for services are recording fees, court fees, and tax sale fees. Most charges for service are expected to increase in line with County population growth. The forecast incorporates a significant increase in court fees that was approved by the Arizona Legislature after adoption of the County budget. Otherwise, the forecast does not assume that fee rates will be adjusted to reflect increasing costs of providing service.

Fines and Forfeits: General Fund fine and forfeit revenue is primarily from Justice Court traffic fines. Fines are expected to grow in line with County population growth. The forecast assumes no change in fine rates.

Interest Earnings: Interest earnings are forecasted proportionate to recent historical interest earnings relative to total revenue and fund balances.

Miscellaneous Revenue: Major sources of miscellaneous revenue include Trial Courts fees for copies and other miscellaneous services, Recorder fees for micro-graphics, and Assessor Map and Copy fees. The forecast assumes no change in current miscellaneous fee rates.

Operating Transfers-In: Operating transfers-in represent payments from other funds to the County General Fund for central services. The forecast assumes that Central Service transfers-in will increase with inflation.

Expenditures

Wages & Salaries: Wages and salaries assume a 2.5% average performance pay increase in FY 2008-09; in subsequent years, all performance and market adjustments are assumed to average 3.5% per year. The forecast also includes the impact of mandated elected official salary increases that will take effect in January 2009. Higher salary increases are forecast for health care delivery personnel. No staffing growth is forecast until FY 2010-11, with the exception of specific increases in public safety staffing, plus the approved addition of two Justices of the Peace and Constables to take office in January, 2009.

Employee Benefits: Based on information from the retirement systems, annual increases to all retirement plans are assumed to continue for several more fiscal years, but at decreasing levels. The forecast also predicts the continuing rise in employee health and dental insurance costs based on recent historical trends.

Supplies and Services: Supplies and services are projected to increase at the anticipated rates of inflation and staffing growth.

Capital Outlay: Capital outlay expenditures are projected to increase at the anticipated rates of inflation and staffing growth.

Jail Tax Maintenance of Effort: The mandated General Fund contribution to the Detention Fund is projected to continue at the required statutory base through the forecast period. The forecast does not include projected operating costs associated with new buildings that may result from the jail master plan, currently being updated. Depending on the results of the planning process, it is possible that tax revenue combined with the General Fund Maintenance of Effort may not be sufficient to cover future detention facility operating costs.

Mandated State Contributions: This category includes the mandated County contributions to the Arizona Long Term Care System (ALTCS), the Arizona Health Care Cost Containment System (AHCCCS) acute care program, and contributions to State behavioral health programs as required by the *Arnold v. Sarn* judgment. The ALTCS contribution is forecasted based on state-wide forecasts. The acute care contribution is forecasted to remain flat, in continuation of current State policy. The *Arnold v. Sarn* contribution is forecasted to increase at the rate of the Medical Consumer Price Index.

Capital Projects

Capital Project expenditures are forecasted based on the current approved Five-Year Capital Improvement Program for the General, Detention and Transportation Funds. The forecast therefore includes the impact of constructing and operating a new downtown criminal court tower.

Financial Forecast Schedules

GENERAL FUND	Adopted FY 2007-08	2 FY 2008-09	3 FY 2009-10	4 FY 2010-11	5 FY 2011-12
MOST LIKELY SCENARIO					
Sources of Funds:					
Revenue					
Prop. Taxes, Pen. & Interest	$ 439,835,021	$ 480,092,262	$ 516,237,553	$ 537,405,183	$ 560,805,205
Licenses & Permits	2,156,000	2,207,992	2,263,011	2,320,237	2,380,744
Other Intergovernmental	4,465,841	4,659,773	3,618,773	5,086,773	5,319,773
Payments in Lieu of Taxes	7,953,924	7,714,648	7,548,235	7,473,424	7,459,792
State Shared Sales Tax	497,453,141	527,771,849	535,688,427	546,402,196	585,743,154
State Shared Vehicle Lic. Tax	143,247,168	155,965,712	166,883,311	178,565,143	191,064,703
Intergovernmental Charges	13,508,317	13,778,483	14,081,610	14,405,487	14,751,219
Other Charges for Services	25,851,892	27,154,000	28,883,202	29,975,692	30,884,484
Internal Service Charges	4,354,799	4,451,000	4,553,000	4,662,000	4,779,000
Fines & Forfeits	16,433,137	16,959,000	17,502,000	18,027,000	18,568,000
Interest Earnings	12,000,000	7,235,321	5,857,909	4,571,269	2,538,935
Miscellaneous Revenue	2,883,415	2,967,000	3,051,000	3,133,000	3,217,000
Total Revenue	$ 1,170,142,655	$ 1,250,957,041	$ 1,306,168,032	$ 1,352,027,404	$ 1,427,512,009
Fund Transfers-In					
Central Service Allocation	$ 6,838,417	$ 6,989,000	$ 7,150,000	$ 7,322,000	$ 7,505,000
Total Sources	$ 1,176,981,072	$ 1,257,946,041	$ 1,313,318,032	$ 1,359,349,404	$ 1,435,017,009
Net Growth Rate		5.5%	4.4%	3.5%	5.6%
Uses of Funds:					
Expenditures:					
Personal Services	$ 488,516,824	$ 520,731,443	$ 553,798,297	$ 589,754,019	$ 636,164,786
Supplies & Services	268,063,279	282,754,969	282,074,396	300,181,661	306,985,280
Capital Outlay	17,959,996	18,355,116	18,777,284	19,227,938	20,152,081
Major Maintenance	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Mandated State Contributions	217,432,880	237,132,080	252,632,081	267,232,082	283,032,083
Total Expenditures	$ 1,001,972,979	$ 1,068,973,608	$ 1,117,282,058	$ 1,186,395,700	$ 1,256,334,230
Fund Transfers-Out					
Jail Tax Maint. of Effort	$ 165,933,494	$ 170,247,765	$ 173,993,216	$ 178,169,053	$ 182,979,617
Vital Registration	45,000	45,000	45,000	45,000	45,000
Debt Service	9,029,599	9,029,599	9,029,599	9,029,599	9,029,599
Total Transfers-Out	$ 175,008,093	$ 179,322,364	$ 183,067,815	$ 187,243,652	$ 192,054,216
Total Uses	$ 1,176,981,072	$ 1,248,295,972	$ 1,300,349,872	$ 1,373,639,352	$ 1,448,388,447
Net Growth Rate		6.1%	4.2%	5.6%	5.4%
Operating Surplus/Deficit:	$ -	$ 9,650,069	$ 12,968,159	$ (14,289,948)	$ (13,371,438)
Percent of Total Uses	0.0%	0.8%	1.0%	-1.0%	-0.9%
Fund Balance:					
Beg. Unreserved Balance	$ 414,158,357	$ 264,479,938	$ 214,130,007	$ 167,098,166	$ 92,808,218
Designation/Cash Flow	(54,000,000)	(83,200,000)	(89,500,000)	(93,200,000)	(97,300,000)
Designation/Budget Stab.	(157,809,663)	(130,930,007)	(77,598,166)	-	-
Other Designations	(37,733,900)	-	-	-	-
Beg. Unres/Undesig. Balance	$ 164,614,794	$ 50,349,931	$ 47,031,841	$ 73,898,166	$ (4,491,782)
Net Surplus/Deficit	-	9,650,069	12,968,159	(14,289,948)	(13,371,438)
Appropriated Fund Balance	(164,614,794)	(60,000,000)	(60,000,000)	(60,000,000)	(60,000,000)
Ending Unres./Undesig. Bal.	$ -	$ -	$ -	$ (391,782)	$ (77,863,219)
Ending Unres. Fund Balance	$ 249,543,563	$ 214,130,007	$ 167,098,166	$ 92,808,218	$ 19,436,781

DETENTION FUND	Adopted FY 2007-08	2 FY 2008-09	3 FY 2009-10	4 FY 2010-11	5 FY 2011-12
MOST LIKELY SCENARIO OPERATIONS FUND					
Sources of Funds:					
Revenue					
Jail Excise Tax	$ 149,823,673	$ 159,253,333	$ 161,642,133	$ 164,874,976	$ 176,745,974
Jail Per Diem & Misc.	26,601,747	27,200,000	27,800,000	28,500,000	29,200,000
Interest Income	3,000,000	2,223,356	1,798,788	1,193,216	422,386
Total Revenue	$ 179,425,420	$ 188,676,689	$ 191,240,921	$ 194,568,192	$ 206,368,360
Fund Transfers-In					
Jail Tax Maint. of Effort	$ 165,933,494	$ 170,247,765	$ 173,993,216	$ 178,169,053	$ 182,979,617
Total Sources	$ 345,358,914	$ 358,924,454	$ 365,234,137	$ 372,737,245	$ 389,347,977
Net Growth Rate		2.5%	1.8%	2.1%	4.5%
Uses of Funds:					
Expenditures:					
Personal Services	$ 234,095,472	$ 245,748,147	$ 258,103,513	$ 270,855,020	$ 284,564,513
Supplies & Services	100,199,774	102,718,480	105,400,342	108,111,019	111,105,440
Capital Outlay	3,563,668	3,653,247	3,748,629	3,845,036	3,951,535
Major Maintenance	7,500,000	7,500,000	7,500,000	7,500,000	7,500,000
Total Expenditures	$ 345,358,914	$ 359,619,874	$ 374,752,485	$ 390,311,075	$ 407,121,488
Total Uses	$ 345,358,914	$ 359,619,874	$ 374,752,485	$ 390,311,075	$ 407,121,488
Net Growth Rate		4.1%	4.2%	4.2%	4.3%
Operating Surplus/Deficit:	$ -	$ (695,420)	$ (9,518,348)	$ (17,573,830)	$ (17,773,511)
Percent of Total Uses	0.0%	-0.2%	-2.5%	-4.5%	-4.4%
Fund Balance:					
Beg. Unreserved Balance	$ 145,551,542	$ 108,376,615	$ 87,681,195	$ 58,162,847	$ 20,589,017
Desig. for Future CIP	(75,000,000)	(75,000,000)	(75,000,000)	(75,000,000)	(75,000,000)
Beg. Unres/Undesig. Balance	$ 70,551,542	$ 32,694,350	$ 11,998,930	$ (17,519,418)	$ (55,093,248)
Net Surplus/Deficit	-	(695,420)	(9,518,348)	(17,573,830)	(17,773,511)
Appropriated Fund Balance	(67,148,406)	(20,000,000)	(20,000,000)	(20,000,000)	(20,000,000)
Ending Unres./Undesig. Bal.	$ 3,403,136	$ 11,998,930	$ (17,519,418)	$ (55,093,248)	$ (92,866,760)
Ending Unres. Fund Balance	$ 78,403,136	$ 87,681,195	$ 58,162,847	$ 20,589,017	$ (17,184,495)
CAPITAL PROJECTS FUND					
Sources of Funds:					
Transfer from Detention Operations	$ 32,112,796	$ -	$ -	$ -	$ -
Total Sources	$ 32,112,796	$ -	$ -	$ -	$ -
Uses of Funds					
Durango Juv. Det/Trtmnt Center	$ 7,279,390	$ -	$ -	$ -	$ -
Retherm Food Delivery System	5,000,000	10,000,000	5,000,000	-	-
Project Reserve	34,149,563	-	-	-	-
Total Uses	$ 46,428,953	$ 10,000,000	$ 5,000,000	$ -	$ -
Unreserved Fund Balance:					
Beginning Balance	$ 58,833,417	$ 44,517,260	$ 34,517,260	$ 29,517,260	$ 29,517,260
Sources - Uses (Net)	(14,316,157)	(10,000,000)	(5,000,000)	-	-
Ending Balance	$ 44,517,260	$ 34,517,260	$ 29,517,260	$ 29,517,260	$ 29,517,260

TRANSPORTATION FUND	Adopted FY 2007-08	2 FY 2008-09	3 FY 2009-10	4 FY 2010-11	5 FY 2011-12
MOST LIKELY SCENARIO					
OPERATIONS FUND					
Sources of Funds:					
Revenue					
Licenses & Permits	$ 2,691,313	$ 2,777,435	$ 2,866,313	$ 2,952,302	$ 3,040,871
Other Intergovernmental	140,000	140,000	140,000	140,000	140,000
State Shared Highway User Rev.	104,000,000	112,832,585	118,006,972	123,408,352	129,166,895
State Shared Vehicle License Taxes	9,249,088	9,720,791	10,401,247	11,129,334	11,908,388
Intergovernmental Charges for Service	98,850	100,827	103,045	105,415	107,945
Interest Earnings	1,200,000	-	-	-	-
Miscellaneous Revenue	326,311	332,837	340,160	347,983	356,335
Gain on Fixed Assets	900,000	-	-	-	-
Total Sources	$ 118,605,562	$ 125,904,476	$ 131,857,736	$ 138,083,387	$ 144,720,434
Net Growth Rate		6.15%	4.73%	4.72%	4.81%
Uses of Funds:					
Expenditures					
Personal Services	$ 27,806,293	$ 29,061,247	$ 30,382,349	$ 31,773,813	$ 33,172,527
Supplies & Services	27,734,427	28,344,584	28,996,510	29,692,426	30,434,737
Capital Outlay	6,374,919	6,515,167	6,665,016	6,824,976	6,995,601
Total Expenditures	$ 61,915,639	$ 63,920,998	$ 66,043,875	$ 68,291,216	$ 70,602,864
Net Growth Rate		3.24%	3.32%	3.40%	3.38%
Fund Transfers-Out:					
Central Service Allocation	$ 1,810,747	$ 1,850,583	$ 1,893,147	$ 1,938,582	$ 1,987,047
Capital Projects Fund	59,709,258	60,132,894	63,920,715	67,853,589	72,130,523
Total Transfers-Out	$ 61,520,005	$ 61,983,477	$ 65,813,861	$ 69,792,171	$ 74,117,570
Total Uses	$ 123,435,644	$ 125,904,476	$ 131,857,736	$ 138,083,387	$ 144,720,434
Surplus/Deficit:	$ (4,830,082)	$ -	$ -	$ -	$ -
Percent of Total Uses	-3.9%	0.0%	0.0%	0.0%	0.0%
Fund Balance:					
Beg. Unreserved Balance	$ 4,830,082	$ -	$ -	$ -	$ -
Net Surplus/Deficit	(4,830,082)	-	-	-	-
Ending Unres. Fund Balance	$ -	$ -	$ -	$ -	$ -
CAPITAL PROJECTS FUND					
Sources of Funds:					
Revenue					
Other Intergovernmental	$ 22,404,868	$ 22,404,868	$ 22,404,868	$ 22,404,868	$ 22,404,868
Fund Transfers In					
Transportation Operations Fund	59,709,258	60,132,894	63,920,715	67,853,589	72,130,523
Total Sources	$ 82,114,126	$ 82,537,762	$ 86,325,583	$ 90,258,457	$ 94,535,391
Uses of Funds:					
Expenditures					
Capital Improvement Program	$ 98,605,934	$ 76,803,346	$ 68,768,846	$ 70,730,346	$ 73,961,346
Fund Balance:					
Beginning Unreserved Balance	$ 23,638,558	$ 7,146,750	$ 12,881,166	$ 30,437,903	$ 49,966,013
Sources Less Uses	(16,491,808)	5,734,416	17,556,737	19,528,111	20,574,045
Ending Unreserved Fund Balance	$ 7,146,750	$ 12,881,166	$ 30,437,903	$ 49,966,013	$ 70,540,058

Adult Probation

Analysis by Dexter C. Thomas, Sr. Management & Budget Analyst

Summary

Mission

The Mission of the Maricopa County Adult Probation Department (MCAPD) is to provide assistance and adult pre-trial and probation services to neighborhoods, courts, offenders and victims so that they experience enhanced safety and well being.

Vision

An agency of professionals committed to continuous improvement in the quality of community life by offering hope to neighborhoods, victims and offenders.

Strategic Goals

- **By the end of fiscal year 2010, MCAPD will enhance public safety by:**
    - **Reducing the number of probationers committed to the Department of Corrections to 20%**
    - **Reducing the number of probationers convicted of a new felony offense to 10%**
    - **Increase the rate of successful completions from probation to 65%**
    - **Increase the rate of successful completions from Pretrial Supervision to 80%**
    - **Increase by 10% the number of high-risk offenders who have a reduction in risk scores upon termination of probation**

  Status: Currently Adult Probation has decreased their commitment rate to the Department of Corrections in FY2007, and continues to make improvements in this area. They are currently meeting the 8% range of new felony convictions and nearing the goal for successful completions from standard probation. Pretrial Services is meeting the goal given current staffing resources.

- **By the end of fiscal year 2010, MCAPD will recruit, hire and retain a quality and diverse workforce, and improve employee compensation as evidenced by: employee resignations because of pay will be reduced to 30%.**

  Status: 96% of all staff completed the Employee Satisfaction Survey in FY2008. MCAPD staff had an overall satisfaction score of 5.87. This is the first time that the overall score in every category of the survey reached over 5.0 by employees. The average years of service for MCAPD badge staff are nine (9) years.

- **By the end of fiscal year 2010, MCAPD will improve case processing as evidenced by:**
    - **Maintaining at least a 97% on-time rate for submitting pre-sentence reports to the Court without a continuance**
    - **Increasing the rate of Community Restitution collected to 80%**
    - **Increasing the rate of community work service completed to 50%**
    - **Increasing the use of the Offender Screening Tool to 75% for newly sentenced probationers**

- **Making use of the Field Reassessment Offender Screening Tool to develop case management plans at least 67% of the time**

Status: Presentence reports have continually been reported on time with a year to date of 99.82%. MCAPD continues to improve in the areas of victim restitution payments, as well as ensuring community restitution work hours are completed by probationers. They are currently operating at the established benchmarks for both the OST and the FROST assessments.

- **By the end of fiscal year 2010, MCAPD will improve customer satisfaction as evidenced by the following measurable increase in customers who report satisfaction:**
  - **60% of victims will be satisfied with services provided by MCAPD**
  - **67% of offenders will be satisfied with services provided by MCAPD**
  - **75% of criminal court judges will be satisfied with services provided by MCAPD**
  - **Staff satisfied with MCAPD will improve to an overall satisfaction score of 5.50 on the Employee Satisfaction Survey**
  - **The percentage of community and criminal justice partners satisfied with MCAPD will be maintained at level of 90% or higher**

Status: MCAPD continues to make great strides in improving the services that are provided to our community partners. They have made improvements to increase satisfaction rates and will continue to monitor for growth. Currently, MCAPD is operating at the benchmark for each category.

- **By the end of fiscal year 2010, MCAPD will have the equipment, facilities, support services and technological interconnectivity with agencies to provide efficient and effective probation services, and promote staff safety as evidenced by:**
  - **A minimum mean score of 5.5 on a sale of 2 to 8 on employee surveys that rate staff's satisfaction level with equipment, facilities, support services and staff safety services.**
  - **Attaining 100% of technology standards and replacement schedule recommended by the County Chief Information Officer.**

Status: There has been an increase in the staff satisfaction with MCAPD equipment facilities, and support services with an overall score of 6.27. With the increased security at regional offices, there has also been an increase in the staff satisfaction with MCAPD safety services with an overall score of 6.52.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
REVENUE							
11BC - BEHAVIORAL CHANGE	$ 3,792,333	$ 3,483,094	$ 3,804,776	$ 3,502,318	$ 3,727,877	$ (76,899)	-2.0%
EDUC - ADULT EDUCATION	340,319	326,167	366,579	272,740	313,794	(52,785)	-14.4%
PRES - PRESENTENCE	383,522	158,310	158,310	251,221	173,430	15,120	9.6%
PTRI - PRETRIAL INIT AP RELEASE INFO	124,747	176,972	176,972	120,652	189,344	12,372	7.0%
PTSV - PRETRIAL SUPERVISION	142,846	200,000	200,000	121,909	189,344	(10,656)	-5.3%
TTAC - TRANSITION AND TREATMENT	2,800,899	2,621,645	2,902,915	2,735,796	2,861,965	(40,950)	-1.4%
11CJ - COMMUNITY JUSTICE	$ 11,143,364	$ 11,185,963	$ 11,185,963	$ 10,849,062	$ 13,088,571	$ 1,902,608	17.0%
CMRS - COMMUNITY RESTORATION	399,358	97,000	97,000	156,123	174,700	77,700	80.1%
WARR - FUGITIVE APPREHENSION ACTIVITY	8,886	7,262	7,262	4,075	14,587	7,325	100.9%
ICMA - IN CUSTODY MANAGEMENT	985,493	1,210,620	1,210,620	1,097,741	1,114,411	(96,209)	-7.9%
INPB - INTENSIVE PROBATION	1,886,249	1,792,000	1,792,000	2,300,145	2,219,422	427,422	23.9%
SOFF - SEX OFFENDER	52,900	311,368	311,368	174,734	185,195	(126,173)	-40.5%
STDP - STANDARD PROBATION	7,810,477	7,767,713	7,767,713	7,116,244	9,380,256	1,612,543	20.8%
99AS - ADMINISTRATIVE SERVICES	$ 37,549	$ 73,563	$ 75,180	$ 50,924	$ 60,173	$ (15,007)	-20.0%
FSAC - FINANCIAL SERVICES	37,549	73,563	75,180	50,924	60,173	(15,007)	-20.0%
99GV - GENERAL GOVERNMENT	$ 1,581,657	$ 1,960,698	$ 1,960,698	$ 1,952,502	$ 1,950,000	$ (10,698)	-0.5%
GGOV - GENERAL GOVERNMENT	1,581,657	1,960,698	1,960,698	1,952,502	1,950,000	(10,698)	-0.5%
TOTAL PROGRAMS	$ 16,554,903	$ 16,703,318	$ 17,026,617	$ 16,354,806	$ 18,826,621	$ 1,800,004	10.6%
EXPENDITURES							
11BC - BEHAVIORAL CHANGE	$ 17,187,483	$ 18,445,562	$ 18,859,994	$ 19,179,402	$ 18,668,825	$ 191,169	1.0%
EDUC - ADULT EDUCATION	799,182	916,349	1,010,938	868,940	969,507	41,431	4.1%
PRES - PRESENTENCE	7,630,598	8,180,414	8,259,210	8,317,832	8,054,443	204,767	2.5%
PTBB - PRETRIAL BAIL/BOND REVIEW	240,060	250,454	251,224	263,930	57,350	193,874	77.2%
PTRI - PRETRIAL INIT AP RELEASE INFO	1,397,283	1,662,930	1,669,670	1,821,257	1,762,464	(92,794)	-5.6%
PTSV - PRETRIAL SUPERVISION	3,201,465	3,463,361	3,474,242	3,639,530	3,472,573	1,669	0.0%
TTAC - TRANSITION AND TREATMENT	3,918,896	3,972,054	4,194,710	4,267,913	4,352,488	(157,778)	-3.8%
11CJ - COMMUNITY JUSTICE	$ 53,640,361	$ 59,977,854	$ 60,314,140	$ 59,272,877	$ 56,745,799	$ 3,568,341	5.9%
CMRS - COMMUNITY RESTORATION	3,159,205	3,321,386	3,328,993	3,329,050	3,325,329	3,664	0.1%
DVIO - DOMESTIC VIOLENCE	963,628	1,150,786	1,154,829	1,186,784	1,182,575	(27,746)	-2.4%
WARR - FUGITIVE APPREHENSION ACTIVITY	1,458,328	1,791,006	1,805,572	1,702,239	1,818,310	(12,738)	-0.7%
ICMA - IN CUSTODY MANAGEMENT	2,856,565	3,233,950	3,256,680	3,370,628	3,281,421	(24,741)	-0.8%
INDS - INDIRECT SERVICES	822,583	814,672	818,335	877,315	861,707	(43,372)	-5.3%
INPB - INTENSIVE PROBATION	10,003,675	11,518,822	11,577,578	10,559,415	9,063,142	2,514,436	21.7%
RPRT - REPORT & REVIEW	1,634,331	2,812,348	2,837,173	2,697,744	3,051,600	(214,427)	-7.6%
SMIL - SERIOUS MENTALLY ILL	1,149,321	1,292,732	1,305,115	1,280,983	1,223,975	81,140	6.2%
SOFF - SEX OFFENDER	2,910,290	3,528,150	3,535,637	3,681,725	3,729,784	(194,147)	-5.5%
STDP - STANDARD PROBATION	28,384,494	30,178,733	30,355,416	30,240,568	28,874,755	1,480,661	4.9%
TYTH - TRANSFER YOUTH	297,939	335,269	338,812	346,426	333,201	5,611	1.7%
99AS - ADMINISTRATIVE SERVICES	$ 2,315,129	$ 2,522,767	$ 2,468,843	$ 2,545,405	$ 2,238,335	$ 230,508	9.3%
BDGT - BUDGETING	127,606	132,309	131,829	130,381	126,106	5,723	4.3%
ODIR - EXECUTIVE MANAGEMENT	922,876	1,221,436	1,192,676	1,073,642	876,303	316,373	26.5%
FSAC - FINANCIAL SERVICES	393,251	440,512	415,137	414,502	411,869	3,268	0.8%
HRAC - HUMAN RESOURCES	471,430	322,598	321,781	364,790	357,225	(35,444)	-11.0%
PROC - PROCUREMENT	121,374	107,204	107,243	142,985	136,168	(28,925)	-27.0%
RMGT - RISK MANAGEMENT	278,591	298,708	300,177	419,105	330,664	(30,487)	-10.2%
99GV - GENERAL GOVERNMENT	$ 306,486	$ 990,348	$ 990,348	$ 956,664	$ 1,002,540	$ (12,192)	-1.2%
ISFC - INTERNAL SERVICE FUND CHARGES	306,486	990,348	990,348	956,664	1,002,540	(12,192)	-1.2%
99IT - INFORMATION TECHNOLOGY	$ 1,578,588	$ 1,653,596	$ 1,652,023	$ 1,518,084	$ 1,548,853	$ 103,170	6.2%
BUAS - BUSINESS APPLICATION DEVELOP	320,127	364,096	363,090	249,607	275,987	87,103	24.0%
DESK - DESKTOP SUPPORT	1,084,776	1,085,313	1,085,285	1,090,209	1,082,226	3,059	0.3%
GISA - G.I.S. APPLICATION DEVELOPMENT AND SUPPOR	45,355	42,908	42,813	40,380	52,996	(10,183)	-23.8%
HDSP - HELP DESK SUPPORT	9,460	9,259	9,236	76,243	69,570	(60,334)	-653.2%
VANS - INFRASTRUCTURE NETWORK SERVICES	118,870	152,020	151,599	61,645	68,074	83,525	55.1%
TOTAL PROGRAMS	$ 75,028,047	$ 83,590,127	$ 84,285,348	$ 83,472,432	$ 80,204,352	$ 4,080,996	4.8%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0615 - GRANTS	$ 3,422,166	$ 3,359,091	$ 3,682,390	$ 3,451,381	$ 3,654,526	$ (27,864)	-0.8%
0620 - OTHER INTERGOVERNMENTAL	420,902	538,447	538,447	(1)	-	(538,447)	-100.0%
SUBTOTAL	$ 3,843,068	$ 3,897,538	$ 4,220,837	$ 3,451,380	$ 3,654,526	$ (566,311)	-13.4%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ -	$ -	$ 473,846	$ 599,517	$ 599,517	
0635 - OTHER CHARGES FOR SERVICES	10,841,030	10,650,082	10,650,082	10,106,975	12,243,478	1,593,396	15.0%
SUBTOTAL	$ 10,841,030	$ 10,650,082	$ 10,650,082	$ 10,580,821	$ 12,842,995	$ 2,192,913	20.6%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 1,571,826	$ 2,055,698	$ 2,055,698	$ 2,048,767	$ 2,053,100	$ (2,598)	-0.1%
SUBTOTAL	$ 1,571,826	$ 2,055,698	$ 2,055,698	$ 2,048,767	$ 2,053,100	$ (2,598)	-0.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 298,979	$ 100,000	$ 100,000	$ 273,838	$ 276,000	$ 176,000	176.0%
SUBTOTAL	$ 298,979	$ 100,000	$ 100,000	$ 273,838	$ 276,000	$ 176,000	176.0%
ALL REVENUES	$ 16,554,903	$ 16,703,318	$ 17,026,617	$ 16,354,806	$ 18,826,621	$ 1,800,004	10.6%
TOTAL SOURCES	$ 16,554,903	$ 16,703,318	$ 17,026,617	$ 16,354,806	$ 18,826,621	$ 1,800,004	10.6%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 48,815,759	$ 55,999,262	$ 56,214,243	$ 56,106,548	$ 53,204,109	$ 3,010,134	5.4%
0705 - TEMPORARY PAY	228,043	212,050	212,050	315,205	568,271	(356,221)	-168.0%
0710 - OVERTIME	815,135	878,258	878,258	360,339	400,900	477,358	54.4%
0750 - FRINGE BENEFITS	15,514,762	18,776,962	18,807,048	18,550,536	18,092,759	714,289	3.8%
0790 - OTHER PERSONNEL SERVICES	499,451	486,231	941,753	959,449	874,200	67,553	7.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,535,104)	(12,298,664)	(12,298,664)	(12,392,321)	(14,516,107)	2,217,443	-18.0%
0796 - PERSONNEL SERVICES ALLOC-IN	2,488,840	13,270,719	13,270,719	13,353,116	15,893,986	(2,623,267)	-19.8%
SUBTOTAL	$ 66,826,884	$ 77,324,818	$ 78,025,407	$ 77,252,872	$ 74,518,118	$ 3,507,289	4.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 857,547	$ 1,180,158	$ 1,180,158	$ 948,721	$ 625,547	$ 554,611	47.0%
0802 - MEDICAL SUPPLIES	12,140	10,315	10,315	32,241	40,000	(29,685)	-287.8%
0803 - FUEL	107,870	111,300	111,300	141,263	151,000	(39,700)	-35.7%
0804 - NON-CAPITAL EQUIPMENT	217,139	19,800	19,800	30,444	-	19,800	100.0%
SUBTOTAL	$ 1,194,696	$ 1,321,573	$ 1,321,573	$ 1,152,669	$ 816,547	$ 505,026	38.2%
SERVICES							
0810 - LEGAL SERVICES	$ 809	$ 1,000	$ 1,000	$ 343	$ -	$ 1,000	100.0%
0811 - HEALTH CARE SERVICES	331,335	332,000	332,000	332,175	305,500	26,500	8.0%
0812 - OTHER SERVICES	1,921,244	1,376,812	1,371,620	1,546,285	1,588,407	(216,787)	-15.8%
0820 - RENT & OPERATING LEASES	437,665	288,627	288,627	293,440	297,910	(9,283)	-3.2%
0825 - REPAIRS AND MAINTENANCE	498,148	522,000	522,000	558,728	502,700	19,300	3.7%
0830 - INTERGOVERNMENTAL PAYMENTS	31,288	33,000	33,000	12,102	-	33,000	100.0%
0839 - INTERNAL SERVICE CHARGES	757,795	764,480	764,480	734,522	745,000	19,480	2.5%
0841 - TRAVEL	369,374	384,502	384,326	428,313	444,400	(60,074)	-15.6%
0842 - EDUCATION AND TRAINING	75,736	107,000	107,000	68,812	45,000	62,000	57.9%
0843 - POSTAGE/FREIGHT/SHIPPING	95,505	84,000	84,000	99,527	107,120	(23,120)	-27.5%
0845 - SUPPORT AND CARE OF PERSONS	185,705	125,000	125,000	128,713	135,000	(10,000)	-8.0%
0850 - UTILITIES	2,455	2,000	2,000	2,094	2,000	-	0.0%
SUBTOTAL	$ 4,707,059	$ 4,020,421	$ 4,015,053	$ 4,205,054	$ 4,173,037	$ (157,984)	-3.9%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 85,796	$ -	$ -	$ -	$ -	$ -	
0920 - CAPITAL EQUIPMENT	284,700	-	-	8,717	-	-	
0930 - VEHICLES & CONSTRUCTION EQUIP	75,640	60,000	60,000	56,660	-	60,000	100.0%
0950 - DEBT SERVICE	625,392	658,315	658,315	632,460	696,650	(38,335)	-5.8%
0956 - CAPITAL-ALLOCATION IN	1,227,880	205,000	205,000	164,000	-	205,000	100.0%
SUBTOTAL	$ 2,299,407	$ 923,315	$ 923,315	$ 861,837	$ 696,650	$ 226,665	24.5%
TOTAL USES	$ 75,028,047	$ 83,590,127	$ 84,285,348	$ 83,472,432	$ 80,204,352	$ 4,080,996	4.8%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
211 - ADULT PROBATION GRANTS	$ 4,193,722	$ 4,254,173	$ 4,577,472	$ 4,329,783	$ 4,577,473	$ 1	0.0%
SPECIAL REVENUE - GRANT	$ 4,193,722	$ 4,254,173	$ 4,577,472	$ 4,329,783	$ 4,577,473	$ 1	0.0%
201 - ADULT PROBATION FEES	$ 12,361,181	$ 12,449,145	$ 12,449,145	$ 12,025,023	$ 14,249,148	$ 1,800,003	14.5%
SPECIAL REVENUE - OTHER	$ 12,361,181	$ 12,449,145	$ 12,449,145	$ 12,025,023	$ 14,249,148	$ 1,800,003	14.5%
TOTAL SPECIAL REVENUE	$ 16,554,903	$ 16,703,318	$ 17,026,617	$ 16,354,806	$ 18,826,621	$ 1,800,004	10.6%
TOTAL FUNDS	$ 16,554,903	$ 16,703,318	$ 17,026,617	$ 16,354,806	$ 18,826,621	$ 1,800,004	10.6%
USES							
100 - GENERAL	$ 57,705,309	$ 65,774,128	$ 66,151,242	$ 66,057,998	$ 60,982,903	$ 5,168,339	7.8%
211 - ADULT PROBATION GRANTS	$ 4,086,158	$ 4,254,173	$ 4,577,472	$ 4,237,528	$ 4,577,481	$ (9)	0.0%
SPECIAL REVENUE - GRANT	$ 4,086,158	$ 4,254,173	$ 4,577,472	$ 4,237,528	$ 4,577,481	$ (9)	0.0%
201 - ADULT PROBATION FEES	$ 13,236,580	$ 13,561,826	$ 13,556,634	$ 13,176,906	$ 14,643,968	$ (1,087,334)	-8.0%
SPECIAL REVENUE - OTHER	$ 13,236,580	$ 13,561,826	$ 13,556,634	$ 13,176,906	$ 14,643,968	$ (1,087,334)	-8.0%
TOTAL SPECIAL REVENUE	$ 17,322,738	$ 17,815,999	$ 18,134,106	$ 17,414,434	$ 19,221,449	$ (1,087,343)	-6.0%
TOTAL FUNDS	$ 75,028,047	$ 83,590,127	$ 84,285,348	$ 83,472,432	$ 80,204,352	$ 4,080,996	4.8%

General Adjustments

Revenue Enhancement: An increase in revenue of $1,800,003 in the Adult Probation Fees Fund (201) resulting from an increase in the probation surcharge assessed on civil and criminal traffic violations from $10 to $20 allows a commensurate increase in expenditures. Costs associated with the Standard Probation, Intensive Probation and In-Custody Management activities will be shifted from the General Fund to the Adult Probation Fees Fund.

Budget Reductions: The General Fund (100) budget is reduced by $3,306,914 impacting several activities including Standard Probation, Intensive Probation, and Pretrial Services. This budget reduction results in a department-wide reduction of 62.5 FTE's.

Programs and Activities

Assessment and Behavioral Change Program

The purpose of the Assessment and Behavioral Change Program is to provide assessment, treatment and education services to offenders so that they can experience positive behavioral change.

Program Results

11BC - BEHAVIORAL CHANGE Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of students who successfully complete MCAPD operated education classes during the reporting period.	Not Reported	67.0%	70.0%	3.0%	4.5%
Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period.	(0.0%)	97.0%	91.0%	(6.0%)	-6.2%
Percent of defendants released from custody following a Pretrial Bail/Bond Review.	(1.4%)	35.0%	66.0%	31.0%	88.6%
Percent of Pretrial Initial Appearance Defendant Packets submitted to the Court within the 24-hour statutory mandate.	(0.0%)	100.0%	100.0%	0.0%	0.0%
Percent of defendants who successfully complete release conditions without termination during the reporting period.	Not Reported	1.2%	85.0%	83.8%	6898.8%
Percent of defendants who fail to initially appear to Pretrial Services during the reporting period	Not Reported	4.4%	2.7%	(1.7%)	-38.6%
Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period.	Not Reported	55.2%	67.0%	11.8%	21.4%
Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period.	Not Reported	8.1%	17.0%	8.9%	109.9%

Activities that comprise this program include:

- Education
- Pre-Sentence
- Pre-Trial Bail/Bond Review
- Pre-Trial Initial Appearance Release Information
- Pre-Trial Supervision
- Transition and Treatment

Education Activity

The purpose of the Education Activity is to provide education classes and services for adult students so that they can develop new life skills as evidenced by their successful completion of the education program.

Mandates: A.R.S. §12-299 establishes that Superior Court, through Adult Probation, is responsible for establishing community punishment programs, including educational services.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of students who successfully complete MCAPD operated education classes during the reporting period.	Not Reported	67.0%	70.0%	3.0%	4.5%
Output	Average number of students who participate in MCAPD operated education classes during the reporting period.	1,794	444	1,972	1,528	344.1%
Output	Number of students who terminate (exit) from education classes operated by NCADP	Not Reported	1,461	2,829	1,368	93.6%
Demand	Average number of students in need (assessed, ordered, or referred) of MCAPD operated education services	2,550	678	1,605	927	136.7%
Efficiency	NAAverage cost per student who participates in MCAPD operated education classes during the reporting period	$445.47	$1,957.07	$491.64	$1,465.44	74.9%
Revenue						
	211 - ADULT PROBATION GRANTS	$ 340,319	$ 272,740	$ 313,794	$ 41,054	15.1%
	TOTAL SOURCES	$ 340,319	$ 272,740	$ 313,794	$ 41,054	15.1%
Expenditure						
	100 - GENERAL	$ 111,868	$ 358,170	$ 330,034	$ 28,136	7.9%
	201 - ADULT PROBATION FEES	176,972	-	-	-	0.0%
	211 - ADULT PROBATION GRANTS	510,342	510,770	639,473	(128,703)	-25.2%
	TOTAL USES	$ 799,182	$ 868,940	$ 969,507	$ (100,567)	-11.6%

Pre-Sentence Activity

The purpose of the Pre-Sentence Activity is to provide timely investigation, screening and assessments of offenders for judges so that they (judges) can make informed sentencing decisions.

Mandates: A.R.S. §12-251 establishes standard probation and establishes qualifications for probation officers and support staff. A.R.S. §12-253 establishes standard probation power and duties. A.R.S. §§13-701, 13-914, 13-4410, and 13-4424 establish the need for a pre-sentence report.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of presentence recommendations matching actual sentences (i.e., probation, prison, terminal dispositions)"	Not Reported	0.0%	0.0%	0.0%	0.0%
Result	Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period.	Not Reported	97.0%	91.0%	(6.0%)	-6.2%
Output	Number of presentence investigation reports completed during the reporting period.	16,631	17,411	17,057	-354	-2.0%
Demand	Number of presentence investigation reports ordered by the court to be completed during the reporting period.	16,631	17,411	18,774	1,363	7.8%
Efficiency	Average cost per presentence investigation report.	$458.82	$477.73	$472.21	$5.53	1.2%
Revenue						
	211 - ADULT PROBATION GRANTS	$ 383,522	$ 251,221	$ 173,430	$ (77,791)	-31.0%
	TOTAL SOURCES	$ 383,522	$ 251,221	$ 173,430	$ (77,791)	-31.0%
Expenditure						
	100 - GENERAL	$ 5,249,058	$ 8,094,951	$ 7,850,550	$ 244,401	3.0%
	201 - ADULT PROBATION FEES	2,166,103	37,749		37,749	100.0%
	211 - ADULT PROBATION GRANTS	215,436	185,132	203,893	(18,761)	-10.1%
	TOTAL USES	$ 7,630,598	$ 8,317,832	$ 8,054,443	$ 263,389	3.2%

Pre-Trial Bail/Bond Review Activity

The purpose of the Pre-Trial Bail/Bond Review Activity is to provide the court with a review and report of the defendant's bail/bond and custody status so that the court can modify the bail/bond custody status, if appropriate.

Mandates: A.R.S. §13-3967 establishes that at his/her appearance before a judicial officer, any person who is charged with a public offense that is bail-able as a matter of right shall be ordered released pending trial on his own recognizance or on the execution of bail in an amount specified by the judicial officer.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of defendants released from custody following a Pretrial Bail/Bond Review.	15.0%	35.0%	66.0%	31.0%	88.6%
Output	Number of Bail/Bond Reviews completed.	295	202	194	-8	-4.0%
Demand	Number of defendants held in jail after Initial Appearance who are eligible for a Bail/Bond Review (all defendants who are eligible to be bondable after charges have been filed).	3,600	23,083	17,785	-5,298	-23.0%
Efficiency	Average cost per Bail/Bond Reviews completed during the reporting period.	$813.76	$1,306.58	$295.62	$1,010.97	77.4%
Expenditure						
	100 - GENERAL	$ 240,060	$ 263,930	$ 57,350	$ 206,580	78.3%
	TOTAL USES	$ 240,060	$ 263,930	$ 57,350	$ 206,580	78.3%

Pre-Trial Initial Appearance Release Information Activity

The purpose of the Pre-Trial Initial Appearance Release Information Activity is to provide information on arrested defendants to the Initial Appearance Court so that the court can make appropriate release decisions in a timely manner.

Mandates: A.R.S. §13-3967 establishes that at his/her appearance before a judicial officer, any person who is charged with a public offense that is bail-able as a matter of right shall be ordered released pending trial on his own recognizance or on the execution of bail in an amount specified by the judicial officer.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Pretrial Initial Appearance Defendant Packets submitted to the Court within the 24-hour statutory mandate.	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Initial Appearance Defendant Packets presented to the court.	16,440	56,438	54,002	-2,436	-4.3%
Demand	Number of Initial Appearance Defendant Packets ordered by the court.	16,440	56,438	54,002	-2,436	-4.3%
Efficiency	Average cost per Initial Appearance Defendant Packets presented to the court.	$84.99	$32.27	$32.64	-$0.37	-1.1%
Revenue						
	211 - ADULT PROBATION GRANTS	$ 124,747	$ 120,652	$ 189,344	$ 68,692	56.9%
	TOTAL SOURCES	$ 124,747	$ 120,652	$ 189,344	$ 68,692	56.9%
Expenditure						
	100 - GENERAL	$ 1,233,164	$ 1,678,411	$ 1,627,609	$ 50,802	3.0%
	201 - ADULT PROBATION FEES	6,445	-	-	-	0.0%
	211 - ADULT PROBATION GRANTS	157,673	142,846	134,855	7,991	5.6%
	TOTAL USES	$ 1,397,283	$ 1,821,257	$ 1,762,464	$ 58,793	3.2%

Pre-Trial Supervision Activity

The purpose of the Pre-Trial Supervision Activity is to supervise conditionally released defendants so that they can appear in court without committing new criminal offenses.

Mandates: A A.R.S. §13-3967 establishes that at his/her appearance before a judicial officer, any person who is charged with a public offense that is bail-able as a matter of right shall be ordered released pending trial on his own recognizance or on the execution of bail in an amount specified by the judicial officer.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of defendants who successfully complete release conditions without termination during the reporting period.	Not Reported	72.0%	85.0%	13.0%	18.1%
Result	Percent of defendants who fail to initially appear to Pretrial Services during the reporting period	Not Reported	4.4%	2.7%	(1.7%)	-38.6%
Output	Number of defendents exiting (successful and unsuccessful) from pretrial services	Not Reported	6,760	6,377	-383	-5.7%
Output	Average daily number of defendents ordered into pretrial supervision during the reporting period	Not Reported	2,451	3,466	1,015	41.4%
Demand	Average daily number of defendants ordered into pretrial supervision during the reporting period.	8,748	2,451	3,466	1,015	41.4%
Efficiency	Average daily cost per defendant on pretrial supervision.	$6,040.50	$1,570.79	$642.59	$928.20	59.1%
Revenue						
	211 - ADULT PROBATION GRANTS	$ 142,846	$ 121,909	$ 189,344	$ 67,435	55.3%
	TOTAL SOURCES	$ 142,846	$ 121,909	$ 189,344	$ 67,435	55.3%
Expenditure						
	100 - GENERAL	$ 3,035,820	$ 3,493,798	$ 3,292,802	$ 200,996	5.8%
	211 - ADULT PROBATION GRANTS	165,645	145,732	179,771	(34,039)	-23.4%
	TOTAL USES	$ 3,201,465	$ 3,639,530	$ 3,472,573	$ 166,957	4.6%

Transition and Treatment Activity

The purpose of the Transition and Treatment Activity is to provide treatment services to probationers so that they can make behavioral change as evidenced by successful completion of the treatment program.

Mandates: A.R.S. §§12-299, 13-3422, and 13-901 establishes that Superior Court, through Adult Probation, is responsible for establishing community punishment programs, including drug treatment programs.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period.	Not Reported	55.2%	67.0%	11.8%	21.4%
Result	Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period.	Not Reported	8.1%	17.0%	8.9%	109.9%
Output	Number of probationers who were terminated from MCAPD operated and/or funded treatment and residential services	Not Reported	1,685	1,685	0	0.0%
Output	Number of jail days order to probationers who are released from jail into treatment	Not Reported	27,543	27,543	0	0.0%
Output	Average daily number of probationers who participate in MCAPD operated and/or funded treatment and residential service during the reporting period.	5,843	1,177	1,420	243	20.6%
Output	Number of jail days saved by releasing probationers early from jail into treatment during the reporting period.	4,324	2,221	4,617	2,396	107.9%
Demand	Number of jail days ordered for probationers who are released from jail into treatment	Not Reported	27,543	88	-27,455	-99.7%
Demand	Average daily number of probationers who need (court order, assessment, or referral) MCAPD operated and/or funded treatment and residential services during the reporting period.	7,790	1,520	4,032	2,512	165.3%
Efficiency	Average daily cost per probationer to receive MCAPD operated and/or funded treatment and residential services during the reporting period.	$670.70	$3,626.09	$3,065.13	$560.96	15.5%
Revenue						
	211 - ADULT PROBATION GRANTS	$ 2,800,899	$ 2,735,796	$ 2,861,965	$ 126,169	4.6%
	TOTAL SOURCES	$ 2,800,899	$ 2,735,796	$ 2,861,965	$ 126,169	4.6%
Expenditure						
	100 - GENERAL	$ 1,364,705	$ 1,839,571	$ 1,808,471	$ 31,100	1.7%
	201 - ADULT PROBATION FEES	108,999	15,740		15,740	100.0%
	211 - ADULT PROBATION GRANTS	2,445,192	2,412,602	2,544,017	(131,415)	-5.4%
	TOTAL USES	$ 3,918,896	$ 4,267,913	$ 4,352,488	$ (84,575)	-2.0%

Community Justice Program

The purpose of the Community Justice Program is to provide public safety through offender accountability and restoration to victims and community members so that they can live in revitalized, restored and safer neighborhoods.

Activities that comprise this program include:

- Community Restoration
- Domestic Violence Probation
- Supervision
- In-Custody Management
- Indirect Services
- Intensive Probation
- Seriously Mentally Ill Supervision
- Report and Review Probation Supervision
- Seriously Mentally Ill Supervision
- Standard Probation
- Transferred Youth Probation Supervision
- Fugitive Apprehension

Program Results

11 - COMMUNITY JUSTICE Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of probationers paying restitution and/or performing community work service during the reporting period.	Not Reported	86.0%	86.0%	0.0%	0.0%
Percent of opted-in victims satisfied with victim assistance services	Not Reported	0.0%	0.0%	0.0%	0.0%
Percent of domestic violence probationers who successfully complete probation.	Not Reported	14.6%	46.0%	31.4%	214.9%
Percent of active domestic violence probationers sentenced for a new felony offense wihle supervised	Not Reported	4.4%	4.5%	0.1%	2.3%
Percent of jailed probationers who receive services under the In-Custody Management Activity during the reporting period.	Not Reported	1.0%	100.0%	99.0%	9564.0%
Percent of jail days saved through Court Liaison during the reporting period.	Not Reported	47.0%	46.0%	(1.0%)	-2.1%
Percent of probationers appropriately monitored according to Indirect Services standards during the reporting period	(0.0%)	100.0%	100.0%	0.0%	0.0%
Percent of sex offenders whose probation has started following their discharge from prison/DOC who report to MCAPD within 72 hours during the reporting period	(3.4%)	67.2%	81.0%	13.8%	20.5%
Percent of probationers on deportation status through USCIS who are returned to MCAPD for action due to arrest, technical violation, or investigation during the reporting period	(0.0%)	0.0%	0.8%	0.8%	6651.0%
Percent of IPS probationers who exit IPS and are not revoked to prison or jail during the reporting period.	Not Reported	3.3%	55.0%	51.7%	1558.9%
Percent of active IPS probationers sentenced for a new felony offense while supervised	Not Reported	10.0%	10.0%	0.0%	0.0%
Percent of Report and Review probationers who successfully complete Report and Review supervision during the reporting period	Not Reported	1.6%	81.0%	79.4%	4966.0%
Percent of active Report and Review probationers sentenced for a new felony offense while supervised	Not Reported	3.0%	2.0%	(1.0%)	-33.3%
Percent of seriously mentally ill who successfully complete probation.	Not Reported	24.8%	73.0%	48.2%	194.1%
Percent of active seriously mentally ill probationers sentenced for a new felony offense while supervised	Not Reported	6.0%	6.0%	0.0%	0.0%
Percent of active sex offenders sentenced for a new felony offense while supervised	Not Reported	3.0%	5.0%	2.0%	66.7%
Percent of Standard probationers who successfully complete probation.	Not Reported	0.7%	62.0%	61.3%	8401.2%
Percent of active Standard probationers convicted of a new felony offense while supervised	Not Reported	10.0%	10.0%	0.0%	0.0%
Percent of transferred youth who successfully complete probation.	Not Reported	39.1%	80.0%	40.9%	104.7%
Percent of active transferred youth sentenced for a new felony offense while supervised	Not Reported	20.0%	39.0%	19.0%	95.0%
"Percent of warrants cleared with either a class 2, 3, or 4 person or property offense during the reporting period."	Not Reported	12.7%	23.0%	10.3%	81.1%
Percent of warrants cleared during the reporting period.	Not Reported	108.0%	98.0%	(10.0%)	-9.3%

Community Restoration Activity

The purpose of the Community Restoration Activity is to provide services to victims and members of the community so that they can recover from the financial and emotional harm caused by crime.

Mandates: A.R.S. §§12-299, 13-914, and 13-916 establishes that Superior Court, through Adult Probation, is responsible for establishing community punishment programs, including community restitution. A.R.S. §13-3825 establishes that community notification of a person convicted of a crime must occur when they arrive in the state. A.R.S. §13-4415 establishes victim notification for any probation modifications.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of probationers paying restitution and/or performing community work service during the reporting period.	Not Reported	86.0%	86.0%	0.0%	0.0%
Result	Percent of opted-in victims satisfied with victim assistance services	Not Reported	0.0%	0.0%	0.0%	0.0%
Output	Average number of probationers ordered to pay restitution and/or performing community work service during the reporting period.	Not Reported	10,291	10,291	0	0.0%
Output	Number of opted-in victims receiving victim assistance services	Not Reported	0	0	0	0.0%
Demand	Average number of probationers ordered to pay restitution and/or perform community work service during the reporting period.	Not Reported	11,913	11,913	0	0.0%
Efficiency	Average cost to provide Victim Assistance Services	Not Reported	$0.00	$0.00	$0.00	0.0%
Efficiency	Average daily cost to provide Financial Compliance and Community Work services	Not Reported	$0.00	$0.00	$0.00	0.0%
Revenue						
	201 - ADULT PROBATION FEES	$ 370,006	$ 119,547	$ 124,700	$ 5,153	4.3%
	211 - ADULT PROBATION GRANTS	29,352	36,576	50,000	13,424	36.7%
	TOTAL SOURCES	$ 399,358	$ 156,123	$ 174,700	$ 18,577	11.9%
Expenditure						
	100 - GENERAL	$ 2,066,976	$ 3,295,646	$ 3,249,022	$ 46,624	1.4%
	201 - ADULT PROBATION FEES	1,034,171	(23,503)	(37,461)	13,958	-59.4%
	211 - ADULT PROBATION GRANTS	58,058	56,907	113,768	(56,861)	-99.9%
	TOTAL USES	$ 3,159,205	$ 3,329,050	$ 3,325,329	$ 3,721	0.1%

Domestic Violence Probation Supervision Activity

The purpose of the Domestic Violence Probation Supervision Activity is to provide community supervision of domestic violence probationers so that they can be held accountable and not be committed to the Department of Corrections.

Mandates: A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of domestic violence probationers who successfully complete probation.	Not Reported	14.6%	46.0%	31.4%	214.9%
Result	Percent of active domestic violence probationers sentenced for a new felony offense wihle supervised	Not Reported	4.4%	4.5%	0.1%	2.3%
Output	Number of domestic violence probationers terminated from probation	Not Reported	267	267	0	0.0%
Output	Average number of active domestic violence probationers supervised during the reporting period.	2,043	605	128	-477	-78.8%
Demand	Average number of active domestic violence probationers ordered to be supervised during the reporting period.	2,043	605	500	-105	-17.4%
Efficiency	Average cost per active domestic violence probationer for the reporting period.	$471.67	$1,961.63	$9,238.87	-$7,277.24	-371.0%
Expenditure						
	100 - GENERAL	$ 833,513	$ 1,138,042	$ 1,135,328	$ 2,714	-0.2%
	201 - ADULT PROBATION FEES	87,689	-	-	-	0.0%
	211 - ADULT PROBATION GRANTS	42,426	48,742	47,247	1,495	-3.1%
	TOTAL USES	$ 963,628	$ 1,186,784	$ 1,182,575	$ 4,209	-0.4%

In-Custody Management Activity

The purpose of the In-Custody Management Activity is to provide case management of jailed probationers for field probation officers so that they can be relieved of community supervision responsibility while the probationer is incarcerated.

Mandates: A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of jail days saved through Court Liaison during the reporting period.	Not Reported	47.0%	46.0%	(1.0%)	-2.2%
Result	Percent of jailed probationers who receive services under the In-Custody Management Activity during the reporting period.	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Average daily number of jailed probationers who receive In-Custody Management services from the Work Furlough and Custody Management Unit, plus the total number of probationers handled by Court Liaison who were revoked to DOC, reinstated without jail, or received less than 30 days jail during the reporting period.	11,772	2,601	2,940	339	11.5%
Output	Number of jail days required for probationers going through violation proceedings during the reporting period	Not Reported	231,816	124,765	-107,051	-46.2%
Output	Number of jailed probationers	Not Reported	9,664	2,940	-6,724	-69.6%
Demand	Number of jail days required for probationers going through violation proceedings during the reporting period.	264,915	231,816	271,789	39,973	17.2%
Demand	Average number of jailed probationers assigned to In-Custody Management services from the Work Furlough and Custody Management Units, plus the total number of probationers assigned to Court Liaison who were revoked to DOC, reinstated without jail, or received less than 30 days jail during the reporting period.	11,772	2,601	2,940	339	13.0%
Efficiency	Average daily cost per probationer to provide In-Custody Management Activity services during the reporting period.	$242.66	$1,295.90	$1,116.13	$179.77	13.9%
Revenue						
	201 - ADULT PROBATION FEES	$ 985,493	$ 881,530	$ 898,200	$ 16,670	1.9%
	211 - ADULT PROBATION GRANTS		216,211	216,211	-	0.0%
	TOTAL SOURCES	$ 985,493	$ 1,097,741	$ 1,114,411	$ 16,670	1.5%
Expenditure						
	100 - GENERAL	$ 2,251,165	$ 2,093,486	$ 3,023,230	$ (929,744)	-44.4%
	201 - ADULT PROBATION FEES	523,002	1,024,618		1,024,618	100.0%
	211 - ADULT PROBATION GRANTS	82,399	252,524	258,191	(5,667)	-2.2%
	TOTAL USES	$ 2,856,565	$ 3,370,628	$ 3,281,421	$ 89,207	2.6%

Indirect Services Activity

The purpose of the Indirect Services Activity is to provide administrative services for probationers who reside outside the county or in prison, so that their cases can be monitored and processed until returned to active supervision or terminated from supervision.

Mandates: A.R.S. §§31-461 through 31-467 establishes interstate compacts for supervision of parolees, probationers, and adult offenders.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of probationers appropriately monitored according to Indirect Services standards during the reporting period	(0.0%)	100.0%	100.0%	0.0%	0.0%
Result	Percent of sex offenders whose probation has started following their discharge from prison/DOC who report to MCAPD within 72 hours during the reporting period	(3.4%)	67.2%	81.0%	13.8%	20.5%
Result	Percent of probationers on deportation status through USCIS who are returned to MCAPD for action due to arrest, technical violation, or investigation during the reporting period	(0.0%)	0.0%	0.8%	0.8%	6651.0%
Output	Average daily number of probationers monitored according to Indirect Services standards	52,805	15,811	15,425	-386	-2.4%
Output	Number of sex offenders whose probation has started following their discharge from prison/DOC who are required to report to MCAPD with 72 hours during the reporting period	116	134	213	79	59.0%
Output	Average daily number of probationers on deportation status through USCIS during the reporting period	18,107	6,751	5,656	-1,095	-16.2%
Demand	Average daily number of probationers ordered on deportation status through USCIS during the reporting period	18,107	6,751	18,107	11,356	168.2%
Demand	Number of sex offenders whose probation will start following their discharge from prison/DOC who were required to report to MCAPD during the reporting period	125	134	125	-9	-6.7%
Demand	Average daily number of probationers assigned to Indirect Services during the reporting period	52,805	15,811	15,425	-386	-2.4%
Efficiency	Average daily cost per probationer administered by Indirect Services during the reporting period	$15.58	$55.49	$55.86	-$0.38	-0.7%
Expenditure						
	100 - GENERAL	$ 482,340	$ 877,314	$ 861,707	$ 15,607	1.8%
	201 - ADULT PROBATION FEES	340,244	1	-	1	100.0%
	TOTAL USES	$ 822,583	$ 877,315	$ 861,707	$ 15,608	1.8%

Intensive Probation Activity

The purpose of the Intensive Probation Activity is to provide community supervision of high-risk probationers so that they can be held accountable and not be committed to the Department of Corrections.

Mandates: A.R.S. §§13-913 through 13-920 establishes intensive probation, power and duties, probation officer qualifications, and probation conditions and fees.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of IPS probationers who exit IPS and are not revoked to prison or jail during the reporting period.	Not Reported	33.0%	55.0%	22.0%	66.7%
Result	Percent of active IPS probationers sentenced for a new felony offense while supervised	Not Reported	10.0%	10.0%	0.0%	0.0%
Output	Total number of IPS probationers discharged from IPS	Not Reported	1,398	1,124	-274	-19.6%
Output	Average number of active IPS probationers supervised during the reporting period	5,028	1,093	1,124	31	2.8%
Demand	Average number of active IPS probationers ordered supervised during the reporting period	5,028	1,093	1,124	31	2.8%
Efficiency	Average daily cost per IPS probationer for the reporting period	$1,989.59	$9,660.95	$8,063.29	$1,597.65	16.5%
Revenue						
	201 - ADULT PROBATION FEESS	$ 1,886,249	$ 2,300,145	$ 2,219,422	$ (80,723)	-3.5%
	TOTALSOURCES	$ 1,886,249	$ 2,300,145	$ 2,219,422	$ (80,723)	-3.5%
Expenditure						
	100 - GENERAL	$ 9,472,284	$ 10,002,675	$ 9,043,195	$ 959,480	9.6%
	201 - ADULT PROBATION FEES	519,802	554,304	4,945	549,359	99.1%
	211 - ADULT PROBATION GRANTS	11,589	2,436	15,002	(12,566)	-515.8%
	TOTAL USES	$ 10,003,675	$ 10,559,415	$ 9,063,142	$ 1,496,273	14.2%

Report and Review Probation Supervision Activity

The purpose of the Report and Review Probation Supervision Activity is to provide supervision of low risk offenders who are not in need of supervision and offenders who have shown compliance and no longer in need of direct supervision so that they can comply with their probation requirements under minimal review of supervision and be held accountable.

Mandates: A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Report and Review probationers who successfully complete Report and Review supervision during the reporting period	Not Reported	76.0%	81.0%	5.0%	6.6%
Result	Percent of active Report and Review probationers sentenced for a new felony offense while supervised	Not Reported	3.0%	2.0%	(1.0%)	-33.3%
Output	Average number of Report and Review probationers supervised during the reporting period.	Not Reported	6,148	6,382	234	3.8%
Demand	Average number of active probationers ordered by the court and/or transferred from field supervisions to be monitored	Not Reported	6,148	6,382	234	3.8%
Efficiency	Average cost per Report and Review probationer supervised during the reporting period	Not Reported	$438.80	$478.16	-$39.36	-9.0%
Expenditure						
	100 - GENERAL	$ 1,496,844	$ 1,824,964	$ 3,051,600	$ (1,226,636)	-67.2%
	201 - ADULT PROBATION FEES	137,487	872,780		872,780	100.0%
	TOTAL USES	$ 1,634,331	$ 2,697,744	$ 3,051,600	$ (353,856)	-13.1%

Standard Probation Activity

The purpose of the Standard Probation Activity is to provide community supervision of probationers so that they can be held accountable and not be committed to the Department of Corrections.

Mandates: A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Standard probationers who successfully complete probation.	Not Reported	57.0%	62.0%	5.0%	8.8%
Result	Percent of active Standard probationers convicted of a new felony offense while supervised	Not Reported	10.0%	10.0%	0.0%	0.0%
Output	Number of Standard probationers terminated from probation	Not Reported	8,652	5,459	-3,193	-36.9%
Output	Average daily number of active standard probationers supervised for the reporting period.	94,614	18,465	23,681	5,216	28.2%
Demand	Average daily number of active standard probationers ordered supervised for the reporting period.	94,614	19,440	23,681	4,241	21.8%
Efficiency	Average daily cost per active Standard Supervision probationer.	$300.00	$1,637.72	$1,219.32	$418.40	25.5%
Revenue						
	201 - ADULT PROBATION FEES	$ 7,656,201	$ 6,775,869	$ 9,056,826	$ 2,280,957	33.7%
	211 - ADULT PROBATION GRANTS	154,277	340,375	323,430	(16,945)	-5.0%
	TOTAL SOURCES	$ 7,810,477	$ 7,116,244	$ 9,380,256	$ 2,264,012	31.8%
Expenditure						
	100 - GENERAL	$ 22,705,691	$ 19,861,887	$ 15,179,113	$ 4,682,774	23.6%
	201 - ADULT PROBATION FEES	5,434,753	10,165,961	13,576,484	(3,410,523)	-33.5%
	211 - ADULT PROBATION GRANTS	244,050	212,720	119,158	93,562	44.0%
	TOTAL USES	$ 28,384,494	$ 30,240,568	$ 28,874,755	$ 1,365,813	4.5%

Seriously Mentally Ill Supervision Activity

The purpose of the Seriously Mentally Ill Supervision Activity is to provide community supervision of seriously mentally ill probationers so that they can be held accountable and not be committed to the Department of Corrections.

Mandates: A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of seriously mentally ill who successfully complete probation.	Not Reported	70.0%	73.0%	3.0%	4.3%
Result	Percent of active seriously mentally ill probationers sentenced for a new felony offense while supervised	Not Reported	6.0%	6.0%	0.0%	0.0%
Output	Number of active seriously mentally ill probationers terminated from probation	Not Reported	305	650	345	113.1%
Output	Average number of active seriously mentally ill probationers supervised during the reporting period.	2,118	532	650	118	22.2%
Demand	Average number of active seriously mentally ill probationers ordered to be supervised by the Court during the reporting period.	2,118	532	650	118	22.2%
Efficiency	Average cost per active seriously mentally ill probationer for the reporting period.	$542.64	$2,407.86	$1,883.04	$524.82	21.8%
Expenditure						
	100 - GENERAL	$ 1,127,323	$ 1,280,983	$ 1,223,975	$ 57,008	4.5%
	201 - ADULT PROBATION FEES	21,998	-	-	-	0.0%
	TOTAL USES	$ 1,149,321	$ 1,280,983	$ 1,223,975	$ 57,008	4.5%

Transferred Youth Probation Supervision Activity

The purpose of the Transferred Youth Probation Supervision Activity is to provide community supervision of transferred youth offenders from Juvenile Court jurisdiction so that they can be held accountable and not be committed to the Department of Corrections.

Mandates: A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of active transferred youth sentenced for a new felony offense while supervised	Not Reported	20.0%	39.0%	19.0%	95.0%
Result	Percent of transferred youth who successfully complete probation.	Not Reported	69.0%	80.0%	11.0%	15.9%
Output	Average number of active transferred youth supervised during the reporting period.	689	170	197	27	15.9%
Output	Number of transferred youth terminated from probation	Not Reported	66	172	106	160.6%
Demand	Average number of active transferred youth ordered to be supervised by the Court during the reporting period.	689	170	197	27	15.9%
Efficiency	Average cost per active transferred youth for the reporting period.	$432	$2,038	$1,691	$346	17.0%
Expenditure						
	100 - GENERAL	$ 232,082	$ 346,426	$ 333,201	$ 13,225	3.8%
	201 - ADULT PROBATION FEES	65,857	-	-	-	0.0%
	TOTAL USES	$ 297,939	$ 346,426	$ 333,201	$ 13,225	3.8%

Fugitive Apprehension Activity

The purpose of the Fugitive Apprehension Activity is to provide investigation and apprehension services for the Court so that absconded probationers are returned to the Court.

Mandates: A.R.S. §13-901 establishes standard probation, the conditions, and fees. A.R.S. §13-916 establishes intensive probation, the conditions, and fees and establishes qualifications for probation officers and support staff.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of warrants cleared during the reporting period.	Not Reported	108.0%	98.0%	(10.0%)	-9.3%
Result	"Percent of warrants cleared with either a class 2, 3, or 4 person or property offense during the reporting period."	Not Reported	12.7%	23.0%	10.3%	81.1%
Output	Average daily number of probationers placed on warrant status being sought by Adult Probation during the reporting period.	37,105	8,955	9,505	550	6.1%
Output	Total number of probationers on warrant status cleared during the reporting period	Not Reported	8,428	1,611	-6,817	-80.9%
Output	Total number of probationers placed on warrant status by the Court during the reporting period	Not Reported	7,770	9,505	1,735	22.3%
Demand	Average daily number of probationers placed on warrant status by the Court during the reporting period.	37,105	647	7,236	6,589	1018.4%
Efficiency	Average daily cost per probationer on warrant status during the reporting period.	$39.30	$190.09	$191.30	-$1.21	-0.6%
Revenue						
	211 - ADULT PROBATION GRANTS	$ 8,886	$ 4,075	$ 14,587	$ 10,512	258.0%
	TOTALSOURCES	$ 8,886	$ 4,075	$ 14,587	$ 10,512	258.0%
Expenditure						
	100 - GENERAL	$ 871,021	$ 1,684,168	$ 1,800,718	$ (116,550)	-6.9%
	201 - ADULT PROBATION FEES	584,545	(1)	-	(1)	100.0%
	211 - ADULT PROBATION GRANTS	2,761	18,072	17,592	480	2.7%
	TOTAL USES	$ 1,458,328	$ 1,702,239	$ 1,818,310	$ (116,071)	-6.8%

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 65,774,128**	**$ -**
MID-YEAR ADJUSTMENTS:		
Employee Market Compensation Adjustments (Admin Phase II Market Study $45,219; Probation Officer Market/Merit Adjustments $319,782; Program & Operations Market Study $68,297)	$ 433,328	$ -
Jan. 2008 Administrative Reductions	(56,214)	-
Subtotal	$ 377,114	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 66,151,242**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
Annualization of Employee Market Compensation Adjustments (Program & Operations Market Study)	57,789	-
One-Time Vehicle Expenses	(63,000)	-
Annualization of Jan. 2008 Administrative Reductions	(56,214)	-
Subtotal	$ (61,425)	$ -
FY 2008-09 BUDGET TARGET	**$ 66,089,817**	**$ -**
FY 2008-09 REQUESTED BUDGET	**$ 66,089,817**	**$ -**
BUDGET BALANCING ADJUSTMENTS:		
Elimination of 25 FTEs - Standard Probation Officers	$ (1,416,815)	$ -
Elimination of 24 FTEs - (19) Intensive Probation Officers & (5) Surveillance Officers	(1,323,519)	-
Elimination of 4 FTEs - (1) Pretrial Probation Officer, (2) Presentence Screeners & (1) Surveillance Officer	(189,600)	-
Elimination of 2 FTEs - Probation Officer Supervisors	(142,976)	-
Elimination of 6 FTEs - Justice System Clerks	(175,608)	-
Elimination of 1.5 FTEs - Surveillance Officers	(58,396)	-
Increased Allocation Out to Adult Probation Fees Fund	(1,800,000)	
Subtotal	$ (5,106,914)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 60,982,903**	**$ -**
PERCENT CHANGE FROM TARGET AMOUNT	*-7.7%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 60,982,903**	**$ -**

Adult Probation Fees Fund (201)

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 13,561,826**	**$ 12,449,145**
MID-YEAR ADJUSTMENTS:			
Jan. 2008 Administrative Reductions		$ (5,192)	$ -
	Subtotal	$ (5,192)	$ -
FY 2007-08 REVISED RESTATED BUDGET		**$ 13,556,634**	**$ 12,449,145**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 months)		$ -	$ -
Retirement Contributions		-	-
Annualization of FY 2007-08 Initiatives (Sex Offender Staffing)		349,142	-
Non-Recurring Expenditures from Fund Balance		(500,000)	-
Facility Security Modifications		(205,000)	-
Structural Balance		(746,440)	-
Annualization of Jan. 2008 Administrative Reductions		(5,191)	-
	Subtotal	$ (1,107,489)	$ -
FY 2008-09 BUDGET TARGET		**$ 12,449,145**	**$ 12,449,145**
FY 2008-09 REQUESTED BUDGET		**$ 12,449,145**	**$ 12,449,145**
BUDGET BALANCING ADJUSTMENTS:			
Revenue Enhancement (Probation Fee Increase)		$ -	$ 1,800,003
Increase Allocation in from General Fund		1,800,003	-
	Subtotal	$ 1,800,003	$ 1,800,003
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 14,249,148**	**$ 14,249,148**
PERCENT CHANGE FROM TARGET AMOUNT		*14.5%*	*14.5%*
NON-OPERATING			
NON-OPERATING 0001			
Quality Assurance Project (Year 3 of 3-yr Project)		$ 394,820	$ -
	Subtotal	$ 394,820	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET		**$ 394,820**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 14,643,968**	**$ 14,249,148**

Adult Probation Grant Fund (211)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ 4,254,173**	**$**	**4,254,173**
MID-YEAR ADJUSTMENTS:				
Grant Fund Reconciliation (C-11-08-006-3-00)		$ 323,299	$	323,299
	Subtotal	$ 323,299	$	323,299
FY 2007-08 REVISED RESTATED BUDGET		**$ 4,577,472**	**$**	**4,577,472**
FY 2008-09 BUDGET TARGET		**$ 4,577,472**	**$**	**4,577,472**
FY 2008-09 REQUESTED BUDGET		**$ 4,577,472**	**$**	**4,577,472**
BASE ADJUSTMENTS:				
Budget Balancing Adjustment		$ 9	$	1
	Subtotal	$ 9	$	1
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 4,577,481**	**$**	**4,577,473**
PERCENT CHANGE FROM TARGET AMOUNT		*0.0%*		*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 4,577,481**	**$**	**4,577,473**

Air Quality

Analysis by Angie Flick, Management & Budget Analyst

Summary

Mission

The mission of the Air Quality Department is to protect our most vital, natural resource; air quality, for the people of Maricopa County so they can live and breathe in a clean air environment.

Vision

To achieve the highest air quality standards in Maricopa County as we evolve with the county's escalating growth.

Strategic Goals

- **By June 30, 2008, complete a needs assessment to enable the issuance of Air Quality Permits in accordance with the Arizona State licensing 18 month requirement.**

  Status: The assessment has been completed and the Department is working to revise processes and evaluating resource utilization to reach full compliance by June 2009. The FY 2008-09 budget continues to support the attainment of this goal.

- **By June 30, 2009, implement any recommended changes from the completion of the needs assessment to improve effectiveness in meeting state and federal requirements of the Source Inspection Program including annual inspections and follow up.**

  Status: The Department continues to implement changes as processes are evaluated and movement is made towards the new information system. The FY 2008-09 budget continues to support the attainment of this goal.

- **By June 20, 2007, secure a funding source for the vacant lot dust inspection program to relieve the general fund obligation.**

  Status: Grant funds are being utilized for the vacant lot dust inspections in FY 2008-09. The Department continues to search for a dedicated funding source. The general fund is no longer funding this program.

- **By June 30, 2008, have an air monitoring vehicle in service to provide instantaneous tests to assess air pollution levels in Maricopa County.**

  Status: The vehicle is being built and is scheduled for delivery in February 2009.

- **By June 30, 2008, define requirements, obtain funding, implement and maintain an integrated electronic information system to provide one data source to support information capturing, processing, storage and retrieval of all Air Quality's business needs.**

Status: Acella, a new permitting software package, is anticipated to be in use by June 2009 which will provide the tools for attaining this goal. The FY 2008-09 budget continues to support the attainment of this goal.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
REVENUE							
85AQ - AIR QUALITY PROGRAM	$ 16,086,105	$ 14,478,719	$ 16,841,625	$ 18,042,618	$ 23,172,120	$ 6,330,495	37.6%
CAQM - COUNTYWIDE AQ MONITORING	1,499,237	641,976	641,976	575,189	426,580	(215,396)	-33.6%
DCPC - DUST CNTRL PERMIT COMPLIANCE	3,352,588	2,908,009	3,695,643	3,913,711	7,661,112	3,965,469	107.3%
DCPE - DUST CNTRL PERMIT ENFORCEMENT	2,989,879	796,973	796,973	2,223,700	1,782,480	985,507	123.7%
DCVL - DUST CNTRL VACANT LOT COMPL	24,100	784,472	1,784,472	1,056,727	1,121,988	(662,484)	-37.1%
LSPC - LARGE SOURCE PERMIT COMPLIANCE	777,254	1,200,000	1,200,000	945,213	1,315,140	115,140	9.6%
LSPE - LARGE SOURCE PERMIT ENFRCMENT	497,972	467,734	467,734	101,054	634,728	166,994	35.7%
LSPR - LARGE SOURCE PRMT ENG REVIEW	221,573	1,468,406	1,468,406	481,654	720,500	(747,906)	-50.9%
SSPC - SMALL SOURCE PERMIT COMPLIANCE	3,940,876	3,008,017	3,583,289	3,867,483	5,598,756	2,015,467	56.2%
SSPE - SMALL SOURCE PERMIT ENFRCMENT	792,650	134,557	134,557	2,266,165	998,340	863,783	641.9%
SSPR - SMALL SOURCE PRMT ENG REVIEW	411,584	485,000	485,000	220,660	328,920	(156,080)	-32.2%
TRDA - TRIP REDUCTION ACTIVITY	1,294,433	1,858,575	1,858,575	1,566,583	1,858,576	1	0.0%
VVRR - VOL VEHICLE REPAIR & RETROFIT	283,960	725,000	725,000	824,479	725,000	-	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 820,487	$ 17,654	$ 17,654	$ 542,602	$ 292,000	$ 274,346	1554.0%
ODIR - EXECUTIVE MANAGEMENT	820,487	17,654	17,654	542,602	292,000	274,346	1554.0%
99GV - GENERAL GOVERNMENT	$ 398,671	$ -	$ -	$ (1,123,933)	$ -	$ -	
GGOV - GENERAL GOVERNMENT	398,671	-	-	(1,123,933)	-	-	
TOTAL PROGRAMS	$ 17,305,262	$ 14,496,373	$ 16,859,279	$ 17,461,287	$ 23,464,120	$ 6,604,841	39.2%
EXPENDITURES							
85AQ - AIR QUALITY PROGRAM	$ 11,017,608	$ 13,503,599	$ 19,557,970	$ 17,021,216	$ 19,389,509	$ 168,461	0.9%
SBRC - BUSINESS RESOURCE CENTER	418,414	391,239	391,239	394,040	255,938	135,301	34.6%
CAQM - COUNTYWIDE AQ MONITORING	1,676,840	2,568,453	1,854,899	1,989,537	1,819,318	35,581	1.9%
DCPC - DUST CNTRL PERMIT COMPLIANCE	2,017,071	1,862,578	7,450,256	5,971,183	5,414,938	2,035,318	27.3%
DCPE - DUST CNTRL PERMIT ENFORCEMENT	187,230	161,777	161,773	273,944	337,875	(176,102)	-108.9%
DCVL - DUST CNTRL VACANT LOT COMPL	455,688	758,326	2,001,410	1,716,686	1,750,461	250,949	12.5%
LSPC - LARGE SOURCE PERMIT COMPLIANCE	555,364	615,870	615,874	559,780	646,736	(30,862)	-5.0%
LSPE - LARGE SOURCE PERMIT ENFRCMENT	162,244	164,997	164,994	146,030	236,516	(71,522)	-43.3%
LSPR - LARGE SOURCE PRMT ENG REVIEW	607,462	968,290	935,176	613,415	721,699	213,477	22.8%
MAMV - MOBILE AIR MONITORING VAN	-	500,000	500,000	-	1,354,040	(854,040)	-170.8%
PLAA - PLANNING AND ANALYSIS	733,516	988,278	958,553	917,370	993,308	(34,755)	-3.6%
SSPC - SMALL SOURCE PERMIT COMPLIANCE	1,011,615	1,121,511	1,121,508	1,314,063	2,292,212	(1,170,704)	-104.4%
SSPE - SMALL SOURCE PERMIT ENFRCMENT	100,903	90,333	90,336	176,921	199,511	(109,175)	-120.9%
SSPR - SMALL SOURCE PRMT ENG REVIEW	669,242	747,515	747,516	732,279	853,137	(105,621)	-14.1%
TRDA - TRIP REDUCTION ACTIVITY	1,791,091	1,839,432	1,839,434	1,560,151	1,788,565	50,869	2.8%
VVRR - VOL VEHICLE REPAIR & RETROFIT	630,927	725,000	725,002	655,817	725,255	(253)	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 3,958,935	$ 2,531,983	$ 4,683,285	$ 5,428,838	$ 6,424,046	$ (1,740,761)	-37.2%
BDGT - BUDGETING	39,645	36,077	36,081	31,729	37,386	(1,305)	-3.6%
ODIR - EXECUTIVE MANAGEMENT	3,458,378	2,033,180	3,470,925	4,809,354	5,804,004	(2,333,079)	-67.2%
FSAC - FINANCIAL SERVICES	305,299	240,037	240,037	335,499	291,142	(51,105)	-21.3%
HRAC - HUMAN RESOURCES	145,647	197,422	197,422	228,791	266,025	(68,603)	-34.7%
PROC - PROCUREMENT	9,968	25,267	738,820	23,465	25,489	713,331	96.6%
99GV - GENERAL GOVERNMENT	$ 335,357	$ 368,064	$ 368,064	$ 332,839	$ 1,032,611	$ (664,547)	-180.6%
CSCA - CENTRAL SERVICE COST ALLOC	303,802	274,896	274,896	274,896	392,579	(117,683)	-42.8%
ISFC - INTERNAL SERVICE FUND CHARGES	31,555	93,168	93,168	57,943	640,032	(546,864)	-587.0%
TOTAL PROGRAMS	$ 15,311,900	$ 16,403,646	$ 24,609,319	$ 22,782,893	$ 26,846,166	$ (2,236,847)	-9.1%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 8,703,875	$ 9,069,432	$ 10,432,338	$ 9,427,727	$ 15,624,428	$ 5,192,090	49.8%
SUBTOTAL	$ 8,703,875	$ 9,069,432	$ 10,432,338	$ 9,427,727	$ 15,624,428	$ 5,192,090	49.8%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 3,476,300	$ 1,426,448	$ 1,426,448	$ 507,983	$ 1,548,568	$ 122,120	8.6%
0620 - OTHER INTERGOVERNMENTAL	-	2,583,575	2,583,575	2,391,062	2,583,576	1	0.0%
SUBTOTAL	$ 3,476,300	$ 4,010,023	$ 4,010,023	$ 2,899,045	$ 4,132,144	$ 122,121	3.0%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 4,304,601	$ 1,399,264	$ 2,399,264	$ 4,590,919	$ 3,415,548	$ 1,016,284	42.4%
SUBTOTAL	$ 4,304,601	$ 1,399,264	$ 2,399,264	$ 4,590,919	$ 3,415,548	$ 1,016,284	42.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 430,102	$ 15,000	$ 15,000	$ 526,796	$ 282,000	$ 267,000	1780.0%
0650 - MISCELLANEOUS REVENUE	12,563	2,654	2,654	16,800	10,000	7,346	276.8%
SUBTOTAL	$ 442,665	$ 17,654	$ 17,654	$ 543,596	$ 292,000	$ 274,346	1554.0%
ALL REVENUES	$ 16,927,441	$ 14,496,373	$ 16,859,279	$ 17,461,287	$ 23,464,120	$ 6,604,841	39.2%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 377,822	$ -	$ -	$ -	$ -	$ -	
ALL OTHER FINANCING SOURCES	$ 377,822	$ -	$ -	$ -	$ -	$ -	
TOTAL SOURCES	$ 17,305,262	$ 14,496,373	$ 16,859,279	$ 17,461,287	$ 23,464,120	$ 6,604,841	39.2%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 6,506,806	$ 7,707,613	$ 9,685,080	$ 8,634,507	$ 10,821,345	$ (1,136,265)	-11.7%
0710 - OVERTIME	99,883	73,060	73,060	77,944	93,368	(20,308)	0.0%
0750 - FRINGE BENEFITS	1,978,967	2,437,887	3,092,950	2,816,902	3,506,517	(413,567)	-13.4%
0790 - OTHER PERSONNEL SERVICES	20,400	732,935	732,930	26,344	643,736	89,194	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(251,756)	(623,133)	(623,133)	(464,273)	(741,740)	118,607	-19.0%
0796 - PERSONNEL SERVICES ALLOC-IN	420,271	720,363	720,363	1,021,076	1,588,221	(867,858)	-120.5%
SUBTOTAL	$ 8,774,571	$ 11,048,725	$ 13,681,250	$ 12,112,500	$ 15,911,447	$ (2,230,197)	-16.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 359,650	$ 238,260	$ 545,328	$ 811,671	$ 612,067	$ (66,739)	-12.2%
0803 - FUEL	110,434	122,750	130,750	113,367	168,620	(37,870)	-29.0%
0804 - NON-CAPITAL EQUIPMENT	444,188	-	91,350	95,521	105,766	(14,416)	-15.8%
0805 - SUPPLIES-ALLOCATION OUT	(21,522)	(13,082)	(13,082)	(7,156)	(6,344)	(6,738)	51.5%
0806 - SUPPLIES-ALLOCATION IN	24,406	13,082	13,082	13,755	17,035	(3,953)	-30.2%
SUBTOTAL	$ 917,156	$ 361,010	$ 767,428	$ 1,027,158	$ 897,144	$ (129,716)	-16.9%
SERVICES							
0810 - LEGAL SERVICES	$ 4,531	$ 3,000	$ 3,000	$ 5,815	$ 3,288	$ (288)	-9.6%
0811 - HEALTH CARE SERVICES	24,821	26,007	26,007	34,513	54,400	(28,393)	-109.2%
0812 - OTHER SERVICES	3,133,896	1,940,909	3,642,054	3,764,062	5,105,832	(1,463,778)	-40.2%
0820 - RENT & OPERATING LEASES	543,458	568,441	1,105,859	1,254,152	1,063,933	41,926	0.0%
0825 - REPAIRS AND MAINTENANCE	219,763	41,864	41,864	15,964	208,489	(166,625)	-398.0%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	-	-	1,200	(1,200)	
0839 - INTERNAL SERVICE CHARGES	487,386	600,147	637,632	1,061,879	640,032	(2,400)	-0.4%
0841 - TRAVEL	20,810	25,031	25,031	24,346	56,212	(31,181)	0.0%
0842 - EDUCATION AND TRAINING	56,480	48,842	275,992	199,239	215,710	60,282	21.8%
0843 - POSTAGE/FREIGHT/SHIPPING	63,472	56,526	56,526	42,809	100,511	(43,985)	(1)
0850 - UTILITIES	16,832	18,000	18,000	18,811	30,000	(12,000)	-66.7%
0872 - SERVICES-ALLOCATION OUT	(62,294)	(38,336)	(38,336)	(35,864)	(82,481)	44,145	-115.2%
0873 - SERVICES-ALLOCATION IN	71,792	208,596	208,596	98,886	276,566	(67,970)	-32.6%
SUBTOTAL	$ 4,580,945	$ 3,499,027	$ 6,002,225	$ 6,484,612	$ 7,673,692	$ (1,671,467)	-27.8%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 673,467	$ 274,896	$ 274,896	$ 274,896	$ 392,579	$ (117,683)	-42.8%
SUBTOTAL	$ 673,467	$ 274,896	$ 274,896	$ 274,896	$ 392,579	$ (117,683)	-42.8%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 19,419	$ 437,485	$ 437,485	$ 386,708	$ -	$ 437,485	0.0%
0920 - CAPITAL EQUIPMENT	126,905	87,000	1,406,999	862,098	270,000	1,136,999	80.8%
0930 - VEHICLES & CONSTRUCTION EQUIP	33,235	500,000	1,798,532	1,410,644	1,469,400	329,132	18.3%
0950 - DEBT SERVICE	186,203	195,312	240,313	220,901	207,001	33,312	-
0955 - CAPITAL-ALLOCATION OUT	(26,402)	(25,564)	(25,564)	(19,321)	-	(25,564)	100.0%
0956 - CAPITAL-ALLOCATION IN	26,402	25,755	25,755	22,697	24,903	852	3.3%
SUBTOTAL	$ 365,761	$ 1,219,988	$ 3,883,520	$ 2,883,727	$ 1,971,304	$ 1,912,216	0.0%
TOTAL USES	$ 15,311,900	$ 16,403,646	$ 24,609,319	$ 22,782,893	$ 26,846,166	$ (2,236,847)	-9.1%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 24,100	$ -	$ -	$ -	$ -	$ -	
503 - AIR QUALITY GRANT	$ 3,805,788	$ 4,010,023	$ 4,010,023	$ 2,872,371	$ 4,132,144	$ 122,121	3.0%
SPECIAL REVENUE - GRANT	$ 3,805,788	$ 4,010,023	$ 4,010,023	$ 2,872,371	$ 4,132,144	$ 122,121	3.0%
504 - AIR QUALITY FEES	$ 13,475,377	$ 10,486,350	$ 12,849,256	$ 14,588,916	$ 19,331,976	$ 6,482,720	50.5%
SPECIAL REVENUE - OTHER	$ 13,475,377	$ 10,486,350	$ 12,849,256	$ 14,588,916	$ 19,331,976	$ 6,482,720	50.5%
TOTAL SPECIAL REVENUE	$ 17,281,165	$ 14,496,373	$ 16,859,279	$ 17,461,287	$ 23,464,120	$ 6,604,841	39.2%
TOTAL FUNDS	$ 17,305,265	$ 14,496,373	$ 16,859,279	$ 17,461,287	$ 23,464,120	$ 6,604,841	39.2%
USES							
100 - GENERAL	$ 459,754	$ -	$ -	$ -	$ -	$ -	
503 - AIR QUALITY GRANT	$ 3,952,911	$ 4,010,023	$ 4,010,023	$ 3,679,726	$ 4,132,151	$ (122,128)	-3.0%
SPECIAL REVENUE - GRANT	$ 3,952,911	$ 4,010,023	$ 4,010,023	$ 3,679,726	$ 4,132,151	$ (122,128)	-3.0%
504 - AIR QUALITY FEES	$ 10,899,235	$ 12,393,623	$ 20,599,296	$ 19,103,167	$ 22,714,015	$ (2,114,719)	-10.3%
SPECIAL REVENUE - OTHER	$ 10,899,235	$ 12,393,623	$ 20,599,296	$ 19,103,167	$ 22,714,015	$ (2,114,719)	-10.3%
TOTAL SPECIAL REVENUE	$ 14,852,146	$ 16,403,646	$ 24,609,319	$ 22,782,893	$ 26,846,166	$ (2,236,847)	-9.1%
TOTAL FUNDS	$ 15,311,900	$ 16,403,646	$ 24,609,319	$ 22,782,893	$ 26,846,166	$ (2,236,847)	-9.1%

General Adjustments

One-time Expenditures: Reallocated $46,000 out of operating budget to non-operating budget for capital equipment and a vehicle.

Accela Implementation: Increased non-operating budget in Fund 504 by $1,766,307.

Media Campaign: Increased non-operating budget in Fund 504 by $1,500,000.

Programs and Activities

Air Quality Program

The purpose of the Air Quality Program is to provide air pollution information and regulatory services to industry, other governmental agencies, and the general public so that they can effectively contribute to the attainment of the national ambient air quality standards.

Program Results

85AQ - AIR QUALITY Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of air monitoring readings found to be valid.	Not Reported	97.0%	97.0%	0.0%	0.0%
Percent of inspected Dust Control operations in compliance.	Not Reported	56.3%	58.9%	2.7%	4.8%
Percent of Dust Control permits issued within federal and state standards.	Not Reported	100.0%	67.0%	(33.0%)	-33.0%
Percent of non-backlog Dust Control permitted source enforcement actions resolved.	Not Reported	95.4%	66.0%	(29.4%)	-30.9%
Percent of inspected vacant lots in compliance.	Not Reported	17.0%	100.0%	83.0%	488.3%
Percent of inspected Title V (Large Source) operations in compliance.	Not Reported	53.3%	100.0%	46.7%	87.5%
Percent of backlog Title V enforcement actions resolved	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of inspected Non-Title V and General (Small Source) permit operations in compliance.	Not Reported	67.0%	67.0%	0.0%	0.0%
Percent of resolved backlog Non-Title V (Small Source), General, Burn and Asbestos source enforcement actions.	Not Reported	20.3%	20.3%	0.0%	0.0%

Activities that comprise this program include:

- Countywide Air Quality Monitoring
- Dust Control Permit Compliance
- Dust Control Permit Enforcement
- Dust Control Vacant Lot
- Large Source Permit Compliance
- Large Source Permit Enforcement
- Large Source Permit Engineering Review
- Mobile Air Monitoring Van
- Planning and Analysis
- Business Resource Center
- Small Source Permit Compliance
- Small Source Permit Enforcement
- Small Source Permit Engineering Review
- Trip Reduction
- Voluntary Vehicle Repair and Retrofit

Countywide Air Quality Monitoring Activity

The purpose of the Countywide Air Quality Monitoring Activity is to provide oversight of all stationary and activity based air pollution sources to Maricopa County stakeholders so that they can be confident they live in a healthful environment.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction. A.R.S. §49-180 provides for modification of the work plan.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of air monitoring readings found to be valid.	97.1%	97.0%	97.0%	0.0%	0.0%
Output	Number of valid samples collected.	314,462	314,462	314,462	-	0.0%
Demand	Number of samples the air quality monitors are scheduled to collect.	323,851	358,851	358,851	-	0.0%
Efficiency	Cost per valid samples collected	$ 5.33	$ 6.33	$ 5.79	$ 0.54	8.6%
Revenue						
	503 - AIR QUALITY GRANT	$ 1,499,237	$ 575,189	$ 426,580	$ (148,609)	-25.8%
	TOTAL SOURCES	$ 1,499,237	$ 575,189	$ 426,580	$ (148,609)	-25.8%
Expenditure						
	503 - AIR QUALITY GRANT	$ 1,403,523	$ 555,503	$ 426,580	$ 128,923	23.2%
	504 - AIR QUALITY FEES	273,317	1,434,034	1,392,738	41,296	2.9%
	TOTAL USES	$ 1,676,840	$ 1,989,537	$ 1,819,318	$ 170,219	8.6%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Dust Control Permit Compliance Activity

The purpose of the Dust Control Permit Compliance Activity is to provide compliance inspections to all operations requiring a dust control permit, so that they understand how to and do remain in compliance with all applicable federal, state and local air quality laws, rules and regulations.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Dust Control permits issued within federal and state standards.	Not Reported	100.0%	67.0%	(33.0%)	-33.0%
Result	Percent of inspected Dust Control operations in compliance.	0.0%	56.3%	58.9%	2.7%	4.8%
Output	Number of permits issued	Not Reported	10,000	10,000	-	0.0%
Output	Number of Dust Control Permit inspections completed.	2,590	12,000	26,225	14,225	118.5%
Demand	Number of Dust Control Permit inspections required by the State Implementation Plan.	4,532	13,252	26,225	12,973	97.9%
Efficiency	Cost per dust control permit inspections completed	$ 778.79	$ 497.60	$ 206.48	$ 291.12	58.5%
Revenue						
	504 - AIR QUALITY FEES	$ 3,352,588	$ 3,913,711	$ 7,661,112	$ 3,747,401	95.8%
	TOTAL SOURCES	$ 3,352,588	$ 3,913,711	$ 7,661,112	$ 3,747,401	95.8%
Expenditure						
	504 - AIR QUALITY FEES	$ 2,017,071	$ 5,971,183	$ 5,414,938	$ 556,245	9.3%
	TOTAL USES	$ 2,017,071	$ 5,971,183	$ 5,414,938	$ 556,245	9.3%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer. Revenue increases reflected in the FY 2008-09 budget are due to the fee changes that became effective in May 2008.

Dust Control Permit Enforcement Activity

The purpose of the Dust Control Permit Enforcement Activity is to provide air quality compliance enforcement actions to Dust Control permitted sources in Maricopa County to deter future violations and encourage compliance with all applicable federal, state and local air quality laws, rules and regulations.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of non-backlog Dust Control permitted source enforcement actions resolved.	Not Reported	95.4%	66.0%	(29.4%)	-30.9%
Output	Number of non-backlog Dust Control permitted source enforcement actions resolved.	Not Reported	764	1,108	344	45.0%
Output	Number of Dust Control permitted source enforcement actions resolved.	896	896	1,240	344	38.4%
Demand	Number of Dust Control permitted source referrals for enforcement action.	764	764	2,841	2,077	271.9%
Efficiency	Cost per dust control permitted source enforcement actions resolved	$ 208.96	$ 305.74	$ 272.48	$ 33.26	10.9%
Revenue						
	504 - AIR QUALITY FEES	$ 2,989,879	$ 2,223,700	$ 1,782,480	$ (441,220)	-19.8%
	TOTAL SOURCES	$ 2,989,879	$ 2,223,700	$ 1,782,480	$ (441,220)	-19.8%
Expenditure						
	504 - AIR QUALITY FEES	$ 187,230	$ 273,944	$ 337,875	$ (63,931)	-23.3%
	TOTAL USES	$ 187,230	$ 273,944	$ 337,875	$ (63,931)	-23.3%

The Department anticipates continued growth in enforcement actions required as well as a reduction in revenue realized due to closure of enforcement actions.

Dust Control Vacant Lot Activity

The purpose of the Dust Control Vacant Lot Activity is to provide air quality compliance inspections to all regulated vacant lots (open area parcels) so that those responsible for these parcels understand how to and do remain in compliance with all applicable federal, state and local air quality laws, rules and regulations.

Mandates: Although not a mandated activity, vacant lot inspections are required as part of Maricopa County's commitment to the State Implementation Plan for Air Quality.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of inspected vacant lots in compliance.	Not Reported	17.0%	100.0%	83.0%	488.3%
Output	Number of vacant lot inspections completed.	3,012	3,012	13,243	10,231	339.7%
Demand	Number of vacant lot inspections required by the State Implementation Plan.	Not Reported	7,752	13,243	5,491	70.8%
Efficiency	Cost per vacan lost inspection completed	$ 151.29	$ 569.95	$ 132.18	$ 437.77	76.8%
Revenue						
	100 - GENERAL	$ 24,100	$ -	$ -	$ -	0.0%
	503 - AIR QUALITY GRANT	-	1,056,727	1,121,988	65,261	6.2%
	TOTAL SOURCES	$ 24,100	$ 1,056,727	$ 1,121,988	$ 65,261	6.2%
Expenditure						
	100 - GENERAL	$ 455,688	$ -	$ -	$ -	0.0%
	503 - AIR QUALITY GRANT	-	841,787	1,121,990	(280,203)	-33.3%
	504 - AIR QUALITY FEES	-	874,899	628,471	246,428	28.2%
	TOTAL USES	$ 455,688	$ 1,716,686	$ 1,750,461	$ (33,775)	-2.0%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Large Source Permit Compliance Activity

The purpose of the Large Source Permit Compliance Activity is to provide air quality inspections to Title V operations to determine compliance and help those responsible for compliance remain in compliance with applicable federal, state and local air quality laws, rules and regulations.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of inspected Title V (Large Source) operations in compliance.	Not Reported	53.3%	100.0%	46.7%	87.5%
Output	Number of Title V (Large Source) inspections completed.	20	30	40	10	33.3%
Demand	Number of Title V (Large Source) inspections required.	37	41	40	(1)	-2.4%
Efficiency	Cost per Title V (Large Source) inspections completed	$ 27,768.19	$ 18,659.33	$ 16,168.40	$ 2,490.93	13.3%
Revenue						
	504 - AIR QUALITY FEES	$ 777,254	$ 945,213	$ 1,315,140	$ 369,927	39.1%
	TOTAL SOURCES	$ 777,254	$ 945,213	$ 1,315,140	$ 369,927	39.1%
Expenditure						
	504 - AIR QUALITY FEES	$ 555,364	$ 559,780	$ 646,736	$ (86,956)	-15.5%
	TOTAL USES	$ 555,364	$ 559,780	$ 646,736	$ (86,956)	-15.5%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer. Revenue increases reflected in the FY 2008-09 budget are due to the fee changes that became effective in May 2008.

Large Source Permit Enforcement Activity

The purpose of the Large Source Permit Enforcement Activity is to provide air quality compliance enforcement actions to Title V permitted sources in Maricopa County to deter future violations and encourage compliance with all applicable federal, state and local air quality laws, rules and regulations.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of backlog Title V enforcement actions resolved	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of Title V (Large Source) permitted source enforcement actions resolved.	14	16	16	-	0.0%
Output	# of backlog Title V enforcement actions	Not Reported	1	1	-	0.0%
Demand	Number of Title V (Large Source) permitted source referrals for enforcement action.	17	16	16	-	0.0%
Efficiency	Cost per number of Title V (Large Source) permitted source enforcement actions resolved	$ 11,588.85	$ 9,126.88	$ 14,782.25	$ (5,655.38)	-62.0%
Revenue						
	504 - AIR QUALITY FEES	$ 497,972	$ 101,054	$ 634,728	$ 533,674	528.1%
	TOTAL SOURCES	$ 497,972	$ 101,054	$ 634,728	$ 533,674	528.1%
Expenditure						
	504 - AIR QUALITY FEES	$ 162,244	$ 146,030	$ 236,516	$ (90,486)	-62.0%
	TOTAL USES	$ 162,244	$ 146,030	$ 236,516	$ (90,486)	-62.0%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer. Revenue increase is due to enforcement actions coming to resolution in FY 2008-09 that began in FY 2007-08.

Large Source Engineering Review Activity

The purpose of the Large Source Permit Engineering Review Activity is to provide oversight of all Title V permit issuance activity for air pollution sources so that Title V sources can maintain their air quality permit in accordance with federal, state, and local air quality laws, regulations, and standards.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	The number of Title V (Large Source) permit actions completed.	14	16	16	-	0.0%
Demand	The number of complete Title V (Large Source) applications received for permit action.	19	24	24	-	0.0%
Efficiency	Cost per Title V (Large Source) permit action completed	$ 43,390.13	$ 38,338.44	$ 45,106.19	$ (6,767.75)	-17.7%
Revenue						
	504 - AIR QUALITY FEES	$ 221,573	$ 481,654	$ 720,500	$ 238,846	49.6%
	TOTAL SOURCES	$ 221,573	$ 481,654	$ 720,500	$ 238,846	49.6%
Expenditure						
	504 - AIR QUALITY FEES	$ 607,462	$ 613,415	$ 721,699	$ (108,284)	-17.7%
	TOTAL USES	$ 607,462	$ 613,415	$ 721,699	$ (108,284)	-17.7%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer. Revenue increases reflected in the FY 2008-09 budget are due to the fee changes that became effective in May 2008.

Mobile Air Monitoring Van Activity

The purpose of the Mobile Air Monitoring Van activity is to assess air pollutant levels in Maricopa County and to determine industry's compliance with emissions limitations as mandated by applicable federal, state, and local air quality laws, rules, regulations and permit conditions.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	The number of Mobil Air Monitoring Van assessments completed.	Not Reported	1	1	-	0.0%
Demand	The number of Mobil Air Monitoring Van assessments requested.	-	1	1	-	0.0%
Efficiency	Cost per Mobil Air Monitoring Van assessments completed	Not Reported	$ -	$ 1,354,040.00	-$1,354,040	
Expenditure						
	504 - AIR QUALITY FEES	$ -	$ -	$ 1,354,040	$ (1,354,040)	0.0%
	TOTAL USES	$ -	$ -	$ 1,354,040	$ (1,354,040)	0.0%

One-time costs are $1,200,000 for the purchase of the mobile monitoring van and operational costs are $154,040 for three van operators to be hired mid-year.

Planning and Analysis Activity

The purpose of the Air Quality Planning and Analysis Activity is to provide rule writing and reviewing applications for stationary and activity based air pollution to permitted stationary air pollution sources so that they operate in compliance with all applicable regulations.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of scheduled emission reduction strategy milestones completed.	137	93	86	(7)	-7.5%
Demand	Number of emission reduction strategy milestones scheduled for completion.	163	111	103	(8)	-7.2%
Efficiency	Cost per scheduled emission reduction strategy milestones completed	$ 5,354.13	$ 9,864.19	$ 11,550.09	$ (1,685.90)	-17.1%
Expenditure						
	504 - AIR QUALITY FEES	$ 733,516	$ 917,370	$ 993,308	$ (75,938)	-8.3%
	TOTAL USES	$ 733,516	$ 917,370	$ 993,308	$ (75,938)	-8.3%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Business Resource Center Activity

The purpose of the Business Resource Center Activity is to provide air quality technical assistance to the public, business and internal and external agencies, to help them understand what a business is required to do to protect air quality according to the federal, state and local air quality laws, rules and regulations.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of requests for technical assistance fulfilled	Not Reported	2,077	2,077	-	0.0%
Demand	Number of requests for technical assistance	Not Reported	2,077	2,077	-	0.0%
Efficiency	Cost per technical assistance provided	Not Reported	$ 189.72	$ 123.22	$ 66.49	35.0%
Expenditure						
	504 - AIR QUALITY FEES	$ 418,414	$ 394,040	$ 255,938	$ 138,102	35.0%
	TOTAL USES	$ 418,414	$ 394,040	$ 255,938	$ 138,102	35.0%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Small Source Permit Compliance Activity

The purpose of the Small Source Permit Compliance Activity is to provide inspections to Non-Title V and General permit operations to determine air quality compliance and help those responsible for compliance remain in compliance with applicable federal, state and local air quality laws, rules and regulations.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of inspected Non-Title V and General (Small Source) permit operations in compliance.	Not Reported	67.0%	67.0%	0.0%	-0.1%
Output	Number of Non-Title V and General (Small Source) permit inspections completed.	198	1,283	2,902	1,619	126.2%
Demand	Number of Non-Title V and General (Small Source) permit inspections required.	601	2,902	2,902	-	0.0%
Efficiency	Cost per Non-Title V and General (Small Source) permit inspections completed	$ 5,109.17	$ 1,024.21	$ 533.04	$ 491.17	48.0%
Revenue						
	504 - AIR QUALITY FEES	$ 3,940,876	$ 3,867,483	$ 5,598,756	$ 1,731,273	44.8%
	TOTAL SOURCES	$ 3,940,876	$ 3,867,483	$ 5,598,756	$ 1,731,273	44.8%
Expenditure						
	504 - AIR QUALITY FEES	$ 1,011,615	$ 1,314,063	$ 2,292,212	$ (978,149)	-74.4%
	TOTAL USES	$ 1,011,615	$ 1,314,063	$ 2,292,212	$ (978,149)	-74.4%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer. Revenue increases reflected in the FY 2008-09 budget are due to the fee changes that became effective in May 2008.

Small Source Permit Enforcement Activity

The purpose of the Small Source Permit Enforcement Activity is to provide air quality compliance enforcement actions to regulated Non-Title V, General, Burn and Asbestos sources in Maricopa County to deter future violations and encourage compliance with all applicable federal, state and local air quality laws, rules and regulations.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of resolved backlog Non-Title V (Small Source), General, Burn and Asbestos source enforcement actions	Not Reported	20.3%	20.3%	0.0%	0.0%
Output	Number of backlog Non-Title V (Small Source), General, Burn and Asbestos source enforcement actions	Not Reported	740	740	-	0.0%
Output	Number of resolved Non-Title V (Small Source), General, Burn and Asbestos source enforcement actions	280	280	280	-	0.0%
Demand	Number of Non-Title V (Small Source), General, Burn and Asbestos source referrals for enforcement action	504	504	504	-	0.0%
Efficiency	Cost per resolved Non-Title V (Small Source), General, Burn and Asbestos source enforcement actions	$ 360.37	$ 631.86	$ 712.54	$ (80.68)	-12.8%
Revenue						
	504 - AIR QUALITY FEES	$ 792,650	$ 2,266,165	$ 998,340	$ (1,267,825)	-55.9%
	TOTAL SOURCES	$ 792,650	$ 2,266,165	$ 998,340	$ (1,267,825)	-55.9%
Expenditure						
	504 - AIR QUALITY FEES	$ 100,903	$ 176,921	$ 199,511	$ (22,590)	-12.8%
	TOTAL USES	$ 100,903	$ 176,921	$ 199,511	$ (22,590)	-12.8%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer. The Department anticipates a reduction in revenue realized due to closure of enforcement actions.

Small Source Permit Engineering Review Activity

The purpose of the Small Source Permit Engineering Review Activity is to provide oversight of all Non-Title V and General permit issuance activity for air pollution sources so that Non-Title V and General sources can maintain their air quality permit in accordance with federal, state, and local air quality laws, regulations, and standards.

Mandates: A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	The number of Non-Title V and General (Small Source) permit actions completed.	685	2,354	2,024	(330)	-14.0%
Demand	The number of complete Non-Title V and General (Small Source) permit applications received for permit action.	702	2,402	2,392	(10)	-0.4%
Efficiency	Cost per Non-Title V and General (Small Source) permit actions completed	$ 977.00	$ 311.08	$ 421.51	$ (110.43)	-35.5%
Revenue						
	504 - AIR QUALITY FEES	$ 411,584	$ 220,660	$ 328,920	$ 108,260	49.1%
	TOTAL SOURCES	$ 411,584	$ 220,660	$ 328,920	$ 108,260	49.1%
Expenditure						
	504 - AIR QUALITY FEES	$ 669,242	$ 732,279	$ 853,137	$ (120,858)	-16.5%
	TOTAL USES	$ 669,242	$ 732,279	$ 853,137	$ (120,858)	-16.5%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer. Revenue increases reflected in the FY 2008-09 budget are due to the fee changes that became effective in May 2008.

Trip Reduction Activity

The purpose of the Trip Reduction Activity is develop trip reduction plans so that the companies with 50 or more employees can help to reduce emissions caused by single occupancy commuter traffic.

Mandates: A.R.S. § 49-581 which defines the travel reduction program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of Trip Reduction Sites receiving assistance.	3,024	2,850	2,900	50	1.8%
Demand	Number of Trip Reduction Sites requesting assistance.	3,024	2,850	2,900	50	1.8%
Efficiency	Cost per site receiving assistance.	$ 592.29	$ 547.42	$ 616.75	$ (69.33)	-12.7%
Revenue						
	503 - AIR QUALITY GRANT	$ 1,294,433	$ 1,566,583	$ 1,858,576	$ 291,993	18.6%
	TOTAL SOURCES	$ 1,294,433	$ 1,566,583	$ 1,858,576	$ 291,993	18.6%
Expenditure						
	503 - AIR QUALITY GRANT	$ 1,791,091	$ 1,560,151	$ 1,788,565	$ (228,414)	-14.6%
	TOTAL USES	$ 1,791,091	$ 1,560,151	$ 1,788,565	$ (228,414)	-14.6%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Voluntary Vehicle Repair and Retrofit Activity

The purpose of the Voluntary Vehicle Repair and Retrofit Activity is to provide emissions repair work to county residents who have received an emissions test failure notice so that they can comply with vehicle registration emission standards.

Mandates: A.R.S. § 49-471.03 establishing the opportunity for correction of vehicle deficiencies.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of vehicles repaired or retrofitted	Not Reported	Not Reported	Not Reported	-	0.0%
Output	Number of eligible customers whose vehicles were repaired or retrofitted.	1,030	1,100	1,100	-	0.0%
Demand	Number of eligible customers seeking financial assistance for vehicle repair or retrofit.	1,030	1,100	1,100	-	0.0%
Efficiency	Cost per vehicle repaired or retrofitted	Not Reported	Not Reported	Not Reported	-	0.0%
Revenue						
	503 - AIR QUALITY GRANT	$ 283,960	$ 824,479	$ 725,000	$ (99,479)	-12.1%
	TOTAL SOURCES	$ 283,960	$ 824,479	$ 725,000	$ (99,479)	-12.1%
Expenditure						
	503 - AIR QUALITY GRANT	$ 630,927	$ 655,817	$ 725,255	$ (69,438)	-10.6%
	TOTAL USES	$ 630,927	$ 655,817	$ 725,255	$ (69,438)	-10.6%

Appropriated Budget Reconciliations

Air Quality Grant Fund (503)

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 4,010,023**	**$ 4,010,023**
FY 2007-08 REVISED RESTATED BUDGET		**$ 4,010,023**	**$ 4,010,023**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 months)		$ -	$ -
Retirement Contributions		-	-
FY 2008-09 Pay for Performance		-	-
	Subtotal	$ -	$ -
FY 2008-09 BUDGET TARGET		**$ 4,010,023**	**$ 4,010,023**
REQUESTED ADJUSTMENTS:			
Increase Grant Funding		$ 122,128	$ 122,121
	Subtotal	$ 122,128	$ 122,121
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 4,132,151**	**$ 4,132,144**
PERCENT CHANGE FROM TARGET AMOUNT		*3.0%*	*3.0%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 4,132,151**	**$ 4,132,144**

Air Quality Fee Fund (504)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 12,393,623**	**$ 10,486,350**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (63,300)	$ -
Non-Recurring Expenditure Details (Bring Back Blue - Phase II)	1,438,200	-
Annualization of FY 2007-08 Initiatives (MAG Five Percent Plan for PM10)	6,830,773	2,362,906
Subtotal	$ 8,205,673	$ 2,362,906
FY 2007-08 REVISED RESTATED BUDGET	**$ 20,599,296**	**$ 12,849,256**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Non-Recurring Expenditure Detail (MAG Five Percent Plan for PM10)	(1,893,422)	-
Annualization of Jan. 2008 Administrative Reductions	(63,300)	-
Non-Recurring Expenditure Details (Bring Back Blue - Phase II)	(1,438,200)	-
Non-Recurring Expenditures Detail (FY2007-08 Open Enrollment Variance)	(42,000)	-
Annualization of FY 2007-08 Initiatives (MAG Five Percent Plan for PM10)	-	4,725,812
Structural Balance	-	1,011,576
Subtotal	$ (3,436,922)	$ 5,737,388
FY 2008-09 BUDGET TARGET	**$ 17,162,374**	**$ 18,586,644**
BASE ADJUSTMENTS:		
Non-Recurring Expenditures	$ (46,000)	$ -
Monitoring Equipment Refresh Program	250,000	-
Annualization of FY 2007-08 Initiatives (Asbestos Fee and Inspectors)	585,934	745,332
Subtotal	$ 789,934	$ 745,332
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 17,952,308**	**$ 19,331,976**
PERCENT CHANGE FROM TARGET AMOUNT	*4.6%*	*4.0%*
NON-OPERATING		
NON-OPERATING 0001		
Cargo Van	$ 20,000	$ -
Carbon Monoxide Monitor	8,000	-
Multi-Gas Calibrator	13,000	-
Zero Air Calibrator	5,000	-
Mobile Air Quality Monitoring Van	1,200,000	-
Media Campaign	1,500,000	-
Accela Implementation	1,766,307	-
Hybrid Vehicle Carry-Over	90,000	-
Asbestos Inspectors Vehicles	159,400	-
Subtotal	$ 4,761,707	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET	**$ 4,761,707**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 22,714,015**	**$ 19,331,976**

Animal Care and Control

Analysis by Angie Flick, Management & Budget Analyst

Summary

Mission

The mission of the Animal Care & Control Department (MCACC) is to promote and protect the health, safety and welfare of people and pets in Maricopa County so that citizens can be free from nuisances, diseases and other dangers caused by animals.

Vision

Animal Care and Control strives to reduce the dangers and nuisances caused by irresponsible pet ownership and to protect pets from abuse, neglect, and homelessness.

Strategic Goals

- **Increase the licensing compliance rate to 48% by the end of fiscal year 2008, then by 2.5% each fiscal year through fiscal year 2010.**

  Status: The Department has increased licenses sold by more than 5% each year for the last three fiscal years. Although the current compliance rate is about 34%, the Department continues to target the more at-risk areas with the Uno-por-Uno program and the Billing Notice Certificate process to increase licensing compliance.

- **Maintain the euthanasia rate of "healthy adoptable" animals at 0% while eliminating the euthanasia rate of "treatables/manageables" by fiscal year 2010.**

  Status: In FY 2006-07, the Department saved 53% of the total treatable/manageable population. In FY 2007-08, due to increased foster care and alternative placement efforts, the Department saved 59% of the total treatable/manageable population. No healthy adoptable animal has been euthanized since November of 2005.

- **Increase spay and neuter efforts by 2% each fiscal year through fiscal year 2010.**

  Status: The Department has exceeded this goal over the last three fiscal years starting with 553 spay/neuter surgeries in FY 2005-06 to over 11,000 surgeries in FY 2007-08. The Department continues to work with partners to raise money and awareness for this project.

- **Reduce animal bites by 2% each fiscal year through fiscal year 2010.**

  Status: Through field outreach and educational programs the Department has reduced the number of bites per capita in Maricopa County as well as the overall bite to total case(activity) percentage. The Field Enforcement Division, partnering with the Community Outreach Division, continues to target at-risk areas for education, licensing and spay/neuter efforts.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
REVENUE							
79AC - ANIMAL CONTROL PROGRAM	$ 3,104,628	$ 2,954,071	$ 2,954,071	$ 3,223,742	$ 3,154,071	$ 200,000	6.8%
ACEF - ANML CTRL ENFORCEMENT ACTIVITY	3,088,334	2,946,071	2,946,071	3,206,457	3,138,086	192,015	6.5%
KPMT - KENNEL PERMIT ACTIVITY	16,294	8,000	8,000	17,285	15,985	7,985	99.8%
79SH - ANIMAL SHELTERING PROGRAM	$ 816,380	$ 1,062,500	$ 1,062,500	$ 829,688	$ 803,291	$ (259,209)	-24.4%
IMPD - IMPOUNDMENT ACTIVITY	816,380	1,062,500	1,062,500	829,688	803,291	(259,209)	-24.4%
79SN - ANIMAL WELFARE SAFETY NET PRG	$ 594,592	$ 439,915	$ 876,539	$ 841,501	$ 817,424	$ (59,115)	-6.7%
LCSN - LOW-COST SPAY/NEUTER ACTIVITY	594,592	439,915	876,539	841,501	817,424	(59,115)	-6.7%
79AP - PET ADOPTION PROGRAM	$ 1,112,311	$ 697,500	$ 699,421	$ 1,213,560	$ 1,193,544	$ 494,123	70.6%
CATA - CAT ADOPTION ACTIVITY	93,085	66,650	66,650	132,078	128,012	61,362	92.1%
DOGA - DOG ADOPTION ACTIVITY	1,019,226	630,850	632,771	1,081,482	1,065,532	432,761	68.4%
79PL - PET LICENSING PROGRAM	$ 4,651,230	$ 5,152,439	$ 5,154,211	$ 6,124,998	$ 6,298,504	$ 1,144,293	22.2%
DOGL - DOG LICENSING ACTIVITY	4,651,230	5,152,439	5,154,211	6,124,998	6,298,504	1,144,293	22.2%
TOTAL PROGRAMS	$ 10,279,142	$ 10,306,425	$ 10,746,742	$ 12,233,489	$ 12,266,834	$ 1,520,092	14.1%
EXPENDITURES							
79AC - ANIMAL CONTROL PROGRAM	$ 2,915,359	$ 2,980,431	$ 2,980,438	$ 3,226,173	$ 2,903,883	$ 76,555	2.6%
ACEF - ANML CTRL ENFORCEMENT ACTIVITY	2,915,359	2,980,431	2,980,438	3,226,173	2,903,883	76,555	2.6%
79SH - ANIMAL SHELTERING PROGRAM	$ 2,070,359	$ 1,894,101	$ 1,878,971	$ 2,039,891	$ 2,392,536	$ (513,565)	-27.3%
FOST - FOSTERING ACTIVITY	17,990	47,820	47,820	75,876	96,037	(48,217)	-100.8%
IMPD - IMPOUNDMENT ACTIVITY	1,948,760	1,743,274	1,728,146	1,869,404	2,204,927	(476,781)	-27.6%
QUAR - QUARANTINE ACTIVITY	103,609	103,007	103,005	94,611	91,572	11,433	11.1%
79SN - ANIMAL WELFARE SAFETY NET PRG	$ 565,093	$ 264,127	$ 792,293	$ 699,643	$ 695,312	$ 96,981	12.2%
LCSN - LOW-COST SPAY/NEUTER ACTIVITY	565,093	264,127	792,293	699,643	695,312	96,981	12.2%
79AP - PET ADOPTION PROGRAM	$ 1,575,026	$ 1,572,076	$ 1,593,653	$ 1,639,202	$ 2,145,593	$ (551,940)	-34.6%
CATA - CAT ADOPTION ACTIVITY	459,666	496,100	496,107	486,604	571,831	(75,724)	-15.3%
DOGA - DOG ADOPTION ACTIVITY	1,115,360	1,075,976	1,097,546	1,152,598	1,573,762	(476,216)	-43.4%
79PL - PET LICENSING PROGRAM	$ 1,091,728	$ 1,194,716	$ 1,194,724	$ 1,188,800	$ 1,353,632	$ (158,908)	-13.3%
DOGL - DOG LICENSING ACTIVITY	1,091,728	1,194,716	1,194,724	1,188,800	1,353,632	(158,908)	-13.3%
99AS - ADMINISTRATIVE SERVICES	$ 826,292	$ 861,823	$ 863,603	$ 870,534	$ 952,237	$ (88,634)	-10.3%
BDGT - BUDGETING	59,492	115,956	115,961	50,907	102,201	13,760	11.9%
ODIR - EXECUTIVE MANAGEMENT	536,355	557,922	559,692	625,584	665,323	(105,631)	-18.9%
FSAC - FINANCIAL SERVICES	116,489	78,041	78,044	88,453	78,749	(705)	-0.9%
HRAC - HUMAN RESOURCES	62,136	55,028	55,029	51,786	51,324	3,705	6.7%
PROC - PROCUREMENT	51,820	54,876	54,877	53,804	54,640	237	0.4%
99GV - GENERAL GOVERNMENT	$ 683,156	$ 2,108,748	$ 2,108,741	$ 2,082,628	$ 2,043,723	$ 65,018	3.1%
CSCA - CENTRAL SERVICE COST ALLOC	634,757	698,290	698,290	698,290	611,990	86,300	12.4%
GGOV - GENERAL GOVERNMENT	1,225	1,199,100	1,199,100	1,135,894	1,199,011	89	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	47,174	211,358	211,351	248,444	232,722	(21,371)	-10.1%
99IT - INFORMATION TECHNOLOGY	$ 63,264	$ 50,835	$ 50,832	$ 81,341	$ 76,975	$ (26,143)	-51.4%
DESK - DESKTOP SUPPORT	63,264	50,835	50,832	81,341	76,975	(26,143)	-51.4%
TOTAL PROGRAMS	$ 9,790,277	$ 10,926,857	$ 11,463,255	$ 11,828,212	$ 12,563,891	$ (1,100,636)	-9.6%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 4,604,652	$ 5,160,439	$ 5,162,211	$ 6,086,329	$ 6,314,489	$ 1,152,278	22.3%
SUBTOTAL	$ 4,604,652	$ 5,160,439	$ 5,162,211	$ 6,086,329	$ 6,314,489	$ 1,152,278	22.3%
INTERGOVERNMENTAL							
0615 - GRANTS	$ -	$ 597	$ 4,968	$ -	$ -	$ (4,968)	-100.0%
0620 - OTHER INTERGOVERNMENTAL	3,079,393	-	-	-	-	-	
SUBTOTAL	$ 3,079,393	$ 597	$ 4,968	$ -	$ -	$ (4,968)	-100.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 2,964,351	$ 2,964,351	$ 3,256,048	$ 3,192,586	$ 228,235	7.7%
0635 - OTHER CHARGES FOR SERVICES	1,901,645	1,702,875	1,702,875	1,977,325	1,949,064	246,189	14.5%
SUBTOTAL	$ 1,901,645	$ 4,667,226	$ 4,667,226	$ 5,233,373	$ 5,141,650	$ 474,424	10.2%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 6,399	$ 5,000	$ 5,000	$ 3,748	$ 2,500	$ (2,500)	-50.0%
SUBTOTAL	$ 6,399	$ 5,000	$ 5,000	$ 3,748	$ 2,500	$ (2,500)	-50.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 123,926	$ 8,000	$ 8,000	$ 89,353	$ 8,000	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	563,126	465,163	899,337	820,686	800,195	(99,142)	-11.0%
SUBTOTAL	$ 687,052	$ 473,163	$ 907,337	$ 910,039	$ 808,195	$ (99,142)	-10.9%
TOTAL SOURCES	$ 10,279,142	$ 10,306,425	$ 10,746,742	$ 12,233,489	$ 12,266,834	$ 1,520,092	14.1%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 4,551,563	$ 4,788,438	$ 4,809,881	$ 4,982,721	$ 5,169,992	$ (360,111)	-7.5%
0705 - TEMPORARY PAY	13,182	6,666	6,666	6,199	126,203	(119,537)	0.0%
0710 - OVERTIME	272,785	94,545	94,545	138,083	197,243	(102,698)	0.0%
0750 - FRINGE BENEFITS	1,706,004	1,810,476	1,810,476	1,939,357	2,000,326	(189,850)	-10.5%
0790 - OTHER PERSONNEL SERVICES	63,286	-	51,392	59,967	142,198	(90,806)	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(548,801)	(549,110)	(547,793)	(546,413)	(483,983)	(63,810)	11.6%
0796 - PERSONNEL SERVICES ALLOC-IN	518,801	526,174	524,857	542,987	480,983	43,874	8.4%
SUBTOTAL	$ 6,576,820	$ 6,677,189	$ 6,750,024	$ 7,122,901	$ 7,632,962	$ (882,938)	-13.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 288,355	$ 341,674	$ 341,674	$ 170,794	$ 330,783	$ 10,891	3.2%
0802 - MEDICAL SUPPLIES	255,517	194,547	194,547	251,281	312,298	(117,751)	0.0%
0803 - FUEL	176,487	152,281	152,281	196,074	183,566	(31,285)	-20.5%
0804 - NON-CAPITAL EQUIPMENT	15,700	20,982	20,982	30,582	8,050	12,932	61.6%
0805 - SUPPLIES-ALLOCATION OUT	(8,604)	(8,604)	(8,604)	(8,604)	(8,604)	-	0.0%
0806 - SUPPLIES-ALLOCATION IN	8,604	8,604	8,604	8,604	8,604	-	0.0%
SUBTOTAL	$ 736,059	$ 709,484	$ 709,484	$ 648,731	$ 834,697	$ (125,213)	-17.6%
SERVICES							
0811 - HEALTH CARE SERVICES	$ 150,117	$ 128,360	$ 607,052	$ 517,069	$ 709,510	$ (102,458)	-16.9%
0812 - OTHER SERVICES	347,552	356,726	356,726	312,482	434,194	(77,468)	-21.7%
0820 - RENT & OPERATING LEASES	19,768	24,423	24,423	16,723	21,576	2,847	0.0%
0825 - REPAIRS AND MAINTENANCE	152,583	74,632	74,632	55,377	40,039	34,593	46.4%
0839 - INTERNAL SERVICE CHARGES	359,892	478,308	478,308	559,372	475,890	2,418	0.5%
0841 - TRAVEL	21,831	17,700	17,700	13,428	8,000	9,700	0.0%
0842 - EDUCATION AND TRAINING	16,332	31,394	31,394	5,514	20,694	10,700	34.1%
0843 - POSTAGE/FREIGHT/SHIPPING	110,461	74,921	74,921	130,515	73,591	1,330	1.8%
0850 - UTILITIES	206,526	110,347	110,347	182,047	206,839	(96,492)	-87.4%
0872 - SERVICES-ALLOCATION OUT	(33,720)	(33,720)	(33,720)	(33,720)	(33,720)	-	0.0%
0873 - SERVICES-ALLOCATION IN	33,720	33,720	33,720	33,720	33,720	-	0.0%
SUBTOTAL	$ 1,385,061	$ 1,296,811	$ 1,775,503	$ 1,792,527	$ 1,990,333	$ (214,830)	-12.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 634,757	$ 1,897,390	$ 1,897,390	$ 1,834,184	$ 1,811,001	$ 86,389	4.6%
SUBTOTAL	$ 634,757	$ 1,897,390	$ 1,897,390	$ 1,834,184	$ 1,811,001	$ 86,389	4.6%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 209,732	$ -	$ -	$ -	$ -	$ -	0.0%
0920 - CAPITAL EQUIPMENT	-	-	-	7,369	-	-	
0930 - VEHICLES & CONSTRUCTION EQUIP	216,070	306,000	290,871	380,354	243,000	47,871	16.5%
0950 - DEBT SERVICE	31,778	39,983	39,983	42,146	51,898	(11,915)	-29.8%
0955 - CAPITAL-ALLOCATION OUT	(3,756)	(3,756)	(3,756)	(3,756)	(3,756)	-	0.0%
0956 - CAPITAL-ALLOCATION IN	3,756	3,756	3,756	3,756	3,756	-	0.0%
SUBTOTAL	$ 457,580	$ 345,983	$ 330,854	$ 429,869	$ 294,898	$ 35,956	0.0%
TOTAL USES	$ 9,790,277	$ 10,926,857	$ 11,463,255	$ 11,828,212	$ 12,563,891	$ (1,100,636)	-9.6%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
573 - ANIMAL CONTROL GRANTS	$ 633,889	$ 446,765	$ 885,310	$ 893,337	$ 905,336	$ 20,026	2.3%
SPECIAL REVENUE - GRANT	$ 633,889	$ 446,765	$ 885,310	$ 893,337	$ 905,336	$ 20,026	2.3%
572 - ANIMAL CONTROL LICENSE/SHELTER	$ 6,540,632	$ 6,905,589	$ 6,907,361	$ 8,116,410	$ 8,207,427	$ 1,300,066	18.8%
574 - ANIMAL CONTROL FIELD OPERATION	3,104,629	2,954,071	2,954,071	3,223,742	3,154,071	200,000	6.8%
SPECIAL REVENUE - OTHER	$ 9,645,261	$ 9,859,660	$ 9,861,432	$ 11,340,152	$ 11,361,498	$ 1,500,066	15.2%
TOTAL SPECIAL REVENUE	$ 10,279,150	$ 10,306,425	$ 10,746,742	$ 12,233,489	$ 12,266,834	$ 1,520,092	14.1%
TOTAL FUNDS	$ 10,279,142	$ 10,306,425	$ 10,746,742	$ 12,233,489	$ 12,266,834	$ 1,520,092	14.1%
USES							
100 - GENERAL	$ 375,982	$ 361,432	$ 360,115	$ 360,115	$ 322,919	$ 37,196	10.3%
573 - ANIMAL CONTROL GRANTS	$ 644,576	$ 446,765	$ 976,849	$ 854,594	$ 879,460	$ 97,389	10.0%
SPECIAL REVENUE - GRANT	$ 644,576	$ 446,765	$ 976,849	$ 854,594	$ 879,460	$ 97,389	10.0%
572 - ANIMAL CONTROL LICENSE/SHELTER	$ 5,775,301	$ 6,905,589	$ 6,913,220	$ 7,154,849	$ 8,207,441	$ (1,294,221)	-18.7%
574 - ANIMAL CONTROL FIELD OPERATION	2,994,418	3,213,071	3,213,071	3,458,654	3,154,071	59,000	1.8%
SPECIAL REVENUE - OTHER	$ 8,769,719	$ 10,118,660	$ 10,126,291	$ 10,613,503	$ 11,361,512	$ (1,235,221)	-12.2%
TOTAL SPECIAL REVENUE	$ 9,414,295	$ 10,565,425	$ 11,103,140	$ 11,468,097	$ 12,240,972	$ (1,137,832)	-10.2%
TOTAL FUNDS	$ 9,790,277	$ 10,926,857	$ 11,463,255	$ 11,828,212	$ 12,563,891	$ (1,100,636)	-9.6%

General Adjustments

One-time Expenditures: Reallocated $51,000 from operating budget to non-operating budget for a vehicle replacement in Fund 572. Reallocated $192,000 from operating budget to non-operating budget for vehicle replacements in Fund 574.

Operating Expenditures: The Department moved into a new facility in the spring of 2008. Several direct service activities as well as administrative activities experienced an increase in expenditures due to the facility and its size.

Programs and Activities

Animal Control Program

The purpose of the Animal Control Program is to provide animal control services to fulfill contractual activities to unincorporated areas, cities and towns within Maricopa County and to assist other agencies so that the citizens can be free of animal related health and safety dangers as well as the dangers associated with irresponsible pet ownership.

Program Results

79AC - ANIMAL CONTROL PROGRAM Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of bite cases responded to.	Not Reported	100.0%	74.7%	(25.3%)	-25.3%

Activities that comprise this program include:

- Animal Control Enforcement
- Kennel Permit

Animal Control Enforcement Activity

The purpose of the Animal Control Enforcement Activity is to enforce laws and ordinances regarding animal control issues, to fulfill contractual services to unincorporated areas, cities and towns within Maricopa County and to assist other agencies so that the citizens can be free of animal related health and safety dangers.

Mandates: A.R.S. §11-1007 establishes the powers and duties of County enforcement agent.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of bite cases responded to	Not Reported	100.0%	74.7%	(25.3%)	-25.3%
Output	Number of bite cases	Not Reported	5,380	7,746	2,366	44.0%
Output	Number of cases responded to	49,783	50,000	52,580	2,580	5.2%
Demand	Number of cases generated	51,419	50,000	54,104	4,104	8.2%
Efficiency	Cost per case responded to	$ 58.56	$ 64.52	$ 55.23	$ 9.30	14.4%
Revenue						
	574 - AC FIELD OPERATION	$ 3,088,334	$ 3,206,457	$ 3,138,086	$ (68,371)	-2.1%
	TOTAL SOURCES	$ 3,088,334	$ 3,206,457	$ 3,138,086	$ (68,371)	-2.1%
Expenditure						
	100 - GENERAL	$ 312,298	$ 307,453	$ 259,235	$ 48,218	15.7%
	574 - AC FIELD OPERATION	2,603,061	2,918,720	2,644,648	274,072	9.4%
	TOTAL USES	$ 2,915,359	$ 3,226,173	$ 2,903,883	$ 322,290	10.0%

The FY 2008-09 budget supports the Department in maintaining the level of benefit agreed upon by the customer. This activity is primarily a service provided to and paid for by the Cities and Towns in Maricopa County.

Kennel Permit Activity

The purpose of the Kennel Permit Activity is to process kennel permit applications, inspect premises to ensure that they are in compliance with health and safety laws and ordinances and issue permits so that citizens can be free of animal related health and safety dangers.

Mandates: A.R.S. §11-1009 establishes that a person operating a kennel shall obtain a permit issued by the Board of Supervisors.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of kennel permits issued	50	63	63	-	0.0%
Demand	Number of kennel permit applications	58	76	71	(5)	-6.6%
Revenue						
	574 - AC FIELD OPERATION	$ 16,294	$ 17,285	$ 15,985	$ (1,300)	-7.5%
	TOTAL SOURCES	$ 16,294	$ 17,285	$ 15,985	$ (1,300)	-7.5%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer. The cost of processing the permit and related inspections are accounted for in the Licensing and Enforcement activities respectively.

Pet Adoption Program

The purpose of the Pet Adoption Program is to provide healthy and treatable/ manageable animals to the people of Maricopa County so that there will be a reduction in euthanasia of sheltered animals and the creation of life-long human/ animal bonds.

Program Results

The department will be developing Program Result Measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Cat Adoption
- Dog Adoption

Cat Adoption Activity

The purpose of the Cat Adoption Activity is to provide healthy, well-socialized cats to adopting individuals and families of Maricopa County so that the animals will not be euthanized and the adopters can experience long-term ownership.

Mandates: A.R.S. §11-1013 provides for the Board of Supervisors to impound stray dogs or cats for seventy-two hours, and if unclaimed, may allow any person to purchase such dog or cat upon expiration of the impoundment period.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of healthy and treatable/manageable cats adopted to citizens/New Hope groups.	4,361	5,264	6,955	1,691	32.1%
Demand	Number of healthy and treatable/manageable cats in shelter population.	9,036	7,044	9,307	2,263	32.1%
Efficiency	Cost per healthy and treatable/manageable cats adopted	$ 105.40	$ 92.44	$ 82.22	$ 10.22	11.1%
Revenue						
	572 - AC LICENSE/SHELTER	$ 88,129	$ 129,286	$ 128,012	$ (1,274)	-1.0%
	573 - AC GRANTS	4,956	2,792	-	(2,792)	-100.0%
	TOTAL SOURCES	$ 93,085	$ 132,078	$ 128,012	$ (4,066)	-3.1%
Expenditure						
	572 - AC LICENSE/SHELTER	$ 444,962	$ 481,109	$ 571,831	$ (90,722)	-18.9%
	573 - AC GRANTS	14,704	5,495	-	5,495	100.0%
	TOTAL USES	$ 459,666	$ 486,604	$ 571,831	$ (85,227)	-17.5%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Dog Adoption Activity

The purpose of the Dog Adoption Activity is to provide healthy, well-socialized dogs to adopting individuals and families of Maricopa County so that the animals will not be euthanized and the adopters can experience long-term ownership.

Mandates: A.R.S. §11-1013 provides for the Board of Supervisors to impound stray dogs or cats for seventy-two hours, and if unclaimed, may allow any person to purchase such dog or cat upon expiration of the impoundment period.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of healthy and treatable manageable dogs adopted to citizens/New Hope groups	12,807	12,250	12,870	620	5.1%
Demand	Number of healthy and treatable/manageable dogs in shelter population	23,633	16,459	16,953	494	3.0%
Efficiency	Cost per healthy and treatable dogs adopted	$ 87.09	$ 94.09	$ 122.28	$ (28.19)	-30.0%
Revenue						
	572 - AC LICENSE/SHELTER	$ 987,410	$ 1,032,438	$ 977,620	$ (54,818)	-5.3%
	573 - AC GRANTS	31,816	49,044	87,912	38,868	79.3%
	TOTAL SOURCES	$ 1,019,226	$ 1,081,482	$ 1,065,532	$ (15,950)	-1.5%
Expenditure						
	572 - AC LICENSE/SHELTER	$ 1,080,946	$ 1,139,921	$ 1,573,762	$ (433,841)	-38.1%
	573 - AC GRANTS	34,413	12,677	-	12,677	100.0%
	TOTAL USES	$ 1,115,360	$ 1,152,598	$ 1,573,762	$ (421,164)	-36.5%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Pet Licensing Program

The purpose of the Pet Licensing Program is to provide licensing services to the people of Maricopa County so that the spread of rabies can be controlled and that citizens can recover lost pets.

Program Results

The department will be developing Program Result Measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Dog Licensing

Dog Licensing Activity

The purpose of the Dog Licensing Activity is to provide dog licensing to the people of Maricopa County so that the spread of rabies can be controlled and that citizens can recover lost pets.

Mandates: A.R.S. §11-1008 establishes that the Board of Supervisors may set a license fee which shall be paid for each dog three months of age or over that is kept, harbored or maintained; A.R.S. §11-1010 establishes that no dog shall be licensed unless it is vaccinated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of dog licenses issued within two weeks of application/renewal	0.0%	94.0%	94.0%	0.0%	0.0%
Result	Percent of dog licenses issued	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of dog licenses requested	Not Reported	307,200	280,766	(26,434)	-8.6%
Output	Number of dog licenses issued	262,617	307,200	280,766	(26,434)	-8.6%
Demand	Population of dogs in Maricopa County	827,030	851,841	877,395	25,554	3.0%
Efficiency	Cost per dog license issued	$ 4.16	$ 3.87	$ 4.82	$ (0.95)	-24.6%
Revenue						
	572 - AC LICENSE/SHELTER	$ 4,648,706	$ 6,124,998	$ 6,298,504	$ 173,506	2.8%
	573 - AC GRANTS	2,524	-	-	-	
	TOTAL SOURCES	$ 4,651,230	$ 6,124,998	$ 6,298,504	$ 173,506	2.8%
Expenditure						
	572 - AC LICENSE/SHELTER	$ 1,091,728	$ 1,188,800	$ 1,353,632	$ (164,832)	-13.9%
	TOTAL USES	$ 1,091,728	$ 1,188,800	$ 1,353,632	$ (164,832)	-13.9%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Animal Sheltering Program

The purpose of the Animal Sheltering Program is to provide shelter and care to animals that are brought into Animal Care and Control shelter facilities so that they can be held for final disposition.

Program Results

79SH - ANIMAL SHELTERING PROGRAM Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of number of adoptable shelter animals needing foster care	Not Reported	53.0%	53.0%	0.0%	0.0%

Activities that comprise this program include:

- Fostering
- Impoundment
- Quarantine

Fostering Activity

The purpose of the Fostering Activity is to extend the care of animals through foster homes so that they can gain the strength and immunity necessary for maintaining their health to be put up for adoption.

Mandates: A.R.S. §11-1021 establishes that any animal impounded in a county pound shall be given proper and humane care and maintenance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of number of adoptable shelter animals needing foster care	Not Reported	53.0%	53.0%	0.0%	0.0%
Output	Number of adoptable shelter animals	Not Reported	32,670	32,670	-	0.0%
Output	Number of animals fostered	1,525	1,570	1,570	-	0.0%
Demand	Number of adoptable shelter animals needing foster care	16,698	17,198	17,198	-	0.0%
Efficiency	Cost per animal fostered	$ 11.80	$ 48.33	$ 61.17	$ (12.84)	-26.6%
Expenditure						
	572 - AC LICENSE/SHELTER	$ 17,990	$ -	$ -	$ -	
	573 - AC GRANTS		75,876	96,037	(20,161)	-26.6%
	TOTAL USES	$ 17,990	$ 75,876	$ 96,037	$ (20,161)	-26.6%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Impoundment Activity

The purpose of the Impoundment Activity is to receive animals from Animal Care and Control Field Services, other animal control agencies and the public so that these animals can be sheltered and cared for.

Mandates: A.R.S. §11-1013 provides for the Board of Supervisors to impound stray dogs or cats for seventy-two hours; A.R.S. §11-1021 establishes that any animal impounded in a county pound shall be given proper and humane care and maintenance.

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of animals impounded at MCACC facilities	52,761	54,000	56,563	2,563	4.7%
Demand	Population of dogs and cats in Maricopa County	1,777,198	1,830,514	1,885,428	54,914	3.0%
Efficiency	Cost per animal impounded	$ 36.94	$ 34.62	$ 38.98	$ (4.36)	-12.6%
Revenue						
	572 - AC LICENSE/SHELTER	$ 816,380	$ 829,688	$ 803,291	$ (26,397)	-3.2%
	TOTAL SOURCES	$ 816,380	$ 829,688	$ 803,291	$ (26,397)	-3.2%
Expenditure						
	572 - AC LICENSE/SHELTER	$ 1,948,760	$ 1,869,404	$ 2,204,927	$ (335,523)	-17.9%
	TOTAL USES	$ 1,948,760	$ 1,869,404	$ 2,204,927	$ (335,523)	-17.9%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Quarantine Activity

The purpose of the Quarantine Activity is to monitor the health of animals so that determinations may be made as to whether the animals are asymptomatic for rabies or not.

Mandates: A.R.S. § 11-1014 establishes the quarantine requirements of biting animals.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of animals quarantined at MCACC facilities.	1,916	2,192	2,100	(92)	-4.2%
Demand	Total number of animals that need to be quarantined.	5,419	3,746	5,400	1,654	44.2%
Efficiency	Cost per animal quarantined	$ 54.08	$ 43.16	$ 43.61	$ (0.44)	-1.0%
Expenditure						
	572 - AC LICENSE/SHELTER	$ 103,609	$ 94,611	$ 91,572	$ 3,039	3.2%
	TOTAL USES	$ 103,609	$ 94,611	$ 91,572	$ 3,039	3.2%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Animal Welfare Safety Net Program

The purpose of the Animal Welfare Safety Net Program is to provide low-cost medical, behavioral, and animal care services to the people of Maricopa County so that there may be a decrease in animal overpopulation, an increase in life-long relationships with people and their pets, and an increased knowledge as to the benefits of the human/animal period.

Program Results

The department will be developing Program Result Measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Low-Cost Spay/Neuter

Low-Cost Spay/Neuter Activity

The purpose of the Low-Cost Spay/Neuter Activity is to provide assistance to low-income residents for the spay/neuter of their pets so that the pet population will not increase and owners will not have to surrender pet offspring to our facilities.

Mandates: Not a mandated activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of animals sterilized	2,214	2,750	10,260	7,510	273.1%
Demand	Number of dogs and cats owned within low income population	622,271	558,044	622,271	64,227	11.5%
Efficiency	Cost per animal sterilized	$ 255.24	$ 254.42	$ 67.77	$ 186.65	73.4%
Revenue						
	573 - AC GRANTS	$ 594,592	$ 841,501	$ 817,424	$ (24,077)	-2.9%
	TOTAL SOURCES	$ 594,592	$ 841,501	$ 817,424	$ (24,077)	-2.9%
Expenditure						
	572 - AC LICENSE/SHELTER	$ -	$ 20,946	$ -	$ 20,946	100.0%
	573 - AC GRANTS	565,093	678,697	695,312	(16,615)	-2.4%
	TOTAL USES	$ 565,093	$ 699,643	$ 695,312	$ 4,331	0.6%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer. The increase in output is due to change in counting from number of animals sterilized at the Animal Care and Control facilities to counting the number sterilized at County facilities and at facilities of the partner veterinarians' facilities.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE	
OPERATING					
FY 2007-08 ADOPTED BUDGET		**$**	**361,432**	**$**	**-**
MID-YEAR ADJUSTMENTS:					
Jan. 2008 Administrative Reductions		$	(1,317)	$	-
	Subtotal	$	(1,317)	$	-
FY 2007-08 REVISED RESTATED BUDGET		**$**	**360,115**	**$**	**-**
TARGET ADJUSTMENTS:					
Employee Health/Dental Plan Changes (12 months)		$	-	$	-
Retirement Contributions			-		-
FY 2008-09 Pay for Performance			-		-
Annualization of Jan. 2008 Administrative Reductions			(1,316)		-
	Subtotal	$	(1,316)	$	-
FY 2008-09 BUDGET TARGET		**$**	**358,799**	**$**	**-**
BUDGET BALANCING ADJUSTMENTS:					
Reduction in Field Service		$	(35,880)	$	-
	Subtotal	$	(35,880)	$	-
FY 2008-09 ADOPTED OPERATING BUDGET		**$**	**322,919**	**$**	**-**
PERCENT CHANGE FROM TARGET AMOUNT			*-10.0%*		
FY 2008-09 TOTAL ADOPTED BUDGET		**$**	**322,919**	**$**	**-**

Animal Control License/Shelter Fund (572)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 6,905,589**	**$ 6,905,589**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (13,812)	$ -
Employee Market Compensation Adjustments (Public Communications Market Study)	1,772	1,772
Employee Market Compensation Adjustments (One-Time Retropay)	19,671	-
Subtotal	$ 7,631	$ 1,772
FY 2007-08 REVISED RESTATED BUDGET	**$ 6,913,220**	**$ 6,907,361**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Employee Market Compensation Adjustments (Public Communications Market Study)	789	-
Employee Market Compensation Adjustments (One-Time Retropay)	(19,671)	-
Annualization of FY 2007-08 Initiatives (Fee Increase)	1,326,914	1,326,900
Annualization of Jan. 2008 Administrative Reductions	(13,811)	-
Structural Balance		(26,834)
Subtotal	$ 1,294,221	$ 1,300,066
FY 2008-09 BUDGET TARGET	**$ 8,207,441**	**$ 8,207,427**
BASE ADJUSTMENTS:		
Non-Recurring Expenditures	$ (51,000)	$ -
Subtotal	$ (51,000)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 8,156,441**	**$ 8,207,427**
PERCENT CHANGE FROM TARGET AMOUNT	*-0.6%*	*0.0%*
NON-OPERATING		
NON-OPERATING 0001		
Vehicle Purchase (Replacement for 32022)	$ 51,000	$ -
Subtotal	$ 51,000	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET	**$ 51,000**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 8,207,441**	**$ 8,207,427**

Animal Control Donations Fund (573)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ 446,765**	**$**	**446,765**
MID-YEAR ADJUSTMENTS:				
Non-Recurring Expenditures Detail (Vehicle Purchases)		$ 91,539	$	-
Grant (ACC Homeland Security Grant)		7,713		7,713
Donation (FACCS Donation Spray/Neuter Program)		413,332		413,332
Donation (HALO Rescue)		7,500		7,500
Donation (PetSmart Charity Spay/Neuter Program)		10,000		10,000
	Subtotal	$ 530,084	$	438,545
FY 2007-08 REVISED RESTATED BUDGET		**$ 976,849**	**$**	**885,310**
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)		$ -	$	-
Retirement Contributions		-		-
FY 2008-09 Pay for Performance		-		-
Non-Recurring Expenditures Detail (Vehicle Purchases)		(91,539)		-
Grant (ACC Homeland Security Grant)		(7,713)		(7,713)
Donation (FACCS Donation Spray/Neuter Program)		(413,332)		(413,332)
Donation (HALO Rescue)		(7,500)		(7,500)
Donation (PetSmart Charity Spay/Neuter Program)		(10,000)		(10,000)
Structural Balance		432,695		458,571
	Subtotal	$ (97,389)	$	20,026
FY 2008-09 BUDGET TARGET		**$ 879,460**	**$**	**905,336**
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 879,460**	**$**	**905,336**
PERCENT CHANGE FROM TARGET AMOUNT		*0.0%*		*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 879,460**	**$**	**905,336**

Animal Control Field Operations Fund (574)

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 3,213,071**	**$ 2,954,071**
FY 2007-08 REVISED RESTATED BUDGET		**$ 3,213,071**	**$ 2,954,071**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 months)		$ -	$ -
Retirement Contributions		-	-
FY 2008-09 Pay for Performance		-	-
IGA (Increase in Services)		200,000	200,000
Non-Recurring Expenditures (Vehicles)		(259,000)	-
	Subtotal	$ (59,000)	$ 200,000
FY 2008-09 BUDGET TARGET		**$ 3,154,071**	**$ 3,154,071**
BASE ADJUSTMENTS:			
Non-recurring Expenditures		$ (192,000)	$ -
	Subtotal	$ (192,000)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 2,962,071**	**$ 3,154,071**
PERCENT CHANGE FROM TARGET AMOUNT		*-6.1%*	*0.0%*
NON-OPERATING			
NON-OPERATING 0001			
Vehicle Purchase (Replacements for 31351, 31354 and 32236)		$ 192,000	$ -
	Subtotal	$ 192,000	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET		**$ 192,000**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 3,154,071**	**$ 3,154,071**

Assessor

Analysis by Angie Flick, Management & Budget Analyst

Summary

Mission

The Mission of the Maricopa County Assessor's Office is to administer equitably all laws and regulations so that all ad valorem properties, both real and personal in Maricopa County are appropriately valued.

Vision

To efficiently and to effectively serve the citizens of Maricopa County. Furthermore, to foster the growth of our employees through education, training, and opportunities.

Strategic Goals

- **By December 31, 2008, reduce future document paper dependency by office-wide implementation of Electronic Data Management workflow.**

  Status: The FY 2008-09 budget continues to support the attainment of this goal.

- **By March 30, 2009, operate with new office Computer Assisted Mass Appraisal software with improved GIS functionality and improved sketch programs.**

  Status: The Board of Supervisors approved funding for the Computer Assisted Mass Appraisal software. The Department is working through the procurement process. The FY 2008-09 budget continues to support the attainment of this goal.

- **By June 30, 2010, complete document scanning of 50% of the existing permanent files (based upon December 2008 paper dependency levels) through implementation of Electronic Data Management workflow.**

  Status: The FY 2008-09 budget continues to support the attainment of this goal.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
REVENUE							
12PA - PROPERTY ASSESSMENT	$ 270,173	$ 150,000	$ 150,000	$ 221,850	$ 150,000	$ -	0.0%
CUST - CUSTOMER SERVICE	270,173	150,000	150,000	221,850	150,000	-	0.0%
TOTAL PROGRAMS	$ 270,173	$ 150,000	$ 150,000	$ 221,850	$ 150,000	$ -	0.0%
EXPENDITURES							
12PA - PROPERTY ASSESSMENT	$ 18,181,325	$ 20,886,367	$ 20,907,885	$ 20,088,499	$ 20,827,453	$ 80,432	0.4%
CUST - CUSTOMER SERVICE	1,424,833	2,468,442	2,468,447	2,527,560	2,641,877	(173,430)	-7.0%
MOBI - MOBILE HOME PROPERTY ASSESSMENT	-	764,078	764,082	727,006	707,052	57,030	7.5%
PERS - BUSINESS PERSONAL PROPERTY ASSESSMENT	2,057,103	1,537,310	1,537,310	1,479,224	1,587,851	(50,541)	-3.3%
REAL - REAL PROPERTY INSPECTION AND COLLECTION CHARACTERISTICS	14,699,389	16,116,537	16,138,046	15,354,709	15,890,673	247,373	1.5%
99AS - ADMINISTRATIVE SERVICES	$ 1,214,457	$ 1,143,283	$ 1,161,727	$ 1,166,581	$ 1,129,812	$ 31,915	2.7%
BDGT - BUDGETING	78,419	68,278	68,277	63,459	38,519	29,758	43.6%
ODIR - EXECUTIVE MANAGEMENT	763,788	671,619	654,433	648,741	624,810	29,623	4.5%
FSAC - FINANCIAL SERVICES	46,655	68,278	68,277	62,289	38,519	29,758	43.6%
HRAC - HUMAN RESOURCES	265,726	264,902	300,537	320,155	354,052	(53,515)	-17.8%
PROC - PROCUREMENT	56,961	66,206	66,203	69,539	70,712	(4,509)	-6.8%
RMGT - RISK MANAGEMENT	2,908	4,000	4,000	2,398	3,200	800	20.0%
99GV - GENERAL GOVERNMENT	$ 48,315	$ 104,401	$ 95,403	$ 63,600	$ 95,400	$ 3	0.0%
GGOV - GENERAL GOVERNMENT	-	8,998	-	-	-	-	
ISFC - INTERNAL SERVICE FUND CHARGES	48,315	95,403	95,403	63,600	95,400	3	0.0%
99IT - INFORMATION TECHNOLOGY	$ 2,939,833	$ 3,312,372	$ 3,312,368	$ 3,070,593	$ 2,870,637	$ 441,731	13.3%
BUAS - BUSINESS APPLICATION DEVELOP	1,388,040	1,532,296	1,532,297	1,428,978	1,208,836	323,461	21.1%
DACR - DATA CENTER	473,619	456,817	456,815	528,648	460,031	(3,216)	-0.7%
DESK - DESKTOP SUPPORT	689,196	673,278	673,273	571,917	590,052	83,221	12.4%
GISA - G.I.S. APPLICATION DEVELOPMENT AND SUPPORT	388,978	649,981	649,983	541,050	611,718	38,265	5.9%
TOTAL PROGRAMS	$ 22,383,931	$ 25,446,423	$ 25,477,383	$ 24,389,273	$ 24,923,302	$ 554,081	2.2%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 270,173	$ 150,000	$ 150,000	$ 221,850	$ 150,000	-	0.0%
SUBTOTAL	$ 270,173	$ 150,000	$ 150,000	$ 221,850	$ 150,000	$ -	0.0%
TOTAL SOURCES	$ 270,173	$ 150,000	$ 150,000	$ 221,850	$ 150,000	$ -	0.0%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 14,746,290	$ 16,997,357	$ 17,025,722	$ 16,051,673	$ 16,554,320	$ 471,402	2.8%
0705 - TEMPORARY PAY	133,678	123,800	123,800	139,436	60,768	63,032	0.0%
0710 - OVERTIME	80,061	63,200	63,200	87,965	94,522	(31,322)	0.0%
0750 - FRINGE BENEFITS	4,549,889	5,435,920	5,438,515	5,236,415	5,369,354	69,161	1.3%
0790 - OTHER PERSONNEL SERVICES	135,818	108,627	108,627	134,351	145,000	(36,373)	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(42,107)	(129,304)	(129,304)	(103,060)	(258,096)	128,792	-99.6%
SUBTOTAL	$ 19,603,630	$ 22,599,600	$ 22,630,560	$ 21,546,780	$ 21,965,868	$ 664,692	2.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 477,354	$ 476,689	$ 476,689	$ 588,449	$ 573,495	$ (96,806)	-20.3%
0802 - MEDICAL SUPPLIES	1,168	2,000	2,000	800	1,200	800	0.0%
0803 - FUEL	5,592	5,709	5,709	5,392	5,800	(91)	-1.6%
0804 - NON-CAPITAL EQUIPMENT	62,425	-	-	-	-	-	
SUBTOTAL	$ 546,538	$ 484,398	$ 484,398	$ 594,641	$ 580,495	$ (96,097)	-19.8%
SERVICES							
0810 - LEGAL SERVICES	$ 9,471	$ 13,000	$ 13,000	$ 7,433	$ 9,100	$ 3,900	30.0%
0812 - OTHER SERVICES	528,926	554,382	554,382	493,462	510,905	43,477	7.8%
0820 - RENT & OPERATING LEASES	632,542	688,004	688,004	697,849	687,600	404	0.0%
0825 - REPAIRS AND MAINTENANCE	80,641	62,700	62,700	50,652	51,600	11,100	17.7%
0839 - INTERNAL SERVICE CHARGES	41,411	33,346	33,346	33,813	35,200	(1,854)	-5.6%
0841 - TRAVEL	201,515	241,430	241,430	220,073	223,640	17,790	0.0%
0842 - EDUCATION AND TRAINING	39,931	39,835	39,835	69,544	53,920	(14,085)	-35.4%
0843 - POSTAGE/FREIGHT/SHIPPING	446,439	415,000	415,000	480,936	487,796	(72,796)	(0)
0850 - UTILITIES	40,810	37,550	37,550	38,457	40,000	(2,450)	-6.5%
SUBTOTAL	$ 2,021,686	$ 2,085,247	$ 2,085,247	$ 2,092,219	$ 2,099,761	$ (14,514)	-0.7%
OTHER FINANCING USES							
CAPITAL							
0910 - LAND	$ -	$ 10,000	$ 10,000	$ -	$ -	$ 10,000	100.0%
0950 - DEBT SERVICE	212,078	267,178	267,178	155,633	277,178	(10,000)	-
SUBTOTAL	$ 212,078	$ 277,178	$ 277,178	$ 155,633	$ 277,178	$ -	0.0%
TOTAL USES	$ 22,383,931	$ 25,446,423	$ 25,477,383	$ 24,389,273	$ 24,923,302	$ 554,081	2.2%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 270,172	$ 150,000	$ 150,000	$ 221,850	$ 150,000	$ -	0.0%
TOTAL FUNDS	$ 270,172	$ 150,000	$ 150,000	$ 221,850	$ 150,000	$ -	0.0%
USES							
100 - GENERAL	$ 22,383,931	$ 25,446,423	$ 25,477,383	$ 24,389,273	$ 24,923,302	$ 554,081	2.2%
TOTAL FUNDS	$ 22,383,931	$ 25,446,423	$ 25,477,383	$ 24,389,273	$ 24,923,302	$ 554,081	2.2%

General Adjustments

Vacant Positions: Eliminated six vacant administrative and technology positions resulting in a $492,460 savings.

Temporary Services and Overtime: Reduced temporary services and overtime by $33,300.

Downtown Reorganization: Realized savings from downtown reorganization resulting in a savings of $21,471.

Programs and Activities

Property Assessment and Valuation Program

The purpose of the Property Assessment and Valuation Program is to provide ownership, mapping, property characteristics, and valuation information to external and internal customers to ensure valuations comply with Arizona Revised Statues.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of public and other government agencies that rate our quality customer service as "satisfied" or better.	Not Reported	99.5%	99.5%	0.0%	0.0%
Percent of mobile home assessments completed	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of Business Personal Property accounts where taxpayers E-Filed.	Not Reported	7.0%	7.0%	0.0%	0.0%
Percent of Business Personal Property accounts valued fairly and equitably.	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of Real Property Permits and Inspections passed Internal Audit with minimum 75% accuracy	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of Real Property valued fairly and equitably.	Not Reported	98.8%	98.8%	0.0%	0.0%

Activities that comprise this program include:

- Customer Service
- Mobile Home Property Assessment
- Business Personal Property Assessment
- Real Property Inspection and Collection Characteristics

Customer Service Activity

The purpose of the Customer Service Activity is to provide quality, timely customer service to the public and government agencies so that they can be better informed.

Mandates: A.R.S. §42-11009 requires public access to valuation and assessment information.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of public and other government agencies that rate our quality customer service as "satisfied" or better.	Not Reported	99.5%	99.5%	0.0%	0.0%
Output	Number of public and other government agencies that rate our quality customer service	Not Reported	690,550	690,550	-	0.0%
Output	Number of property owners served	284,853	690,550	690,550	-	0.0%
Demand	Number of property owners demanding service	271,200	690,550	690,550	-	0.0%
Efficiency	Cost ($) per customer served	$ 5.00	$ 3.66	$ 3.83	$ (0.17)	-4.5%
Revenue						
	100 - GENERAL	$ 270,173	$ 221,850	$ 150,000	$ (71,850)	-32.4%
	TOTAL SOURCES	$ 270,173	$ 221,850	$ 150,000	$ (71,850)	-32.4%
Expenditure						
	100 - GENERAL	$ 1,424,833	$ 2,527,560	$ 2,641,877	$ (114,317)	-4.5%
	TOTAL USES	$ 1,424,833	$ 2,527,560	$ 2,641,877	$ (114,317)	-4.5%

Mobile Home Property Assessment Activity

The purpose of the Mobile Home Property Assessment Activity is to provide accurate valuations for customers to ensure mobile home owners are fairly and equitably taxed.

Mandates: A.R.S. §42-13303 establishes property value limits of mobile homes; A.R.S. §42-15053 requires on or before February 1 of each year, the assessor shall mail a form, notice or demand to each person who owns or has charge or control of taxable personal property in the state.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of mobile home assessments completed	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of mobile homes assessed	Not Reported	121,811	121,811	-	0.0%
Demand	Number of mobile homes to be assessed	Not Reported	121,811	121,811	-	0.0%
Efficiency	Cost per mobile home assessment	Not Reported	$ 5.97	$ 5.80	$ 0.16	2.7%
Expenditure						
	100 - GENERAL	$ -	$ 727,006	$ 707,052	$ 19,954	2.7%
	TOTAL USES	$ -	$ 727,006	$ 707,052	$ 19,954	2.7%

Business Personal Property Assessment Activity

The purpose of the Business Personal Property Assessment Activity is to provide accurate valuations for businesses so that they are fairly and equitably taxed.

Mandates: A.R.S. §42-15053 requires on or before February 1 of each year, the assessor shall mail a form, notice or demand to each person who owns or has charge or control of taxable personal property in the state.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Business Personal Property accounts valued fairly and equitably.	Not Reported	100.0%	100.0%	0.0%	0.0%
Result	Percent of Business Personal Property accounts where taxpayers E-Filed.	Not Reported	7.0%	7.0%	0.0%	0.0%
Output	Number of Notices of Value processed	Not Reported	51,660	51,660	-	0.0%
Demand	Number of Notices of Value to be processed	Not Reported	51,660	51,660	-	0.0%
Demand	Number of Personal Property Accounts and Inspection requests received	174,066	51,660	51,660	-	0.0%
Efficiency	Cost per Business Personal Property Notice of Value processed	Not Reported	$ 28.63	$ 30.74	$ (2.10)	-7.3%
Expenditure						
	100 - GENERAL	$ 2,057,103	$ 1,479,224	$ 1,587,851	$ (108,627)	-7.3%
	TOTAL USES	$ 2,057,103	$ 1,479,224	$ 1,587,851	$ (108,627)	-7.3%

Real Property Inspection and Collection Characteristics Activity

The purpose of the Real Property Inspection and Collection Activity is to provide accurate data on each parcel for the tax roll.

Mandates: A.R.S. §42-13051 requires that no later than December 15 of each year the County Assessor shall identify by diligent inquiry and examination all real property in the county that is subject to taxation; A.R.S. §42-15052 requires that demand from each person, firm, or from the president, cashier, treasurer or managing agent of each corporation or association that owns, claims, controls or

possesses property in the County a correct report or affirmation of all property in the County that the person, firm, corporation or association owns, claims, possesses or controls; A.R.S. §42-15057 requires each city, town, county or other governmental entity that requires that a building permit be issued to construct or add to residential or commercial buildings notify the County Assessor in writing; A.R.S. §42-15151 requires the County Assessor to prepare the assessment roll in the form and containing the information prescribed by the department; A.R.S. §42-15101 except as provided by section 42-13254, requires that before March 1 of each year the County Assessor notify each owner of record, or purchaser under a deed of trust or an agreement of sale, of property that is valued by the Assessor as to the property's full cash value and the limited property value, if applicable, to be used for assessment purposes; A.R.S. §42-16054 establishes that at the petitioner's written request, the Assessor will meet with the petitioner at a time and place designated at least ten working days in advance by the Assessor; A.R.S.§42-19051 establishes that the owner of property that is valued by the Assessor may appeal to the Assessor's Office within twenty days after the date of the notice was delivered; A.R.S. §42-16252 establishes if the County Assessor or the department determines that any real or personal property has been assessed improperly as a result of a property tax error, the County Assessor or department will send the taxpayer a notice of error; A.R.S. §42-16254 establishes that the taxpayer can file a notice of claim if they believe that the property was assessed improperly; A.R.S. §42-16255 establishes in any hearing before the County Board, State Board or court either party may present any evidence regarding property tax errors regardless of whether a notice of error or notice of claim was filed; A.R.S. § 42-16258 establishes that after receiving the tax roll, if the County Treasurer determines that any property is omitted from the roll the Treasurer shall immediately list and request the Assessor to determine the valuation of property.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Real Property Permits and Inspections passed Internal Audit with minimum 75% accuracy	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of Real Property service requests completed	72,352	1,552,716	1,552,716	-	0.0%
Demand	Number of Real Property service requests received	94,970	1,576,285	1,576,285	-	0.0%
Efficiency	Cost per permit or inspection completed	$ 164.88	$ 9.89	$ 10.23	$ (0.35)	-3.5%
Expenditure						
	100 - GENERAL	$ 11,929,280	$ 15,354,709	$ 15,890,673	$ (535,964)	-3.5%
	TOTAL USES	$ 11,929,280	$ 15,354,709	$ 15,890,673	$ (535,964)	-3.5%

Appropriated Budget Reconciliation

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 25,446,423**	**$ 150,000**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (29,788)	$ -
Employee Market Compensation Adjustments (Admin Phase II Market Study)	3,603	-
Employee Market Compensation Adjustments (Admin Phase II Market Study rev)	35,640	-
Employee Market Compensation Adjustments (GIS Programmer Market Study)	21,505	-
Subtotal	$ 30,960	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 25,477,383**	**$ 150,000**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Annualization of Jan. 2008 Administrative Reductions	(29,788)	-
Annualization of FY 2008 Initiatives	17,313	-
Elected Official Pay Increase	5,626	-
Subtotal	$ (6,849)	$ -
FY 2008-09 BUDGET TARGET	**$ 25,470,534**	**$ 150,000**
BASE ADJUSTMENTS:		
Downtown Reorganization Savings	$ (21,471)	$ -
Subtotal	$ (21,471)	$ -
BUDGET BALANCING ADJUSTMENTS:		
Eliminate Vacant Project Manager Position	$ (129,235)	$ -
Eliminate Support Services Temporary Pay and Overtime	(33,300)	-
Eliminate Vacant HR Training Position	(74,069)	-
Eliminate Vacant Audit Staff Position	(73,728)	-
Eliminate 2 Vacant IT Network Support Positions	(144,603)	-
Eliminate Vacant Computer Operator	(70,826)	-
Subtotal	$ (525,761)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 24,923,302**	**$ 150,000**
PERCENT CHANGE FROM TARGET AMOUNT	*-2.1%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 24,923,302**	**$ 150,000**

Board of Supervisors, District 1

Analysis by Marc Kuffner, Management & Budget Supervisor

Summary

Mission

The mission of the Maricopa County is to provide regional leadership and fiscally responsible, necessary public services so that residents can enjoy living in a healthy and safe community.

Vision

Citizens serving citizens by working collaboratively, innovatively, efficiently, and effectively. We will be responsive to our customers while being fiscally prudent.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
EXPENDITURES							
99AS - ADMINISTRATIVE SERVICES	$ 361,153	$ 391,021	$ 388,496	$ 360,846	$ 372,646	$ 15,850	4.1%
ODIR - EXECUTIVE MANAGEMENT	361,153	391,021	388,496	360,846	372,646	15,850	4.1%
99GV - GENERAL GOVERNMENT	$ -	$ 665	$ 665	$ 220	$ -	$ 665	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	665	665	220	-	665	100.0%
TOTAL PROGRAMS	$ 361,153	$ 391,686	$ 389,161	$ 361,066	$ 372,646	$ 16,515	4.2%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 245,193	$ 261,806	$ 261,806	$ 255,584	$ 259,991	$ 1,815	0.7%
0750 - FRINGE BENEFITS	72,421	92,654	90,129	78,643	83,886	6,243	6.9%
SUBTOTAL	$ 317,614	$ 354,460	$ 351,935	$ 334,227	$ 343,877	$ 8,058	2.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 5,969	$ 9,744	$ 9,744	$ 3,682	$ 5,988	$ 3,756	38.5%
SUBTOTAL	$ 5,969	$ 9,744	$ 9,744	$ 3,682	$ 5,988	$ 3,756	38.5%
SERVICES							
0812 - OTHER SERVICES	$ 11,621	$ 2,182	$ 2,182	$ 10,802	$ 2,178	$ 4	0.2%
0820 - RENT & OPERATING LEASES	180	-	-	-	-	-	0.0%
0825 - REPAIRS AND MAINTENANCE	45	-	-	-	-	-	0.0%
0839 - INTERNAL SERVICE CHARGES	5,811	7,605	7,605	3,237	10,441	(2,836)	-37.3%
0841 - TRAVEL	6,538	2,277	2,277	405	7,738	(5,461)	0.0%
0842 - EDUCATION AND TRAINING	12,289	7,173	7,173	7,009	-	7,173	100.0%
0843 - POSTAGE/FREIGHT/SHIPPING	138	5,897	5,897	756	1,200	4,697	79.7%
SUBTOTAL	$ 36,622	$ 25,134	$ 25,134	$ 22,209	$ 21,557	$ 3,577	14.2%
OTHER FINANCING USES							
CAPITAL							
0950 - DEBT SERVICE	$ 948	$ 2,348	$ 2,348	$ 948	$ 1,224	$ 1,124	47.9%
SUBTOTAL	$ 948	$ 2,348	$ 2,348	$ 948	$ 1,224	$ 1,124	0.0%
TOTAL USES	$ 361,153	$ 391,686	$ 389,161	$ 361,066	$ 372,646	$ 16,515	4.2%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
100 - GENERAL	$ 361,153	$ 391,686	$ 389,161	$ 361,066	$ 372,646	$ 16,515	4.2%
TOTAL FUNDS	$ 361,153	$ 391,686	$ 389,161	$ 361,066	$ 372,646	$ 16,515	4.2%

General Adjustments

Budget Balancing Adjustment: The Board of Supervisors has established a financial plan that will allow them to reduce their budget by 5% while continuing to provide regional leadership and fiscally responsible, necessary public services.

Appropriated Budget Reconciliation

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 391,686**	**$ -**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (2,525)	$ -
Subtotal	$ (2,525)	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 389,161**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Elected Official Pay Increase	5,626	-
Annualization of Jan. 2008 Administrative Reductions	(2,526)	-
Subtotal	$ 3,100	$ -
FY 2008-09 BUDGET TARGET	**$ 392,261**	**$ -**
FY 2008-09 REQUESTED BUDGET	**$ 392,261**	**$ -**
BUDGET BALANCING ADJUSTMENTS:		
5% Budget Reduction	$ (19,615)	$ -
Subtotal	$ (19,615)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	$ 372,646	$ -
PERCENT CHANGE FROM TARGET AMOUNT	*-5.0%*	
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 372,646**	**$ -**

Board of Supervisors, District 2

Analysis by Marc Kuffner, Management & Budget Supervisor

Summary

Mission

The mission of the Maricopa County is to provide regional leadership and fiscally responsible, necessary public services so that residents can enjoy living in a healthy and safe community.

Vision

Citizens serving citizens by working collaboratively, innovatively, efficiently, and effectively. We will be responsive to our customers while being fiscally prudent.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
EXPENDITURES							
99AS - ADMINISTRATIVE SERVICES	$ 351,972	$ 391,021	$ 388,496	$ 366,764	$ 372,649	$ 15,847	4.1%
ODIR - EXECUTIVE MANAGEMENT	351,972	391,021	388,496	366,764	372,649	15,847	4.1%
99GV - GENERAL GOVERNMENT	$ -	$ 665	$ 665	$ 220	$ -	$ 665	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	665	665	220	-	665	100.0%
TOTAL PROGRAMS	$ 351,972	$ 391,686	$ 389,161	$ 366,984	$ 372,649	$ 16,512	4.2%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 261,044	$ 273,142	$ 270,617	$ 262,331	$ 265,190	$ 5,427	2.0%
0750 - FRINGE BENEFITS	76,798	92,264	92,264	84,330	88,484	3,780	4.1%
SUBTOTAL	$ 337,842	$ 365,406	$ 362,881	$ 346,661	$ 353,674	$ 9,207	2.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 3,771	$ 5,333	$ 5,333	$ 3,016	$ 3,600	$ 1,733	32.5%
SUBTOTAL	$ 3,771	$ 5,333	$ 5,333	$ 3,016	$ 3,600	$ 1,733	32.5%
SERVICES							
0812 - OTHER SERVICES	$ 1,314	$ 3,850	$ 3,850	$ 1,440	$ 2,124	$ 1,726	44.8%
0839 - INTERNAL SERVICE CHARGES	1,228	1,250	1,250	3,663	2,400	(1,150)	-92.0%
0841 - TRAVEL	(750)	930	930	1,822	8,451	(7,521)	0.0%
0842 - EDUCATION AND TRAINING	7,533	12,637	12,637	8,749	-	12,637	100.0%
0843 - POSTAGE/FREIGHT/SHIPPING	168	800	800	404	240	560	70.0%
SUBTOTAL	$ 9,493	$ 19,467	$ 19,467	$ 16,078	$ 13,215	$ 6,252	32.1%
OTHER FINANCING USES							
CAPITAL							
0950 - DEBT SERVICE	$ 866	$ 1,480	$ 1,480	$ 1,229	$ 2,160	$ (680)	-45.9%
SUBTOTAL	$ 866	$ 1,480	$ 1,480	$ 1,229	$ 2,160	$ (680)	-45.9%
TOTAL USES	$ 351,972	$ 391,686	$ 389,161	$ 366,984	$ 372,649	$ 16,512	4.2%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
100 - GENERAL	$ 351,972	$ 391,686	$ 389,161	$ 366,984	$ 372,649	$ 16,512	4.2%
TOTAL FUNDS	$ 351,972	$ 391,686	$ 389,161	$ 366,984	$ 372,649	$ 16,512	4.2%

General Adjustments

Budget Balancing Adjustment: The Board of Supervisors has established a financial plan that will allow them to reduce their budget by 5% while continuing to provide regional leadership and fiscally responsible, necessary public services.

Appropriated Budget Reconciliation

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 391,686**	**$ -**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (2,525)	$ -
Employee Market compensation Adjustments (Admin Phase II Market Study)	-	-
Subtotal	$ (2,525)	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 389,161**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Elected Official Pay Increase	5,626	-
Annualization of Jan. 2008 Administrative Reductions	(2,526)	-
Subtotal	$ 3,100	$ -
FY 2008-09 BUDGET TARGET	**$ 392,261**	**$ -**
FY 2008-09 REQUESTED BUDGET	**$ 392,261**	**$ -**
BUDGET BALANCING ADJUSTMENTS:		
5% Budget Reduction	$ (19,612)	$ -
Subtotal	$ (19,612)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 372,649**	**$ -**
PERCENT CHANGE FROM TARGET AMOUNT	*-5.0%*	
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 372,649**	**$ -**

Board of Supervisors, District 3

Analysis by Marc Kuffner, Management & Budget Supervisor

Summary

Mission

The mission of the Maricopa County is to provide regional leadership and fiscally responsible, necessary public services so that residents can enjoy living in a healthy and safe community.

Vision

Citizens serving citizens by working collaboratively, innovatively, efficiently, and effectively. We will be responsive to our customers while being fiscally prudent.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
EXPENDITURES							
99AS - ADMINISTRATIVE SERVICES	$ 328,760	$ 391,021	$ 388,496	$ 334,261	$ 372,649	$ 15,847	4.1%
ODIR - EXECUTIVE MANAGEMENT	328,760	391,021	388,496	334,261	372,649	15,847	4.1%
99GV - GENERAL GOVERNMENT	$ -	$ 665	$ 665	$ 220	$ -	$ 665	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	665	665	220	-	665	100.0%
TOTAL PROGRAMS	$ 328,760	$ 391,686	$ 389,161	$ 334,481	$ 372,649	$ 16,512	4.2%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 254,843	$ 273,251	$ 270,726	$ 251,897	$ 267,589	$ 3,137	1.2%
0750 - FRINGE BENEFITS	62,751	82,993	82,993	69,069	72,429	10,564	12.7%
0790 - OTHER PERSONNEL SERVICES	-	16,500	16,500	-	-	16,500	0.0%
SUBTOTAL	$ 317,594	$ 372,744	$ 370,219	$ 320,966	$ 340,018	$ 30,201	8.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 257	$ 7,102	$ 5,018	$ 512	$ 5,618	$ (600)	-12.0%
SUBTOTAL	$ 257	$ 7,102	$ 5,018	$ 512	$ 5,618	$ (600)	-12.0%
SERVICES							
0812 - OTHER SERVICES	$ 288	$ 3,962	$ 3,962	$ 150	$ 6,000	$ (2,038)	-51.4%
0825 - REPAIRS AND MAINTENANCE	654	-	-	-	-	-	0.0%
0839 - INTERNAL SERVICE CHARGES	1,431	1,486	1,486	1,727	3,000	(1,514)	-101.9%
0841 - TRAVEL	5,056	861	2,945	8,396	12,000	(9,055)	0.0%
0842 - EDUCATION AND TRAINING	1,730	2,518	2,518	499	3,000	(482)	-19.1%
0843 - POSTAGE/FREIGHT/SHIPPING	778	1,320	1,320	870	1,320	-	0.0%
SUBTOTAL	$ 9,937	$ 10,147	$ 12,231	$ 11,642	$ 25,320	$ (13,089)	-107.0%
OTHER FINANCING USES							
CAPITAL							
0950 - DEBT SERVICE	$ 972	$ 1,693	$ 1,693	$ 1,361	$ 1,693	$ -	0.0%
SUBTOTAL	$ 972	$ 1,693	$ 1,693	$ 1,361	$ 1,693	$ -	0.0%
TOTAL USES	$ 328,760	$ 391,686	$ 389,161	$ 334,481	$ 372,649	$ 16,512	4.2%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
100 - GENERAL	$ 328,760	$ 391,686	$ 389,161	$ 334,481	$ 372,649	$ 16,512	4.2%
TOTAL FUNDS	$ 328,760	$ 391,686	$ 389,161	$ 334,481	$ 372,649	$ 16,512	4.2%

General Adjustments

Budget Balancing Adjustment: The Board of Supervisors has established a financial plan that will allow them to reduce their budget by 5% while continuing to provide regional leadership and fiscally responsible, necessary public services.

Appropriated Budget Reconciliation

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 391,686**	**$ -**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (2,525)	$ -
Employee Market compensation Adjustments (Admin Phase II Market Study)	-	-
Subtotal	$ (2,525)	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 389,161**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Elected Official Pay Increase	5,626	-
Annualization of Jan. 2008 Administrative Reductions	(2,526)	-
Subtotal	$ 3,100	$ -
FY 2008-09 BUDGET TARGET	**$ 392,261**	**$ -**
FY 2008-09 REQUESTED BUDGET	**$ 392,261**	**$ -**
BUDGET BALANCING ADJUSTMENTS:		
5% Budget Reduction	$ (19,612)	$ -
Subtotal	$ (19,612)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 372,649**	**$ -**
PERCENT CHANGE FROM TARGET AMOUNT	*-5.0%*	
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 372,649**	**$ -**

Board of Supervisors, District 4

Analysis by Marc Kuffner, Management & Budget Supervisor

Summary

Mission

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Vision

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Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
EXPENDITURES							
99AS - ADMINISTRATIVE SERVICES	$ 322,235	$ 391,021	$ 388,496	$ 327,588	$ 372,648	$ 15,848	4.1%
ODIR - EXECUTIVE MANAGEMENT	322,235	391,021	388,496	327,588	372,648	15,848	4.1%
99GV - GENERAL GOVERNMENT	$ -	$ 665	$ 665	$ 220	$ -	$ 665	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	665	665	220	-	665	100.0%
TOTAL PROGRAMS	$ 322,235	$ 391,686	$ 389,161	$ 327,808	$ 372,648	$ 16,513	4.2%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 251,078	$ 265,762	$ 263,237	$ 248,291	$ 275,712	$ (12,475)	-4.7%
0750 - FRINGE BENEFITS	69,112	81,951	81,951	74,705	76,718	5,233	6.4%
0790 - OTHER PERSONNEL SERVICES	-	9,470	9,470	-	-	9,470	0.0%
SUBTOTAL	$ 320,190	$ 357,183	$ 354,658	$ 322,996	$ 352,430	$ 2,228	0.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 727	$ 8,085	$ 8,085	$ 953	$ 8,085	$ -	0.0%
SUBTOTAL	$ 727	$ 8,085	$ 8,085	$ 953	$ 8,085	$ -	0.0%
SERVICES							
0810 - LEGAL SERVICES	$ -	$ -	$ -	$ 210	$ -	$ -	0.0%
0812 - OTHER SERVICES	325	15,715	15,715	138	1,200	14,515	92.4%
0839 - INTERNAL SERVICE CHARGES	16	876	876	112	876	-	0.0%
0841 - TRAVEL	-	-	-	2,262	-	-	0.0%
0842 - EDUCATION AND TRAINING	200	7,265	7,265	260	7,265	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	33	1,100	1,100	391	1,100	-	0.0%
SUBTOTAL	$ 574	$ 24,956	$ 24,956	$ 3,373	$ 10,441	$ 14,515	58.2%
OTHER FINANCING USES							
CAPITAL							
0950 - DEBT SERVICE	$ 744	$ 1,462	$ 1,462	$ 486	$ 1,692	$ (230)	-15.7%
SUBTOTAL	$ 744	$ 1,462	$ 1,462	$ 486	$ 1,692	$ (230)	-15.7%
TOTAL USES	$ 322,235	$ 391,686	$ 389,161	$ 327,808	$ 372,648	$ 16,513	4.2%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
100 - GENERAL	$ 322,235	$ 391,686	$ 389,161	$ 327,808	$ 372,648	$ 16,513	4.2%
TOTAL FUNDS	$ 322,235	$ 391,686	$ 389,161	$ 327,808	$ 372,648	$ 16,513	4.2%

General Adjustments

Budget Balancing Adjustment: The Board of Supervisors has established a financial plan that will allow them to reduce their budget by 5% while continuing to provide regional leadership and fiscally responsible, necessary public services.

Appropriated Budget Reconciliation

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 391,686**	**$ -**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (2,525)	$ -
Employee Market compensation Adjustments (Admin Phase II Market Study)	-	-
Subtotal	$ (2,525)	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 389,161**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Elected Official Pay Increase	5,626	-
Annualization of Jan. 2008 Administrative Reductions	(2,526)	-
Subtotal	$ 3,100	$ -
FY 2008-09 BUDGET TARGET	**$ 392,261**	**$ -**
FY 2008-09 REQUESTED BUDGET	**$ 392,261**	**$ -**
BUDGET BALANCING ADJUSTMENTS:		
5% Budget Reduction	$ (19,613)	$ -
Subtotal	$ (19,613)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 372,648**	**$ -**
PERCENT CHANGE FROM TARGET AMOUNT	*-5.0%*	
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 372,648**	**$ -**

Board of Supervisors, District 5

Analysis by Marc Kuffner, Management & Budget Supervisor

Summary

Mission

The mission of the Maricopa County is to provide regional leadership and fiscally responsible, necessary public services so that residents can enjoy living in a healthy and safe community.

Vision

Citizens serving citizens by working collaboratively, innovatively, efficiently, and effectively. We will be responsive to our customers while being fiscally prudent.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
EXPENDITURES							
99AS - ADMINISTRATIVE SERVICES	$ 376,157	$ 391,021	$ 388,496	$ 372,414	$ 372,643	$ 15,853	4.1%
ODIR - EXECUTIVE MANAGEMENT	376,157	391,021	388,496	372,414	372,643	15,853	4.1%
99GV - GENERAL GOVERNMENT	$ -	$ 665	$ 665	$ 220	$ -	$ 665	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	665	665	220	-	665	100.0%
TOTAL PROGRAMS	$ 376,157	$ 391,686	$ 389,161	$ 372,634	$ 372,643	$ 16,518	4.2%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 255,283	$ 258,463	$ 255,938	$ 252,056	$ 254,583	$ 1,355	0.5%
0705 - TEMPORARY PAY	4,376	10,141	10,141	5,175	6,599	3,542	0.0%
0750 - FRINGE BENEFITS	72,079	90,125	90,123	80,663	83,079	7,044	7.8%
0790 - OTHER PERSONNEL SERVICES	800	6,183	6,183	(400)	-	6,183	0.0%
SUBTOTAL	$ 332,538	$ 364,912	$ 362,385	$ 337,494	$ 344,261	$ 18,124	5.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 10,658	$ 6,704	$ 6,704	$ 10,192	$ 6,704	$ -	0.0%
SUBTOTAL	$ 10,658	$ 6,704	$ 6,704	$ 10,192	$ 6,704	$ -	0.0%
SERVICES							
0812 - OTHER SERVICES	$ 11,310	$ 5,595	$ 5,595	$ 11,029	$ 5,595	$ -	0.0%
0825 - REPAIRS AND MAINTENANCE	3,048	-	-	-	-	-	0.0%
0839 - INTERNAL SERVICE CHARGES	3,045	4,562	4,562	3,004	4,456	106	2.3%
0841 - TRAVEL	9,414	6,000	5,700	7,137	7,714	(2,014)	0.0%
0842 - EDUCATION AND TRAINING	4,262	-	302	2,280	-	302	100.0%
0843 - POSTAGE/FREIGHT/SHIPPING	546	1,750	1,750	378	1,750	-	0.0%
SUBTOTAL	$ 31,625	$ 17,907	$ 17,909	$ 23,828	$ 19,515	$ (1,606)	-9.0%
OTHER FINANCING USES							
CAPITAL							
0950 - DEBT SERVICE	$ 1,336	$ 2,163	$ 2,163	$ 1,120	$ 2,163	$ -	0.0%
SUBTOTAL	$ 1,336	$ 2,163	$ 2,163	$ 1,120	$ 2,163	$ -	0.0%
TOTAL USES	$ 376,157	$ 391,686	$ 389,161	$ 372,634	$ 372,643	$ 16,518	4.2%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
100 - GENERAL	$ 376,157	$ 391,686	$ 389,161	$ 372,634	$ 372,643	$ 16,518	4.2%
TOTAL FUNDS	$ 376,157	$ 391,686	$ 389,161	$ 372,634	$ 372,643	$ 16,518	4.2%

General Adjustments

Budget Balancing Adjustment: The Board of Supervisors has established a financial plan that will allow them to reduce their budget by 5% while continuing to provide regional leadership and fiscally responsible, necessary public services.

Appropriated Budget Reconciliation

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 391,686**	**$ -**
MID-YEAR ADJUSTMENTS:			
Jan. 2008 Administrative Reductions		$ (2,525)	$ -
	Subtotal	$ (2,525)	$ -
FY 2007-08 REVISED RESTATED BUDGET		**$ 389,161**	**$ -**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 months)		$ -	$ -
Retirement Contributions		-	-
FY 2008-09 Pay for Performance		-	-
Elected Official Pay Increase		5,626	-
Annualization of Jan. 2008 Administrative Reductions		(2,526)	-
	Subtotal	$ 3,100	$ -
FY 2008-09 BUDGET TARGET		**$ 392,261**	**$ -**
FY 2008-09 REQUESTED BUDGET		**$ 392,261**	**$ -**
BUDGET BALANCING ADJUSTMENTS:			
5% Budget Reduction		$ (19,618)	$ -
	Subtotal	$ (19,618)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 372,643**	**$ -**
PERCENT CHANGE FROM TARGET AMOUNT		*-5.0%*	
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 372,643**	**$ -**

Clerk of the Board

Analysis by Lauren M. Cochran, Management & Budget Analyst

Summary

Mission

The mission of the Office of the Clerk of the Board is to provide official record keeping and other statutory and policy-related services for the Board of Supervisors, other County Agencies, Special Districts, and the general public, so they can make informed decisions and conduct business affairs.

Vision

The vision of the Office of the Clerk of the Board is to be recognized as a leader in the field of statutory and policy record keeping and procedures for the Maricopa County Board of Supervisors.

Strategic Goals

- **By July 2007, provide the public with agendas and minutes from previous and current meetings on the county's website that cover the previous 12 months. Include the ability to post addendums and consecutive current special/informal meetings. Provide a cost analysis and timeline to implement the ability for users to view archived minutes and agendas.**

  Status: Complete. All agendas are now available on the Clerk of the Board's website on the day the agenda is finalized. Minutes are also available on the website as they are approved by the Board of Supervisors. The web setup has been modified to accommodate addendums, consecutive meetings and multiple special meetings as needed by using a calendar format. All minutes and agendas are now available on the county-supported website; an outside vendor (data warehouse) is no longer used for these documents.

- **By April 2008, update and implement the ability for users to view archived minutes and agendas.**

  Status: Complete. Web users can view archived minutes and agendas on the Clerk of the Board's website.

- **By April 30, 2008, improve access for all County employees and Citizens to Board Actions, Minutes and supporting documentation via electronic search functionality.**

  Status: Complete regarding system capabilities. With the implementation of the SOLAR System (agenda and minutes management system) County employees have access to Board agenda items, actions, minutes and supporting documentation via an electronic search functionality. The roll out of this function to all web users is planned for December 2008 or January 2009.

- **By April 30, 2008, create training modules on various aspects of agenda creation, writing, back up documentation and processes in order to reduce staff hours required for Board actions.**

  Status: Complete. Over 500 County employees have been trained on the SOLAR System with its use of templates to create agenda items. This function reduces errors in the creation process. Additionally, attaching backup documentation is now a required component of the agenda process using scanning technology.

- **By June 30, 2009, determine methods for maintaining access to electronic records while meeting ASLAPR requirements in order to reduce storage requirements and expenses related to filing, retrieval and paper tracking systems.**

  Status: In process. The major portion of this goal has been met through the installation and implementation of an EDMS (Electronic Document Management System). This system was integrated with the SOLAR System allowing all current Board of Supervisors' Meeting related documents (posting notices, agendas, backup documents and minutes) to be processed within the system. The complete plan was submitted to, and approved by ASLAPR. The remaining component of this goal is conversion of the legacy and current paper documents into EDMS.

- **By May 31, 2010, improve access to agendas and minutes by ensuring inclusion and participation of our diverse community through the availability of minutes and agendas via various mediums.**

  Status: This goal is in the planning stage. Once the SOLAR System is fully implemented the system and the environment will be evaluated to determine what is needed to meet the needs of the community.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
EXPENDITURES							
06IS - INFORMATION SERVICES	$ 105,545	$ 64,769	$ 64,769	$ 119,691	$ 142,749	$ (77,980)	-120.4%
RCRD - RECORDS MANAGEMENT	105,545	64,769	64,769	119,691	142,749	(77,980)	-120.4%
06MM - MEETING MANAGEMENT	$ 320,635	$ 203,986	$ 191,195	$ 320,811	$ 227,619	$ (36,424)	-19.1%
MTNG - MEETING MANAGEMENT	320,635	203,986	191,195	320,811	227,619	(36,424)	-19.1%
06SD - SPECIAL DISTRICTS	$ 49,896	$ 32,749	$ 32,752	$ 56,726	$ 68,942	$ (36,190)	-110.5%
SDIS - SPECIAL DISTRICTS	49,896	32,749	32,752	56,726	68,942	(36,190)	-110.5%
06SS - STATUTORY SERVICES	$ 33,353	$ 26,796	$ 26,794	$ 22,394	$ 45,029	$ (18,235)	-68.1%
BORD - BOARDS AND COMMISSIONS	19,446	20,841	20,841	13,439	33,915	(13,074)	-62.7%
LICP - LICENSES & PERMITS	13,906	5,955	5,953	8,955	11,114	(5,161)	-86.7%
99AS - ADMINISTRATIVE SERVICES	$ 225,813	$ 511,775	$ 467,009	$ 197,430	$ 228,482	$ 238,527	51.1%
ODIR - EXECUTIVE MANAGEMENT	192,089	498,884	453,044	150,408	200,726	252,318	55.7%
FSAC - FINANCIAL SERVICES	25,364	12,891	13,965	47,022	27,756	(13,791)	-98.8%
HRAC - HUMAN RESOURCES	8,360	-	-	-	-	-	
99GV - GENERAL GOVERNMENT	$ -	$ 552	$ 552	$ 993	$ 3,600	$ (3,048)	-552.2%
ISFC - INTERNAL SERVICE FUND CHARGES	-	552	552	993	3,600	(3,048)	-552.2%
TOTAL PROGRAMS	$ 735,241	$ 840,627	$ 783,071	$ 718,045	$ 716,421	$ 66,650	8.5%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 522,861	$ 604,725	$ 596,475	$ 563,330	$ 466,379	$ 130,096	21.8%
0705 - TEMPORARY PAY	3,210	-	-	98	31,320	(31,320)	0.0%
0710 - OVERTIME	754	1,500	1,500	430	1,500	-	0.0%
0750 - FRINGE BENEFITS	153,349	198,409	193,865	182,312	158,768	35,097	18.1%
0790 - OTHER PERSONNEL SERVICES	1,360	500	500	4,169	-	500	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(34,962)	(71,210)	(71,210)	(75,751)	(6,328)	(64,882)	91.1%
SUBTOTAL	$ 646,572	$ 733,924	$ 721,130	$ 674,588	$ 651,639	$ 69,491	9.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 29,762	$ 10,398	$ 10,398	$ 6,286	$ 8,296	$ 2,102	20.2%
0804 - NON-CAPITAL EQUIPMENT	3,056	-	-	-	-	-	
SUBTOTAL	$ 32,818	$ 10,398	$ 10,398	$ 6,286	$ 8,296	$ 2,102	20.2%
SERVICES							
0810 - LEGAL SERVICES	$ 636	$ 3,374	$ 3,374	$ 2,289	$ 2,807	$ 567	16.8%
0812 - OTHER SERVICES	40,232	73,876	29,114	12,367	10,105	19,009	65.3%
0820 - RENT & OPERATING LEASES	1,638	6,552	6,552	12,119	12,180	(5,628)	0.0%
0825 - REPAIRS AND MAINTENANCE	462	498	498	45	-	498	100.0%
0839 - INTERNAL SERVICE CHARGES	3,543	1,397	1,397	858	6,860	(5,463)	-391.1%
0841 - TRAVEL	2,470	-	-	932	2,000	(2,000)	0.0%
0842 - EDUCATION AND TRAINING	954	2,212	2,212	90	1,834	378	17.1%
0843 - POSTAGE/FREIGHT/SHIPPING	1,200	1,248	1,248	1,176	900	348	0
SUBTOTAL	$ 51,134	$ 89,157	$ 44,395	$ 29,876	$ 36,686	$ 7,709	17.4%
OTHER FINANCING USES							
CAPITAL							
0950 - DEBT SERVICE	4,717	7,148	7,148	7,295	19,800	(12,652)	-
SUBTOTAL	$ 4,717	$ 7,148	$ 7,148	$ 7,295	$ 19,800	$ (12,652)	0.0%
TOTAL USES	$ 735,241	$ 840,627	$ 783,071	$ 718,045	$ 716,421	$ 66,650	8.5%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
100 - GENERAL	$ 735,241	$ 840,627	$ 783,071	$ 718,045	$ 716,421	$ 66,650	8.5%
TOTAL FUNDS	$ 735,241	$ 840,627	$ 783,071	$ 718,045	$ 716,421	$ 66,650	8.5%

General Adjustments

Administrative Services Reduction: Added .5 FTE Office Assistant in the amount of $15,298 which was offset by a reduction of ($15,303) in administrative services. A Management Assistant position was eliminated for a savings of ($53,850).

Programs and Activities

Information Services Program

The purpose of the Information Services Program is to ensure the accuracy of recorded documents and provide official records to the public, county departments and Districts upon request. This program ensures accurate reports are maintained so that official records are available to the public, county departments and districts.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of responses received from public/departments who expressed an opinion that were satisfied with research.	100.0%	89.9%	95.0%	5.1%	5.7%

Activities that comprise this program include:

- Records Management

Records Management Activity

The purpose of the Records Management Activity is to ensure accurate records are kept regarding Board actions.

Mandates: A.R.S. §11-221 provides custody and inspection of records that all accounts of the Board of Supervisors should be kept at the office of the Clerk of the Board, and in his care, and shall be open to public inspection. A.R.S. §39-101 clarifies what a permanent public record is as well as the storage and quality of the document.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of accounts that are active and paying	44.0%	3.9%	3.9%	0.0%	0.0%
Output	Number of accounts sent to Private Collections	18,723	15,731	17,304	1,573	10.0%
Demand	Number of accounts to County Collections Unit	22,718	20,542	30,000	9,458	46.0%
Efficiency	Cost per collectable account	$18.88	$4.54	$3.45	$1.09	24.1%
Revenue						
	100 - GENERAL	$ -	$ -	$ 440,374	$ 440,374	0.0%
	TOTAL SOURCES	$ -	$ -	$ 440,374	$ 440,374	0.0%
Expenditure						
	100 - GENERAL	$ 348,210	$ 348,111	$ 290,760	$ 57,351	16.5%
	TOTAL USES	$ 348,210	$ 348,111	$ 290,760	$ 57,351	16.5%

Meeting Management Program

The purpose of the Meeting Management Program is to ensure appropriate actions are presented to the Board of Supervisors in order to continue County business as required by constitutional and statutory requirements. This program ensures that appropriate actions are presented to the Board and Board-related documentation is completed.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of requested meetings held.	82.0%	81.8%	84.9%	3.1%	3.8%
Percent of agenda items processed as an exception.	11.0%	24.7%	24.7%	0.0%	0.1%
Percent of minutes completed.	49.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Meeting Management

Meeting Management Activity

The purpose of the Meeting Management Activity is to ensure proper completion of meeting functions including posting notices, agendas, minutes, facilitation and processing statutory items.

Mandates: A.R.S. §11-214 provides regular meetings of the board shall be held in the County on a working day or days of each month designated by the board. The board shall notify the public of the location and the day or days designated. Special meetings may be called by a majority of the board, or by the chairman.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of requested meetings held.	82.0%	81.8%	84.9%	3.1%	3.8%
Result	Percent of minutes completed.	49.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of agenda items processed as an exception.	11.0%	24.7%	24.7%	0.0%	0.1%
Output	Number of meetings held.	234	225	225	0	0.0%
Demand	Number of meetings requested.	285	275	275	0	0.0%
Efficiency	Average cost per meeting held	$1,370.24	$1,425.83	$1,011.64	$414.19	29.0%
Expenditure						
	100 - GENERAL	$ 320,635	$ 320,811	$ 227,619	$ 93,192	29.0%
	TOTAL USES	$ 320,635	$ 320,811	$ 227,619	$ 93,192	29.0%

Special Districts Program

The purpose of the Special Districts Program includes managing the formation, dissolution, annexation and special actions related to Special Districts so that the needs of the Community are met. This program also includes ensuring all statutory requirements of annual reports are met and all records are updated and complete.

Program Results

The department will be developing Program Result Measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Special Districts

Special Districts Activity

The purpose of the Special Districts Activity is to provide information and assistance to the Special Districts.

Mandates: A.R.S. §48-3602 provides that each county shall organize a county flood control district to include and govern its area of jurisdiction. A.R.S. §48-3901 provides the Board of Supervisors may establish at the county seat a county free library district for the county. A.R.S. §48-4202 through A.R.S. §48-6287 provides details on all other special districts that the Board of Supervisors can organize

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported
Output	Number of special districts projects/actions completed, denied or withdrawn.	84	132	139	7	5.3%
Demand	Number of requests for creation, annexation, dissolutions, and special actions for special districts.	123	139	146	7	5.0%
Efficiency	Average cost to process special districts/actions.	$593.99	$429.74	$495.99	-$66.24	-15.4%
Expenditure						
	100 - GENERAL	$ 49,896	$ 56,726	$ 68,942	$ (12,216)	-21.5%
	TOTAL USES	$ 49,896	$ 56,726	$ 68,942	$ (12,216)	-21.5%

Statutory Services Program

The purpose of the Statutory Services Program is to provide applications processing and assistance for statutorily mandated procedures to applicants and/or requestors so they can conduct or maintain community related activities as needs arise.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of appointees who received OML/oath information within five days of appointment.	98.0%	90.1%	90.0%	(0.1%)	-0.1%

Activities that comprise this program include:

- Boards and Commissions
- Licenses and Permit

Boards and Commissions Activity

The purpose of the Boards and Commissions Activity is to provide information regarding vacancies on Boards and Commissions and to deliver OML/oath packets to appointees.

Mandates: Administratively mandated by the Board of Supervisors.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of appointees who received OML/oath information within five days of appointment.	98.0%	90.1%	90.0%	(0.1%)	-0.1%
Output	Number of appointments	178	162	170	8	4.9%
Demand	Number of Boards and Commissions vacancies	163	180	189	9	5.0%
Efficiency	Average cost per appointment	$109.25	$82.96	$199.50	-$116.54	-140.5%
Expenditure						
	100 - GENERAL	$ 19,446	$ 13,439	$ 33,915	$ (20,476)	-152.4%
	TOTAL USES	$ 19,446	$ 13,439	$ 33,915	$ (20,476)	-152.4%

Licenses and Permits Activity

The purpose of the Licenses and Permits Activity is to provide applications information, and coordinate the review and recommendation process so applicants can operate a licensed activity or function.

Mandates: A.R.S. §4-201 provides the governing body of the city, town or county shall then enter an order recommending approval or disapproval within sixty days after filing of the application and shall file a certified copy of the order with the director.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	Number of Licenses and Permits processed.	125	144	144	0	0.0%
Demand	Number of Licenses and Permits requested.	125	160	160	0	0.0%
Efficiency	Average cost of processing permits.	$111.25	$62.19	$77.18	-$14.99	-24.1%
Expenditure						
	100 - GENERAL	$ 13,906	$ 8,955	$ 11,114	$ (2,159)	-24.1%
	TOTAL USES	$ 13,906	$ 8,955	$ 11,114	$ (2,159)	-24.1%

The department will be developing new measures as part of the strategic business plan update process.

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 840,627**	**$ -**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (12,794)	$ -
Transfer of Board Of Equalization expenditures to Non-Departmental (C-06-08-047-8-00)	(44,762)	-
Subtotal	$ (57,556)	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 783,071**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Annualization of Jan. 2008 Administrative Reductions	(12,795)	-
Subtotal	$ (12,795)	$ -
FY 2008-09 BUDGET TARGET	**$ 770,276**	**$ -**
FY 2008-09 REQUESTED BUDGET	**$ 770,276**	**$ -**
BASE ADJUSTMENTS:		
Staffing Adjustment - .5 FTE for Office Assistant	$ 15,298	$ -
Subtotal	$ 15,298	$ -
BUDGET BALANCING ADJUSTMENTS:		
Elimination of Manangement Analyst Position	$ (53,850)	$ -
Additional Reduction of Administration Services	(15,303)	-
Subtotal	$ (69,153)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 716,421**	**$ -**
PERCENT CHANGE FROM TARGET AMOUNT	*-7.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 716,421**	**$ -**

Clerk of the Superior Court

Analysis by Scott Rothe, Principal Management & Budget Analyst

Summary

Mission

The Mission of the Clerk of Superior Court is to provide court-related records management, financial and family support services to the public, the legal community, and the Superior Court so they can have effective access to the legal process.

Vision

The vision of the Clerk of Superior Court is to anticipate, meet, and exceed the expectations of our customers.

Strategic Goals

- **By April 2008, the Clerk of the Superior Court will expand the Electronic Court Record through accepting and maintaining court documents filed in Juvenile Court cases in an electronic format.**

  Status: Implemented the Court's Juvenile case management system (Juvenile iCIS) in FY 2007-08. Due to limited resources and competing priorities, this goal will be extended.

- **By August 2008, the Clerk of the Superior Court will implement and maintain financial processes that support a unified approach to eBusiness and provide for the timely and accurate collection, disbursement, and reporting of court ordered payments.**

  Status: Several projects have been initiated to support this goal, including the transition from Chase Bank to Bank of America, the development of a Juvenile Financials module, and the development of a new cash receipting system. The latter was 60% completed by June 30, 2008, and is expected to be fully implemented in the third quarter of FY 2008-09.

- **By December 2008, the Clerk of the Superior Court will demonstrate improved levels of employee satisfaction through development and implementation of initiatives that address employee recruitment, training, development, and retention.**

  Status: The Clerk of the Superior Court developed and implemented Foundations of Leadership and management Certification Series training to provide opportunities for additional employee development; implemented an enhanced exit interview process to assist in identifying trends for separation and in developing strategies to improve retention; and, is working with County Recruitment for improvements to the recruitment process (scheduled for completion by December 31, 2008).

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
REVENUE							
16CR - COURT RECORDS	$ 7,696,981	$ 8,174,776	$ 8,480,812	$ 8,205,252	$ 8,846,172	$ 365,360	4.3%
CASE - CASE INITIATION	4,154,277	-	-	-	360,000	360,000	
EDOC - ELECTRONIC DOCUMENT	-	4,050,243	4,050,243	4,028,283	4,050,243	-	0.0%
COUR - MEMORIALIZE COURT PROCEEDINGS	3,542,704	4,124,533	4,430,569	4,176,969	4,435,929	5,360	0.1%
16FS - FIDUCIARY SERVICES	$ 10,203,452	$ 9,086,000	$ 9,086,000	$ 9,792,732	$ 9,236,980	$ 150,980	1.7%
CODS - COURT ORDERED DISBURSEMENT	211	93,000	93,000	-	-	(93,000)	-100.0%
COCL - COURT ORDERED RECEIVABLES	10,203,241	8,993,000	8,993,000	9,792,732	9,236,980	243,980	2.7%
16PR - PUBLIC RECORDS	$ 1,322,918	$ 1,240,000	$ 1,240,000	$ 1,441,989	$ 1,430,292	$ 190,292	15.3%
PURE - PUBLIC REGISTRATIONS	1,322,918	1,240,000	1,240,000	1,441,989	1,430,292	190,292	15.3%
99GV - GENERAL GOVERNMENT	$ 12,963	$ -	$ -	$ (165,646)	$ -	$ -	
GGOV - GENERAL GOVERNMENT	12,963	-	-	(165,646)	-	-	
99IT - INFORMATION TECHNOLOGY	$ 539,753	$ 180,500	$ 180,500	$ 180,049	$ 180,200	$ (300)	-0.2%
BUAS - BUSINESS APPLICATION DEVELOP	539,753	180,500	180,500	180,049	180,200	(300)	-0.2%
TOTAL PROGRAMS	$ 19,776,067	$ 18,681,276	$ 18,987,312	$ 19,454,376	$ 19,693,644	$ 706,332	3.7%
EXPENDITURES							
16CR - COURT RECORDS	$ 28,801,324	$ 25,085,204	$ 25,212,953	$ 24,679,933	$ 24,944,868	$ 268,085	1.1%
APLS - APPEALS	1,498,664	567,006	566,355	652,626	434,277	132,078	23.3%
CASE - CASE INITIATION	9,401,535	3,398,185	3,453,479	3,843,811	3,377,069	76,410	2.2%
DRPT - DISPOSITION REPORT	-	255,883	255,631	324,861	319,411	(63,780)	-25.0%
DIST - DISTRIBUTION	-	429,991	429,481	450,555	488,458	(58,977)	-13.7%
EDOC - ELECTRONIC DOCUMENT	-	4,711,472	4,761,221	3,922,120	4,893,069	(131,848)	-2.8%
EXCC - EXHIBIT CARE & CUSTODY	-	927,209	926,097	902,262	931,970	(5,873)	-0.6%
JDOC - JUVENILE SUBSEQUENT DOCUMENT	3,742,840	205,824	205,581	301,856	449,182	(243,601)	-118.5%
COUR - MEMORIALIZE COURT PROCEEDINGS	14,158,285	14,483,031	14,508,816	14,076,050	13,869,254	639,562	4.4%
SOFR - SUPPORT ORDER FINANCIAL REPORT	-	106,603	106,292	205,792	182,178	(75,886)	-71.4%
16FS - FIDUCIARY SERVICES	$ 1,963,898	$ 2,631,459	$ 2,680,250	$ 2,622,047	$ 2,731,529	$ (51,279)	-1.9%
CODS - COURT ORDERED DISBURSEMENT	1,192,068	1,616,458	1,666,637	1,595,080	1,662,656	3,981	0.2%
COCL - COURT ORDERED RECEIVABLES	489,239	439,562	439,192	422,044	533,762	(94,570)	-21.5%
COSO - COURT SUPPORT ORDERS	282,592	575,439	574,421	604,923	535,111	39,310	6.8%
16PR - PUBLIC RECORDS	$ 580,694	$ 5,364,672	$ 5,360,501	$ 4,782,402	$ 3,432,918	$ 1,927,583	36.0%
CDOC - COURT DOCUMENT COPY	-	1,497,056	1,495,452	1,429,102	1,476,163	19,289	1.3%
CDPS - COURT DOCUMENT PRESERVATION	170,472	1,415,992	1,415,337	1,174,790	130,766	1,284,571	90.8%
CTFD - COURT FILE DELIVERY	-	1,543,756	1,542,792	1,357,385	916,484	626,308	40.6%
PURE - PUBLIC REGISTRATIONS	410,223	907,868	906,920	821,125	909,505	(2,585)	-0.3%
99AS - ADMINISTRATIVE SERVICES	$ 4,297,423	$ 4,981,807	$ 4,884,783	$ 4,732,647	$ 4,774,586	$ 110,197	2.3%
BDGT - BUDGETING	265,892	215,471	171,278	131,318	95,132	76,146	44.5%
ODIR - EXECUTIVE MANAGEMENT	2,674,755	3,585,454	3,501,964	3,371,237	3,547,714	(45,750)	-1.3%
FSAC - FINANCIAL SERVICES	108,458	212,332	212,172	233,996	174,753	37,419	17.6%
HRAC - HUMAN RESOURCES	590,625	648,834	679,954	688,069	668,022	11,932	1.8%
PROC - PROCUREMENT	657,693	319,716	319,415	308,027	288,965	30,450	9.5%
99GV - GENERAL GOVERNMENT	$ 21,631	$ 92,659	$ 92,659	$ 118,228	$ -	$ 92,659	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	21,631	92,659	92,659	118,228	-	92,659	100.0%
99IT - INFORMATION TECHNOLOGY	$ 4,943,000	$ 5,345,339	$ 5,798,965	$ 5,678,918	$ 6,497,091	$ (698,126)	-12.0%
BUAS - BUSINESS APPLICATION DEVELOP	3,096,938	3,368,440	3,823,349	3,834,611	4,594,274	(770,925)	-20.2%
DACR - DATA CENTER	59,433	621,239	620,560	626,785	637,630	(17,070)	-2.8%
DESK - DESKTOP SUPPORT	1,430,785	1,120,527	1,120,187	1,054,365	1,171,362	(51,175)	-4.6%
HDSP - HELP DESK SUPPORT	355,845	235,133	234,869	163,157	93,825	141,044	60.1%
TOTAL PROGRAMS	$ 40,607,971	$ 43,501,140	$ 44,030,111	$ 42,614,175	$ 42,380,992	$ 1,649,119	3.7%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 394,658	$ 340,000	$ 340,000	$ 346,781	$ 348,660	$ 8,660	2.5%
SUBTOTAL	$ 394,658	$ 340,000	$ 340,000	$ 346,781	$ 348,660	$ 8,660	2.5%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,468,349	$ 1,769,124	$ 1,769,124	$ 1,393,583	$ 1,635,834	$ (133,290)	-7.5%
0620 - OTHER INTERGOVERNMENTAL	844,526	719,909	359,955	-	-	(359,955)	-100.0%
SUBTOTAL	$ 2,312,875	$ 2,489,033	$ 2,129,079	$ 1,393,583	$ 1,635,834	$ (493,245)	-23.2%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ -	$ 594,153	$ 954,108	$ 954,108	$ 359,955	60.6%
0635 - OTHER CHARGES FOR SERVICES	10,758,496	10,636,143	10,707,980	10,796,862	11,329,900	621,920	5.8%
SUBTOTAL	$ 10,758,496	$ 10,636,143	$ 11,302,133	$ 11,750,970	$ 12,284,008	$ 981,875	8.7%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 6,088,055	$ 4,990,000	$ 4,990,000	$ 5,320,191	$ 5,126,292	$ 136,292	2.7%
SUBTOTAL	$ 6,088,055	$ 4,990,000	$ 4,990,000	$ 5,320,191	$ 5,126,292	$ 136,292	2.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 101,250	$ 41,100	$ 41,100	$ 63,955	$ 48,850	$ 7,750	18.9%
0650 - MISCELLANEOUS REVENUE	120,733	185,000	185,000	578,896	250,000	65,000	35.1%
SUBTOTAL	$ 221,983	$ 226,100	$ 226,100	$ 642,851	$ 298,850	$ 72,750	32.2%
ALL REVENUES	$ 19,776,067	$ 18,681,276	$ 18,987,312	$ 19,454,376	$ 19,693,644	$ 706,332	3.7%
TOTAL SOURCES	$ 19,776,067	$ 18,681,276	$ 18,987,312	$ 19,454,376	$ 19,693,644	$ 706,332	3.7%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 26,312,650	$ 28,404,612	$ 28,341,567	$ 27,683,064	$ 26,714,678	$ 1,626,889	5.7%
0705 - TEMPORARY PAY	433,882	393,986	393,986	301,876	447,866	(53,880)	-13.7%
0710 - OVERTIME	178,317	205,484	205,484	166,329	147,880	57,604	28.0%
0750 - FRINGE BENEFITS	9,205,376	10,265,156	10,257,832	10,095,317	9,644,269	613,563	6.0%
0790 - OTHER PERSONNEL SERVICES	103,355	39,922	182,487	193,382	51,550	130,937	71.8%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,516,385)	(1,492,600)	(1,492,600)	(1,429,746)	(1,442,090)	(50,510)	3.4%
0796 - PERSONNEL SERVICES ALLOC-IN	1,516,385	1,492,601	1,492,601	1,429,754	1,442,090	50,511	3.4%
SUBTOTAL	$ 36,233,580	$ 39,309,161	$ 39,381,357	$ 38,439,976	$ 37,006,243	$ 2,375,114	6.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 722,373	$ 777,309	$ 777,309	$ 664,708	$ 734,588	$ 42,721	5.5%
0803 - FUEL	28,903	28,500	28,500	30,452	30,811	(2,311)	-8.1%
0804 - NON-CAPITAL EQUIPMENT	175,923	98,214	98,214	76,610	187,150	(88,936)	-90.6%
0805 - SUPPLIES-ALLOCATION OUT	(692,531)	(700,000)	(700,000)	(746,134)	7,500	(707,500)	101.1%
0806 - SUPPLIES-ALLOCATION IN	700,764	725,000	725,000	761,510	-	725,000	100.0%
SUBTOTAL	$ 935,432	$ 929,023	$ 929,023	$ 787,146	$ 960,049	$ (31,026)	-3.3%
SERVICES							
0810 - LEGAL SERVICES	$ 6,778	$ 7,400	$ 7,400	$ 6,913	$ 7,097	$ 303	4.1%
0812 - OTHER SERVICES	1,358,162	1,359,575	1,816,350	1,211,345	1,833,839	(17,489)	-1.0%
0820 - RENT & OPERATING LEASES	262,941	175,453	175,453	174,344	173,902	1,551	0.9%
0825 - REPAIRS AND MAINTENANCE	408,415	410,714	410,714	553,960	620,474	(209,760)	-51.1%
0839 - INTERNAL SERVICE CHARGES	100,523	110,600	110,600	83,730	93,500	17,100	15.5%
0841 - TRAVEL	37,908	44,189	44,189	63,099	63,225	(19,036)	-43.1%
0842 - EDUCATION AND TRAINING	74,601	34,501	34,501	63,803	146,388	(111,887)	-324.3%
0843 - POSTAGE/FREIGHT/SHIPPING	444,209	382,213	382,213	541,550	552,300	(170,087)	-44.5%
0872 - SERVICES-ALLOCATION OUT	-	(12)	(12)	(4)	-	(12)	100.0%
0873 - SERVICES-ALLOCATION IN	-	12	12	4	-	12	100.0%
SUBTOTAL	$ 2,693,536	$ 2,524,645	$ 2,981,420	$ 2,698,744	$ 3,490,725	$ (509,305)	-17.1%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ (126)	$ -	$ -	$ -	$ -	$ -	
0920 - CAPITAL EQUIPMENT	11,422	-	-	-	290,000	(290,000)	
0950 - DEBT SERVICE	734,126	738,311	738,311	688,309	633,975	104,336	14.1%
SUBTOTAL	$ 745,423	$ 738,311	$ 738,311	$ 688,309	$ 923,975	$ (185,664)	-25.1%
TOTAL USES	$ 40,607,971	$ 43,501,140	$ 44,030,111	$ 42,614,175	$ 42,380,992	$ 1,649,119	3.7%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 11,484,150	$ 10,215,000	$ 10,215,000	$ 11,214,721	$ 11,009,272	$ 794,272	7.8%
216 - CLERK OF THE COURT GRANTS	$ 1,461,625	$ 1,676,124	$ 1,676,124	$ 1,392,316	$ 1,635,834	$ (40,290)	-2.4%
SPECIAL REVENUE - GRANT	$ 1,461,625	$ 1,676,124	$ 1,676,124	$ 1,392,316	$ 1,635,834	$ (40,290)	-2.4%
205 - COURT DOCUMENT RETRIEVAL	$ 1,086,233	$ 1,150,243	$ 1,150,243	$ 1,122,689	$ 1,150,243	$ -	0.0%
208 - JUDICIAL ENHANCEMENT	776,207	814,000	814,000	751,581	744,450	(69,550)	-8.5%
218 - CLERK OF COURT FILL THE GAP	1,988,755	1,847,909	2,153,945	1,978,757	2,155,845	1,900	0.1%
270 - CHILD SUPPORT ENHANCEMENT	108,834	60,000	60,000	68,718	80,000	20,000	33.3%
273 - VICTIM LOCATION	42,219	18,000	18,000	20,000	18,000	-	0.0%
274 - CLERK OF THE COURT EDMS	2,828,044	2,900,000	2,900,000	2,905,594	2,900,000	-	0.0%
SPECIAL REVENUE - OTHER	$ 6,830,292	$ 6,790,152	$ 7,096,188	$ 6,847,339	$ 7,048,538	$ (47,650)	-0.7%
TOTAL SPECIAL REVENUE	$ 8,291,917	$ 8,466,276	$ 8,772,312	$ 8,239,655	$ 8,684,372	$ (87,940)	-1.0%
TOTAL FUNDS	$ 19,776,067	$ 18,681,276	$ 18,987,312	$ 19,454,376	$ 19,693,644	$ 706,332	3.7%
USES							
100 - GENERAL	$ 32,173,862	$ 34,177,630	$ 34,052,040	$ 33,708,852	$ 32,343,816	$ 1,708,224	5.0%
216 - CLERK OF THE COURT GRANTS	$ 1,368,535	$ 1,676,124	$ 1,676,124	$ 1,450,242	$ 1,635,833	$ 40,291	2.4%
SPECIAL REVENUE - GRANT	$ 1,368,535	$ 1,676,124	$ 1,676,124	$ 1,450,242	$ 1,635,833	$ 40,291	2.4%
205 - COURT DOCUMENT RETRIEVAL	$ 1,202,015	$ 1,150,243	$ 1,150,243	$ 1,109,877	$ 1,150,236	$ 7	0.0%
208 - JUDICIAL ENHANCEMENT	1,255,048	1,039,333	1,039,333	951,464	1,159,438	(120,105)	-11.6%
218 - CLERK OF COURT FILL THE GAP	1,728,701	1,962,909	2,617,470	2,352,892	2,430,862	186,608	7.1%
270 - CHILD SUPPORT ENHANCEMENT	34,352	75,000	75,000	75,000	157,500	(82,500)	-110.0%
273 - VICTIM LOCATION	-	89,901	89,901	-	53,302	36,599	40.7%
274 - CLERK OF THE COURT EDMS	2,845,458	3,330,000	3,330,000	2,965,848	3,450,005	(120,005)	-3.6%
SPECIAL REVENUE - OTHER	$ 7,065,574	$ 7,647,386	$ 8,301,947	$ 7,455,081	$ 8,401,343	$ (99,396)	-1.2%
TOTAL SPECIAL REVENUE	$ 8,434,109	$ 9,323,510	$ 9,978,071	$ 8,905,323	$ 10,037,176	$ (59,105)	-0.6%
TOTAL FUNDS	$ 40,607,971	$ 43,501,140	$ 44,030,111	$ 42,614,175	$ 42,380,992	$ 1,649,119	3.7%

General Adjustments

Administrative Services Program Reduction of $218,546: Reduce 2.0 FTE Couriers and other Administrative Services Program positions as well as associated Personal Services expenditures of $218,546 from the General Fund. A revised "Memorandum of Understanding for Courier Services" between the Clerk of the Superior Court and Superior Court Administration reduced the need for two courier positions.

Information Technology Program Reduction of $101,016: Reduce IT Program expenditures by $101,016 from the General Fund. The Clerk of the Superior Court eliminated 1.0 FTE Systems Administration and Analysis Manager (Quality Assurance Manager). No associated effect on Program performance measures was provided.

Programs and Activities

Court Records Program

The purpose of the Court Records Program is to provide access to the judicial system and related public records to the public, legal community, Courts, County and other governmental agencies so that they can pursue legal processes and/or obtain and maintain legal and financial records and information.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of records transmitted to an Appellate Court	Not Reported	102.0%	114.0%	12.0%	11.8%
% of new cases initiated	Not Reported	99.0%	98.0%	-1.0%	-1.0%
% of minute entries completed	Not Reported	100.0%	100.0%	0.0%	0.0%
% of received court created documents that were distributed	Not Reported	99.6%	99.6%	0.0%	0.0%
% of needed Disposition Reports / Abstracts prepared	Not Reported	72.0%	69.0%	-3.0%	-4.2%
% of eFiled court documents available within 8 business hours after the day of receipt	Not Reported	99.9%	98.6%	-1.3%	-1.3%
% of scanned court documents available within 24 business hours after the day of receipt	Not Reported	85.5%	89.8%	4.3%	5.1%
% of incomplete or inaccurate electronic documents in a statistical sample of scanned electronic court documents after the initial audit	Not Reported	0.2%	0.2%	0.0%	0.0%
% of exhibits received for intake that are processed for intake	Not Reported	86.0%	84.0%	-2.0%	-2.3%
% of Juvenile subsequent documents docketed	Not Reported	100.0%	100.0%	0.0%	0.0%
% of requested financial reports that are prepared	Not Reported	99.0%	95.0%	-4.0%	-4.0%

Activities that comprise this program include:

- Appeals
- Case Initiation
- Distribution
- Disposition Report
- Memorialize Court Proceedings
- Electronic Document
- Exhibit Care & Custody
- Juvenile Subsequent Document
- Support Order Financial Report

Appeals Activity

The purpose of the Appeals Activity is to provide access to the appellate process and transmittal of the record on appeal for the parties in Superior Court cases so that they can pursue their legal right to have a decision reviewed by an Appellate Court.

Mandates: The Clerk's Office transmits the court record of an appealed case to the Appellate Court in accordance with Arizona Rules for Criminal Procedure 31 (Adult Criminal) and 32 (Post-Conviction Relief), Juvenile Rules of Procedure 88, Civil Rules of Procedure 76 and Rules of Appellate Procedure 11.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of records transmitted to an Appellate Court	Not Reported	102.0%	114.0%	12.0%	11.8%
Output	# of records transmitted to an Appellate Court	Not Reported	1,581	1,876	295	18.7%
Demand	# of records to be transmitted to an Appellate Court	Not Reported	1,554	1,650	96	6.2%
Efficiency	$ Cost per record transmitted to an Appellate Court	Not Reported	$412.79	$231.49	$181.30	43.9%
Expenditure						
	100 - GENERAL	$ 1,169,287	$ 531,778	$ 399,567	$ 132,211	24.9%
	218 - CLERK OF COURT FILL THE GAP	329,377	120,848	34,710	86,138	71.3%
	TOTAL USES	$ 1,498,664	$ 652,626	$ 434,277	$ 218,349	33.5%

Base Adjustments: Reduce 1.0 FTE Appeals Activity position and associated Personal Services expenditures of $44,367 from the General Fund. The adjustment is projected to reduce by 15% both the number and the percentage of records transmitted to an Appellate Court in FY 2008-09.

Case Initiation Activity

The purpose of the Case Initiation Activity is to provide means of access to the justice system for the legal community, private citizens and government agencies so that they can initiate litigation in Superior Court.

Mandates: The process for initiating complaints, petitions, and submission of subsequent documents are set out in Arizona Rules of Civil Procedure (Rules 3 and 4), Rules of Family Law Procedure (Rule 24), and Rules of Criminal Procedure (Rule 2). Case initiation regarding juveniles: A.R.S. §8-105 and §8-109 (adoption certification and petition), §8-108 (child custody), §8-301 (transfer of juvenile delinquency case), §8-533 (terminating parent-child relationship), §8-841 (dependency), and §14-5207 (appointment of guardianship). Filing fees collected for case initiation (A.R.S. §12-284). The Clerk's Office also completes various mandated processes to support ongoing litigation, including providing proof of process service (Rules of Civil Procedure, Rule 45), transcript preparation for appeals (A.R.S. §22-261 through §22-265), issuance of preliminary injunction pursuant to the dissolution of marriage (A.R.S. §25-315), issuance of change of venue orders and copies of associated transcripts (A.R.S. §12-407), issuance of warrants or summons (Rules of Criminal Procedure, Rule 3), and providing conditions of release bonds (Rules of Criminal Procedure, Rule 7).

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of new cases initiated	Not Reported	99.0%	98.0%	-1.0%	-1.0%
Output	# of new cases initiated	Not Reported	143,979	141,948	-2,031	-1.4%
Demand	# of new cases to be initiated	Not Reported	145,021	144,410	-611	-0.4%
Efficiency	$ Cost per new case initiated	Not Reported	$26.70	$23.79	$2.91	10.9%
Revenue						
	100 - GENERAL	$ -	$ -	$ 360,000	$ 360,000	
	205 - COURT DOCUMENT RETRIEVAL	1,086,233	-	-	-	
	208 - JUDICIAL ENHANCEMENT	240,000	-	-	-	
	274 - CLERK OF THE COURT EDMS	2,828,044	-	-	-	
	TOTAL SOURCES	$ 4,154,277	$ -	$ 360,000	$ 360,000	
Expenditure						
	100 - GENERAL	$ 7,004,156	$ 3,119,504	$ 2,667,680	$ 451,824	14.5%
	205 - COURT DOCUMENT RETRIEVAL	414,200	-	-	-	
	208 - JUDICIAL ENHANCEMENT	240,000	-	-	-	
	218 - CLERK OF COURT FILL THE GAP	439,361	566,605	561,511	5,094	0.9%
	274 - CLERK OF THE COURT EDMS	1,303,817	157,702	147,878	9,824	6.2%
	TOTAL USES	$ 9,401,535	$ 3,843,811	$ 3,377,069	$ 466,742	12.1%

Base Adjustments: Increase Non-Criminal Docketing Fee by $5.00, raising approximately $360,000 in General Fund revenue. The increase is based upon an estimated 72,000 initial filings and answers in non-criminal cases, and is expected to have no effect on Case Initiation Activity performance measures.

Distribution Activity

The purpose of the Distribution Activity is to provide electronic or paper copies of court documents to parties in a case, court personnel, the legal community and government agencies so that they can be informed about their legal proceedings and fulfill any procedural or court ordered obligations they are required to perform.

Mandates: Arizona Rules of Civil Procedure (Rule 58E) and Rules of Procedure for Juvenile Proceedings (Rule 1(D) 5) mandate the distribution of minute entries.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of received court created documents that were distributed	Not Reported	99.6%	99.6%	0.0%	0.0%
Output	# of court created documents distributed	Not Reported	717,384	706,928	-10,456	-1.5%
Demand	# of court created documents received for distribution	Not Reported	720,612	709,980	-10,632	-1.5%
Efficiency	$ Cost per court created document distributed	Not Reported	$0.63	$0.69	-$0.06	-10.0%
Expenditure						
	100 - GENERAL	$ -	$ 450,555	$ 488,458	$ (37,903)	-8.4%
	TOTAL USES	$ -	$ 450,555	$ 488,458	$ (37,903)	-8.4%

Disposition Report Activity

The purpose of the Disposition Report Activity is to provide proof of case disposition to government agencies and courts, the legal community and the public so that they can use the information as required.

Mandates: Arizona Rules of Criminal Procedure (Rule 37) sets out the mandated procedures for the Clerk complete a disposition form and file or forward the disposition of a case. A.R.S. §41-1751 mandates that the Clerk provide records of all dispositions of specified crimes to the Arizona Department of Public Safety. A.R.S. §28-1559 mandates that the Clerk provide records regarding traffic violations and criminal activity involving a vehicle to the Arizona Department of Transportation within 10 days of case resolution.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of needed Disposition Reports / Abstracts prepared	Not Reported	72.0%	69.0%	-3.0%	-4.2%
Output	# of Disposition Reports / Abstracts prepared	Not Reported	55,246	54,582	-664	-1.2%
Demand	# of Disposition Reports / Abstracts to be prepared	Not Reported	76,904	78,650	1,746	2.3%
Efficiency	$ Cost per Disposition Report / Abstract prepared	Not Reported	$5.88	$5.85	$0.03	0.5%
Expenditure						
	100 - GENERAL	$ -	$ 245,846	$ 281,374	$ (35,528)	-14.5%
	274 - CLERK OF THE COURT EDMS	-	79,015	38,037	40,978	51.9%
	TOTAL USES	$ -	$ 324,861	$ 319,411	$ 5,450	1.7%

Memorialization of Court Proceedings Activity

The purpose of the Memorialization of Court Proceedings Activity is to memorialize court proceedings and events for the Court and other interested parties so that they can have an objective record of those events in order to facilitate the judicial process and expedite resolution.

Mandates: A.R.S. §12-283 mandates that the Clerk attend all sessions of court, maintain and to allow access to all court records. A.R.S. §12-282 mandates that the Clerk take custody and safely keep all court records, ensure the proper disposition of all records, allow the state archives access to all records prior to destruction, and provide parental and child information to the child support case registry. A.R.S. §25-681 mandates that the Clerk issue child support arrest warrants. A.R.S. §14-5701 mandates that the Clerk issue fiduciary arrest warrants upon order of the court. The Rules of Civil Procedure (Rule 64.1C) mandates that the Clerk issue civil arrest warrants upon order of the court. A.R.S. §12-284.01 requires the Presiding Judge to assess a filing fee or appearance fee, and requires the Clerk to utilize the fee to convert and maintain the court's document storage and retrieval system to micrographics or computer automation to improve access to court records.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of minute entries completed	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	# of minute entries completed	Not Reported	621,528	609,472	-12,056	-1.9%
Demand	# of minute entries required	Not Reported	621,528	609,472	-12,056	-1.9%
Efficiency	$ Cost per minute entry completed	Not Reported	$22.65	$22.76	-$0.11	-0.5%
Revenue						
	208 - JUDICIAL ENHANCEMENT	$ (3,546)	$ 571,532	$ 564,250	$ (7,282)	-1.3%
	216 - CLERK OF THE COURT GRANTS	1,448,661	1,557,962	1,635,834	77,872	5.0%
	218 - CLERK OF COURT FILL THE GAP	1,988,755	1,978,757	2,155,845	177,088	8.9%
	270 - CHILD SUPPORT ENHANCEMENT	108,834	68,718	80,000	11,282	16.4%
	TOTAL SOURCES	$ 3,542,704	$ 4,176,969	$ 4,435,929	$ 258,960	6.2%
Expenditure						
	100 - GENERAL	$ 11,808,243	$ 11,554,298	$ 11,122,638	$ 431,660	3.7%
	216 - CLERK OF THE COURT GRANTS	1,368,535	1,434,019	1,611,033	(177,014)	-12.3%
	218 - CLERK OF COURT FILL THE GAP	935,467	1,087,733	1,135,583	(47,850)	-4.4%
	270 - CHILD SUPPORT ENHANCEMENT	46,040	-	-	-	
	TOTAL USES	$ 14,158,285	$ 14,076,050	$ 13,869,254	$ 206,796	1.5%

Base Adjustments: Reduce 1.0 FTE Courtroom Services Manager/Trainer ($65,410) and 1.0 FTE Adult Courtroom Clerk ($50,305), for a total Personal Services expenditure reduction of $115,715 from the General Fund. The deletion of the Manager/Trainer is projected to have no effect on Activity measures, while the deletion of the Clerk is projected to reduce the 89% average number of minute entries completed within a two-day time standard to 87%.

Electronic Document Activity

The purpose of the Electronic Document Activity is to provide electronic access to court records to citizens of Maricopa County so that they can review the content of pleadings, motion, notices and all other documents filed in a court case.

Mandates: Superior Court Local Rule for Maricopa County (Rule 2.16) mandates that each document which is separately filed by the Clerk in a particular case shall be sequentially numbered and docketed by that number.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of eFiled court documents available within 8 business hours after the day of receipt	Not Reported	99.9%	98.6%	-1.3%	-1.3%
Result	% of scanned court documents available within 24 business hours after the day of receipt	Not Reported	85.5%	89.8%	4.3%	5.1%
Result	% of incomplete or inaccurate electronic documents in a statistical sample of scanned electronic court documents after the initial audit	Not Reported	0.2%	0.2%	0.0%	0.0%
Output	# of eFiled documents added to the Electronic Court Record (ECR) repository	Not Reported	116,305	147,089	30,784	26.5%
Output	# of eFiled documents added to the ECR repository within 8 business hours after day of receipt	Not Reported	116,181	145,001	28,820	24.8%
Output	# of scanned documents added to the ECR repository	Not Reported	2,475,556	2,509,295	33,739	1.4%
Output	# of scanned documents added to the ECR repository within 24 business hours after the day of receipt	Not Reported	2,116,600	2,253,885	137,285	6.5%
Output	# of documents available for scanning	Not Reported	5,234,600	5,234,600	-	0.0%
Demand	# of eFiled documents submitted	Not Reported	117,855	149,208	31,353	26.6%
Demand	# of documents available for scanning	Not Reported	2,600,795	2,636,123	35,328	1.4%
Efficiency	$ per document eFiled	Not Reported	$33.72	$33.27	$0.46	1.4%
Efficiency	$ per document scanned	Not Reported	$1.58	$1.95	-$0.37	-23.1%
Revenue						
	205 - COURT DOCUMENT RETRIEVAL	$ -	$ 1,122,689	$ 1,150,243	$ 27,554	2.5%
	274 - CLERK OF THE COURT EDMS	-	2,905,594	2,900,000	(5,594)	-0.2%
	TOTAL SOURCES	$ -	$ 4,028,283	$ 4,050,243	$ 21,960	0.5%
Expenditure						
	100 - GENERAL	$ -	$ 2,314,859	$ 2,925,204	$ (610,345)	-26.4%
	205 - COURT DOCUMENT RETRIEVAL	-	146,599	278,630	(132,031)	-90.1%
	208 - JUDICIAL ENHANCEMENT	-	-	4,497	(4,497)	
	218 - CLERK OF COURT FILL THE GAP	-	188,262	347,360	(159,098)	-84.5%
	274 - CLERK OF THE COURT EDMS	-	1,272,400	1,337,378	(64,978)	-5.1%
	TOTAL USES	$ -	$ 3,922,120	$ 4,893,069	$ (970,949)	-24.8%

Base Adjustments: Reduce 1.0 FTE Justice System Clerk and an associated Personal Services expenditure reduction of $44,348 from the General Fund. The deletion of a quality control position is projected to reduce the number of electronic documents added to the Electronic Court Record repository by less than 1.0%.

Exhibit Care and Custody Activity

The purpose of the Exhibit Care and Custody Activity is to provide proper storage of exhibits, maintaining the chain of custody for marked exhibits in a court case for the public, legal community, Court, County and other governmental agencies so that they can access the exhibits while they pursue the legal process.

Mandates: A.R.S §12-282 mandates rules required by the Clerk in the control and disposition of specified records. A.R.S. §39-101 mandates the quality of records required by the Clerk.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of exhibits received for intake that are processed for intake	Not Reported	86.0%	84.0%	-2.0%	-2.3%
Output	# of exhibits processed for intake	Not Reported	97,825	89,566	-8,259	-8.4%
Demand	# of exhibits received for intake	Not Reported	113,769	106,474	-7,295	-6.4%
Efficiency	$ Cost per exhibit processed for intake	Not Reported	$9.22	$10.41	-$1.18	-12.8%
Expenditure						
	100 - GENERAL	$ -	$ 875,986	$ 855,522	$ 20,464	2.3%
	218 - CLERK OF COURT FILL THE GAP	-	26,276	76,448	(50,172)	-190.9%
	TOTAL USES	$ -	$ 902,262	$ 931,970	$ (29,708)	-3.3%

Juvenile Subsequent Document Activity

The purpose of the Juvenile Subsequent Document Activity is to provide a chronological record of pleadings, actions, and decisions rendered and filed in a Juvenile court case for the legal community, Court, parties to the Juvenile case, Juvenile Probation or other governmental agencies so that they can access the judicial system and court record.

Mandates: Superior Court Local Rule for Maricopa County (Rule 2.16) mandates that each document which is separately filed by the Clerk in a particular case shall be sequentially numbered and docketed by that number. A.R.S §12-283 mandates that the Clerk shall maintain and provide access to court records in accordance with applicable law or rule of court, and shall keep a docket in the form and style as prescribed by the Supreme Court.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of Juvenile subsequent documents docketed	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	# of Juvenile subsequent documents docketed	Not Reported	224,208	236,248	12,040	5.4%
Demand	# of Juvenile subsequent documents to be docketed	Not Reported	224,208	236,248	12,040	5.4%
Efficiency	$ Cost per Juvenile subsequent document docketed	Not Reported	$1.35	$1.90	-$0.55	-41.2%
Expenditure						
	100 - GENERAL	$ 2,489,207	$ 301,856	$ 449,182	$ (147,326)	-48.8%
	205 - COURT DOCUMENT RETRIEVAL	787,815	-	-	-	
	218 - CLERK OF COURT FILL THE GAP	24,496	-	-	-	
	274 - CLERK OF THE COURT EDMS	441,323	-	-	-	
	TOTAL USES	$ 3,742,840	$ 301,856	$ 449,182	$ (147,326)	-48.8%

Support Order Financial Report Activity

The purpose of the Support Order Financial Report Activity is to provide case related financial information and guidance with calculating financial data to parties in Family Court cases so that they can present information to the court in post-decree court actions and to government agencies requiring financial information as part of their service qualification process.

Mandates: A.R.S §25-510 mandates that the Clerk shall use electronically-accessed data provided by the Arizona Department of Economic Security to provide payment histories to all litigants, attorneys and interested persons and the court, and shall load new orders, modify order amounts, respond to payment inquiries, research payment related issues, release payments pursuant to court orders, and update demographic and new employer information. Further, the Clerk shall provide to the department any new address, order of assignment or employment information the Clerk receives regarding any support order.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of requested financial reports that are prepared	Not Reported	99.0%	95.0%	-4.0%	-4.0%
Output	# of financial reports prepared	Not Reported	6,468	5,476	-992	-15.3%
Demand	# of requests for financial reports received	Not Reported	6,560	5,760	-800	-12.2%
Efficiency	$ Cost per financial report prepared	Not Reported	$31.82	$33.27	-$1.45	-4.6%
Expenditure						
	100 - GENERAL	$ -	$ 205,792	$ 182,178	$ 23,614	11.5%
	TOTAL USES	$ -	$ 205,792	$ 182,178	$ 23,614	11.5%

Fiduciary Services Program

The purpose of the Clerk of the Superior Court Fiduciary Services Program is to allocate and disburse court-ordered fees, provide account receivables and to execute court support orders to the public, legal community, courts, County and other governmental agencies so that they can be assured that all Superior Court monies are properly receipted, accounted for and disbursed.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of payments posted	Not Reported	93.0%	98.0%	5.0%	5.4%
% of checks issued	Not Reported	83.0%	80.0%	-3.0%	-3.6%
% of support orders processed	Not Reported	99.0%	99.0%	0.0%	0.0%

Activities that comprise this program include:

- Court Ordered Receivables
- Court Ordered DisbursementCourt Support Orders
- Public Registration

Court Ordered Receivables Activity

The purpose of the Court Ordered Receivables Activity is to provide information to individuals and businesses regarding their financial obligation due to the Superior Court so that they can comply with state law and court orders by executing payments timely and completely.

Mandates: A.R.S §12-302 establishes the procedures and requirements for the deferral and waiver of fees and the establishment of a time payment program. A.R.S. §12-332 mandates that jury fees be paid to the Clerk and that the Clerk distribute the payments for this fee to the County Treasurer. A.R.S. §12-322b requires the Clerk to notify an appellee when an index of record is filed. A.R.S. §7-101 through §7-110 mandate the bond requirements that the Clerk must verify in execution of all bonds mandated between the court and any legal entities for conditions of bail. A.R.S. §12-284(A)e mandates the fees that the Clerk must charge for filings and other miscellaneous duties.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of payments posted	Not Reported	93.0%	98.0%	5.0%	5.4%
Output	# of payments posted	Not Reported	35,186	33,836	-1,350	-3.8%
Demand	# of payments to be posted	Not Reported	37,730	34,566	-3,164	-8.4%
Efficiency	$ Cost per payment posted	Not Reported	$11.99	$15.77	-$3.78	-31.5%
Revenue						
	100 - GENERAL	$ 10,161,021	$ 9,772,732	$ 9,218,980	$ (553,752)	-5.7%
	273 - VICTIM LOCATION	42,219	20,000	18,000	(2,000)	-10.0%
	TOTAL SOURCES	$ 10,203,241	$ 9,792,732	$ 9,236,980	$ (555,752)	-5.7%
Expenditure						
	100 - GENERAL	$ 489,239	$ 419,278	$ 533,762	$ (114,484)	-27.3%
	208 - JUDICIAL ENHANCEMENT	-	2,766	-	2,766	100.0%
	TOTAL USES	$ 489,239	$ 422,044	$ 533,762	$ (111,718)	-26.5%

Court Ordered Disbursement Activity

The purpose of the Court Ordered Disbursement Activity is to disburse trust monies to public agencies, businesses and individuals so that they can have access to monies as provided by court order.

Mandates: A.R.S. §13-804 mandates that the court ensure that each legal entity required to pay restitution do so in a prompt manner, and do so subject to specified procedures and requirements. A.R.S. §8-344 mandates that the Clerk act as a pass-through entity for the payment of all restitution payments due from a juvenile ordered by the court to make payments to a victim.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of checks issued	Not Reported	83.0%	80.0%	-3.0%	-3.6%
Output	# of checks issued	Not Reported	85,876	85,236	-640	-0.7%
Demand	# of checks to be issued	Not Reported	103,020	106,545	3,525	3.4%
Efficiency	$ cost per check issued	Not Reported	$18.57	$19.51	-$0.93	-5.0%
Revenue						
	100 - GENERAL	$ 211	$ -	$ -	$ -	
	TOTAL SOURCES	$ 211	$ -	$ -	$ -	
Expenditure						
	100 - GENERAL	$ 1,192,068	$ 1,593,156	$ 1,662,654	$ (69,498)	-4.4%
	208 - JUDICIAL ENHANCEMENT	-	1,924	-	1,924	100.0%
	273 - VICTIM LOCATION	-	-	2	(2)	
	TOTAL USES	$ 1,192,068	$ 1,595,080	$ 1,662,656	$ (67,576)	-4.2%

Court Support Orders Activity

The purpose of the Court Support Orders Activity is to execute Court-directed financial orders for the Court and the parties so that they can implement or obtain equities in the dissolution of marriages.

Mandates: A.R.S. §25-502 mandates the processes and procedures for the Clerk in regards to the transfer of paternal support cases to or from another county. A.R.S. §25-503 mandates that the court receive surety of payment of child support in the event that previous efforts to collect have not been successful, and also sets forth other requirements for the payment of child support and the conditions of payment that the court must verify under special circumstances. A.R.S.§25-504 mandates that the Clerk issue ex parte orders of assignment upon request and sets forth the procedures, requirements, conditions of appeal, and conditions of repeal. A.R.S. §25-505 mandates that the Clerk transfer all receipts of withholdings pursuant to an order of assignment to the support payment clearinghouse. A.R.S. §25-510 mandates the time frames and fees associated with the duties of the Clerk in depositing any support payments with the support payment clearinghouse.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of support orders processed	Not Reported	99.0%	99.0%	0.0%	0.0%
Output	# of support orders processed	Not Reported	26,899	28,417	1,518	5.6%
Demand	# of support orders received	Not Reported	27,137	28,590	1,453	5.4%
Efficiency	$ cost per support order processed	Not Reported	$22.49	$18.83	$3.66	16.3%
Expenditure						
	100 - GENERAL	$ 282,592	$ 604,923	$ 535,111	$ 69,812	11.5%
	TOTAL USES	$ 282,592	$ 604,923	$ 535,111	$ 69,812	11.5%

Public Records Program

The purpose of the Public Records Program is to register public applications and record legal documentation for the citizens of Maricopa County so that they can access public records.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of page reproductions completed	Not Reported	100.0%	100.0%	0.0%	0.0%
% of images archived	Not Reported	152.0%	Not Reported		
% of files delivered	Not Reported	99.0%	99.0%	0.0%	0.0%
% of applications processed	Not Reported	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Court Document Copy
- Court Document Preservation
- Court File Delivery
- Public Registration

Court Document Copy Activity

The purpose of the Court Document Copy Activity is to provide copies of court documents upon request via the hard-copy record and/or electronic record to the public, court legal community and agencies so that they can use the information as required.

Mandates: A.R.S. §12-283 mandates that the Clerk attend all sessions of court and maintain and allow access to all court records. A.R.S. §12-282 mandates that the Clerk safely keep all court records and ensure the proper disposition of all records, and provide parental and child information to the child support case registry. A.R.S. §8-208 requires the Clerk to censure juvenile records as mandated by law. A.R.S. §8-134 mandates the Clerk receive actual and reasonable fees for participation in the confidential intermediary program, and requires the Clerk to provide all receipts to the County Treasurer for deposit into the Juvenile Probation Services Fund.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of page reproductions completed	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	# of pages reproduced	Not Reported	1,530,768	1,459,024	-71,744	-4.7%
Demand	# of pages to be reproduced	Not Reported	1,530,768	1,459,024	-71,744	-4.7%
Efficiency	$ Cost per page reproduced	Not Reported	$0.93	$1.01	-$0.08	-8.4%
Expenditure						
	100 - GENERAL	$ -	$ 1,355,770	$ 1,285,721	$ 70,049	5.2%
	205 - COURT DOCUMENT RETRIEVAL	-	73,332	190,442	(117,110)	-159.7%
	TOTAL USES	$ -	$ 1,429,102	$ 1,476,163	$ (47,061)	-3.3%

Court Document Preservation Activity

The purpose of the Court Document Preservation Activity is to archive and make court records available to the public, court, legal community and agencies so that they can access and use the information within the records as required.

Mandates: A.R.S. §12-282 mandates the rules required by the Clerk in the control and disposition of specified records. A.R.S. §39-101 mandates the quality of records required by the Clerk.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of images archived	Not Reported	152.0%	0.0%	-152.0%	
Output	# of images archived	Not Reported	1,795,720	0	-1,795,720	
Demand	# of images to be archived	Not Reported	1,179,846	0	-1,179,846	
Efficiency	$ Cost per image archived	Not Reported	$0.65	$0.00	$0.65	
Expenditure						
	100 - GENERAL	$ 170,472	$ 632,599	$ 78,697	$ 553,902	87.6%
	205 - COURT DOCUMENT RETRIEVAL	-	542,191	52,069	490,122	90.4%
	TOTAL USES	$ 170,472	$ 1,174,790	$ 130,766	$ 1,044,024	88.9%

Base Adjustments: Eliminate the Court Document Preservation Activity, deleting 14.0 FTE positions and reducing expenditures from the General Fund by $765,474. By discontinuing the microfilming of older stored court files, the Clerk's goal of increasing the number of electronic court records will be slowed, and the ability to free up storage space will be halted.

Court File Delivery Activity

The purpose of the Court File Delivery Activity is to provide access to the court files upon request via the hard-copy record to the public, court, legal community and agencies so that they can retrieve information within the court file and use the information as required.

Mandates: A.R.S. §12-283 mandates that the Clerk attend all sessions of court and maintain and allow access to all court records. A.R.S. §12-282 mandates that the Clerk safely keep all court records and ensure the proper disposition of all records, and provide parental and child information to the child support case registry. A.R.S. §12-202 mandates the Clerk to issue writs and processes, enter all judgments of the court, keep records as specified by the court, and provide certified copies of court records after receipt of all pertinent court fees. A.R.S. §8-208 mandates the Clerk to censure juvenile records as mandated by law. A.R.S. §8-121 mandates the Clerk to transmit all adoption records older than 100 years to the state archives, maintain confidential information on adoption records and allow individuals to access non-confidential information pertaining to adoption records.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of files delivered	Not Reported	99.0%	99.0%	0.0%	0.0%
Output	# of files delivered	Not Reported	174,516	184,694	10,178	5.8%
Demand	# of files requested	Not Reported	175,860	186,252	10,392	5.9%
Efficiency	$ Cost per files delivered	Not Reported	$7.78	$4.96	$2.82	36.2%
Expenditure						
	100 - GENERAL	$ -	$ 1,088,406	$ 312,756	$ 775,650	71.3%
	205 - COURT DOCUMENT RETRIEVAL	-	268,979	603,728	(334,749)	-124.5%
	TOTAL USES	$ -	$ 1,357,385	$ 916,484	$ 440,901	32.5%

Base Adjustments: Reduce 1.0 FTE Justice System Clerk Supervisor and associated Personal Services expenditures of $62,693 from the General Fund. A planned relocation of the Southeast Court file room to a downtown location eliminates the need for this supervisor. The adjustment is anticipated to have no effect on the Court File Delivery Activity performance measures.

Public Registration Activity

The purpose of the Public Registration Activity is to register marriages, passport applications and process server certifications for the citizens of Maricopa County so that there is a legal, public record.

Mandates: A.R.S. §25-121 requires the Clerk to issue a marriage license to authorized applicants and to collect a fee. A.R.S. §25-123 mandates the Clerk to maintain a record of all marriage licenses issued.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of applications processed	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	# of applications processed	Not Reported	64,443	55,896	-8,547	-13.3%
Demand	# of applications requested	Not Reported	64,443	55,896	-8,547	-13.3%
Efficiency	$ cost per application processed	Not Reported	$12.74	$16.27	-$3.53	-27.7%
Revenue						
	100 - GENERAL	$ 1,322,918	$ 1,441,989	$ 1,430,292	$ (11,697)	-0.8%
	TOTAL SOURCES	$ 1,322,918	$ 1,441,989	$ 1,430,292	$ (11,697)	-0.8%
Expenditure						
	100 - GENERAL	$ 410,223	$ 745,024	$ 884,138	$ (139,114)	-18.7%
	205 - COURT DOCUMENT RETRIEVAL	-	76,101	25,367	50,734	66.7%
	TOTAL USES	$ 410,223	$ 821,125	$ 909,505	$ (88,380)	-10.8%

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 34,177,630**	**$ 10,215,000**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (232,023)	$ -
Employee Market compensation Adjustments (Admin Phase II Market Study)	106,433	-
Subtotal	$ (125,590)	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 34,052,040**	**$ 10,215,000**
TARGET ADJUSTMENTS:		
Annualization of FY 2007-08 Initiatives (Capital Case Adjudication RIR)	$ (15,800)	$ -
Annualization of Jan. 2008 Administrative Reductions	(232,017)	-
Subtotal	$ (247,817)	$ -
FY 2008-09 BUDGET TARGET	**$ 33,804,223**	**$ 10,215,000**
REQUESTED ADJUSTMENTS:		
Requested Revenue Above Target	$ -	$ 434,272
Requested Expenditures Below Target	(108,248)	-
Subtotal	$ (108,248)	$ 434,272
FY 2008-09 REQUESTED BUDGET	**$ 33,695,975**	**$ 10,649,272**
BUDGET BALANCING ADJUSTMENTS:		
Increase Non-Criminal Docketing Fee by $5.00	$ -	$ 360,000
Reduce 1.0 FTE Ct-Room Services Mngr/Trainer & 1.0 FTE Adult Ct-Room Clerk	(115,715)	-
Reduce 1.0 FTE Appeals Activity Position	(44,367)	-
Reduce Quality Control Staff for Electronic Ct. Records by 1.0 FTE Clerk	(44,348)	-
Eliminate Ct. Document Preservation Activity -- 14.0 FTE Positions	(765,474)	-
Reduce Admin. Services Program -- 2.0 FTE Couriers, Other FTE	(218,546)	-
Reduce One Supervisory Position in S.E. Court File Room	(62,693)	-
Reduction of IT Program	(101,016)	-
Subtotal	$ (1,352,159)	$ 360,000
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 32,343,816**	**$ 11,009,272**

Court Document Retrieval (205)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ 1,150,243**	**$**	**1,150,243**
FY 2007-08 REVISED RESTATED BUDGET		**$ 1,150,243**	**$**	**1,150,243**
FY 2008-09 BUDGET TARGET		**$ 1,150,243**	**$**	**1,150,243**
BASE ADJUSTMENTS:				
Budget Balancing Adjustment		$ (7)	$	-
	Subtotal	$ (7)	$	-
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 1,150,236**	**$**	**1,150,243**

Judicial Enhancement (208)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ 1,039,333**	**$**	**814,000**
FY 2007-08 REVISED RESTATED BUDGET		**$ 1,039,333**	**$**	**814,000**
TARGET ADJUSTMENTS:				
One Time Expenses (Non-Recurring Expenditures from Fund Balance)		$ (173,685)	$	-
Structural Balance		(51,648)		-
	Subtotal	$ (225,333)	$	-
FY 2008-09 BUDGET TARGET		**$ 814,000**	**$**	**814,000**
REQUESTED ADJUSTMENTS:				
Reduction below Target in Memorialization of Ct. Proceedings Activity		$ -	$	(69,250)
Reduction below Target in Business Application Dev't & Support Activity		-		(300)
Structural Balance (Multiple Activities)		(69,562)		-
	Subtotal	$ (69,562)	$	(69,550)
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 744,438**	**$**	**744,450**
NON-OPERATING				
NON-OPERATING 0001				
One-Time Expenditure (Cash Receipting Project)		$ 200,000	$	-
One-Time Expenditure (ICIS Financials / RFR Data)		125,000		-
One-Time Expenditure (UNIX System Administrator - Vendor)		90,000		-
	Subtotal	$ 415,000	$	-
FY 2008-09 ADOPTED NON-OPERATING BUDGET		**$ 415,000**	**$**	**-**
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 1,159,438**	**$**	**744,450**

Clerk of the Superior Court Grants (216)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 1,676,124**	**$ 1,676,124**
FY 2007-08 REVISED RESTATED BUDGET	**$ 1,676,124**	**$ 1,676,124**
FY 2008-09 BUDGET TARGET	**$ 1,676,124**	**$ 1,676,124**
REQUESTED ADJUSTMENTS:		
Increased AOC Drug Enforcement Grant	$ 5,769	$ 5,769
Reduced AOC IV-D Case Processing Grant	(1,709)	(1,709)
Reduced DEX IV-D Child Support Enforcement Grant	(44,351)	(44,350)
Subtotal	$ (40,291)	$ (40,290)
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 1,635,833**	**$ 1,635,834**

Clerk of the Superior Court Fill the Gap (218)

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 1,962,909**	**$ 1,847,909**
MID-YEAR ADJUSTMENTS:			
Annualization of Increase in Fill the Gap Revenue (C-38-08-010-3-00)		$ 654,561	$ 306,036
	Subtotal	$ 654,561	$ 306,036
FY 2007-08 REVISED RESTATED BUDGET		**$ 2,617,470**	**$ 2,153,945**
TARGET ADJUSTMENTS:			
One Time Expenses (Non-Recurring Expenditures from Fund Balance)		$ (463,525)	$ -
	Subtotal	$ (463,525)	$ -
FY 2008-09 BUDGET TARGET		**$ 2,153,945**	**$ 2,153,945**
REQUESTED ADJUSTMENTS:			
Requested Revenue Above Target		$ -	$ 1,900
Structural Balance		1,917	-
	Subtotal	$ 1,917	$ 1,900
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 2,155,862**	**$ 2,155,845**
NON-OPERATING			
NON-OPERATING 0001			
One-Time Expenditure (Cash Receipting)		$ 160,000	$ -
One-Time Expenditure (e-Filing Re-Architecture)		115,000	-
	Subtotal	$ 275,000	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET		**$ 275,000**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 2,430,862**	**$ 2,155,845**

Child Support Enhancement (270)

		EXPENDITURES		REVENUE	
OPERATING					
FY 2007-08 ADOPTED BUDGET		**$**	**75,000**	**$**	**60,000**
FY 2007-08 REVISED RESTATED BUDGET		**$**	**75,000**	**$**	**60,000**
TARGET ADJUSTMENTS:					
One Time Expenses (Non-Recurring Expenditures from Fund Balance)		$	(15,000)	$	-
	Subtotal	$	(15,000)	$	-
FY 2008-09 BUDGET TARGET		**$**	**60,000**	**$**	**60,000**
REQUESTED ADJUSTMENTS:					
Increased Revenue (Other Charges for Services)		$	-	$	12,000
Increased Revenue (Interest)			-		8,000
Structural Balance			20,000		-
	Subtotal	$	20,000	$	20,000
FY 2008-09 ADOPTED OPERATING BUDGET		**$**	**80,000**	**$**	**80,000**
NON-OPERATING					
NON-OPERATING 0001					
One-Time Expenditure (Data Exchange for IV-D)		$	77,500	$	-
	Subtotal	$	77,500	$	-
FY 2008-09 ADOPTED NON-OPERATING BUDGET		**$**	**77,500**	**$**	**-**
FY 2008-09 TOTAL ADOPTED BUDGET		**$**	**157,500**	**$**	**80,000**

Victim Location (273)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 89,901**	**$ 18,000**
FY 2007-08 REVISED RESTATED BUDGET	**$ 89,901**	**$ 18,000**
TARGET ADJUSTMENTS:		
One Time Expenses (Non-Recurring Expenditures from Fund Balance)	$ (50,000)	$ -
One Time Expenses (Non-Recurring Expend. from Fund Balance - Temp Position)	(36,599)	-
Subtotal	$ (86,599)	$ -
FY 2008-09 BUDGET TARGET	**$ 3,302**	**$ 18,000**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 3,302**	**$ 18,000**
NON-OPERATING		
NON-OPERATING 0001		
One-Time Expenditures (USPS Automatic Address Project)	$ 50,000	$ -
Subtotal	$ 50,000	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET	**$ 50,000**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 53,302**	**$ 18,000**

Electronic Document Management System (274)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ 3,330,000**	**$**	**2,900,000**
FY 2007-08 REVISED RESTATED BUDGET		**$ 3,330,000**	**$**	**2,900,000**
TARGET ADJUSTMENTS:				
One Time Expenses (Non-Recurring Expenditures from Fund Balance)		$ (429,995)	$	-
	Subtotal	$ (429,995)	$	-
FY 2008-09 BUDGET TARGET		**$ 2,900,005**	**$**	**2,900,000**
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 2,900,005**	**$**	**2,900,000**
NON-OPERATING				
NON-OPERATING 0001				
One-Time Expenditure (eFiling Re-Architecture)		$ 345,000	$	-
One-Time Expenditure (eFiling Juvenile)		205,000		-
	Subtotal	$ 550,000	$	-
FY 2008-09 ADOPTED NON-OPERATING BUDGET		**$ 550,000**	**$**	**-**
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 3,450,005**	**$**	**2,900,000**

Communications

Analysis by Lauren M. Cochran, Management & Budget Analyst

Summary

Mission

This department is new for FY2008-09. A mission and vision statement will be developed as part of the strategic business plan update process.

Vision

TBD

Strategic Goals

- **TBD**

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
REVENUE							
71CT - COMMUTE OPTIONS	$ -	$ -	$ -	$ -	$ 500	$ 500	
COMM - COMMUTE OPTIONS	-	-	-	-	500	500	
71EV - EVENTS CENTER	$ 80,327	$ 75,000	$ 75,000	$ 125,276	$ 75,000	$ -	0.0%
EVNT - EVENTS CENTER	80,327	75,000	75,000	125,276	75,000	-	0.0%
TOTAL PROGRAMS	$ 80,327	$ 75,000	$ 75,000	$ 125,276	$ 75,500	$ 500	0.7%
EXPENDITURES							
71CM - COMMUNICATIONS	$ -	$ -	$ -	$ -	$ 809,298	$ (809,298)	
INCO - INTERNAL COMMUNICATIONS	-	-	-	-	125,800	(125,800)	
MEDA - MEDIA COMMUNITY RELATIONS	-	-	-	-	353,845	(353,845)	
MPRD - MEDIA PRODUCTION	-	-	-	-	329,653	(329,653)	
71CT - COMMUTE OPTIONS	$ -	$ -	$ -	$ -	$ 49,894	$ (49,894)	
COMM - COMMUTE OPTIONS	-	-	-	-	49,894	(49,894)	
71EV - EVENTS CENTER	$ 26,097	$ 63,000	$ 87,050	$ 75,649	$ 75,000	$ 12,050	13.8%
EVNT - EVENTS CENTER	26,097	63,000	87,050	75,649	75,000	12,050	13.8%
99AS - ADMINISTRATIVE SERVICES	$ 990,795	$ 903,495	$ 857,941	$ 688,061	$ 72,899	$ 785,042	91.5%
ODIR - EXECUTIVE MANAGEMENT	990,795	903,495	857,941	688,061	36,020	821,921	95.8%
FSAC - FINANCIAL SERVICES	-	-	-	-	36,879	(36,879)	0.0%
TOTAL PROGRAMS	$ 1,016,892	$ 966,495	$ 944,991	$ 763,710	$ 1,007,091	$ (62,100)	-6.6%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 5,327	$ -	$ -	$ 50,276	$ -	$ -	
0650 - MISCELLANEOUS REVENUE	75,000	75,000	75,000	75,000	75,500	500	0.7%
SUBTOTAL	$ 80,327	$ 75,000	$ 75,000	$ 125,276	$ 75,500	$ 500	0.7%
ALL REVENUES	$ 80,327	$ 75,000	$ 75,000	$ 125,276	$ 75,500	$ 500	0.7%
TOTAL SOURCES	$ 80,327	$ 75,000	$ 75,000	$ 125,276	$ 75,500	$ 500	0.7%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 474,985	$ 475,509	$ 445,961	$ 539,014	$ 618,296	$ (172,335)	-38.6%
0710 - OVERTIME	578	-	-	-	-	-	0.0%
0750 - FRINGE BENEFITS	149,836	147,031	131,025	157,234	175,772	(44,747)	-34.2%
0790 - OTHER PERSONNEL SERVICES	-	-	-	1,761	-	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	(242,615)	(69,625)	69,625	
0796 - PERSONNEL SERVICES ALLOC-IN	13,170	48,009	48,009	77,112	69,625	(21,616)	-45.0%
SUBTOTAL	$ 638,568	$ 670,549	$ 624,995	$ 532,506	$ 794,068	$ (169,073)	-27.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 8,483	$ 2,851	$ 2,851	$ 6,093	$ 23,385	$ (20,534)	-720.2%
0803 - FUEL	978	1,564	1,564	955	1,500	64	4.1%
0804 - NON-CAPITAL EQUIPMENT	-	-	-	-	6,200	(6,200)	
SUBTOTAL	$ 9,461	$ 4,415	$ 4,415	$ 7,048	$ 31,085	$ (26,670)	-604.1%
SERVICES							
0812 - OTHER SERVICES	$ 295,691	$ 195,557	$ 195,557	$ 137,794	$ 107,023	$ 88,534	45.3%
0820 - RENT & OPERATING LEASES	30,548	49,368	49,368	-	-	49,368	0.0%
0825 - REPAIRS AND MAINTENANCE	-	5,940	5,940	-	14,626	(8,686)	-146.2%
0839 - INTERNAL SERVICE CHARGES	6,752	10,559	10,559	39,570	7,001	3,558	33.7%
0841 - TRAVEL	4,163	-	-	5,338	6,000	(6,000)	0.0%
0842 - EDUCATION AND TRAINING	11,666	1,300	1,300	892	9,650	(8,350)	-642.3%
0843 - POSTAGE/FREIGHT/SHIPPING	2,741	1,525	1,525	1,659	2,143	(618)	(0)
0850 - UTILITIES	-	600	600	200	-	600	100.0%
SUBTOTAL	$ 351,560	$ 264,849	$ 264,849	$ 185,453	$ 146,443	$ 118,406	44.7%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ -	$ 24,050	$ 24,050	$ -	$ 24,050	100.0%
SUBTOTAL	$ -	$ -	$ 24,050	$ 24,050	$ -	$ 24,050	100.0%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ -	$ -	$ -	$ 14,600	$ (14,600)	
0950 - DEBT SERVICE	17,303	26,682	26,682	14,653	20,895	5,787	-
SUBTOTAL	$ 17,303	$ 26,682	$ 26,682	$ 14,653	$ 35,495	$ (8,813)	0.0%
TOTAL USES	$ 1,016,892	$ 966,495	$ 944,991	$ 763,710	$ 1,007,091	$ (62,100)	-6.6%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ -	$ -	$ -	$ -	$ 500	$ 500	0.0%
376 - EVENTS CENTER OPERATIONS	$ 80,327	$ 75,000	$ 75,000	$ 125,276	$ 75,000	$ -	0.0%
SPECIAL REVENUE - OTHER	$ 80,327	$ 75,000	$ 75,000	$ 125,276	$ 75,000	$ -	0.0%
TOTAL SPECIAL REVENUE	$ 80,327	$ 75,000	$ 75,000	$ 125,276	$ 75,000	$ -	0.0%
TOTAL FUNDS	$ 80,327	$ 75,000	$ 75,000	$ 125,276	$ 75,500	$ 500	0.7%
USES							
100 - GENERAL	$ 990,794	$ 903,495	$ 857,941	$ 688,061	$ 932,091	$ (74,150)	-8.6%
376 - EVENTS CENTER OPERATIONS	$ 26,097	$ 63,000	$ 87,050	$ 75,649	$ 75,000	$ 12,050	13.8%
SPECIAL REVENUE - OTHER	$ 26,097	$ 63,000	$ 87,050	$ 75,649	$ 75,000	$ 12,050	13.8%
TOTAL SPECIAL REVENUE	$ 26,097	$ 63,000	$ 87,050	$ 75,649	$ 75,000	$ 12,050	13.8%
TOTAL FUNDS	$ 1,016,892	$ 966,495	$ 944,991	$ 763,710	$ 1,007,091	$ (62,100)	-6.6%

General Adjustments

Events Center Reallocation: A reallocation of $12,000 from the General Fund (100) to the Events Center Fund (376) resulted in a net zero impact. Efficiency and output were not affected by the reallocation.

Programs and Activities

Communications Program

The purpose of the Communications Program is to provide internal and external communications and media relations services to Maricopa County residents and Maricopa County employees so they can be informed about County services, events, and achievements.

Program Results

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Certified Agency Procurement Aids (CAPAs) that are utilizing small business enterprises for non-contract procurements.	Not Reported	24.3%	24.3%	0.0%	0.0%
Result	Percent of total procurement transactions less than $50,000 awarded to Small Business Enterprises.	Not Reported	21.1%	21.1%	0.0%	0.0%
Result	Percent of total procurement transactions less than $50,000 awarded to Small Business Enterprises.	Not Reported	21.1%	21.1%	0.0%	0.0%
Output	Number of procurement transactions less than $50,000 awarded to Small Business Enterprises.	Not Reported	1,559	1,559	0	0.0%
Demand	Number of procurement transactions less than $50,000 available to Small Business Enterprises.	Not Reported	7,381	7,381	0	0.0%
Efficiency	Cost per dollar of small business procurement transactions less than $50,000.	Not Reported	$109	$67	$42	38.6%
Expenditure						
	100 - GENERAL	$ 45,038	$ 169,295	$ 103,996	$ 65,299	38.6%
	TOTAL USES	$ 45,038	$ 169,295	$ 103,996	$ 65,299	38.6%

Activities that comprise this program include:

- Internal Communications
- Media Community Relations
- Media Production

Internal Communications Activity

The purpose of the Internal Communications Activity is to provide employee communications services to Maricopa County employees so they can increase their awareness about employee-related services, events and achievements.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of County employees who believe they are being well informed about employee-related issues	Not Reported	Not Reported	100.0%		
Output	Number of employee newsletters produced	Not Reported	Not Reported	12		
Output	Number of employee events organized	Not Reported	Not Reported	0		
Demand	Number of employee newsletter requested	Not Reported	Not Reported	12		
Demand	Number of employee events requested	Not Reported	Not Reported	0		
Efficiency	Expenditure per newsletter produced	Not Reported	Not Reported	$10,483.33		
Efficiency	Expenditure per event organized	Not Reported	Not Reported	Not Reported		
Expenditure						
	100 - GENERAL	$ -	$ -	$ 125,800	$ (125,800)	-100.0%
	TOTAL USES	$ -	$ -	$ 125,800	$ (125,800)	-100.0%

Media/Community Relations Activity

The purpose of the Media/Community Relations Activity is to provide information and public education services on behalf of Maricopa County government to the media and the public so they can increase their awareness of the programs and services available to the community.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Rate of stories generated per press releases or initiated press contact	Not Reported	Not Reported	11.5%		
Result	Rate of stories generated per press conference	Not Reported	Not Reported	100.0%		
Output	Number of press releases sent	Not Reported	Not Reported	100		
Output	Number of press conferences organized	Not Reported	Not Reported	12		
Demand	Number of press releases requested	Not Reported	Not Reported	120		
Demand	Number of press conferences requested	Not Reported	Not Reported	12		
Efficiency	Expenditure per press release sent out	Not Reported	Not Reported	$3,538.45		
Efficiency	Expenditure per press conference organized	Not Reported	Not Reported	$29,487.08		
Expenditure						
	100 - GENERAL	$ -	$ -	$ 353,845	(353,845)	-100.0%
	TOTAL USES	$ -	$ -	$ 353,845	$ (353,845)	-100.0%

Media Production Activity

The purpose of the Media Production Activity is to provide video, still photography, and internet websites to County residents so they can learn more about the programs and services available to them through Maricopa County government.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of County respondents who have become more informed about Maricopa County through television shows, videos, and internet websites	Not Reported	Not Reported	38.0%		
Output	Number of times County television shows produced	Not Reported	Not Reported	250		
Output	Number of times Board of Supervisor meetings taped	Not Reported	Not Reported	50		
Demand	Number of County television shows requested to be produced	Not Reported	Not Reported	350		
Demand	Number of Board of Supervisor meetings requested to be taped	Not Reported	Not Reported	50		
Efficiency	Expenditure per television show produced	Not Reported	Not Reported	$1,318.61		
Efficiency	Expenditure per Board of Supervisor meeting taped	Not Reported	Not Reported	$6,593.06		
Expenditure						
	100 - GENERAL	$ -	$ -	$ 329,653	$ (329,653)	-100.0%
	TOTAL USES	$ -	$ -	$ 329,653	$ (329,653)	-100.0%

Supplies and Services: Expenditures for use of Phoenix Channel 11's Studio were eliminated due to the building of a new studio space. The resulting expenditure savings was ($49,988).

Commute Options Program

The purpose of the Commute Options Program is to provide the Trip Reduction services to Maricopa County employees so they can have choices regarding alternative forms of transportation to work to reduce single occupancy vehicle rates.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of County employees who use an alternative mode of transportation.	65.0%	58.7%	58.7%	0.0%	0.0%

Activities that comprise this program include:

- Commute Options

Commute Options Activity

The purpose of the Commute Options Activity is to provide administrative support and coordination services of the trip reduction program to Maricopa County employees so they can have information about commute options and select alternative forms of transportation to work.

Mandates: A.R.S. §11-251 (53) establishes the powers of the board including the responsibility to make and enforce ordinances to provide for the reimbursement of up to one hundred per cent of the cost to County employees of public bus or van pool transportation to and from their place of employment; ARS §49-581 thru 49-593 establishes the travel reductions guidelines program including definitions, duties of the regional task force, voluntary participation, requirements for major employers, exemptions, appeal, fines and penalties. A.R.S. §49-542 establishes emissions inspection program; powers and duties of director; administration; periodic inspection; minimum standards and rules; exception.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% Of County employees who use an alternative mode of transportation.	65.0%	58.7%	58.7%	0.0%	0.0%
Output	# Of employees who use alternative modes of transportation to work.	9,082	8,500	8,500	0	0.0%
Demand	Number ofemployees eligible for commute options.	14,060	14,477	14,477	0	0.0%
Efficiency	Expenditure per commute options participant	$0.00	$0.00	$5.87	-$5.87	
Revenue						
	100 - GENERAL	$ -	$ -	$ 500	$ 500	100.0%
	TOTAL SOURCES	$ -	$ -	$ 500	$ 500	100.0%
Expenditure						
	100 - GENERAL	$ -	$ -	$ 49,894	$ (49,894)	-100.0%
	TOTAL USES	$ -	$ -	$ 49,894	$ (49,894)	-100.0%

Event Center Program

The purpose of the Events Center Program is to provide entertainment events to Maricopa County residents so they can increase and enjoy their educational and cultural opportunities in a safe and well-maintained facility.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of Event Center users who indicate satisfaction with the event-going experience	Not Reported	69.2%	66.7%	(2.6%)	-3.7%

Activities that comprise this program include

- Events Center

Events Center Activity

The purpose of the Events Center Activity is to provide entertainment events to Center users so they can increase and enjoy their educational and cultural opportunities in a safe and well-maintained facility.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Event Center users who indicate satisfaction with the event-going experience	Not Reported	69.2%	66.7%	(2.6%)	-3.7%
Output	Number of concerts, plays, and other events provided	Not Reported	53	40	-13	-24.5%
Demand	Number of concert, plays, and other events requested	Not Reported	40	40	0	0.0%
Efficiency	Expenditure per event provided	Not Reported	$1,427.34	$1,875.00	-$447.66	-31.4%
Revenue						
	376 - EVENTS CENTER OPERATIONS	$ 80,327	$ 125,276	$ 75,000	$ (50,276)	-40.1%
	TOTAL SOURCES	$ 80,327	$ 125,276	$ 75,000	$ (50,276)	-40.1%
Expenditure						
	376 - EVENTS CENTER OPERATIONS	$ 26,097	$ 75,649	$ 75,000	$ 649	0.9%
	TOTALUSES	$ 26,097	$ 75,649	$ 75,000	$ 649	0.9%

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE	
OPERATING					
FY 2007-08 ADOPTED BUDGET		**$**	**-**	**$**	**-**
FY 2007-08 REVISED RESTATED BUDGET		**$**	**-**	**$**	**-**
TARGET ADJUSTMENTS:					
Employee Health/Dental Plan Changes (12 months)		$	-	$	-
Retirement Contributions			-		-
FY 2008-09 Pay for Performance			-		-
Public Information Market Study			3,200		-
Reallocation from General Government			214,339		-
Realocation to Office of Enterprise Technology			(81,893)		-
Restatement - Events Center to Communications			48,009		-
Restatement - County Manager to Communications			796,092		-
Restatement - CommuteOptions to Communications			72,994		500
Annualization of Jan. 2008 Administrative Reductions			(58,662)		-
	Subtotal	$	994,079	$	500
FY 2008-09 BUDGET TARGET		**$**	**994,079**	**$**	**500**
FY 2008-09 REQUESTED BUDGET		**$**	**994,079**	**$**	**500**
BASE ADJUSTMENTS:					
Reallocation to Events Center Fund		$	(12,000)	$	-
	Subtotal	$	(12,000)	$	-
BUDGET BALANCING ADJUSTMENTS					
Eliminate Use of Channel 11 Studio		$	(49,988)	$	-
	Subtotal	$	(49,988)	$	-
FY 2008-09 ADPOTED OPERATING BUDGET		**$**	**932,091**	**$**	**500**
PERCENT CHANGE FROM TARGET AMOUNT			*-6.2%*		*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$**	**932,091**	**$**	**500**

Events Center Fund (376)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ -**	**$**	**-**
FY 2007-08 REVISED RESTATED BUDGET		**$ -**	**$**	**-**
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)		$ -	$	-
Retirement Contributions		-		-
FY 2008-09 Pay for Performance		-		-
Events Center Fund Transfer		(24,050)		-
Restatement - Events Center to Communications		87,050		75,000
	Subtotal	$ 63,000	$	75,000
FY 2008-09 BUDGET TARGET		**$ 63,000**	**$**	**75,000**
FY 2008-09 REQUESTED BUDGET		**$ 63,000**	**$**	**75,000**
BASE ADJUSTMENTS:				
Reallocation from General Fund		$ 12,000	$	-
	Subtotal	$ 12,000	$	-
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 75,000**	**$**	**75,000**
PERCENT CHANGE FROM TARGET AMOUNT		*19.0%*		*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 75,000**	**$**	**75,000**

Community Development

Analysis by Tara Acuna, Management & Budget Analyst

Summary

Mission

The mission of Community Development is to provide Community Development Block Grant (CDBG) and HOME Program funding to municipalities and other subrecipients not eligible for direct United States Department of Housing and Urban Development (HUD) funding so they can develop viable communities to primarily benefit low and moderate income people.

Vision

Develop viable communities through the provision of affordable housing, suitable living environments and expansion of strong economic bases, principally for persons of low and moderate income.

Strategic Goals

- **Meet the increasing demand for administrative services generated from population growth and any anticipated new HUD grant requirements, with a reduction in funding for such administrative services, by June 30, 2010.**

  Status: Adequate funding for administrative services continues to be a challenge for Community Development. The department continues to develop efficiencies in an effort to attain this goal.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	
							%
REVENUE							
17CD - COMMUNITY DEV. BLOCK GRANT	$ 3,096,604	$ 4,410,486	$ 4,410,486	$ 1,816,506	$ 4,466,601	$ 56,115	1.3%
CDBG - COMMUNITY DEVELOPMENT BLOCK GRANT ACTIVITY	3,096,604	4,410,486	4,410,486	1,816,506	4,466,601	56,115	1.3%
17HM - HOME	$ 5,953,933	$ 9,113,413	$ 9,116,417	$ 5,901,192	$ 8,201,038	$ (915,379)	-10.0%
HMAD - HOME INVESTMENT PARTNERSHIPS PROGRAM ACTIVITY	5,953,933	9,113,413	9,116,417	5,901,192	8,201,038	(915,379)	-10.0%
99GV - GENERAL GOVERNMENT	$ 5,508,303	$ -	$ -	$ (580,284)	$ 41,637	$ 41,637	
CSCA - CENTRAL SERVICE COST ALLOC	-	-	-	-	39,292	39,292	
GGOV - GENERAL GOVERNMENT	5,508,303	-	-	(580,284)	-	-	
ISFC - INTERNAL SERVICE FUND CHARGES	-	-	-	-	2,345	2,345	
TOTAL PROGRAMS	$ 14,558,839	$ 13,523,899	$ 13,526,903	$ 7,137,414	$ 12,709,276	$ (817,627)	-6.0%
EXPENDITURES							
17CD - COMMUNITY DEV. BLOCK GRANT	$ 3,194,811	$ 4,360,879	$ 4,363,883	$ 1,861,280	$ 4,466,605	$ (102,722)	-2.4%
CDBG - COMMUNITY DEVELOPMENT BLOCK GRANT ACTIVITY	3,194,811	4,360,879	4,363,883	1,861,280	4,466,605	(102,722)	-2.4%
17HM - HOME	$ 6,128,176	$ 9,113,413	$ 9,113,413	$ 5,785,960	$ 8,201,038	$ 912,375	10.0%
HMAD - HOME INVESTMENT PARTNERSHIPS PROGRAM ACTIVITY	6,128,176	9,113,413	9,113,413	5,785,960	8,201,038	912,375	10.0%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 22,000	$ 22,000	$ -	$ -	$ 22,000	100.0%
ODIR - EXECUTIVE MANAGEMENT	-	22,000	22,000	-	-	22,000	100.0%
99GV - GENERAL GOVERNMENT	$ 28,128	$ 27,607	$ 27,607	$ 27,447	$ 41,637	$ (14,030)	-50.8%
CSCA - CENTRAL SERVICE COST ALLOC	25,380	24,493	24,493	24,493	39,292	(14,799)	-60.4%
ISFC - INTERNAL SERVICE FUND CHARGES	2,748	3,114	3,114	2,954	2,345	769	24.7%
TOTAL PROGRAMS	$ 9,351,115	$ 13,523,899	$ 13,526,903	$ 7,674,687	$ 12,709,280	$ 817,623	6.0%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0615 - GRANTS	$ 14,558,839	$ 13,523,899	$ 13,526,903	$ 7,140,938	$ 12,709,276	$ (817,627)	-6.0%
SUBTOTAL	$ 14,558,839	$ 13,523,899	$ 13,526,903	$ 7,140,938	$ 12,709,276	$ (817,627)	-6.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ -	$ -	$ -	$ (3,524)	$ -	$ -	
SUBTOTAL	$ -	$ -	$ -	$ (3,524)	$ -	$ -	
ALL REVENUES	$ 14,558,839	$ 13,523,899	$ 13,526,903	$ 7,137,414	$ 12,709,276	$ (817,627)	-6.0%
TOTAL SOURCES	$ 14,558,839	$ 13,523,899	$ 13,526,903	$ 7,137,414	$ 12,709,276	$ (817,627)	-6.0%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 301,852	$ 426,454	$ 430,276	$ 366,151	$ 428,780	$ 1,496	0.3%
0705 - TEMPORARY PAY	5,359	-	-	-	-	-	0.0%
0710 - OVERTIME	-	-	-	78	-	-	0.0%
0750 - FRINGE BENEFITS	97,575	129,951	129,133	115,128	129,823	(690)	-0.5%
0790 - OTHER PERSONNEL SERVICES	3,017	-	-	1,645	-	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(238,271)	(313,413)	(313,413)	(260,288)	(301,038)	(12,375)	3.9%
0796 - PERSONNEL SERVICES ALLOC-IN	238,271	313,413	313,413	260,288	301,038	12,375	3.9%
SUBTOTAL	$ 407,803	$ 556,405	$ 559,409	$ 483,002	$ 558,603	$ 806	0.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 10,483	$ 17,000	$ 17,000	$ 13,025	$ 17,091	$ (91)	-0.5%
0802 - MEDICAL SUPPLIES	550	-	-	-	-	-	0.0%
0803 - FUEL	1,084	1,060	1,060	1,136	1,060	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	-	4,990	4,990	4,304	-	4,990	100.0%
SUBTOTAL	$ 12,116	$ 23,050	$ 23,050	$ 18,465	$ 18,151	$ 4,899	21.3%
SERVICES							
0812 - OTHER SERVICES	62,382	39,383	39,383	53,417	47,065	(7,682)	-19.5%
0820 - RENT & OPERATING LEASES	81,773	-	-	6,675	9,600	(9,600)	0.0%
0825 - REPAIRS AND MAINTENANCE	518	3,000	3,000	1,331	3,000	-	0.0%
0830 - INTERGOVERNMENTAL PAYMENTS	8,733,958	12,821,313	12,821,313	7,044,976	12,000,000	821,313	6.4%
0839 - INTERNAL SERVICE CHARGES	18,045	49,745	49,745	29,787	27,059	22,686	45.6%
0841 - TRAVEL	429	-	-	319	-	-	0.0%
0842 - EDUCATION AND TRAINING	3,176	5,010	5,010	7,635	5,010	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	739	1,500	1,500	1,387	1,500	-	-
SUBTOTAL	$ 8,901,020	$ 12,919,951	$ 12,919,951	$ 7,145,527	$ 12,093,234	$ 826,717	6.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 25,380	$ 24,493	$ 24,493	$ 24,493	$ 39,292	$ (14,799)	-60.4%
SUBTOTAL	$ 25,380	$ 24,493	$ 24,493	$ 24,493	$ 39,292	$ (14,799)	-60.4%
CAPITAL							
0950 - DEBT SERVICE	4,796	-	-	3,200	-	-	-
SUBTOTAL	$ 4,796	$ -	$ -	$ 3,200	$ -	$ -	0.0%
TOTAL USES	$ 9,351,115	$ 13,523,899	$ 13,526,903	$ 7,674,687	$ 12,709,280	$ 817,623	6.0%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
217 - CDBG, HOUSING TRUST	$ 14,558,839	$ 13,523,899	$ 13,526,903	$ 7,137,414	$ 12,709,276	$ (817,627)	-6.0%
SPECIAL REVENUE - GRANT	$ 14,558,839	$ 13,523,899	$ 13,526,903	$ 7,137,414	$ 12,709,276	$ (817,627)	-6.0%
TOTAL SPECIAL REVENUE	$ 14,558,839	$ 13,523,899	$ 13,526,903	$ 7,137,414	$ 12,709,276	$ (817,627)	-6.0%
TOTAL FUNDS	$ 14,558,839	$ 13,523,899	$ 13,526,903	$ 7,137,414	$ 12,709,276	$ (817,627)	-6.0%
USES							
217 - CDBG, HOUSING TRUST	9,351,115	13,523,899	13,526,903	7,674,687	12,709,280	817,623	6.0%
SPECIAL REVENUE - GRANT	$ 9,351,115	$ 13,523,899	$ 13,526,903	$ 7,674,687	$ 12,709,280	$ 817,623	6.0%
TOTAL SPECIAL REVENUE	$ 9,351,115	$ 13,523,899	$ 13,526,903	$ 7,674,687	$ 12,709,280	$ 817,623	6.0%
TOTAL FUNDS	$ 9,351,115	$ 13,523,899	$ 13,526,903	$ 7,674,687	$ 12,709,280	$ 817,623	6.0%

General Adjustments

Structural Balance: A decrease in the Community Development Grants Fund (217) expenditures of ($817,623) commensurate with forecasted grant revenues

Programs and Activities

Community Development Block Grant Program

The purpose of the Community Development Block Grant Program is to provide eligible community improvements to CDBG subrecipients so that low and moderate income residents are empowered to develop viable communities.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percentage of total expenditures related to CDBG projects	Not Reported	84.4%	83.3%	(1.0%)	-1.2%
Percentage of Entitlement Spent for Projects	Not Reported	87.0%	98.0%	11.0%	12.6%
Percentage of Entitlement Spent on Administration	Not Reported	16.1%	19.6%	3.5%	21.5%
Percentage of Dollars Spent vs. Dollars Allocated for CDBG Projects	Not Reported	104.5%	120.0%	15.5%	14.8%

Activities that comprise this program include:

- Community Development Block Grant

Community Development Block Grant Activity

The purpose of the Community Development Block Grant Activity is to provide funding and grant administration to CDBG subrecipients so that community development activities are completed for low and moderate income residents.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percentage of Entitlement Spent on Administration	Not Reported	16.1%	19.6%	3.5%	21.5%
Result	Percentage of Entitlement Spent for Projects	Not Reported	87.0%	98.0%	11.0%	12.6%
Result	Percentage of Dollars Spent vs. Dollars Allocated for CDBG Projects	Not Reported	104.5%	120.0%	15.5%	14.8%
Result	Percentage of total expenditures related to CDBG projects	Not Reported	84.4%	83.3%	(1.0%)	-1.2%
Output	Total Dollars Spent for CDBG Projects	Not Reported	1,948,297	2,123,550	175,253	9.0%
Output	Annual CDBG Entitlement	Not Reported	2,240,162	2,167,757	-72,405	-3.2%
Output	Total Allocated to Projects	Not Reported	1,863,651	1,769,625	-94,026	-5.0%
Output	Total Expenditures	Not Reported	2,309,275	2,547,923	238,648	10.3%
Demand	Annual CDBG Entitlement	Not Reported	2,240,162	2,167,757	-72,405	-3.2%
Efficiency	Cost to Distribute Dollars Spent for CDBG Projects	Not Reported	$0.96	$2.10	-$1.15	-120.2%
Revenue						
	217 - CDBG HOUSING TRUST	$ 3,096,604	$ 1,816,506	$ 4,466,601	$ 2,650,095	145.9%
	TOTAL SOURCES	$ 3,096,604	$ 1,816,506	$ 4,466,601	$ 2,650,095	145.9%
Expenditure						
	217 - CDBG HOUSING TRUST	$ 3,194,811	$ 1,861,280	$ 4,466,605	$ (2,605,325)	-140.0%
	TOTAL USES	$ 3,194,811	$ 1,861,280	$ 4,466,605	$ (2,605,325)	-140.0%

HOME Program

The purpose of the HOME Program is to provide affordable housing opportunities to qualified HOME recipients, subrecipients, and Community Housing Development Organizations (CHDOs) so that suitable housing for low and moderate income residents is preserved and expanded.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percentage of Entitlement Spent for Projects	Not Reported	85.7%	107.8%	22.0%	25.7%
Percentage of Entitlement Spent on Administration	Not Reported	4.7%	5.7%	1.1%	23.3%
Percentage of Dollars Spent vs. Dollars Allocated for HOME Projects	Not Reported	90.9%	100.0%	9.1%	10.0%
Percentage of Total Expenditures Related to HOME Projects	Not Reported	94.9%	94.9%	0.1%	0.1%

Activities that comprise this program include:

- HOME Investment Partnerships Program

HOME Investment Partnerships Program Activity

The purpose of the HOME Investment Partnerships Program Activity is to provide funding for affordable housing units to HOME recipients, subrecipients, and CHDOs so that housing stock for low and moderate income residents is preserved and expanded.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percentage of Entitlement Spent for Projects	Not Reported	85.7%	107.8%	22.0%	25.7%
Result	Percentage of Dollars Spent vs. Dollars Allocated for HOME Projects	Not Reported	90.9%	100.0%	9.1%	10.0%
Result	Percentage of Total Expenditures Related to HOME Projects	Not Reported	94.9%	94.9%	0.1%	0.1%
Result	Percentage of Entitlement Spent on Administration	Not Reported	4.7%	5.7%	1.1%	23.3%
Output	Total Dollars Spent for HOME Projects	Not Reported	4,710,882	5,653,058	942,176	20.0%
Output	Annual HOME Allocation	Not Reported	5,494,189	5,244,910	-249,279	-4.5%
Output	Total Allocated to Projects	Not Reported	5,182,437	4,943,857	-238,580	-4.6%
Output	Total Expenditures	Not Reported	4,966,544	5,954,096	987,552	19.9%
Output	Total Entitlements	Not Reported	5,494,189	5,244,910	-249,279	-4.5%
Demand	Annual HOME Allocation	Not Reported	5,494,189	5,244,910	-249,279	-4.5%
Efficiency	Cost to Distribute Dollars Spent for HOME Projects	Not Reported	$1.23	$1.45	-$0.22	-18.1%
Revenue						
	217 - CDBG HOUSING TRUST	$ 5,953,933	$ 5,901,192	$ 8,201,038	$ 2,299,846	39.0%
	TOTAL SOURCES	$ 5,953,933	$ 5,901,192	$ 8,201,038	$ 2,299,846	39.0%
Expenditure						
	217 - CDBG HOUSING TRUST	$ 5,953,933	$ 5,901,192	$ 8,201,038	$ (2,299,846)	-39.0%
	TOTAL USES	$ 5,953,933	$ 5,901,192	$ 8,201,038	$ (2,299,846)	-39.0%

Appropriated Budget Reconciliation

Grant Fund (217)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET	**$**	**13,523,899**	**$**	**13,523,899**
MID-YEAR ADJUSTMENTS:				
Employee Market Compensation Adjustments (Admin Phase II Market Study)	$	3,004	$	3,004
Subtotal	$	3,004	$	3,004
FY 2007-08 REVISED RESTATED BUDGET	**$**	**13,526,903**	**$**	**13,526,903**
FY 2008-09 BUDGET TARGET	**$**	**13,526,903**	**$**	**13,526,903**
REQUESTED ADJUSTMENTS:				
Grant Reconciliation	$	(817,623)	$	(817,627)
Subtotal	$	(817,623)	$	(817,627)
FY 2008-09 REQUESTED BUDGET	**$**	**12,709,280**	**$**	**12,709,276**
FY 2008-09 TOTAL ADOPTED BUDGET	**$**	**12,709,280**	**$**	**12,709,276**

Constables

Analysis by Bradley Kendrex, Sr. Management & Budget Analyst

Summary

Mission

The mission of the Constables is to provide execution of mandated civil and criminal process to citizens of Maricopa County so they can receive timely, cost effective and professional service.

Vision

Citizens serving citizens by working collaboratively, efficiently and innovatively. We will be responsive to our customers while being fiscally prudent.

Strategic Goals

- **By calendar year end 2007, all Writs of Restitution shall be served within five business days of issuance from the Court.**

  Status: The Constable Department has been able to maintain it's processing of Writs of Restitution at or near the goal of service within 5 business days. This goal has expired, but will be extended.

- **By calendar year end 2007, all Writs of Execution shall be served within 60 working days of issuance from the Court.**

  Status: The Constables report that this goal has been met. This goal has expired, but will be extended.

- **By the end of FY 2007, all citizen concerns and complaints will be resolved within three days of receipt.**

  Status: The Constables report addressing all complaints to the County or the Constables Ethics Board within one day of the comment being received. This goal has expired, but will be extended.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	RECOMM VS REVISED	%
REVENUE							
25PS - SERVICE OF PROCESS	$ 1,740,068	$ 1,843,000	$ 1,843,000	$ 1,744,654	$ 1,843,000	$ -	0.0%
SERV - SERVICE OF PROCESS ACTIVITY	1,740,068	1,843,000	1,843,000	1,744,654	1,843,000	-	0.0%
TOTAL PROGRAMS	$ 1,740,068	$ 1,843,000	$ 1,843,000	$ 1,744,654	$ 1,843,000	$ -	0.0%
EXPENDITURES							
25PS - SERVICE OF PROCESS	$ 2,044,552	$ 2,350,619	$ 2,374,954	$ 2,372,456	$ 2,359,057	$ 15,897	0.7%
SERV - SERVICE OF PROCESS ACTIVITY	2,044,552	2,350,619	2,374,954	2,372,456	2,359,057	15,897	0.7%
99AS - ADMINISTRATIVE SERVICES	$ 63,018	$ 47,194	$ 47,194	$ 74,082	$ 2,160	$ 45,034	95.4%
BDGT - BUDGETING	56,029	13,434	13,434	65,307	1,425	12,009	89.4%
ODIR - EXECUTIVE MANAGEMENT	6,990	3,002	3,002	8,536	-	3,002	100.0%
FSAC - FINANCIAL SERVICES	-	18,749	18,749	239	735	18,014	96.1%
HRAC - HUMAN RESOURCES	-	12,009	12,009	-	-	12,009	100.0%
99GV - GENERAL GOVERNMENT	$ -	$ 27,001	$ 12,809	$ 4,268	$ -	$ 12,809	100.0%
GGOV - GENERAL GOVERNMENT	-	14,192	-	-	-	-	
ISFC - INTERNAL SERVICE FUND CHARGES	-	12,809	12,809	4,268	-	12,809	100.0%
TOTAL PROGRAMS	$ 2,107,570	$ 2,424,814	$ 2,434,957	$ 2,450,806	$ 2,361,217	$ 73,740	3.0%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 1,740,068	$ 1,843,000	$ 1,843,000	$ 1,744,654	$ 1,843,000	$ -	0.0%
SUBTOTAL	$ 1,740,068	$ 1,843,000	$ 1,843,000	$ 1,744,654	$ 1,843,000	$ -	0.0%
ALL REVENUES	$ 1,740,068	$ 1,843,000	$ 1,843,000	$ 1,744,654	$ 1,843,000	$ -	0.0%
TOTAL SOURCES	$ 1,740,068	$ 1,843,000	$ 1,843,000	$ 1,744,654	$ 1,843,000	$ -	0.0%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 1,496,504	$ 1,611,288	$ 1,611,288	$ 1,615,220	$ 1,571,370	$ 39,918	2.5%
0750 - FRINGE BENEFITS	502,680	712,823	712,823	627,856	684,962	27,861	3.9%
0790 - OTHER PERSONNEL SERVICES	-	-	-	24	-	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	-	(48,297)	48,297	
SUBTOTAL	$ 1,999,183	$ 2,324,111	$ 2,324,111	$ 2,243,100	$ 2,208,035	$ 116,076	5.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 7,238	$ 7,434	$ 6,254	$ 6,565	$ 5,499	$ 755	12.1%
0803 - FUEL	51,730	44,069	44,069	60,145	74,050	(29,981)	-68.0%
SUBTOTAL	$ 58,967	$ 51,503	$ 50,323	$ 66,710	$ 79,549	$ (29,226)	-58.1%
SERVICES							
0812 - OTHER SERVICES	$ 5,081	$ 4,598	$ 4,598	$ 4,938	$ 2,643	$ 1,955	42.5%
0825 - REPAIRS AND MAINTENANCE	-	650	650	212	590	60	9.2%
0839 - INTERNAL SERVICE CHARGES	27,148	30,901	30,901	25,387	30,901	-	0.0%
0841 - TRAVEL	7,769	1,762	1,762	1,945	1,808	(46)	0.0%
0842 - EDUCATION AND TRAINING	4,068	5,873	5,873	5,506	5,981	(108)	-1.8%
0843 - POSTAGE/FREIGHT/SHIPPING	37	100	100	57	120	(20)	-20.0%
SUBTOTAL	$ 44,104	$ 43,884	$ 43,884	$ 38,045	$ 42,043	$ 1,841	4.2%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ -	$ -	$ 94,707	$ -	$ -	
0950 - DEBT SERVICE	5,316	5,316	16,639	8,244	31,590	(14,951)	0.0%
SUBTOTAL	$ 5,316	$ 5,316	$ 16,639	$ 102,951	$ 31,590	$ (14,951)	0.0%
TOTAL USES	$ 2,107,570	$ 2,424,814	$ 2,434,957	$ 2,450,806	$ 2,361,217	$ 73,740	3.0%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 1,740,068	$ 1,843,000	$ 1,843,000	$ 1,744,654	$ 1,843,000	$ -	0.0%
TOTAL FUNDS	$ 1,740,068	$ 1,843,000	$ 1,843,000	$ 1,744,654	$ 1,843,000	$ -	0.0%
USES							
100 - GENERAL	$ 2,107,570	$ 2,424,814	$ 2,434,957	$ 2,450,806	$ 2,361,217	$ 73,740	3.0%
TOTAL FUNDS	$ 2,107,570	$ 2,424,814	$ 2,434,957	$ 2,450,806	$ 2,361,217	$ 73,740	3.0%

Programs and Activities

Service of Process Program

The purpose of the Service of Process Program is to provide for the distribution of court documents to the public so that they can proceed with litigation, the service of writs and summons issued by the court and governmental agencies.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of writs served within five working days	Not Reported	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Service of Process

Service of Process Activity

The purpose of the Service of Process Activity is to provide timely, professional service of court process to the public and governmental agencies so they can proceed with litigation.

Mandates: A.R.S. §22-131 establishes the Constables' duty to execute, serve and return all processes and notices directed or delivered to them by the justice of the peace of their Maricopa County precinct.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of writs served within five working days	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	# Of Writs of Restitution	11,372	20,370	19,799	-571	-2.9%
Demand	# of Writs of Restitution required.	11,372	20,370	19,799	-571	-2.9%
Efficiency	$ Cost per Writ served.	$179.79	$116.47	$119.15	-$2.68	-2.3%
Revenue						
	100 - GENERAL	$ 1,740,068	$ 1,744,654	$ 1,843,000	$ 98,346	5.6%
	TOTAL SOURCES	$ 1,740,068	$ 1,744,654	$ 1,843,000	$ 98,346	5.6%
Expenditure						
	100 - GENERAL	$ 2,044,552	$ 2,372,456	$ 2,359,057	$ 13,399	0.6%
	TOTAL USES	$ 2,044,552	$ 2,372,456	$ 2,359,057	$ 13,399	0.6%

Base Adjustment: In anticipation of the two Constable precincts that will be created in January 2009, $11,134 is being added to the Constables Department budget for fuel, computer leases, and supplies.

Budget Balancing Adjustments: The Constable's Executive Assistant position is being transferred from the Constables Department to the County Manager's Office, yielding a reduction to the Constables Department budget of $61,542 in salary and benefits.

Budget Balancing Adjustments: Deputy Constables are being redeployed among the precincts, allowing for the elimination of one Deputy Constable position, a reduction of $48,493 in salary and benefits.

Budget Balancing Adjustments: The Board of Supervisors is adopting a stepped salary schedule for new and future Constables, allowing a reduction in salary and benefit costs of $31,002.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET	**$**	**2,424,814**	**$**	**1,843,000**
MID-YEAR ADJUSTMENTS:				
Jan. 2008 Administrative Reductions	$	(1,180)	$	-
Replacement Radio Lease Payments		11,323		-
Subtotal	$	10,143	$	-
FY 2007-08 REVISED BUDGET	**$**	**2,434,957**	**$**	**1,843,000**
RESTATEMENTS:				
Restate 1.0 FTE Deputy Constable to Non-Departmental (470)	$	(48,297)	$	-
FY 2007-08 REVISED RESTATED BUDGET	**$**	**2,386,660**	**$**	**1,843,000**
TARGET ADJUSTMENTS:				
Annualization of Jan. 2008 Administrative Reductions	$	(1,180)	$	-
Annualization of Replacement Radio Lease Payments		11,323		-
Addition of two new constable precincts		94,317		-
Subtotal	$	104,460	$	-
FY 2008-09 BUDGET TARGET	**$**	**2,491,120**	**$**	**1,843,000**
FY 2008-09 REQUESTED BUDGET	**$**	**2,491,120**	**$**	**1,843,000**
BASE ADJUSTMENTS:				
Supplies/equipment for two new constable precincts (fuel, computers, radios)	$	11,134	$	-
Subtotal	$	11,134	$	-
BUDGET BALANCING ADJUSTMENTS:				
Amend Constables salary from the statutory max to a stepped schedule	$	(31,002)	$	-
Transfer Executive Assistant to County Manager's Office		(61,542)		-
Eliminate one deputy constable position -- 1.0 FTE		(48,493)		-
Subtotal	$	(141,037)	$	-
FY 2008-09 ADOPTED OPERATING BUDGET	**$**	**2,361,217**	**$**	**1,843,000**
PERCENT CHANGE FROM TARGET AMOUNT		*-5.2%*		*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$**	**2,361,217**	**$**	**1,843,000**

Correctional Health

Analysis by Lauren M. Cochran, Management & Budget Analyst

Summary

Mission

The mission of the Correctional Health Services Department is to provide cost effective healthcare to jail inmates so that their constitutional rights are maintained.

Vision

By fiscal year 2010, Correctional Health Services will be a nationally recognized leader in providing constitutionally mandated health care to jail inmates in an efficient and cost effective manner.

Strategic Goals

- **Correctional Health Services will continue to increase filled nursing positions in increments of 10% each fiscal year, until 2010, so that Correctional Health Services can reduce the rising costs associated with using outside registry nursing.**

  Status: Nursing vacancies are at 18% at the end of fiscal year 2007-08, a significant decrease from FY 2006-07. This positive trend is due to the impact of the nursing market adjustment in fiscal year 2008-09, and the increased visibility of CHS at job fairs. CHS has also partnered with Jobing.com to help improve its recruitment efforts.

- **Correctional Health Services will reduce employee turnover in increments of 10% by the end of each fiscal year, until 2010 to increase efficiency and effectiveness of the department.**

  Status: The budget includes funding to address market range pay scales that will bring the department inline with other agencies, improving employee retention.

- **By 2010, Correctional Health Services will seek to reduce costs and increase operating efficiency while establishing lower health care cost per inmate for the department as compared to other comparable national health care providers.**

  Status: The department has made progress toward this goal. CHS reported a 0.7% decrease in expenditures while seeing a 3.2% rise in jail population allowing for lower cost per inmate.

- **Correctional Health Services will maintain a community standard of care in a correctional setting as evidenced by accreditation status granted by a nationally recognized organization by December 2007.**

  Status: A full survey of CHS is tentatively scheduled by the National Commission on Correctional Health Care (NCCHC) to occur prior to the end of the calendar year 2008.

- **By 2010, Correctional Health Services will develop and implement a cost effective plan to create an effective and efficient management information system to gather and report information about the health of jail inmates and the care they are provided.**

Status: CHS is working with the Office of Management and Budget, the Office of Enterprise Technology, and Sheriff's Office IT to research all options available in hopes of procuring and implementing an electronic medical record system.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
REVENUE							
26AR - ADULT/REMAND JUV INMATE TRTMT	$ 248,140	$ 310,444	$ 310,444	$ 325,489	$ -	$ (310,444)	-100.0%
UTMT - UTILIZATION MANAGEMENT ACT	248,140	310,444	310,444	325,489	-	(310,444)	-100.0%
26HC - HEALTH CARE MANAGEMENT	$ 59,411	$ 47,784	$ 47,784	$ 45,803	$ 39,318	$ (8,466)	-17.7%
HLTD - HEALTH RECORDS	3,735	6,500	6,500	4,551	6,500	-	0.0%
INFE - INFECTION CONTROL	55,677	41,284	41,284	41,252	32,818	(8,466)	-20.5%
80RE - RESTORATION TO COMPETENCY	$ -	$ -	$ 500,000	$ 194,525	$ -	$ (500,000)	-100.0%
CURE - RULE 11 CUSTODY RESTORATION	-	-	500,000	194,525	-	(500,000)	-100.0%
99AS - ADMINISTRATIVE SERVICES	$ (382)	$ 1	$ 1	$ (117)	$ -	$ (1)	-100.0%
ODIR - EXECUTIVE MANAGEMENT	(382)	1	1	(117)	-	(1)	-100.0%
99GV - GENERAL GOVERNMENT	$ (109,695)	$ -	$ -	$ (8,290)	$ -	$ -	0.0%
GGOV - GENERAL GOVERNMENT	(109,695)	-	-	(8,290)	-	-	0.0%
TOTAL PROGRAMS	$ 197,474	$ 358,229	$ 858,229	$ 557,410	$ 39,318	$ (818,911)	-95.4%
EXPENDITURES							
26AR - ADULT/REMAND JUV INMATE TRTMT	$ 31,102,818	$ 33,700,257	$ 33,765,376	$ 36,068,382	$ 35,101,410	$ (1,336,034)	-4.0%
ACIF - ACUTE INFIRMARY ACTIVITY	1,153,497	1,354,831	1,354,832	1,640,035	1,934,777	(579,945)	-42.8%
ADUL - ADULT INPATIENT PSYCH UNITS	2,927,098	3,276,270	3,276,270	4,463,290	4,727,506	(1,451,236)	-44.3%
EHCC - EXTERNAL HLTH CARE COSTS	7,310,409	7,086,446	7,151,573	7,317,570	6,998,476	153,097	2.1%
MEDD - MED DISPENSION & DISTRIBUTION	8,463,473	8,274,941	8,274,952	8,894,566	7,376,328	898,624	10.9%
SCTM - SICK CALL TREATMENT-MEDICAL	10,810,438	13,024,069	13,024,051	13,020,319	13,650,440	(626,389)	-4.8%
UTMT - UTILIZATION MANAGEMENT ACT	437,905	683,700	683,698	732,602	413,883	269,815	39.5%
26HC - HEALTH CARE MANAGEMENT	$ 2,354,223	$ 2,153,731	$ 2,153,726	$ 2,047,607	$ 1,826,798	$ 326,928	15.2%
CLET - CLINICAL EDUCATION & TRAINING	583,800	334,148	334,147	423,409	397,238	(63,091)	-18.9%
HLTD - HEALTH RECORDS	879,393	1,036,995	1,036,982	923,116	789,227	247,755	23.9%
HRMG - HEALTH RISK MANAGEMENT	439,937	358,073	358,079	309,202	317,599	40,480	11.3%
INFE - INFECTION CONTROL	451,093	424,515	424,518	391,880	322,734	101,784	24.0%
26IA - INMATE ASSESSMENT	$ 5,706,432	$ 6,636,155	$ 6,636,143	$ 5,227,029	$ 5,035,873	$ 1,600,270	24.1%
HLTT - 14-DAY HEALTH ASSESSMENT	3,510,331	4,247,581	4,247,565	3,001,405	3,091,341	1,156,224	27.2%
HSRQ - HEALTH SERVICES REQUESTS	991,853	1,058,383	1,058,386	1,051,503	922,692	135,694	12.8%
RSHC - RECEIVING SCREENING HLTH CARE	1,204,248	1,330,191	1,330,192	1,174,121	1,021,840	308,352	23.2%
80RE - RESTORATION TO COMPETENCY	$ 3,575,461	$ 3,558,755	$ 4,065,329	$ 3,705,345	$ 3,563,279	$ 502,050	12.3%
EVAL - ADULT RULE 11 EVALUATIONS	1,386,000	1,350,464	1,083,464	1,385,586	1,331,853	(248,389)	-22.9%
JVAL - JUVENILE COMPETENCY EVALUATION	281,000	275,000	275,000	283,218	275,000	-	0.0%
ASHP - RULE 11 ASH PAYMENT	3,660	100,000	100,000	56,134	-	100,000	100.0%
CURE - RULE 11 CUSTODY RESTORATION	1,904,801	1,833,291	2,606,865	1,980,407	1,956,426	650,439	25.0%
DEAP - DATA ENTRY ACTIVITY PERFORMED	4,163	-	-	-	-	-	
99AS - ADMINISTRATIVE SERVICES	$ 1,757,203	$ 2,377,904	$ 2,317,882	$ 1,868,485	$ 2,683,290	$ (365,408)	-15.8%
BDGT - BUDGETING	144,108	108,063	108,064	103,797	77,064	31,000	28.7%
ODIR - EXECUTIVE MANAGEMENT	482,055	546,256	543,593	533,309	512,011	31,582	5.8%
FSAC - FINANCIAL SERVICES	292,687	344,926	344,922	328,905	300,074	44,848	13.0%
HRAC - HUMAN RESOURCES	658,740	1,183,177	1,125,828	776,100	696,448	429,380	38.1%
PROC - PROCUREMENT	179,613	182,014	182,010	126,342	1,097,693	(915,683)	-503.1%
RMGT - RISK MANAGEMENT	-	13,468	13,465	32	-	13,465	100.0%
99GV - GENERAL GOVERNMENT	$ 2,091,764	$ 3,064,803	$ 3,064,850	$ 3,030,334	$ 4,277,747	$ (1,212,897)	-39.6%
ISFC - INTERNAL SERVICE FUND CHARGES	2,091,764	3,064,803	3,064,850	3,030,334	4,277,747	(1,212,897)	-39.6%
99IT - INFORMATION TECHNOLOGY	$ 434,111	$ 1,227,833	$ 1,227,833	$ 573,149	$ 355,827	$ 872,006	71.0%
BUAS - BUSINESS APPLICATION DEVELOP	-	780,705	780,705	217,994	-	780,705	100.0%
DESK - DESKTOP SUPPORT	434,111	447,128	447,128	355,155	355,827	91,301	20.4%
TOTAL PROGRAMS	$ 46,937,993	$ 52,719,438	$ 53,231,139	$ 52,520,331	$ 52,844,224	$ 386,915	0.7%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0615 - GRANTS	$ 194,122	$ 351,728	$ 351,728	$ 358,451	$ 32,818	$ (318,910)	-90.7%
SUBTOTAL	$ 194,122	$ 351,728	$ 351,728	$ 358,451	$ 32,818	$ (318,910)	-90.7%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 3,735	$ 6,500	$ 6,500	$ 4,551	$ 6,500	$ -	0.0%
SUBTOTAL	$ 3,735	$ 6,500	$ 6,500	$ 4,551	$ 6,500	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ (382)	$ 1	$ 1	$ (117)	$ -	$ (1)	-100.0%
0650 - MISCELLANEOUS REVENUE	-	-	500,000	194,525	-	(500,000)	-100.0%
SUBTOTAL	$ (382)	$ 1	$ 500,001	$ 194,408	$ -	$ (500,001)	-100.0%
ALL REVENUES	$ 197,474	$ 358,229	$ 858,229	$ 557,410	$ 39,318	$ (818,911)	-95.4%
TOTAL SOURCES	$ 197,474	$ 358,229	$ 858,229	$ 557,410	$ 39,318	$ (818,911)	-95.4%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 16,277,436	$ 20,427,742	$ 19,743,314	$ 19,563,024	$ 20,853,817	$ (1,110,503)	-5.6%
0705 - TEMPORARY PAY	372,728	500,002	500,002	19,199	68,317	431,685	0.0%
0710 - OVERTIME	1,123,882	983,526	983,526	1,291,828	1,411,847	(428,321)	0.0%
0750 - FRINGE BENEFITS	5,140,584	6,271,346	6,272,498	6,345,581	6,557,065	(284,567)	-4.5%
0790 - OTHER PERSONNEL SERVICES	617,178	396,087	1,515,937	1,003,834	798,286	717,651	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(388,107)	(354,354)	(354,354)	(393,088)	(393,268)	38,914	-11.0%
0796 - PERSONNEL SERVICES ALLOC-IN	865,637	898,134	898,134	906,157	855,337	42,797	4.8%
SUBTOTAL	$ 24,009,339	$ 29,122,483	$ 29,559,057	$ 28,736,535	$ 30,151,401	$ (592,344)	-2.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 159,220	$ 292,199	$ 292,199	$ 105,731	$ 177,867	$ 114,332	39.1%
0802 - MEDICAL SUPPLIES	4,506,720	4,336,120	4,336,120	4,617,459	3,972,752	363,368	0.0%
0803 - FUEL	6,988	5,808	5,808	6,355	5,808	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	24,978	30,448	30,448	2,912	-	30,448	100.0%
SUBTOTAL	$ 4,697,907	$ 4,664,575	$ 4,664,575	$ 4,732,457	$ 4,156,427	$ 508,148	10.9%
SERVICES							
0810 - LEGAL SERVICES	$ 1,268,981	$ 1,135,634	$ 1,135,634	$ 1,165,353	$ 1,149,354	$ (13,720)	-1.2%
0811 - HEALTH CARE SERVICES	14,096,148	13,114,211	13,179,338	13,865,283	12,650,804	528,534	4.0%
0812 - OTHER SERVICES	327,651	270,785	270,785	402,538	259,923	10,862	4.0%
0820 - RENT & OPERATING LEASES	98,406	107,530	107,530	97,952	100,807	6,723	0.0%
0825 - REPAIRS AND MAINTENANCE	18,495	44,835	44,835	24,047	26,821	18,014	40.2%
0830 - INTERGOVERNMENTAL PAYMENTS	3,660	100,000	100,000	64,355	-	100,000	100.0%
0839 - INTERNAL SERVICE CHARGES	2,127,019	2,925,645	2,925,645	2,919,609	4,160,509	(1,234,864)	-42.2%
0841 - TRAVEL	72,866	54,453	64,453	47,509	51,874	12,579	0.0%
0842 - EDUCATION AND TRAINING	45,334	30,976	30,976	22,231	22,075	8,901	28.7%
0843 - POSTAGE/FREIGHT/SHIPPING	9,348	16,850	16,850	11,520	8,714	8,136	0
0850 - UTILITIES	6,727	20,503	20,503	11,100	12,242	8,261	40.3%
0872 - SERVICES-ALLOCATION OUT	-	(33,000)	(33,000)	(151,760)	(145,045)	112,045	-339.5%
0873 - SERVICES-ALLOCATION IN	-	33,000	33,000	153,755	145,045	(112,045)	-339.5%
SUBTOTAL	$ 18,074,636	$ 17,821,422	$ 17,896,549	$ 18,633,492	$ 18,443,123	$ (546,574)	-3.1%
OTHER FINANCING USES							
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ 6,764	$ 6,764	$ -	$ -	$ 6,764	0.0%
0920 - CAPITAL EQUIPMENT	81,955	933,210	933,210	286,107	-	933,210	100.0%
0950 - DEBT SERVICE	162,339	170,984	170,984	131,740	93,273	77,711	-
SUBTOTAL	$ 244,294	$ 1,110,958	$ 1,110,958	$ 417,847	$ 93,273	$ 1,017,685	0.0%
TOTAL USES	$ 47,026,176	$ 52,719,438	$ 53,231,139	$ 52,520,331	$ 52,844,224	$ 386,915	0.7%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ -	$ -	$ 500,000	$ 194,525	$ -	$ (500,000)	-100.0%
292 - CORRECTIONAL HEALTH GRANT	$ 193,740	$ 351,729	$ 351,729	$ 358,334	$ 32,818	$ (318,911)	-90.7%
SPECIAL REVENUE - GRANT	$ 193,740	$ 351,729	$ 351,729	$ 358,334	$ 32,818	$ (318,911)	-90.7%
255 - DETENTION OPERATIONS	$ 3,735	$ 6,500	$ 6,500	$ 4,551	$ 6,500	$ -	0.0%
SPECIAL REVENUE - OTHER	$ 3,735	$ 6,500	$ 6,500	$ 4,551	$ 6,500	$ -	0.0%
TOTAL SPECIAL REVENUE	$ 197,474	$ 358,229	$ 358,229	$ 362,885	$ 39,318	$ (318,911)	-89.0%
TOTAL FUNDS	$ 197,474	$ 358,229	$ 858,229	$ 557,410	$ 39,318	$ (818,911)	-95.4%
USES							
100 - GENERAL	$ 3,586,285	$ 3,570,368	$ 4,076,942	$ 3,705,345	$ 3,581,457	$ 495,485	12.2%
292 - CORRECTIONAL HEALTH GRANT	$ 193,607	$ 351,729	$ 351,729	$ 358,451	$ 32,818	$ 318,911	90.7%
SPECIAL REVENUE - GRANT	$ 193,607	$ 351,729	$ 351,729	$ 358,451	$ 32,818	$ 318,911	90.7%
255 - DETENTION OPERATIONS	$ 43,246,284	$ 48,797,341	$ 48,802,468	$ 48,456,535	$ 49,229,949	$ (427,481)	-0.9%
SPECIAL REVENUE - OTHER	$ 43,246,284	$ 48,797,341	$ 48,802,468	$ 48,456,535	$ 49,229,949	$ (427,481)	-0.9%
TOTAL SPECIAL REVENUE	$ 43,439,890	$ 49,149,070	$ 49,154,197	$ 48,814,986	$ 49,262,767	$ (108,570)	-0.2%
TOTAL FUNDS	$ 47,026,176	$ 52,719,438	$ 53,231,139	$ 52,520,331	$ 52,844,224	$ 386,915	0.7%

General Adjustments

Lump Sum Adjustment: Correctional Health's budget was reduced by $146,200 to account for savings associated with one-time lump sum pay for performance awards.

Personnel Services: 31 FTE were eliminated from various activities for a savings of $679,000. Vacant positions that were transferred from Claims Processing were eliminated for a savings of $170,735.

Programs and Activities

Adult/Remanded Juvenile Inmate Treatment Program

The purpose of the Adult/Remanded Juvenile Inmate Treatment Program is to provide medically necessary health care to adults and remanded juveniles in County correctional facilities in order to protect the health and safety of the community.

Mandates: Arizona Constitution, Article 12, Sections 3 and 4, and its implementation in A.R.S. §11-441, require the county sheriff to take charge and keep the county jail. The U.S. Supreme Court in 1976, Estelle v Gamble, 429 U.S. 97, 97 S.Ct 285 (1976), established that prisoners have a right to be free from "deliberate indifference to their serious health care needs", setting the basic standard for the county to provide 'medically necessary' health care for serious medical needs. Two Arizona class actions also mandate provision of specific health and mental health services to inmates: Hart v. Hill (U.S. District Court of Arizona, CIV1977-00479 PHX EHC) and Arnold v. Sarn (Maricopa County Superior Court CV000-432355). Arnold v Sarn mandates the county with regard to services for seriously mentally ill inmates.

Program Results

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of customers satisfied with the real estate services received.	97.0%	96.6%	96.6%	0.0%	0.0%
Output	Number of real estate actions completed	138	130	130	0	0.0%
Demand	Number of real estate actions requested.	129	130	130	0	0.0%
Efficiency	Cost per activity.	$2,713.71	$2,804.68	$2,597.04	$207.64	7.4%
Revenue						
	100 - GENERAL	$ 921,036	$ 753,657	$ 947,187	$ 193,530	25.7%
	TOTAL SOURCES	$ 921,036	$ 753,657	$ 947,187	$ 193,530	25.7%
Expenditure						
	100 - GENERAL	$ 374,492	$ 364,608	$ 337,615	$ 26,993	7.4%
	TOTAL USES	$ 374,492	$ 364,608	$ 337,615	$ 26,993	7.4%

Percentage errors are due to calculation changes that will be addressed during the strategic business plan update.

Activities that comprise this program include:

- Acute Infirmary
- Adult Inpatient Psych Unit
- Medication Dispensing and Distribution
- External Health Care Costs
- Sick Call Treatment-Medical
- Utilization Management

Acute Infirmary Activity

The purpose of the Acute Infirmary Activity is to provide necessary treatment to inmates unable to be placed in general population that do not require hospitalization so that they can regain their health and return to the general inmate population.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Average length of stay per Acute inmate	1757.0%	1743.0%	1987.0%	243.9%	14.0%
Output	Number of Inmates provided acute Infirmary Care	807	841	629	-212	-25.2%
Output	Number of bed days provided for acute infirmary care.	13,207	14,659	12,498	-2,161	-14.7%
Demand	Number of bed days required for acute infirmary care.	13,312	14,778	12,612	-2,166	-14.7%
Efficiency	Cost per acute infirmary day	$87.34	$111.88	$154.81	-$42.93	-38.4%
Expenditure						
	255 - DETENTION OPERATIONS	$ 1,153,497	$ 1,640,035	$ 1,934,777	$ (294,742)	-18.0%
	TOTAL USES	$ 1,153,497	$ 1,640,035	$ 1,934,777	$ (294,742)	-18.0%

Percentage errors are due to calculation changes that will be addressed during the strategic business plan update.

Adult Inpatient Psych Unit Activity

The purpose of the Adult Inpatient Psychiatric Unit Activity is to provide inpatient psychiatric treatment for inmates with mental health conditions so severe that prohibit their placement in general population so that they can be successfully reintegrated into the general inmate population.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Average Length of Stay per Inmate Admitted	1610.0%	2329.7%	2531.8%	202.1%	8.7%
Result	Percent of inpatient psych days per ADP	1757.0%	603.2%	465.6%	(137.6%)	-22.8%
Output	Number of inpatient psych bed days provided	38,760	55,890	41,297	-14,593	-26.1%
Demand	Number of inmates admitted to the inpatient psych unit.	2,089	2,399	1,656	-743	-31.0%
Efficiency	Cost per inpatient psych day	$75.52	$79.86	$114.48	-$34.62	-43.3%
Expenditure						
	255 - DETENTION OPERATIONS	2,927,098	4,463,290	4,727,506	$ (264,216)	-5.9%
	TOTAL USES	2,927,098	4,463,290	4,727,506	(264,216)	-5.9%

Percentage errors are due to calculation changes that will be addressed during the strategic business plan update.

External Health Care Cost Activity

The purpose of the External Health Care Cost Activity is to provide payments for outside medical services rendered to Maricopa County inmates so that they can receive mandated health care.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	Average Daily Population	8,942	9,265	9,004	-261	-2.8%
Demand	Average Daily Population	8,942	9,265	9,004	-261	-2.8%
Efficiency	Cost per output	$817.54	$789.81	$777.26	$12.54	1.6%
Expenditure						
	255 - DETENTION OPERATIONS	$ 7,310,409	$ 7,317,570	$ 6,998,476	$ 319,094	4.4%
	TOTAL USES	$ 7,310,409	$ 7,317,570	$ 6,998,476	$ 319,094	4.4%

The department will be developing new measures as part of the strategic business plan update process.

Medication Dispensing and Distribution Activity

The purpose of the Medication Dispensing and Distribution Activity is to provide daily distribution of provider prescribed and pharmacy provided prescriptions to inmates for prevention and treatment of illness/disease.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Inmates on RX's per ADP	36.8%	37.4%	38.6%	1.2%	3.3%
Result	Percent of Inmates on Psychotropic RX's per ADP	20.8%	19.0%	19.5%	0.6%	2.9%
Output	Number of Inmates on RX's	3,292	3,464	3,478	14	0.4%
Output	Number of Total RX orders	214,918	217,802	210,834	-6,968	-3.2%
Output	Number of Inmates on Psychotropic RX's	1,857	1,759	1,759	0	0.0%
Demand	Number of Inmate census (or Average Daily population)	8,942	9,265	9,004	-261	-2.8%
Efficiency	Cost per prescription and distribution process	$39.38	$40.84	$34.99	$5.85	14.3%
Expenditure						
	255 - DETENTION OPERATIONS	$ 8,463,473	$ 8,894,566	$ 7,376,328	$ 1,518,238	17.1%
	TOTAL USES	$ 8,463,473	$ 8,894,566	$ 7,376,328	$ 1,518,238	17.1%

Base Adjustments: The department changed the process for how over-the-counter medications are packaged, reducing expenditures by $88,800. Stricter adherence to the formulary, the approved medication list, will save approximately $417,800.

Sick Call Treatment-Medical Activity

The purpose of the Sick Call Treatment and Appointment Activity is to provide medically necessary care and treatment to inmates so they can have constitutionally mandated access to health care.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Inmates treated by Medical per ADP	7.8%	8.1%	10.2%	2.1%	26.5%
Result	Percent of inmates treated by MH per ADP	1.0%	1.1%	4.7%	3.6%	324.7%
Output	Number of Medical sick call encounters provided	254,427	274,019	336,570	62,551	22.8%
Output	Number of psychiatric encounters provided	33,689	37,362	153,900	116,538	311.9%
Demand	Number of Medical sick call encounters scheduled	517,745	489,036	336,570	-152,466	-31.2%
Demand	Number of psychiatric encounters scheduled	111,181	221,841	153,900	-67,941	-30.6%
Efficiency	Cost per medical sick call encounters and psychiatric encounters provided	$37.50	$41.81	$27.83	$13.98	33.4%
Expenditure						
	255 - DETENTION OPERATIONS	$ 10,810,438	$ 13,020,319	$ 13,650,440	$ (630,121)	-4.8%
	TOTAL USES	$ 10,810,438	$ 13,020,319	$ 13,650,440	$ (630,121)	-4.8%

Base Adjustments:

- A reduction in the use of registry in clinics and inpatient units will save $318,300. Less expensive full-time staff will be used instead.
- A change in the timing of Ultrasound services from twice a month at one location to once a month at two locations will decrease expenditures $20,700 without impacting inmate services.
- A reduction in the amount of lab orders not associated with symptoms or those needed to initiate treatment results in an expenditure decrease of $94,000.

Utilization Review Activity

The purpose of the Utilization Review Activity is to review requested outside services for medical necessity to ensure the most cost effective delivery of health care.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Average Number of Emergency Department Visits per 1000 ADP	20.4%	21.5%	21.8%	0.2%	1.1%
Output	Number of Hospital Days	3,217	3,254	3,362	108	3.3%
Output	Number of ER visits	2,190	2,393	2,352	-41	-1.7%
Output	Number of outside specilaty services secured	3,441	3,777	3,108	-669	-17.7%
Demand	Number of outside Specialty service requests (inmate and provider initiated)	3,567	3,873	3,893	20	0.5%
Efficiency	TBD	Not Reported	Not Reported	Not Reported		
Revenue	292 - CORRECTIONAL HEALTH GRANT	$ 248,140	$ 325,489	$ -	$ (325,489)	-100.0%
	TOTAL SOURCES	$ 248,140	$ 325,489	$ -	$ (325,489)	-100.0%
Expenditure						
	255 - DETENTION OPERATIONS	$ 303,268	$ 408,630	$ 413,883	$ (5,253)	-1.3%
	TOTAL USES	$ 303,268	$ 408,630	$ 413,883	$ (5,253)	-1.3%

The department will be developing new measures as part of the strategic business plan update process.

Health Care Management Program

The purpose of the Health Care Management Program is to provide Correctional Health Services internal and authorized external agencies the necessary associated services that assist and complement the direct administration of health care to patients incarcerated in County jails.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of licensed employees that are current in licensure	100.0%	100.0%	100.0%	0.0%	0.0%
% of Risk Management Inmate Grievances resolved without adverse outcomes	99.8%	99.3%	100.0%	0.7%	0.7%
% of Risk Management Processes filed per ADP	64.0%	168.6%	166.9%	(1.7%)	-1.0%
% of inmates/Employee with a communicable disease/significant infection per ADP	5.8%	16.9%	12.6%	(4.3%)	-25.4%
% of inmates/CHS employees exposed to a communicable disease/significant infection per ADP	1.0%	24.3%	6.2%	(18.2%)	-74.7%

Activities that comprise this program include:

- Clinical Education and Training
- Health Records
- Infection Control
- Health Risk Management

Clinical Education and Training Activity

The purpose of the Education and Training Activity is to provide an environment that encourages professional development by offering internal and external training opportunities to employees to ensure that all employees must achieve both a level of competence and compliance with continuing education credits as required by Correctional Health Services policy, state licensure or mandated by an accrediting agency such as National Center for Correctional Health Care (NCCHC).

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of licensed employees that are current in licensure	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of employees trained	563	475	773	298	62.7%
Output	Number of employees requiring licensure	Not Reported	618	618	0	0.0%
Demand	Number of employees requiring training	609	570	773	203	35.6%
Demand	Number of employees that require licensure	764	618	618	0	0.0%
Efficiency	Average cost of training per employee	$1,036.94	$891.39	$513.89	$377.50	42.3%
Expenditure						
	255 - DETENTION OPERATIONS	$ 583,800	$ 423,409	$ 397,238	$ 26,171	6.2%
	TOTAL USES	$ 583,800	$ 423,409	$ 397,238	$ 26,171	6.2%

Infection Control Activity

The purpose of the Infection Control Activity is to provide surveillance, prevention and control of communicable diseases and significant infections for Correctional Health Services staff and inmates so that measures can be implemented to minimize the incidence of infectious conditions and communicable diseases.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of inmates/Employee with a communicable disease/significant infection per ADP	5.8%	16.9%	12.6%	(4.3%)	-25.4%
Result	Percent of inmates/CHS employees exposed to a communicable disease/significant infection per ADP	1.0%	24.3%	6.2%	(18.2%)	-74.7%
Output	Number of inmates/CHS employees identified with or exposed to a communicable disease/significant infection.	96	4,482	1,690	-2,792	-62.3%
Demand	Number of inmates/CHS employees identified with a communicable disease and/or significant infection.	626	1,566	1,135	-431	-27.5%
Efficiency	Cost of CHS Infection Control per (Inmates /Employee) identified with a communicable disease and/or significant infection OR reported exposure to communicable diseases or infectious conditions	$4,698.89	$87.43	$190.97	-$103.53	-118.4%
Revenue						
	292 - CORRECTIONAL HEALTH GRANT	$ 55,677	$ 41,252	$ 32,818	$ (8,434)	-20.4%
	TOTAL SOURCES	$ 55,677	$ 41,252	$ 32,818	$ (8,434)	-20.4%
Expenditure						
	255 - DETENTION OPERATIONS	$ 392,123	$ 357,401	$ 289,916	$ 67,485	18.9%
	292 - CORRECTIONAL HEALTH GRANT	58,970	34,479	32,818	1,661	4.8%
	TOTAL USES	$ 451,093	$ 391,880	$ 322,734	$ 69,146	17.6%

Fluctuations in results are due to changes in the way the measure is calculated.

Health Records Activity

The purpose of the Health Records Activity is to provide an accurate inmate health care record to all parties requesting that information so they can continue with inmate care or utilize the information in legal proceedings.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	Number of health records pulled for requests	69,760	78,883	391,236	312,353	396.0%
Output	Number of health records pulled per day	758	216	1,072	856	396.0%
Demand	Number of health records requested	104,978	114,479	781,091	666,612	582.3%
Efficiency	Cost per health record provided	$13	$12	$2	$10	82.8%
Revenue						
	255 - DETENTION OPERATIONS	$ 3,735	$ 4,551	$ 6,500	$ 1,949	42.8%
	TOTAL SOURCES	$ 3,735	$ 4,551	$ 6,500	$ 1,949	42.8%
Expenditure						
	255 - DETENTION OPERATIONS	$ 879,393	$ 923,116	$ 789,227	$ 133,889	14.5%
	TOTAL USES	$ 879,393	$ 923,116	$ 789,227	$ 133,889	14.5%

The department will be developing new measures as part of the strategic business plan update process.

Health Risk Management Activity

The purpose of the Health Risk Management Activity is to provide trending, analysis, recommendations, interventions, and reports to Department and County management so that they can make programmatic decisions or take action to contain or reduce adverse patient outcomes and the risk of adverse legal outcomes.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Risk Management Inmate Grievances resolved without adverse outcomes	99.8%	99.3%	100.0%	0.7%	0.7%
Result	Percent of Risk Management Processes filed per ADP	64.0%	168.6%	166.9%	(1.7%)	-1.0%
Output	Number of Total External Grievances not sustained or partially sustained	191	224	186	-38	-17.0%
Demand	Total Number of grievances initiated (Initial, Institutional and External)	4,146	2,743	1,869	-874	-31.9%
Demand	Total Number of Risk Management processes initiated	20,999	15,131	10,701	-4,430	-29.3%
Efficiency	Cost cost per Number of Risk Management Processes	$21.13	$20.44	$29.68	-$9.24	-45.2%
Expenditure						
	255 - DETENTION OPERATIONS	$ 439,937	$ 309,202	$ 317,599	$ (8,397)	-2.7%
	TOTAL USES	$ 439,937	$ 309,202	$ 317,599	$ (8,397)	-2.7%

Fluctuations in results are due to changes in the way the measures are calculated.

Inmate Assessment Program

The purpose of the Inmate Assessment Program is to provide medically necessary health care to persons in County correctional facilities in order to protect the health and safety of the community.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of health service requests triaged within 24 hours	91.2%	85.0%	100.0%	15.0%	17.6%
% of telemedicine consultations per 1000 ADP	23.0%	19.8%	42.3%	22.6%	114.2%
% of receiving screening assessments accomplished within timeframes determined	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- 14-Day Health Assessment
- Health Services Request
- Receiving Screening Health Care

14-Day Health Assessment Activity

The purpose of the Inmate 14 Day Health Assessment Activity is to identify medically necessary health care for inmates so they can have constitutionally mandated access to health care.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	Number of PE completed	64,939	24,445	31,567	7,122	29.1%
Demand	The number of Inmates booked with Length of Stay greater than or equal to 4 days	76,886	59,374	65,582	6,208	10.5%
Efficiency	Cost cost per physical assessment	$54	$123	$98	$25	20.2%
Expenditure						
	255 - DETENTION OPERATIONS	$ 3,510,331	$ 3,001,405	$ 3,091,341	$ (89,936)	-3.0%
	TOTAL USES	$ 3,510,331	$ 3,001,405	$ 3,091,341	$ (89,936)	-3.0%

The department will be developing new measures as part of the strategic business plan update process.

Health Services Request Activity

The purpose of the Health Requests Activity is to identify medically necessary health care treatment and care for inmates so they can have constitutionally mandated access to health care.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of health service requests triaged within 24 hours	91.2%	85.0%	100.0%	15.0%	17.6%
Output	Number of health service requests triaged	45,508	62,718	72,938	10,220	16.3%
Demand	Number of health service requests	49,904	73,405	72,938	-467	-0.6%
Efficiency	Cost cost per health service request triaged	$21.80	$16.77	$12.65	$4.12	24.5%
Expenditure						
	255 - DETENTION OPERATIONS	$ 991,853	$ 1,051,503	$ 922,692	$ 128,811	12.3%
	TOTALUSES	$ 991,853	$ 1,051,503	$ 922,692	$ 128,811	12.3%

Receiving Screening Health Care Activity

The purpose of the Receiving Screening Health Care Activity is to identify detainees with immediate medical, dental and mental health needs prior to booking and provide necessary intervention so that arrestee is medically stable for admission to jail.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of receiving screening assessments accomplished within timeframes determined	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of telemedicine consultations per 1000 ADP	23.0%	19.8%	42.3%	22.6%	114.2%
Output	Number of Receiving Screening assessments completed	99,653	105,744	103,179	-2,565	-2.4%
Demand	Number of inmates presented at Receiving Screening	99,653	105,774	103,179	-2,595	-2.5%
Efficiency	Cost cost per Receiving Screening assessment completed	$12.08	$11.10	$9.90	$1.20	10.8%
Expenditure						
	255 - DETENTION OPERATIONS	$ 1,204,248	$ 1,174,121	$ 1,021,840	$ 152,281	13.0%
	TOTAL USES	$ 1,204,248	$ 1,174,121	$ 1,021,840	$ 152,281	13.0%

Restoration to Competency Program

The purpose of the Rule 11 Custody Restoration Program is to provide timely treatment to incompetent criminal defendants so they become able to understand the nature and object of the criminal proceedings against them or to assist in their legal defense or are found not restorable..

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Average length of stay per inmate ordered to ASH	Not Reported	2166.7%	Not Reported		
Percent of inmates found not restorable	Not Reported	0.0%	0.0%	0.0%	
% of competency determinations performed within 78 days.	68.1%	61.1%	60.8%	(0.4%)	-0.6%
% of inmates found not restorable within 15 months of the determination of incompetency	21.2%	20.5%	20.3%	(0.1%)	-0.6%
% of Rule 11 evaluations performed within program time frame	81.1%	100.0%	100.0%	0.0%	0.0%
Percent of rule 11 juvenile evaluation performed within program time frame	87.5%	0.0%	0.0%	0.0%	0.0%

Activities that comprise this program include:

- Rule 11 ASH Payment
- Rule 11 Custody Restoration
- Adult Rule 11 Evaluations
- Juvenile Competency Evaluation

ASH Activity

The purpose of the ASH Activity is to provide payments to Arizona State Hospital for mental health services rendered to Maricopa County inmates so that they can receive mandated health care.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Average length of stay per inmated ordered to ASH	Not Reported	2166.7%	Not Reported		
Result	Percent of inmates found not restorable	Not Reported	0.0%	Not Reported		
Output	Number of inmates sent to ASH	Not Reported	3	Not Reported		
Demand	Number of inmates ordered to ASH	Not Reported	3	Not Reported		
Efficiency	Cost per output	Not Reported	$18,711.33	Not Reported		

The department will be developing new measures as part of the strategic business plan update process.

Rule 11 Custody Restoration Activity

The purpose of the Rule 11 Custody Restoration Activity is to provide timely treatment to incompetent criminal defendants so they become able to understand the nature and object of the criminal proceedings against them or to assist in their legal defense or are found not restorable.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of competency determinations performed within 78 days.	68.1%	61.1%	60.8%	(0.4%)	-0.6%
Result	Percent of inmates found not restorable within 15 months of the determination of incompetency	21.2%	20.5%	20.3%	(0.1%)	-0.6%
Output	Number of inmates restored or found not restorable	326	342	344	2	0.6%
Demand	Number of inmates under orders of restoration delivered to CHS	617	594	713	119	20.0%
Efficiency	Cost cost per RTC Inmate Day		$72	$71	$1	1.2%
Efficiency	Cost per inmate treated	$5,843	$2,895	$5,687	-$2,792	-96.4%
Revenue						
	100 - GENERAL	$ -	$ 194,525		$ (194,525)	-100.0%
	TOTAL SOURCES	$ -	$ 194,525	$ -	$ (194,525)	-100.0%
Expenditure						
	100 - GENERAL	$ 1,904,801	$ 1,980,407	$ 1,956,426	$ 23,981	1.2%
	TOTAL USES	$ 1,904,801	$ 1,980,407	$ 1,956,426	$ 23,981	1.2%

Adult Rule 11 Evaluations Activity

The purpose of the Adult Rule 11 Evaluation Activity is to provide testing for criminal defendants so they can be evaluated for mental competency.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Rule 11 evaluations performed within program time frame	81.1%	100.0%	100.0%	0.0%	0.0%
Output	Number of incompetent inmates found not restorable	5	15	15	0	0.0%
Output	Number of Rule 11 competency evaluations completed	581	1,282	1,716	434	33.9%
Output	Number of inmates found competent or incompetent	581	342	1,716	1,374	401.8%
Demand	Number of Rule 11 competency evaulations ordered	624	1,691	1,843	152	9.0%
Efficiency	Cost per inmate competency evaluation	$2,385.54	$1,080.80	$776.14	$304.66	28.2%
Efficiency	Cost per Rule 11 evaluation program days	Not Reported	Not Reported	Not Reported		
Expenditure						
	100 - GENERAL	$ 1,386,000	$ 1,385,586	$ 1,331,853	$ 53,733	3.9%
	TOTAL USES	$ 1,386,000	$ 1,385,586	$ 1,331,853	$ 53,733	3.9%

Juvenile Competency Evaluation Activity

The purpose of the Juvenile Competency Evaluation Activity is to provide testing for Juvenile criminal defendants so they can be evaluated for mental competency.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of rule 11 juvenile evaluation performed within program time frame	87.5%	Not Reported	Not Repoted		
Output	Number of juveniles found competent or incompetent	16	465	427	-38	-8.2%
Output	Number of incompetent juveniles found not restorable	0	0	0	0	0.0%
Output	Number of rule 11 juvenile competency evaluation completed	16	465	427	-38	-8.2%
Demand	Number of Rule 11 juvenile competency evaluations ordered	16	465	427	-38	-8.2%
Efficiency	Cost per juvenile competency evaluation	$17,562.50	$609.07	$644.03	-$34.96	-5.7%
Efficiency	Cost per rule 11 juvenile evaluation program days	Not Reported	Not Reported	Not Reported		
Expenditure						
	100 - GENERAL	$ 281,000	$ 283,218	$ 275,000	$ 8,218	2.9%
	TOTAL USES	$ 281,000	$ 283,218	$ 275,000	$ 8,218	2.9%

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ 3,570,368**	**$**	**-**
MID-YEAR ADJUSTMENTS:				
Pima County IGA		$ 500,000	$	500,000
Nurse Market Study		6,574		-
	Subtotal	$ 506,574	$	500,000
FY 2007-08 REVISED RESTATED BUDGET		**$ 4,076,942**	**$**	**500,000**
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)		$ -	$	-
Retirement Contributions		-		-
FY 2008-09 Pay for Performance		-		-
Employee Market Compensation Adjustments		4,515		-
Pima County IGA		(500,000)		(500,000)
	Subtotal	$ (495,485)	$	(500,000)
FY 2008-09 BUDGET TARGET		**$ 3,581,457**	**$**	**-**
FY 2008-09 REQUESTED BUDGET		**$ 3,581,457**	**$**	**-**
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 3,581,457**	**$**	**-**
PERCENT CHANGE FROM TARGET AMOUNT		*0.0%*		*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 3,581,457**	**$**	**-**

Detention Fund (255)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 48,797,341**	**$ 6,500**
MID-YEAR ADJUSTMENTS:		
Social Worker Market Study	$ 65,127	$ -
Jan. 2008 Administrative Reductions	(60,000)	-
Subtotal	$ 5,127	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 48,802,468**	**$ 6,500**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Increase in Risk Management Charges	1,239,617	-
Annualization of Social Worker Market Study	55,106	-
Reallocation from General Government	981,727	-
Annualization of Jan. 2008 Administrative Reductions	(58,894)	-
Subtotal	$ 2,217,556	$ -
FY 2008-09 BUDGET TARGET	**$ 51,020,024**	**$ 6,500**
FY 2008-09 REQUESTED BUDGET	**$ 51,020,024**	**$ 6,500**
BUDGET BALANCING ADJUSTMENTS:		
Lump Sum Adjustment	$ (146,200)	$ -
Stricter Adherence to Formulary	(417,800)	-
Miscellaneous Personnel Cuts	(679,000)	-
Reduction to Registry	(318,300)	-
Reduce Ultrasound Mobile Radiology Utilization	(20,700)	-
Change Over-the-Counter Distribution Process to Eliminate Dispensing Fees	(88,800)	-
Reduce Lab Testing Costs	(94,000)	-
Eliminate Vacant Personnel Transferred from Claims Processing	(170,735)	-
Subtotal	$ (1,935,535)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 49,084,489**	**$ 6,500**
PERCENT CHANGE FROM TARGET AMOUNT	*-3.8%*	*0.0%*
NON-OPERATING		
NON-OPERATING 0001		
Transition to AHCCCS Claims Processing	$ 145,460	$ -
Subtotal	$ 145,460	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET	**$ 145,460**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 49,229,949**	**$ 6,500**

Grant Fund (292)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 351,729**	**$ 351,729**
FY 2007-08 REVISED RESTATED BUDGET	**$ 351,729**	**$ 351,729**
FY 2008-09 BUDGET TARGET	**$ 351,729**	**$ 351,729**
REQUESTED ADJUSTMENTS:		
Grant Reconciliation	$ (318,911)	$ (318,911)
Subtotal	$ (318,911)	$ (318,911)
FY 2008-09 REQUESTED BUDGET	**$ 32,818**	**$ 32,818**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 32,818**	**$ 32,818**
PERCENT CHANGE FROM TARGET AMOUNT	*-90.7%*	*-90.7%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 32,818**	**$ 32,818**

County Attorney

Analysis by Bradley Kendrex, Sr. Management & Budget Analyst

Summary

Mission

The mission of the Maricopa County Attorney's Office is to provide quality prosecution, victim services, crime prevention and legal counsel for county government on behalf of the people of Maricopa County so that they can live in a safe and well-governed community.

Vision

Citizens serving citizens by working collaboratively, efficiently and innovatively. We will be responsive to our customers while being fiscally prudent.

Strategic Goals

- **Identify and implement strategies that provide market appropriate salaries for employees, salary advancements commensurate with performance and experience, training and other employee benefits and work/personal life balance issues to reduce turnover. This is ongoing.**

  Status: The County Attorney's Office has established flexible scheduling and telecommuting programs for employees on a pilot basis. This includes a pilot 4/10 scheduling option in the Investigations Division as well as telecommuting agreements in other areas that 40 employees are participating in.

- **In order to incorporate the following information into future strategic plans, annually assess crime distribution trends, rule changes, new case law, grant funding levels, and legislative changes to determine if additional enforcement initiatives and/or prosecution programs are needed, if staffing resources and facilities are required, if changes to state statutes or court rules are needed, and analyze the need for enhanced victim services and community interaction.**

  Status: MCAO has embarked on a continuous effort to improve the use of metrics to analyze crime distribution trends and expand the variety of inputs available to discern community needs and crime trends. MCAO engages in the aggressive use of Internet resources with at least 11 active websites to educate, monitor interest and obtain feedback. MCAO maintains a presence with dozens of relevant law enforcement and social service related entities to engage in active listening exercises and provide feedback concerning the criminal justice system. From legislative processes and sub-committees to Family Advocacy Centers; Supreme Court Rulemaking processes to the Children's Action Alliance, MCAO is engaged with the Community.

  MCAO reviews and responds to approximately 1,500 emails quarterly from concerned citizens to help determine levels of community engagement in certain areas that might otherwise be unnoticed. During the past two quarters alone, MCAO produced, attended and/or supported more than 40 different events and speaking engagements. These events allow MCAO to gauge the need for additional crime prevention initiatives. MCAO has engaged in aggressive public

awareness crime prevention and education campaigns based on these assessments of community needs.

- **Reduce the percentage of non-complex criminal cases open longer than 180 days each year over the next five years while adhering to MCAO policies and procedures, quality standards, and attorney ethics.**

  Status: MCAO's internal statistical reporting continues the development of meaningful benchmarks to measures areas associated with the intake, case review and charging processes, the timing and acceptance of plea offers after case charging, and the resulting case flow in order to reduce the percentage of non-complex criminal cases open longer than 180 days. The analysis has necessarily expanded to examine the role of the other stakeholders, the public defenders and courts/judges and commissioners in achieving these goals.

  As an example, the County Attorney's Office cites that through the Regional Court Center (RCC) process, they have been able to reduce the case processing time of the typical case from 87 days to approximately 40 days.

- **Implement computer applications that will integrate existing applications internal to MCAO in order to reduce redundant data entry, ensure data integrity, improve the MCAO's ability to adhere to statutory and county mandated deadlines, and enhance management processes and reports. This includes further enhancements to CAIS and VNS. This is ongoing.**

  Status: The revision of the MCAO external websites continues and is expected to be completed by mid-2009. The work completed to-date has enhanced the MCAO websites and made them more user-friendly, in addition to making it easier to upload current data to the different sites faster. Unfortunately the budget difficulties have had a negative effect on obtaining resources to continue some software and hardware improvements.

- **Implement designated projects in accordance with the Maricopa County Integrated Criminal Justice Information System (ICJIS) strategic business plan to share case information data with other criminal justice agencies in a timely, secured manner in order to increase data integrity and reduce redundant data entry. This is ongoing.**

  Status: The County Attorney's Office has continued to participate in the ongoing maintenance and development of ICJIS projects as constrained by the ICJIS budget.

- **By 2010, reduce violent crime rate in Maricopa County by establishing a crime prevention strategy that targets prohibited possessors of firearms and domestic violence offenders; and a cold case unit to increase the number of solved homicide cases and incarcerate killers.**

  Status: Plea agreements have been toughened for violent offenders whether or not a firearm is used. The same approach has been implemented for identified gang members committing offenses and for repeat offenders as defined by objective criteria. MCAO prosecutors have also coordinated with newly active cold case detectives in many Valley law enforcement agencies. The Family Violence Unit prosecutes cases where felonies occur within the domestic violence context. These concentrated efforts in conjunction with law enforcement partners has resulted in dramatic decreases in crime rates in many FBI Classified Part 1 Crime Categories.

According to the County Attorney's Office, overall crime rates in the valley's metropolitan area have decreased 12.5% since 2004, despite the 6% increased population growth for the Valley during the same period. The overall violent crime rate per 100,000 in Maricopa County has increased slightly (2.5%) since 2004 and the overall property crime rate has decreased 14% since 2004. In addition, new MCAO policies have increased the number of defendants sent to DOC by 28.9% since 2004.

The MCAO has lobbied for numerous bills targeted at identity theft, human smuggling, meth control, crimes against unborn children, and victim's rights. Furthermore, MCAO helped abolish a law diminishing the seriousness of rape by a spouse.

- **By 2010, reduce the property crime rate in Maricopa County by establishing a crime prevention strategy that targets auto theft repeat offenders and identify theft repeat offenders.**

  Status: The County Attorney's Office has supported auto theft bills to toughen penalties for auto theft, including SB 1065, which mandated that a person convicted of a first violation who was sentenced to probation must be sent to one year in jail, and SB 1066, which mandated that a person convicted of a second or subsequent auto theft violation would not be eligible for a suspended sentence, probation or release from confinement. Neither of these bills ultimately became law, though MCAO will reportedly continue to support these bills.

  In 2008, MCAO's *Road Map to Crime Prevention* booklet was the recipient of a NACo Achievement Award. The Crime Prevention booklet includes prevention tips and current statistics on automobile theft and identity theft in Maricopa County.

  In regard to identity theft, MCAO supported HB 2745, a measure to clarify the worksite-enforcement law that was passed. HB 2745 allows MCAO to prosecute managers of businesses. It installed safeguards for companies who use the E-Verify program for new employees. MCAO also supported HB 2779 (Legal Arizona Workers Act) which prohibits employers from knowingly or intentionally hiring undocumented workers. This law was enacted in January 2008. Both of these bills work to deter identity thieves who illegally use information to gain employment.

- **By 2010, reduce the violent crime rate and property crime rate in Maricopa County by implementing an advanced crime scene investigation strategy that encompasses evidence based practices, to increase the numbers of identified suspects and resulting prosecutions; implement a methamphetamine crime prevention strategy; and create partnerships with local, state, and federal law enforcement to increase apprehension and subsequent prosecution of felons with outstanding warrants for serious crimes.**

  Status: The MCAO is participating in a Warrants Task Force, headed by the Mesa Police Department. This is a multi-agency effort to reduce the number of outstanding warrants. In addition, MCAO have participated in Fugitive Safe Surrender with the U.S. Marshall's Office to allow for the surrender of many with outstanding warrants in a safe and supportive community based environment. Over 400 persons surrendered in a 4-day period.

  Senior members of the MCAO Executive staff have participated in a review of the Phoenix Police Department crime lab processes and made recommendations regarding crime scene processing. PPD has been working within budget constraints to improve crime scene processing by crime scene techs and Detectives who have continued the practice of working in concert with MCAO Major Crimes Attorneys who remain on 24/7 call-out to crime scenes.

The MCAO launched a prescription drugs campaign this year. The *drugfreeaz* website, in addition to public service announcements and billboards, helped launch a 2-month long education campaign highlighting teen abuse of prescription drugs. An insert with prescription drug facts and statistics was also included in a revision of the MCAO's "Handy Helpful Handbook."

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
19CS - COMMUNITY SERVICES	$ 2,180,165	$ 2,313,001	$ 3,084,210	$ 2,465,576	$ 2,313,001	$ (771,209)	-25.0%
VCAC - VICTIM COMPENSATION ACTIVITY	2,180,165	2,313,001	3,084,210	2,465,576	2,313,001	(771,209)	-25.0%
19PP - PROSECUTION	$ 9,967,755	$ 7,689,587	$ 9,177,886	$ 11,480,509	$ 10,440,166	$ 1,262,280	13.8%
AUTO - AUTO THEFT PROSECUTION	230,450	230,450	312,238	151,950	230,450	(81,788)	-26.2%
CHAC - CHARGING ACTIVITY	-	582,486	655,486	669,028	774,381	118,895	18.1%
CHCK - CHECK ENFORCEMENT PROGRAM ACTV	529,013	600,000	600,000	487,895	600,000	-	0.0%
METH - METH/MAJOR DRUGS PROSECUTION	1,438,672	-	-	1,213,153	-	-	
TRLA - TRIAL ACTIVITY	6,929,706	6,170,285	7,466,046	8,183,515	8,728,969	1,262,923	16.9%
VTAA - VICTIM ASSISTANCE ACTIVITY	839,915	106,366	144,116	774,968	106,366	(37,750)	-26.2%
99AS - ADMINISTRATIVE SERVICES PROG	$ 1,021,653	$ 3,008,810	$ 3,008,810	$ 1,391,800	$ 3,758,810	$ 750,000	24.9%
ODIR - EXECUTIVE MANAGEMENT	1,021,631	3,008,810	3,008,810	1,389,834	3,758,810	750,000	24.9%
FSAC - FINANCIAL SERVICES	22	-	-	1,966	-	-	
99GV - GENERAL GOVERNMENT	$ 524,733	$ -	$ -	$ 491,830	$ -	$ -	
GGOV - GENERAL GOVERNMENT	524,733	-	-	491,830	-	-	
99IT - INFORMATION TECHNOLOGY PROGRAM	$ -	$ -	$ -	$ 28,736	$ -	$ -	
DACR - DATA CENTER	-	-	-	28,736	-	-	
TOTAL PROGRAMS	$ 13,694,306	$ 13,011,398	$ 15,270,906	$ 15,858,451	$ 16,511,977	$ 1,241,071	8.1%
USES							
19CL - CIVIL LEGAL SERVICES	$ -	$ -	$ 93,522	$ -	$ -	$ 93,522	100.0%
LAAC - LEGAL ADVICE	-	-	93,522	-	-	93,522	100.0%
19CS - COMMUNITY SERVICES	$ 2,442,851	$ 3,034,779	$ 3,148,843	$ 2,024,580	$ 3,073,071	$ 75,772	2.4%
VCAC - VICTIM COMPENSATION ACTIVITY	2,442,851	3,034,779	3,148,843	2,024,580	3,073,071	75,772	2.4%
19PP - PROSECUTION	$ 59,704,498	$ 63,331,168	$ 65,726,959	$ 67,135,597	$ 68,705,369	$ (2,978,410)	-4.5%
AUTO - AUTO THEFT PROSECUTION	1,029,228	1,804,418	1,850,234	1,974,918	2,118,114	(267,880)	-14.5%
CHAC - CHARGING ACTIVITY	7,912,696	8,086,072	8,322,091	8,801,583	8,805,107	(483,016)	-5.8%
CHCK - CHECK ENFORCEMENT PROGRAM ACTV	569,203	600,000	615,589	517,893	599,997	15,592	2.5%
IVAC - COUNTY ATTORNEY INITIATED INV	4,093,946	4,280,615	4,291,123	5,167,898	5,316,233	(1,025,110)	-23.9%
IDNT - IDENTITY THEFT PROSECUTION	1,299,004	1,461,468	1,504,964	1,692,285	1,591,887	(86,923)	-5.8%
METH - METH/MAJOR DRUGS PROSECUTION	3,051,849	3,324,525	3,359,597	3,541,220	3,463,582	(103,985)	-3.1%
TRLA - TRIAL ACTIVITY	37,633,106	38,811,556	40,751,128	40,744,556	41,920,378	(1,169,250)	-2.9%
VTAA - VICTIM ASSISTANCE ACTIVITY	4,115,465	4,962,514	5,032,233	4,695,244	4,890,071	142,162	2.8%
DEAP - DATA ENTRY ACTIVITY PERFORMED	-	-	20,785	-	-	20,785	100.0%
RETA - REPORTING/TECHNICAL ASSISTANCE	-	-	20,781	-	-	20,781	100.0%
99AS - ADMINISTRATIVE SERVICES PROG	$ 5,490,218	$ 7,184,839	$ 8,845,458	$ 5,572,747	$ 5,708,636	$ 3,136,822	35.5%
BDGT - BUDGETING	110,139	102,620	136,061	109,711	101,924	34,137	25.1%
ODIR - EXECUTIVE MANAGEMENT	4,171,746	5,154,955	6,531,172	4,259,398	4,749,210	1,781,962	27.3%
FSAC - FINANCIAL SERVICES	803,068	1,430,266	1,483,204	742,663	456,215	1,026,989	69.2%
HRAC - HUMAN RESOURCES	312,830	340,419	472,672	354,040	347,404	125,268	26.5%
PROC - PROCUREMENT	92,436	156,579	191,180	106,935	53,883	137,297	71.8%
RMGT - RISK MANAGEMENT	-	-	31,169	-	-	31,169	100.0%
99GV - GENERAL GOVERNMENT	$ -	$ 55,630	$ 207,448	$ 5,488	$ -	$ 207,448	100.0%
CSCA - CENTRAL SERVICE COST ALLOC	-	-	46,765	-	-	46,765	100.0%
GGOV - GENERAL GOVERNMENT	-	39,160	50,696	-	-	50,696	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	16,470	63,229	5,488	-	63,229	100.0%
POOL - POOLED COSTS	-	-	46,758	-	-	46,758	100.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 3,581,166	$ 3,553,077	$ 3,798,858	$ 3,909,231	$ 3,695,416	$ 103,442	2.7%
BUAS - BUSINESS APPLICATION DEVELOP	858,726	1,016,914	1,090,042	988,094	995,762	94,280	8.6%
DACR - DATA CENTER	1,233,122	1,635,451	1,668,308	1,277,144	1,183,078	485,230	29.1%
DESK - DESKTOP SUPPORT	986,680	133,042	174,083	1,069,395	988,850	(814,767)	-468.0%
ENIT - ENTERPRISE IT COLLABORATION	-	-	20,784	-	-	20,784	100.0%
GISA - GIS APPLICATION DEVELOPMENT	-	-	20,783	-	-	20,783	100.0%
HDSP - HELP DESK SUPPORT	502,638	214,212	238,672	574,598	527,726	(289,054)	-121.1%
VANS - VALUE ADDED NETWORK SERVICE	-	553,458	586,186	-	-	586,186	100.0%
INACTIVE ACTIVITIES							
DEAP - DATA ENTRY ACTIVITY PERFORMED	-	-	20,785	-	-	20,785	100.0%
RETA - REPORTING/TECHNICAL ASSISTANCE	-	-	20,781	-	-	20,781	100.0%
TOTAL PROGRAMS	$ 71,218,733	$ 77,159,493	$ 81,862,654	$ 78,647,643	$ 81,182,492	$ 680,162	0.8%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0615 - GRANTS	$ 6,142,995	$ 6,160,825	$ 8,347,333	$ 8,499,070	$ 8,347,333	$ -	0.0%
0620 - OTHER INTERGOVERNMENTAL	2,508,255	2,120,556	2,193,556	2,418,918	2,545,627	352,071	16.1%
SUBTOTAL	$ 8,651,250	$ 8,281,381	$ 10,540,889	$ 10,917,988	$ 10,892,960	$ 352,071	3.3%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 868,387	$ 868,307	$ 868,307	$ 941,488	$ 1,007,307	$ 139,000	16.0%
SUBTOTAL	$ 868,387	$ 868,307	$ 868,307	$ 941,488	$ 1,007,307	$ 139,000	16.0%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 2,886,634	$ 3,709,010	$ 3,709,010	$ 3,599,706	$ 4,459,010	$ 750,000	20.2%
SUBTOTAL	$ 2,886,634	$ 3,709,010	$ 3,709,010	$ 3,599,706	$ 4,459,010	$ 750,000	20.2%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 299,656	$ 101,000	$ 101,000	$ 330,459	$ 101,000	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	60,709	51,700	51,700	68,810	51,700	-	0.0%
SUBTOTAL	$ 360,365	$ 152,700	$ 152,700	$ 399,269	$ 152,700	$ -	0.0%
ALL REVENUES	$ 12,766,635	$ 13,011,398	$ 15,270,906	$ 15,858,451	$ 16,511,977	$ 1,241,071	8.1%
TOTAL SOURCES	$ 12,766,635	$ 13,011,398	$ 15,270,906	$ 15,858,451	$ 16,511,977	$ 1,241,071	8.1%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 44,512,358	$ 49,458,830	$ 51,573,957	$ 49,688,582	$ 48,909,881	$ 2,664,076	5.2%
0705 - TEMPORARY PAY	383,319	529,428	525,446	692,250	2,418,075	(1,892,629)	0.0%
0710 - OVERTIME	270,185	139,569	139,569	489,693	156,348	(16,779)	0.0%
0750 - FRINGE BENEFITS	12,947,070	14,849,069	15,087,507	14,813,822	14,959,974	127,533	0.8%
0790 - OTHER PERSONNEL SERVICES	629,783	258,427	562,504	1,076,615	980,170	(417,666)	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(861,947)	(861,947)	(1,213,875)	(535,247)	(959,712)	(254,163)	20.9%
0796 - PERSONNEL SERVICES ALLOC-IN	220,587	-	-	(106,115)	318,348	(318,348)	
SUBTOTAL	$ 58,101,355	$ 64,373,376	$ 66,675,108	$ 66,119,600	$ 66,783,084	$ (107,976)	-0.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,456,842	$ 1,348,786	$ 1,629,611	$ 989,523	$ 1,155,036	$ 474,575	29.1%
0803 - FUEL	73,546	70,000	70,000	83,612	88,100	(18,100)	-25.9%
0804 - NON-CAPITAL EQUIPMENT	195,539	14,436	14,436	15,943	-	14,436	100.0%
SUBTOTAL	$ 1,725,926	$ 1,433,222	$ 1,714,047	$ 1,089,078	$ 1,243,136	$ 470,911	27.5%
SERVICES							
0810 - LEGAL SERVICES	$ 786,770	$ 889,511	$ 1,350,853	$ 1,063,334	$ 1,345,711	$ 5,142	0.4%
0811 - HEALTH CARE SERVICES	2,115,370	3,185,455	3,209,040	1,913,306	3,074,155	134,885	4.2%
0812 - OTHER SERVICES	3,189,471	3,572,982	4,075,163	3,748,540	3,187,398	887,765	21.8%
0820 - RENT & OPERATING LEASES	1,202,544	1,387,103	1,387,103	1,172,531	1,238,467	148,636	0.0%
0825 - REPAIRS AND MAINTENANCE	359,288	260,700	260,700	766,707	857,095	(596,395)	-228.8%
0830 - INTERGOVERNMENTAL PAYMENTS	709,197	535,440	1,636,910	688,622	1,494,910	142,000	8.7%
0839 - INTERNAL SERVICE CHARGES	431,962	329,314	327,428	369,690	384,966	(57,538)	-17.6%
0841 - TRAVEL	221,430	147,000	147,931	221,689	413,500	(265,569)	0.0%
0842 - EDUCATION AND TRAINING	252,559	295,162	295,212	211,009	348,470	(53,258)	-18.0%
0843 - POSTAGE/FREIGHT/SHIPPING	236,358	160,600	161,531	234,103	212,400	(50,869)	(0)
0845 - SUPPORT AND CARE OF PERSONS	931,050	-	-	641,142	-	-	
0850 - UTILITIES	23,804	8,500	8,500	17,223	5,200	3,300	38.8%
SUBTOTAL	$ 10,459,802	$ 10,771,767	$ 12,860,371	$ 11,047,896	$ 12,562,272	$ 298,099	2.3%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 31,908	$ -	$ -	$ -	$ -	$ -	0.0%
0920 - CAPITAL EQUIPMENT	205,018	-	32,000	83,946	-	32,000	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	28,435	-	-	-	-	-	
0950 - DEBT SERVICE	666,288	581,128	581,128	307,123	594,000	(12,872)	-
SUBTOTAL	$ 931,649	$ 581,128	$ 613,128	$ 391,069	$ 594,000	$ 19,128	0.0%
TOTAL USES	$ 71,218,733	$ 77,159,493	$ 81,862,654	$ 78,647,643	$ 81,182,492	$ 680,162	0.8%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 60,709	$ 51,700	$ 51,700	$ 68,810	$ 51,700	$ -	0.0%
219 - COUNTY ATTORNEY GRANTS	$ 6,152,697	$ 6,160,825	$ 8,347,333	$ 8,508,679	$ 8,347,333	$ -	0.0%
SPECIAL REVENUE - GRANT	$ 6,152,697	$ 6,160,825	$ 8,347,333	$ 8,508,679	$ 8,347,333	$ -	0.0%
213 - COUNTY ATTORNEY RICO	$ 2,238,115	$ 2,000,000	$ 2,000,000	$ 2,021,964	$ 2,750,000	$ 750,000	37.5%
220 - DIVERSION	927,671	1,008,810	1,008,810	1,015,559	1,008,810	-	0.0%
221 - COUNTY ATTORNEY FILL THE GAP	1,491,050	1,483,493	1,556,493	1,680,498	1,814,388	257,895	16.6%
266 - CHECK ENFORCEMENT PROGRAM	529,013	600,000	600,000	487,895	600,000	-	0.0%
267 - CRIM JUSTICE ENHANCEMENT	2,021,548	1,566,570	1,566,570	1,844,435	1,799,746	233,176	14.9%
268 - VICTIM COMP AND ASSISTANCE	133,685	100,000	100,000	116,361	100,000	-	0.0%
269 - VICTIM COMP RESTITUTION INT	139,819	40,000	40,000	114,250	40,000	-	0.0%
SPECIAL REVENUE - OTHER	$ 7,480,901	$ 6,798,873	$ 6,871,873	$ 7,280,962	$ 8,112,944	$ 1,241,071	18.1%
TOTAL SPECIAL REVENUE	$ 13,633,597	$ 12,959,698	$ 15,219,206	$ 15,789,641	$ 16,460,277	$ 1,241,071	8.2%
TOTAL FUNDS	$ 13,694,306	$ 13,011,398	$ 15,270,906	$ 15,858,451	$ 16,511,977	$ 1,241,071	8.1%
USES							
100 - GENERAL	$ 59,674,740	$ 63,399,795	$ 65,031,852	$ 64,489,670	$ 62,837,039	$ 2,194,813	3.4%
219 - COUNTY ATTORNEY GRANTS	$ 5,970,114	$ 6,160,825	$ 8,347,333	$ 6,789,267	$ 8,347,330	$ 3	0.0%
SPECIAL REVENUE - GRANT	$ 5,970,114	$ 6,160,825	$ 8,347,333	$ 6,789,267	$ 8,347,330	$ 3	0.0%
213 - COUNTY ATTORNEY RICO	$ 1,238,098	$ 2,000,000	$ 2,750,000	$ 2,919,042	$ 2,750,000	$ -	0.0%
220 - DIVERSION	963,895	1,008,810	1,008,810	815,358	1,008,810	-	0.0%
221 - COUNTY ATTORNEY FILL THE GAP	1,250,605	1,483,493	1,622,493	1,542,582	2,314,388	(691,895)	-42.6%
266 - CHECK ENFORCEMENT PROGRAM	569,203	600,000	600,000	517,893	599,997	3	0.0%
267 - CRIM JUSTICE ENHANCEMENT	1,436,053	1,566,570	1,562,166	1,553,831	2,384,928	(822,762)	-52.7%
268 - VICTIM COMP AND ASSISTANCE	-	500,000	500,000	10,000	500,000	-	0.0%
269 - VICTIM COMP RESTITUTION INT	116,023	440,000	440,000	10,000	440,000	-	0.0%
SPECIAL REVENUE - OTHER	$ 5,573,878	$ 7,598,873	$ 8,483,469	$ 7,368,706	$ 9,998,123	$ (1,514,654)	-17.9%
TOTAL SPECIAL REVENUE	$ 11,543,993	$ 13,759,698	$ 16,830,802	$ 14,157,973	$ 18,345,453	$ (1,514,651)	-9.0%
TOTAL FUNDS	$ 71,218,733	$ 77,159,493	$ 81,862,654	$ 78,647,643	$ 81,182,492	$ 680,162	0.8%

General Adjustments

Computer Lease Payments: The cost of computer lease payments for the County Attorney's Office is being transferred from the General Fund to the Criminal Justice Enhancement Fund. This results in a decrease to the General Fund of $594,000 and an increase to the Criminal Justice Enhancement Fund of that amount.

Wells Fargo Lease Payments: A portion of the cost to lease space in the Wells Fargo building for the County Attorney's Office is being transferred from the General Fund to the Fill-the-Gap Fund. This results in a decrease to the General Fund of $500,000 and an increase to the Fill-the-Gap Fund of that amount.

Eliminate Crime Prevention Program: The County Attorney's Office has eliminated their Crime Prevention Program, with 1.0 FTE, allowing a budget reduction of $256,968.

Eliminate Various Vacant Positions: Various vacant positions are being eliminated (4.0 FTE), thus the General Fund expenditure budget is being reduced by $219,350.

Reduce Travel Budget: The County Attorney's Office is reducing spending on travel, thus the General Fund expenditure budget is being reduced by $25,000.

Reduce Supply Budget: The County Attorney's Office is reducing spending on supplies, thus the General Fund expenditure budget is being reduced by $24,925.

Programs and Activities

Community Services Program

The purpose of the Community Services Program is to provide a variety of special services and assistance to people in Maricopa County so that the office fulfills its statutory mandates.

Program Results

The department will be developing Program Result Measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Victim Compensation

Victim Compensation Activity

The purpose of the Victim Compensation Activity is to provide financial reimbursement to victims of violent crimes so that they can recover eligible crime related financial loss.

Mandates: A.R.S. §11-538 establishes that the County Attorney's Office shall, if a victim compensation fund has been established, use such funds to assist "eligible victims of crime" with medical, counseling, funeral expenses and lost wages according to the eligibility rules established by the Arizona Criminal Justice Commission.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of victims satisfied as determined by a satisfaction survey.	92.3%	91.7%	Not Reported		
Output	# of victims receiving services.	69,041	72,841	41,289	-31,552	-76.4%
Output	# of victims participating in satisfaction survey	Not Reported	599	Not Reported		
Demand	# of victims entitled to receive victim services.	69,041	72,841	41,289	-31,552	-76.4%
Efficiency	Cost per victim who received services.	$59.61	$64.46	$118.44	-$53.98	-83.7%
Revenue						
	219 - COUNTY ATTORNEY GRANTS	$ 839,915	$ 774,968	$ 106,366	$ (668,602)	-86.3%
	TOTAL SOURCES	$ 839,915	$ 774,968	$ 106,366	$ (668,602)	-86.3%
Expenditure						
	100 - GENERAL	$ 3,192,690	$ 3,744,631	$ 3,862,073	$ (117,442)	-3.1%
	219 - COUNTY ATTORNEY GRANTS	845,546	852,467	922,271	(69,804)	-8.2%
	267 - CRIM JUSTICE ENHANCEMENT	77,230	98,146	105,727	(7,581)	-7.7%
	TOTAL USES	$ 4,115,465	$ 4,695,244	$ 4,890,071	$ (194,827)	-4.1%

Civil Legal Services Program

The purpose of the Civil Legal Services Program is to provide legal advice and representation to County officers, administrators and managers so that they can manage the affairs of the County with the benefit of timely and responsive legal advice and representation.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of clients satisfied with legal advice provided as determined by a customer satisfaction survey.	Not Reported	Not Reported	100.0%		

Activities that comprise this program include:

- Legal Advice

Legal Advice Activity

The purpose of the Legal Advice Activity is to provide legal advice to County officers, administrators and managers so that they can have timely and quality advice to manage the affairs of County government.

Mandates: A.R.S. §11-532 establishes that the County Attorney's Office will provide written opinions to County officers regarding the duties of their offices. Further, the County Attorney's Office will act as legal advisor to the Board of Supervisors and represent the County in legal affairs.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of clients satisfied with legal advice provided as determined by a customer satisfaction survey.	Not Reported	Not Reported	100.0%		
Output	"# of claims, protests, lawsuits, appeals, and responses to requests for legal advice completed"	3,947	3,930	4,025	95	2.4%
Demand	# of claims, protests, lawsuits, appeals, and requests for legal advice opened.	3,664	3,933	3,737	-196	-5.2%
Efficiency	"Cost per claim, protest, lawsuit, appeal, and response to request for legal advice"	Not Reported	Not Reported	$4,108.36		

Budget Balancing Adjustment: The County Attorney General Fund revenue and expenditure budgets are being decreased by $494,221 to account for reduced retainer revenue and the subsequent reduction of 5.0 FTE allowed by the reduced workload.

Budget Balancing Adjustment: The County Attorney General Fund expenditure budget is being increased by $497,232 to fund a 5.0 FTE staff increase. This additional staff will allow for more cases to be handled internally, reducing reliance on outside counsel to handle the civil caseload.

Budget Balancing Adjustment: The County Attorney General Fund expenditure budget is being decreased by $398,449 due to the elimination of 3.5 FTE. These positions were long-term vacancies.

Restatement: Funding for the County Attorney's Office Civil Division is being restated from the County Attorney's Office (190) to the newly created County Attorney – Civil (280) budget. The restatement decreases the County Attorney's General Fund expenditure budget by $11,808,466 and revenue budget by $4,389,654, while increasing the County Attorney – Civil budget by those amounts.

Prosecution Program

The purpose of the Prosecution Program is to provide comprehensive felony, misdemeanor, delinquency and incorrigibility prosecution in the adult and juvenile courts on behalf of the people of Maricopa County so that they can be assured that justice has been served and offenders are held accountable for their criminal or delinquent acts.

Mandates: A.R.S. §11-532 establishes that the County Attorney's Office shall conduct all prosecutions in the Superior Court for public offenses committed within the county on behalf of the state.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Rate of conviction	33.5%	26.5%	Not Reported		
Percent of vehicle theft prosecutions completed within 90 days of arraignment	42.0%	37.7%	85.0%	47.2%	125.2%
Percent of vehicle theft prosecutions completed within 180 days of arraignment	78.0%	Not Reported	50.0%		
% of adult criminal cases filed within deadlines.	Not Reported	Not Reported	Not Reported		
% of juvenile cases filed within deadlines.	Not Reported	Not Reported	Not Reported		
Percent of bad check cases diverted	Not Reported	Not Reported	85.0%		
Rate of conviction	60.5%	44.2%	85.0%	40.8%	92.4%
Percent of identity theft prosecutions completed within 90 days of arraignment	15.5%	15.7%	50.0%	34.3%	217.6%
Percent of identity theft prosecutions completed within 180 days of arraignment	43.0%	Not Reported	85.0%		
Rate of conviction	52.5%	55.2%	85.0%	29.8%	53.9%
Percent of meth and major drug offenses completed within 90 days of arraignment	36.0%	26.3%	50.0%	23.7%	89.9%
Percent of meth and major drug offenses completed within 180 days of arraignment	74.0%	Not Reported	85.0%		
% of adult criminal cases completed within 180 days.	92.0%	9.2%	95.0%	85.8%	933.7%
% of juvenile cases completed within expected timeframes.	Not Reported	100.0%	Not Reported		
% of victims satisfied as determined by a satisfaction survey.	92.3%	91.7%	Not Reported		

Activities that comprise this program include:

- Auto Theft Prosecution
- Charging
- Check Enforcement Program
- Identity Theft Prosecution
- County Attorney Initiated Investigations
- Meth & Major Drug Prosecution
- Trial
- Victim Assistance

Auto Theft Prosecution Activity

The purpose of the Vehicle Theft Prosecution Activity is to prosecute persons accused of theft of motor vehicles for crime victims and the public so that offenders will receive just punishment and crime will be prevented.

Mandates: This Activity supports overall Prosecution Program mandates.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Rate of conviction	33.5%	26.5%	Not Reported		
Result	Percent of vehicle theft prosecutions completed within 90 days of arraignment	42.0%	37.7%	85.0%	47.2%	55.6%
Result	Percent of vehicle theft prosecutions completed within 180 days of arraignment	78.0%	Not Reported	50.0%		
Output	Number of vehicle thefts prosecuted	2,208	4,385	4,504	119	2.6%
Demand	Number of vehicle thefts submitted by law enforcement	3,779	7,049	7,708	659	8.5%
Efficiency	Cost per vehicle theft prosecuted	$466.14	$450.38	$470.27	-$19.89	-4.4%
Revenue						
	219 - COUNTY ATTORNEY GRANTS	$ 230,450	$ 151,950	$ 230,450	$ 78,500	51.7%
	TOTAL SOURCES	$ 230,450	$ 151,950	$ 230,450	$ 78,500	51.7%
Expenditure						
	100 - GENERAL	$ 854,863	$ 1,705,129	$ 1,819,017	$ (113,888)	-6.7%
	219 - COUNTY ATTORNEY GRANTS	174,365	269,789	299,097	(29,308)	-10.9%
	TOTAL USES	$ 1,029,228	$ 1,974,918	$ 2,118,114	$ (143,196)	-7.3%

Charging Activity

The purpose of the Vehicle Theft Prosecution Activity is to prosecute persons accused of theft of motor vehicles for crime victims and the public so that offenders will receive just punishment and crime will be prevented.

Mandates: This Activity supports overall Prosecution Program mandates.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of adult criminal cases filed within deadlines.	Not Reported	Not Reported	Not Reported		
Result	% of juvenile cases filed within deadlines.	Not Reported	Not Reported	Not Reported		
Output	# of adult criminal cases filed.	38,694	40,763	40,800	37	0.1%
Output	# of juvenile cases filed.	14,401	12,169	Not Reported		
Demand	# of adult criminal cases submitted.	52,367	53,600	55,121	1,521	2.8%
Demand	# of juvenile cases submitted and filed.	34,762	Not Reported	Not Reported		
Efficiency	Cost of adult criminal case filed	$204.49	$215.92	$215.81	$0	0.1%
Revenue						
	221 - COUNTY ATTORNEY FILL THE GAP	$ -	$ 669,028	$ 774,381	$ 105,353	15.7%
	TOTAL SOURCES	$ -	$ 669,028	$ 774,381	$ 105,353	15.7%
Expenditure						
	100 - GENERAL	$ 7,351,414	$ 8,150,186	$ 7,841,706	$ 308,480	3.8%
	219 - COUNTY ATTORNEY GRANTS	50,807	(2,219)	-	(2,219)	100.0%
	221 - COUNTY ATTORNEY FILL THE GAP	360,866	517,475	737,511	(220,036)	-42.5%
	267 - CRIM JUSTICE ENHANCEMENT	149,610	136,141	225,890	(89,749)	-65.9%
	TOTAL USES	$ 7,912,696	$ 8,801,583	$ 8,805,107	$ (3,524)	0.0%

Check Enforcement Diversion Activity

The purpose of the Check Enforcement Diversion activity is to provide recovery of monies from bad check writers and to deter the writing of bad checks through prosecution, education and the assessment of fines, so that Maricopa County residents and businesses will see successful recovery of lost monies and that offenders are held accountable.

Mandates: Recovery of damages from bad check writers is not a mandated duty of the County Attorney's Office. A.R.S. §13-1807 establishes the circumstances under which bad check issuance is considered a crime. Prosecution of criminal fraudulent check writers – a mandated duty – is not included in this Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of bad check cases diverted	Not Reported	Not Reported	85.0%		
Output	# of checks resolved through collection of restitution	8,167	Not Reported	8,330		
Demand	# of checks received into the Check Enforcement Program.	9,963	7,506	14,195	6,689	47.1%
Efficiency	Cost per check resolved through collection of restitution	$69.70	Not Reported	$72.03		
Revenue						
	266 - CHECK ENFORCEMENT PROGRAM	$ 529,013	$ 487,895	$ 600,000	$ 112,105	23.0%
	TOTAL SOURCES	$ 529,013	$ 487,895	$ 600,000	$ 112,105	23.0%
Expenditure						
	266 - CHECK ENFORCEMENT PROGRAM	$ 569,203	$ 517,893	$ 599,997	$ (82,104)	-15.9%
	TOTAL USES	$ 569,203	$ 517,893	$ 599,997	$ (82,104)	-15.9%

Identity Theft Prosecution Activity

The purpose of the Identity Theft Prosecution Activity is to provide prosecution of persons who commit ID Theft to crime victims and the public so that they can be assured that offenders will receive just punishment and crime will be prevented.

Mandates: This Activity supports overall Prosecution Program mandates.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Rate of conviction	60.5%	44.2%	85.0%	40.8%	48.0%
Result	Percent of identity theft prosecutions completed within 90 days of arraignment	15.5%	15.7%	50.0%	34.3%	68.5%
Result	Percent of identity theft prosecutions completed within 180 days of arraignment	43.0%	Not Reported	85.0%		
Output	Number of identity thefts prosecuted	1,353	2,216	2,759	543	19.7%
Demand	Number of identity thefts submitted by law enforcement	2,599	4,294	5,300	1,006	19.0%
Efficiency	Cost per identity theft prosecuted	$960.09	$763.67	$576.98	$186.69	24.4%
Expenditure						
	100 - GENERAL	$ 1,299,004	$ 1,692,285	$ 1,591,887	$ 100,398	5.9%
	TOTAL USES	$ 1,299,004	$ 1,692,285	$ 1,591,887	$ 100,398	5.9%

County Attorney Initiated Investigations Activity

The purpose of the County Attorney Initiated Investigations Activity is to provide original investigative and surveillance findings to the County Attorney and Chief Deputy so that they can determine if further legal action is needed.

Mandates: This Activity supports overall Prosecution Program mandates.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	Number of County Attorney pre-filing initiated investigative inquiries completed.	21,151	20,269	21,574	1,305	6.0%
Output	TBD					
Demand	Number of County Attorney pre-filing initiated investigative inquiries requested.	19,331	18,417	19,717	1,300	6.6%
Efficiency	Cost per investigative services request completed.	$193.56	$254.97	$246.42	$8.55	3.4%
Expenditure						
	100 - GENERAL	$ 3,991,403	$ 5,001,084	$ 5,038,381	$ (37,297)	-0.7%
	219 - COUNTY ATTORNEY GRANTS	33,199	128,904	239,023	(110,119)	-85.4%
	221 - COUNTY ATTORNEY FILL THE GAP	35,220	37,910	38,829	(919)	-2.4%
	267 - CRIM JUSTICE ENHANCEMENT	34,124	-	-		
	TOTAL USES	$ 4,093,946	$ 5,167,898	$ 5,316,233	$ (148,335)	-2.9%

Meth and Major Drug Prosecution Activity

The purpose of the Meth and Major Drug Prosecution Activity is to provide prosecution of persons who commit meth and drug crimes to crime victims and the public so they can be assured that offenders will receive just punishment and crime will be prevented.

Mandates: This Activity supports overall Prosecution Program mandates.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Rate of conviction	52.5%	55.2%	85.0%	29.8%	35.0%
Result	Percent of meth and major drug offenses completed within 90 days of arraignment	36.0%	26.3%	50.0%	23.7%	47.4%
Result	Percent of meth and major drug offenses completed within 180 days of arraignment	74.0%	Not Reported	85.0%		
Output	Number of meth and major drug offenses prosecuted	3,166	6,458	4,504	-1,954	-43.4%
Demand	Number of meth and major drug offenses submitted by law enforcement	4,276	7,811	8,723	912	10.5%
Efficiency	Cost per meth and major drug offense prosecuted	$963.94	$548.35	$769.00	-$220.66	-40.2%
Revenue						
	219 - COUNTY ATTORNEY GRANTS	$ 1,438,672	$ 1,213,153	$ -	$ (1,213,153)	-100.0%
	TOTAL SOURCES	$ 1,438,672	$ 1,213,153	$ -	$ (1,213,153)	-100.0%
Expenditure						
	100 - GENERAL	$ 1,620,313	$ 2,005,399	$ 2,011,626	$ (6,227)	-0.3%
	219 - COUNTY ATTORNEY GRANTS	1,431,536	1,535,821	1,451,956	83,865	5.5%
	TOTAL USES	$ 3,051,849	$ 3,541,220	$ 3,463,582	$ 77,638	2.2%

Trial Activity

The purpose of the Trial Activity is to provide criminal and juvenile prosecution of offenders to the people of Maricopa County so that they can live in a safer community.

Mandates: This Activity supports overall Prosecution Program mandates.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of adult criminal cases completed within 180 days.	92.0%	91.9%	95.0%	3.1%	3.3%
Result	% of juvenile cases completed within expected timeframes.	Not Reported	100.0%	Not Reported		
Output	# of adult criminal cases completed.	31,500	28,377	31,600	3,223	10.2%
Output	# of juvenile cases completed.	14,067	14,905	Not Reported		
Demand	# of adult criminal cases filed.	38,694	40,541	40,800	259	0.6%
Efficiency	Cost per adult criminal case completed.	$1,194.70	$1,435.83	$1,326.59	$109.24	7.6%
Revenue						
	100 - GENERAL	$ 60,686	$ 66,844	$ 51,700	$ (15,144)	-22.7%
	213 - COUNTY ATTORNEY RICO	2,238,115	2,021,964		(2,021,964)	-100.0%
	219 - COUNTY ATTORNEY GRANTS	1,118,307	3,238,802	5,837,516	2,598,714	80.2%
	221 - COUNTY ATTORNEY FILL THE GAP	1,491,050	1,011,470	1,040,007	28,537	2.8%
	267 - CRIM JUSTICE ENHANCEMENT	2,021,548	1,844,435	1,799,746	(44,689)	-2.4%
	TOTAL SOURCES	$ 6,929,706	$ 8,183,515	$ 8,728,969	$ 545,454	6.7%
Expenditure						
	100 - GENERAL	$ 33,460,365	$ 34,070,834	$ 33,425,209	$ 645,625	1.9%
	213 - COUNTY ATTORNEY RICO	1,238,098	2,919,042	2,000,000	919,042	31.5%
	219 - COUNTY ATTORNEY GRANTS	1,036,052	1,658,022	3,136,860	(1,478,838)	-89.2%
	221 - COUNTY ATTORNEY FILL THE GAP	797,982	932,649	1,487,621	(554,972)	-59.5%
	267 - CRIM JUSTICE ENHANCEMENT	1,100,608	1,164,009	1,870,688	(706,679)	-60.7%
	TOTAL USES	$ 37,633,106	$ 40,744,556	$ 41,920,378	$ (1,175,822)	-2.9%

Budget Balancing Adjustment: The Criminal Justice Enhancement Fund has experienced increased revenue, thus will support salaries transferred from the General Fund. This action

increases the revenue and expenditure budgets of the Criminal Justice Enhancement Fund by $233,176 and decreases the General Fund expenditure budget by that amount.

Budget Balancing Adjustment: The Fill-the-Gap Fund has experienced increased revenue, thus will support salaries transferred from the General Fund. This action increases the revenue and expenditure budgets of the Fill-the-Gap Fund by $191,895 and decreases the General Fund expenditure budget by that amount.

Victim Assistance Activity

The purpose of the Victim Assistance Activity is to provide victims' rights and victim assistance services to victims of crimes committed in Maricopa County so that they can experience a reduction in trauma, strive to feel whole again, and be informed of criminal or juvenile justice proceedings.

Mandates: This Activity supports overall Prosecution Program mandates.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	# of victim compensation claims completed.	704	750	800	50	6.3%
Demand	# of victim compensation claims received.	785	705	800	95	11.9%
Efficiency	Cost to process each victim compensation claim completed.	$3,469.96	$2,699.44	$3,841.34	-$1,141.90	-42.3%
Revenue						
	219 - COUNTY ATTORNEY GRANTS	$ 1,906,661	$ 2,234,965	$ 2,173,001	$ (61,964)	-2.8%
	268 - VICTIM COMP AND ASSISTANCE	133,685	116,361	100,000	(16,361)	-14.1%
	269 - VICTIM COMP RESTITUTION INT	139,819	114,250	40,000	(74,250)	-65.0%
	TOTAL SOURCES	$ 2,180,165	$ 2,465,576	$ 2,313,001	$ (152,575)	-6.2%
Expenditure						
	100 - GENERAL	$ 175,547	$ 161,903	$ 167,059	$ (5,156)	-3.2%
	219 - COUNTY ATTORNEY GRANTS	2,151,280	1,842,677	1,966,012	(123,335)	-6.7%
	268 - VICTIM COMP AND ASSISTANCE	-	10,000	500,000	(490,000)	-4900.0%
	269 - VICTIM COMP RESTITUTION INT	116,023	10,000	440,000	(430,000)	-4300.0%
	TOTAL USES	$ 2,442,851	$ 2,024,580	$ 3,073,071	$ (1,048,491)	-51.8%

Base Adjustment: The County Attorney's Office Victim Compensation Restitution Interest Fund non-recurring expenditure budget is being increased by $400,000 to allow expenditures from fund balance.

Base Adjustment: The County Attorney's Office Victim Compensation and Assistance Fund non-recurring expenditure budget is being increased by $400,000 to allow expenditures from fund balance.

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 70,629,513**	**$ 4,935,575**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (147,785)	$ -
Employee Market Compensation Adjustments (Admin Phase II Market Study)	1,916,263	-
Subtotal	$ 1,768,478	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 72,397,991**	**$ 4,935,575**
TARGET ADJUSTMENTS:		
Annualization of Jan. 2008 Administrative Reductions	$ (147,785)	$ -
Annualization of Employee Market Comp. Adjustments (Social Worker Market Study, $235,856; Elected Official, $1,982)	244,951	-
Annualization of Right-sizing Victim Assistance Activity	(14,436)	-
Transfer Tax Appeals budget to MCAO County Counsel	2,600,000	-
Transfer Outside Counsel budget to MCAO County Counsel	3,000,000	-
Subtotal	$ 5,682,730	$ -
FY 2008-09 BUDGET TARGET	**$ 78,080,721**	**$ 4,935,575**
FY 2008-09 REQUESTED BUDGET	**$ 78,080,721**	**$ 4,935,575**
BUDGET BALANCING ADJUSTMENTS:		
Reduce Outside Counsel usage and create additional Civil Division staff to handle caseload -- 5.0 FTE	$ (497,232)	$ -
Rightsize Civil Division staff due to reduced retainer revenue -- 5.0 FTE	(494,221)	(494,221)
Transfer salaries to Fill the Gap Fund	(191,895)	-
Transfer salaries to Criminal Justice Enhancement Fund	(233,176)	
Eliminate Civil Division positions -- 3.5 FTE	(398,449)	-
Eliminate Crime Prevention program -- 1.0 FTE	(256,968)	
Eliminate selected vacant positions -- 4.0 FTE	(219,350)	-
Reduce travel budget	(25,000)	-
Reduce supply budget	(24,925)	-
Transfer FY09 computer lease payments to the Criminal Justice Enhancement Fund	(594,000)	-
Transfer a portion of the FY08 operating lease payment for Wells Fargo office space to the County Attorney Fill the Gap Fund	(500,000)	-
Subtotal	$ (3,435,216)	$ (494,221)
FY 2008-09 TENTATIVE BUDGET:	$ 74,645,505	$ 4,441,354
RESTATEMENT:		
Restate Civil Cases Funding from County Attorney (190) to the New County Attorney Civil Office (280)	$ (11,808,466)	$ (4,389,654)
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 62,837,039**	**$ 51,700**
PERCENT CHANGE FROM TARGET AMOUNT	*-19.5%*	*-99.0%*
FY 2008-09 ADOPTED BUDGET	**$ 62,837,039**	**$ 51,700**

County Attorney's RICO Fund (213)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET	**$**	**2,000,000**	**$**	**2,000,000**
MID-YEAR ADJUSTMENTS:				
One-time expenditures from fund balance	$	750,000	$	-
FY 2007-08 REVISED RESTATED BUDGET	**$**	**2,750,000**	**$**	**2,000,000**
TARGET ADJUSTMENTS:				
One-time expenditures from fund balance	$	(750,000)	$	-
FY 2008-09 BUDGET TARGET	**$**	**2,000,000**	**$**	**2,000,000**
REQUESTED ADJUSTMENTS:				
Requested Expenditures Above Target	$	750,000	$	-
Requested Revenues Above Target				750,000
Subtotal	$	750,000	$	750,000
FY 2008-09 REQUESTED BUDGET	**$**	**2,750,000**	**$**	**2,750,000**
FY 2008-09 ADOPTED OPERATING BUDGET	**$**	**2,750,000**	**$**	**2,750,000**
PERCENT CHANGE FROM TARGET AMOUNT		*37.5%*		*37.5%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$**	**2,750,000**	**$**	**2,750,000**

County Attorney's Grants Fund (219)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 6,160,825**	**$ 6,160,825**
MID-YEAR ADJUSTMENTS:		
Grant Reconciliation	$ 2,186,508	$ 2,186,508
FY 2007-08 REVISED RESTATED BUDGET	**$ 8,347,333**	**$ 8,347,333**
FY 2008-09 BUDGET TARGET	**$ 8,347,333**	**$ 8,347,333**
FY 2008-09 REQUESTED BUDGET	**$ 8,347,333**	**$ 8,347,333**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 8,347,333**	**$ 8,347,333**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 8,347,333**	**$ 8,347,333**

Diversion Fund (220)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 1,008,810**	**$ 1,008,810**
FY 2007-08 REVISED RESTATED BUDGET	**$ 1,008,810**	**$ 1,008,810**
FY 2008-09 BUDGET TARGET	**$ 1,008,810**	**$ 1,008,810**
FY 2008-09 REQUESTED BUDGET	**$ 1,008,810**	**$ 1,008,810**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 1,008,810**	**$ 1,008,810**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 1,008,810**	**$ 1,008,810**

Fill-the-Gap Fund (221)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 1,483,493**	**$ 1,483,493**
MID-YEAR ADJUSTMENTS:		
Adjustment for increased Fill the Gap revenues	$ 139,000	$ 139,000
FY 2007-08 REVISED RESTATED BUDGET	**$ 1,622,493**	**$ 1,622,493**
FY 2008-09 BUDGET TARGET	**$ 1,622,493**	**$ 1,622,493**
FY 2008-09 REQUESTED BUDGET	**$ 1,622,493**	**$ 1,622,493**
BASE ADJUSTMENTS:		
Transfer a portion of the FY08 operating lease payment for Wells Fargo office space from General Fund (use fund balance for operating)	$ 500,000	$ -
BUDGET BALANCING ADJUSTMENTS:		
Revenue increase and salary transfer from General Fund	$ 191,895	$ 191,895
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 2,314,388**	**$ 1,814,388**
PERCENT CHANGE FROM TARGET AMOUNT	*42.6%*	*11.8%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 2,314,388**	**$ 1,814,388**

Check Enforcement Fund (266)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 600,000**	**$ 600,000**
FY 2007-08 REVISED RESTATED BUDGET	**$ 600,000**	**$ 600,000**
FY 2008-09 BUDGET TARGET	**$ 600,000**	**$ 600,000**
FY 2008-09 REQUESTED BUDGET	**$ 600,000**	**$ 600,000**
BASE ADJUSTMENTS:		
Budget Balancing Adjustment	$ (3)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 599,997**	**$ 600,000**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 599,997**	**$ 600,000**

Criminal Justice Enhancement Fund (267)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 1,566,570**	**$ 1,566,570**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (4,404)	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 1,562,166**	**$ 1,566,570**
TARGET ADJUSTMENTS:		
Annualization of Jan. 2008 Administrative Reductions	$ (4,404)	$ -
FY 2008-09 BUDGET TARGET	**$ 1,557,762**	**$ 1,566,570**
FY 2008-09 REQUESTED BUDGET	**$ 1,557,762**	**$ 1,566,570**
BASE ADJUSTMENTS:		
Transfer FY09 computer lease payments from General Fund (use fund balance for operating)	$ 594,000	$ -
BUDGET BALANCING ADJUSTMENTS:		
Revenue increase and salary transfer from General Fund	$ 233,176	$ 233,176
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 2,384,938**	**$ 1,799,746**
PERCENT CHANGE FROM TARGET AMOUNT	*53.1%*	*14.9%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 2,384,938**	**$ 1,799,746**

Victim Compensation and Assistance Fund (268)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 500,000**	**$ 100,000**
FY 2007-08 REVISED RESTATED BUDGET	**$ 500,000**	**$ 100,000**
TARGET ADJUSTMENTS:		
One-time expenditures from fund balance	$ (400,000)	$ -
FY 2008-09 BUDGET TARGET	**$ 100,000**	**$ 100,000**
FY 2008-09 REQUESTED BUDGET	**$ 100,000**	**$ 100,000**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 100,000**	**$ 100,000**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
NON-OPERATING		
NON-OPERATING 0001		
Requested expenditures from fund balance	$ 400,000	$ -
FY 2008-09 RECOMMENDED NON-OPERATING BUDGET	**$ 400,000**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 500,000**	**$ 100,000**

Victim Compensation Restitution Interest Fund (269)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 440,000**	**$ 40,000**
FY 2007-08 REVISED RESTATED BUDGET	**$ 440,000**	**$ 40,000**
TARGET ADJUSTMENTS:		
One-time expenditures from fund balance	$ (400,000)	$ -
FY 2008-09 BUDGET TARGET	**$ 40,000**	**$ 40,000**
FY 2008-09 REQUESTED BUDGET	**$ 40,000**	**$ 40,000**
FY 2008-09 RECOMMENDED OPERATING BUDGET	**$ 40,000**	**$ 40,000**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
NON-OPERATING		
NON-OPERATING 0001		
Requested expenditures from fund balance	$ 400,000	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET	**$ 400,000**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 440,000**	**$ 40,000**

County Attorney - Civil

Analysis by Bradley Kendrex, Sr. Management & Budget Analyst

Summary

Mission

The mission of the Maricopa County Attorney's Office is to provide quality prosecution, victim services, crime prevention and legal counsel for county government on behalf of the people of Maricopa County so that they can live in a safe and well-governed community.

Vision

Citizens serving citizens by working collaboratively, efficiently and innovatively. We will be responsive to our customers while being fiscally prudent.

Strategic Goals

- **Identify and implement strategies that provide market appropriate salaries for employees, salary advancements commensurate with performance and experience, training and other employee benefits and work/personal life balance issues to reduce turnover. This is ongoing.**

  Status: The County Attorney's Office has established flexible scheduling and telecommuting programs for employees on a pilot basis. This includes a pilot 4/10 scheduling option in the Investigations Division as well as telecommuting agreements in other areas that 40 employees are participating in.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
19CL - CIVIL LEGAL SERVICES	$ 4,897,835	$ 4,883,875	$ 4,883,875	$ 4,804,923	$ 2,869,451	$ (2,014,424)	-41.2%
LAAC - LEGAL ADVICE	4,897,835	4,883,875	4,883,875	4,804,923	2,869,451	(2,014,424)	-41.2%
TOTAL PROGRAMS	$ 4,897,835	$ 4,883,875	$ 4,883,875	$ 4,804,923	$ 2,869,451	$ (2,014,424)	-41.2%
USES							
19CL - CIVIL LEGAL SERVICES	$ 10,139,762	$ 9,629,718	$ 9,766,139	$ 10,696,298	$ 15,915,927	$ (6,149,788)	-63.0%
LAAC - LEGAL ADVICE	10,139,762	9,629,718	9,766,139	10,696,298	15,915,927	(6,149,788)	-63.0%
12PA - PROPERTY ASSESSMENT	$ 2,437,618	$ 2,600,000	$ 2,600,000	$ 3,000,000	$ -	$ 2,600,000	100.0%
REAL - REAL PROPERTY CHARACTERISTICS	2,437,618	2,600,000	2,600,000	3,000,000	-	2,600,000	100.0%
19PP - PROSECUTION	$ -	$ -	$ -	$ 1,760	$ -	$ -	
VTAA - VICTIM ASSISTANCE ACTIVITY	-	-	-	1,760	-	-	
TOTAL PROGRAMS	$ 12,577,379	$ 12,229,718	$ 12,366,139	$ 13,698,058	$ 15,915,927	$ (3,549,788)	-28.7%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ 129,798	$ 529,076	$ 529,076	$ 130,443	$ 529,076	$ -	0.0%
SUBTOTAL	$ 129,798	$ 529,076	$ 529,076	$ 130,443	$ 529,076	$ -	0.0%
CHARGES FOR SERVICE							
0636 - INTERNAL SERVICE CHARGES	$ 4,768,037	$ 4,354,799	$ 4,354,799	$ 4,674,480	$ 2,340,375	$ (2,014,424)	-46.3%
SUBTOTAL	$ 4,768,037	$ 4,354,799	$ 4,354,799	$ 4,674,480	$ 2,340,375	$ (2,014,424)	-46.3%
ALL REVENUES	$ 4,897,835	$ 4,883,875	$ 4,883,875	$ 4,804,923	$ 2,869,451	$ (2,014,424)	-41.2%
TOTAL SOURCES	$ 4,897,835	$ 4,883,875	$ 4,883,875	$ 4,804,923	$ 2,869,451	$ (2,014,424)	-41.2%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 4,514,424	$ 4,925,720	$ 5,044,957	$ 4,616,921	$ 4,958,259	$ 86,698	1.7%
0705 - TEMPORARY PAY	1,082	1,933	1,933	31,279	-	1,933	0.0%
0710 - OVERTIME	2,908	2,878	2,878	1,759	-	2,878	0.0%
0750 - FRINGE BENEFITS	1,253,665	1,402,358	1,413,340	1,296,335	1,386,550	26,790	1.9%
0790 - OTHER PERSONNEL SERVICES	58,010	5,000	11,290	72,151	8,988	2,302	0.0%
0796 - PERSONNEL SERVICES ALLOC-IN	643,360	641,360	641,360	641,362	641,364	(4)	0.0%
SUBTOTAL	$ 6,473,448	$ 6,979,249	$ 7,115,758	$ 6,659,807	$ 6,995,161	$ 120,597	1.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 236,138	$ 77,833	$ 77,745	$ 166,932	$ 117,996	$ (40,251)	-51.8%
0804 - NON-CAPITAL EQUIPMENT	7,900	-	-	-	-	-	
SUBTOTAL	$ 244,039	$ 77,833	$ 77,745	$ 166,932	$ 117,996	$ (40,251)	-51.8%
SERVICES							
0810 - LEGAL SERVICES	$ 4,047,525	$ 3,273,536	$ 3,273,536	$ 4,529,744	$ 8,718,008	$ (5,444,472)	-166.3%
0811 - HEALTH CARE SERVICES	36	-	-	-	-	-	
0812 - OTHER SERVICES	36,112	95,240	95,240	77,591	4,014	91,226	95.8%
0820 - RENT & OPERATING LEASES	119,730	20,000	20,000	118,610	47,748	(27,748)	0.0%
0825 - REPAIRS AND MAINTENANCE	24,612	4,300	4,300	11,579	4,000	300	7.0%
0839 - INTERNAL SERVICE CHARGES	1,543,165	1,727,664	1,727,664	2,097,749	-	1,727,664	100.0%
0841 - TRAVEL	7,054	1,500	1,500	2,418	-	1,500	0.0%
0842 - EDUCATION AND TRAINING	26,388	29,000	29,000	13,795	15,000	14,000	48.3%
0843 - POSTAGE/FREIGHT/SHIPPING	19,091	7,700	7,700	15,269	14,000	(6,300)	(1)
SUBTOTAL	$ 5,823,714	$ 5,158,940	$ 5,158,940	$ 6,866,755	$ 8,802,770	$ (3,643,830)	-70.6%
CAPITAL							
0950 - DEBT SERVICE	$ 36,178	$ 13,696	$ 13,696	$ 4,564	$ -	$ 13,696	-
SUBTOTAL	$ 36,178	$ 13,696	$ 13,696	$ 4,564	$ -	$ 13,696	0.0%
TOTAL USES	$ 12,577,379	$ 12,229,718	$ 12,366,139	$ 13,698,058	$ 15,915,927	$ (3,549,788)	-28.7%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 4,897,835	$ 4,883,875	$ 4,883,875	$ 4,804,923	$ 2,869,451	$ (2,014,424)	-41.2%
TOTAL FUNDS	$ 4,897,835	$ 4,883,875	$ 4,883,875	$ 4,804,923	$ 2,869,451	$ (2,014,424)	-41.2%
USES							
100 - GENERAL	$ 12,577,379	$ 12,229,718	$ 12,366,139	$ 13,698,058	$ 15,915,927	$ (3,549,788)	-28.7%
TOTAL FUNDS	$ 12,577,379	$ 12,229,718	$ 12,366,139	$ 13,698,058	$ 15,915,927	$ (3,549,788)	-28.7%

Programs and Activities

Civil Legal Services Program

The purpose of the Civil Legal Services Program is to provide legal advice and representation to County officers, administrators and managers so that they can manage the affairs of the County with the benefit of timely and responsive legal advice and representation.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of clients satisfied with legal advice provided as determined by a customer satisfaction survey.	Not Reported	Not Reported	100.0%		

Activities that comprise this program include:

- Legal Advice

Legal Advice Activity

The purpose of the Legal Advice Activity is to provide legal advice to county officers, administrators and managers so that they can have timely and quality advice to manage the affairs of county government.

Mandates: A.R.S. §11-532 establishes that the County Attorney's Office will provide written opinions to County officers regarding the duties of their offices. Further, the County Attorney's Office will act as legal advisor to the Board of Supervisors and represent the County in legal affairs.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of clients satisfied with legal advice provided as determined by a customer satisfaction survey.	Not Reported	Not Reported	100.0%		
Output	"# of claims, protests, lawsuits, appeals, and responses to requests for legal advice completed"	3,947	3,930	4,025	95	2.4%
Demand	# of claims, protests, lawsuits, appeals, and requests for legal advice opened.	3,664	3,933	3,737	-196	-5.2%
Efficiency	"Cost per claim, protest, lawsuit, appeal, and response to request for legal advice"	Not Reported	Not Reported	$4,108.36		
Revenue						
	100 - GENERAL	$ 4,897,835	$ 4,804,923	$ 2,869,451	$ (1,935,472)	-40.3%
	TOTAL SOURCES	$ 4,897,835	$ 4,804,923	$ 2,869,451	$ (1,935,472)	-40.3%
Expenditure						
	100 - GENERAL	$ 6,966,746	$ 10,696,298	$ 15,915,927	$ (5,219,629)	-48.8%
	TOTAL USES	$ 6,966,746	$ 10,696,298	$ 15,915,927	$ (5,219,629)	-48.8%

Restatement: Funding for the County Attorney's Office Civil Division is being restated from the County Attorney's Office (190) to the newly created County Attorney – Civil (280) budget. The restatement decreases the County Attorney's budget by $11,808,466 and increases the County Attorney – Civil budget by that amount.

Restatement: Funding for Outside Counsel – used in cases where the County Attorney's Office has a conflict in an issue – is being restated from Non-Departmental (470) to County Attorney – Civil (280). The restatement decreases the Non-Departmental budget by $3,000,000 and increases the County Attorney – Civil budget by that amount.

Restatement: Funding for Tax Appeals cases is being restated from Non-Departmental (470) to County Attorney – Civil (280). The restatement decreases the Non-Departmental budget by $207,461 and increases the County Attorney – Civil budget by that amount.

Restatement: The County Attorney – Civil General Fund is being increased by $900,000 to fund the increasing cost and volume of tax appeals cases that are being handled.

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ -**	**$ -**
FY 2007-08 REVISED RESTATED BUDGET	**$ -**	**$ -**
FY 2008-09 BUDGET TARGET	**$ -**	**$ -**
FY 2008-09 REQUESTED BUDGET	**$ -**	**$ -**
FY 2008-09 TENTATIVE BUDGET:	$ -	$ -
RESTATEMENT:		
Restate Civil Cases Funding from County Attorney (190)	$ 11,808,466	$ 2,869,451
Restate Tax Appeals budget from Non-Departmental	207,461	-
Restate Outside Counsel budget from Non-Departmental	3,000,000	-
Tax Appeals Funding Increase	900,000	-
Subtotal	$ 15,915,927	$ 2,869,451
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 15,915,927**	**$ 2,869,451**
FY 2008-09 ADOPTED BUDGET	**$ 15,915,927**	**$ 2,869,451**

Call Center

Analysis by Julia Smith, Management & Budget Analyst

Summary

Mission

The Mission of the Call Center is to provide information with accuracy and courtesy to callers of the Treasurer, Assessor, Recorder, Elections and the Clerk of the Superior Court offices so they can conduct their business with the County confidently and conveniently.

Vision

The vision of the Call Center is to increase efficiency by expanding the information available on the 24-hr automated system.

Strategic Goals

- **Annually, the Call Center will maintain customer service at above the 90% composite level of customer service satisfaction as measured by Research and Reporting.**

  Status: The 2008 Customer Satisfaction Survey Composite measure was 92%.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
EXPENDITURES							
14SC - STAR CENTER	$ 1,575,421	$ 1,630,710	$ 1,634,784	$ 1,729,277	$ 1,627,271	$ 7,513	0.5%
TELE - CUSTOMER SERVICE TELEPHONE	1,575,421	1,630,710	1,634,784	1,729,277	1,627,271	7,513	0.5%
99AS - ADMINISTRATIVE SERVICES	$ 14,047	$ 122,800	$ 122,800	$ 1,217	$ 919	$ 121,881	99.3%
ODIR - EXECUTIVE MANAGEMENT	8,756	122,300	122,300	139	419	121,881	99.7%
HRAC - HUMAN RESOURCES	5,290	500	500	1,078	500	-	0.0%
99GV - GENERAL GOVERNMENT	$ 3,534	$ 5,624	$ 5,624	$ 1,872	$ -	$ 5,624	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	3,534	5,624	5,624	1,872	-	5,624	100.0%
TOTAL PROGRAMS	$ 1,593,002	$ 1,759,134	$ 1,763,208	$ 1,732,366	$ 1,628,190	$ 135,018	7.7%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 1,061,208	$ 1,108,527	$ 1,113,557	$ 1,120,700	$ 1,096,642	$ 16,915	1.5%
0705 - TEMPORARY PAY	37,162	44,520	41,665	35,135	11,307	30,358	0.0%
0710 - OVERTIME	(2,484)	11,000	11,000	16,350	5,000	6,000	0.0%
0750 - FRINGE BENEFITS	377,709	412,849	414,748	413,278	404,201	10,547	2.5%
0790 - OTHER PERSONNEL SERVICES	11,610	6,811	6,811	7,114	-	6,811	0.0%
SUBTOTAL	$ 1,485,205	$ 1,583,707	$ 1,587,781	$ 1,592,577	$ 1,517,150	$ 70,631	4.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 18,198	$ 10,773	$ 10,773	$ 8,410	$ 9,463	$ 1,310	12.2%
SUBTOTAL	$ 18,198	$ 10,773	$ 10,773	$ 8,410	$ 9,463	$ 1,310	12.2%
SERVICES							
0812 - OTHER SERVICES	$ 52,078	$ 94,930	$ 94,930	$ 107,860	$ 29,971	$ 64,959	68.4%
0820 - RENT & OPERATING LEASES	1,692	1,692	1,692	844	1,692	-	0.0%
0825 - REPAIRS AND MAINTENANCE	1,111	276	276	124	1,296	(1,020)	-369.6%
0839 - INTERNAL SERVICE CHARGES	3,749	6,293	6,293	4,487	7,149	(856)	-13.6%
0841 - TRAVEL	-	-	-	49	-	-	0.0%
0842 - EDUCATION AND TRAINING	23	750	750	650	700	50	6.7%
0843 - POSTAGE/FREIGHT/SHIPPING	1,291	100	100	66	156	(56)	-56.0%
SUBTOTAL	$ 59,944	$ 104,041	$ 104,041	$ 114,080	$ 40,964	$ 63,077	60.6%
OTHER FINANCING USES							
CAPITAL							
0950 - DEBT SERVICE	$ 29,655	$ 60,613	$ 60,613	$ 17,299	$ 60,613	$ -	0.0%
SUBTOTAL	$ 29,655	$ 60,613	$ 60,613	$ 17,299	$ 60,613	$ -	0.0%
TOTAL USES	$ 1,593,002	$ 1,759,134	$ 1,763,208	$ 1,732,366	$ 1,628,190	$ 135,018	7.7%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
100 – GENERAL	$ 1,593,002	$ 1,759,134	$ 1,763,208	$ 1,732,366	$ 1,628,190	$ 135,018	7.7%
TOTAL FUNDS	$ 1,593,002	$ 1,759,134	$ 1,763,208	$ 1,732,366	$ 1,628,190	$ 135,018	7.7%

Programs and Activities

Call Center Program

The purpose of the Call Center is to provide an immediate information bridge for the residents of Maricopa County so that the caller and the customer agent can identify and define the issue or problem and either solve the problem or recommend a course of action in a single telephone call.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of calls answered within 30 seconds	Not Reported	80.4%	80.4%	0.0%	0.0%

Activities that comprise this program include:

- Customer Service Telephone

Customer Service Telephone Activity

The purpose of the Customer Service Telephone activity is to provide information to residents of Maricopa County so they can make accurate, timely, and informed decisions with a single telephone call.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of calls answered within 30 seconds	Not Reported	80.4%	80.4%	0.0%	0.0%
Output	Number of calls answered within 30 seconds	884,457	884,457	884,457	-	0.0%
Demand	Number of calls projected to be offered	1,105,592	1,105,592	1,105,592	-	0.0%
Efficiency	Average cost of a call answered	Not Reported	$ 1.57	$ 1.48	$ 0.09	5.9%
Expenditure						
	100 - GENERAL	$ 1,575,421	$ 1,729,277	$ 1,627,271	$ 102,006	5.9%
	TOTAL USES	$ 1,575,421	$ 1,729,277	$ 1,627,271	$ 102,006	5.9%

The cost of providing Telephone Customer Service decreased by $.09 per call comparing the FY 2008 forecast to the FY 2009 adopted budget.

Contract and County temporary personnel: The Call Center reduced their budget by $116,948 by eliminating temporary personnel costs.

General Supplies: The Call Center reduced their General Supply budget by $5,000.

Reduction of Overtime: The Call Center reduced their budget by decreasing overtime in the amount of $10,000.

Appropriated Budget Reconciliation

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 1,759,134**	**$ -**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (3,070)	$ -
Employee Market Compensation Adjustments (Admin Phase II Market Study)	7,144	-
Subtotal	$ 4,074	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 1,763,208**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Annualization of Jan. 2008 Administrative Reductions	(3,070)	-
Subtotal	$ (3,070)	$ -
FY 2008-09 BUDGET TARGET	**$ 1,760,138**	**$ -**
BUDGET BALANCING ADJUSTMENTS:		
Elimination of funding for County Temporary Personnel	$ (29,299)	$ -
Reduction of funding for Overtime	(10,000)	-
Reduction of Supplies	(5,000)	-
Elimination of funding for Contracted Personnel Services	(87,649)	-
Subtotal	$ (131,948)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 1,628,190**	**$ -**
PERCENT CHANGE FROM TARGET AMOUNT	*-7.5%*	
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 1,628,190**	**$ -**

County Manager

Analysis by Tara Acuna, Management & Budget Analyst

Summary

Mission

The mission of the County Manager's Office is to provide leadership and direction for county departments and agencies so that they can deliver services countywide to residents of Maricopa County.

Vision

To manage, lead, and direct countywide services. This includes managing the continued financial stabilization plan, responding to citizenry and meeting public needs, providing leadership for county initiatives, initiating program development, and implementation in response to policy direction set by the Board of Supervisors, coordinating county issues which have regional impact, providing leadership related to county legislative initiatives and intergovernmental issues, and providing information to employees and the public concerning county activities. To assist the Board of Supervisors in every way possible in meeting the challenges facing the County in the years ahead. These include the efficient responsive provision of services, sound financial planning, growth management, and insightful policy recommendations.

Strategic Goals

- **Establish a comprehensive public outreach and communication plan to increase the County's effectiveness in communicating about the services it provides so that by September 30, 2008, the percentage of citizens who rate the County's communication effectiveness as poor in the Annual Population Satisfaction Survey will have decreased to 10% or less.**

  Status: The County Manager's Office continues to work toward this goal.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	
							%
EXPENDITURES							
99AS - ADMINISTRATIVE SERVICES	$ 1,681,957	$ 1,424,999	$ 1,427,915	$ 1,482,910	$ 1,427,473	$ (1,427,915)	-100.0%
BDGT - BUDGETING	986	-	-	-	-	-	0.0%
ODIR - EXECUTIVE MANAGEMENT	1,669,480	1,424,999	1,427,915	1,482,910	1,427,473	(442)	0.0%
FSAC - FINANCIAL SERVICES	1,617	-	-	-	-	-	0.0%
PROC - PROCUREMENT	9,874	-	-	-	-	-	0.0%
99GV - GENERAL GOVERNMENT	$ -	$ 14,174	$ 14,174	$ 2,178	$ 2,495	$ (11,679)	-82.4%
ISFC - INTERNAL SERVICE FUND CHARGES	-	14,174	14,174	2,178	2,495	(11,679)	-82.4%
TOTAL PROGRAMS	$ 1,681,957	$ 1,439,173	$ 1,442,089	$ 1,485,088	$ 1,429,968	$ (12,121)	-0.8%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 1,205,945	$ 958,342	$ 961,256	$ 1,027,429	$ 1,006,629	$ (45,373)	-4.7%
0705 - TEMPORARY PAY	7,039	-	13,005	2,550	17,748	(4,743)	0.0%
0710 - OVERTIME	120	-	-	-	-	-	0.0%
0750 - FRINGE BENEFITS	287,842	261,633	262,630	268,299	269,859	(7,229)	-2.8%
0790 - OTHER PERSONNEL SERVICES	816	-	-	-	-	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	(66,327)	-	-	
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	953	-	-	
SUBTOTAL	$ 1,501,761	$ 1,219,975	$ 1,236,891	$ 1,232,904	$ 1,294,236	$ (57,345)	-4.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 13,424	$ 7,000	$ 7,000	$ 1,867	$ 8,038	$ (1,038)	-14.8%
0804 - NON-CAPITAL EQUIPMENT	1,811	-	-	-	-	-	
SUBTOTAL	$ 15,234	$ 7,000	$ 7,000	$ 1,867	$ 8,038	$ (1,038)	-14.8%
SERVICES							
0812 - OTHER SERVICES	$ 138,613	$ 186,485	$ 172,485	$ 229,240	$ 100,722	$ 71,763	41.6%
0820 - RENT & OPERATING LEASES	-	-	-	-	1,540	(1,540)	0.0%
0825 - REPAIRS AND MAINTENANCE	-	541	541	-	-	541	100.0%
0839 - INTERNAL SERVICE CHARGES	7,252	14,195	14,195	6,422	4,992	9,203	64.8%
0841 - TRAVEL	5,272	-	-	6,021	13,000	(13,000)	0.0%
0842 - EDUCATION AND TRAINING	5,594	9,497	9,497	3,890	-	9,497	100.0%
0843 - POSTAGE/FREIGHT/SHIPPING	927	442	442	1,332	1,440	(998)	(2)
SUBTOTAL	$ 157,658	$ 211,160	$ 197,160	$ 246,905	$ 121,694	$ 75,466	38.3%
CAPITAL							
0950 - DEBT SERVICE	7,304	1,038	1,038	3,412	6,000	(4,962)	-
SUBTOTAL	$ 7,304	$ 1,038	$ 1,038	$ 3,412	$ 6,000	$ (4,962)	0.0%
TOTAL USES	$ 1,681,957	$ 1,439,173	$ 1,442,089	$ 1,485,088	$ 1,429,968	$ 12,121	0.8%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
100 - GENERAL	$ 1,681,957	$ 1,439,173	$ 1,442,089	$ 1,485,088	$ 1,429,968	$ 12,121	0.8%
TOTAL FUNDS	$ 1,681,957	$ 1,439,173	$ 1,442,089	$ 1,485,088	$ 1,429,968	$ 12,121	0.8%

General Adjustments

Budget Balancing Reduction ($31,500): Reduce participation in the National Urban Fellow Program.

Budget Balancing Reduction ($16,000): Eliminate part-time Marvin Andrews Fellow.

Budget Balancing Reduction ($95,328): Eliminated the Diversity Director position. Duties of the Diversity Director are being covered by other staff members so there will not be a direct impact to this program.

Budget Balancing Reduction ($14,000): Eliminated one Legislative Intern Position.

Budget Balancing Reduction $50,966: The transfer of the Constable administrative position at a reduced FTE was an overall savings to the County general fund ($10,576). The position will provide administrative support and oversight for operations reporting to the County Manager's Office.

Appropriated Budget Reconciliation

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET	**$**	**2,342,668**	**$**	**-**
MID-YEAR ADJUSTMENTS:				
Jan. 2008 Administrative Reductions	$	(58,662)	$	-
Employee Market Compensation Adjustment (Public Information Market Study)		12,212		-
Employee Market Compensation Adjustment (Admin Phase II Market Study)		3,812		-
Subtotal	$	(42,638)	$	-
FY 2007-08 REVISED RESTATED BUDGET	**$**	**2,300,030**	**$**	**-**
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)	$	-	$	-
Retirement Contributions		-		-
FY 2008-09 Pay for Performance		-		-
Employee Market Compensation Adjustment		31,892		-
County Manager to Communications		(796,092)		-
Subtotal	$	(764,200)	$	-
FY 2008-09 BUDGET TARGET	**$**	**1,535,830**	**$**	**-**
FY 2008-09 REQUESTED BUDGET	**$**	**1,535,830**	**$**	**-**
BUDGET BALANCING ADJUSTMENTS:				
Eliminate Diversity Director Position	$	(95,328)	$	-
Reduce National Urban Fellows Program		(31,500)		-
Eliminate ASU/MPA Marvin Andrews Fellow		(16,000)		-
Eliminate Legislative Intern		(14,000)		-
Transfer Constables Executive Assistant		61,542		-
Reduce Constables Executive Assistant to 80% FTE		(10,576)		-
Subtotal	$	(105,862)	$	-
FY 2008-09 ADOPTED OPERATING BUDGET	**$**	**1,429,968**	**$**	**-**
PERCENT CHANGE FROM TARGET AMOUNT		*-6.9%*		*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$**	**1,429,968**	**$**	**-**

Elections

Analysis by Julia Smith, Management & Budget Analyst

Summary

Mission

The mission of the Elections Department is to provide access to the electoral process for citizens and candidates so they have equal access and may readily participate in elections.

Vision

The vision of the Elections Department is a County in which citizens may vote, initiate petitions, and run for office confident that every effort was made to: educate them about election laws and procedures, remove barriers to participation, provide equal access, and assure the integrity of elections.

Strategic Goals

- **By September 30, 2008, increase the percentage of early votes to 55% as compared to 49.1% for the November 2006 General Election.**

  Status: The Primary Election held on November 2, 2008, had a 21.53% voter turnout. Out of 1,613,697 registered voters, only 347,456 voters cast a ballot. 275,221 of the ballots were early votes, which comprised 79.2% of all ballots cast.

- **By November 4, 2008, reduce the number of candidates fined to less than 10% of total filings.**

  Status: This goal is in process and will be measured after the General Election is held on November 4th, 2008. The FY 2008-09 budget supports attainment of this goal.

- **By November 30, 2008, reduce the ratio of provisional ballots to total ballots cast by 10% compared to the November 2006 General Election (4.95%).**

  Status: This goal is in process and will be measured after the General Election is held on November 4th, 2008. The FY 2008-09 budget supports attainment of this goal.

- **By November 30, 2008, increase voter satisfaction with ease of voting by 20% compared to the November 2006 General Election.**

  Status: This goal is in process and will be measured after the General Election is held on November 4th, 2008. The FY 2008-09 budget supports attainment of this goal.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
REVENUE							
21EL - ELECTIONS	$ 10,214,402	$ 2,616,289	$ 2,616,289	$ 4,049,560	$ 3,317,089	$ 700,800	26.8%
CAND - CANDIDATE FILING/CAMPAIGN FIN	20,397	15,601	15,601	2,780	12,001	(3,600)	-23.1%
VOTE - EARLY VOTING	868	1,001	1,001	5,957	896	(105)	-10.5%
ELEC - ELECTION PROCESSING	9,237,179	2,595,086	2,595,086	4,036,970	2,461,491	(133,595)	-5.1%
GEOG - GEOGRAPHICAL SERVICES	2,763	4,601	4,601	3,853	2,701	(1,900)	-41.3%
TECH - TECH STAFF/BALLOT TABULATION	953,195	-	-	-	840,000	840,000	0.0%
21VR - VOTER REGISTRATION	$ 225,901	$ 1,404	$ 1,404	$ 2,751	$ 604	$ (800)	-57.0%
VREG - VOTER REGISTRATION	225,901	1,404	1,404	2,751	604	(800)	-57.0%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 2	$ 2	$ -	$ 2	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	-	2	2	-	2	-	0.0%
TOTAL PROGRAMS	$ 10,360,896	$ 2,617,695	$ 2,617,695	$ 4,131,718	$ 3,317,695	$ 700,000	26.7%
EXPENDITURES							
21EL - ELECTIONS	$ 22,922,177	$ 8,849,156	$ 8,818,815	$ 10,037,823	$ 17,508,559	$ (8,689,745)	-98.5%
CAND - CANDIDATE FILING/CAMPAIGN FIN	113,742	120,796	120,797	143,177	135,604	(14,806)	-12.3%
VOTE - EARLY VOTING	2,603,101	1,269,752	1,269,753	2,916,409	4,180,887	(2,911,134)	-229.3%
ELEC - ELECTION PROCESSING	12,087,071	2,817,777	2,817,773	3,110,006	6,192,236	(3,374,464)	-119.8%
GEOG - GEOGRAPHICAL SERVICES	308,555	336,007	336,012	320,308	330,880	5,132	1.5%
POLL - POLL STAFFING	610,857	816,330	816,331	559,040	690,393	125,939	15.4%
SITE - POLLING SITE SERVICES	370,255	309,913	309,914	236,838	364,314	(54,400)	-17.6%
PINF - PUBLIC INFORMATION	130,226	180,135	180,135	67,981	183,145	(3,010)	-1.7%
TECH - TECH STAFF/BALLOT TABULATION	5,747,560	2,149,894	2,119,546	1,876,991	4,335,874	(2,216,329)	-104.6%
WHSE - WAREHOUSE	950,810	848,552	848,554	807,072	1,095,226	(246,672)	-29.1%
21VR - VOTER REGISTRATION	$ 2,172,062	$ 2,115,304	$ 2,115,303	$ 2,312,884	$ 1,448,685	$ 666,618	31.5%
VREG - VOTER REGISTRATION	1,903,172	1,953,200	1,953,199	2,018,958	1,249,648	703,551	36.0%
SCAN - VOTER REGISTRATION SCANNING	268,891	162,104	162,104	293,927	199,037	(36,933)	-22.8%
99AS - ADMINISTRATIVE SERVICES	$ 1,244,192	$ 1,206,635	$ 1,215,059	$ 1,109,011	$ 1,122,837	$ 92,222	7.6%
BDGT - BUDGETING	122,581	117,876	117,876	129,871	122,610	(4,734)	-4.0%
ODIR - EXECUTIVE MANAGEMENT	852,451	862,674	862,666	716,211	752,465	110,201	12.8%
FSAC - FINANCIAL SERVICES	189,197	72,214	80,646	189,262	185,637	(104,991)	-130.2%
HRAC - HUMAN RESOURCES	79,963	67,007	67,007	73,666	62,125	4,882	7.3%
PROC - PROCUREMENT	-	86,864	86,864	-	-	86,864	100.0%
99GV - GENERAL GOVERNMENT	$ 47,124	$ 46,343	$ 46,343	$ 46,343	$ 46,344	$ (1)	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	47,124	46,343	46,343	46,343	46,344	(1)	0.0%
TOTAL PROGRAMS	$ 26,385,555	$ 12,217,438	$ 12,195,520	$ 13,506,061	$ 20,126,425	$ (7,930,905)	-65.0%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0615 - GRANTS	$ 7,195,871	$ -	$ -	$ 79,407	$ -	$ -	
0620 - OTHER INTERGOVERNMENTAL	2,952,860	2,595,085	2,595,085	4,033,110	3,301,490	706,405	27.2%
SUBTOTAL	$ 10,148,731	$ 2,595,085	$ 2,595,085	$ 4,112,517	$ 3,301,490	$ 706,405	27.2%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 10,281	$ 1,602	$ 1,602	$ 7,202	$ 702	$ (900)	-56.2%
SUBTOTAL	$ 10,281	$ 1,602	$ 1,602	$ 7,202	$ 702	$ (900)	-56.2%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 20,030	$ 15,600	$ 15,600	$ 2,780	$ 12,000	$ (3,600)	-23.1%
SUBTOTAL	$ 20,030	$ 15,600	$ 15,600	$ 2,780	$ 12,000	$ (3,600)	-23.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ -	$ -	$ -	$ 1,926	$ -	$ -	
0650 - MISCELLANEOUS REVENUE	181,854	5,408	5,408	7,293	3,503	(1,905)	-35.2%
SUBTOTAL	$ 181,854	$ 5,408	$ 5,408	$ 9,219	$ 3,503	$ (1,905)	-35.2%
TOTAL SOURCES	$ 10,360,896	$ 2,617,695	$ 2,617,695	$ 4,131,718	$ 3,317,695	$ 700,000	26.7%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 2,260,843	$ 2,389,038	$ 2,395,950	$ 2,422,681	$ 2,441,563	$ (45,613)	-1.9%
0705 - TEMPORARY PAY	863,060	417,451	417,448	373,349	1,769,772	(1,352,324)	-324.0%
0710 - OVERTIME	557,601	176,185	176,185	330,517	740,482	(564,297)	-320.3%
0750 - FRINGE BENEFITS	1,085,061	1,119,163	1,120,682	1,081,546	1,115,622	5,060	0.5%
0790 - OTHER PERSONNEL SERVICES	36,828	-	-	44,730	46,344	(46,344)	0.0%
SUBTOTAL	$ 4,803,393	$ 4,101,837	$ 4,110,265	$ 4,252,823	$ 6,113,783	$ (2,003,518)	-48.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 7,781,454	$ 427,145	$ 427,145	$ 398,693	$ 215,900	$ 211,245	49.5%
0802 - MEDICAL SUPPLIES	-	-	-	4	-	-	0.0%
0803 - FUEL	19,778	12,800	12,800	12,536	26,000	(13,200)	-103.1%
0804 - NON-CAPITAL EQUIPMENT	8,059	5,000	5,000	1,664	150,000	(145,000)	-2900.0%
SUBTOTAL	$ 7,809,291	$ 444,945	$ 444,945	$ 412,897	$ 391,900	$ 53,045	11.9%
SERVICES							
0810 - LEGAL SERVICES	$ 7,605	$ 11,500	$ 11,500	$ 9,498	$ 26,499	$ (14,999)	-130.4%
0811 - HEALTH CARE SERVICES	91	-	-	-	-	-	0.0%
0812 - OTHER SERVICES	10,730,534	4,500,999	4,470,653	5,935,671	10,852,077	(6,381,424)	-142.7%
0820 - RENT & OPERATING LEASES	235,880	133,070	133,070	73,470	381,800	(248,730)	0.0%
0825 - REPAIRS AND MAINTENANCE	22,609	29,000	29,000	37,859	9,000	20,000	69.0%
0839 - INTERNAL SERVICE CHARGES	102,467	20,000	20,000	79,064	20,000	-	0.0%
0841 - TRAVEL	87,137	42,495	42,495	55,350	84,450	(41,955)	0.0%
0842 - EDUCATION AND TRAINING	26,448	40,500	40,500	20,607	29,750	10,750	26.5%
0843 - POSTAGE/FREIGHT/SHIPPING	1,401,654	1,512,882	1,512,882	1,348,126	853,770	659,112	43.6%
0850 - UTILITIES	112,521	22,500	22,500	36,127	5,686	16,814	74.7%
0855 - INTEREST EXPENSE	27,638	-	-	-	-	-	0.0%
SUBTOTAL	$ 12,754,584	$ 6,312,946	$ 6,282,600	$ 7,595,772	$ 12,263,032	$ (5,980,432)	-95.2%
OTHER FINANCING USES							
CAPITAL							
0950 - DEBT SERVICE	$ 1,018,287	$ 1,357,710	$ 1,357,710	$ 1,244,569	$ 1,357,710	$ -	0.0%
SUBTOTAL	$ 1,018,287	$ 1,357,710	$ 1,357,710	$ 1,244,569	$ 1,357,710	$ -	0.0%
TOTAL USES	$ 26,385,555	$ 12,217,438	$ 12,195,520	$ 13,506,061	$ 20,126,425	$ (7,930,905)	-65.0%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 3,165,025	$ 2,617,695	$ 2,617,695	$ 4,050,385	$ 3,317,695	$ 700,000	26.7%
248 - ELECTIONS GRANT	$ 7,195,871	$ -	$ -	$ 81,333	$ -	$ -	0.0%
SPECIAL REVENUE - GRANT	$ 7,195,871	$ -	$ -	$ 81,333	$ -	$ -	0.0%
TOTAL SPECIAL REVENUE	$ 7,195,871	$ -	$ -	$ 81,333	$ -	$ -	0.0%
TOTAL FUNDS	$ 10,360,896	$ 2,617,695	$ 2,617,695	$ 4,131,718	$ 3,317,695	$ 700,000	26.7%
USES							
100 - GENERAL	$ 19,121,455	$ 12,187,914	$ 12,165,996	$ 13,496,221	$ 20,096,901	$ (7,930,905)	-65.2%
248 - ELECTIONS GRANT	$ 7,264,100	$ 29,524	$ 29,524	$ 9,840	$ 29,524	$ -	0.0%
SPECIAL REVENUE - GRANT	$ 7,264,100	$ 29,524	$ 29,524	$ 9,840	$ 29,524	$ -	0.0%
TOTAL SPECIAL REVENUE	$ 7,264,100	$ 29,524	$ 29,524	$ 9,840	$ 29,524	$ -	0.0%
TOTAL FUNDS	$ 26,385,555	$ 12,217,438	$ 12,195,520	$ 13,506,061	$ 20,126,425	$ (7,930,905)	-65.0%

Programs and Activities

Elections Program

The purpose of the Elections Program is to provide access to the electoral process for citizens, jurisdictions, candidates, the legislature and special interest groups so that they have equal access and may readily participate in elections.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Fines levied as a percentage of active political committees	Not Reported	15.0%	15.0%	0.0%	0.0%
The percentage of special ballots processed in time to meet the statutory deadline	Not Reported	100.0%	100.0%	0.0%	0.0%
Percentage of elections not postponed because of improper boundaries	Not Reported	100.0%	100.0%	0.0%	0.0%
Percentage reduction in complaints about board workers	Not Reported	40.0%	40.0%	0.0%	0.0%
Percent of board worker positions filled one week out from election	Not Reported	95.0%	95.0%	0.0%	0.0%
The number of complaints about polls per vote cast at polls	Not Reported	0.6%	0.6%	0.0%	0.0%
Percentage of polls co-located	Not Reported	0.0%	0.0%	0.0%	0.0%
Percentage of cost for ballots reprinted	Not Reported	3.5%	3.5%	0.0%	0.0%
The percentage of ballots returned for which a correct ballot selection was issued	Not Reported	100.0%	100.0%	0.0%	0.0%
Percentage of deliveries of supplies and equipment delivered to the correct precinct	Not Reported	99.8%	99.8%	0.0%	0.0%

Activities that comprise this program include:

- Candidate Filing/Campaign Finance
- Election Processing
- Geographical Services
- Public Information
- Poll Staffing
- Polling Site Services
- Tech Staff/Ballot Tabulation
- Early Voting
- Warehouse

Candidate Filing/Campaign Finance Activity

The purpose of the Candidate Filing/Campaign Finance Activity is to provide the necessary knowledge to special interest groups and prospective candidates so that they may comply with Federal and State Regulations.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Fines levied as a percentage of active political committees	Not Reported	15.0%	15.0%	0.0%	0.0%
Output	Number of candidates trained, precinct committeemen processed and filings processed	Not Reported	$ 3,000	$ 3,000	$ -	0.0%
Output	Number of candidate filings and active committees	Not Reported	$ 3,000	$ 3,000	$ -	0.0%
Demand	Number of candidates running for office, precinct committeemen processed and filings	Not Reported	$ 3,000	$ 3,000	$ -	0.0%
Efficiency	Cost per candidate trained	Not Reported	$ 47.70	$ 45.20	$ 2.49	5.2%
Revenue						
	100 - GENERAL	$ 20,397	$ 2,780	$ 12,001	$ 9,221	331.7%
	TOTAL SOURCES	$ 20,397	$ 2,780	$ 12,001	$ 9,221	331.7%
Expenditure						
	100 - GENERAL	$ 113,794	$ 143,087	$ 135,604	$ 7,483	5.2%
	TOTAL USES	$ 113,794	$ 143,087	$ 135,604	$ 7,483	5.2%

Election Processing Activity

The purpose of the Elections Processing Activity is to process ballots for voters to ensure the security of the ballot and to provide special processing for ballots not handled by the normal ballot tabulation process.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	The percentage of special ballots processed in time to meet the statutory deadline	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	The total number of ballots requiring special handling	546,253	1,350,000	1,350,000	-	0.0%
Demand	The number of ballots requiring special handling	546,253	1,350,000	1,350,000	-	0.0%
Efficiency	Cost in cents per ballot requiring special handling	$ 22.09	$ 2.29	$ 4.59	$ (2.29)	-100.0%
Revenue						
	100 - GENERAL	$ 1,961,900	$ 4,035,044	$ 2,461,491	$ (1,573,553)	-39.0%
	248 - ELECTIONS GRANT	7,275,278	1,926	-	(1,926)	-100.0%
	TOTAL SOURCES	$ 9,237,178	$ 4,036,970	$ 2,461,491	$ (1,575,479)	-39.0%
Expenditure						
	100 - GENERAL	$ 4,839,152	$ 3,085,507	$ 6,162,713	$ (3,077,206)	-99.7%
	248 - ELECTIONS GRANT	7,225,278	9,840	29,524	(19,684)	-200.0%
	TOTAL USES	$ 12,064,430	$ 3,095,347	$ 6,192,237	$ (3,096,890)	-100.0%

November 4, 2008, General Election: Due to the anticipated 80% turnout of voters for the General Election, there is an increase in costs associated with the Election Processing activity.

Geographical Services Activity

The purpose of the Geographical Services Activity is to provide information for the County Elections Department, State and underlying jurisdictions so that votes tallied in their elections are from residents of the jurisdiction.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percentage of elections not postponed because of improper boundaries	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of jurisdictional boundary changes processed	1,553.00	1,553	1,553	-	0.0%
Output	Number of elections	Not Reported	5	4	(1)	-20.0%
Demand	Number of jurisdictional boundary changes requested	1,553	1,553	1,553	-	0.0%
Efficiency	Cost per boundary change	$ 197.61	$ 205.88	$ 213.06	$ (7.18)	-3.5%
Revenue						
	100 - GENERAL	$ 2,763	$ 3,853	$ 2,701	$ (1,152)	-29.9%
	TOTAL SOURCES	$ 2,763	$ 3,853	$ 2,701	$ (1,152)	-29.9%
Expenditure						
	100 - GENERAL	$ 306,888	$ 319,730	$ 330,880	$ (11,150)	-3.5%
	TOTAL USES	$ 306,888	$ 319,730	$ 330,880	$ (11,150)	-3.5%

Public Information Activity

The purpose of the Public Information Activity is to provide information for residents of the County so they can be exposed to honest and accurate information about elections so they can participate in the election process.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Expenditure						
	100 - GENERAL	$ 130,225	$ 67,511	$ 183,148	$ (115,637)	-171.3%
	TOTAL USES	$ 130,225	$ 67,511	$ 183,148	$ (115,637)	-171.3%

The department will be developing Program Result Measures as part of the strategic business plan update process.

Poll Staffing Activity

The purpose of the Poll Staffing Activity is to provide staffing for polling places for residents of the County so they can cast their ballot aided by a well-informed, courteous staff with the assurance that the integrity of their ballot will be maintained.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of board worker positions filled one week out from election	Not Reported	95.0%	95.0%	0.0%	0.0%
Result	Percentage reduction in complaints about board workers	Not Reported	40.0%	40.0%	0.0%	0.0%
Output	Number of board workers hired	Not Reported	14,604	14,604	-	0.0%
Demand	Number of board workers required by law	Not Reported	14,604	14,604	-	0.0%
Efficiency	Cost per board worker hired	Not Reported	$ 38.12	$ 47.27	$ (9.16)	-24.0%
Expenditure						
	100 - GENERAL	$ 599,475	$ 556,641	$ 690,394	$ (133,753)	-24.0%
	TOTAL USES	$ 599,475	$ 556,641	$ 690,394	$ (133,753)	-24.0%

Polling Site Services Activity

The purpose of the Polling Site Services Activity is to provide facilities for voters so they can cast their votes quickly and conveniently.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers, duties, as well as functions of the Elections Office.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	The number of complaints about polls per vote cast at polls	Not Reported	0.6%	0.6%	0.0%	0.0%
Result	Percentage of polls co-located	Not Reported	0.0%	0.0%	0.0%	0.0%
Output	Number of votes cast at polls	Not Reported	1,550,000	1,550,000	-	0.0%
Output	Number of polls used	Not Reported	2,550	2,550	-	0.0%
Demand	Number of polls required by law	Not Reported	2,550	2,550	-	0.0%
Efficiency	Cost per poll used	Not Reported	$ 92.73	$ 142.87	$ (50.13)	-54.1%
Expenditure						
	100 - GENERAL	$ 328,763	$ 236,473	$ 364,314	$ (127,841)	-54.1%
	248 - ELECTIONS GRANT	38,821	-	-	-	0.0%
	TOTAL USES	$ 367,585	$ 236,473	$ 364,314	$ 127,841	54.1%

Tech Staff/Ballot Tabulation Activity

The purpose of the Technical Staff/Ballot Tabulation Activity is to provide data services for the County, State and underlying jurisdictions to insure that they are accurately and quickly informed of elections results.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Performance Analysis:

The department will be developing Program Result Measures as part of the strategic business plan update process.

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Revenue						
	100 - GENERAL	$ 953,195	$ -	$ 840,000	$ 840,000	0.0%
	TOTAL SOURCES	$ 953,195	$ -	$ 840,000	$ 840,000	0.0%
Expenditure						
	100 - GENERAL	$ 5,740,201	$ 1,875,088	$ 4,335,874	$ (2,460,786)	-131.2%
	TOTAL USES	$ 5,740,201	$ 1,875,088	$ 4,335,874	$ (2,460,786)	-131.2%

November 4, 2008, General Election: Due to the anticipated 80% turnout of voters for the General Election, there is an increase in costs associated with the Tech Staff/Ballot Tabulation activity.

Early Voting Activity

The purpose of the Early Voting Activity is to provide early voting services to registered voters so they can request ballots and vote by mail or by dropping off their ballot at the poll.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	The percentage of ballots returned for which a correct ballot selection was issued	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of early ballot requests	676,461	750,000	750,000	-	0.0%
Output	The Number of ballots returned	Not Reported	562,500	562,500	-	0.0%
Demand	Number of early ballot requests	676,461	750,000	750,000	-	0.0%
Efficiency	Cost per early ballot requested	$ 3.83	$ 3.88	$ 5.57	$ (1.70)	-43.8%
Revenue						
	100 - GENERAL	$ 868	$ 5,957	$ 896	$ (5,061)	-85.0%
	TOTAL SOURCES	$ 868	$ 5,957	$ 896	$ (5,061)	-85.0%
Expenditure						
	100 - GENERAL	$ 2,587,723	$ 2,907,888	$ 4,180,887	$ (1,272,999)	-43.8%
	TOTAL USES	$ 2,587,723	$ 2,907,888	$ 4,180,887	$ (1,272,999)	-43.8%

November 4, 2008, General Election: Due to the anticipated number of voters for the General Election, there is an increase in costs associated with the Early Voting activity.

Warehouse Activity

The purpose of the Warehouse Activity is to provide storage and delivery of election equipment and supplies for the Election Department so that adequate resources are delivered to hold elections.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percentage of deliveries of supplies and equipment delivered to the correct precinct	Not Reported	99.8%	99.8%	0.0%	0.0%
Output	Number of precincts supplied	Not Reported	1,891	1,891	-	0.0%
Demand	Number of precincts to be supplied	Not Reported	1,891	1,891	-	0.0%
Efficiency	Cost per precinct supplied	Not Reported	$ 425.43	$ 579.18	$ (153.74)	-36.1%
Expenditure						
	100 - GENERAL	$ 946,022	$ 804,497	$ 1,095,226	$ (290,729)	-36.1%
	TOTAL USES	$ 946,022	$ 804,497	$ 1,095,226	$ (290,729)	-36.1%

Voter Registration Program

The purpose of the Voter Registration Program is to provide registration services to eligible citizens who maintain residency in the County so they may readily express their preferences through the electoral process.

Program Results

` Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
The percentage of valid registrations scanned and indexed in time to meet election deadlines	Not Reported	100.0%	100.0%	0.0%	0.0%
Percentage of all valid registrations processed in time to meet election deadlines	Not Reported	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Voter Registration
- Voter Registration Scanning

Voter Registration Activity

The purpose of the Voter Registration Activity is to provide registration services to eligible citizens who maintain residency in the County so they may readily express their preferences through the electoral process.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percentage of all valid registrations processed in time to meet election deadlines	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of registrations processed	391,603	391,603	391,603	-	0.0%
Demand	Number of registrations to be processed	391,603	391,603	391,603	-	0.0%
Efficiency	Cost per registration processed	$ 4.83	$ 5.12	$ 3.19	$ 1.93	37.7%
Revenue						
	100 - GENERAL	$ 225,901	$ 2,751	$ 604	$ 2,147	78.0%
	TOTAL SOURCES	$ 225,901	$ 2,751	$ 604	$ 2,147	78.0%
Expenditure						
	100 - GENERAL	$ 1,890,143	$ 2,006,181	$ 1,249,647	$ 756,534	37.7%
	TOTAL USES	$ 1,890,143	$ 2,006,181	$ 1,249,647	$ 756,534	37.7%

Voter Registration Scanning Activity

The purpose of the Voter Registration Scanning Activity is to scan registrations for the voter registration program employees so they can readily access the data to process registrations and to distribute that data to the public.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Office.

Performance Analysis:

The department will be developing Program Result Measures as part of the strategic business plan update process.

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Expenditure						
	100 - GENERAL	$ 260,477	$ 284,254	$ 199,037	$ 85,217	30.0%
	TOTAL USES	$ 260,477	$ 284,254	$ 199,037	$ 85,217	30.0%

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 12,157,522**	**$ 2,617,695**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (30,347)	$ -
Employee Market Compensation Adjustments (Admin Phase II Market Study)	8,429	-
Subtotal	$ (21,918)	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 12,135,604**	**$ 2,617,695**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Primary and General Election	9,025,644	-
Annualization of Jan. 2008 Administrative Reductions	(30,347)	-
Subtotal	$ 8,995,297	$ -
FY 2008-09 BUDGET TARGET	**$ 21,130,901**	**$ 2,617,695**
REQUESTED ADJUSTMENTS:		
Primary and General Election	$ -	$ 700,000
Subtotal	$ -	$ 700,000
FY 2008-09 REQUESTED BUDGET	**$ 21,130,901**	**$ 3,317,695**
BUDGET BALANCING ADJUSTMENTS:		
Reduce the Sample Ballot Mailing to Households Rather than Individual Voter	$ (640,000)	$ -
Eliminate Uncontested Precinct Committeemen from Ballots in the General Election	(394,000)	-
Subtotal	$ (1,034,000)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 20,096,901**	**$ 3,317,695**
PERCENT CHANGE FROM TARGET AMOUNT	*-4.9%*	*26.7%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 20,096,901**	**$ 3,317,695**

Elections Grant Fund (248)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 29,524**	**$ -**
FY 2007-08 REVISED RESTATED BUDGET	**$ 29,524**	**$ -**
FY 2008-09 BUDGET TARGET	**$ 29,524**	**$ -**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 29,524**	**$ -**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 29,524**	**$ -**

Emergency Management

Analysis by Mary Driessen, Management & Budget Analyst

Summary

Mission

The mission of the Maricopa County Department of Emergency Management is to provide community-wide education, planning, coordination, and continuity of government for the people of Maricopa County in order to protect lives, property and the environment in the event of a major emergency.

Vision

We will be a respected and effective leader in providing all aspects of a comprehensive emergency management program, including mitigation, preparedness, response, and recovery, in a proactive manner.

Strategic Goals

- **By June 30, 2009, establish Citizen Corps councils in all three tribal communities and in at least 20 of the 24 cities and towns in Maricopa County.**

  Status: Arizona Central Region Citizen Corps Council has been formed, has adopted its bylaws, and has a functioning elected board. Eleven city/town and two tribal Citizen Corps councils have been formed as of September 30, 2008. This goal is expected to be met June 30, 2010.

- **By December 31, 2010, enhance the County's ability to respond to an emergency of catastrophic proportions by securing a new emergency management facility containing an emergency operations center (EOC) capable of accommodating the personnel, infrastructure, and technology required to deal with the event.**

  Status: The Facilities Review Committee has reviewed and approved a master plan. The project will be considered for future funding by the Board of Supervisors.

- **By June 30, 2010, fully integrate National Incident Management Systems (NIMS) best practices into a consistent approach to disaster and emergency management throughout Maricopa County at all jurisdictional levels and across all related functional disciplines.**

  Status: Efforts to achieve this include an updated EOC, emergency operations plan utilizing an Incident Management System (ICS) structure, and NIMS/ICS training.

- **Annually, realize a gain of at least 3% in the number of County residents who have a family preparedness plan to ensure their safety in order to respond to an emergency event. This will be measured by the number of "agree" or "strongly agree" answers in the Maricopa County Customer Satisfaction Survey. (Baseline will be the result of the 2006 survey)**

Status: 2006 survey established the baseline, with 56% of respondents reporting that they had a plan. 53% of respondents to the 2007 survey reported that they have a plan – a reduction of 3% from the 2006 survey.

- **Annually, realize a gain of at least 3% in the number of County residents who feel that the County has taken adequate steps to ensure public safety during an emergency event. This will be measured by the number of "agree" or "strongly agree" answers in the Maricopa County Customer Satisfaction Survey. (Baseline will be the result of the 2006 survey).**

  Status: 2006 survey established the baseline, with 51% of respondents stating that the county has taken adequate steps. 53% of respondents to the 2007 survey felt that the county has taken adequate steps – an increase of 2% from the 2006 survey.

- **By December 31, 2008, increase the County's disaster preparedness by ensuring that each city/town having a population of 100,000 or more has participated in at least one disaster exercise during the current calendar year. Further ensure that that all other cities/towns have participated in at least one disaster exercise within the past two calendar years.**

  Status: All 24 cities/towns have participated in an exercise within the target time frames. All cities/towns with a population of 100,000 or more participated in the TOPOFF 4 exercise in October 2007.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
REVENUE							
15PR - PREPAREDNESS	$ 1,322,816	$ 1,083,884	$ 1,242,229	$ 1,197,425	$ 1,124,278	$ (117,951)	-9.5%
PLAN - PLANNING	1,124,098	892,579	989,448	995,376	810,698	(178,750)	-18.1%
PUBL - PUBLIC INFORMATION	198,718	191,305	252,781	202,049	148,520	(104,261)	-41.2%
EXER - TRAINING AND EXERCISE	-	-	-	-	165,060	165,060	0.0%
15RR - RESPONSE AND RECOVERY	$ -	$ -	$ -	$ -	$ 35,254	$ 35,254	0.0%
EMER - EMERGENCY OPERATIONS MGMT	-	-	-	-	35,254	35,254	0.0%
99GV - GENERAL GOVERNMENT	$ 101,384	$ -	$ -	$ 44,902	$ -	$ -	0.0%
GGOV - GENERAL GOVERNMENT	101,384	-	-	44,902	-	-	0.0%
TOTAL PROGRAMS	$ 1,424,200	$ 1,083,884	$ 1,242,229	$ 1,242,327	$ 1,159,532	$ (82,697)	-6.7%
EXPENDITURES							
15PR - PREPAREDNESS	$ 1,393,439	$ 1,265,911	$ 1,459,256	$ 1,319,434	$ 1,256,279	$ 202,977	13.9%
PLAN - PLANNING	1,148,787	1,047,216	1,179,089	1,008,617	790,048	389,041	33.0%
PUBL - PUBLIC INFORMATION	177,122	164,215	225,687	222,932	186,093	39,594	17.5%
EXER - TRAINING AND EXERCISE	67,530	54,480	54,480	87,885	280,138	(225,658)	-414.2%
15RR - RESPONSE AND RECOVERY	$ 98,402	$ 14,285	$ 14,285	$ 27,869	$ 63,549	$ (49,264)	-344.9%
EMER - EMERGENCY OPERATIONS MGMT	98,402	14,285	14,285	27,869	63,549	(49,264)	-344.9%
99AS - ADMINISTRATIVE SERVICES	$ 11,873	$ 6,016	$ 6,016	$ 2,004	$ -	$ 6,016	100.0%
ODIR - EXECUTIVE MANAGEMENT	11,873	6,016	6,016	2,004	-	6,016	100.0%
99GV - GENERAL GOVERNMENT	$ 75,430	$ 66,308	$ 66,308	$ 65,598	$ 74,702	$ (8,394)	-12.7%
CSCA - CENTRAL SERVICE COST ALLOC	74,747	64,906	64,906	64,906	73,659	(8,753)	-13.5%
ISFC - INTERNAL SERVICE FUND CHARGES	683	1,402	1,402	692	1,043	359	25.6%
TOTAL PROGRAMS	$ 1,579,143	$ 1,352,520	$ 1,545,865	$ 1,414,905	$ 1,394,530	$ 151,335	9.8%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,185,840	$ 807,294	$ 965,639	$ 959,810	$ 924,532	$ (41,107)	-4.3%
0620 - OTHER INTERGOVERNMENTAL	224,381	-	-	-	-	-	0.0%
SUBTOTAL	$ 1,410,222	$ 807,294	$ 965,639	$ 959,810	$ 924,532	$ (41,107)	-4.3%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 268,600	$ 268,600	$ 268,637	$ 235,000	$ (33,600)	-12.5%
SUBTOTAL	$ -	$ 268,600	$ 268,600	$ 268,637	$ 235,000	$ (33,600)	-12.5%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 9,731	$ -	$ -	$ 5,890	$ -	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	4,247	7,990	7,990	7,990	-	(7,990)	-100.0%
SUBTOTAL	$ 13,978	$ 7,990	$ 7,990	$ 13,880	$ -	$ (7,990)	-100.0%
TOTAL SOURCES	$ 1,424,200	$ 1,083,884	$ 1,242,229	$ 1,242,327	$ 1,159,532	$ (82,697)	-6.7%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 700,718	$ 723,057	$ 822,663	$ 699,794	$ 681,302	$ 141,361	17.2%
0710 - OVERTIME	1,117	5,290	5,290	3,425	5,300	(10)	0.0%
0750 - FRINGE BENEFITS	202,614	223,474	223,936	206,131	201,990	21,946	9.8%
0790 - OTHER PERSONNEL SERVICES	19,718	21,810	21,810	21,448	21,800	10	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(57,431)	(89,361)	(89,361)	(89,364)	(15,000)	(74,361)	83.2%
0796 - PERSONNEL SERVICES ALLOC-IN	121,228	175,560	175,560	193,166	129,357	46,203	26.3%
SUBTOTAL	$ 987,965	$ 1,059,830	$ 1,159,898	$ 1,034,600	$ 1,024,749	$ 135,149	11.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 22,550	$ 25,140	$ 25,138	$ 25,136	$ 45,138	$ (20,000)	-79.6%
0803 - FUEL	1,797	1,958	1,958	1,959	3,502	(1,544)	-78.9%
0804 - NON-CAPITAL EQUIPMENT	3,136	10,464	10,464	10,464	10,000	464	4.4%
0806 - SUPPLIES-ALLOCATION IN	-	6,016	6,016	2,479	771	5,245	87.2%
SUBTOTAL	$ 27,483	$ 43,578	$ 43,576	$ 40,038	$ 59,411	$ (15,835)	-36.3%
SERVICES							
0812 - OTHER SERVICES	392,997	125,575	218,854	218,856	155,022	63,832	29.2%
0820 - RENT & OPERATING LEASES	571	-	-	918	-	-	0.0%
0825 - REPAIRS AND MAINTENANCE	7,891	8,500	8,500	7,242	15,498	(6,998)	-82.3%
0839 - INTERNAL SERVICE CHARGES	16,397	7,000	7,000	6,998	13,504	(6,504)	-92.9%
0841 - TRAVEL	13,005	9,579	9,579	15,036	13,660	(4,081)	0.0%
0842 - EDUCATION AND TRAINING	2,186	9,300	9,300	8,655	7,140	2,160	23.2%
0843 - POSTAGE/FREIGHT/SHIPPING	609	600	600	598	1,600	(1,000)	-166.7%
0850 - UTILITIES	933	2,200	2,200	1,948	5,701	(3,501)	-159.1%
0873 - SERVICES-ALLOCATION IN	34,028	575	575	772	6,659	(6,084)	-1058.1%
SUBTOTAL	$ 468,617	$ 163,329	$ 256,608	$ 261,023	$ 218,784	$ 37,824	14.7%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 74,747	$ 64,906	$ 64,906	$ 64,906	$ 73,659	$ (8,753)	-13.5%
SUBTOTAL	$ 74,747	$ 64,906	$ 64,906	$ 64,906	$ 73,659	$ (8,753)	-13.5%
CAPITAL							
0950 - DEBT SERVICE	$ 20,331	$ 20,856	$ 20,856	$ 14,097	$ 17,525	$ 3,331	0%
0956 - CAPITAL-ALLOCATION IN	-	21	21	241	402	(381)	-1814.3%
SUBTOTAL	$ 20,331	$ 20,877	$ 20,877	$ 14,338	$ 17,927	$ 2,950	0.0%
TOTAL USES	$ 1,579,143	$ 1,352,520	$ 1,545,865	$ 1,414,905	$ 1,394,530	$ 151,335	9.8%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
207 - PALO VERDE	$ 318,892	$ 333,615	$ 333,615	$ 339,506	$ 354,558	$ 20,943	6.3%
215 - EMERGENCY MANAGEMENT	1,105,308	750,269	908,614	902,821	804,974	(103,640)	-11.4%
SPECIAL REVENUE - OTHER	$ 1,424,200	$ 1,083,884	$ 1,242,229	$ 1,242,327	$ 1,159,532	$ (82,697)	-6.7%
TOTAL SPECIAL REVENUE	$ 1,424,200	$ 1,083,884	$ 1,242,229	$ 1,242,327	$ 1,159,532	$ (82,697)	-6.7%
TOTAL FUNDS	$ 1,424,200	$ 1,083,884	$ 1,242,229	$ 1,242,327	$ 1,159,532	$ (82,697)	-6.7%
USES							
100 - GENERAL	$ 238,187	$ 268,636	$ 268,636	$ 267,247	$ 234,996	$ 33,640	12.5%
207 - PALO VERDE	$ 302,132	$ 333,615	$ 368,615	$ 364,904	$ 354,560	$ 14,055	3.8%
215 - EMERGENCY MANAGEMENT	1,038,815	750,269	908,614	782,754	804,974	103,640	11.4%
SPECIAL REVENUE - OTHER	$ 1,340,947	$ 1,083,884	$ 1,277,229	$ 1,147,658	$ 1,159,534	$ 117,695	9.2%
TOTAL SPECIAL REVENUE	$ 1,340,947	$ 1,083,884	$ 1,277,229	$ 1,147,658	$ 1,159,534	$ 117,695	9.2%
TOTAL FUNDS	$ 1,579,143	$ 1,352,520	$ 1,545,865	$ 1,414,905	$ 1,394,530	$ 151,335	9.8%

Programs and Activities

Preparedness Program

The purpose of the Mitigation and Preparedness Program is to provide plans and programs that will reduce or eliminate the effects of disasters and enable political subdivisions and the population to respond when they occur.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of cities/towns that have participated in at least one disaster exercise.	Not Reported	87.5%	87.5%	0.0%	0.0%
Percent of items evaluated in Palo Verde Nuclear Generating Station exercise that meet or exceed Federal Emergency Management Agency (FEMA) standards	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of cities/towns with population of 100,000 or more that have participated in at least one disaster exercise within the fiscal year, and cities/towns with a population under 100,000 that have participated in at least one disaster exercise within the past two fiscal years.	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of County and City/Town emergency operations plans that meet State of Arizona guidelines for NIMS compliance	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of governments (County, city, and town) that have an emergency operations plan.	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent increase from 2006 baseline in number of Maricopa County residents who have a family preparedness plan to ensure their safety in the event of a disaster or terrorist attack, as measured in the Maricopa County Customer Satisfaction Survey.	Not Reported	13.7%	13.7%	0.0%	0.0%
Percent of Maricopa County residents who have a family preparedness plan to ensure their safety in the event of a disaster or terrorist attack, as measured in the Maricopa County Customer Satisfaction Survey.	Not Reported	58.0%	58.0%	0.0%	0.0%
Percent of tribal communities, cities, and towns in Maricopa County that have a Citizen Corps council.	Not Reported	51.9%	51.9%	0.0%	0.0%
Percentage of Citizen Corps programs in Maricopa County that are formed under a parent Citizen Corps council or under the Arizona Central Region Citizen Corps Council.	Not Reported	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Training and Exercise
- Planning
- Public Information

Training and Exercise Activity

The purpose of the Training and Exercise Activity is to provide training and disaster simulations for public and private entities within Maricopa County so they can gain the knowledge and practical experience needed to respond to an actual emergency.

Mandates: Activity mandated by Federal Regulation 0654 (both Federal Emergency Management Agency and Nuclear Regulation Commission). Funding appropriated according to A.R.S. §26.306 under the State Director of Emergency Management.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of items evaluated in Palo Verde Nuclear Generating Station exercise that meet or exceed Federal Emergency Management Agency (FEMA) standards	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of Palo Verde Nuclear Generating Station exercises conducted	2	1	4	3	300.0%
Demand	Number of Palo Verde Nuclear Generation Station exercises required to be conducted during the upcoming year	2	2	2	-	0.0%
Efficiency	Average cost per Palo Verde Nuclear Generation Station exercise conducted	$ 33,764.80	$ 87,885.00	$ 70,034.50	$ 17,850.50	20.3%
Revenue						
	215 - EMERGENCY MANAGEMENT	$ -	$ -	$ 165,060	$ 165,060	0.00%
	TOTAL SOURCES	$ -	$ -	$ 165,060	$ 165,060	0.00%
Expenditure						
	100 - GENERAL	$ 259	$ 947	$ 50,606	$ (49,659)	-5243.8%
	207 - PALO VERDE	53,806	84,142	131,869	(47,727)	-56.7%
	215 - EMERGENCY MANAGEMENT	13,464	2,796	97,663	(94,867)	-3393.0%
	TOTAL USES	$ 67,530	$ 87,885	$ 280,138	$ (192,253)	-218.8%

The FY 2008-09 budget for the Training and Exercise Activity meets the demand of four training exercises for the Palo Verde Nuclear Power Station.

Planning Activity

The purpose of the Planning Activity is to provide emergency plans and guidance for public and private entities within Maricopa County so that they can react in an informed and consistent manner to disasters.

Mandates: Activity not mandated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of County and City/Town emergency operations plans that meet State of Arizona guidelines for NIMS compliance	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of County and city/town emergency operations plans that were updated to meet State of Arizona guidelines for NIMS compliance	3	25	25	-	0.0%
Demand	Number of County and city/town emergency operations plans not meeting State of Arizona guidelines for NIMS compliance	25	-	-	-	0.0%
Efficiency	Average cost per emergency operations plan updated to meet State of Arizona guidelines for NIMS compliance	$382,928.99	$40,344.68	$31,601.92	$8,742.76	21.7%
Revenue						
	207 - PALO VERDE	$ 318,892	$ 339,506	$ 354,558	$ 15,052	4.4%
	215 - EMERGENCY MANAGEMENT	805,206	655,870	456,140	(199,730)	-30.5%
	TOTAL SOURCES	$ 1,124,098	$ 995,376	$ 810,698	$ (184,678)	-18.6%
Expenditure						
	100 - GENERAL	$ 210,254	$ 257,850	$ 166,499	$ 91,351	35.4%
	207 - PALO VERDE	230,086	243,985	176,282	67,703	27.7%
	215 - EMERGENCY MANAGEMENT	708,447	506,782	447,267	59,515	11.7%
	TOTAL USES	$ 1,148,787	$ 1,008,617	$ 790,048	$ 218,569	21.7%

In FY 2007-08, Emergency Management met the projected demand of all County, Cities and Towns by having National Incident Management Systems (NIMS) compliant emergency operations plans. In FY 2008-09, the budget supports providing assistance to County, Cities and Towns to maintain the emergency operations plans.

Public Information Activity

The purpose of the Public Information Activity is to provide emergency awareness information to the people of Maricopa County so they can prepare for and respond to a disaster.

Mandates: Activity not mandated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percentage of Citizen Corps programs in Maricopa County that are formed under a parent Citizen Corps council or under the Arizona Central Region Citizen Corps Council.	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Citizen Corps programs in Maricopa County that were formed under a parent Citizen Corps Council or under the Arizona Central Region Citizen Corps Council	14	14	14	-	0.0%
Demand	Number of tribal communities, cities, and towns in Maricopa County that do not have a Citizen Corps council	15	13	13	-	0.0%
Efficiency	Average cost per Citizen Corps council established or sustained	$5,554.00	$13,933.25	$11,630.81	$2,302.44	16.5%
Revenue						
	215 - EMERGENCY MANAGEMENT	$ 198,718	$ 202,049	$ 148,520	$ (53,529)	-26.5%
	TOTAL SOURCES	$ 198,718	$ 202,049	$ 148,520	$ (53,529)	-26.5%
Expenditure						
	100 - GENERAL	$ -	$ -	$ 5,848	$ (5,848)	0.0%
	207 - PALO VERDE	-	-	8,300	(8,300)	0.0%
	215 - EMERGENCY MANAGEMENT	177,122	222,932	171,945	50,987	22.9%
	TOTAL USES	$ 177,122	$ 222,932	$ 186,093	$ 36,839	16.5%

The FY 2008-09 expenditure budget will decrease by $36,839 (16.5%) compared to the FY 2007-08 revised budget due to grant related activities that will be discontinued.

Response and Recovery Program

The purpose of the Response and Recovery Program is to provide a coordinated disaster response capability for the people of Maricopa County in order to protect their lives and property and allow them to recover from a disaster.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of emergency notifications made within 15 minutes of receipt	Not Reported	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Emergency Operations Management

Emergency Operations Management Activity

The purpose of the Emergency Operations Management Activity is to provide a coordinated disaster response and recovery effort for the people of Maricopa County to protect their lives, their property, and the environment.

Mandates: A.R.S. §26-308 establishes that each county and incorporated city and town of the state shall establish and provide for emergency management within its jurisdiction in accordance with state emergency plans and programs.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of emergency notifications made within 15 minutes of receipt	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of emergency notifications made within 15 minutes of receipt.	258	200	250	50	25.0%
Demand	Number of emergency notifications required	269	200	250	50	25.0%
Efficiency	Cost per day of maintaining 24-hour-a-day response and recovery function capable of responding within 15 minutes	Not Reported	$ 76.35	$ 174.11	$ (97.75)	-128.0%
Revenue						
	215 - EMERGENCY MANAGEMENT	$ -	$ -	$ 35,254	$ 35,254	0.0%
	TOTAL SOURCES	$ -	$ -	$ 35,254	$ 35,254	0.0%
Expenditure						
	100 - GENERAL	$ 15,127	$ 8,342	$ 11,899	$ (3,557)	-42.6%
	207 - PALO VERDE	591	19,527	16,996	2,531	13.0%
	215 - EMERGENCY MANAGEMENT	82,684	-	34,654	(34,654)	
	TOTAL USES	$ 98,402	$ 27,869	$ 63,549	$ (35,680)	-128.0%

The FY 2008-09 budget for the Emergency Operations Management Activity meets the demand of 250 emergency notifications required at an average cost of $174.11 per day.

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 268,636**	**$ -**
FY 2007-08 REVISED RESTATED BUDGET	**$ 268,636**	**$ -**
FY 2008-09 BUDGET TARGET	**$ 268,636**	**$ -**
REQUESTED ADJUSTMENTS:		
Reduction in Planning Activity Personnel Expenditures	$ (33,640)	$ -
Subtotal	$ (33,640)	$ -
FY 2008-09 REQUESTED BUDGET	**$ 234,996**	**$ -**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 234,996**	**$ -**
PERCENT CHANGE FROM TARGET AMOUNT	*-12.5%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 234,996**	**$ -**

Palo Verde Fund (207)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ 368,615**	**$**	**333,615**
FY 2007-08 REVISED RESTATED BUDGET		**$ 368,615**	**$**	**333,615**
TARGET ADJUSTMENTS:				
One Time Expenditure - Communication Tower - C-15-08-007-8-00		$ (35,000)	$	-
	Subtotal	$ (35,000)	$	-
FY 2008-09 BUDGET TARGET		**$ 333,615**	**$**	**333,615**
REQUESTED ADJUSTMENTS:				
Nuclear Emergency Management Fund Grant Increase		$ 20,945	$	20,943
	Subtotal	$ 20,945	$	20,943
FY 2008-09 REQUESTED BUDGET		**$ 354,560**	**$**	**354,558**
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 354,560**	**$**	**354,558**
PERCENT CHANGE FROM TARGET AMOUNT		*6.3%*		*6.3%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 354,560**	**$**	**354,558**

Emergency Management Fund (215)

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 750,269**	**$ 750,269**
MID-YEAR ADJUSTMENTS:			
Grant for Maricopa County Citizen Corps Program		$ 47,601	$ 47,601
Grant for Maricopa County Citizen Corps Program		13,875	13,875
Grant for Emergency Management Performance		96,869	96,869
	Subtotal	$ 158,345	$ 158,345
FY 2007-08 REVISED RESTATED BUDGET		**$ 908,614**	**$ 908,614**
TARGET ADJUSTMENTS:			
Grant for Maricopa County Citizen Corps Program		$ (47,601)	$ (47,601)
Grant for Maricopa County Citizen Corps Program		(13,875)	(13,875)
	Subtotal	$ (61,476)	$ (61,476)
FY 2008-09 BUDGET TARGET		**$ 847,138**	**$ 847,138**
REQUESTED ADJUSTMENTS:			
Reduction in Public Information Activity Other Services Expenditures		$ (33,636)	$ (33,636)
Decrease in Overtime Reimbursement		(8,528)	(8,528)
	Subtotal	$ (42,164)	$ (42,164)
FY 2008-09 REQUESTED BUDGET		**$ 804,974**	**$ 804,974**
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 804,974**	**$ 804,974**
PERCENT CHANGE FROM TARGET AMOUNT		*-5.0%*	*-5.0%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 804,974**	**$ 804,974**

Employee Health Initiatives

Analysis by Maria K. Tutelman, Management & Budget Analyst

Summary

Mission

The mission of the Employee Health Initiatives Department is to provide competitive benefit programs and promote healthy lifestyle and wellness for employees so that Maricopa County can have a healthy and productive workforce.

Vision

The vision of the Employee Health Initiatives Department is for employees to enjoy a healthy lifestyle so that they can live "well" into the future.

Strategic Goals

- **By June 30, 2009, improve efficiency in benefits administration to better meet the business needs of Maricopa County and to create an environment conducive to responding quickly to changes in laws, regulations and rules.**

  Status: The results from the FY 2007-08 survey show a 5% increase in satisfaction with open enrollment from 86% to 91%.

- **Over the next three plan years, beginning with plan year July 1, 2007, ensure the premium rates for the medical insurance components of the benefit plans for the active employees are equal to or below the national medical trend of 11% while maintaining plan designs that are equal to or better than the government market place. The national average annual cost per employee for all medical benefits for 2007 is $8,300 per employee per year or $692 per employee per month.**

  Status: For FY 2007-08, premium rates for Maricopa County increased 6.8%, 4% below the national trend of 10.8%.

- **By June 30, 2009, increase enrollment in disease management programs as measured by the medical disease management program vendor's participation level. The second quarter 2007 participation and prevalence data will be used to establish the baseline for participation in the disease management programs.**

  Status: Since, 12/31/06, participation in the "Well Aware for Better Health" program provided by the vendor increased by 2.5%.

- **By June 30, 2009, increase appropriate consumerism of medical services by increasing enrollment in the Consumer Choice Pharmacy Plan, Flexible Spending Program and in Choice Fund H.S.A. These benefit plans are designed to increase employee awareness of medical and pharmacy costs and provide an incentive to assist the County in benefit cost control. Enrollment at July 1, 2007 will provide the baseline.**

Status: Enrollment increased from FY 2006-07 to FY 2007-08 for the following plans or programs accordingly: Consumer Choice Pharmacy Plan, 10%; Flexible Spending Program, 17%; Choice Fund H.S.A. Medical Plan, 352%.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
REVENUE							
35EP - EMPLOYEE PROGRAMS	$ 3,524,580	$ 4,536,191	$ 4,536,191	$ 5,268,879	$ 6,392,639	$ 1,856,448	40.9%
STDD - ABSENCE MANAGEMENT	3,096,682	3,737,408	3,737,408	4,440,384	4,510,266	772,858	20.7%
WBEG - EMPLOYEE WELLNESS	427,897	495,605	495,605	482,632	1,490,342	994,737	200.7%
ERGO - ERGONOMICS	-	303,178	303,178	345,863	392,031	88,853	29.3%
35HB - HEALTH BENEFITS	$ 20,226,987	$ 119,188,145	$ 119,240,219	$ 111,786,661	$ 127,932,676	$ 8,692,457	7.3%
SIDE - DENTAL	2,214,198	9,216,878	9,216,878	9,266,474	9,966,507	749,629	8.1%
SFMD - MEDICAL	3,185,363	87,769,613	87,821,687	82,113,744	94,980,769	7,159,082	8.2%
SFBH - MENTAL HEALTH	189,620	2,526,352	2,526,352	2,376,086	2,896,960	370,608	14.7%
SFRX - PHARMACY	14,577,745	18,219,476	18,219,476	16,663,334	18,495,164	275,688	1.5%
VISN - VISION	60,061	1,455,826	1,455,826	1,367,023	1,593,276	137,450	9.4%
35VB - VOLUNTARY BENEFITS PROGRAMS	$ 70,797	$ 8,596,742	$ 8,596,742	$ 7,607,544	$ 8,835,378	$ 238,636	2.8%
FSAA - FLEXIBLE SPENDING ACCOUNT	60,018	3,099,043	3,099,043	2,611,561	2,741,460	(357,583)	-11.5%
FIBP - LIFE INSURANCE	10,779	5,102,515	5,102,515	4,742,564	5,586,600	484,085	9.5%
OTHR - OTHER BENEFITS	-	395,184	395,184	253,419	507,318	112,134	28.4%
99AS - ADMINISTRATIVE SERVICES	$ 1,603,022	$ 1,421,393	$ 1,421,393	$ 3,175,216	$ 1,440,861	$ 19,468	1.4%
BDGT - BUDGETING	-	134,460	134,460	144,072	123,116	(11,344)	-8.4%
ODIR - EXECUTIVE MANAGEMENT	-	556,141	556,141	474,549	561,317	5,176	0.9%
FSAC - FINANCIAL SERVICES	1,603,022	647,127	647,127	2,418,441	666,505	19,378	3.0%
HRAC - HUMAN RESOURCES	-	78,445	78,445	138,154	83,955	5,510	7.0%
PROC - PROCUREMENT	-	5,220	5,220	-	5,968	748	14.3%
99GV - GENERAL GOVERNMENT	$ -	$ 2,337	$ 2,337	$ (124,404)	$ -	$ (2,337)	-100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	2,337	2,337	1,563	-	(2,337)	-100.0%
POOL - POOLED COSTS	-	-	-	(125,967)	-	-	
TOTAL PROGRAMS	$ 25,425,386	$ 133,744,808	$ 133,796,882	$ 127,713,896	$ 144,601,554	$ 10,804,672	8.1%
EXPENDITURES							
35EP - EMPLOYEE PROGRAMS	$ 2,496,187	$ 4,536,191	$ 4,568,555	$ 3,742,122	$ 5,828,997	$ (1,260,442)	-27.6%
STDD - ABSENCE MANAGEMENT	2,101,671	3,737,408	3,740,002	2,482,677	4,490,255	(750,253)	-20.1%
WBEG - EMPLOYEE WELLNESS	207,498	495,605	495,608	894,220	986,349	(490,741)	-99.0%
ERGO - ERGONOMICS	187,018	303,178	332,945	365,225	352,393	(19,448)	-5.8%
35HB - HEALTH BENEFITS	$ 15,656,008	$ 118,888,145	$ 118,888,137	$ 105,410,007	$ 128,087,875	$ (9,199,738)	-7.7%
SIDE - DENTAL	1,823,670	9,216,878	9,216,882	9,068,007	9,961,958	(745,076)	-8.1%
SFMD - MEDICAL	2,038,505	87,469,613	87,469,609	79,970,039	95,205,513	(7,735,904)	-8.8%
SFBH - MENTAL HEALTH	178,415	2,526,352	2,526,356	1,680,241	2,895,931	(369,575)	-14.6%
SFRX - PHARMACY	11,612,965	18,219,476	18,219,471	13,409,139	18,432,251	(212,780)	-1.2%
VISN - VISION	2,453	1,455,826	1,455,819	1,282,581	1,592,222	(136,403)	-9.4%
35VB - VOLUNTARY BENEFITS PROGRAMS	$ 178,013	$ 8,596,742	$ 8,596,730	$ 7,056,316	$ 8,833,699	$ (236,969)	-2.8%
FSAA - FLEXIBLE SPENDING ACCOUNT	67,549	3,099,043	3,099,040	2,484,807	2,740,621	358,419	11.6%
FIBP - LIFE INSURANCE	20,108	5,102,515	5,102,506	4,317,552	5,585,760	(483,254)	-9.5%
OTHR - OTHER BENEFITS	90,356	395,184	395,184	253,957	507,318	(112,134)	-28.4%
99AS - ADMINISTRATIVE SERVICES	$ 861,940	$ 1,421,393	$ 1,418,301	$ 1,177,444	$ 1,335,265	$ 83,036	5.9%
BDGT - BUDGETING	33,172	134,460	134,463	87,612	115,732	18,731	13.9%
ODIR - EXECUTIVE MANAGEMENT	514,611	556,141	556,160	470,302	520,171	35,989	6.5%
FSAC - FINANCIAL SERVICES	269,039	647,127	644,015	543,226	614,737	29,278	4.5%
HRAC - HUMAN RESOURCES	43,163	78,445	78,443	72,831	79,280	(837)	-1.1%
PROC - PROCUREMENT	1,956	5,220	5,220	3,473	5,345	(125)	-2.4%
99GV - GENERAL GOVERNMENT	$ -	$ 2,337	$ 13,434	$ 3,073,048	$ 653	$ 12,781	95.1%
GGOV - GENERAL GOVERNMENT	-	-	-	3,000,000	-	-	
ISFC - INTERNAL SERVICE FUND CHARGES	-	2,337	2,337	777	652	1,685	72.1%
POOL - POOLED COSTS	-	-	11,097	72,271	1	11,096	100.0%
TOTAL PROGRAMS	$ 19,192,148	$ 133,444,808	$ 133,485,157	$ 120,458,937	$ 144,086,489	$ (10,601,332)	-7.9%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 3,203,387	$ 3,203,387	$ 2,956,883	$ 2,974,184	$ (229,203)	-7.2%
0635 - OTHER CHARGES FOR SERVICES	5,830,657	29,265,342	29,265,342	27,381,781	31,634,534	2,369,192	8.1%
0636 - INTERNAL SERVICE CHARGES	17,942,425	100,946,499	100,998,573	95,154,990	109,992,836	8,994,263	8.9%
SUBTOTAL	$ 23,773,082	$ 133,415,228	$ 133,467,302	$ 125,493,654	$ 144,601,554	$ 11,134,252	8.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 1,603,022	$ 300,000	$ 300,000	$ 1,968,104	$ -	$ (300,000)	-100.0%
0650 - MISCELLANEOUS REVENUE	49,282	29,580	29,580	252,138	-	(29,580)	-100.0%
SUBTOTAL	$ 1,652,304	$ 329,580	$ 329,580	$ 2,220,242	$ -	$ (329,580)	-100.0%
ALL REVENUES	$ 25,425,386	$ 133,744,808	$ 133,796,882	$ 127,713,896	$ 144,601,554	$ 10,804,672	8.1%
TOTAL SOURCES	$ 25,425,386	$ 133,744,808	$ 133,796,882	$ 127,713,896	$ 144,601,554	$ 10,804,672	8.1%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 1,507,844	$ 1,709,861	$ 1,754,279	$ 1,509,513	$ 1,595,406	$ 158,873	9.1%
0705 - TEMPORARY PAY	2,520	7,492	7,492	2,477	12,528	(5,036)	0.0%
0710 - OVERTIME	1,087	2,496	2,496	1,727	2,496	-	0.0%
0750 - FRINGE BENEFITS	394,409	506,454	514,110	453,721	463,788	50,322	9.8%
0790 - OTHER PERSONNEL SERVICES	(1)	-	-	6,209	-	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(21,432)	(1,117,191)	(1,117,191)	(933,542)	(1,132,553)	15,362	-1.4%
0796 - PERSONNEL SERVICES ALLOC-IN	10,000	1,127,191	1,127,191	972,803	1,300,421	(173,230)	-15.4%
SUBTOTAL	$ 1,894,427	$ 2,236,303	$ 2,288,377	$ 2,012,908	$ 2,242,086	$ 46,291	2.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 18,906	$ 31,126	$ 31,126	$ 33,668	$ 31,872	$ (746)	-2.4%
0803 - FUEL	1,388	1,525	1,525	1,431	2,060	(535)	-35.1%
0804 - NON-CAPITAL EQUIPMENT	-	6,200	6,200	5,313	6,200	-	0.0%
0805 - SUPPLIES-ALLOCATION OUT	-	(22,226)	(22,226)	(11,707)	(23,624)	1,398	-6.3%
0806 - SUPPLIES-ALLOCATION IN	-	22,226	22,226	11,687	23,625	(1,399)	-6.3%
SUBTOTAL	$ 20,294	$ 38,851	$ 38,851	$ 40,392	$ 40,133	$ (1,282)	-3.3%
SERVICES							
0810 - LEGAL SERVICES	$ -	$ -	$ -	$ 43,453	$ -	$ -	
0811 - HEALTH CARE SERVICES	15,987,133	121,063,958	121,063,958	105,267,027	128,700,170	(7,636,212)	-6.3%
0812 - OTHER SERVICES	1,175,978	9,890,684	9,878,959	9,885,483	12,672,628	(2,793,669)	-28.3%
0820 - RENT & OPERATING LEASES	5,819	12,826	12,826	12,402	11,665	1,161	0.0%
0825 - REPAIRS AND MAINTENANCE	3,870	5,401	5,401	5,671	5,404	(3)	-0.1%
0839 - INTERNAL SERVICE CHARGES	31,478	122,329	122,329	124,288	156,453	(34,124)	-27.9%
0841 - TRAVEL	2,738	11,559	11,559	11,592	11,555	4	0.0%
0842 - EDUCATION AND TRAINING	25,365	8,560	8,560	8,662	18,996	(10,436)	-121.9%
0843 - POSTAGE/FREIGHT/SHIPPING	32,477	35,150	35,150	35,864	35,157	(7)	0.0%
0872 - SERVICES-ALLOCATION OUT	-	(218,071)	(218,071)	(179,092)	(843,655)	625,584	-286.9%
0873 - SERVICES-ALLOCATION IN	-	218,071	218,071	179,079	1,016,571	(798,500)	-366.2%
SUBTOTAL	$ 17,264,858	$ 131,150,467	$ 131,138,742	$ 115,394,429	$ 141,784,944	$ (10,646,202)	-8.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ -	$ -	$ 3,000,000	$ 172,936	$ (172,936)	
SUBTOTAL	$ -	$ -	$ -	$ 3,000,000	$ 172,936	$ (172,936)	
CAPITAL							
0950 - DEBT SERVICE	$ 12,569	$ 19,187	$ 19,187	$ 11,229	$ 19,326	$ (139)	-0.7%
0955 - CAPITAL-ALLOCATION OUT	-	(19,187)	(19,187)	(11,230)	(192,262)	173,075	-902.0%
0956 - CAPITAL-ALLOCATION IN	-	19,187	19,187	11,209	19,326	(139)	-0.7%
SUBTOTAL	$ 12,569	$ 19,187	$ 19,187	$ 11,208	$ (153,610)	$ 172,797	0.0%
TOTAL USES	$ 19,192,148	$ 133,444,808	$ 133,485,157	$ 120,458,937	$ 144,086,489	$ (10,601,332)	-7.9%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 495,412	$ -	$ -	$ -	$ -	$ -	0.0%
601 - CMG HIGH OPTION	$ -	$ 36,152,089	$ 36,152,089	$ 33,793,961	$ 38,871,668	$ 2,719,579	7.5%
602 - CMG LOW OPTION	-	1,045,601	1,045,601	1,550,952	1,765,916	720,315	68.9%
603 - OAP IN	-	19,367,538	19,367,538	15,856,594	18,364,277	(1,003,261)	-5.2%
604 - OAP HIGH OPTION	-	27,583,057	27,583,057	27,442,886	32,607,094	5,024,037	18.2%
605 - OAP LOW OPTION	-	1,124,588	1,124,588	1,337,332	1,655,844	531,256	47.2%
606 - CHOICE FUND H.S.A.	-	68,604	68,604	427,437	466,262	397,658	579.6%
607 - FI DENTAL PPO	-	5,722,570	5,722,570	5,674,397	5,943,115	220,545	3.9%
608 - COINSURANCE	-	15,647,088	15,647,088	14,524,239	15,599,854	(47,234)	-0.3%
609 - CONSUMER CHOICE	-	2,358,585	2,358,585	2,384,221	2,593,364	234,779	10.0%
610 - 70% STD	-	1,884,823	1,884,823	2,671,996	2,069,203	184,380	9.8%
611 - 60% STD	-	547,974	547,974	566,702	651,142	103,168	18.8%
612 - 50% STD	-	596,675	596,675	448,550	768,661	171,986	28.8%
613 - 40% STD	-	465,815	465,815	220,612	594,994	129,179	27.7%
614 - BEHAVIORAL HEALTH	-	2,289,637	2,289,637	2,165,987	2,658,708	369,071	16.1%
615 - WELLNESS	-	392,832	392,832	385,217	1,296,888	904,056	230.1%
616 - CONTRACT ADMINISTRATION	-	469,017	469,017	448,844	456,516	(12,501)	-2.7%
617 - MEDICAL INCENTIVE/PENALTIES	-	1,001,088	1,001,088	1,035,080	-	(1,001,088)	-100.0%
618 - BENEFIT ADMINISTRATION	-	2,796,091	2,848,165	3,234,312	3,228,886	380,721	13.4%
621 - FLEX SPENDING HEALTH	-	2,160,460	2,160,460	1,885,363	1,994,563	(165,897)	-7.7%
622 - FLEX SPENDING DEP CARE	-	926,820	926,820	734,955	725,872	(200,948)	-21.7%
623 - VISION	-	1,346,502	1,346,502	1,350,229	1,478,152	131,650	9.8%
624 - STAND ALONE VISION	-	92,524	92,524	-	94,098	1,574	1.7%
625 - FI PREPAID DENTAL	-	719,709	719,709	629,433	658,705	(61,004)	-8.5%
626 - FI LIFE & AD&D	-	986,813	986,813	978,872	1,065,588	78,775	8.0%
627 - SUPPLEMENTAL LIFE	-	3,452,646	3,452,646	3,293,743	4,105,572	652,926	18.9%
628 - EMPLOYEE ASSISTANCE	-	210,264	210,264	205,749	217,226	6,962	3.3%
629 - SI DENTAL	-	2,671,409	2,671,409	2,997,603	3,280,574	609,165	22.8%
630 - DEPENDENT LIFE	-	641,505	641,505	458,990	394,414	(247,091)	-38.5%
631 - VOLUNTARY BENEFITS	-	395,184	395,184	253,957	507,318	112,134	28.4%
632 - CIGNA FOR SENIORS	-	627,300	627,300	629,626	487,080	(140,220)	-22.4%
652 - HS SELF-INSURED TRUST FUND	22,341,628	-	-	-	-	-	
685 - BENEFITS TRUST	2,588,346	-	-	126,057	-	-	
INTERNAL SERVICE	$ 24,929,974	$ 133,744,808	$ 133,796,882	$ 127,713,896	$ 144,601,554	$ 10,804,672	8.1%
TOTAL FUNDS	$ 25,425,386	$ 133,744,808	$ 133,796,882	$ 127,713,896	$ 144,601,554	$ 10,804,672	8.1%
USES							
100 - GENERAL	$ 2,343,922	$ -	$ -	$ -	$ -	$ -	
601 - CMG HIGH OPTION	$ -	$ 35,852,089	$ 35,852,089	$ 33,397,373	$ 38,565,052	$ (2,712,963)	-7.6%
602 - CMG LOW OPTION	-	1,045,601	1,045,601	1,367,921	1,736,357	(690,756)	-66.1%
603 - OAP IN	-	19,367,538	19,367,538	15,589,805	18,217,871	1,149,667	5.9%
604 - OAP HIGH OPTION	-	27,583,057	27,583,057	25,494,630	32,384,265	(4,801,208)	-17.4%
605 - OAP LOW OPTION	-	1,124,588	1,124,588	1,107,843	1,640,272	(515,684)	-45.9%
606 - CHOICE FUND H.S.A.	-	68,604	68,604	873,351	460,207	(391,603)	-570.8%
607 - FI DENTAL PPO	-	5,722,570	5,722,570	5,674,396	5,942,253	(219,683)	-3.8%
608 - COINSURANCE	-	15,647,088	15,647,088	11,697,354	15,586,712	60,376	0.4%
609 - CONSUMER CHOICE	-	2,358,585	2,358,585	1,574,628	2,550,358	(191,773)	-8.1%
610 - 70% STD	-	1,884,823	1,884,823	1,653,660	2,069,203	(184,380)	-9.8%
611 - 60% STD	-	547,974	547,974	258,548	651,142	(103,168)	-18.8%
612 - 50% STD	-	596,675	596,675	202,578	768,660	(171,985)	-28.8%
613 - 40% STD	-	465,815	465,815	118,439	594,994	(129,179)	-27.7%
614 - BEHAVIORAL HEALTH	-	2,289,637	2,289,637	1,449,594	2,658,521	(368,884)	-16.1%
615 - WELLNESS	-	392,832	392,832	784,283	806,304	(413,472)	-105.3%
616 - CONTRACT ADMINISTRATION	-	469,017	457,292	277,508	419,092	38,200	8.4%
617 - MEDICAL INCENTIVE/PENALTIES	-	1,001,088	1,001,088	1,000,000	1,000,000	1,088	0.1%
618 - BENEFIT ADMINISTRATION	-	2,796,091	2,848,165	2,553,633	3,026,622	(178,457)	-6.3%
621 - FLEX SPENDING HEALTH	-	2,160,460	2,160,460	1,771,875	1,994,563	165,897	7.7%
622 - FLEX SPENDING DEP CARE	-	926,820	926,820	707,149	725,872	200,948	21.7%
623 - VISION	-	1,346,502	1,346,502	1,268,965	1,477,962	(131,460)	-9.8%
624 - STAND ALONE VISION	-	92,524	92,524	-	94,074	(1,550)	-1.7%
625 - FI PREPAID DENTAL	-	719,709	719,709	629,433	658,626	61,083	8.5%
626 - FI LIFE & AD&D	-	986,813	986,813	894,663	1,065,588	(78,775)	-8.0%
627 - SUPPLEMENTAL LIFE	-	3,452,646	3,452,646	2,985,520	4,105,572	(652,926)	-18.9%
628 - EMPLOYEE ASSISTANCE	-	210,264	210,264	205,749	217,224	(6,960)	-3.3%
629 - SI DENTAL	-	2,671,409	2,671,409	2,701,033	3,280,311	(608,902)	-22.8%
630 - DEPENDENT LIFE	-	641,505	641,505	422,263	394,414	247,091	38.5%
631 - VOLUNTARY BENEFITS	-	395,184	395,184	253,957	507,318	(112,134)	-28.4%
632 - CIGNA FOR SENIORS	-	627,300	627,300	542,786	487,080	140,220	22.4%
652 - HS SELF-INSURED TRUST FUND	15,471,611	-	-	-	-	-	
685 - BENEFITS TRUST	1,376,615	-	-	3,000,000	-	-	
INTERNAL SERVICE	$ 16,848,226	$ 133,444,808	$ 133,485,157	$ 120,458,937	$ 144,086,489	$ (10,601,332)	-7.9%
TOTAL FUNDS	$ 19,192,148	$ 133,444,808	$ 133,485,157	$ 120,458,937	$ 144,086,489	$ (10,601,332)	-7.9%

General Adjustments

IT Services: Increase expenditure by $76,542 to fund services provided by the Office of Enterprise Technology

Programs and Activities

Health Benefits Program

The purpose of the Health Benefits Program is to provide Board approved, cost-effective and competitive benefit plans and related services so that qualified employees can be attracted and retained to achieve the County business goals.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
"Percent of active employees, retirees, NPGs, and COBRA beneficiaries who received the benefit coverage who are satisfied with the benefit"	Not Reported	65.1%	65.1%	0.0%	0.0%
Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	93.9%	93.9%	0.0%	0.0%
Percent of voluntary departures who reported benefits as the primary reason for departure	Not Reported	0.9%	0.9%	0.0%	0.0%
Percent increase in enrollment in disease management programs	Not Reported	2.5%	2.5%	0.0%	0.0%
Percent increase in enrollment in Choice Fund HSA Plan	Not Reported	Not Reported	34.9%		
Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	87.0%	87.0%	0.0%	0.0%
Percent increase in enrollment in the Consumer Choice Benefit	Not Reported	10.1%	(1.2%)	(11.2%)	-111.6%
Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	85.7%	85.7%	0.0%	0.0%
Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	83.9%	83.9%	0.0%	0.0%

Activities that comprise this program include:

- Medical
- Pharmacy
- Vision
- Dental
- Mental Health

Medical Activity

The purpose of the Medical Activity is to provide cost-effective, satisfactory medical benefit plans to benefit eligible Maricopa County active employees, retirees, non-payroll groups (NPGs) and Cobra beneficiaries, so they can meet their needs.

Mandates: Administrative mandate as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	93.9%	93.9%	0.0%	0.0%
Result	Percent of voluntary departures who reported benefits as the primary reason for departure	Not Reported	0.9%	0.9%	0.0%	0.0%
Result	Percent increase in enrollment in Choice Fund HSA Plan	Not Reported	Not Reported	34.9%		
Result	Percent increase in enrollment in disease management programs	Not Reported	2.5%	2.5%	0.0%	0.0%
Output	"Number of active employees, retirees, NPGs and Cobra beneficiaries who received Medical Benefits"	Not Reported	12250	12084	-166	-1.4%
Demand	"Number of active employees, retirees, NPGs and Cobra beneficiaries who elected Medical Benefit coverage"	Not Reported	12250	12084	-166	-1.4%
Efficiency	Cost per average monthly per person who received medical benefit coverage	Not Reported	$ 6,528.17	$ 7,878.64	$ (1,350.48)	-20.7%
Revenue						
	100 - GENERAL	$ 134,692	$ -	$ -	$ -	
	601 - CMG HIGH OPTION	-	33,509,951	38,871,668	5,361,717	16.0%
	602 - CMG LOW OPTION	-	1,534,591	1,765,916	231,325	15.1%
	603 - OAP IN	-	15,715,257	18,364,277	2,649,020	16.9%
	604 - OAP HIGH OPTION	-	27,150,813	32,607,094	5,456,281	20.1%
	605 - OAP LOW OPTION	-	1,322,687	1,655,844	333,157	25.2%
	606 - CHOICE FUND H.S.A.	-	426,835	466,262	39,427	9.2%
	608 - COINSURANCE	-	-	-	-	
	609 - CONSUMER CHOICE	-	-	-	-	
	616 - CONTRACT ADMINISTRATION	-	107,271	104,998	(2,273)	-2.1%
	617 - MEDICAL INCENTIVE/PENALTIES	-	971,234	-	(971,234)	-100.0%
	618 - BENEFIT ADMINISTRATION	-	747,028	657,630	(89,398)	-12.0%
	632 - CIGNA FOR SENIORS	-	628,077	487,080	(140,997)	-22.4%
	652 - HS SELF-INSURED TRUST FUND	2,482,300	-	-	-	
	TOTAL SOURCES	$ 2,616,993	$ 82,113,744	$ 94,980,769	$ 12,867,025	15.7%
Expenditure						
	100 - GENERAL	$ 506,563	$ -	$ -	$ -	
	601 - CMG HIGH OPTION	-	33,397,373	38,565,052	(5,167,679)	-15.5%
	602 - CMG LOW OPTION	-	1,367,921	1,736,357	(368,436)	-26.9%
	603 - OAP IN	-	15,589,805	18,217,871	(2,628,066)	-16.9%
	604 - OAP HIGH OPTION	-	25,494,630	32,384,265	(6,889,635)	-27.0%
	605 - OAP LOW OPTION	-	1,107,843	1,640,272	(532,429)	-48.1%
	606 - CHOICE FUND H.S.A.	-	873,351	460,207	413,144	47.3%
	616 - CONTRACT ADMINISTRATION	-	57,078	96,396	(39,318)	-68.9%
	617 - MEDICAL INCENTIVE/PENALTIES	-	996,798	1,000,000	(3,202)	-0.3%
	618 - BENEFIT ADMINISTRATION	-	542,454	618,013	(75,559)	-13.9%
	632 - CIGNA FOR SENIORS	-	542,786	487,080	55,706	10.3%
	652 - HS SELF-INSURED TRUST FUND	1,376,615	-	-	-	
	TOTAL USES	$ 1,883,178	$ 79,970,039	$ 95,205,513	$ (15,235,474)	-19.1%

Effective with FY 2007-08 the Department's fund structure is now comprised of special revenue funds, therefore, data is not available for FY 2006-07 for the relevant funds as indicated above for comparison purposes with later years. In addition, in reviewing the performance measures for the Choice Fund HSA plan note that the Plan was not in place until FY 2007-08.

Base Adjustment: Reduce operating budget by $1,000,000 and increased non-operating budget by $1,000,000 budgeting medical contract penalties as non-recurring expenses.

Dental Activity

The purpose of the Dental Activity is to provide cost-effective satisfactory dental benefit plans to benefit eligible Maricopa County active employees, retirees, NPGs and Cobra beneficiaries so they can meet their needs.

Mandates: Administrative mandate as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	85.7%	85.7%	0.0%	0.0%
Output	"Number of active employees, retirees, NPGs and Cobra Beneficiaries who received Dental Benefit coverage."	Not Reported	12263	12137	-126	-1.0%
Demand	Number of active employees, retirees, NPGs and Cobra Beneficiaries who elected Dental Benefit coverage.	Not Reported	12263	12137	-126	-1.0%
Efficiency	Cost per average monthly number of employees who receive Dental Benefit Coverage	Not Reported	$739.46	$820.79	-$81.33	-11.0%
Revenue						
	607 - FI DENTAL PPO	$ -	$ 5,655,511	$ 5,943,115	$ 287,604	5.1%
	616 - CONTRACT ADMINISTRATION	-	17,022	18,260	1,238	7.3%
	618 - BENEFIT ADMINISTRATION	-	122,155	65,853	(56,302)	-46.1%
	625 - FI PREPAID DENTAL	-	624,157	658,705	34,548	5.5%
	629 - SI DENTAL	-	2,847,629	3,280,574	432,945	15.2%
	TOTAL SOURCES	$ -	$ 9,266,474	$ 9,966,507	$ 700,033	7.6%
Expenditure						
	100 - GENERAL	$ 43,491	$ -	$ -	$ -	
	607 - FI DENTAL PPO	-	5,674,396	5,942,253	(267,857)	-4.7%
	616 - CONTRACT ADMINISTRATION	-	9,929	16,764	(6,835)	-68.8%
	618 - BENEFIT ADMINISTRATION	-	53,216	64,004	(10,788)	-20.3%
	625 - FI PREPAID DENTAL	-	629,433	658,626	(29,193)	-4.6%
	629 - SI DENTAL	-	2,701,033	3,280,311	(579,278)	-21.4%
	TOTAL USES	$ 43,491	$ 9,068,007	$ 9,961,958	$ (893,951)	-9.9%

Effective with FY 2007-08 the Department's fund structure is now comprised of special revenue funds, therefore, data is not available for FY 2006-07 for the relevant funds as indicated above for comparison purposes with later years.

Pharmacy Activity

The purpose of the Pharmacy Activity is to provide cost-effective satisfactory pharmacy benefit plans to benefit eligible Maricopa County active employees, retirees, NPGs and Cobra beneficiaries so they can meet their needs.

Mandates: Administrative mandate as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	87.0%	87.0%	0.0%	0.0%
Result	Percent increase in enrollment in the Consumer Choice Benefit	Not Reported	10.1%	(1.2%)	(11.2%)	(111.6%)
Output	"Number of active employees, retirees, NPGs and Cobra beneficiaries who received Pharmacy Benefit coverage"	Not Reported	11979	11785	-194	(1.6%)
Demand	"Number of active employees, retirees, NPGs and Cobra beneficiaries who elected Pharmacy Benefit coverage"	Not Reported	11979	11785	-194	(1.6%)
Efficiency	Cost per average monthly person who received Pharmacy Benefit coverage	Not Reported	$1,119.39	$1,564.04	-$444.66	(39.7%)
Revenue						
	100 - GENERAL	$ 89,523	$ -	$ -	$ -	
	608 - COINSURANCE	-	14,027,072	15,599,854	1,572,782	11.2%
	609 - CONSUMER CHOICE	-	2,311,318	2,593,364	282,046	12.2%
	616 - CONTRACT ADMINISTRATION	-	38,304	41,086	2,782	7.3%
	618 - BENEFIT ADMINISTRATION	-	286,640	260,860	(25,780)	-9.0%
	TOTAL SOURCES	$ 89,523	$ 16,663,334	$ 18,495,164	$ 1,831,830	11.0%
Expenditure						
	100 - GENERAL	$ 225,919	$ -	$ -	$ -	
	608 - COINSURANCE	-	11,697,354	15,586,712	(3,889,358)	-33.2%
	609 - CONSUMER CHOICE	-	1,574,628	2,550,358	(975,730)	-62.0%
	616 - CONTRACT ADMINISTRATION	-	22,342	37,716	(15,374)	-68.8%
	618 - BENEFIT ADMINISTRATION	-	114,815	257,465	(142,650)	-124.2%
	TOTAL USES	$ 225,919	$ 13,409,139	$ 18,432,251	$ (5,023,112)	-37.5%

Effective with FY 2007-08 the Department's fund structure is now comprised of special revenue funds, therefore, data is not available for FY 2006-07 for the relevant funds as indicated above for comparison purposes with later years.

Vision Activity

The purpose of the Vision Activity is to provide a cost-effective satisfactory vision benefit plans to benefit eligible Maricopa County active employees, retirees, NPGs and Cobra beneficiaries so they can meet their needs. The vision benefit is available to benefit eligible employees whether or not they enroll in medical benefits.

Mandates: Administrative mandate as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	83.9%	83.9%	0.0%	0.0%
Output	Average monthly number of persons who receive Vision Benefit coverage	Not Reported	12401	12220	-181	-1.5%
Demand	Number of active employees, retirees, NPGs and Cobra Beneficiaries who elected Vision Benefit coverage.	Not Reported	12401	12220	-181	-1.5%
Efficiency	Cost per average monthly number of persons who receive Vision Benefit coverage	Not Reported	$103.43	$130.30	-$26.87	-26.0%
Revenue						
	100 - GENERAL	$ 10,779	$ -	$ -	$ -	
	616 - CONTRACT ADMINISTRATION	-	4,257	4,566	309	7.3%
	618 - BENEFIT ADMINISTRATION	-	31,649	16,460	(15,189)	-48.0%
	623 - VISION	-	1,331,117	1,478,152	147,035	11.0%
	624 - STAND ALONE VISION	-	-	94,098	94,098	
	TOTAL SOURCES	$ 10,779	$ 1,367,023	$ 1,593,276	$ 226,253	16.6%
Expenditure						
	100 - GENERAL	$ 2,453	$ -	$ -	$ -	
	616 - CONTRACT ADMINISTRATION	-	2,439	4,188	(1,749)	-71.7%
	618 - BENEFIT ADMINISTRATION	-	11,177	15,998	(4,821)	-43.1%
	623 - VISION	-	1,268,965	1,477,962	(208,997)	-16.5%
	624 - STAND ALONE VISION	-	-	94,074	(94,074)	
	TOTAL USES	$ 2,453	$ 1,282,581	$ 1,592,222	$ (309,641)	-24.1%

Effective with FY 2007-08 the Department's fund structure is now comprised of special revenue funds, therefore, data is not available for FY 2006-07 for the relevant funds as indicated above for comparison purposes with later years.

Mental Health Activity

The purpose of the Mental Health activity is to provide a cost-effective, satisfactory benefit plan to benefit eligible Maricopa County active employees, retirees, NPGs and Cobra beneficiaries so they can access external confidential counseling when faced with personal challenges to help them live and work well.

Mandates: Administrative mandate as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	"Percent of active employees, retirees, NPGs, and COBRA beneficiaries who received the benefit coverage who are satisfied with the benefit"	Not Reported	65.1%	65.1%	0.0%	0.0%
Output	"Number of active employees, retirees, NPGs and Cobra beneficiaries who received Mental Health Benefit coverage"	Not Reported	26098	25748	-350	-1.3%
Demand	"Number of active employees, retirees, NPGs and Cobra beneficiaries who elected Mental Health Benefit coverage"	Not Reported	26098	25748	-350	-1.3%
Efficiency	Cost per average monthly person receiving Mental Health benefit	Not Reported	$64.38	$112.47	-$48.09	-74.7%
Revenue						
	100 - GENERAL	$ 189,620	$ -	$ -	$ -	
	614 - BEHAVIORAL HEALTH	-	2,134,474	2,658,708	524,234	24.6%
	616 - CONTRACT ADMINISTRATION	-	4,255	4,566	311	7.3%
	617 - MEDICAL INCENTIVE/PENALTIE	-	1,303	-	(1,303)	(100.0%)
	618 - BENEFIT ADMINISTRATION	-	30,965	16,460	(14,505)	-46.8%
	628 - EMPLOYEE ASSISTANCE	-	205,089	217,226	12,137	5.9%
	TOTAL SOURCES	$ 189,620	$ 2,376,086	$ 2,896,960	$ 520,874	21.9%
Expenditure						
	100 - GENERAL	$ 178,415	$ -	$ -	$ -	
	614 - BEHAVIORAL HEALTH	-	1,449,594	2,658,521	(1,208,927)	-83.4%
	616 - CONTRACT ADMINISTRATION	-	2,479	4,188	(1,709)	-68.9%
	617 - MEDICAL INCENTIVE/PENALTIE	-	3,202	-	3,202	100.0%
	618 - BENEFIT ADMINISTRATION	-	19,217	15,998	3,219	16.8%
	628 - EMPLOYEE ASSISTANCE	-	205,749	217,224	(11,475)	-5.6%
	TOTAL USES	$ 178,415	$ 1,680,241	$ 2,895,931	$ (1,215,690)	-72.4%

Effective with FY 2007-08 the Department's fund structure is now comprised of special revenue funds, therefore, data is not available for FY 2006-07 for the relevant funds as indicated above for comparison purposes with later years.

Employee Programs

The purpose of the Employee Programs is to provide Board-approved, cost-effective education and consulting services so that qualified employees can be attracted and retained to achieve the County business goals.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of active employees who received services who are satisfied with the Ergonomic Program	Not Reported	61.9%	61.9%	0.0%	0.0%
Percent of active employees who received the services who are satisfied with the services	Not Reported	79.3%	79.3%	0.0%	0.0%
Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	78.4%	78.4%	0.0%	0.0%

Activities that comprise this program include:

- Ergonomics
- Absence Management
- Employee Wellness

Ergonomics Activity

The purpose of the Ergonomic Activity is to provide direction, education, consulting and Ergonomic services that reduce risk, improve effectiveness and efficiency of the workplace, promote a safe

working environment and assist in medical cost containment so that Maricopa County active employees can do their jobs safely and well.

Mandates: Administrative mandate as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of active employees who received services who are satisfied with the Ergonomic Program	Not Reported	61.9%	61.9%	0.0%	0.0%
Output	Count of service requests completed.	Not Reported	1843	2400	557	30.2%
Demand	Count of service requests received from departments within the County.	Not Reported	1980	2400	420	21.2%
Efficiency	Total expenditures for this PAS code per unit of output	Not Reported	$198	$147	$51	25.9%
Revenue						
	616 - CONTRACT ADMINISTRATION	$ -	$ 42,556	$ 45,651	$ 3,095	7.3%
	618 - BENEFIT ADMINISTRATION	-	303,307	346,380	43,073	14.2%
	TOTAL SOURCES	$ -	$ 345,863	$ 392,031	$ 46,168	13.3%
Expenditure						
	100 - GENERAL	$ 187,018	$ -	$ -	$ -	
	616 - CONTRACT ADMINISTRATION	-	27,855	41,910	(14,055)	-50.5%
	618 - BENEFIT ADMINISTRATION	-	337,370	310,483	26,887	8.0%
	TOTAL USES	$ 187,018	$ 365,225	$ 352,393	$ 12,832	3.5%

Effective with FY 2007-08 the Department's fund structure is now comprised of special revenue funds, therefore, data is not available for FY 2006-07 for the relevant funds as indicated above for comparison purposes with later years.

Absence Management Activity

The purpose of the Absence Management Activity is to provide direction, education, consulting and health services for Maricopa County active employees and Managers/Supervisors of the County so Managers and Employees can manage absences and return to work issues effectively.

Mandates: Administrative mandate as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of active employees who received the services who are satisfied with the services	Not Reported	79.3%	79.3%	0.0%	0.0%
Output	Number of service requests completed	Not Reported	Not Reported	Not Reported		
Demand	Number of serves requested by employees or departmental management	Not Reported	Not Reported	Not Reported		
Efficiency	Cost per service request completed	Not Reported	Not Reported	Not Reported		
Revenue						
	610 - 70% STD	$ -	$ 2,582,483	$ 2,069,203	$ (513,280)	-19.9%
	611 - 60% STD	-	549,537	651,142	101,605	18.5%
	612 - 50% STD	-	436,171	768,661	332,490	76.2%
	613 - 40% STD	-	214,549	594,994	380,445	177.3%
	616 - CONTRACT ADMINISTRATION	-	80,862	82,173	1,311	1.6%
	618 - BENEFIT ADMINISTRATION	-	576,782	344,093	(232,689)	-40.3%
	TOTAL SOURCES	$ -	$ 4,440,384	$ 4,510,266	$ 69,882	1.6%
Expenditure						
	100 - GENERAL	$ 91,921	$ -	$ -	$ -	
	610 - 70% STD	-	1,653,660	2,069,203	(415,543)	-25.1%
	611 - 60% STD	-	258,548	651,142	(392,594)	-151.8%
	612 - 50% STD	-	202,578	768,660	(566,082)	-279.4%
	613 - 40% STD	-	118,439	594,994	(476,555)	-402.4%
	616 - CONTRACT ADMINISTRATION	-	47,201	75,444	(28,243)	-59.8%
	TOTAL USES	$ 91,921	$ 2,482,677	$ 4,490,255	$ (2,007,578)	-80.9%

Effective with FY 2007-08 the Department's fund structure is now comprised of special revenue funds, therefore, data is not available for FY 2006-07 for the relevant funds as indicated above for comparison purposes with later years.

Employee Wellness Activity

The purpose of the Employee Wellness Activity is to provide direction, education, consulting and health services for Maricopa County active employees, retirees, NPG's and COBRA beneficiaries, so they can have the tools and information to improve their health and to be more productive in the workforce.

Mandates: Administrative mandate as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	78.4%	78.4%	0.0%	0.0%
Output	Number of active employees who received the benefit coverage	Not Reported	11,977	11,793	-184	-1.5%
Demand	Number of active employees who elected the medical plan	Not Reported	11,977	11,793	-184	-1.5%
Efficiency	Employee Wellness Program cost per employee enrolled	Not Reported	$74.66	$83.64	-$8.98	-12.0%
Revenue						
	615 - WELLNESS	$ -	$ 343,283	$ 1,296,888	$ 953,605	277.8%
	616 - CONTRACT ADMINISTRATION	-	17,022	22,826	5,804	34.1%
	618 - BENEFIT ADMINISTRATION	-	122,327	170,628	48,301	39.5%
	TOTAL SOURCES	$ -	$ 482,632	$ 1,490,342	$ 1,007,710	208.8%
Expenditure						
	100 - GENERAL	$ 68,189	$ -	$ -	$ -	
	615 - WELLNESS	-	784,283	806,304	(22,021)	-2.8%
	616 - CONTRACT ADMINISTRATION	-	9,929	20,956	(11,027)	-111.1%
	618 - BENEFIT ADMINISTRATION	-	100,008	159,089	(59,081)	-59.1%
	TOTAL USES	$ 68,189	$ 894,220	$ 986,349	$ (92,129)	-10.3%

Effective with FY 2007-08 the Department's fund structure is now comprised of special revenue funds, therefore, data is not available for FY 2006-07 for the relevant funds as indicated above for comparison purposes with later years.

Voluntary Benefits Program

The purpose of the Voluntary Benefits Program is to provide Board-approved, cost-effective, satisfactory optional benefits and services so that qualified employees can be attracted and retained to achieve the County business goals.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	94.0%	94.0%	0.0%	0.0%
Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	90.7%	90.7%	0.0%	0.0%
Percent increase in enrollment in flexible spending from 07.01.07	Not Reported	18.9%	19.7%	0.8%	4.3%
Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	Not Reported	Not Reported		

Activities that comprise this program include:

- Flexible Spending Account
- Life Insurance
- Other Benefits

Flexible Spending Account Activity

The purpose of the Flexible Spending Account Activity is to provide a cost effective elective reimbursement benefit for Maricopa County active employees so that they can contribute pre-tax money to pay for health care expenses that are not covered by their insurance program and to pay for dependent care expenses as defined by the Internal Revenue Code Section 213.

Mandates: Administrative mandate as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	90.7%	90.7%	0.0%	0.0%
Output	The total number of employees who elected the Flexible Spending Account benefit plan.	Not Reported	1,618	1,886	268	16.6%
Demand	The number of employees who elected the Flexible Spending Account benefit plan.	Not Reported	1,618	1,886	268	16.6%
Efficiency	Flexible Spending Account benefit plan cost per employee enrolled.	Not Reported	$1,535.73	$1,453.14	$82.59	5.4%
Revenue						
	100 - GENERAL	$ 60,018	$ -	$ -	$ -	
	616 - CONTRACT ADMINISTRATION	-	2,377	4,566	2,189	92.1%
	618 - BENEFIT ADMINISTRATION	-	184	16,459	16,275	8845.1%
	621 - FLEX SPENDING HEALTH	-	1,877,093	1,994,563	117,470	6.3%
	622 - FLEX SPENDING DEP CARE	-	731,907	725,872	(6,035)	-0.8%
	TOTAL SOURCES	$ 60,018	$ 2,611,561	$ 2,741,460	$ 129,899	5.0%
Expenditure						
	100 - GENERAL	$ 67,549	$ -	$ -	$ -	
	616 - CONTRACT ADMINISTRATION	-	1,995	4,188	(2,193)	-109.9%
	618 - BENEFIT ADMINISTRATION	-	3,788	15,998	(12,210)	-322.3%
	621 - FLEX SPENDING HEALTH	-	1,771,875	1,994,563	(222,688)	-12.6%
	622 - FLEX SPENDING DEP CARE	-	707,149	725,872	(18,723)	-2.6%
	TOTAL USES	$ 67,549	$ 2,484,807	$ 2,740,621	$ (255,814)	-10.3%

Effective with FY 2007-08 the Department's fund structure is now comprised of special revenue funds, therefore, data is not available for FY 2006-07 for the relevant funds as indicated above for comparison purposes with later years.

Life Insurance Activity

The purpose of the Life Insurance Benefits activity is to provide cost-effective, satisfactory benefits & services to Maricopa County active employees, so they can meet their needs.

Mandates: Administrative mandate as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	94.0%	94.0%	0.0%	0.0%
Output	"Number of active employees who received coverage in these plans, Basic Life, Supplemental Life or Dependent Life"	Not Reported	29,745	30,118	373	1.3%
Demand	"Number of active employees who enrolled in these plans, Basic Life, Supplemental Life, or Dependent Life"	Not Reported	29,745	30,118	373	1.3%
Efficiency	Cost per output	Not Reported	$145.15	$185.46	-$40.31	-27.8%
Revenue						
	100 - GENERAL	$ 10,779	$ -	$ -	$ -	
	616 - CONTRACT ADMINISTRATION	-	4,257	4,566	309	7.3%
	618 - BENEFIT ADMINISTRATION	-	30,176	16,460	(13,716)	-45.5%
	626 - FI LIFE & AD&D	-	975,338	1,065,588	90,250	9.3%
	627 - SUPPLEMENTAL LIFE	-	3,275,244	4,105,572	830,328	25.4%
	630 - DEPENDENT LIFE	-	457,549	394,414	(63,135)	-13.8%
	TOTAL SOURCES	$ 10,779	$ 4,742,564	$ 5,586,600	$ 844,036	17.8%
Expenditure						
	100 - GENERAL	$ 20,108	$ -	$ -	$ -	
	616 - CONTRACT ADMINISTRATION	-	3,159	4,188	(1,029)	-32.6%
	618 - BENEFIT ADMINISTRATION	-	11,947	15,998	(4,051)	-33.9%
	626 - FI LIFE & AD&D	-	894,663	1,065,588	(170,925)	-19.1%
	627 - SUPPLEMENTAL LIFE	-	2,985,520	4,105,572	(1,120,052)	-37.5%
	630 - DEPENDENT LIFE	-	422,263	394,414	27,849	6.6%
	TOTAL USES	$ 20,108	$ 4,317,552	$ 5,585,760	$ (1,268,208)	-29.4%

Effective with FY 2007-08 the Department's fund structure is now comprised of special revenue funds, therefore, data is not available for FY 2006-07 for the relevant funds as indicated above for comparison purposes with later years.

Other Benefits Activity

The purpose of the Other Benefits activity is to provide cost-effective, satisfactory optional benefits at group rates to Maricopa County active employees, so they can meet their needs.

Mandates: Administrative mandate

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of active employees who received the benefit coverage who are satisfied with the benefit	Not Reported	Not Reported	Not Reported		
Output	Number of active employees who received coverage in these plans	Not Reported	1,229	1,376	147	12.0%
Demand	Number of active employees who elected these plans	Not Reported	1,229	1,376	147	12.0%
Efficiency	Cost per average monthly person receiving coverage	Not Reported	$206.64	$368.69	-$162.05	-78.4%
Revenue						
	631 - VOLUNTARY BENEFITS	-	$ 253,419	$ 507,318	$ 253,899	100.2%
	TOTAL SOURCES	-	$ 253,419	$ 507,318	$ 253,899	100.2%
Expenditure						
	100 - GENERAL	$ 90,356	$ -	$ -	$ -	
	631 - VOLUNTARY BENEFITS	-	253,957	507,318	(253,361)	(99.8%)
	TOTAL USES	$ 90,356	$ 253,957	$ 507,318	$ (253,361)	-99.8%

Effective with FY 2007-08 the Department's fund structure is now comprised of special revenue funds, therefore, data is not available for FY 2006-07 for the relevant funds as indicated above for comparison purposes with later years.

Appropriated Budget Reconciliation

Benefits Trust Fund (685)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET	**$**	**133,444,808**	**$**	**133,744,808**
MID-YEAR ADJUSTMENTS:				
Employee Market compensation Adjustments (Admin Phase II Market Study)	$	52,074	$	52,074
Jan. 2008 Administrative Reductions		(11,725)		-
Subtotal	$	40,349	$	52,074
FY 2007-08 REVISED RESTATED BUDGET	**$**	**133,485,157**	**$**	**133,796,882**
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)	$	-	$	-
Retirement Contributions		-		-
FY 2008-09 Pay for Performance		-		-
Annualization of Jan. 2008 Administrative Reductions		(11,725)		-
Subtotal	$	(11,725)	$	-
FY 2008-09 BUDGET TARGET	**$**	**133,473,432**	**$**	**133,796,882**
REQUESTED ADJUSTMENTS:				
Requested Revenue Above Target Based on New Rates	$	-	$	10,804,672
Requested Expenditure Above Target Based on New Claims & Related Expenses - Claims Estimated at 50% Confidence Level		10,536,515		-
Subtotal	$	10,536,515	$	10,804,672
FY 2008-09 REQUESTED BUDGET	**$**	**144,009,947**	**$**	**144,601,554**
BASE ADJUSTMENTS:				
Adjustment Fund 617 to Non-Operating Budget for Potential Contract Penalties	$	(1,000,000)	$	-
Management Analyst Position - Service Level Agreement with OET		76,542		-
Subtotal	$	(923,458)	$	-
FY 2008-09 ADOPTED OPERATING BUDGET	**$**	**143,086,489**	**$**	**144,601,554**
PERCENT CHANGE FROM TARGET AMOUNT		*7.2%*		*8.1%*
NON-OPERATING				
NON-OPERATING 0001				
Adjustment Fund 617 from Operating Budget for Potential Contract Penalties	$	1,000,000	$	-
Subtotal	$	1,000,000	$	-
FY 2008-09 ADOPTED NON-OPERATING BUDGET	**$**	**1,000,000**	**$**	**-**
FY 2008-09 TOTAL ADOPTED BUDGET	**$**	**144,086,489**	**$**	**144,601,554**

Enterprise Technology

Analysis by Angie Flick, Management & Budget Analyst

Summary

Mission

The mission of the Office of Enterprise Technology (OET) is to provide an information technology (IT) service and support framework for elected and appointed departments so that the County can successfully mobilize sound, strategic IT investments.

Vision

Adaptive Innovation by Design

Strategic Goals

- **By June 30, 2007, OET will implement Phase I of the training strategy to provide high caliber training opportunities that promote improvements in IT knowledge, skills and abilities throughout the OET. By June 30, 2008, final phase of the training strategy will be implemented.**

  Status: Maricopa County receives training vouchers through the Microsoft Enterprise Agreement for training courses designed to help IT Professionals and Developers deploy, manage and support their organization's infrastructure.

- **By July 31, 2008, OET will provide the infrastructure to County employees so they will be able to perform their day-to-day jobs, within a secured IT environment, on demand from anywhere at any time in order to provide needed services to the public.**

  Status: The County's infrastructure upgrade is in progress. The systems necessary to accomplish this goal is expected to be in place by February 2009.

- **By September 30, 2007, establish a Disaster Recovery Plan with skeleton hot site operational for critical enterprise systems.**

  Status: The Disaster Recovery Plan has been established and is in the process of being implemented.

- **By June 30, 2007, implement a new telecommunications billing system that will import all billing data from third party contract carriers (i.e.; cellular, paging and wireless internet provider), and distribute results to all end user departments for their review.**

  Status: The new telecommunications billing system is expected to be in place by March 2009.

- **By June 30, 2009, implement Phase I of the telecom assessment recommendation.**

  Status: The telecom assessment is in final review. The FY 2008-09 budget continues to support the attainment of this goal.

- **By June 30, 2009, implement a new voice mail replacement system.**

  Status: The voice mail replacement system is currently in the procurement process. The FY 2008-09 budget continues to support the attainment of this goal.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
REVENUE							
41IF - INFO TECHNOLOGY INFRASTRUCTURE	$ 20,637,737	$ 16,557,997	$ 16,557,997	$ 17,320,695	$ 16,557,997	$ -	0.0%
DTNW - DATA NETWORK	7,077,139	4,367,267	4,367,267	4,579,048	4,367,267	-	0.0%
PLCD - PERSONAL COMMUNICATION DEVICES	2,865,935	2,400,135	2,400,135	2,616,457	2,400,135	-	0.0%
RDNW - RADIO NETWORK	2,724,231	3,258,262	3,258,262	3,143,767	3,258,262	-	0.0%
RMAC - REMOTE ACCESS	156,796	156,192	156,192	142,168	156,192	-	0.0%
VCST - VOICE SYSTEMS	7,813,636	6,376,141	6,376,141	6,839,255	6,376,141	-	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 236,721	$ -	$ -	$ 129,851	$ -	$ -	
ODIR - EXECUTIVE MANAGEMENT	236,721	-	-	129,851	-	-	
TOTAL PROGRAMS	$ 20,874,458	$ 16,557,997	$ 16,557,997	$ 17,450,546	$ 16,557,997	$ -	0.0%
EXPENDITURES							
41IF - INFO TECHNOLOGY INFRASTRUCTURE	$ 18,167,243	$ 15,996,269	$ 16,187,027	$ 16,636,463	$ 16,867,048	$ (680,021)	-4.2%
DTNW - DATA NETWORK	4,627,120	4,720,013	4,910,777	6,094,766	5,830,919	(920,142)	-18.7%
NWPT - NETWORK PROTECTION	356,944	574,118	574,118	110,688	30,788	543,330	94.6%
PLCD - PERSONAL COMMUNICATION DEVICES	2,636,811	1,562,557	1,562,557	1,790,520	2,035,404	(472,847)	-30.3%
RDNW - RADIO NETWORK	2,067,005	2,213,499	2,213,498	2,247,330	2,687,526	(474,028)	-21.4%
RMAC - REMOTE ACCESS	42,214	16,000	16,000	20,710	35,400	(19,400)	-121.3%
VCST - VOICE SYSTEMS	8,437,149	6,910,082	6,910,077	6,372,449	6,247,011	663,066	9.6%
41MG - INFO TECHNOLOGY MANAGEMENT	$ 634,850	$ 1,021,667	$ 1,021,667	$ 1,032,761	$ 1,214,698	$ (193,031)	-18.9%
EPMG - ENTERPRISE MANAGEMENT	634,850	1,021,667	1,021,667	1,032,761	1,214,698	(193,031)	-18.9%
99AS - ADMINISTRATIVE SERVICES	$ 1,246,370	$ 1,145,432	$ 1,845,579	$ 2,328,064	$ 1,226,713	$ 618,866	33.5%
BDGT - BUDGETING	-	-	-	12,423	-	-	
ODIR - EXECUTIVE MANAGEMENT	1,126,168	1,089,688	1,089,706	2,224,632	1,009,788	79,918	7.3%
FSAC - FINANCIAL SERVICES	18,016	25,898	726,028	21,820	179,339	546,689	75.3%
HRAC - HUMAN RESOURCES	25,476	29,846	29,845	41,490	37,586	(7,741)	-25.9%
PROC - PROCUREMENT	76,710	-	-	27,699	-	-	
99GV - GENERAL GOVERNMENT	$ 335,530	$ 337,356	$ 337,356	$ 332,660	$ 422,470	$ (85,114)	-25.2%
CSCA - CENTRAL SERVICE COST ALLOC	286,708	328,024	328,024	328,024	422,470	(94,446)	-28.8%
ISFC - INTERNAL SERVICE FUND CHARGES	48,822	9,332	9,332	4,636	-	9,332	100.0%
99IT - INFORMATION TECHNOLOGY	$ 6,487,636	$ 7,220,638	$ 7,761,196	$ 8,492,091	$ 8,955,641	$ (1,194,445)	-15.4%
BUAS - BUSINESS APPLICATION DEVELOP	3,925,814	4,132,974	4,307,164	5,101,751	4,859,849	(552,685)	-12.8%
DACR - DATA CENTER	285,689	315,573	681,929	277,822	839,951	(158,022)	-23.2%
DESK - DESKTOP SUPPORT	886,593	989,334	989,340	1,088,844	1,008,478	(19,138)	-1.9%
HDSP - HELP DESK SUPPORT	192,048	284,655	284,654	350,470	362,362	(77,708)	-27.3%
VANS - INFRASTRUCTURE NETWORK SERVICES	1,197,492	1,498,102	1,498,109	1,673,204	1,885,001	(386,892)	-25.8%
TOTAL PROGRAMS	$ 26,871,629	$ 25,721,362	$ 27,152,825	$ 28,822,039	$ 28,686,570	$ (1,533,745)	-5.6%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ 684,746	$ -	$ -	$ -	$ -	$ -	
SUBTOTAL	$ 684,746	$ -	$ -	$ -	$ -	$ -	
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 685,264	$ 685,264	$ 722,136	$ 685,264	$ -	0.0%
0636 - INTERNAL SERVICE CHARGES	19,945,906	15,861,733	15,861,733	16,592,899	15,861,733	-	0.0%
SUBTOTAL	$ 19,945,906	$ 16,546,997	$ 16,546,997	$ 17,315,035	$ 16,546,997	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 236,721	$ -	$ -	$ 129,851	$ -	$ -	
0650 - MISCELLANEOUS REVENUE	7,085	11,000	11,000	5,660	11,000	-	0.0%
SUBTOTAL	$ 243,805	$ 11,000	$ 11,000	$ 135,511	$ 11,000	$ -	0.0%
TOTAL SOURCES	$ 20,874,458	$ 16,557,997	$ 16,557,997	$ 17,450,546	$ 16,557,997	$ -	0.0%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 5,729,258	$ 8,028,662	$ 8,328,767	$ 7,967,767	$ 9,410,392	$ (1,081,625)	-13.0%
0705 - TEMPORARY PAY	36,590	14,904	14,904	5,516	-	14,904	0.0%
0710 - OVERTIME	81,413	27,300	27,300	55,926	22,978	4,322	0.0%
0750 - FRINGE BENEFITS	1,556,526	2,236,557	2,303,384	2,211,533	2,575,473	(272,089)	-11.8%
0790 - OTHER PERSONNEL SERVICES	53,473	29,071	29,071	77,294	113,955	(84,884)	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(349,019)	(713,872)	(713,872)	(1,782,547)	(2,041,641)	1,327,769	-186.0%
0796 - PERSONNEL SERVICES ALLOC-IN	261,462	253,451	253,451	453,102	283,185	(29,734)	-11.7%
SUBTOTAL	$ 7,369,704	$ 9,876,073	$ 10,243,005	$ 8,988,591	$ 10,364,342	$ (121,337)	-1.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 3,225,832	$ 308,750	$ 395,558	$ 2,091,975	$ 2,511,735	$ (2,116,177)	-535.0%
0802 - MEDICAL SUPPLIES	-	-	-	15,840	-	-	0.0%
0803 - FUEL	26,381	19,200	19,200	22,458	26,783	(7,583)	-39.5%
0804 - NON-CAPITAL EQUIPMENT	432,985	20,400	20,400	51,847	-	20,400	100.0%
0805 - SUPPLIES-ALLOCATION OUT	-	-	-	-	(15,000)	15,000	
0806 - SUPPLIES-ALLOCATION IN	-	3,577	3,577	1,192	-	3,577	100.0%
SUBTOTAL	$ 3,685,199	$ 351,927	$ 438,735	$ 2,183,312	$ 2,523,518	$ (2,084,783)	-475.2%
SERVICES							
0810 - LEGAL SERVICES	$ 5,369	$ -	$ -	$ -	$ -	$ -	
0812 - OTHER SERVICES	2,471,794	1,691,614	1,778,439	3,273,327	1,000,572	777,867	43.7%
0820 - RENT & OPERATING LEASES	2,643,233	1,586,466	1,586,466	1,425,944	10,020	1,576,446	0.0%
0825 - REPAIRS AND MAINTENANCE	2,105,653	2,985,584	2,985,587	3,206,998	3,376,769	(391,182)	-13.1%
0830 - INTERGOVERNMENTAL PAYMENTS	3,126	-	-	3,750	-	-	
0839 - INTERNAL SERVICE CHARGES	271,130	114,199	114,199	559,260	166,504	(52,305)	-45.8%
0841 - TRAVEL	15,392	8,721	8,721	16,809	19,464	(10,743)	0.0%
0842 - EDUCATION AND TRAINING	277,256	69,777	69,777	64,160	88,041	(18,264)	-26.2%
0843 - POSTAGE/FREIGHT/SHIPPING	3,244	1,750	1,750	2,740	3,420	(1,670)	-95.4%
0850 - UTILITIES	5,570,538	5,969,348	5,969,348	5,971,463	7,933,248	(1,963,900)	-32.9%
0872 - SERVICES-ALLOCATION OUT	-	-	-	-	(216,221)	216,221	
0873 - SERVICES-ALLOCATION IN	20,233	-	190,765	-	-	190,765	100.0%
SUBTOTAL	$ 13,386,968	$ 12,427,459	$ 12,705,052	$ 14,524,451	$ 12,381,817	$ 323,235	2.5%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 873,454	$ 328,024	$ 328,024	$ 328,024	$ 422,470	$ (94,446)	-28.8%
SUBTOTAL	$ 873,454	$ 328,024	$ 328,024	$ 328,024	$ 422,470	$ (94,446)	-28.8%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ -	$ 700,130	$ 342,856	$ -	$ 700,130	0.0%
0920 - CAPITAL EQUIPMENT	929,592	-	-	50,618	-	-	
0930 - VEHICLES & CONSTRUCTION EQUIP	55,265	-	-	-	-	-	
0950 - DEBT SERVICE	571,448	2,737,879	2,737,879	2,404,187	3,119,608	(381,729)	-13.9%
0955 - CAPITAL-ALLOCATION OUT	-	-	-	-	(125,185)	125,185	
SUBTOTAL	$ 1,556,305	$ 2,737,879	$ 3,438,009	$ 2,797,661	$ 2,994,423	$ 443,586	12.9%
TOTAL USES	$ 26,871,629	$ 25,721,362	$ 27,152,825	$ 28,822,039	$ 28,686,570	$ (1,533,745)	-5.6%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
681 - TELECOMMUNICATIONS	$ 20,874,462	$ 16,557,997	$ 16,557,997	$ 17,450,546	$ 16,557,997	$ -	0.0%
INTERNAL SERVICE	$ 20,874,462	$ 16,557,997	$ 16,557,997	$ 17,450,546	$ 16,557,997	$ -	0.0%
TOTAL FUNDS	$ 20,874,462	$ 16,557,997	$ 16,557,997	$ 17,450,546	$ 16,557,997	$ -	0.0%
USES							
100 - GENERAL	$ 7,754,440	$ 10,052,098	$ 10,592,666	$ 10,287,827	$ 10,785,417	$ (192,751)	-1.8%
681 - TELECOMMUNICATIONS	$ 19,117,189	$ 15,669,264	$ 16,560,159	$ 18,534,212	$ 17,901,153	$ (1,340,994)	-8.1%
INTERNAL SERVICE	$ 19,117,189	$ 15,669,264	$ 16,560,159	$ 18,534,212	$ 17,901,153	$ (1,340,994)	-8.1%
TOTAL FUNDS	$ 26,871,629	$ 25,721,362	$ 27,152,825	$ 28,822,039	$ 28,686,570	$ (1,533,745)	-5.6%

General Adjustments

Budget Balancing: Reduced Fund 100 operating budget by $19,613 in administrative services.

Salary Savings: Increased Salary Savings in Fund 681 budget by $223,851.

Central Service Cost Allocation: Increased Allocation in Telecommunications Fund by $94,438.

One-time Expenditures: ncreased non-operating budget by $1,800,000 for network infrastructure in Fund 681.

Programs and Activities

Information Technology Infrastructure Program

The purpose of the Information Technology Infrastructure (Telecommunications) program is to provide a common integrated, robust, electronic platform to County departments, participating jurisdictions and the public so that they can conveniently and dependably conduct business regardless of location.

Program Results

41IF - IT Infrastructure Program Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of time Downtown Network is connected to host	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent cost per minute reduction of airtime on cell phones	Not Reported	5.0%	5.0%	0.0%	0.0%
Percent of time SmartZone system is operating at 100% of capacity during a quarter (24/7)	Not Reported	97.6%	97.6%	0.0%	0.0%
Percent of time remote access system is fully operational during a quarter (24/7)	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of time Voice Systems are operational during a quarter 24/7	Not Reported	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Data Network
- Network Protection
- Personal Communication Devices
- Radio Network
- Remote Access
- Voice Systems

Data Network Activity

The purpose of the Data Network Activity is to provide a stable network with adequate bandwidth for County applications to County employees and the public so that they can transact business electronically.

Mandates: Not a mandated activity.

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of time Downtown Network is connected to host	Not Reported	Not Reported	100.0%	0.0%	0.0%
Output	Number of work orders completed.	895	900	900	-	0.0%
Demand	Number of work and repair orders anticipated	900	900	900	-	0.0%
Efficiency	Cost per work order completed	$ 5,169.97	$ 6,771.96	$ 6,478.80	$ 293.16	4.3%
Revenue						
	681 - TELECOMMUNICATIONS	$ 7,077,139	$ 4,579,048	$ 4,367,267	$ (211,781)	-4.6%
	TOTAL SOURCES	$ 7,077,139	$ 4,579,048	$ 4,367,267	$ (211,781)	-4.6%
Expenditure						
	100 - GENERAL	$ -	$ 197,608	$ -	$ 197,608	100.0%
	681 - TELECOMMUNICATIONS	4,627,120	5,897,158	5,830,919	66,239	1.1%
	TOTAL USES	$ 4,627,120	$ 6,094,766	$ 5,830,919	$ 263,847	4.3%

Network Protection Activity

The purpose of the Network Protection Activity is to proactively monitor each server accessible to the internet on the County network making sure that vulnerabilities are detected and appropriate patches deployed so that County employees and the public have interrupted access and have confidence in the integrity of resources and data.

Mandates: Not a mandated activity.

Performance **Analysis:**

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of network protection products deployed	Not Reported	24	24	0.0%	0.0%
Demand	Number of network connected devices needing protection	Not Reported	Not Reported	173,112	-	0.0%
Efficiency	Cost per network protection products deployed	Not Reported	$ 4,612.00	$ 1,282.83	$ 3,329.17	72.2%
Expenditure						
	681 - TELECOMMUNICATIONS	$ 356,944	$ 110,688	$ 30,788	$ 79,900	72.2%
	TOTAL USES	$ 356,944	$ 110,688	$ 30,788	$ 79,900	72.2%

Personal Communication Devices Activity

The purpose of the Personal Communication Devices Activity is to provide County employees with wireless communications devices obtained via approved vendors so that they can communicate from any location at any time.

Mandates: Not a mandated activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percentage cost per minute reduction of airtime on cell phones	Not Reported	5.0%	5.0%	0.0%	0.0%
Output	Number of cell phones in the County	Not Reported	3,541	3,541	-	0.0%
Demand	Number of new cell phones anticipated	Not Reported	3,541	3,541	-	0.0%
Efficiency	Cost per cell phone	Not Reported	$ 505.65	$ 574.81	$ (69.16)	-13.7%
Revenue						
	681 - TELECOMMUNICATIONS	$ 2,865,935	$ 2,616,457	$ 2,400,135	$ (216,322)	-8.3%
	TOTAL SOURCES	$ 2,865,935	$ 2,616,457	$ 2,400,135	$ (216,322)	-8.3%
Expenditure						
	681 - TELECOMMUNICATIONS	$ 2,636,811	$ 1,790,520	$ 2,035,404	$ (244,884)	-13.7%
	TOTAL USES	$ 2,636,811	$ 1,790,520	$ 2,035,404	$ (244,884)	-13.7%

Radio Network Activity

The purpose of the Radio Network Activity is to provide robust and reliable wireless voice communications to public safety and public works customers, County and non-County, so that they can communicate throughout Maricopa County.

Mandates: Not a mandated activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of time SmartZone system is operating at 100% of capacity during a quarter (24/7)	Not Reported	Not Reported	97.6%	0.0%	0.0%
Output	Number of work orders completed	2,456	30,116	30,116	-	0.0%
Demand	Number of work orders anticipated	1,700	30,116	30,116	-	0.0%
Efficiency	Average cost to complete a billable work order	$ 841.61	$ 74.62	$ 89.24	$ (14.62)	-19.6%
Revenue						
	681 - TELECOMMUNICATIONS	$ 2,724,231	$ 3,143,767	$ 3,258,262	$ 114,495	3.6%
	TOTAL SOURCES	$ 2,724,231	$ 3,143,767	$ 3,258,262	$ 114,495	3.6%
Expenditure						
	681 - TELECOMMUNICATIONS	$ 2,067,005	$ 2,247,330	$ 2,687,526	$ (440,196)	-19.6%
	TOTAL USES	$ 2,067,005	$ 2,247,330	$ 2,687,526	$ (440,196)	-19.6%

Remote Access Activity

The purpose of the Remote Access Activity is to provide secure access from remote locations into the County network, regardless of mode of access so teleworkers can conduct business regardless of location.

Mandates: Not a mandated activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of time remote access system is fully operational during a quarter (24/7)	Not Reported	Not Reported	100.0%	0.0%	0.0%
Output	Number of remote access user accounts supported	7,529	966	966	-	0.0%
Demand	Number of remote access user accounts expected to be supported	7,700	Not Reported	966	-	0.0%
Demand	Number of new remote access user accounts anticipated	Not Reported	Not Reported	100	-	0.0%
Efficiency	Cost per remote access account during a year	$ 5.61	$ 21.44	$ 36.65	$ -	-70.9%
Revenue						
	681 - TELECOMMUNICATIONS	$ 156,796	$ 142,168	$ 156,192	$ 14,024	9.9%
	TOTAL SOURCES	$ 156,796	$ 142,168	$ 156,192	$ 14,024	9.9%
Expenditure						
	681 - TELECOMMUNICATIONS	$ 42,214	$ 20,710	$ 35,400	$ (14,690)	-70.9%
	TOTAL USES	$ 42,214	$ 20,710	$ 35,400	$ (14,690)	-70.9%

Voice Systems Activity

The purpose of the Voice Systems Activity is to provide stable telecommunication related services, analysis and repair to all County agencies so that the County employees and public can interact in a reliable and easy manner.

Mandates: Not a mandated activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of time Voice Systems are operational during a quarter 24/7	Not Reported	Not Reported	100.0%	0.0%	0.0%
Output	Number of work orders completed	8,083	57,716	57,716	-	0.0%
Demand	Number of work orders anticipated	6,400	Not Reported	57,716	-	0.0%
Efficiency	Cost per port	Not Reported	$ 490.19	$ 480.54	$ 9.65	2.0%
Revenue						
	681 - TELECOMMUNICATIONS	$ 7,813,636	$ 6,839,255	$ 6,376,141	$ (463,114)	-6.8%
	TOTAL SOURCES	$ 7,813,636	$ 6,839,255	$ 6,376,141	$ (463,114)	-6.8%
Expenditure						
	100 - GENERAL	$ -	$ (24,524)	$ -	$ (24,524)	100.0%
	681 - TELECOMMUNICATIONS	8,437,149	6,396,973	6,247,011	149,962	2.3%
	TOTAL USES	$ 8,437,149	$ 6,372,449	$ 6,247,011	$ 125,438	2.0%

Information Technology Program

The purpose of the Information Technology Program is to provide IT leadership and services to the client departments so that management can obtain maximum benefit from the IT resource.

Program Results

99IT - Information Technology Program Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of service requests for maintenance on existing applications	96.0%	96.0%	96.0%	0.0%	0.0%
Percent of time system available 12/5	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of time system available 24/7	99.8%	99.8%	99.8%	0.0%	0.0%
Percent of mission-critical storage used (LAN)	63.7%	63.7%	63.7%	0.0%	0.0%
Percent of desktop support actions completed that meet department standards	97.0%	97.0%	97.0%	0.0%	0.0%
Expenditure					
100 - GENERAL	$ 5,963,084	8,475,847	$ 8,955,641	$ (479,794)	-5.7%
681 - TELECOMMUNICATIONS	-	16,244	-	16,244	100.0%
TOTAL USES	$ 5,963,084	$ 8,492,091	$ 8,955,641	$ (463,550)	-5.5%

Activities that comprise this program include:

- Business Application Development
- Data Center
- Data Entry
- Desktop Support
- Enterprise IT Collaboration
- GIS Application Development
- Help Desk Support
- Reporting/Technical Assistance
- Value Added Network Services

Initiatives: Annualization of prior year initiatives increased the budget by $419,837.

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 10,052,098**	**$ -**
MID-YEAR ADJUSTMENTS:		
Agenda Management System	$ 366,384	$ -
FY 2007-08 Budget Balancing Plan	(260,464)	-
Computer Assisted Mass Appraisal System	434,648	-
Subtotal	$ 540,568	$ -
FY 2007-08 REVISED BUDGET	**$ 10,592,666**	**$ -**
ADJUSTMENTS:		
Restate Treasurer IT Program	$ 1,545,685	$ -
Reallocate Funding from Communications (PCN 64835)	81,893	-
Reallocate Funding from WMD (PCN 8564)	65,019	-
Non-Recurring Expense (PeopleSoft)	(1,659,219)	-
Restate from Non-Departmental	2,118,447	-
Subtotal	$ 2,151,825	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 12,744,491**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Annualization of Prior Year Initiative (Agenda Management System)	133,778	-
Annualization of Prior Year Initiative (Computer Assisted Mass Appraisal System)	286,059	-
FY 2007-08 Budget Balancing Plan	(260,464)	-
Subtotal	$ 159,373	$ -
FY 2008-09 BUDGET TARGET	**$ 12,903,864**	**$ -**
BUDGET BALANCING ADJUSTMENTS:		
Budget Balancing Reduction	$ (2,118,447)	$ -
Subtotal	$ (2,118,447)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 10,785,417**	**$ -**
PERCENT CHANGE FROM TARGET AMOUNT	*-16.4%*	
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 10,785,417**	**$ -**

Telecommunication Fund (681)

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 15,669,264**	**$ 16,557,997**
MID-YEAR ADJUSTMENTS:			
Chambers Remodel		$ 700,130	$ -
FY 2007-08 Budget Balancing Plan		(409,235)	-
Durango Parking Garage		600,000	-
	Subtotal	$ 890,895	$ -
FY 2007-08 REVISED BUDGET		**$ 16,560,159**	**$ 16,557,997**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 months)		$ -	$ -
Retirement Contributions		-	-
FY 2008-09 Pay for Performance		-	-
Chambers Remodel		(700,130)	-
Durango Parking Garage		(600,000)	-
FY 2007-08 Budget Balancing Plan		(409,235)	-
	Subtotal	$ (1,709,365)	$ -
FY 2008-09 BUDGET TARGET		**$ 14,850,794**	**$ 16,557,997**
REQUESTED ADJUSTMENTS:			
Submission Over Target		$ 3,100,130	$ -
	Subtotal	$ 3,100,130	$ -
FY 2008-09 REQUESTED BUDGET		**$ 17,950,924**	**$ 16,557,997**
BASE ADJUSTMENTS:			
Network Infrastructure Upgrade		$ (1,800,000)	$ -
Increase Personnel/Benefit Savings		(223,851)	-
Increase Central Service Cost Allocation		94,438	-
Technical Adjustment to OET Fund 100 Allocation		77,303	-
Technical Adjustment to Public Health Allocation		2,339	-
	Subtotal	$ (1,849,771)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 16,101,153**	**$ 16,557,997**
PERCENT CHANGE FROM TARGET AMOUNT		*8.4%*	
NON-OPERATING			
NON-OPERATING 0001			
Network Infrastructure Upgrade		$ 1,800,000	$ -
	Subtotal	$ 1,800,000	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET		**$ 1,800,000**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 17,901,153**	**$ 16,557,997**

Environmental Services

Analysis by Angie Flick, Management & Budget Analyst

Summary

Mission

The mission of the Environmental Services Department is to provide effective environmental management to the people of Maricopa County so that residents may enjoy living in a healthy and safe community.

Vision

As the recognized regional environmental leader, we will develop and foster innovative environmental health protection programs for the safety of our residents and their environment.

Strategic Goals

- **By June 30, 2010, identify and implement an electronic document management program to reduce existing stored paper plans, utilize existing space more effectively and create an efficient workflow process.**

  Status: A local contractor has begun imaging the Department's files to reduce existing hard copy/paper documents.

- **By May 31, 2008, improve access to department services through increased automation enhancements including on-line credit card payments for the benefit and participation of our business community.**

  Status: On May 1, 2008, the Department began accepting credit cards.

- **By June 30, 2008, complete a needs assessment of Environmental Services business processes, technology platforms and processes, organizational structure and customer service interface.**

  Status: The Department received final recommendations from a consulting company in May 2008 regarding the Environmental Health Program, Water and Wastewater Management Program, and Quality Assurance/Quality Control Program; their processes, structure and customer interface.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
REVENUE							
88BP - BUSINESS SERVICES	$ -	$ -	$ -	$ 6,135	$ 2,400	$ 2,400	
HCPA - HEALTH CODE PERMITTING	-	-	-	6,135	2,400	2,400	
88EH - ENVIRONMENTAL HEALTH SERVICES	$ 8,987,498	$ 12,267,923	$ 12,267,923	$ 14,237,687	$ 16,440,010	$ 4,172,087	34.0%
EHEN - ENV HEALTH ENFORCEMENT ACT	159,550	61,000	61,000	199,529	356,511	295,511	484.4%
EHPR - ENV HEALTH PLAN REVIEW	1,180,851	995,400	995,400	1,256,585	1,358,370	362,970	36.5%
FSIA - FOOD SERVICE INSPECTIONS	5,375,295	9,170,861	9,170,861	10,310,711	12,622,165	3,451,304	37.6%
FSLC - FOOD SERVICE LICENSING ACT	1,626,041	1,545,587	1,545,587	1,650,837	1,575,060	29,473	1.9%
FWBI - FOOD&WATER BORNE ILLNESS INV	100,304	-	-	-	-	-	
SPPR - SWIMMING POOL PLAN REVIEW	545,457	495,075	495,075	820,025	527,904	32,829	6.6%
88WW - WATER AND WASTE MANAGEMENT	$ 5,622,126	$ 7,109,756	$ 7,109,756	$ 4,324,436	$ 3,928,054	$ (3,181,702)	-44.8%
PUBW - PUBLIC WATER COMPLIANCE & PRMT	1,508,595	1,866,498	1,866,498	580,842	913,704	(952,794)	-51.0%
WFIA - PUBLIC WATER FACILITY INSP	-	-	-	-	469,120	469,120	
SOLW - SOLID WASTE COMPLIANCE & PRMT	423,838	440,000	440,000	429,800	446,782	6,782	1.5%
SSFA - SUBDIV SANITARY FACILITIES	-	-	-	-	165,120	165,120	
WASW - WASTE WATER COMPLIANCE & PRMT	3,689,693	4,803,258	4,803,258	3,313,794	1,832,528	(2,970,730)	-61.8%
WWFI - WASTEWATER FACILITY INSP	-	-	-	-	100,800	100,800	
99AS - ADMINISTRATIVE SERVICES	$ 82,735	$ 75,000	$ 75,000	$ 219,523	$ 200,000	$ 125,000	166.7%
ODIR - EXECUTIVE MANAGEMENT	82,735	75,000	75,000	219,523	200,000	125,000	166.7%
TOTAL PROGRAMS	$ 14,692,359	$ 19,452,679	$ 19,452,679	$ 18,787,781	$ 20,570,464	$ 1,117,785	5.7%
EXPENDITURES							
88BP - BUSINESS SERVICES	$ 121,597	$ 711,424	$ 711,428	$ 542,391	$ 715,013	$ (3,585)	-0.5%
HCPA - HEALTH CODE PERMITTING	121,597	711,424	711,428	542,391	715,013	(3,585)	-0.5%
88EP - ENFORCEMENT	$ 631	$ 49,750	$ 49,748	$ 308	$ -	$ 49,748	100.0%
NPRC - NONPERMIT RELATED COMPLIANCE	631	49,750	49,748	308	-	49,748	100.0%
88EH - ENVIRONMENTAL HEALTH SERVICES	$ 9,117,233	$ 12,735,700	$ 12,405,725	$ 10,762,020	$ 11,696,731	$ 708,994	5.7%
EHEN - ENV HEALTH ENFORCEMENT ACT	390,036	722,411	785,074	802,747	853,323	(68,249)	-8.7%
EHPR - ENV HEALTH PLAN REVIEW	568,726	634,507	634,508	621,560	639,449	(4,941)	-0.8%
FSIA - FOOD SERVICE INSPECTIONS	7,006,222	9,865,874	9,473,232	7,827,414	8,470,002	1,003,230	10.6%
FSLC - FOOD SERVICE LICENSING ACT	607,820	956,723	956,722	833,686	1,001,177	(44,455)	-4.6%
FWBI - FOOD&WATER BORNE ILLNESS INV	134,446	174,240	174,243	143,481	150,213	24,030	13.8%
SPCI - SWIM POOL CONSTRUCT INSP	-	195,033	195,034	200,708	400,747	(205,713)	-105.5%
SPPR - SWIMMING POOL PLAN REVIEW	409,984	186,912	186,912	332,424	181,820	5,092	2.7%
88VC - VECTOR CONTROL	$ 1,218,811	$ 3,672,361	$ 3,672,368	$ 2,651,264	$ 2,861,499	$ 810,869	22.1%
ADLT - MOSQUITO ADULTICIDING	73,966	405,505	405,507	237,359	351,699	53,808	13.3%
LARV - MOSQUITO LARVICIDING	223,831	1,551,915	1,551,918	711,217	868,933	682,985	44.0%
VCCM - VECTOR CONTROL COMPLAINT MGMT	461,016	808,348	808,342	810,260	940,323	(131,981)	-16.3%
VSST - VECTOR CTRL SITE SURVEIL	381,353	633,663	633,671	685,921	529,319	104,352	16.5%
VTST - VECTOR SURVEILLANCE TESTING	78,645	272,930	272,930	206,507	171,225	101,705	37.3%
88WW - WATER AND WASTE MANAGEMENT	$ 3,505,678	$ 5,379,876	$ 5,326,382	$ 3,887,327	$ 4,280,925	$ 1,045,457	19.6%
PUBW - PUBLIC WATER COMPLIANCE & PRMT	907,959	1,286,570	1,286,568	923,151	592,952	693,616	53.9%
WFIA - PUBLIC WATER FACILITY INSP	-	112,481	112,477	184,312	497,485	(385,008)	-342.3%
SOLW - SOLID WASTE COMPLIANCE & PRMT	359,241	323,657	323,655	313,714	302,858	20,797	6.4%
SWIA - STORM WATER INSPECTION	63,475	87,083	87,086	47,896	51,744	35,342	40.6%
SWPA - STORM WATER PLAN REVIEW	46,952	84,052	84,052	149,136	167,886	(83,834)	-99.7%
SSFA - SUBDIV SANITARY FACILITIES	-	30,711	30,706	16,661	39,507	(8,801)	-28.7%
WASW - WASTE WATER COMPLIANCE & PRMT	2,128,052	3,309,091	3,255,611	2,222,025	2,525,654	729,957	22.4%
WWFI - WASTEWATER FACILITY INSP	-	146,231	146,227	30,432	102,839	43,388	29.7%
99AS - ADMINISTRATIVE SERVICES	$ 2,136,624	$ 1,961,665	$ 1,961,647	$ 1,942,288	$ 2,065,618	$ (103,971)	-5.3%
BDGT - BUDGETING	52,482	114,653	114,655	107,804	94,935	19,720	17.2%
ODIR - EXECUTIVE MANAGEMENT	1,308,050	1,267,127	1,267,114	1,320,056	1,495,958	(228,844)	-18.1%
FSAC - FINANCIAL SERVICES	430,635	239,503	239,508	218,208	208,536	30,972	12.9%
HRAC - HUMAN RESOURCES	345,456	340,382	340,370	257,049	216,921	123,449	36.3%
PROC - PROCUREMENT	-	-	-	39,171	49,268	(49,268)	
99GV - GENERAL GOVERNMENT	$ 454,529	$ 667,448	$ 667,448	$ 667,434	$ 799,735	$ (132,287)	-19.8%
CSCA - CENTRAL SERVICE COST ALLOC	378,412	380,790	380,790	380,790	481,622	(100,832)	-26.5%
ISFC - INTERNAL SERVICE FUND CHARGES	76,117	286,658	286,658	286,644	318,113	(31,455)	-11.0%
99IT - INFORMATION TECHNOLOGY	$ 573,547	$ 873,984	$ 1,203,984	$ 1,087,537	$ 4,006,002	$ (2,802,018)	-232.7%
BUAS - BUSINESS APPLICATION DEVELOP	350,348	510,973	840,973	734,964	3,767,125	(2,926,152)	-347.9%
DACR - DATA CENTER	41,958	81,348	81,345	30,113	-	81,345	100.0%
DESK - DESKTOP SUPPORT	168,527	256,745	256,746	181,902	238,877	17,869	7.0%
GISA - G.I.S. APPLICATION DEVELOPMENT AND SUPPORT	-	-	-	100,754	-	-	
HDSP - HELP DESK SUPPORT	-	-	-	37,750	-	-	
VANS - INFRASTRUCTURE NETWORK SERVICES	12,714	24,918	24,920	2,054	-	24,920	100.0%
TOTAL PROGRAMS	$ 17,128,649	$ 26,052,208	$ 25,998,730	$ 21,540,569	$ 26,425,523	$ (426,793)	-1.6%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 10,769,325	$ 14,945,739	$ 14,945,739	$ 13,286,884	$ 12,966,378	$ (1,979,361)	-13.2%
SUBTOTAL	$ 10,769,325	$ 14,945,739	$ 14,945,739	$ 13,286,884	$ 12,966,378	$ (1,979,361)	-13.2%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 36,063	$ 1,334,878	$ 1,334,878	$ 1,343,517	$ 900,000	$ (434,878)	-32.6%
SUBTOTAL	$ 36,063	$ 1,334,878	$ 1,334,878	$ 1,343,517	$ 900,000	$ (434,878)	-32.6%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 1,726,308	$ 1,490,475	$ 1,490,475	$ 2,076,610	$ 6,372,686	$ 4,882,211	327.6%
SUBTOTAL	$ 1,726,308	$ 1,490,475	$ 1,490,475	$ 2,076,610	$ 6,372,686	$ 4,882,211	327.6%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 145,446	$ 61,000	$ 61,000	$ 199,529	$ 121,000	$ 60,000	98.4%
SUBTOTAL	$ 145,446	$ 61,000	$ 61,000	$ 199,529	$ 121,000	$ 60,000	98.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 218,250	$ 75,000	$ 75,000	$ 224,269	$ 208,000	$ 133,000	177.3%
0650 - MISCELLANEOUS REVENUE	1,742,164	1,545,587	1,545,587	1,656,972	2,400	(1,543,187)	-99.8%
SUBTOTAL	$ 1,960,414	$ 1,620,587	$ 1,620,587	$ 1,881,241	$ 210,400	$ (1,410,187)	-87.0%
ALL REVENUES	$ 14,637,557	$ 19,452,679	$ 19,452,679	$ 18,787,781	$ 20,570,464	$ 1,117,785	5.7%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 54,802	$ -	$ -	$ -	$ -	$ -	
ALL OTHER FINANCING SOURCES	$ 54,802	$ -	$ -	$ -	$ -	$ -	
TOTAL SOURCES	$ 14,692,359	$ 19,452,679	$ 19,452,679	$ 18,787,781	$ 20,570,464	$ 1,117,785	5.7%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 10,258,690	$ 14,727,194	$ 14,683,860	$ 11,689,901	$ 12,171,592	$ 2,512,268	17.1%
0705 - TEMPORARY PAY	372,437	135,000	135,000	165,639	-	135,000	0.0%
0710 - OVERTIME	148,339	74,000	74,000	291,123	260,974	(186,974)	0.0%
0750 - FRINGE BENEFITS	3,214,824	4,942,621	4,932,508	3,924,148	3,997,616	934,892	19.0%
0790 - OTHER PERSONNEL SERVICES	81,988	421,588	421,558	118,881	875,520	(453,962)	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(2,633,215)	(2,920,547)	(2,916,109)	(586,903)	(214,892)	(2,701,217)	92.6%
0796 - PERSONNEL SERVICES ALLOC-IN	1,966,576	2,972,957	2,968,519	1,325,732	1,113,930	1,854,589	62.5%
SUBTOTAL	$ 13,409,639	$ 20,352,813	$ 20,299,336	$ 16,928,521	$ 18,204,740	$ 2,094,596	10.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 414,038	$ 2,133,524	$ 1,755,703	$ 627,398	$ 973,112	$ 782,591	44.6%
0802 - MEDICAL SUPPLIES	220	350	350	200	100	250	0.0%
0803 - FUEL	94,281	120,135	141,735	235,629	327,600	(185,865)	-131.1%
0804 - NON-CAPITAL EQUIPMENT	40,271	10,000	17,920	62,121	8,000	9,920	55.4%
0805 - SUPPLIES-ALLOCATION OUT	(12,666)	(11,642)	(11,642)	(6,505)	(3,384)	(8,258)	70.9%
0806 - SUPPLIES-ALLOCATION IN	5,445	11,642	11,642	61,768	18,495	(6,853)	-58.9%
SUBTOTAL	$ 541,589	$ 2,264,009	$ 1,915,708	$ 980,611	$ 1,323,923	$ 591,785	30.9%
SERVICES							
0810 - LEGAL SERVICES	$ 22,307	$ 24,600	$ 24,600	$ 50,684	$ 66,000	$ (41,400)	-168.3%
0812 - OTHER SERVICES	232,589	212,200	578,200	533,245	2,998,181	(2,419,981)	-418.5%
0820 - RENT & OPERATING LEASES	829,131	1,091,574	1,091,574	1,142,380	904,546	187,028	0.0%
0825 - REPAIRS AND MAINTENANCE	71,656	60,218	60,218	14,894	9,000	51,218	85.1%
0839 - INTERNAL SERVICE CHARGES	605,528	672,917	679,717	705,591	918,325	(238,608)	-35.1%
0841 - TRAVEL	141,105	147,548	148,048	128,802	109,945	38,103	0.0%
0842 - EDUCATION AND TRAINING	42,179	184,800	190,800	79,097	114,115	76,685	40.2%
0843 - POSTAGE/FREIGHT/SHIPPING	60,119	51,550	56,550	95,045	137,198	(80,648)	(1)
0872 - SERVICES-ALLOCATION OUT	(69,419)	(53,076)	(53,076)	(45,114)	(83,688)	30,612	-57.7%
0873 - SERVICES-ALLOCATION IN	61,442	93,241	93,241	93,971	341,933	(248,692)	-266.7%
SUBTOTAL	$ 1,996,636	$ 2,485,572	$ 2,869,872	$ 2,798,595	$ 5,515,555	$ (2,645,683)	-92.2%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 441,371	$ 380,790	$ 380,790	$ 380,790	$ 481,622	$ (100,832)	-26.5%
SUBTOTAL	$ 441,371	$ 380,790	$ 380,790	$ 380,790	$ 481,622	$ (100,832)	-26.5%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 255,429	$ -	$ -	$ 425,000	$ (425,000)	
0930 - VEHICLES & CONSTRUCTION EQUIP	568,023	31,400	245,829	209,913	56,000	189,829	77.2%
0950 - DEBT SERVICE	172,779	281,931	286,931	237,522	393,948	(107,017)	-
0955 - CAPITAL-ALLOCATION OUT	(16,656)	(1,286)	(1,286)	(109)	(2,364)	1,078	-83.8%
0956 - CAPITAL-ALLOCATION IN	15,268	1,550	1,550	4,726	27,099	(25,549)	-1648.3%
SUBTOTAL	$ 739,414	$ 569,024	$ 533,024	$ 452,052	$ 899,683	$ (366,659)	0.0%
TOTAL USES	$ 17,128,649	$ 26,052,208	$ 25,998,730	$ 21,540,569	$ 26,425,523	$ (426,793)	-1.6%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 53,459	$ 1,000	$ 1,000	$ -	$ 1,000	$ -	0.0%
505 - ENVIRONMENTAL SERVICES GRANT	$ 82,734	$ 1,334,878	$ 1,334,878	$ 1,348,263	$ 908,000	$ (426,878)	-32.0%
SPECIAL REVENUE - GRANT	$ 82,734	$ 1,334,878	$ 1,334,878	$ 1,348,263	$ 908,000	$ (426,878)	-32.0%
506 - ENVIRONMTL SVCS ENV HEALTH	$ 14,556,174	$ 18,116,801	$ 18,116,801	$ 17,439,518	$ 19,661,464	$ 1,544,663	8.5%
SPECIAL REVENUE - OTHER	$ 14,556,174	$ 18,116,801	$ 18,116,801	$ 17,439,518	$ 19,661,464	$ 1,544,663	8.5%
TOTAL SPECIAL REVENUE	$ 14,638,908	$ 19,451,679	$ 19,451,679	$ 18,787,781	$ 20,569,464	$ 1,117,785	5.7%
TOTAL FUNDS	$ 14,692,359	$ 19,452,679	$ 19,452,679	$ 18,787,781	$ 20,570,464	$ 1,117,785	5.7%
USES							
100 - GENERAL	$ 3,425,330	$ 7,063,645	$ 7,059,208	$ 3,401,910	$ 3,687,644	$ 3,371,564	47.8%
505 - ENVIRONMENTAL SERVICES GRANT	$ 99,022	$ 1,334,878	$ 1,334,878	$ 1,289,268	$ 907,998	$ 426,880	32.0%
SPECIAL REVENUE - GRANT	$ 99,022	$ 1,334,878	$ 1,334,878	$ 1,289,268	$ 907,998	$ 426,880	32.0%
506 - ENVIRONMTL SVCS ENV HEALTH	$ 13,604,297	$ 17,653,685	$ 17,604,644	$ 16,849,391	$ 21,829,881	$ (4,225,237)	-24.0%
SPECIAL REVENUE - OTHER	$ 13,604,297	$ 17,653,685	$ 17,604,644	$ 16,849,391	$ 21,829,881	$ (4,225,237)	-24.0%
TOTAL SPECIAL REVENUE	$ 13,703,319	$ 18,988,563	$ 18,939,522	$ 18,138,659	$ 22,737,879	$ (3,798,357)	-20.1%
TOTAL FUNDS	$ 17,128,649	$ 26,052,208	$ 25,998,730	$ 21,540,569	$ 26,425,523	$ (426,793)	-1.6%

General Adjustments

Budget Balancing: Reduced Fund 506 operating budget by $136,700 in administrative services.

Capital Reduction: Reduced Fund 506 operating budget by $153,444 for technology being purchased via one-time funding.

Accela Implementation: Increased non-operating base budget in Fund 506 by $2,777,113.

Programs and Activities

Business Services Program

The purpose of the Business Services Program is to issue environmental permits in accordance with the Environmental Health Code to regulated businesses within Maricopa County so that they can conduct business while maintaining a safe food and water supply.

Program Results

88BP - BUSINESS SERVICES Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent increase of environmental permit applications processed	Not Reported	16.6%	0.0%	(16.6%)	-100.0%

Activities that comprise this program include:

- Health Code Permitting

Health Code Permitting Activity

The Purpose of the Environmental Health Code Permitting Activity is to process environmental permit applications in accordance with the Environmental Health Code for regulated businesses within Maricopa County so that they can conduct business.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percentage increase of environmental permit applications processed	Not Reported	16.6%	0.0%	(16.6%)	-100.0%
Output	Environmental permit applications processed from prior period	Not Reported	34,892	40,686	5,794	16.6%
Output	Number of environmental permit applications processed	34,892	40,686	40,686	-	0.0%
Demand	Number of environmental permit applications submitted	41,516	40,686	40,686	-	0.0%
Efficiency	Cost per environmental permit application processed	$ 3.48	$ 13.33	$ 17.57	$ (4.24)	-31.8%
Revenue						
	506 - ENV SVCS ENV HEALTH	$ -	$ 6,135	$ 2,400	$ (3,735)	-60.9%
	TOTAL SOURCES	$ -	$ 6,135	$ 2,400	$ (3,735)	-60.9%
Expenditure						
	100 - GENERAL	$ -	$ 85,496	$ -	$ 85,496	0.0%
	506 - ENV SVCS ENV HEALTH	121,597	456,895	715,013	(258,118)	-56.5%
	TOTAL USES	$ 121,597	$ 542,391	$ 715,013	$ 172,622	31.8%

The FY 2008-09 budget supports the Department in meeting 100% of the demand, recognizing no growth in the demand for services.

Enforcement Program

The purpose of the Enforcement Program is to provide legal remedies for the regulated community and citizen residents of Maricopa County so that they can recognize their obligation to operate in compliance with the Maricopa County Environmental Health Code.

Program Results

88EP - ENFORCEMENT Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of environmental nuisance complaints that require investigation and resolution	Not Reported	88.0%	88.0%	0.0%	0.0%
Percent of nuisance complaints that are investigated within 5 business days	0.0%	28.3%	28.3%	0.0%	0.0%

Activities that comprise this program include:

- Non-Permit Related Compliance

Non-Permit Related Compliance Activity

The purpose of the Non-Permit Related Compliance Activity is to provide environmental health inspections and investigation activities at public areas and non-regulated facilities to the residents of Maricopa County so that they can be aware and prevent environmental hazards and public health threats of food, water or vector borne illness, communicable diseases, or other environmental health and safety concerns.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of environmental nuisance complaints that require investigation and resolution	Not Reported	88.0%	88.0%	0.0%	0.0%
Result	Percent of nuisance complaints that are investigated within 5 business days	0.0%	28.3%	28.3%	0.0%	0.0%
Output	Number of environmental nuisance complaints	Not Reported	4,116	4,116	-	0.0%
Output	Number of environmental nuisance complaints investigated	1,681	3,622	3,622	-	0.0%
Demand	Number of nuisance complaints received	1,892	4,116	4,116	-	0.0%
Efficiency	Cost per nuisance complaint investigated	$ 0.38	$ 0.09	$ -	$ 0.09	100.0%
Expenditure						
	100 - GENERAL	$ 631	$ 308	$ -	$ 308	100.0%
	TOTAL USES	$ 631	$ 308	$ -	$ 308	100.0%

Environmental Health Services Program

The purpose of the Environmental Health Services Program is to provide environmental health inspections and educational services for the general public and regulated facilities so that compliance is maintained with the Maricopa County Environmental Health Code.

Program Results

88EH - ENVIRONMENTAL HEALTH Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of finalized enforcement actions completed within 7 days	Not Reported	70.0%	70.0%	0.0%	0.0%
Percent of environmental health plans approved within 30 days	Not Reported	89.0%	89.0%	0.0%	0.0%
Percent of comprehensive food facility inspections with critical violations	Not Reported	67.1%	67.1%	0.0%	0.0%
Rate of weighted violations per comprehensive food inspection	Not Reported	1.6%	1.6%	0.0%	0.0%
Percent of food facility inspections provided	Not Reported	87.0%	87.0%	0.0%	0.0%
Percent of non-food facility inspections provided	Not Reported	72.0%	72.0%	0.0%	0.0%
Percent of foodborne and/or waterborne illness complaints investigated within 72 hours	Not Reported	3.5%	3.5%	0.0%	0.0%
Percent of bathing facility construction inspections provided within five days of request	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of bathing facility construction permits issued within 30 business days	Not Reported	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Environmental Health Enforcement
- Environmental Health Plan Review
- Food/Non-Food Inspection
- Food Service Licensing
- Food and Water Borne Illness Investigation
- Swimming Pool Construction Inspections
- Swimming Pool Plan Review

Environmental Health Enforcement Activity

The purpose of the Environmental Health Enforcement Activity is to provide legal remedies for the regulated community and citizen residents of Maricopa County so that they can recognize their obligation to operate in compliance of the Maricopa County Environmental Health Code.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of finalized enforcement actions completed within 7 days	Not Reported	70.0%	70.0%	0.0%	0.0%
Output	Number of enforcement actions completed	Not Reported	6,325	6,325	-	0.0%
Demand	Number of enforcement actions expected to be requested.	Not Reported	6,325	6,325	-	0.0%
Efficiency	Cost per enforcement action completed	Not Reported	$ 126.92	$ 134.91	$ (8.00)	-6.3%
Revenue						
	100 - GENERAL	$ 53,458	$ -	$ 1,000	$ 1,000	0.0%
	505 - ENV SERVICES GRANT	-	-	235,511	235,511	0.0%
	506 - ENV SVCS ENV HEALTH	106,092	199,529	120,000	(79,529)	-39.9%
	TOTAL USES	$ 159,550	$ 199,529	$ 356,511	$ 156,982	78.7%
Expenditure						
	100 - GENERAL	$ 55,878	$ 240,859	$ 217,327	$ (23,532)	0.0%
	505 - ENV SERVICES GRANT	-	179,436	169,949	9,487	5.3%
	506 - ENV SVCS ENV HEALTH	334,158	382,452	466,047	(83,595)	-21.9%
	TOTAL USES	$ 390,036	$ 802,747	$ 853,323	$ (97,640)	-12.2%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Environmental Health Plan Review Activity

The purpose of the Environmental Health Plan Review Activity is to provide Environmental Health Inspections and educational services to the general public and new facilities under construction (e.g. Public/Semi-Public Bathing Places, Eating & Drinking Establishments, Food Processor, Meat Markets, Pet Shops, Public Accommodations, Retail Food Establishments, Peddlers, and Institutional Facilities), so that compliance is maintained with building design and structural aspects regulated by the Maricopa County Environmental Health Code.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of environmental health plans approved within 30 days	Not Reported	89.0%	89.0%	0.0%	0.0%
Output	Number of environmental health plans approved	Not Reported	1,686	1,686	-	0.0%
Demand	Number of environmental health plans received	1,794	1,794	1,794	-	0.0%
Efficiency	Cost per environmental health plan approved	Not Reported	$ 368.66	$ 379.27	$ (10.61)	-2.9%
Revenue						
	506 - ENV SVCS ENV HEALTH	$ 1,180,851	$ 1,256,585	$ 1,358,370	$ 101,785	8.1%
	TOTAL SOURCES	$ 1,180,851	$ 1,256,585	$ 1,358,370	$ 101,785	8.1%
Expenditure						
	505 - ENV SERVICES GRANT	$ -	$ 32,093	$ 40,665	$ (8,572)	-26.7%
	506 - ENV SVCS ENV HEALTH	568,726	589,467	598,784	(9,317)	-1.6%
	TOTAL USES	$ 568,726	$ 621,560	$ 639,449	$ (17,889)	-2.9%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Food/Non-Food Inspection Activity

The purpose of the Food/Non-Food Inspection Activity is to provide inspectional services to regulated facility owners and operators so they can maintain compliance with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of comprehensive food facility inspections with critical violations	0.0%	67.1%	67.1%	0.0%	0.0%
Result	Rate of weighted violations per comprehensive food inspection	Not Reported	1.6%	1.6%	0.0%	0.0%
Result	Percent of food facility inspections provided	Not Reported	87.0%	87.0%	0.0%	0.0%
Result	Percent of non-food facility inspections provided	Not Reported	72.0%	72.0%	0.0%	0.0%
Output	Number of comprehensive food service inspections provided	72,356	55,011	55,011	-	0.0%
Output	Number of training food facility inspections provided	Not Reported	836	836	-	0.0%
Output	Number of comprehensive and training food facility inspections provided	Not Reported	55,847	55,847	-	0.0%
Output	Number of non-food facility inspections provided	Not Reported	23,100	23,100	-	0.0%
Demand	Number of comprehensive food service inspections required	Not Reported	63,577	63,577	-	0.0%
Demand	Number of comprehensive and training food facility inspections required	Not Reported	60,836	60,836	-	0.0%
Demand	Number of non-food facility inspections required	Not Reported	29,124	29,124	-	0.0%
Efficiency	Expenditure per comphrehensive food facility inspection provided	$ 96.83	$ 142.29	$ 153.97	$ (11.68)	-8.2%
Efficiency	Expenditure per food facility inspection provided	Not Reported	$ 140.16	$ 151.66	$ (11.51)	-8.2%
Efficiency	Expenditure per non-food facility inspection provided	Not Reported	$ 338.85	$ 366.67	$ (27.82)	-8.2%
Revenue						
	505 - ENV SERVICES GRANT	$ -	$ 1,348,263	$ 672,489	$ (675,774)	-50.1%
	506 - ENV SVCS ENV HEALTH	5,375,295	8,962,448	11,949,676	2,987,228	33.3%
	TOTAL SOURCES	$ 5,375,295	$ 10,310,711	$ 12,622,165	$ 2,311,454	22.4%
Expenditure						
	100 - GENERAL	$ 1,762,249	$ -	$ -	$ -	0.0%
	505 - ENV SERVICES GRANT	-	806,435	697,384	109,051	13.5%
	506 - ENV SVCS ENV HEALTH	5,243,973	7,020,979	7,772,618	(751,639)	-10.7%
	TOTAL USES	$ 7,006,222	$ 7,827,414	$ 8,470,002	$ (642,588)	-8.2%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer. The revenue increase reflects the-third increment of fee increases that started in FY 2006-07.

Food Service Licensing Activity

The purpose of the Food Service Licensing Activity is to provide certification for food service managers and issue food service worker licenses through food safety education, training sessions, and testing to

the food service workforce so that they can maintain compliance with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Licenses issued	Not Reported	140,597	140,597	-	0.0%
Output	Number of Certified Managers and Food services workers licensed	82,989	140,597	140,597	-	0.0%
Demand	Number of employees in County's foodservice workforce requiring licenses	182,369	182,369	182,369	-	0.0%
Efficiency	Cost per license issued	Not Reported	$ 5.93	$ 7.12	$ (1.19)	-20.1%
Revenue						
	506 - ENV SVCS ENV HEALTH	$ 1,626,041	$ 1,650,837	$ 1,575,060	$ (75,777)	0.0%
	TOTAL SOURCES	$ 1,626,041	$ 1,650,837	$ 1,575,060	$ (75,777)	0.0%
Expenditure						
	506 - ENV SVCS ENV HEALTH	$ 607,820	$ 833,686	$ 1,001,177	$ (167,491)	-20.1%
	TOTAL USES	$ 607,820	$ 833,686	$ 1,001,177	$ (167,491)	-20.1%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Food and Water Borne Illness Investigations Activity

The purpose of the Food and/or Water Borne Illness Investigations Activity is to provide environmental health inspections in response to complaints of food borne and/or waterborne illness to the residents of Maricopa County, so that they can be safe from possible causes of illness due to contaminated food and/or water exposure.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of foodborne and/or waterborne illness complaints investigated within 72 hours	(0.3%)	3.5%	3.5%	0.0%	0.0%
Output	Number of foodborne and/or waterborne illness complaints investigated	1,367	941	941	-	0.0%
Demand	Number of Foodborne, Waterborne, or Communicable Disease complaints received	1,367	941	941	-	0.0%
Efficiency	Cost per foodborne and/or waterborne illness complaint investigated	$ 98.35	$ 152.48	$ 159.63	$ (7.15)	-4.7%
Revenue						
	506 - ENV SVCS ENV HEALTH	$ 100,304	$ -	$ -	$ -	0.0%
	TOTAL SOURCES	$ 100,304	$ -	$ -	$ -	0.0%
Expenditure						
	506 - ENV SVCS ENV HEALTH	$ 134,446	$ 143,481	$ 150,213	$ (6,732)	-4.7%
	TOTAL USES	$ 134,446	$ 143,481	$ 150,213	$ (6,732)	-4.7%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Swimming Pool Construction Inspection Activity

The purpose of the Swimming Pool Construction Inspection Activity is to provide required construction inspections of bathing facilities to facility owners so they can open their regulated bathing facilities in a timely manner in compliance with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of bathing facility construction inspections provided within five days of request	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of construction inspections conducted	1,580	3,404	3,404	-	0.0%
Output	Number of bathing facility construction inspections provided within five business days of requests	Not Reported	3,404	3,404	-	0.0%
Demand	Number of bathing facility construction inspections requested	Not Reported	3,404	3,404	-	0.0%
Efficiency	Expenditure per bathing facility inspection provided	Not Reported	$ 58.96	$ 117.73	$ (58.77)	-99.7%
Expenditure						
	506 - ENV SVCS ENV HEALTH	$ -	$ 200,708	$ 400,747	$ (200,039)	-99.7%
	TOTAL USES	$ -	$ 200,708	$ 400,747	$ (200,039)	-99.7%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Swimming Pool Plan Review Activity

The purpose of the Swimming Pool Plan Review Activity is to provide bathing facility plan review services to facility owners so they can construct or remodel regulated bathing facilities in a timely manner in compliance with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of bathing facility construction permits issued within 30 business days	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of bathing facility construction permits issued	Not Reported	963	963	-	0.0%
Output	Number of bathing facility construction permits issued within 30 business days	Not Reported	777	777	-	0.0%
Demand	Number of bathing facility plans received	1,371	1,356	1,356	-	0.0%
Efficiency	Expenditures per bathing facility construction permit issued	Not Reported	$ 345.20	$ 188.81	$ 156.39	45.3%
Revenue						
	506 - ENV SVCS ENV HEALTH	$ 545,457	$ 820,025	$ 527,904	$ (292,121)	-35.6%
	TOTAL SOURCES	$ 545,457	$ 820,025	$ 527,904	$ (292,121)	-35.6%
Expenditure						
	506 - ENV SVCS ENV HEALTH	$ 409,984	$ 332,424	$ 181,820	$ 150,604	45.3%
	TOTAL USES	$ 409,984	$ 332,424	$ 181,820	$ 150,604	45.3%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Vector Control Program

The purpose of the Vector Control Program is to provide surveillance and testing, adulticiding and larviciding of vector species to respond to vector control complaints, educate the public, and study

vector borne diseases for the citizens of Maricopa County so that they can reduce the incidence of vector borne diseases.

Program Results

88VC - VECTOR CONTROL Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of acres needed to be treated	Not Reported	5.3%	5.3%	0.0%	0.0%
Percent of acres treated as a percnet of County acres	Not Reported	5.3%	5.3%	0.0%	0.0%
Percent of inspected acres treated	2.0%	100.0%	100.0%	0.0%	0.0%
Percent of complaints investigated in one day	0.0%	13.7%	13.7%	0.0%	0.0%
Percent of complaints investigated in five days	0.0%	44.1%	44.1%	0.0%	0.0%
Percent of surveillance tests completed within 48 hours	0.0%	99.9%	99.9%	0.0%	0.0%
Percent change of vectorborne incidences from previous year	Not Reported	(51.4%)	(51.4%)	0.0%	0.0%

Activities that comprise this program include:

- Mosquito Adulticiding
- Mosquito Larviciding
- Vector Control Complaint Management
- Vector Control Site Surveillance
- Vector Surveillance Testing

General Adjustments

Vehicles: Vehicle leasing discontinued, base budget reduced by $197,041 in fund 100.

Mosquito Adulticiding Activity

The purpose of the Mosquito Adulticiding Activity is to provide treatment of adult mosquitoes so that we can reduce vector borne diseases.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of acres needed to be treated	Not Reported	5.3%	5.3%	0.0%	0.0%
Result	Percent of acres treated as a percent of County acres	Not Reported	5.3%	5.3%	0.0%	0.0%
Output	Number of acres treated	379,881	310,490	310,490	-	0.0%
Demand	Number of acres to be treated	379,881	310,490	310,490	-	0.0%
Efficiency	Cost per acre treated	$ 0.23	$ 0.76	$ 1.13	$ (0.37)	-48.2%
Expenditure						
	100 - GENERAL	$ 85,840	$ 237,359	$ 351,699	$ (114,340)	-48.2%
	TOTAL USES	$ 85,840	$ 237,359	$ 351,699	$ (114,340)	-48.2%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer. Resources within the Vector Control Program have been reallocated to the various activities, however the total program budget did not increase from FY 2007-08 to FY 2008-09. Supplies decreased by $650,000 as aerial pesticide will not be utilized as a method of spraying.

Mosquito Larviciding Activity

The purpose of the Mosquito Larviciding Activity is to provide treatment of routine and new vector breeding sites so that they can reduce vector borne diseases.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of inspected acres treated	(2.0%)	100.0%	100.0%	0.0%	0.0%
Output	Number of acres inspected	200	432	432	-	0.0%
Demand	Number of acres needing to be inspected	316	477	477	-	0.0%
Efficiency	Cost per acre inspected	$ 1,163.20	$ 1,646.34	$ 2,011.42	$ (365.08)	-22.2%
Expenditure						
	100 - GENERAL	$ 232,164	$ 711,217	$ 868,933	$ (157,716)	-22.2%
	TOTAL USES	$ 232,164	$ 711,217	$ 868,933	$ (157,716)	-22.2%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer. Resources within the Vector Control Program have been reallocated to the various activities; however the total program budget did not increase from FY 2007-08 to FY 2008-09.

Vector Control Complaint Management Activity

The purpose of the Vector Complaint Management Activity is to give useful information and timely responses to residents, as well as provide specific information to vector control personnel, so that they can efficiently and effectively investigate residents' concerns and target problem areas appropriately for vector abatement activities.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of complaints investigated in one day	0.0%	13.7%	13.7%	0.0%	0.0%
Result	Percent of complaints investigated in five days	0.0%	44.1%	44.1%	0.0%	0.0%
Output	Number of complaints resolved	14,670	8,799	8,799	-	0.0%
Demand	Number of complaints received	15,375	9,056	9,056	-	0.0%
Efficiency	Cost per resolved complaint	$ 32.09	$ 92.09	$ 106.87	$ (14.78)	-16.1%
Expenditure						
	100 - GENERAL	$ 470,783	$ 810,260	$ 940,323	$ (130,063)	-16.1%
	TOTAL USES	$ 470,783	$ 810,260	$ 940,323	$ (130,063)	-16.1%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer. Resources within the Vector Control Program have been reallocated to the various activities; however the total program budget did not increase from FY 2007-08 to FY 2008-09.

Vector Control Site Surveillance Activity

The purpose of the Vector Control Site Surveillance Activity is to provide necessary and accurate data on relevant vector species to Vector Control personnel so that they can initiate appropriate control activities to reduce the exposure of Maricopa County residents to vector borne diseases.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of site surveillances completed	12,680	22,291	22,291	-	0.0%
Demand	Number of site surveillances needed	25,600	40,745	40,745	-	0.0%
Efficiency	Cost per site surveillance	$ 31.64	$ 30.77	$ 23.75	$ 7.03	22.8%
Expenditure						
	100 - GENERAL	$ 401,227	$ 685,921	$ 529,319	$ 156,602	22.8%
	TOTAL USES	$ 401,227	$ 685,921	$ 529,319	$ 156,602	22.8%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer. Resources within the Vector Control Program have been reallocated to the various activities; however the total program budget did not increase from FY 2007-08 to FY 2008-09.

Vector Surveillance Testing Activity

The purpose of the Vector Surveillance Testing Activity is to test vector samples collected to provide specific information to vector control personnel so that they can target problem areas appropriately for vector abatement activities.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent change of vectorborne incidences from previous year	Not Reported	(51.4%)	(51.4%)	0.0%	0.0%
Result	Percent of surveillance tests completed within 48 hours	98.2%	99.9%	99.9%	0.0%	0.0%
Output	Number of ectorborne incidences from previous year	Not Reported	181	181	-	0.0%
Output	Number of surveillance tests completed	7,252	9,100	9,100	-	0.0%
Demand	Number of surveillance tests needed	7,497	9,100	9,100	-	0.0%
Efficiency	Cost per surveillance test	$ 10.94	$ 22.69	$ 18.82	$ 3.88	17.1%
Expenditure						
	100 - GENERAL	$ 79,305	$ 206,507	$ 171,225	$ 35,282	17.1%
	TOTAL USES	$ 79,305	$ 206,507	$ 171,225	$ 35,282	17.1%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer. Resources within the Vector Control Program have been reallocated to the various activities; however the total program budget did not increase from FY 2007-08 to FY 2008-09.

Water and Waste Management Program

The purpose of the Water and Waste Management Program is to provide plan review and inspection activities for stakeholders in Maricopa County so that they can be safe from hazards caused by non-compliance with applicable rules governing environmental and public health protection for these facilities.

Program Results

88WW - WATER AND WASTE Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of public water initial construction permit reviews completed within 30 days	Not Reported	99.0%	99.0%	0.0%	0.0%
Percent of water treatment plant initial plan reviews provided within 30 business days	Not Reported	104.2%	104.2%	0.0%	0.0%
Percent of solid waste operations in compliance	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of subdivision sanitary report approvals provided in 30 business days	Not Reported	95.1%	95.1%	0.0%	0.0%
Percent of onsite facility initial permit reviews provided within 10 business days	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of wastewater treatment plant and reuse/recharge system initial plan reviews provided within 40 business days	Not Reported	116.0%	116.0%	0.0%	0.0%
Percent of sewer collection system construction initial plan reviews provided within 30 business days	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of public water facilities in compliance with Maricopa County Environmental Health Code	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of public water facility engineering inspections provided	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of public water facility compliance inspections provided	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of inspected wastewater treatment plants in compliance with Environmental Health Code	5.9%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Public Water Compliance and Permits
- Solid Waste Compliance and Permitting
- Subdivision Sanitary Facilities
- Storm Water Inspection
- Storm Water Plan Review
- Wastewater Compliance and Permitting
- Public Water Facility Inspection
- Wastewater Facility Inspection

Public Water Compliance and Permitting Activity

The purpose of the Public Water Permits Activity is to provide construction plan review services to entities who submit plans to construct or remodel public water distribution systems and water treatment plants so they can construct their facilities in a timely manner in compliance with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of public water initial construction permit reviews completed within 30 days	Not Reported	99.0%	99.0%	0.0%	0.0%
Result	Percent of water treatment plant initial plan reviews provided within 30 business days	Not Reported	104.2%	104.2%	0.0%	0.0%
Output	Number of public water construction permits reviewed	947	749	749	-	0.0%
Output	Number of engineering permits issued	Not Reported	2,356	2,356	-	0.0%
Output	Number of water distribution construction initial plan reviews provided within 30 business days	Not Reported	649	649	-	0.0%
Output	Number of water treatment plant initial construction plan reviews provided within 30 business days	Not Reported	71	71	-	0.0%
Output	Number of water distribution construction initial plan reviews provided	Not Reported	658	658	-	0.0%
Output	Number of water treatment plant construction initial plan reviews provided	Not Reported	68	68	-	0.0%
Output	Number of water treatment plant approvals to construct provided	Not Reported	45	45	-	0.0%
Output	Number of water distribution approvals to construct provided	Not Reported	664	664	-	0.0%
Demand	Number of public water construction permit reviews requested	981	726	726	-	0.0%
Demand	Number of water treatment plant construction plan reviews requested	Not Reported	68	68	-	0.0%
Efficiency	Expenditure per water distribution construction initial plan review provided	Not Reported	$ 1,402.97	$ 901.14	$ 501.82	35.8%
Revenue						
	506 - ENV SVCS ENV HEALTH	$ 1,508,595	$ 580,842	$ 913,704	$ 332,862	57.3%
	TOTAL SOURCES	$ 1,508,595	$ 580,842	$ 913,704	$ 332,862	57.3%
Expenditure						
	506 - ENV SVCS ENV HEALTH	$ 907,959	$ 923,151	$ 592,952	$ 330,199	35.8%
	TOTAL USES	$ 907,959	$ 923,151	$ 592,952	$ 330,199	35.8%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer. Expenditures have been reduced due to several positions being removed from the activity.

Solid Waste Compliance and Permits Activity

The purpose of the Solid Waste Compliance and Permits Activity is to provide solid waste inspection services to solid waste operators so they can operate solid waste collection system components in compliance with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of solid waste operations in compliance	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of solid waste operations	Not Reported	12,994	12,994	-	0.0%
Output	Number of solid waste facility inspections provided	Not Reported	10,866	10,866	-	0.0%
Demand	Number of solid waste facility inspections required	Not Reported	13,140	13,140	-	0.0%
Efficiency	Expenditure per solid waste facility inspection provided	Not Reported	$ 28.87	$ 27.87	$ 1.00	3.5%
Revenue						
	506 - ENV SVCS ENV HEALTH	$ 423,838	$ 429,800	$ 446,782	$ 16,982	4.0%
	TOTAL SOURCES	$ 423,838	$ 429,800	$ 446,782	$ 16,982	4.0%
Expenditure						
	100 - GENERAL	$ 51,542	$ -	$ -	$ -	0.0%
	506 - ENV SVCS ENV HEALTH	307,699	313,714	302,858	10,856	3.5%
	TOTAL USES	$ 359,241	$ 313,714	$ 302,858	$ 10,856	3.5%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Subdivision Sanitary Facilities Activity

The purpose of the Subdivision Sanitary Facilities Activity is to provide subdivision sanitary facility review services to subdivision owners so they can construct their facilities in a timely manner in compliance with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of subdivision sanitary report approvals provided in 30 business days	Not Reported	95.1%	95.1%	0.0%	0.0%
Output	Number of subdivision sanitary report approvals provided within 30 business days	Not Reported	143	143	-	0.0%
Output	Number of subdivision sanitary report approvals provided	Not Reported	150	150	-	0.0%
Demand	Number of subdivision sanitary report approvals requested	294	142	142	-	0.0%
Efficiency	Expenditure per subdivision sanitary report approval provided	Not Reported	$ 111.07	$ 263.38	$ (152.31)	-137.1%
Revenue						
	506 - ENV SVCS ENV HEALTH	$ -	$ -	$ 165,120	$ 165,120	0.0%
	TOTAL SOURCES	$ -	$ -	$ 165,120	$ 165,120	0.0%
Expenditure						
	506 - ENV SVCS ENV HEALTH	$ -	$ 16,661	$ 39,507	$ (22,846)	-137.1%
	TOTAL USES	$ -	$ 16,661	$ 39,507	$ (22,846)	-137.1%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Waste Water Compliance and Permitting Activity

The purpose of the Wastewater Permitting Activity is to provide wastewater construction plan review services to individuals or entities who submit plans to construct or remodel wastewater treatment facilities, wastewater reuse/recharge systems or sewer collection systems so they can construct their facilities in a timely manner in compliance with the Maricopa County Environmental Code.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of wastewater treatment plant and reuse/recharge system initial plan reviews provided within 40 business days	Not Reported	116.0%	116.0%	0.0%	0.0%
Result	Percent of onsite facility initial permit reviews provided within 10 business days	Not Reported	100.0%	100.0%	0.0%	0.0%
Result	Percent of sewer collection system construction initial plan reviews provided within 30 business days	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of onsite facility approvals completed	3,391	1,639	1,639	-	0.0%
Output	Number of onsite facility initial plan reviews provided within 10 business days	Not Reported	1,214	1,214	-	0.0%
Output	Number of sewer collection system construction initial plan reviews provided	Not Reported	576	576	-	0.0%
Output	Number of wastewater treatment plans and reuse/recharge system initial plan reviews provided within 40 business days	Not Reported	177	177	-	0.0%
Output	Number of wastewater treatment plant and reuse/recharge system initial plan reviews provided	Not Reported	88	88	-	0.0%
Output	Number of sewer collection system construction initial plan reviews provided within 30 business days	Not Reported	576	576	-	0.0%
Demand	Number of onsite plan reviews requested	3,101	1,214	1,214	-	0.0%
Demand	Number of wastewater treatment plan and reuse/recharge system plan reviews requested	Not Reported	152	152	-	0.0%
Demand	Number of sewer collection system construction plan approvals requested	Not Reported	502	502	-	0.0%
Efficiency	Expenditure per onsite facility initial plan reviews provided	$ 627.56	$ 1,355.72	$ 1,540.97	$ (185.25)	-13.7%
Efficiency	Expenditure per wastewater treatment plant and reuse/recharge system initial plan reviews	Not Reported	$ 25,250.28	$ 28,700.61	$ (3,450.33)	-13.7%
Efficiency	Expenditure per sewer collection system construction initial plan reviews provided	Not Reported	$ 3,857.68	$ 4,384.82	$ (527.13)	-13.7%
Revenue						
	506 - ENV SVCS ENV HEALTH	$ 3,689,693	$ 3,313,794	$ 1,832,528	$ (1,481,266)	-44.7%
	TOTAL SOURCES	$ 3,689,693	$ 3,313,794	$ 1,832,528	$ (1,481,266)	-44.7%
Expenditure						
	506 - ENV SVCS ENV HEALTH	$ 2,128,052	$ 2,222,025	$ 2,525,654	$ (303,629)	-13.7%
	TOTAL USES	$ 2,128,052	$ 2,222,025	$ 2,525,654	$ (303,629)	-13.7%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer. Revenue decline is consistent with the current development trends in the county. Resource allocation and cost recovery are being examined. This activity is being subsidized by the Environmental Health Program and the Department needs to assess the fee structure.

Public Water Facility Inspections Activity

The purpose of the Public Water Facility Inspections Activity is to provide water facility inspections to facility operators so they can maintain compliance with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of inspected wastewater treatment plants in compliance with Environmental Health Code	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of wastewater facility inspections conducted	68	68	68	-	0.0%
Output	Number of inspected wastewater treatment plants in compliance with Environmental Health Code	Not Reported	68	68	-	0.0%
Demand	Number of wastewater facility inspections required	92	92	92	-	0.0%
Efficiency	Expenditure wastewater treatment plan inspected	$ -	$ 447.53	$ 1,512.34	$ (1,064.81)	-237.9%
Revenue						
	506 - ENV SVCS ENV HEALTH	$ -	$ -	$ 100,800	$ 100,800	0.0%
	TOTAL SOURCES	$ -	$ -	$ 100,800	$ 100,800	0.0%
Expenditure						
	506 - ENV SVCS ENV HEALTH	$ -	$ 30,432	$ 102,839	$ (72,407)	-237.9%
	TOTAL USES	$ -	$ 30,432	$ 102,839	$ (72,407)	-237.9%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Wastewater Facility Inspections Activity

The purpose of the Wastewater Facility Inspections Activity is to provide annual wastewater treatment plant inspection services to plant operators so they can maintain compliance with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of public water facilities in compliance with Maricopa County Environmental Health Code	Not Reported	100.0%	100.0%	0.0%	0.0%
Result	Percent of public water facility compliance inspections provided	Not Reported	100.0%	100.0%	0.0%	0.0%
Result	Percent of public water facility engineering inspections provided	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of water facility inspections conducted	215	306	306	-	0.0%
Output	Number of public water facility compliance inspections provided	Not Reported	322	322	-	0.0%
Output	Number of public water facility engineering inspections provided	Not Reported	875	875	-	0.0%
Demand	Number of public water facility compliance inspections required	273	322	322	-	0.0%
Demand	Number of public water facility engineering inspections required	Not Reported	875	875	-	0.0%
Efficiency	Expenditure per public water facility compliance inspection	Not Reported	$ 572.40	$ 1,544.98	$ (972.59)	-169.9%
Efficiency	Expenditure per public water facility engineering inspection	Not Reported	$ 210.64	$ 568.55	$ (357.91)	-169.9%
Revenue						
	506 - ENV SVCS ENV HEALTH	$ -	$ -	$ 469,120	$ 469,120	0.0%
	TOTAL SOURCES	$ -	$ -	$ 469,120	$ 469,120	0.0%
Expenditure						
	506 - ENV SVCS ENV HEALTH	$ -	$ 184,312	$ 497,485	$ (313,173)	-169.9%
	TOTAL USES	$ -	$ 184,312	$ 497,485	$ (313,173)	-169.9%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ 7,063,645**	**$**	**1,000**
MID-YEAR ADJUSTMENTS:				
Jan. 2008 Administrative Reductions		$ (4,437)	$	-
	Subtotal	$ (4,437)	$	-
FY 2007-08 REVISED RESTATED BUDGET		**$ 7,059,208**	**$**	**1,000**
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)		$ -	$	-
Retirement Contributions		-		-
FY 2008-09 Pay for Performance		-		-
Non-Recurring Expenditures Detail (FY 2007-08 Open Enrollment Variance)		(23,247)		-
Annualization of FY 2007-08 Initiatives (Food Service Permit Fee Increase)		(2,637,465)		-
Other Reductions (RDSA IT Consolidation)		(55,373)		-
Annualization of Jan. 2008 Administrative Reductions		(4,437)		-
	Subtotal	$ (2,720,522)	$	-
FY 2008-09 BUDGET TARGET		**$ 4,338,686**	**$**	**1,000**
BUDGET BALANCING REDUCTIONS:				
Elimination of Aerial Insecticides		$ (454,000)	$	-
Discontinued Vehicle Leases		(197,042)		-
	Subtotal	$ (651,042)	$	-
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 3,687,644**	**$**	**1,000**
PERCENT CHANGE FROM TARGET AMOUNT		*-15.0%*		*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 3,687,644**	**$**	**1,000**

Environmental Services Grant Fund (505)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ 1,334,878**	**$**	**1,334,878**
FY 2007-08 REVISED RESTATED BUDGET		**$ 1,334,878**	**$**	**1,334,878**
FY 2008-09 BUDGET TARGET		**$ 1,334,878**	**$**	**1,334,878**
REQUESTED ADJUSTMENTS:				
Reduction in Expected Grant Award		$ (426,878)	$	(426,878)
	Subtotal	$ (426,878)	$	(426,878)
BASE ADJUSTMENTS:				
Non-Recurring Expenditures		$ (425,002)	$	-
	Subtotal	$ (425,002)	$	-
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 482,998**	**$**	**908,000**
PERCENT CHANGE FROM TARGET AMOUNT		*-63.8%*		*-32.0%*
NON-OPERATING				
NON-OPERATING 0001				
Technology Purchases		$ 425,000	$	-
	Subtotal	$ 425,000	$	-
FY 2008-09 ADOPTED NON-OPERATING BUDGET		**$ 425,000**	**$**	**-**
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 907,998**	**$**	**908,000**

Environmental Services Environmental Health Fund (506)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 17,653,685**	**$ 18,116,801**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (49,041)	$ -
Subtotal	$ (49,041)	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 17,604,644**	**$ 18,116,801**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Annualization of Compensation Adjustments (Public Communications Market Study)	1,233	-
Non-Recurring Expenditures Detail (FY2007-08 Open Enrollment Variance)	(147,278)	-
Other Reductions (RDSA IT Consolidation)	(259,621)	-
Annualization of Jan. 2008 Administrative Reductions	(49,041)	-
Annualization of FY 2007-08 Initiatives (Food Service Permit Fee Increase)	2,637,465	2,637,465
Structural Balance	-	(917,823)
Subtotal	$ 2,182,758	$ 1,719,642
FY 2008-09 BUDGET TARGET	**$ 19,787,402**	**$ 19,836,443**
REQUESTED ADJUSTMENTS:		
Revenue Reduction	$ -	$ (174,979)
Expenditure Reduction	(508,498)	-
Subtotal	$ (508,498)	$ (174,979)
BASE ADJUSTMENTS:		
Capital (TFP) Reduction	$ (153,436)	$ -
Non-Recurring Expenditures	(136,700)	-
Subtotal	$ (290,136)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 18,988,768**	**$ 19,661,464**
PERCENT CHANGE FROM TARGET AMOUNT	*-4.0%*	*-0.9%*
NON-OPERATING		
NON-OPERATING 0001		
Vehicle Purchases (Replacements for 21705, 82101, 31052)	$ 56,000	$ -
Equipment Purchases	8,000	-
Accela Implementation	2,777,113	-
Subtotal	$ 2,841,113	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET	**$ 2,841,113**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 21,829,881**	**$ 19,661,464**

Equipment Services

Analysis by Angie Flick, Management & Budget Analyst

Summary

Mission

The mission of the Equipment Services Department is to provide vehicle, equipment, and fuel services to employees and departments of Maricopa County so they can have the transportation and equipment that is needed to perform their jobs.

Vision

To be recognized as a leader in providing professional, efficient, cost effective fleet management services.

Strategic Goals

- **By June 30, 2010, assist in increasing the preventative maintenance compliance rate of County departments by 2% per year through customer education, notification of needed services and policy revisions.**

  Status: Preventative Maintenance compliance for the County has increased from 67% in FY 2005-06 to 70% in FY 2006-07 to 72% in FY 2007-08. The FY 2008-09 budget continues to support the attainment of this goal.

- **Annually, maintain the industry standard of 1,400 – 1,500 annual direct-billed hours charged per FTE technician.**

  Status: The Department exceeded this goal in FY 2006-07 with 1,550 direct-billed hour and in FY 2007-08 with 1,579 hours. The FY 2008-09 budget continues to support the attainment of this goal

- **By June 30, 2008, explore options for increasing the number of hybrid and alternative fueled vehicles.**

  Status: The FY 2008-09 budget continues to support the attainment of this goal.

- **By June 30, 2009, eliminate the fund deficit.**

  Status: The fund deficit is forecasted to be eliminated by June 30, 2008.

- **By June 30, 2008, increase the efficiency and management of the Equipment Services parts department by bringing the level of parts turnover and inventory levels to industry standard based on the County's fleet and usage.**

  Status: The industry standard is 4.0. The Department had a parts turnover rate of 1.8 in FY 2005-06, which increased to 3.45 in FY 2006-07 and to 3.98 in FY 2007-08.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
REVENUE							
74FM - FLEET MANAGEMENT	$ 15,513,421	$ 13,259,789	$ 13,259,789	$ 16,154,032	$ 15,519,000	$ 2,259,211	17.0%
FPRR - FLEET PROCUREMENT AND REMOVAL	123,037	153,114	153,114	66,860	66,860	(86,254)	-56.3%
FUEL - FUEL FOR VEHICLES & EQUIPMENT	7,974,438	7,050,585	7,050,585	8,542,306	8,393,181	1,342,596	19.0%
HDVR - HEAVY DUTY VEH AND EQUIP	-	1,352,423	1,352,423	2,386,742	2,135,494	783,071	57.9%
LDVR - LIGHT DUTY VEH AND EQUIP	-	2,199,088	2,199,088	1,142,158	1,023,274	(1,175,814)	-53.5%
PRTS - PARTS	-	2,036,747	2,036,747	3,131,030	3,099,993	1,063,246	52.2%
PMVR - PREVENTATIVE MAINTENANCE	-	381,372	381,372	816,310	739,018	357,646	93.8%
RENT - RENTAL POOL	74,397	86,460	86,460	68,626	61,180	(25,280)	-29.2%
VEQR - VEHICLE & EQUIPMENT REPAIR	7,341,548	-	-	-	-	-	
99AS - ADMINISTRATIVE SERVICES	$ 5,431	$ -	$ -	$ (37,612)	$ -	$ -	
ODIR - EXECUTIVE MANAGEMENT	5,431	-	-	(37,612)	-	-	
TOTAL PROGRAMS	$ 15,518,852	$ 13,259,789	$ 13,259,789	$ 16,116,420	$ 15,519,000	$ 2,259,211	17.0%
EXPENDITURES							
74FM - FLEET MANAGEMENT	$ 12,758,950	$ 11,212,278	$ 11,214,915	$ 13,531,290	$ 12,262,348	$ (1,047,433)	-9.3%
FPRR - FLEET PROCUREMENT AND REMOVAL	111,830	153,114	153,110	136,518	133,860	19,250	12.6%
FUEL - FUEL FOR VEHICLES & EQUIPMENT	7,304,143	6,023,461	6,009,561	7,803,215	6,421,763	(412,202)	-6.9%
HDVR - HEAVY DUTY VEH AND EQUIP	-	937,567	939,735	1,152,875	1,173,429	(233,694)	-24.9%
LDVR - LIGHT DUTY VEH AND EQUIP	-	1,827,144	1,829,463	955,802	998,010	831,453	45.4%
PRTS - PARTS	-	1,832,811	1,844,869	3,000,581	2,994,302	(1,149,433)	-62.3%
PMVR - PREVENTATIVE MAINTENANCE	-	378,749	378,749	361,718	420,144	(41,395)	-10.9%
RENT - RENTAL POOL	43,196	59,432	59,428	120,858	120,840	(61,412)	-103.3%
VEQM - VEHIC & EQUIP MAINTENANCE	1,996,750	-	-	(184)	-	-	
VEQR - VEHICLE & EQUIPMENT REPAIR	3,303,030	-	-	(93)	-	-	
99AS - ADMINISTRATIVE SERVICES	$ 947,374	$ 677,268	$ 685,074	$ 1,014,224	$ 1,050,083	$ (365,009)	-53.3%
BDGT - BUDGETING	16,059	-	-	-	-	-	
ODIR - EXECUTIVE MANAGEMENT	738,700	548,280	556,089	812,285	791,087	(234,998)	-42.3%
FSAC - FINANCIAL SERVICES	135,794	128,988	128,985	201,939	137,530	(8,545)	-6.6%
HRAC - HUMAN RESOURCES	56,821	-	-	-	54,905	(54,905)	
PROC - PROCUREMENT	-	-	-	-	66,561	(66,561)	
99GV - GENERAL GOVERNMENT	$ 385,577	$ 498,894	$ 498,894	$ 476,407	$ 669,576	$ (170,682)	-34.2%
CSCA - CENTRAL SERVICE COST ALLOC	361,599	425,504	425,504	428,336	669,576	(244,072)	-57.4%
ISFC - INTERNAL SERVICE FUND CHARGES	23,977	73,390	73,390	48,071	-	73,390	100.0%
TOTAL PROGRAMS	$ 14,091,900	$ 12,388,440	$ 12,398,883	$ 15,021,921	$ 13,982,007	$ (1,583,124)	-12.8%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ 2,236,548	$ -	$ -	$ -	$ -	$ -	
SUBTOTAL	$ 2,236,548	$ -	$ -	$ -	$ -	$ -	
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 1,983,401	$ 1,983,401	$ 3,283,335	$ 3,303,988	$ 1,320,587	66.6%
0636 - INTERNAL SERVICE CHARGES	13,260,465	11,276,188	11,276,188	12,867,240	12,211,512	935,324	8.3%
SUBTOTAL	$ 13,260,465	$ 13,259,589	$ 13,259,589	$ 16,150,575	$ 15,515,500	$ 2,255,911	17.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ -	$ -	$ -	$ (37,612)	$ -	$ -	
0650 - MISCELLANEOUS REVENUE	16,409	200	200	5,545	3,500	3,300	1650.0%
SUBTOTAL	$ 16,409	$ 200	$ 200	$ (32,067)	$ 3,500	$ 3,300	1650.0%
ALL REVENUES	$ 15,513,421	$ 13,259,789	$ 13,259,789	$ 16,118,508	$ 15,519,000	$ 2,259,211	17.0%
OTHER FINANCING SOURCES							
0652 - PROCEEEDS FROM FINANCING	$ -	$ -	$ -	$ (2,088)	$ -	$ -	
0680 - TRANSFERS IN	5,431	-	-	-	-	-	
ALL OTHER FINANCING SOURCES	$ 5,431	$ -	$ -	$ (2,088)	$ -	$ -	
TOTAL SOURCES	$ 15,518,852	$ 13,259,789	$ 13,259,789	$ 16,116,420	$ 15,519,000	$ 2,259,211	17.0%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 2,255,170	$ 2,330,758	$ 2,353,393	$ 2,352,330	$ 2,336,301	$ 17,092	0.7%
0710 - OVERTIME	74,456	40,000	40,000	94,496	75,000	(35,000)	0.0%
0750 - FRINGE BENEFITS	750,512	829,586	839,237	850,592	806,228	33,009	3.9%
0790 - OTHER PERSONNEL SERVICES	20,797	10,000	5,189	25,103	18,930	(13,741)	0.0%
0796 - PERSONNEL SERVICES ALLOC-IN	32,962	79,435	79,435	82,544	121,537	(42,102)	-53.0%
SUBTOTAL	$ 3,133,898	$ 3,289,779	$ 3,317,254	$ 3,405,065	$ 3,357,996	$ (40,742)	-1.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 2,361,165	$ 1,736,266	$ 1,736,266	$ 2,294,467	$ 2,323,918	$ (587,652)	-33.8%
0803 - FUEL	7,262,018	6,008,628	5,991,596	7,702,152	6,197,036	(205,440)	-3.4%
0804 - NON-CAPITAL EQUIPMENT	12,817	9,865	9,865	24,775	27,675	(17,810)	-180.5%
0806 - SUPPLIES-ALLOCATION IN	-	-	-	575	934	(934)	
SUBTOTAL	$ 9,636,000	$ 7,754,759	$ 7,737,727	$ 10,021,969	$ 8,549,563	$ (811,836)	-10.5%
SERVICES							
0811 - HEALTH CARE SERVICES	$ -	$ 370	$ 370	$ -	$ -	$ 370	100.0%
0812 - OTHER SERVICES	46,721	72,421	72,421	120,540	119,262	(46,841)	-64.7%
0820 - RENT & OPERATING LEASES	5,457	5,955	5,955	4,164	22,570	(16,615)	0.0%
0825 - REPAIRS AND MAINTENANCE	587,709	605,777	605,777	518,116	473,530	132,247	21.8%
0830 - INTERGOVERNMENTAL PAYMENTS	3,120	25,736	25,736	8,576	-	25,736	100.0%
0839 - INTERNAL SERVICE CHARGES	71,661	76,678	76,678	112,685	93,211	(16,533)	-21.6%
0841 - TRAVEL	2,487	82	82	1,167	5,605	(5,523)	0.0%
0842 - EDUCATION AND TRAINING	11,312	6,763	6,763	3,220	6,000	763	11.3%
0843 - POSTAGE/FREIGHT/SHIPPING	975	2,800	2,800	1,556	2,000	800	28.6%
0850 - UTILITIES	123,432	77,857	77,857	117,119	130,000	(52,143)	-67.0%
0855 - INTEREST EXPENSE	72,235	-	-	40,392	40,000	(40,000)	
0873 - SERVICES-ALLOCATION IN	40,808	2,551	2,551	3,737	9,524	(6,973)	-273.3%
SUBTOTAL	$ 965,917	$ 876,990	$ 876,990	$ 931,272	$ 901,702	$ (24,712)	-2.8%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 356,086	$ 425,504	$ 425,504	$ 425,504	$ 667,146	$ (241,642)	-56.8%
SUBTOTAL	$ 356,086	$ 425,504	$ 425,504	$ 425,504	$ 667,146	$ (241,642)	-56.8%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 31,295	$ 31,295	$ 45,780	$ 248,665	$ (217,370)	-694.6%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	-	180,228	240,000	(240,000)	
0950 - DEBT SERVICE	-	10,031	10,031	11,295	16,330	(6,299)	-62.8%
0956 - CAPITAL-ALLOCATION IN	-	82	82	808	605	(523)	-637.8%
SUBTOTAL	$ -	$ 41,408	$ 41,408	$ 238,111	$ 505,600	$ (464,192)	-1121.0%
TOTAL USES	$ 14,091,900	$ 12,388,440	$ 12,398,883	$ 15,021,921	$ 13,982,007	$ (1,583,124)	-12.8%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
654 - EQUIPMENT SERVICES	$ 15,518,852	$ 13,259,789	$ 13,259,789	$ 16,116,420	$ 15,519,000	$ 2,259,211	17.0%
INTERNAL SERVICE	$ 15,518,852	$ 13,259,789	$ 13,259,789	$ 16,116,420	$ 15,519,000	$ 2,259,211	17.0%
TOTAL FUNDS	$ 15,518,852	$ 13,259,789	$ 13,259,789	$ 16,116,420	$ 15,519,000	$ 2,259,211	17.0%
USES							
654 - EQUIPMENT SERVICES	$ 14,091,900	$ 12,388,440	$ 12,398,883	$ 15,021,921	$ 13,982,007	$ (1,583,124)	-12.8%
INTERNAL SERVICE	$ 14,091,900	$ 12,388,440	$ 12,398,883	$ 15,021,921	$ 13,982,007	$ (1,583,124)	-12.8%
TOTAL FUNDS	$ 14,091,900	$ 12,388,440	$ 12,398,883	$ 15,021,921	$ 13,982,007	$ (1,583,124)	-12.8%

General Adjustments

Salary Savings: Increased Salary Savings by $120,204 which is consistent with Department's vacancy rate.

Pay for Performance: Allocation was reduced by $129,839 to $0.

Travel and Training: Travel and Training decreased by $34,200.

One-time Expenditures: Reallocated $440,000 out of operating budget to one-time budget for capital equipment, vehicles and pilot green business program.

Programs and Activities

Fleet Management Program

The purpose of the Fleet Management Program is to provide operational vehicles and equipment to Maricopa County departments so they have reliable and cost-effective transportation for County activities.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of total vehicles due or overdue for replacement	9.3%	9.5%	9.5%	0.0%	0.0%
Percent of hybrid and alt Fuel vehicles in the on-road fleet	35.6%	34.2%	34.2%	0.0%	0.0%
Percent of fuel purchased that was sold	103.3%	101.7%	101.7%	0.0%	0.0%
Percent of light duty vehicles presented for repair	41.7%	34.7%	34.7%	0.0%	0.0%
Percent of technicians producing at or above targeted maintenance & repair hours	70.6%	78.1%	78.1%	0.0%	0.0%
Percent of Vehicle Equivalents repaired or PM'd	108.8%	107.0%	107.0%	0.0%	0.0%
Percent of vehicles presented for PM	26.5%	26.0%	26.0%	0.0%	0.0%
Percent of PMA services completed within 10% of cycle length	70.2%	72.0%	72.0%	0.0%	0.0%
Percent of parts issued from stock	56.5%	51.6%	53.2%	1.5%	3.0%

Activities that comprise this program include:

- Fleet Procurement and Removal
- Fuel for Vehicles and Equipment
- Heavy Duty Vehicles and Equipment Repair
- Light Duty Vehicles and Equipment Repair
- Preventative Maintenance
- Parts
- Rental Pool

Fleet Procurement and Removal Activity

The purpose of the Fleet Procurement and Removal Activity is to procure and dispose of County vehicles and equipment for Maricopa County departments so that they can have adequate transportation for County-related travel and minimize capital investment costs.

Mandates: Activity is not mandated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of hybrid and alt fuel vehicles in the on-road fleet	9.3%	34.2%	34.2%	0.0%	0.0%
Result	Percent of total vehicles due or overdue for replacement	35.6%	9.5%	9.5%	0.0%	0.0%
Output	Number of vehicles replaced	265	230	200	(30)	-13.0%
Demand	Number of vehicles due or overdue for replacement	872	232	232	-	0.0%
Demand	Number of vehicles in the on-road fleet	7,113	1,839	1,839	-	0.0%
Efficiency	Cost per vehicle replaced	$ 422.00	$ 593.56	$ 669.30	$ (75.74)	-12.8%
Revenue						
	654 - EQUIPMENT SERVICES	$ 123,037	$ 66,860	$ 66,860	$ -	0.0%
	TOTAL SOURCES	$ 123,037	$ 66,860	$ 66,860	$ -	0.0%
Expenditure						
	654 - EQUIPMENT SERVICES	$ 111,830	$ 136,518	$ 133,860	$ 2,658	1.9%
	TOTAL USES	$ 111,830	$ 136,518	$ 133,860	$ 2,658	1.9%

Fuel for Vehicles and Equipment Activity

The purpose of the Fuel for Vehicles and Equipment Activity is to provide fuel to keep vehicles and equipment operational for Maricopa County departments so they have reliable and cost-effective transportation for County activities.

Mandates: Activity is not mandated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of fuel purchased that was sold	103.3%	101.7%	101.7%	0.0%	0.0%
Output	Number of gallons of fuel sold	3,077,215	3,159,817	3,159,817	-	0.0%
Demand	Number of gallons of fuel purchased	2,978,846	3,106,838	3,106,838	-	0.0%
Efficiency	Average cost to ESD per gallon of fuel purchased	$ 2.45	$ 2.51	$ 2.07	$ 0.44	17.7%
Revenue						
	654 - EQUIPMENT SERVICES	$ 7,974,438	$ 8,542,306	$ 8,393,181	$ (149,125)	-1.7%
	TOTAL SOURCES	$ 7,974,438	$ 8,542,306	$ 8,393,181	$ (149,125)	-1.7%
Expenditure						
	654 - EQUIPMENT SERVICES	$ 7,304,143	$ 7,803,215	$ 6,421,763	$ 1,381,452	17.7%
	TOTAL USES	$ 7,304,143	$ 7,803,215	$ 6,421,763	$ 1,381,452	17.7%

Heavy Duty Vehicles and Equipment Repair Activity

The purpose of the Heavy Duty Vehicle and Equipment Repair Activity is to correct the operational and drivability problem(s) of the vehicles and equipment operated by employees and departments of Maricopa County so that they can have transportation to perform their duties.

Mandates: Activity is not mandated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of work orders completed	Not Reported	2,211	2,211	-	0.0%
Demand	Number of heavy duty vehicles presented for repair.	4,512	4,904	4,904	-	0.0%
Demand	Number of heavy duty vehicles in fleet	804	917	917	-	0.0%
Efficiency	Cost per work order completed	Not Reported	$ 521.43	$ 530.72	$ (9.30)	-1.8%
Revenue						
	654 - EQUIPMENT SERVICES	$ -	$ 2,386,742	$ 2,135,494	$ (251,248)	-10.5%
	TOTAL SOURCES	$ -	$ 2,386,742	$ 2,135,494	$ (251,248)	-10.5%
Expenditure						
	654 - EQUIPMENT SERVICES	$ -	$ 1,152,875	$ 1,173,429	$ (20,554)	-1.8%
	TOTAL USES	$ -	$ 1,152,875	$ 1,173,429	$ (20,554)	-1.8%

Light Duty Vehicles and Equipment Repair Activity

The purpose of the Light Duty Vehicle and Equipment Repair Activity is to correct the operational and drivability problem(s) of the vehicles and equipment operated by employees and departments of Maricopa County so that they can have transportation to perform their duties.

Mandates: Activity is not mandated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of technicians producing at or above targeted maintenance & repair hours	70.6%	78.1%	78.1%	0.0%	0.0%
Result	Percent of light duty vehicles presented for repair	41.7%	34.7%	34.7%	0.0%	0.0%
Result	Percent of Vehicle Equivalents repaired or PM'd	108.8%	107.0%	107.0%	0.0%	0.0%
Output	Number of Vehicle Equivalents repaired or PM'd	48,824	4,646	4,646	-	0.0%
Output	Number of Light Duty repair work orders	11,179	11,521	11,521	-	0.0%
Demand	Number of vehicles presented for repair	7,743	7,808	7,808	-	0.0%
Efficiency	Cost of Repair & Maintenance per Vehicle Equivalent	Not Reported	$ 205.73	$ 214.81	$ (9.08)	-4.4%
Revenue						
	654 - EQUIPMENT SERVICES	$ -	$ 1,142,158	$ 1,023,274	$ (118,884)	-10.4%
	TOTAL SOURCES	$ -	$ 1,142,158	$ 1,023,274	$ (118,884)	-10.4%
Expenditure						
	654 - EQUIPMENT SERVICES	$ -	$ 955,802	$ 998,010	$ (42,208)	-4.4%
	TOTAL USES	$ -	$ 955,802	$ 998,010	$ (42,208)	-4.4%

Preventative Maintenance Activity

The purpose of the Preventative Maintenance Activity is to provide preventative maintenance at shop and field locations and to provide emission inspection of the vehicles and equipment operated by employees and departments of Maricopa County so that they can have transportation to perform their duties.

Mandates: Activity is not mandated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of PMA services completed within 10% of cycle length	70.2%	72.0%	72.0%	0.0%	0.0%
Result	Percent of vehicles presented for Preventative Maintenance (PM)	26.5%	26.0%	26.0%	0.0%	0.0%
Output	Number of work orders completed	Not Reported	8,156	8,156	-	0.0%
Output	Number of PMA services performed	5,708	6,012	6,012	-	0.0%
Demand	Number of vehicles presented for PM	7,446	7,703	7,703	-	0.0%
Efficiency	Expenditure per PMA service performed	Not Reported	$ 60.17	$ 69.88	$ (9.72)	-16.2%
Revenue						
	654 - EQUIPMENT SERVICES	$ -	$ 816,310	$ 739,018	$ (77,292)	-9.5%
	TOTAL SOURCES	$ -	$ 816,310	$ 739,018	$ (77,292)	-9.5%
Expenditure						
	654 - EQUIPMENT SERVICES	$ -	$ 361,718	$ 420,144	$ (58,426)	-16.2%
	TOTAL USES	$ -	$ 361,718	$ 420,144	$ (58,426)	-16.2%

Parts Activity

The purpose of the Parts Activity is to provide parts necessary to correct the operational and drivability problems of the vehicles and equipment operated by employees and departments of Maricopa County so that they can have transportation to perform their duties.

Mandates: Activity is not mandated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of parts issued from stock	56.5%	51.6%	53.2%	1.5%	3.0%
Output	Number of parts issued - stock and nonstock	129,497	247,170	240,031	(7,139)	-2.9%
Demand	Number of parts requested - stock and non-stock	229,161	254,337	240,031	(14,306)	-5.6%
Efficiency	Cost per part issued - stock and nonstock	$ -	$ 12.14	$ 12.47	$ (0.33)	-2.8%
Revenue						
	654 - EQUIPMENT SERVICES	$ -	$ 3,131,030	$ 3,099,993	$ (31,037)	-1.0%
	TOTAL SOURCES	$ -	$ 3,131,030	$ 3,099,993	$ (31,037)	-1.0%
Expenditure						
	654 - EQUIPMENT SERVICES	$ -	$ 3,000,581	$ 2,994,302	$ 6,279	0.2%
	TOTAL USES	$ -	$ 3,000,581	$ 2,994,302	$ 6,279	0.2%

Rental Pool Activity

The purpose of the Rental Pool Activity is to provide operational vehicles to Maricopa County employees when departments do not have sufficient vehicles for employees to do their job.

Mandates: Activity is not mandated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of rental request met	1,101	1,067	1,067	-	0.0%
Demand	Number of rental requests received	1,101	1,105	1,105	-	0.0%
Efficiency	Cost* (to ESD) per mile *repairs, maintenance & fuel	Not Reported	$ 46.65	$ 46.64	$ 0.01	0.0%
Revenue						
	654 - EQUIPMENT SERVICES	$ 74,397	$ 68,626	$ 61,180	$ (7,446)	-10.9%
	TOTAL SOURCES	$ 74,397	$ 68,626	$ 61,180	$ (7,446)	-10.9%
Expenditure						
	654 - EQUIPMENT SERVICES	$ 43,196	$ 120,858	$ 120,840	$ 18	0.0%
	TOTAL USES	$ 43,196	$ 120,858	$ 120,840	$ 18	0.0%

Appropriated Budget Reconciliations

Equipment Services Fund (654)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 12,388,440**	**$ 13,259,789**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (17,127)	$ -
Employee Market Compensation Adjustments (Admin Phase II Market Study)	12,621	-
Employee Market Compensation Adjustments (Material Handling Market Study)	11,726	-
Employee Market Compensation Adjustments (Programs & Ops Market Study)	3,223	-
Subtotal	$ 10,443	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 12,398,883**	**$ 13,259,789**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Structural Balance	1,707,396	832,090
Employee Market Compensation Adjustments (Program & Ops Market Study)	2,727	-
Annualization of Jan. 2008 Administrative Reductions	(17,127)	-
Subtotal	$ 1,692,996	$ 832,090
FY 2008-09 BUDGET TARGET	**$ 14,091,879**	**$ 14,091,879**
BASE ADJUSTMENTS:		
Inter-Governmental Agreement Maintenance Revenue	$ -	$ 1,224,084
Internal Service Maintenance and Repair Revenue	-	203,037
Technical Adjustment: Inclusion of Salary Savings	(120,204)	-
Technical Adjustment: Removal of Pay for Performance	(129,839)	-
Travel and Training Reduction	(34,200)	-
Fuel Purchases	202,032	-
Non-Recurring Expenditures	(440,000)	-
Subtotal	$ (522,211)	$ 1,427,121
BUDGET BALANCING ADJUSTMENTS:		
Elimination of Vacant Office Assistant Position (Motor Pool)	$ (47,661)	$ -
Subtotal	$ (47,661)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 13,522,007**	**$ 15,519,000**
PERCENT CHANGE FROM TARGET AMOUNT	*-4.0%*	*10.1%*
	EXPENDITURES	**REVENUE**
NON-OPERATING		
NON-OPERATING 0001		
E-85 Fuel Tank	$ 140,000	$ -
Vehicle Purchases (Replacements for 23813,12303,11338,12309,32061,32271)	240,000	-
Diagnostic Run Machine	60,000	-
State Green Business Shop Program	20,000	-
Subtotal	$ 460,000	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET	**$ 460,000**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 13,982,007**	**$ 15,519,000**

Facilities Management

Analysis by Mary Driessen, Management & Budget Analyst

Summary

Mission

The mission of the Facilities Management Department is to provide fiscally responsible facilities and facility related services to the citizens and employees of Maricopa County so they can enjoy an efficient and safe environment.

Vision

The vision of the Facilities Management Department is to convert capital funds into exceptional facility solutions and provide responsive facility services to every customer, every time, in a collaborative, efficient, and innovative manner while being fiscally prudent.

Strategic Goals

- **By June 30, 2009, the Facilities Management Department (FMD) will develop a Countywide Master Plan addressing the space needs of all County departments in order to develop a strategic and comprehensive Capital Improvement Plan. This will be done within the annually approved budget.**

  Status: Facilities Management is completing the final three departmental master plans. The estimated completion date for this goal is June 30, 2010.

- **By June 30, 2007, have a database in place that will track historical trends, using available technology, that will promote the development of improved budgeting and scheduling methodologies in order to deliver projects within the Board of Supervisors approved budget and timeline.**

  Status: Facilities Management's new Information Technology group within Public Works is currently working on a database that will include the tracking of budgets and schedules of projects as well as other pertinent data. A completion date is unknown at this time.

- **By June 30, 2008, complete and publish the County's Energy Management Plan.**

  Status: Facilities Management has initiated a county-wide energy audit of all facilities that will serve as the backbone of our energy strategy. The audit will be complete in March 31, 2009.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
REVENUE							
70PS - PROTECTIVE SERVICES	$ 81,048	$ 522,115	$ 522,115	$ 492,869	$ 522,115	$ -	0.0%
SCRT - SECURITY	81,048	522,115	522,115	492,869	522,115	-	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 100,701	$ 95,555	$ 95,555	$ 114,683	$ 95,555	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	100,701	95,555	95,555	114,683	95,555	-	0.0%
TOTAL PROGRAMS	$ 181,749	$ 617,670	$ 617,670	$ 607,552	$ 617,670	$ -	0.0%
EXPENDITURES							
70OM - BLDG OPERATIONS & MAINTENANCE	$ 7,351,830	$ 8,608,714	$ 8,963,225	$ 8,851,093	$ 8,041,825	$ 921,400	10.3%
BLDR - BUILDINGS AND GROUNDS	290,826	264,344	264,354	292,789	279,699	(15,345)	-5.8%
DSEC - DETENTION SECURITY MAINTENANCE	93,371	653,164	653,165	422,345	610,511	42,654	6.5%
FAMT - FACILITIES MAINTENANCE	6,967,633	7,691,206	8,045,706	8,135,959	7,151,615	894,091	11.1%
70BC - CAPITAL FACILITY MANAGEMENT	$ 1,505,230	$ 1,751,197	$ 1,651,356	$ 979,525	$ 1,450,035	$ 201,321	12.2%
CCLA - CAP IMP PLAN IMP	752,550	770,544	670,703	(32,358)	375,917	294,786	44.0%
ENMG - ENERGY MANAGEMENT	110,942	208,208	208,208	162,753	213,463	(5,255)	-2.5%
MJMT - MAJ MAINT PLAN IMP	154,646	265,594	265,595	339,414	391,336	(125,741)	-47.3%
FACP - PLANNING	487,092	506,851	506,850	509,716	469,319	37,531	7.4%
70PS - PROTECTIVE SERVICES	$ 3,352,796	$ 4,218,012	$ 4,449,671	$ 4,088,660	$ 3,920,861	$ 528,810	11.9%
PKMT - PARKING MANAGEMENT	75,857	73,696	73,693	80,793	75,937	(2,244)	-3.0%
SCRT - SECURITY	3,276,939	4,144,316	4,375,978	4,007,867	3,844,924	531,054	12.1%
99AS - ADMINISTRATIVE SERVICES	$ 1,631,092	$ 1,526,416	$ 1,309,908	$ 1,639,682	$ 1,476,535	$ (166,627)	-12.7%
BDGT - BUDGETING	178,853	165,354	165,350	178,047	168,499	(3,149)	-1.9%
ODIR - EXECUTIVE MANAGEMENT	748,585	671,854	511,734	709,125	660,134	(148,400)	-29.0%
FSAC - FINANCIAL SERVICES	287,796	300,655	244,266	305,401	304,647	(60,381)	-24.7%
HRAC - HUMAN RESOURCES	204,385	175,890	175,893	159,287	136,740	39,153	22.3%
PROC - PROCUREMENT	211,473	212,663	212,665	287,822	206,515	6,150	2.9%
99GV - GENERAL GOVERNMENT	$ 150,742	$ 263,635	$ 263,635	$ 263,635	$ 166,686	$ 96,949	36.8%
ISFC - INTERNAL SERVICE FUND CHARGES	150,742	263,635	263,635	263,635	166,686	96,949	36.8%
99IT - INFORMATION TECHNOLOGY	$ 751,300	$ 746,446	$ 746,434	$ 724,576	$ 596,248	$ 150,186	20.1%
BUAS - BUSINESS APPLICATION DEVELOP	357,953	357,578	357,577	281,228	295,174	62,403	17.5%
DACR - DATA CENTER	30,146	58,915	58,916	6,303	63,840	(4,924)	-8.4%
DESK - DESKTOP SUPPORT	299,890	258,417	258,410	376,237	213,575	44,835	17.4%
HDSP - HELP DESK SUPPORT	44,005	51,708	51,703	31,628	23,659	28,044	54.2%
VANS - INFRASTRUCTURE NETWORK SERVICES	19,306	19,828	19,828	20,793	-	19,828	100.0%
TOTAL PROGRAMS	$ 14,740,037	$ 17,114,420	$ 17,384,229	$ 16,547,171	$ 15,652,190	$ 1,732,039	10.0%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 335,141	$ 335,141	$ 326,934	$ 335,141	$ -	0.0%
0635 - OTHER CHARGES FOR SERVICES	-	186,974	186,974	165,935	186,974	-	0.0%
SUBTOTAL	$ -	$ 522,115	$ 522,115	$ 492,869	$ 522,115	$ -	0.0%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 181,749	$ 95,555	$ 95,555	$ 114,683	$ 95,555	$ -	0.0%
SUBTOTAL	$ 181,749	$ 95,555	$ 95,555	$ 114,683	$ 95,555	$ -	0.0%
TOTAL SOURCES	$ 181,749	$ 617,670	$ 617,670	$ 607,552	$ 617,670	$ -	0.0%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 9,101,128	$ 10,664,404	$ 10,892,328	$ 10,449,382	$ 9,949,046	$ 943,282	8.7%
0710 - OVERTIME	375,276	184,500	184,500	249,909	160,500	24,000	0.0%
0750 - FRINGE BENEFITS	3,225,240	4,001,808	4,043,693	3,767,079	3,439,520	604,173	14.9%
0790 - OTHER PERSONNEL SERVICES	300,266	273,909	273,909	87,040	430,361	(156,452)	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(650,314)	(142,314)	(142,314)	(718,063)	(813,840)	671,526	-471.9%
0796 - PERSONNEL SERVICES ALLOC-IN	107,173	80,494	80,494	199,503	544,412	(463,918)	-576.3%
SUBTOTAL	$ 12,458,769	$ 15,062,801	$ 15,332,610	$ 14,034,850	$ 13,709,999	$ 1,622,611	10.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,388,678	$ 1,629,925	$ 1,629,925	$ 1,698,245	$ 1,484,844	$ 145,081	8.9%
0803 - FUEL	95,708	88,075	88,075	128,673	88,075	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	106,470	9,000	9,000	5,813	-	9,000	100.0%
0806 - SUPPLIES-ALLOCATION IN	-	-	-	2,673	16,255	(16,255)	0.0%
SUBTOTAL	$ 1,590,856	$ 1,727,000	$ 1,727,000	$ 1,835,404	$ 1,589,174	$ 137,826	8.0%
SERVICES							
0811 - HEALTH CARE SERVICES	$ 1,348	$ 1,600	$ 1,600	$ 861	$ 1,600	$ -	0.0%
0812 - OTHER SERVICES	239,649	108,900	108,900	288,202	128,344	(19,444)	-17.9%
0820 - RENT & OPERATING LEASES	36,035	27,580	27,580	22,581	60,580	(33,000)	0.0%
0825 - REPAIRS AND MAINTENANCE	79,469	7,500	7,500	14,146	7,500	-	0.0%
0839 - INTERNAL SERVICE CHARGES	97,879	59,374	59,374	201,099	59,374	-	0.0%
0841 - TRAVEL	16,339	7,150	7,150	15,726	-	7,150	0.0%
0842 - EDUCATION AND TRAINING	51,766	31,577	31,577	33,773	-	31,577	100.0%
0843 - POSTAGE/FREIGHT/SHIPPING	1,437	4,800	4,800	968	4,800	-	0.0%
0873 - SERVICES-ALLOCATION IN	-	8,905	8,905	5,428	18,886	(9,981)	-112.1%
SUBTOTAL	$ 523,922	$ 257,386	$ 257,386	$ 582,784	$ 281,084	$ (23,698)	-9.2%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 20,046.00	$ -	$ -	$ 10,596.00	$ -	$ -	0.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	49,668	-	-	-	-	-	0.0%
0950 - DEBT SERVICE	96,776	66,900	66,900	82,564	71,600	(4,700)	0.0%
0956 - CAPITAL-ALLOCATION IN	-	333	333	973	333	-	0.0%
SUBTOTAL	$ 166,490	$ 67,233	$ 67,233	$ 94,133	$ 71,933	$ (4,700)	0.0%
TOTAL USES	$ 14,740,037	$ 17,114,420	$ 17,384,229	$ 16,547,171	$ 15,652,190	$ 1,732,039	10.0%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 181,749	$ 617,670	$ 617,670	$ 607,552	$ 617,670	$ -	0.0%
TOTAL FUNDS	$ 181,749	$ 617,670	$ 617,670	$ 607,552	$ 617,670	$ -	0.0%
USES							
100 - GENERAL	$ 12,699,359	$ 14,078,935	$ 14,177,995	$ 13,457,086	$ 12,908,663	$ 1,269,332	9.0%
255 - DETENTION OPERATIONS	2,040,678	3,035,485	3,206,234	3,090,085	2,743,527	462,707	14.4%
SPECIAL REVENUE - OTHER	$ 2,040,678	$ 3,035,485	$ 3,206,234	$ 3,090,085	$ 2,743,527	$ 462,707	14.4%
TOTAL SPECIAL REVENUE	$ 2,040,678	$ 3,035,485	$ 3,206,234	$ 3,090,085	$ 2,743,527	$ 462,707	14.4%
TOTAL FUNDS	$ 14,740,037	$ 17,114,420	$ 17,384,229	$ 16,547,171	$ 15,652,190	$ 1,732,039	10.0%

Programs and Activities

Capital Facility Management Program

The purpose of the Capital Facility Management Program is to provide planning and economical execution of capital facility improvements and major maintenance for the County departments so that they can accomplish their individual missions in an efficient and satisfactory environment.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of projects delivered within the original project budget as approved by the Board of Supervisors	Not Reported	92.9%	100.0%	7.1%	7.7%
Percent reduction in energy costs per adjusted square foot from FY03 baseline(annually adjusted).	Not Reported	120.4%	120.4%	0.0%	0.0%
Percent reduction in energy consumption (based on KWH, excludes water)	Not Reported	106.0%	106.0%	0.0%	0.0%
Percent improvement in the Facilities Condition Index (FCI)	Not Reported	(50.0%)	(50.0%)	0.0%	0.0%

Activities that comprise this program include:

- Capital Improvement Plan Implementation
- Energy Management
- Planning
- Major Maintenance Plan Implementation

Capital Improvement Plan Implementation Activity

The purpose of the Capital Improvement Plan Implementation Activity is to provide fiscally prudent management, delivering projects on time and within budget to the County so that it can successfully achieve established missions in efficient, safe and secure environments.

Mandates A.R.S. §41-1492 establishes standards and regulations, including building codes, for public accommodations and commercial facilities.

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of projects delivered within the original project budget as approved by the Board of Supervisors	Not Reported	92.9%	100.0%	7.1%	7.7%
Output	Number of projects completed	Not Reported	14	14	-	0.0%
Demand	Number of projects approved by the Board	Not Reported	14	14	-	0.0%
Efficiency	Cost per project completed	Not Reported	$ 12,847.07	$ 26,851.21	$ (14,004.14)	-109.0%
Expenditure						
	100 - GENERAL	$ 685,250	$ 179,859	$ 375,917	$ (196,058)	
	255 - DETENTION OPERATIONS	67,301	-	-	-	
	TOTAL USES	$ 752,551	$ 179,859	$ 375,917	$ (196,058)	

Energy Management Activity

The purpose of the Energy Management Activity is to provide energy management services to the County so that annual energy costs are minimized.

Mandates: Administrative mandate

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent reduction in energy consumption (based on KWH, excludes water)	Not Reported	106.0%	106.0%	0.0%	0.0%
Result	Percent reduction in energy costs per adjusted square foot from FY03 baseline(annually adjusted)	Not Reported	120.4%	120.4%	0.0%	0.0%
Output	Total energy provided in prior period (based on KWH, excludes water)	Not Reported	178,090,000	178,090,000	-	0.0%
Output	Energy costs per adjusted square foot for FY 03 (annually adjusted)	Not Reported	2	2	-	0.0%
Output	Total energy cost expended	17,809,000	17,809,000	17,809,000	-	0.0%
Output	Total energy provided (based on KWH, excludes water)	253,141,000	253,140,992	253,140,992	-	0.0%
Demand	Total energy cost expected	17,809,000	250,000,000	250,000,000	-	0.0%
Demand	Total energy consumption required (based on KWH, excludes water)	254,041,000	254,040,992	254,040,992	-	0.0%
Expenditure						
	100 - GENERAL	$ 110,942	$ 162,753	$ 213,463	$ (50,710)	-31.2%
	TOTAL USES	$ 110,942	$ 162,753	$ 213,463	$ (50,710)	-31.2%

*The department will be developing new measures as part of the FY 2010 strategic business plan update process.

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Planning Activity

The purpose of the Planning Activity is to provide cost effective facility planning services to the County so that departments are satisfied.

Mandates: Administrative mandate.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Plans delivered within requested timeframe	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number planning services delivered	291	351	351	-	0.0%
Demand	Number planning services requested and funded by departments	323	350	350	-	0.0%
Efficiency	Average cost of planning services delivered	$ 1,673.86	$ 1,452.18	$ 1,337.09	$ 115.09	7.9%
Expenditure						
	100 - GENERAL	$ 487,093	$ 491,210	$ 469,319	$ 21,891	4.5%
	255 - DETENTION OPERATIONS	-	18,506	-	18,506	100.0%
	TOTAL USES	$ 487,093	$ 509,716	$ 469,319	$ 40,397	7.9%

*The department will be developing new measures as part of the FY 2010 strategic business plan update process.

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Major Maintenance Planning Activity

The purpose of the Major Maintenance Plan Implementation Activity is to provide timely, fiscally prudent management of services to the County so that it can have facilities with improved condition as demonstrated by the Facilities Condition Index (FCI).

Mandates: Administrative mandates.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent improvement in the Facilities Condition Index (FCI)	Not Reported	(50.0%)	(50.0%)	0.0%	0.0%
Output	FCI for prior period	Not Reported	2	2	-	0.0%
Output	Number of major maintenance projects completed	472	475	475	-	0.0%
Demand	Number of major maintenance projects required	534	480	480	-	0.0%
Efficiency	Cost per project completed	$ 327.64	$ 714.56	$ 823.87	$ (109.31)	-15.3%
Expenditure						
	100 - GENERAL	$ 154,646	$ 339,414	$ 391,336	$ (51,922)	-15.3%
	TOTAL USES	$ 154,646	$ 339,414	$ 391,336	$ (51,922)	-15.3%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Building Operations and Maintenance Program

The purpose of the Building Operations and Maintenance Program is to provide cleaning and maintenance services to appointed and elected departments so they can have their employees work in safe, clean, functional, and cost-efficient facilities.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of facilities cleaned to standard	Not Reported	99.3%	99.3%	0.0%	0.0%
Percent of detention security system work hours required that were performed within guidelines	Not Reported	100.0%	95.3%	(4.7%)	-4.7%
Percent of total system hours that system is operable	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of maintenance costs reduced from FY03 baseline (benchmark annually adjusted)	Not Reported	7.0%	7.0%	0.0%	0.0%
Percent of maintenance that is preventative	Not Reported	45.0%	45.0%	0.0%	0.0%

Activities that comprise this program include:

- Buildings and Grounds
- Detention Security Maintenance
- Facilities Maintenance

Buildings and Grounds Activity

The purpose of the Buildings and Grounds Activity is to provide outsourced cleaning and other services for specified County departments and agencies so that they may work in facilities that are cleaned and serviced to contract standards.

Mandates: CFR40- Environment (Code of Federal Regulations/Title 40 Protection of the Environment) establishes regulations for environmental issues, including dust stabilization, non-road based motorized equipment, chemicals and the need for material data safety sheets.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of facilities cleaned to standard	Not Reported	99.3%	99.3%	0.0%	0.0%
Output	Number of facilities cleaned	306	306	306	-	0.0%
Demand	Number of facilities that require cleaning	306	306	306	-	0.0%
Efficiency	Cost per output.	$ 950.40	$ 956.83	$ 914.05	$ 42.78	4.5%
Expenditure						
	100 - GENERAL	$ 290,823	$ 292,789	$ 279,699	$ 13,090	4.5%
	TOTAL USES	$ 290,823	$ 292,789	$ 279,699	$ 13,090	4.5%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Detention Security Maintenance Activity

The purpose of the Detention Security Maintenance Activity is to provide corrective and preventative maintenance services for security systems within Adult and Juvenile detention facilities, so that these facilities may operate in a safe, functionally stable, and cost-efficient environment.

Mandates: Administrative mandates.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of total system hours that system is operable	Not Reported	100.0%	100.0%	0.0%	0.0%
Result	Percent of detention security system work hours required that were performed within guidelines	Not Reported	100.0%	95.3%	(4.7%)	-4.7%
Output	Number of total system hours	Not Reported	8,736	8,736	-	0.0%
Output	Number of detention security system work hours performed	3,252	3,252	3,252	-	0.0%
Demand	Number of detention security system work hours required	6,240	6,240	6,240	-	0.0%
Efficiency	Cost per detention security work hour performed	$ 28.71	$ 129.87	$ 187.73	$ (57.86)	-44.6%
Expenditure						
	255 - DETENTION OPERATIONS	$ 93,370	$ 422,345	$ 610,511	$ (188,166)	-44.6%
	TOTAL USES	$ 93,370	$ 422,345	$ 610,511	$ (188,166)	-44.6%

The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Facilities Maintenance Activity

The purpose of the Facilities Maintenance Activity is to provide corrective and preventative maintenance services, within industry standard, to specified County departments and agencies so that they may operate in a safe, functionally stable, and cost-efficient environment.

Mandates: Administrative mandates.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of maintenance costs reduced from FY03 baseline (benchmark annually adjusted)	Not Reported	7.0%	7.0%	0.0%	0.0%
Result	Percent of maintenance that is preventative	Not Reported	45.0%	45.0%	0.0%	0.0%
Output	Maintenance costs for FY03 baseline (benchmark annually adjusted)	Not Reported	2	2	-	0.0%
Output	Amount of maintenance	Not Reported	123,352	123,352	-	0.0%
Output	Number of (factored) square feet maintained	Not Reported	8,789,696	8,789,696	-	0.0%
Output	Total hours per work orders for preventive maintenance	Not Reported	57,319	57,319	-	0.0%
Demand	Number of (factored) square feet required to be maintained	Not Reported	8,789,696	8,789,696	-	0.0%
Demand	Total hours required for preventive maintenance	Not Reported	55,000	55,000	-	0.0%
Efficiency	Dollar cost per square foot maintained	Not Reported	$ 0.93	$ 0.81	$ 0.11	12.1%
Expenditure						
	100 - GENERAL	$ 5,259,941	$ 5,739,600	$ 5,284,803	$ 454,797	7.9%
	255 - DETENTION OPERATIONS	1,705,955	2,396,359	1,866,812	529,547	22.1%
	TOTAL USES	$ 6,965,896	$ 8,135,959	$ 7,151,615	$ 984,344	12.1%

The reduction of funds for this activity is in conjunction with a reduction of 15 FTEs. The FY 2008-09 budget supports the Department in maintaining the level of benefit received by the customer.

Protective Services

The purpose of the Protective Services Program is to provide security and parking services to County appointed and elected departments and visitors so that they can efficiently conduct their business in a safe and secure manner.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent parking spaces utilized in County garages	Not Reported	59.0%	80.0%	21.0%	35.6%

Activities that comprise this program include:

- Parking Management
- Security

Parking Management Activity

The purpose of Parking Management Activity is to provide parking for County Departments, Agencies and visitors so that they can efficiently access parking close to their business or work site.

Mandates: Administrative mandates.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent parking spaces utilized in County garages	Not Reported	59.0%	80.0%	20.9%	35.5%
Output	Number parking spaces in County garages	Not Reported	3,646	3,646	-	0.0%
Output	Number of cars parked per day	Not Reported	6,177	6,177	-	0.0%
Demand	Number of cars required to be parked per day	Not Reported	3,646	3,646	-	0.0%
Efficiency	Average management cost per average number of utilized parking spaces	Not Reported	$ 22.16	$ 20.83	$ 1.33	6.0%
Expenditure						
	100 - GENERAL	$ 75,863	$ 80,793	$ 75,937	$ 4,856	6.0%
	TOTAL USES	$ 75,863	$ 80,793	$ 75,937	$ 4,856	6.0%

Parking space utilization is expected to increase at 26.2% which leads to a decrease in the average management cost per utilized parking space of $1.33.

Security Activity

The purpose of the Security Activity is to provide security and emergency response services for applicable County Departments, Agencies and visiting public so they can have a safe and secure work and business environment.

Mandates: Administrative mandates.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of incidents responded to	178,691	197,878	198,351	473	0.2%
Demand	Number of incidents reported	178,691	197,878	198,351	473	0.2%
Efficiency	Cost of security per incident	$ 18.34	$ 20.25	$ 19.38	$ 0.87	4.3%
Revenue						
	100 - GENERAL	$ 81,048	$ 492,869	$ 522,115	$ 29,246	5.9%
	TOTAL SOURCES	$ 81,048	$ 492,869	$ 522,115	$ 29,246	5.9%
Expenditure						
	100 - GENERAL	$ 3,220,045	$ 3,938,988	$ 3,752,374	$ 186,614	4.7%
	255 - DETENTION OPERATIONS	56,890	68,879	92,550	(23,671)	-34.4%
	TOTAL USES	$ 3,276,934	$ 4,007,867	$ 3,844,924	$ 162,943	4.1%

*The department will be developing new measures as part of the FY 2010 strategic business plan update process.

The reduction of funds for the Security Activity is in conjunction with a reduction of 8 FTEs. The FY 2008-09 budget will support the Department in maintaining the level of benefit received by the customer.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 14,078,935**	**$ 617,670**
MID-YEAR ADJUSTMENTS:			
Annualization of FY 2006-07 Market Adjustments		$ 459,956	$ -
Program and Operations Market Adjustment		2,576	-
FY 2007-08 Budget Balancing Plan		(363,472)	-
	Subtotal	$ 99,060	$ -
FY 2007-08 REVISED RESTATED BUDGET		**$ 14,177,995**	**$ 617,670**
TARGET ADJUSTMENTS:			
Restatements - OnBase Maintenance to OET		$ (4,765)	$ -
Program and Operations Market Adjustment		2,179	-
FY 2007-08 Budget Balancing Plan		(363,473)	-
	Subtotal	$ (366,059)	$ -
FY 2008-09 BUDGET TARGET		**$ 13,811,936**	**$ 617,670**
FY 2008-09 REQUESTED BUDGET		**$ 13,811,936**	**$ 617,670**
BASE ADJUSTMENTS:			
Additional Maintenance Positions for New Facilities		$ 108,144	$ -
	Subtotal	$ 108,144	$ -
BUDGET BALANCING ADJUSTMENTS:			
Reduce Trades Specialist Positions		$ (332,521)	$ -
Reduce Advertising & Supplies Expenditures		(30,000)	-
Reduce Redundant Public Work's Expenditures		(43,790)	-
Eliminate Non-Capital Equipment Expenditures		(9,000)	-
Reduce Supplies Expenditures		(98,000)	-
Eliminate Additional Maintenance Positions for New Facilities		(108,144)	-
Security Reduction - Madison & Jefferson Garages		(191,851)	-
Eliminate Redundant Technology Funding		(83,000)	-
Security Reduction - Forensics and Durango Campus		(115,111)	-
	Subtotal	$ (1,011,417)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 12,908,663**	**$ 617,670**
PERCENT CHANGE FROM TARGET AMOUNT		*-6.5%*	*0.0%*
FY 2008-09 TOTAL ADOPTDED BUDGET		**$ 12,908,663**	**$ 617,670**

Detention Fund (255)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 3,035,485**	**$ -**
MID-YEAR ADJUSTMENTS:		
Annualization of FY 2006-07 Market Adjustments	$ 252,960	$ -
FY 2007-08 Budget Balancing Plan	(82,211)	-
Subtotal	$ 170,749	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 3,206,234**	**$ -**
TARGET ADJUSTMENTS:		
FY 2007-08 Budget Balancing Plan	$ (82,211)	$ -
Subtotal	$ (82,211)	$ -
FY 2008-09 BUDGET TARGET	**$ 3,124,023**	**$ -**
FY 2008-09 REQUESTED BUDGET	**$ 3,124,023**	**$ -**
BUDGET BALANCING ADJUSTMENTS:		
Eliminate 2 Trades Specialist Positions	$ (108,152)	$ -
Eliminate General Laborer, Trades Generalist and Trades Specialist Positions	(135,538)	-
Eliminate 2 Trades Specialists and 1 General Laborer Positions	(136,806)	-
Subtotal	$ (380,496)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 2,743,527**	**$ -**
PERCENT CHANGE FROM TARGET AMOUNT	*-12.2%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 2,743,527**	**$ -**

Finance

Analysis by Lauren M. Cochran, Management & Budget Analyst

Summary

Mission

The mission of the Department of Finance is to provide financial information and services to Maricopa County government so they can effectively manage their resources.

Vision

Citizens serving citizens by working collaboratively, efficiently and innovatively. We will be responsive to our customers while being fiscally prudent.

Strategic Goals

- **By June 2007, in order to meet the increasing demands for governmental accountability and improve our customers ability to manage and fully report results, we will develop financial reporting procedures for the MfR and variance reports and provide training to departments to ensure a complete understanding of the processes, procedures and utilization of the reporting models currently available on Business Objects and Report Web.**

  Status: The Department of Finance has developed corporate reports that can be utilized by all Business Objects users. In addition, regular training sessions have been offered to staff to ensure a thorough understanding of the Business Objects capabilities. This goal is considered completed and closed.

- **We will obtain and maintain a satisfaction rating of 6.0 or above for Overall Satisfaction within our department as measured annually by the employee satisfaction survey by the end of the fiscal year 2007.**

  Status: In FY 07, the satisfaction rating was 6.28. In FY 08, the satisfaction rating was 6.17. This goal is considered completed and closed.

- **We will obtain a turnover rate of less than 10% for all professional level staff as measured annually by Employee Compensation by June 2008.**

  Status: This goal is considered completed and closed. The turnover rates by fiscal year were as follows:
  - FY 07: The turnover rate for transfers within the County was 12.00%; the turnover rate excluding transfers was 8.00%.
  - FY 08: The turnover rate for transfers within the County was 15.56%; the turnover rate excluding transfers was 8.89%.

- **We will develop and implement new strategies to increase collections by 20% each year to reach a fiscal year 2009 collected amount of $5,000,000.**

Status: Although the Collections Unit collected just under $4.5 million dollars in FY 07, it was just 2% ($89,059.27) short of meeting the goal. This goal is on-going.

- **We will refine, implement and complete a strategic plan to utilize all residual 2001 Lease Revenue Bond proceeds on specifically identified Board approved projects and report the financial activity by June 2007.**

  Status: All bond proceeds have been spent. This goal is considered completed and closed.

- **By June 2007, we will implement an Electronic Document Management Program to reduce off-site storage costs, utilize existing floor space more effectively, and create a paperless document retrieval system.**

  Status: This goal is considered completed and closed.

- **By June 2007, we will have defined all opportunities to utilize existing technology to transfer data between systems and eliminate unnecessary paper handling and data entry.**

  Status: This goal is considered completed and closed.

- **In coordination with the Office of Management and Budget and the Office of Enterprise Technology, we will develop a uniform reporting platform by June 2008, which will provide departments with the tool to manage, query, and report the information from the various data sources (COGNOS, Advantage, PeopleSoft and the MfR Database).**

  Status: This goal has been placed on hold until such time as the new budget system has been implemented.

- **By June 2008, we will have conducted a critical review of the current Advantage financial system (and sub-systems) and developed a comprehensive report defining the financial accounting and reporting needs for the County in preparation for a new financial system and to ensure optimal functionality.**

  Status: Due to the continued reduction of staff, this goal was not completed and is considered closed. This may be a goal to focus on in the future when the economy stabilizes.

- **By June 2007, we will ensure the effective management and reporting of grant funds in the County by implementing a new Grant Compliance Program consisting of a comprehensive business plan, hired and trained professional staff, MfR performance measures and an updated departmental Strategic Plan.**

  Status: This goal is considered completed and closed.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
REVENUE							
18CL - COLLECTIONS	$ -	$ -	$ -	$ -	$ 440,374	$ 440,374	0.0%
CLCT - COLLECTIONS	-	-	-	-	440,374	440,374	0.0%
18RE - REAL ESTATE	$ 921,036	$ 291,351	$ 291,351	$ 753,657	$ 947,187	$ 655,836	225.1%
RLST - REAL ESTATE MANAGEMENT	921,036	291,351	291,351	753,657	947,187	655,836	225.1%
99AS - ADMINISTRATIVE SERVICES	$ 213,309	$ 231,834	$ 231,834	$ 200,248	$ 222,282	$ (9,552)	-4.1%
FSAC - FINANCIAL SERVICES	213,309	231,834	231,834	200,248	222,282	(9,552)	-4.1%
TOTAL PROGRAMS	$ 1,134,346	$ 523,185	$ 523,185	$ 953,905	$ 1,609,843	$ 1,086,658	207.7%
EXPENDITURES							
18CL - COLLECTIONS	$ 348,210	$ 383,257	$ 382,709	$ 348,111	$ 290,760	$ 91,949	24.0%
CLCT - COLLECTIONS	348,210	383,257	382,709	348,111	290,760	91,949	24.0%
18RE - REAL ESTATE	$ 374,912	$ 355,666	$ 355,659	$ 364,608	$ 337,615	$ 18,044	5.1%
RLST - REAL ESTATE MANAGEMENT	374,912	355,666	355,659	364,608	337,615	18,044	5.1%
99AS - ADMINISTRATIVE SERVICES	$ 3,626,697	$ 3,307,457	$ 3,350,612	$ 3,285,558	$ 3,157,195	$ 193,417	5.8%
ODIR - EXECUTIVE MANAGEMENT	32,263	-	-	-	-	-	0.0%
FSAC - FINANCIAL SERVICES	3,594,435	3,307,457	3,350,612	3,285,558	3,157,195	193,417	5.8%
99GV - GENERAL GOVERNMENT	$ 2,023	$ 2,517	$ 2,517	$ 2,517	$ 1,467	$ 1,050	41.7%
ISFC - INTERNAL SERVICE FUND CHARGES	2,023	2,517	2,517	2,517	1,467	1,050	41.7%
TOTAL PROGRAMS	$ 4,351,842	$ 4,048,897	$ 4,091,497	$ 4,000,794	$ 3,787,037	$ 304,460	7.4%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ 439,454	$ -	$ -	$ -	$ -	$ -	
SUBTOTAL	$ 439,454	$ -	$ -	$ -	$ -	$ -	
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 523,185	$ 523,185	$ 953,905	$ 222,282	$ (300,903)	-57.5%
0635 - OTHER CHARGES FOR SERVICES	-	-	-	-	440,374	440,374	
SUBTOTAL	$ -	$ 523,185	$ 523,185	$ 953,905	$ 662,656	$ 139,471	26.7%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 694,892	$ -	$ -	$ -	$ 947,187	$ 947,187	
SUBTOTAL	$ 694,892	$ -	$ -	$ -	$ 947,187	$ 947,187	
ALL REVENUES	$ 1,134,346	$ 523,185	$ 523,185	$ 953,905	$ 1,609,843	$ 1,086,658	207.7%
TOTAL SOURCES	$ 1,134,346	$ 523,185	$ 523,185	$ 953,905	$ 1,609,843	$ 1,086,658	207.7%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 2,632,124	$ 2,813,838	$ 2,852,013	$ 2,880,734	$ 2,694,348	$ 157,665	5.5%
0705 - TEMPORARY PAY	52,621	54,933	54,933	44,623	91,581	(36,648)	0.0%
0710 - OVERTIME	2,708	-	-	346	-	-	0.0%
0750 - FRINGE BENEFITS	770,761	925,351	932,974	835,049	769,099	163,875	17.6%
0790 - OTHER PERSONNEL SERVICES	2,812	-	-	17,680	8,426	(8,426)	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	-	-	-	
0796 - PERSONNEL SERVICES ALLOC-IN	12,116	-	-	147	-	-	
SUBTOTAL	$ 3,473,142	$ 3,794,122	$ 3,839,920	$ 3,778,579	$ 3,563,454	$ 276,466	7.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 231,194	$ 64,192	$ 64,197	$ 27,437	$ 31,368	$ 32,829	51.1%
0803 - FUEL	425	275	275	275	300	(25)	-9.1%
0804 - NON-CAPITAL EQUIPMENT	87,737	-	-	-	-	-	
SUBTOTAL	$ 319,357	$ 64,467	$ 64,472	$ 27,712	$ 31,668	$ 32,804	50.9%
SERVICES							
0810 - LEGAL SERVICES	$ 180	$ 500	$ 500	$ 145	$ 300	$ 200	40.0%
0812 - OTHER SERVICES	196,439	33,970	33,970	40,435	36,650	(2,680)	-7.9%
0820 - RENT & OPERATING LEASES	185,416	8,000	8,000	8,314	8,400	(400)	0.0%
0825 - REPAIRS AND MAINTENANCE	14,045	27,347	24,144	8,200	15,000	9,144	37.9%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	-	4,000	4,000	(4,000)	
0839 - INTERNAL SERVICE CHARGES	25,349	3,496	3,496	10,860	8,700	(5,204)	-148.9%
0841 - TRAVEL	2,157	-	-	1,229	-	-	0.0%
0842 - EDUCATION AND TRAINING	39,961	7,126	7,126	20,355	622	6,504	91.3%
0843 - POSTAGE/FREIGHT/SHIPPING	48,051	39,580	39,580	49,110	47,954	(8,374)	(0)
SUBTOTAL	$ 511,597	$ 120,019	$ 116,816	$ 142,648	$ 121,626	$ (4,810)	-4.1%
OTHER FINANCING USES							
CAPITAL							
0950 - DEBT SERVICE	$ 47,746	$ 70,289	$ 70,289	$ 51,855	$ 70,289	$ -	-
SUBTOTAL	$ 47,746	$ 70,289	$ 70,289	$ 51,855	$ 70,289	$ -	0.0%
TOTAL USES	$ 4,351,842	$ 4,048,897	$ 4,091,497	$ 4,000,794	$ 3,787,037	$ 304,460	7.4%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 1,134,346	$ 523,185	$ 523,185	$ 953,905	$ 1,609,843	$ 1,086,658	207.7%
TOTAL FUNDS	$ 1,134,346	$ 523,185	$ 523,185	$ 953,905	$ 1,609,843	$ 1,086,658	207.7%
USES							
100 - GENERAL	$ 4,351,842	$ 4,048,897	$ 4,091,497	$ 4,000,794	$ 3,787,037	$ 304,460	7.4%
TOTAL FUNDS	$ 4,351,842	$ 4,048,897	$ 4,091,497	$ 4,000,794	$ 3,787,037	$ 304,460	7.4%

General Adjustments

Electronic Document Management: Reduce the Electronic Document Management Program by 1 FTE equaling $48,302.

Grant Compliance: Reduce the Grant Compliance Program by 1 FTE equaling $61,816.

Supplies and Services: Reduce Supplies and Services by $127.

Programs and Activities

Collections Program

The purpose of the Collections Program is to provide collections services for the court, government agencies, victims and interested parties so they can hold the responsible parties accountable and the appropriate parties can realize financial restitution.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of accounts that are active and paying	49.0%	3.9%	3.9%	0.0%	0.0%

Activities that comprise this program include:

- Collections

Collections Activity

The purpose of the Collections Activity is to provide collection services for the court, government agencies, victims and interested parties so they can hold the responsible parties accountable and the appropriate parties can realize financial restitution.

Mandates: Criminal Restitution Orders: A.R.S.§ 13.805 Jurisdiction; A.R.S.§ 13.806 Restitution Lien; A.R.S.§ 42.1122 Setoff for debts to state agencies and courts; revolving fund; definitions; A.R.S.§ 33.961 Filing judgments for payment of money; certified copy of judgment; recording copy to perfect lien against real property; information statement; A.R.S.§ 33.967 Money judgment: information statement; amendment to recorded judgments. Indigent Defense Reimbursement: A.R.S.§ 11.584 Public defender; duties; reimbursement; AZ ST RCRP Rule 6.4 Determination of indigency. Failure to Appear for Jury Duty: A.R.S.§ 21.223 Failure of juror to attend; fine. Complex Litigation Fee: Maricopa County Superior Court Administrative Order No. 2003-115.5. Jury Fee: A.R.S.§ 12.332 Taxable costs and jury fee in superior court. Deferral Filing Fees (Civil, Family, Probate and Juvenile): Maricopa County Superior Court Administrative Order No. 2002-119; A.R.S.§ 12.302 Extension of time for payment of fees and costs; relief from default for nonpayment; deferral or waiver of court fees and costs; definitions. Juvenile - A.R.S.§ 8.127 Financial hardship; deferral, waiver or reduction of fees; Family and Civil - A.R.S.§ 12.311 Filing, appearance, judgment and decree fees; A.R.S.§ 12.284 Fees; Probate - A.R.S.§ 12.313 Probate conservatorship, guardianship and fiduciary fees. Private Collection Agencies: A.R.S.§ 12.116.03 Collection agencies.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of accounts that are active and paying	44.0%	3.9%	3.9%	0.0%	0.0%
Output	Number of accounts sent to Private Collections	18,723	15,731	17,304	1,573	10.0%
Demand	Number of accounts to County Collections Unit	22,718	20,542	30,000	9,458	46.0%
Efficiency	Cost per collectable account	$18.88	$4.54	$3.45	$1.09	24.1%
Revenue						
	100 - GENERAL	$ -	$ -	$ 440,374	$ 440,374	0.0%
	TOTAL SOURCES	$ -	$ -	$ 440,374	$ 440,374	0.0%
Expenditure						
	100 - GENERAL	$ 348,210	$ 348,111	$ 290,760	$ 57,351	16.5%
	TOTAL USES	$ 348,210	$ 348,111	$ 290,760	$ 57,351	16.5%

Base Adjustments:

- Revenue: The Collections Unit added a new 11.2% fee to court collections resulting in a $440,374 increase in revenue.
- Expenditures: Two (2) FTE were deleted from the Collections Activity with a savings of $89,064. This results in an increase in efficiency from FY 2007-08 to FY 2008-09 without compromising the department's ability to attain results.

Real Estate Program

The purpose of the Real Estate Program is to provide real estate services to appointed and elected departments so that County properties are managed in a professional manner.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of customers satisfied with the real estate services received.	97.0%	96.6%	96.6%	0.0%	0.0%

Activities that comprise this program include:

- Real Estate

Real Estate Management Activity

The purpose of the Real Estate Management Activity is to protect the Real Property Rights of the County and to support the efficient utilization of the County's Real Estate Assets.

Mandates: Administrative mandate.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of customers satisfied with the real estate services received.	97.0%	96.6%	96.6%	0.0%	0.0%
Output	Number of real estate actions completed	138	130	130	0	0.0%
Demand	Number of real estate actions requested.	129	130	130	0	0.0%
Efficiency	Cost per activity.	$2,713.71	$2,804.68	$2,597.04	$207.64	7.4%
Revenue						
	100 - GENERAL	$ 921,036	$ 753,657	$ 947,187	$ 193,530	25.7%
	TOTAL SOURCES	$ 921,036	$ 753,657	$ 947,187	$ 193,530	25.7%
Expenditure						
	100 - GENERAL	$ 374,492	$ 364,608	$ 337,615	$ 26,993	7.4%
	TOTAL USES	$ 374,492	$ 364,608	$ 337,615	$ 26,993	7.4%

Appropriated Budget Reconciliation

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ 4,048,897**	**$**	**523,185**
MID-YEAR ADJUSTMENTS:				
Employee Market compensation Adjustments (Admin Phase II Market Study)		$ 131,195	$	-
Jan. 2008 Administrative Reductions		(104,503)		-
Executive Compensation Pay Adjustment (Effective 11/7/07)		15,908		-
	Subtotal	$ 42,600	$	-
FY 2007-08 REVISED RESTATED BUDGET		**$ 4,091,497**	**$**	**523,185**
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)		$ -	$	-
Retirement Contributions		-		-
FY 2008-09 Pay for Performance		-		-
Annualization of Jan. 2008 Administrative Reductions		(104,503)		-
Excecutive Compensation Pay Adjustment (FY 08 Lump Sum Payment)		(648)		-
	Subtotal	$ (105,151)	$	-
FY 2008-09 BUDGET TARGET		**$ 3,986,346**	**$**	**523,185**
REQUESTED ADJUSTMENTS:				
Requested Revenue Above Target for Leased Property		$ -	$	646,284
	Subtotal	$ -	$	646,284
FY 2008-09 REQUESTED BUDGET		**$ 3,986,346**	**$**	**1,169,469**
BUDGET BALANCING ADJUSTMENTS:				
Reduction to Electronic Document Management Program		$ (48,302)	$	-
Reduction to Grant Compliance Program		(61,816)		-
Reduction to Supplies and Services		(127)		-
Adjustment to Collection Unit		(89,064)		440,374
	Subtotal	$ (199,309)	$	440,374
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 3,787,037**	**$**	**1,609,843**
PERCENT CHANGE FROM TARGET AMOUNT		*-5.0%*		*207.7%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 3,787,037**	**$**	**1,609,843**

Human Services

Analysis by Tara Acuna, Management & Budget Analyst

Summary

Mission

The mission of the Human Services Department is to provide education, employment and basic needs services to individuals, children and families, so that they can enhance their opportunities for economic, social and physical well-being.

Vision

All Maricopa County residents will have opportunities to achieve economic self-sufficiency and enjoy a high quality of life.

Strategic Goals

- **Community Partnerships: By July 2008, build partnerships and relationships with area governments, including Tribal Nations, in order to meet the growing demands for services offered by the Human Services Department and to enhance the availability and delivery of these services to the community.**

  Status: This goal has expired, but will be extended to 2010.
  Accomplishments to date:
  - Community Services Division is partnering with the Head Start program to create a volunteer program for CAP clients in the East Valley to develop professional skills for future employment opportunities.
  - Community Services Division provided mini-grant funding to Avondale Community Action Program to partner with city police and fire departments to develop the Weed and Seed program.
  - Special Transportation Services has strengthened contract relationships with area governments to provide vital transportation assistance for low-income, seniors, and disabled individuals. This service is especially critical to meet the growing demands of this demographic and the need for more cost efficient services.

- **Youth Programs: By December 2008, seek opportunities to promote, enhance, and improve Human Services programs and activities sponsored for the young people we serve in order to help them build their skills, develop a sense of civic involvement in the community, and successfully complete their education.**

  Status: This goal has expired, but will be extended to 2010.
  Accomplishments to date:
  - The new West Valley Career Center (opened July 2007), was designed to include a youth services center, providing space for partner organizations and a special place for youth participants to access computers, education instruction, and other career center services.
  - In order to strengthen program outcomes, the department rebid WIA Youth Services contracts. From the five bids received, one contractor successfully re-bid for youth services in the West Valley, a new provider was selected for the East Valley and the scope of an

existing provider was pared down to special populations. New reporting requirements were established and the interaction with the providers was strengthened to include joint oversight with the City of Phoenix (which also uses common youth services contractors).
- The PLOT (Producing Leaders of Tomorrow Program) has expanded into three additional high schools in the West Valley and enrollments have increased.
- WDD Youth Services Program has begun to engage the faith based community in exploring partnerships for leveraged services.
- The total number of WIA Youth served in FY08 was 398; the proposed number to be served in FY 09 is 490, a 23% increase.
- Community Services Division through their Community Action Programs continued its back-to-school program which provides high school-aged as well as elementary children with school supplies. More than 1,700 young people received assistance.

- **Increase Access: By December 2007, seek opportunities to enhance our Human Services Department service sites in order to improve access for our clients to the services we offer, ensure the inclusion and participation of our diverse community, and increase satisfaction with the quality and cost-effectiveness of the services provided.**

  Status: This goal has expired, but will be extended to 2010.
  Accomplishments to date:
  - The new West Valley Career Center (opened July 2007) includes space dedicated to serve veterans—the Elijah K. Wong Veterans Services Center--facilitating access for veterans and their families to various federal, state, and local services and benefits.
  - The Workforce Development Division has established new partnerships with the faith based community, Rotary International, the Employers Advisory Council of Arizona and the Society of Human Resource Managers.
  - The West Valley Career center has been retrofitted with additional accessible doorways to accommodate persons with physical disabilities. Both the West Valley Career Center and the Gilbert Career Center are acquiring Ubi-Duo translation devices for hearing impaired clients.
  - Special Transportation Services implemented a mobile data computer system to provide real-time communication, vehicle location, and same-day trip scheduling/re-routing. This system eliminated the need for paper manifests and allows more efficient and cost-effective use of vehicles and driver time, improving customer access and service.

- **Programs/Services: By July 2007, promote and protect the public health of the community by enhancing our programs and services and more effectively interfacing with our community partners.**

  Status: This goal has expired, but will be extended to 2010.
  Accomplishments to date:
  - The department executed a MOU with the Department of Public Health to utilize Special Transportation Services fleet and staff for the distribution of emergency medical supplies from the strategic national stockpile.
  - Special Transportation Services has participated in training with the National Incident Management System and prepared to participate in the August 2008 Public Health emergency drill by transporting vaccines.
  - The Senior Adult Independent Living (SAIL) Program in partnership with Attentive Home Care conducted Fall Prevention training and assessments for the senior population resulting in 500 safety assessments.

- The SAIL Program initiated and completed an Evacuation Needs Assessment on all existing and incoming SAIL Clients.
- A disaster recovery plan has been drafted. The internal IT department is prepared to recover from the loss of the department's primary network. Each division is in the process of implementing new procedures for restarting operations in the event of the loss of any facility.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
REVENUE							
22ED - CHILD DEVELOPMENT EDUCATION	$ 18,887,089	$ 17,582,765	$ 17,582,765	$ 17,573,427	$ 18,387,052	$ 804,287	4.6%
CDEV - CHILD DEVELOPMENT & EDUCATION	18,887,089	16,005,681	16,005,681	15,860,536	16,408,928	403,247	2.5%
CHLT - CHILD HEALTH SERVICES	-	319,994	319,994	295,227	319,994	-	0.0%
FAMI - FAMILY PARTNERSHIPS	-	1,257,090	1,257,090	1,417,664	1,658,130	401,040	31.9%
22CS - COMMUNITY SERVICES	$ 5,971,428	$ 5,927,436	$ 5,927,436	$ 4,738,463	$ 4,715,305	$ (1,212,131)	-20.4%
COAA - COMMUNITY ACTION AGENCY	2,369,712	2,042,121	2,042,121	2,147,000	2,263,465	221,344	10.8%
FAST - FINANCIAL ASSISTANCE	3,601,716	3,885,315	3,885,315	2,591,463	2,451,840	(1,433,475)	-36.9%
HOME - HOMELESS ASSISTANCE	-	87,180	87,180	68,654	81,000	(6,180)	-7.1%
EHSN - EMERGENCY SHELTER NIGHTS	-	87,180	87,180	68,654	81,000	(6,180)	-7.1%
22TS - SPECIAL TRANSPORTATION SERVICE	$ 2,579,596	$ 4,161,959	$ 4,189,959	$ 3,834,422	$ 4,601,280	$ 411,321	9.8%
ERLT - EMPLOYMENT RELATED TRANSP	747,326	1,575,730	1,575,730	1,393,010	3,081,600	1,505,870	95.6%
SNTM - SPECIAL NEEDS TRANSP MEALS	324,729	363,894	363,894	403,207	-	(363,894)	-100.0%
SNTT - SPECIAL NEEDS TRANSP TRIPS	1,507,541	2,222,335	2,250,335	2,038,205	1,519,680	(730,655)	-32.5%
39SA - SR. ADULT INDEPENDENT LIVING	$ 1,276,181	$ 942,810	$ 942,810	$ 1,283,060	$ 1,076,798	$ 133,988	14.2%
SAIL - SR. ADULT INDEPENDENT LIVING	1,276,181	942,810	942,810	1,283,060	1,076,798	133,988	14.2%
22WD - WORKFORCE DEVELOPMENT	$ 10,063,251	$ 10,287,725	$ 10,787,722	$ 10,436,699	$ 9,914,397	$ (873,325)	-8.1%
SEEK - JOB SEEKER SERVICES	7,792,093	7,282,332	7,282,332	7,876,648	7,726,755	444,423	6.1%
TSKT - TECHNICAL SKILLS TRAINING	624,833	1,149,008	1,149,008	195,333	-	(1,149,008)	-100.0%
YOUT - YOUTH SERVICES	1,646,325	1,856,385	2,356,382	2,364,718	2,187,642	(168,740)	-7.2%
99AS - ADMINISTRATIVE SERVICES	$ (50,215)	$ 3,519,956	$ 3,519,956	$ 3,422,482	$ 3,167,268	$ (352,688)	-10.0%
ODIR - EXECUTIVE MANAGEMENT	(37,186)	3,519,956	3,519,956	3,422,482	3,167,268	(352,688)	-10.0%
FSAC - FINANCIAL SERVICES	(13,029)	-	-	-	-	-	0.0%
99GV - GENERAL GOVERNMENT	$ 3,799,817	$ -	$ -	$ -	$ -	$ -	0.0%
GGOV - GENERAL GOVERNMENT	3,799,817	-	-	-	-	-	0.0%
TOTAL PROGRAMS	$ 42,527,147	$ 42,509,831	$ 43,037,828	$ 41,357,207	$ 41,943,100	$ (1,094,728)	-2.5%
EXPENDITURES							
22ED - CHILD DEVELOPMENT EDUCATION	$ 17,892,210	$ 17,495,814	$ 17,495,816	$ 17,573,423	$ 18,387,056	$ (891,240)	-5.1%
CDEV - CHILD DEVELOPMENT & EDUCATION	16,454,255	15,918,730	15,918,736	15,860,533	16,408,931	(490,195)	-3.1%
CHLT - CHILD HEALTH SERVICES	284,949	319,994	319,995	295,226	319,994	1	0.0%
FAMI - FAMILY PARTNERSHIPS	1,153,005	1,257,090	1,257,085	1,417,664	1,658,131	(401,046)	-31.9%
22CS - COMMUNITY SERVICES	$ 6,406,291	$ 6,406,384	$ 6,407,516	$ 5,217,408	$ 5,118,588	$ 1,288,928	20.1%
COAA - COMMUNITY ACTION AGENCY	2,377,016	2,521,069	2,522,198	2,625,947	2,666,748	(144,550)	-5.7%
FAST - FINANCIAL ASSISTANCE	4,029,276	3,885,315	3,885,318	2,591,461	2,451,840	1,433,478	36.9%
HOME - HOMELESS ASSISTANCE	$ 500,000	$ 812,180	$ 812,180	$ 793,653	$ 696,297	$ 115,883	37.1%
EHSN - EMERGENCY SHELTER NIGHTS	-	312,180	312,180	293,653	196,297	115,883	37.1%
HLDS - HOMELESS LOW DEMAND SHELTER	428,000	428,000	428,000	428,000	428,000	-	0.0%
HWDR - HOMELESS WEEKEND DAY RESOURCE	72,000	72,000	72,000	72,000	72,000	-	0.0%
22TS - SPECIAL TRANSPORTATION SERVICE	$ 3,967,280	$ 4,443,959	$ 4,471,954	$ 4,116,428	$ 4,883,278	$ (411,324)	-9.2%
ERLT - EMPLOYMENT RELATED TRANSP	881,006	1,575,730	1,575,724	1,393,017	3,081,597	(1,505,873)	-95.6%
SNTM - SPECIAL NEEDS TRANSP MEALS	509,497	434,394	434,401	473,709	70,500	363,901	83.8%
SNTT - SPECIAL NEEDS TRANSP TRIPS	2,576,778	2,433,835	2,461,829	2,249,702	1,731,181	730,648	29.7%
39SA - SR. ADULT INDEPENDENT LIVING	$ 2,337,863	$ 2,159,240	$ 2,159,238	$ 2,499,490	$ 2,293,227	$ (133,989)	-6.2%
SAIL - SR. ADULT INDEPENDENT LIVING	2,337,863	2,159,240	2,159,238	2,499,490	2,293,227	(133,989)	-6.2%
22WD - WORKFORCE DEVELOPMENT	$ 9,507,017	$ 10,287,725	$ 10,787,720	$ 10,436,699	$ 9,914,400	$ 873,320	8.1%
SEEK - JOB SEEKER SERVICES	6,875,828	7,282,332	7,282,337	7,876,649	7,726,759	(444,422)	-6.1%
TSKT - TECHNICAL SKILLS TRAINING	967,889	1,149,008	1,149,007	195,331	-	1,149,007	100.0%
YOUT - YOUTH SERVICES	1,663,300	1,856,385	2,356,376	2,364,719	2,187,641	168,735	7.2%
99AS - ADMINISTRATIVE SERVICES	$ 1,374,167	$ 2,418,015	$ 2,418,019	$ 3,584,774	$ 3,167,265	$ (749,246)	-31.0%
ODIR - EXECUTIVE MANAGEMENT	495,031	2,395,015	2,395,012	3,584,779	3,167,271	(772,259)	-32.2%
FSAC - FINANCIAL SERVICES	412,354	11,000	11,003	4	(3)	11,006	100.0%
HRAC - HUMAN RESOURCES	391,725	12,000	12,002	(7)	(2)	12,004	100.0%
PROC - PROCUREMENT	75,056	-	2	(2)	(1)	3	150.0%
99GV - GENERAL GOVERNMENT	$ 1,220,740	$ 1,152,892	$ 1,152,892	$ (1)	$ -	$ 1,152,892	100.0%
CSCA - CENTRAL SERVICE COST ALLOC	934,317	937,832	937,832	-	-	937,832	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	286,423	215,060	215,060	(1)	-	215,060	100.0%
99IT - INFORMATION TECHNOLOGY	$ 512,772	$ 36,000	$ 34,871	$ 6	$ -	$ 34,871	100.0%
BUAS - BUSINESS APPLICATION DEVELOP	31,996	6,911	6,911	-	(1)	6,912	100.0%
DACR - DATA CENTER	79,248	5,825	5,825	2	4	5,821	99.9%
DESK - DESKTOP SUPPORT	401,528	23,264	22,135	4	(3)	22,138	100.0%
TOTAL PROGRAMS	$ 43,718,339	$ 45,212,209	$ 45,740,206	$ 44,221,880	$ 44,460,111	$ 1,500,087	3.3%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0615 - GRANTS	$ 42,466,660	$ 42,109,725	$ 42,637,722	$ 41,132,648	$ 41,943,100	$ (694,622)	-1.6%
SUBTOTAL	$ 42,466,660	$ 42,109,725	$ 42,637,722	$ 41,132,648	$ 41,943,100	$ (694,622)	-1.6%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 400,106	$ 400,106	$ 386,860	$ -	$ (400,106)	-100.0%
SUBTOTAL	$ -	$ 400,106	$ 400,106	$ 386,860	$ -	$ (400,106)	-100.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ (37,186)	$ -	$ -	$ (164,718)	$ -	$ -	
0650 - MISCELLANEOUS REVENUE	97,673	-	-	2,417	-	-	
SUBTOTAL	$ 60,487	$ -	$ -	$ (162,301)	$ -	$ -	
ALL REVENUES	$ 42,527,147	$ 42,509,831	$ 43,037,828	$ 41,357,207	$ 41,943,100	$ (1,094,728)	-2.5%
TOTAL SOURCES	$ 42,527,147	$ 42,509,831	$ 43,037,828	$ 41,357,207	$ 41,943,100	$ (1,094,728)	-2.5%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 12,340,224	$ 14,357,846	$ 14,357,846	$ 13,175,925	$ 14,019,598	$ 338,248	2.4%
0705 - TEMPORARY PAY	43,136	-	-	20,484	-	-	0.0%
0710 - OVERTIME	25,487	10,005	10,005	28,175	-	10,005	0.0%
0750 - FRINGE BENEFITS	4,640,770	5,574,707	5,574,707	5,172,554	5,286,083	288,624	5.2%
0790 - OTHER PERSONNEL SERVICES	207,864	-	-	379,683	323,393	(323,393)	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(3,947,095)	(3,569,393)	(3,569,393)	(5,083,073)	(4,452,902)	883,509	-24.8%
0796 - PERSONNEL SERVICES ALLOC-IN	3,962,095	3,569,393	3,569,393	5,088,997	4,621,183	(1,051,790)	-29.5%
SUBTOTAL	$ 17,272,481	$ 19,942,558	$ 19,942,558	$ 18,782,745	$ 19,797,355	$ 145,203	0.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,290,648	$ 1,103,017	$ 1,103,017	$ 951,503	$ 580,237	$ 522,780	47.4%
0802 - MEDICAL SUPPLIES	10,004	1,000	1,000	6,973	1,000	-	0.0%
0803 - FUEL	304,954	390,631	390,631	465,950	526,334	(135,703)	-34.7%
0804 - NON-CAPITAL EQUIPMENT	8,560	286,000	286,000	514,398	16,560	269,440	94.2%
0805 - SUPPLIES-ALLOCATION OUT	-	(136,800)	(136,800)	(178,855)	(33,192)	(103,608)	75.7%
0806 - SUPPLIES-ALLOCATION IN	-	136,800	136,800	178,855	49,152	87,648	64.1%
SUBTOTAL	$ 1,614,165	$ 1,780,648	$ 1,780,648	$ 1,938,824	$ 1,140,091	$ 640,557	36.0%
SERVICES							
0810 - LEGAL SERVICES	$ 3,733	$ 1,200	$ 1,200	$ 3,466	$ 2,439	$ (1,239)	-103.3%
0811 - HEALTH CARE SERVICES	69,156	88,000	88,000	32,266	76,822	11,178	12.7%
0812 - OTHER SERVICES	18,601,204	15,793,355	16,321,352	16,812,543	17,756,072	(1,434,720)	-8.8%
0820 - RENT & OPERATING LEASES	1,051,030	1,613,013	1,613,013	1,437,127	1,528,502	84,511	0.0%
0825 - REPAIRS AND MAINTENANCE	216,741	189,251	189,251	209,179	476,269	(287,018)	-151.7%
0830 - INTERGOVERNMENTAL PAYMENTS	1,071,283	1,702,799	1,702,799	1,505,138	80,432	1,622,367	95.3%
0839 - INTERNAL SERVICE CHARGES	1,042,780	1,101,426	1,101,426	1,215,725	534,957	566,469	51.4%
0841 - TRAVEL	203,981	237,589	237,589	196,072	197,158	40,431	0.0%
0842 - EDUCATION AND TRAINING	167,947	171,306	171,306	154,401	127,563	43,743	25.5%
0843 - POSTAGE/FREIGHT/SHIPPING	21,370	51,300	51,300	41,544	15,740	35,560	1
0845 - SUPPORT AND CARE OF PERSONS	121,966	184,611	184,611	177,782	252,647	(68,036)	-36.9%
0850 - UTILITIES	99,979	68,450	68,450	155,805	151,253	(82,803)	-121.0%
0872 - SERVICES-ALLOCATION OUT	(20,188)	(1,178,000)	(1,178,000)	(3,256,376)	(4,043,314)	2,865,314	-243.2%
0873 - SERVICES-ALLOCATION IN	1,579	1,178,000	1,178,000	3,256,374	3,498,651	(2,320,651)	-197.0%
SUBTOTAL	$ 22,652,560	$ 21,202,300	$ 21,730,297	$ 21,941,046	$ 20,655,191	$ 1,075,106	4.9%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 934,317	$ 937,832	$ 937,832	$ 937,832	$ 1,092,166	$ (154,334)	-16.5%
SUBTOTAL	$ 934,317	$ 937,832	$ 937,832	$ 937,832	$ 1,092,166	$ (154,334)	-16.5%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ -	$ -	$ -	$ 532	$ (532)	0.0%
0920 - CAPITAL EQUIPMENT	-	183,000	183,000	311,270	140,500	42,500	23.2%
0930 - VEHICLES & CONSTRUCTION EQUIP	1,115,765	845,000	845,000	65,781	1,573,728	(728,728)	-86.2%
0950 - DEBT SERVICE	129,051	320,871	320,871	244,382	110,887	209,984	-
0955 - CAPITAL-ALLOCATION OUT	-	(74,100)	(74,100)	(108,383)	(28,104)	(45,996)	62.1%
0956 - CAPITAL-ALLOCATION IN	-	74,100	74,100	108,383	(22,235)	96,335	130.0%
SUBTOTAL	$ 1,244,817	$ 1,348,871	$ 1,348,871	$ 621,433	$ 1,775,308	$ (426,437)	0.0%
TOTAL USES	$ 43,718,339	$ 45,212,209	$ 45,740,206	$ 44,221,880	$ 44,460,111	$ 1,280,095	2.8%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
222 - HUMAN SERVICES GRANTS	$ 42,527,147	$ 42,509,831	$ 43,037,828	$ 41,357,207	$ 41,943,100	$ (1,094,728)	-2.5%
SPECIAL REVENUE - GRANT	$ 42,527,147	$ 42,509,831	$ 43,037,828	$ 41,357,207	$ 41,943,100	$ (1,094,728)	-2.5%
TOTAL SPECIAL REVENUE	$ 42,527,147	$ 42,509,831	$ 43,037,828	$ 41,357,207	$ 41,943,100	$ (1,094,728)	-2.5%
TOTAL FUNDS	$ 42,527,147	$ 42,509,831	$ 43,037,828	$ 41,357,207	$ 41,943,100	$ (1,094,728)	-2.5%
USES							
100 - GENERAL	$ 2,702,378	$ 2,702,378	$ 2,702,378	$ 2,702,378	$ 2,517,013	$ 185,365	6.9%
222 - HUMAN SERVICES GRANTS	$ 41,015,961	$ 42,509,831	$ 43,037,828	$ 41,519,502	$ 41,943,098	$ 1,094,730	2.5%
SPECIAL REVENUE - GRANT	$ 41,015,961	$ 42,509,831	$ 43,037,828	$ 41,519,502	$ 41,943,098	$ 1,094,730	2.5%
TOTAL SPECIAL REVENUE	$ 41,015,961	$ 42,509,831	$ 43,037,828	$ 41,519,502	$ 41,943,098	$ 1,094,730	2.5%
TOTAL FUNDS	$ 43,718,339	$ 45,212,209	$ 45,740,206	$ 44,221,880	$ 44,460,111	$ 1,280,095	2.8%

Programs and Activities

Homeless Assistance Program

The purpose of the Homeless Assistance Program is to provide day and weekend shelter services for homeless men, women and children so that they can sustain their health and safety.

Program Results

The department will be developing new measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Homeless Low Demand Shelter Activity
- Homeless Weekend Day Resource
- Emergency Homeless Shelter Nights

Homeless Low Demand Shelter Activity

The purpose of the Homeless Low Demand Shelter Activity is to provide shelter nights to homeless men so they can increase health and safety by avoiding risks associated with sleeping in open and unprotected environments.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of shelter nights provided	105,670	204,811	130,000	-74,811	-36.5%
Demand	Number of shelter nights demanded	Not Reported	204,811	130,000	-74,811	-36.5%
Efficiency	$ Cost per shelter night provided	$4.05	$6.29	$6.50	-$0.21	-3.3%
Expenditure						
	100 - GENERAL	$ 428,000	$ 428,000	$ 428,000	$ -	0.0%
	222 - HUMAN SERVICES GRANTS	-	-	-	-	0.0%
	TOTAL USES	$ 428,000	$ 428,000	$ 428,000	$ -	0.0%

Homeless Weekend Day Resource Activity

The purpose of the Homeless Weekend Day Resource Activity is to provide weekend day resources and services to homeless individuals so that they can increase protection from extreme weather conditions during the weekends.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of days of operation provided	63	100	100	0	0.0%
Demand	Number of days of operation demanded.	63	100	100	0	0.0%
Efficiency	$ Cost per day of operation provided.	$1,142.86	$720.00	$720.00	$0.00	0.0%
Expenditure						
	100 - GENERAL	$ 72,000	$ 72,000	$ 72,000	$ -	0.0%
	TOTAL USES	$ 72,000	$ 72,000	$ 72,000	$ -	0.0%

Emergency Homeless Shelter Nights Activity

The purpose of the Emergency Homeless Shelter Nights Activity is to provide safe refuge to men, women and children so that they can increase health and safety as a result of not sleeping on the streets.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of shelter nights provided	263,645	174,593	150,000	-24,593	-14.1%
Demand	Number of shelter nights demanded	263,645	174,593	150,000	-24,593	-14.1%
Efficiency	$ cost per emergency shelter night	Not Reported	$1.43	$1.31	$0.12	8.6%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ -	$ 68,654	$ 81,000	$ 12,346	18.0%
	TOTAL SOURCES	$ -	$ 68,654	$ 81,000	$ 12,346	18.0%
Expenditure						
	100 - GENERAL	$ -	$ 225,000	$ 115,297	$ (109,703)	-48.8%
	222 - HUMAN SERVICES GRANTS	-	68,653	81,000	12,347	18.0%
	TOTAL USES	$ -	$ 293,653	$ 196,297	$ (97,356)	-30.8%

Budget Balancing Reduction ($109,703): Reduce the General Fund contribution to the Emergency Homeless Shelter Nights Activity as part of the department's 6.9% overall General Fund reduction.

Community Service Program

The purpose of Community Services Program is to provide an array of basic needs services for Maricopa County low-income individuals and families, so that they avoid becoming homeless and can maintain or achieve economic self-sufficiency.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of contracts monitored	100.0%	100.0%	100.0%	0.0%	0.0%
% of subcontractor agency participants who rate training as satisfactory or higher	71.0%	90.0%	100.0%	10.0%	11.1%
Percent of low income households served	Not Reported	Not Reported	Not Reported		
Percent of low-income households provided eviction prevention or move-in cost assistance	Not Reported	Not Reported	Not Reported		
Percent of households who received eviction prevention or move-in cost assistance who are not homeless based on a 60-day follow-up	70.0%	50.0%	70.0%	20.0%	40.0%

Activities that comprise this program include:

- Community Action Agency
- Financial Assistance

Community Action Agency Activity

The purpose of the Community Action Agency Activity is to provide a network of planning, development, administration and coordination of community services for low income and below poverty, families and individuals so that they can access services that will increase health, safety, and well being of the community.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of subcontractor agency participants who rate training as satisfactory or higher	96.0%	90.0%	100.0%	10.0%	11.1%
Result	Percent of contracts monitored	100.0%	100.0%	100.0%	0.0%	0.0%
Output	# of subcontractor agency participants who rate training	86	50	16	-34	-68.0%
Output	Number of contracts developed, administered, and monitored	16	16	16	0	0.0%
Demand	Number of Community Action Agency contracts for Human Services of Maricopa County	26	26	26	0	0.0%
Efficiency	$ average cost to develop, administer, and monitor contracts.	$30,362.00	$164,121.69	$166,671.75	-$2,550.06	-1.6%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 2,369,712	$ 2,147,000	$ 2,263,465	$ (116,465)	-5.4%
	TOTAL SOURCES	$ 2,369,712	$ 2,147,000	$ 2,263,465	$ (116,465)	-5.4%
Expenditure						
	100 - GENERAL	$ 703,948	$ 478,948	$ 403,286	$ (75,662)	-15.8%
	222 - HUMAN SERVICES GRANTS	1,673,068	2,146,999	2,263,462	116,463	5.4%
	TOTAL USES	$ 2,377,016	$ 2,625,947	$ 2,666,748	$ 40,801	1.6%

Budget Balancing Adjustment (75,662): Reduce the General Fund contribution to the Community Action Agency Activity as part of the department's 6.9% overall General Fund reduction.

Financial Assistance Activity

The purpose of the Financial Assistance Activity is to provide economic assistance to low income and below poverty families and individuals so that they can access food, clothing, and shelter.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of low income households served	13.0%	11.5%	12.0%	0.5%	4.3%
Result	Percent of low-income households provided eviction prevention or move-in cost assistance	8.3%	8.3%	7.0%	(1.3%)	-15.7%
Result	Percent of households who received eviction prevention or move-in cost assistance who are not homeless based on a 60-day follow-up	Not Reported	50.0%	70.0%	20.0%	40.0%
Output	Number of low-income households receiving services	5,557	5,200	5,000	-200	-3.8%
Demand	Number of low-income households in Maricopa County	71,805	71,805	71,805	0	0.0%
Efficiency	$ average amount provided per household	$480.00	$651.94	$490.37	$161.57	24.8%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 3,601,716	$ 2,591,463	$ 2,451,840	$ (139,623)	-5.4%
	TOTAL SOURCES	$ 3,601,716	$ 2,591,463	$ 2,451,840	$ (139,623)	-5.4%
Expenditure						
	222 - HUMAN SERVICES GRANTS	$ 4,029,276	$ 2,591,461	$ 2,451,840	$ 139,621	5.4%
	TOTAL USES	$ 4,029,276	$ 2,591,461	$ 2,451,840	$ 139,621	5.4%

Child Development and Education Program

The purpose of the Child Development and Education Program is to provide federally funded Head Start services to at risk children (ages 0-5) and their families so that they can improve health and education skills.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of eligible children served	15.0%	17.2%	10.0%	(7.2%)	-41.9%
Percent of children screened	100.0%	100.0%	100.0%	0.0%	0.0%
%Percent of children receiving immunizations from the program for health services	Not Reported	92.1%	90.0%	(2.1%)	-2.2%
Percent of families referred for services	Not Reported	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Child Development and Education
- Child Health Services
- Family Partnership

Child Development and Education Activity

The purpose of the Child Development and Education Activity is to provide health and education benefits to at-risk preschool aged children and their families so that they can increase preparedness for K-12 education.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of eligible children served	17.0%	17.2%	10.0%	(7.2%)	-41.9%
Output	Number of children served by program	10,420	18,291	25,000	6,709	36.7%
Demand	Number of eligible children	18,291	18,291	19,000	709	3.9%
Efficiency	$ Cost per child served	$1,579.10	$867.12	$656.36	$210.77	24.3%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 18,887,089	$ 15,860,536	$ 16,408,928	$ 548,392	3.5%
	TOTAL SOURCES	$ 18,887,089	$ 15,860,536	$ 16,408,928	$ 548,392	3.5%
Expenditure						
	222 - HUMAN SERVICES GRANTS	$ 16,454,255	$ 15,860,533	$ 16,408,931	$ (548,398)	-3.5%
	TOTAL USES	$ 16,454,255	$ 15,860,533	$ 16,408,931	$ (548,398)	-3.5%

Child Health Services Activity

The purpose of the Child Health Services Activity is to provide health referrals to at risk children so that they can access basic health services.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of children screened	100.0%	100.0%	100.0%	0.0%	0.0%
Result	%Percent of children receiving immunizations from the program for health services	Not Reported	92.1%	90.0%	(2.1%)	-2.2%
Output	Number of children screened	3,054	3,150	2,750	-400	-12.7%
Demand	Number of eligible children	10,445	3,150	2,750	-400	-12.7%
Efficiency	Average cost per child who received health services paid with Head Start funds	$1,176.86	$1,439.00	$1,500.00	-$61	-4.2%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ -	$ 295,227	$ 319,994	$ 24,767	8.4%
	TOTAL SOURCES	$ -	$ 295,227	$ 319,994	$ 24,767	8.4%
Expenditure						
	222 - HUMAN SERVICES GRANTS	$ 284,949	$ 295,226	$ 319,994	$ (24,768)	-8.4%
	TOTAL USES	$ 284,949	$ 295,226	$ 319,994	$ (24,768)	-8.4%

Family Partnership Activity

The purpose of the Family Partnerships Activity is to provide community resource referrals to parents so that they can increase parental skills that aid child development.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of families referred for services	59.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of families referred for social services	1,637	2,132	900	-1,232	-57.8%
Demand	Number of families enrolled during the program year	2,794	3,084	2,500	-584	-18.9%
Efficiency	Average cost per family referred for services	Not Reported	$1,288.79	$1,507.39	-$218.61	-17.0%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ -	$ 1,417,664	$ 1,658,130	$ 240,466	17.0%
	TOTAL SOURCES	$ -	$ 1,417,664	$ 1,658,130	$ 240,466	17.0%
Expenditure						
	222 - HUMAN SERVICES GRANTS	$ 1,153,005	$ 1,417,664	$ 1,658,131	$ (240,467)	-17.0%
	TOTAL USES	$ 1,153,005	$ 1,417,664	$ 1,658,131	$ (240,467)	-17.0%

Special Transportation Services Program

The purpose of the Special Transportation Services Program is to provide transportation assistance to low income and disabled individuals, so that they can enhance their health and well being.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of individuals for whom employment-related trips were made (of total demand).	100.0%	91.0%	90.0%	(1.0%)	-1.1%
Percent of meals delivered	100.0%	100.0%	0.0%	100.0%	100.0%
Percent of trips provided	95.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Employment Related Transportation
- Special Needs Transportation Trips
- Special Needs Transportation Meals

Employment Related Transportation Activity

The purpose of the Employment Related Transportation Activity is to provide a short-term transportation option to eligible low-income individuals so that they may seek and maintain employment.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of individuals for whom employment-related trips were made (of total demand).	100.0%	91.0%	90.0%	(1.0%)	-1.1%
Output	# of eligible clients served.	4,555	4,615	1,000	-3,615	-78.3%
Output	Number of eligible individuals who received transportation services for employment and/or employment-related training	4,555	4,615	1,000	-3,615	-78.3%
Demand	# of eligible individuals requesting transportation services for employment and training purposes.	4,555	4,615	1,000	-3,615	-78.3%
Efficiency	Average $ cost per individual served.	Not Reported	$736.33	$150.00	$586.33	79.6%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 747,326	$ 1,393,010	$ 3,081,600	$ 1,688,590	121.2%
	TOTAL SOURCES	$ 747,326	$ 1,393,010	$ 3,081,600	$ 1,688,590	121.2%
Expenditure						
	222 - HUMAN SERVICES GRANTS	$ 881,006	$ 1,393,017	$ 3,081,597	$ (1,688,580)	-121.2%
	TOTAL USES	$ 881,006	$ 1,393,017	$ 3,081,597	$ (1,688,580)	-121.2%

Special Needs Transportation Trips Activity

The purpose of the Special Needs Transportation Trips Activity is to provide transportation for elderly, low-income and disabled individuals so that they can improve participation in medical, personal and recreational appointments.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of trips provided	95.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of special needs trips provided to qualified individuals.	84,698	92,700	120,000	27,300	29.4%
Demand	# of trips demanded	89,921	102,740	120,000	17,260	16.8%
Efficiency	Average $ cost per trip provided	$30.42	$22.06	$14.66	$7.40	33.5%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 1,507,541	$ 2,038,205	$ 1,519,680	$ (518,525)	-25.4%
	TOTAL SOURCES	$ 1,507,541	$ 2,038,205	$ 1,519,680	$ (518,525)	-25.4%
Expenditure						
	100 - GENERAL	$ 211,500	$ 211,500	$ 211,500	$ -	0.0%
	222 - HUMAN SERVICES GRANTS	2,365,278	2,038,202	1,519,681	518,521	25.4%
	TOTAL USES	$ 2,576,778	$ 2,249,702	$ 1,731,181	$ 518,521	25.4%

Special Needs Transportation Meals Activity

The purpose of the Special Needs Transportation Meals Activity is to provide home-delivered meals to elderly, low-income and disabled individuals so that they can meet nutritional needs.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of meals delivered	100.0%	100.0%	Not Reported		
Output	Number of meals delivered	143,758	124,630	Not Reported		
Demand	Number of meals demanded	143,758	124,630	Not Reported		
Efficiency	Average $ cost per meal delivered.	$3.54	$3.80	Not Reported		
Revenue						
	222 - HUMAN SERVICES GRANTS	324,729	403,207	$ -	$ (403,207)	-100.0%
	TOTAL SOURCES	324,729	403,207	$ -	$ (403,207)	-100.0%
Expenditure						
	100 - GENERAL	$ 70,500	$ 70,500	$ 70,500	$ -	0.0%
	222 - HUMAN SERVICES GRANTS	438,997	403,209		(403,209)	-100.0%
	TOTAL USES	$ 509,497	$ 473,709	$ 70,500	$ (403,209)	-85.1%

Workforce Development Program

The purpose of the Workforce Development Program is to provide knowledge, skills and abilities to adults and youths so they can increase employment opportunities.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of unemployed individuals served	8.0%	3.8%	5.0%	1.2%	31.2%
% of enrolled individuals who obtain unsubsidized employment placements	84.0%	88.6%	85.0%	(3.6%)	-4.1%
% of enrolled youth who are placed in one or more of the following: post-secondary education advanced training, employment, and military	65.0%	60.0%	59.5%	(0.4%)	-0.7%
Percent of eligible youth served	1.0%	1.0%	0.9%	(0.0%)	-3.1%

Activities that comprise this program include:

- Job Seeker
- Youth Services
- Technical Skills Training

Job Seeker Activity

The purpose of the Job Seeker Activity is to provide employment and training services to unemployed and underemployed individuals, so that they can increase employment opportunities.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of enrolled individuals who obtain unsubsidized employment placements	8.0%	3.8%	5.0%	1.2%	31.2%
Result	% of unemployed individuals served	80.0%	88.6%	85.0%	(3.6%)	-4.1%
Output	# of eligible unemployed individuals served	4,011	5,248	4,000	-1,248	-23.8%
Demand	# of unemployed individuals residing in Maricopa County.	58,300	70,040	80,000	9,960	14.2%
Efficiency	$ Cost per placement	$1,714.24	$2,414.00	$1,931.69	$482.31	20.0%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 7,792,093	$ 7,876,648	$ 7,726,755	$ (149,893)	-1.9%
	TOTAL SOURCES	$ 7,792,093	$ 7,876,648	$ 7,726,755	$ (149,893)	-1.9%
Expenditure						
	222 - HUMAN SERVICES GRANTS	$ 6,875,828	$ 7,876,649	$ 7,726,759	$ 149,890	1.9%
	TOTAL USES	$ 6,875,828	$ 7,876,649	$ 7,726,759	$ (149,890)	-1.9%

Youth Services Activity

The purpose of the Youth Services Activity is to provide educational and employment skills to eligible youth, ages 14-21, so that they can improve employment opportunities.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of eligible youth served	1.0%	1.0%	0.9%	(0.0%)	-3.1%
Result	% of enrolled youth who are placed in one or more of the following: post-secondary education advanced training, employment, and military	64.8%	60.0%	59.5%	(0.4%)	-0.7%
Output	# of eligible youth served.	305	412	425	13	3.2%
Demand	Number of eligible youth (ages 14-21) in Maricopa County	30,948	31,876	33,000	1,124	3.5%
Efficiency	$ cost per placement	Not Reported	$5,739.61	$5,147.39	$592.22	10.3%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 1,646,325	$ 2,364,718	$ 2,187,642	$ (177,076)	-7.5%
	TOTAL SOURCES	$ 1,646,325	$ 2,364,718	$ 2,187,642	$ (177,076)	-7.5%
Expenditure						
	222 - HUMAN SERVICES GRANTS	$ 1,663,300	$ 2,364,719	$ 2,187,641	$ 177,078	7.5%
	TOTAL USES	$ 1,663,300	$ 2,364,719	$ 2,187,641	$ 177,078	7.5%

Technical Skills Training Activity

The purpose of the Technical Skills Training Activity is to provide specialized career training to professionals with experience in technology and engineering referred by an employer so that they can advance employment opportunities.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of individuals that successfully complete training resulting in certifications/credentials	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of individuals that successfully complete training resulting in certifications/credentials	156	200	200	0	0.0%
Output	Number of individuals who completed training	Not Reported	200	200	0	0.0%
Demand	Number of individuals eligible for technical skills training	248	200	200	0	0.0%
Efficiency	Average cost of individual per completed training	Not Reported	$5,150.00	$0.00	5,150	100.0%
Revenue						
	222 - HUMAN SERVICES GRANTS	$ 624,833	$ 195,333	$ -	$ (195,333)	-100.0%
	TOTAL SOURCES	$ 624,833	$ 195,333	$ -	$ (195,333)	-100.0%
Expenditure						
	222 - HUMAN SERVICES GRANTS	$ 967,889	$ 195,331	$ -	$ 195,331	100.0%
	TOTAL USES	$ 967,889	$ 195,331	$ -	$ 195,331	100.0%

Senior Adult Independent Living Program

The purpose of the Senior Adult Independent Living Program is to provide case management services to elderly and disabled individuals so that they can live self-sufficiently at home.

Program Results

The department will be developing new measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Senior Adult Independent Living

Senior Adult Independent Living Activity

The purpose of the Senior Adult Independent Living Activity (S.A.I.L.) is to provide persons over 60 years of age and/or persons 18-59 years of age with a diagnosed disability and receiving or eligible for SSI disability payments, case management services so that they can live independently and avoid the more costly Arizona Long Term Care System (A.L.T.C.S.).

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of persons provided case management services	6,740	7,311	6,500	-811	-11.1%
Output	Number of eligible clients served	7,311	7,311	6,500	-811	-11.1%
Demand	Number of eligible persons in Maricopa County	83,365	85,865	86,000	135	0.2%
Efficiency	$ cost per client provided case management	$346.86	$367.00	$325.47	$41.53	11.3%
Revenue						
	222 - HUMAN SERVICES GRANTS	1,276,181	1,283,060	1,076,798	$ (206,262)	-16.1%
	TOTAL SOURCES	1,276,181	1,283,060	1,076,798	$ (206,262)	-16.1%
Expenditure						
	100 - GENERAL	$ 1,216,430	$ 1,216,430	$ 1,216,430	$ -	0.0%
	222 - HUMAN SERVICES GRANTS	1,121,433	1,283,060	1,076,797	(206,263)	-16.1%
	TOTAL USES	$ 2,337,863	$ 2,499,490	$ 2,293,227	$ (206,263)	-16.1%

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 2,702,378**	**$ -**
FY 2008-09 BUDGET TARGET	**$ 2,702,378**	**$ -**
FY 2008-09 REQUESTED BUDGET	**$ 2,702,378**	**$ -**
BUDGET BALANCING ADJUSTMENTS:		
Reduce Homeless Assistance	$ (109,703)	$ -
Reduce County contribution to Community Action Agencies	(75,662)	-
Reduce County contribution to SAIL	(177,692)	-
Reduce special needs transportation/meals (SNTM) - no longer a program participant	(42,300)	-
Subtotal	$ (405,357)	$ -
FY 2008-09 TENTATIVE OPERATING BUDGET	**$ 2,297,021**	**$ -**
BASE ADJUSTMENTS		
Restoration of County contribution to SAIL	$ 177,692	
Restoration of Special Needs Transportation Funding	42,300	
Subtotal	**$ 219,992**	**$ -**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 2,517,013**	**$ -**
PERCENT CHANGE FROM TARGET AMOUNT	*-6.9%*	
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 2,517,013**	**$ -**

Grant Fund (222)

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 42,509,831**	**$ 42,509,831**
MID-YEAR ADJUSTMENTS:			
Grant from Valley of the Sun YMCA		$ 499,997	$ 499,997
IGA with the City of Phoenix for Special Transportation Services		28,000	28,000
	Subtotal	$ 527,997	$ 527,997
FY 2007-08 REVISED RESTATED BUDGET		**$ 43,037,828**	**$ 43,037,828**
FY 2008-09 BUDGET TARGET		**$ 43,037,828**	**$ 43,037,828**
REQUESTED ADJUSTMENTS:			
Grant Reconciliation		$ (1,094,730)	$ (1,094,728)
	Subtotal	$ (1,094,730)	$ (1,094,728)
FY 2008-09 REQUESTED BUDGET		**$ 41,943,098**	**$ 41,943,100**
FY 2008-09 RECOMMENDED OPERATING BUDGET		**$ 41,943,098**	**$ 41,943,100**
PERCENT CHANGE FROM TARGET AMOUNT		*-2.5%*	*-2.5%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 41,943,098**	**$ 41,943,100**

Indigent Representation System

Analysis by Scott Rothe, Principal Management & Budget Analyst

Summary

Mission

The mission of Indigent Representation is to provide quality legal representation to indigent individuals assigned to us by the court so that the fundamental legal rights of each member of the community are safeguarded.

Vision

The vision of Indigent Representation is to Deliver America's Promise of Justice for All.

Strategic Goals

- **By July 2008, the goal of Indigent Representation is to establish an empirically based caseload standard for appeal and capital cases that includes acceptable performance standards and a mechanism for maintaining acceptable workloads, while meeting ethical guidelines.**

  Status: Capital case data has been collected by each defender office for over a year, and will be used as part of the FY 2009-10 budget development process. An update of the caseload standards for Appeals will be addressed after the Public Defender's Office is transitioned to IRIS and after staff has collected at least a year's worth of timesheet data. The migration to IRIS is expected to occur in FY 2008-09, and a preliminary update of the weighting should be available for the FY 2009-10 budget development process.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
52AF - ADULT FELONY REPRESENTATION	$ 1,933,222	$ 1,915,305	$ 1,915,305	$ 1,636,701	$ 1,823,504	$ (91,801)	-4.8%
AFEL - ADULT FELONY REP	10,576	32,500	32,500	4,080	32,500	-	0.0%
CLFE - CLASS 2 & 3 FELONY REP	31,086	-	-	19,500	-	-	
CLFP - CLASS 4,5,6 FELONY REP	1,891,560	1,882,805	1,882,805	1,613,121	1,791,004	(91,801)	-4.9%
52AR - APPELLATE REPRESENTATION	$ 19,094	$ 351,385	$ 351,385	$ 5,238	$ 5,000	$ (346,385)	-98.6%
AAPX - ADLT APPEALS PRVT COUNSEL EXP	19,094	-	-	-	-	-	
APCR - ADULT POST CONVCTN RELIEF REP	-	351,385	351,385	5,238	5,000	(346,385)	-98.6%
52DR - DEPENDENCY REPRESENTATION	$ (25,442)	$ -	$ -	$ -	$ -	$ -	
CDRE - CHILD DEPENDENCY REP	(25,442)	-	-	-	-	-	
99AS - ADMINISTRATIVE SERVICES PROG	$ 806,908	$ 647,274	$ 647,274	$ 537,739	$ 647,274	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	199,030	-	-	18,276	-	-	
HRAC - HUMAN RESOURCES	607,878	647,274	647,274	519,463	647,274	-	0.0%
99GV - GENERAL GOVERNMENT	$ 25,442	$ -	$ -	$ -	$ -	$ -	
GGOV - GENERAL GOVERNMENT	25,442	-	-	-	-	-	
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 314,297	$ 412,632	$ 412,632	$ 649,308	$ 449,957	$ 37,325	9.0%
BUAS - BUSINESS APPLICATION DEVELOP	314,297	412,632	412,632	649,308	449,957	37,325	9.0%
TOTAL PROGRAMS	$ 3,073,521	$ 3,326,596	$ 3,326,596	$ 2,828,986	$ 2,925,735	$ (400,861)	-12.1%
USES							
52AC - ADULT CIVIL REPRESENTATION	$ 577,935	$ 503,481	$ 503,481	$ 870,808	$ 678,435	$ (174,954)	-34.7%
ACPC - ADLT CIVIL PRVT COUNSEL EXP	-	1	1	1	1	-	0.0%
AGLR - ADULT GUARDIAN AD LITEM REP	460,069	404,986	404,986	686,649	543,556	(138,570)	-34.2%
PROB - PROBATE REP	117,866	98,494	98,494	184,158	134,878	(36,384)	-36.9%
52AF - ADULT FELONY REPRESENTATION	$ 44,987,520	$ 47,111,157	$ 47,740,349	$ 52,468,252	$ 49,159,155	$ (1,418,806)	-3.0%
FEVE - ADLT FELONY PRVT COUNSEL EXP	298,067	56,151	56,152	380,626	198,446	(142,294)	-253.4%
AFEL - ADULT FELONY REP	1	12,511	12,512	348,805	12,539	(27)	-0.2%
CAPP - CAPITAL REP	9,874,898	12,215,940	12,250,874	13,086,678	12,460,180	(209,306)	-1.7%
CLFE - CLASS 2 & 3 FELONY REP	16,410,044	16,118,761	16,704,471	17,969,548	15,982,398	722,073	4.3%
CLFP - CLASS 4,5,6 FELONY REP	12,235,671	12,605,687	12,593,005	13,356,379	13,730,724	(1,137,719)	-9.0%
FDUI - FELONY DUI REP	1,600,996	1,579,585	1,582,573	1,790,561	1,296,977	285,596	18.0%
HOMC - OTHER HOMICIDE REP	2,704,755	2,592,535	2,610,784	3,567,259	3,833,992	(1,223,208)	-46.9%
VPPR - VIOLATION OF PROBATION REP	1,786,313	1,854,183	1,854,180	1,947,952	1,618,353	235,827	12.7%
WITR - WITNESS REP	76,775	75,804	75,798	20,444	25,545	50,253	66.3%
52AM - ADULT MISDEMNR REPRESENTATION	$ 735,388	$ 707,381	$ 707,385	$ 625,112	$ 643,412	$ 63,973	9.0%
AMIS - ADLT MISDMNR PRVT COUNSEL EXP	-	1	1	1	1	-	0.0%
MISS - MISDEMEANOR REP	735,388	707,380	707,384	625,111	643,411	63,973	9.0%
52AR - APPELLATE REPRESENTATION	$ 5,157,930	$ 4,697,516	$ 4,774,591	$ 5,300,950	$ 4,661,970	$ 112,621	2.4%
AAPX - ADLT APPEALS PRVT COUNSEL EXP	4,803	421	421	85,358	41,132	(40,711)	0.0%
ADAE - ADULT APPEAL REP	3,067,838	2,780,479	2,874,515	3,451,167	3,041,965	(167,450)	-5.8%
APCR - ADULT POST CONVCTN RELIEF REP	1,445,737	1,278,324	1,261,363	1,364,696	1,192,811	68,552	5.4%
JUAP - JUVENILE APPEAL REP	639,552	638,292	638,292	399,729	386,063	252,229	39.5%
52DR - DEPENDENCY REPRESENTATION	$ 10,655,491	$ 12,050,126	$ 12,074,120	$ 10,676,260	$ 10,746,966	$ 1,327,154	11.0%
CDRE - CHILD DEPENDENCY REP	3,366,276	3,258,119	3,282,121	3,210,713	2,990,936	291,185	8.9%
CRRR - CHILD R&R REP	247,973	375,978	375,977	510,811	682,912	(306,935)	-81.6%
CSPG - CHILD SVRNCE/PERM GUARD REP	138,317	124,608	124,607	155,750	226,579	(101,972)	-81.8%
DGDR - DEP GAL DEPENDENCY REP	1,060,829	1,146,896	1,146,896	1,360,513	1,259,250	(112,354)	-9.8%
DGRR - DEP GAL R&R REP	459,262	642,929	642,929	498,804	498,804	144,125	22.4%
DSPG - DEP GAL SVRNCE/PERM GUARD REP	384,225	366,406	366,406	345,137	345,137	21,269	5.8%
DPCE - DEPENDENCY PRVT COUNSEL EXP	-	1	1	1	1	-	0.0%
PADR - PARENTAL DEPENDENCY REP	3,035,420	3,740,791	3,740,790	2,720,372	2,798,328	942,462	25.2%
PRRR - PARENTAL R&R REP	930,327	1,231,958	1,231,961	922,227	959,858	272,103	22.1%
PSPG - PARENTAL SVRNCE/PERM GUARD REP	1,032,862	1,162,440	1,162,432	951,932	985,161	177,271	15.3%
52JD - JUV DELINQ/INCORR REPRESENTN	$ 5,394,287	$ 5,399,640	$ 5,675,336	$ 5,612,892	$ 4,716,697	$ 958,639	16.9%
DELR - DELINQ/INCORR REP	-	1	1	1	1	-	0.0%
FELD - FELONY-LEVEL DELINQUENCY REP	2,824,388	2,828,845	3,104,542	2,826,882	2,634,087	470,455	15.2%
INCR - INCORR & MISD-LEVEL DELINQ REP	1,953,450	1,965,565	1,965,568	2,233,207	1,505,244	460,324	23.4%
JDPX - JUV DELINQ PRVT COUNSEL EXP	-	1	1	1	1	-	0.0%
JUPR - JUV VIOLATION OF PROBATION REP	616,449	605,228	605,224	552,801	577,364	27,860	4.6%

Sources and Uses by Program and Activity - All Funds (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
52JC - JUVENILE CIVIL REPRESENTATION	$ 198,767	$ 196,114	$ 196,114	$ 468,582	$ (44,746)	$ 240,860	122.8%
FACR - FAMILY COURT REP	159,055	144,416	144,416	422,295	(89,058)	233,474	161.7%
JCPC - JUV CIVIL PRVT COUNSEL EXP	-	1	1	1	1	-	0.0%
JUNR - JUVENILE NOTIFICATION REP	39,712	51,697	51,697	46,286	44,311	7,386	14.3%
52MH - MENTAL HEALTH REPRESENTATION	$ 1,239,158	$ 1,554,620	$ 1,561,291	$ 1,266,325	$ 1,264,839	$ 296,452	19.0%
MENR - MENTAL HEALTH REP	994,680	1,177,083	1,177,087	1,111,832	1,114,478	62,609	5.3%
MHPC - MENTAL HLTH PRVT COUNSEL EXP	-	1	1	1	1	-	0.0%
SEVP - SEXUALLY VIOLENT PREDATOR REP	244,478	377,536	384,203	154,492	150,360	233,843	60.9%
99AS - ADMINISTRATIVE SERVICES PROG	$ 4,393,848	$ 4,715,239	$ 4,688,828	$ 4,666,981	$ 5,146,349	$ (457,521)	-9.8%
BDGT - BUDGETING	143,432	172,577	160,556	129,042	183,286	(22,730)	-14.2%
ODIR - EXECUTIVE MANAGEMENT	2,615,929	2,579,618	2,565,800	2,777,407	3,025,182	(459,382)	-17.9%
FSAC - FINANCIAL SERVICES	437,371	516,984	541,086	514,298	631,299	(90,213)	-16.7%
HRAC - HUMAN RESOURCES	1,040,606	1,256,414	1,231,968	1,116,325	1,144,141	87,827	7.1%
PROC - PROCUREMENT	136,315	170,760	170,535	104,904	129,274	41,261	24.2%
RMGT - RISK MANAGEMENT	20,195	18,886	18,883	25,005	33,167	(14,284)	-75.6%
99GV - GENERAL GOVERNMENT	$ 39,939	$ 120,455	$ 120,455	$ 116,976	$ 111,411	$ 9,044	7.5%
ISFC - INTERNAL SERVICE FUND CHARGES	39,939	120,455	120,455	116,976	111,411	9,044	7.5%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 1,191,911	$ 1,389,007	$ 1,397,594	$ 1,360,941	$ 2,031,149	$ (633,555)	-45.3%
BUAS - BUSINESS APPLICATION DEVELOP	656,842	770,976	779,566	754,746	1,413,690	(634,124)	-81.3%
DACR - DATA CENTER	170,106	177,902	177,912	181,594	211,916	(34,004)	-19.1%
DESK - DESKTOP SUPPORT	227,613	235,153	235,152	192,079	166,216	68,936	29.3%
HDSP - HELP DESK SUPPORT	137,350	204,655	204,642	232,522	239,327	(34,685)	-16.9%
VANS - VALUE ADDED NETWORK SERVICE	-	321	322	-	-	322	100.0%
TOTAL PROGRAMS	$ 74,572,174	$ 78,444,736	$ 79,439,544	$ 83,434,079	$ 79,115,637	$ 323,907	0.4%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0615 - GRANTS	$ 985,230	$ 1,040,035	$ 1,040,035	$ 892,504	$ 1,040,035	$ -	0.0%
0620 - OTHER INTERGOVERNMENTAL	776,627	1,030,824	1,030,824	763,561	134,700	(896,124)	-86.9%
SUBTOTAL	$ 1,761,857	$ 2,070,859	$ 2,070,859	$ 1,656,065	$ 1,174,735	$ (896,124)	-43.3%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ -	$ -	$ -	$ 635,147	$ 635,147	
0635 - OTHER CHARGES FOR SERVICES	1,196,600	1,235,921	1,235,921	1,103,378	1,108,853	(127,068)	-10.3%
SUBTOTAL	$ 1,196,600	$ 1,235,921	$ 1,235,921	$ 1,103,378	$ 1,744,000	$ 508,079	41.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 21,675	$ 12,816	$ 12,816	$ 37,006	$ -	$ (12,816)	-100.0%
0650 - MISCELLANEOUS REVENUE	67,952	7,000	7,000	32,537	7,000	-	0.0%
SUBTOTAL	$ 89,626	$ 19,816	$ 19,816	$ 69,543	$ 7,000	$ (12,816)	-64.7%
ALL REVENUES	$ 3,048,083	$ 3,326,596	$ 3,326,596	$ 2,828,986	$ 2,925,735	$ (400,861)	-12.1%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 25,442	$ -	$ -	$ -	$ -	$ -	
ALL OTHER FINANCING SOURCES	$ 25,442	$ -	$ -	$ -	$ -	$ -	
TOTAL SOURCES	$ 3,073,526	$ 3,326,596	$ 3,326,596	$ 2,828,986	$ 2,925,735	$ (400,861)	-12.1%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 39,394,525	$ 42,889,684	$ 43,522,336	$ 42,768,947	$ 43,141,152	$ 381,184	0.9%
0705 - TEMPORARY PAY	513,879	415,218	415,218	400,125	819,122	(403,904)	-97.3%
0710 - OVERTIME	19,101	20,006	20,006	5,328	50,448	(30,442)	-152.2%
0750 - FRINGE BENEFITS	10,805,767	12,200,634	12,460,191	12,307,500	12,639,155	(178,964)	-1.4%
0790 - OTHER PERSONNEL SERVICES	530,591	59,141	780,891	811,278	545,520	235,371	30.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(195,161)	(225,321)	(399,175)	(246,868)	(458,139)	58,964	-14.8%
0796 - PERSONNEL SERVICES ALLOC-IN	195,161	225,321	399,175	248,479	458,137	(58,962)	-14.8%
SUBTOTAL	$ 51,263,863	$ 55,584,683	$ 57,198,642	$ 56,294,789	$ 57,195,395	$ 3,247	0.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 604,781	$ 552,476	$ 625,289	$ 612,504	$ 619,937	$ 5,352	0.9%
0802 - MEDICAL SUPPLIES	(3,497)	-	-	-	-	-	
0803 - FUEL	27,762	28,374	28,374	32,088	36,182	(7,808)	-27.5%
0804 - NON-CAPITAL EQUIPMENT	8,611	-	-	1,825	-	-	
SUBTOTAL	$ 637,657	$ 580,850	$ 653,663	$ 646,417	$ 656,119	$ (2,456)	-0.4%
SERVICES							
0810 - LEGAL SERVICES	$ 19,722,311	$ 19,000,054	$ 18,326,573	$ 23,614,497	$ 17,578,050	$ 748,523	4.1%
0811 - HEALTH CARE SERVICES	475	-	-	-	-	-	
0812 - OTHER SERVICES	539,420	604,888	607,269	575,338	1,162,412	(555,143)	-91.4%
0820 - RENT & OPERATING LEASES	1,170,361	1,188,236	1,188,716	1,238,386	1,224,230	(35,514)	-3.0%
0825 - REPAIRS AND MAINTENANCE	29,807	41,183	41,183	30,074	37,103	4,080	9.9%
0839 - INTERNAL SERVICE CHARGES	264,002	79,492	87,521	102,947	101,800	(14,279)	-16.3%
0841 - TRAVEL	274,871	369,296	366,954	354,069	347,987	18,967	5.2%
0842 - EDUCATION AND TRAINING	281,303	479,088	440,170	208,839	224,128	216,042	49.1%
0843 - POSTAGE/FREIGHT/SHIPPING	71,540	67,712	69,234	60,769	61,490	7,744	11.2%
0850 - UTILITIES	-	1	1	51	1	-	0.0%
SUBTOTAL	$ 22,354,090	$ 21,829,950	$ 21,127,621	$ 26,184,970	$ 20,737,201	$ 390,420	1.8%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 849	$ 2,432	$ 849	$ 2,432	$ -	0.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	6,250	-	6,250	-	0.0%
0950 - DEBT SERVICE	316,483	448,404	450,936	307,054	518,239	(67,303)	-14.9%
SUBTOTAL	$ 316,483	$ 449,253	$ 459,618	$ 307,903	$ 526,921	$ (67,303)	-14.6%
TOTAL USES	$ 74,572,093	$ 78,444,736	$ 79,439,544	$ 83,434,079	$ 79,115,636	$ 323,908	0.4%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 418,472	$ 589,961	$ 589,961	$ 200,757	$ 189,100	$ (400,861)	-67.9%
233 - PUBLIC DEFENDER GRANTS	$ 378,974	$ 387,261	$ 387,261	$ 387,262	$ 387,261	$ -	0.0%
SPECIAL REVENUE - GRANT	$ 378,974	$ 387,261	$ 387,261	$ 387,262	$ 387,261	$ -	0.0%
209 - PUBLIC DEFENDER TRAINING	$ 618,457	$ 659,774	$ 659,774	$ 527,543	$ 659,774	$ -	0.0%
262 - PUBLIC DEFENDER FILL THE GAP	1,597,159	1,630,600	1,630,600	1,652,001	1,630,600	-	0.0%
263 - LEGAL DEFENDER FILL THE GAP	60,463	59,000	59,000	61,423	59,000	-	0.0%
SPECIAL REVENUE - OTHER	$ 2,276,079	$ 2,349,374	$ 2,349,374	$ 2,240,967	$ 2,349,374	$ -	0.0%
TOTAL SPECIAL REVENUE	$ 2,655,053	$ 2,736,635	$ 2,736,635	$ 2,628,229	$ 2,736,635	$ -	0.0%
TOTAL FUNDS	$ 3,073,526	$ 3,326,596	$ 3,326,596	$ 2,828,986	$ 2,925,735	$ (400,861)	-12.1%
USES							
100 - GENERAL	$ 72,179,527	$ 75,708,101	$ 76,716,066	$ 80,977,486	$ 75,878,995	$ 837,071	1.1%
233 - PUBLIC DEFENDER GRANTS	$ 353,532	$ 387,261	$ 387,261	$ 379,103	$ 387,251	$ 10	0.0%
SPECIAL REVENUE - GRANT	$ 353,532	$ 387,261	$ 387,261	$ 379,103	$ 387,251	$ 10	0.0%
209 - PUBLIC DEFENDER TRAINING	$ 466,694	$ 659,774	$ 646,617	$ 513,348	$ 633,647	$ 12,970	2.0%
262 - PUBLIC DEFENDER FILL THE GAP	1,515,333	1,630,600	1,630,600	1,505,143	2,156,743	(526,143)	-32.3%
263 - LEGAL DEFENDER FILL THE GAP	57,007	59,000	59,000	58,999	59,000	-	0.0%
SPECIAL REVENUE - OTHER	$ 2,039,034	$ 2,349,374	$ 2,336,217	$ 2,077,490	$ 2,849,390	$ (513,173)	-22.0%
TOTAL SPECIAL REVENUE	$ 2,392,566	$ 2,736,635	$ 2,723,478	$ 2,456,593	$ 3,236,641	$ (513,163)	-18.8%
TOTAL FUNDS	$ 74,572,093	$ 78,444,736	$ 79,439,544	$ 83,434,079	$ 79,115,636	$ 323,908	0.4%

General Adjustments - General Fund (100)

Reduction in Revenue below Target: Following a review of grand jury reimbursement from the state for the past three years, the FY 2008-09 revenue forecast is reduced by $400,861 ($66,261 - Public Defender, $14,700 – Legal Defender, $319,900 – Public Defense Services).

Add 14.0 Work Withdrawal FTE to Staffed Offices and Reduce Contract Felony Costs: IRS net expenditures are reduced by $1,321,225 in savings achieved through felony casework assignments to staffed offices versus contract counsel. Contract felony expenditures of $2,513,269 are reduced from Public Defense Services. Staffed office budgets are increased by $1,192,044, including $324,003 for the Public Defender (added 4.0 FTE positions), $457,934 for the Legal Defender (added 5.0 FTE positions), and $410,107 for the Legal Advocate (added 5.0 FTE positions).

Add 4.0 RCC/EDC FTE to Staffed Offices and Reduce Contract Felony Costs: IRS net expenditures are reduced by $400,142 in savings achieved through Regional Court Center (RCC) and Early Disposition Court (EDC) casework assignments to staffed offices versus contract counsel. Contract felony expenditures of $753,000 are reduced from Public Defense Services. Staffed office budgets are increased by $352,858, including $88,215 for the Legal Defender (added 1.0 FTE position) and $264,643 for the Legal Advocate (added 3.0 FTE positions).

Restructure Contract Payments in RCC Courts: Contracted legal expenditures in the Office of Public Defense Services are reduced by $945,051 in efficiency savings achieved through the manner in which RCC casework assignments and payments to contracted counsel are made.

Establish New Juvenile Defender Office, Transfer Juvenile Caseload from Public Defender Office, Reduce Contract Felony Costs: IRS net expenditures are reduced by $220,462 in savings achieved through a reduction in the number of felony cases "conflicted" from Public Defender to contracted counsel in Public Defense Services. Juvenile Delinquency and Incorrigibility Program case assignments are transferred to a new Juvenile Defender Office beginning in FY 2008-09. By assigning juvenile caseload to a separate office, the Public Defender Office should encounter fewer felony cases

in which they had earlier represented the defendants as a juveniles (in the past, such cases were transferred to contracted counsel in the Office of Public Defense Services as "conflict cases"). The Adopted Budget includes a budget restatement of $3,654,409 from the Public Defender to the Juvenile Defender, a reduction of contracted legal defense in the Office of Public Defense Services of $370,289, and a set-aside of $149,827 for administrative costs. The latter adjustment is a net of a $4,930,376 funding set-aside for the new Juvenile Defender Office less the movement of juvenile cases (and $4,780,549) from the Public Defender to the Juvenile Defender.

Stop Appointing Attorneys in Juvenile Incorrigibility Cases (-8.6 FTE): Net expenditures are reduced by $720,060 in savings achieved by no longer appointing legal counsel for juvenile incorrigibility status offenses (cases that would not be charged if the defendant were 18 years old or older, for offenses such as truancy, running away, violation of curfew and disobeying a legal guardian). A.R.S. §8-221(H) provides that children in juvenile court are entitled to an attorney in cases "that may result in detention"; and that in counties that have a public defender, the public defender may act as attorney in incorrigibility proceedings when requested by the court. Eliminating this non-mandated service results in budget reductions of $709,490 and 8.6 FTE positions from Public Defender and $10,570 from Public Defense Services.

Eliminate Non-Mandated Services in Therapeutic Post-Disposition Courts (-3.0 FTE): Net expenditures are reduced by $289,420 in savings achieved by no longer appointing legal counsel for non-mandated service in post-disposition "therapeutic" proceedings in which the courts (Drug Court, DUI court, domestic violence court, and mental health court) attempt to address underlying issues that are thought to contribute to criminal or delinquent behavior. Resulting savings include expenditures of $289,420 and 3.0 FTE positions from the Public Defender.

Shift Family Court Assignments from Contract Attorneys to Child Welfare Specialists: Net expenditures are reduced by $370,327 in savings achieved by no longer appointing contracted legal counsel (at $2,500 per case) in Family Court matters whenever the Court requested such an appointment. In such cases, however, legal counsel is only needed when there is a finding that the child was likely the victim of abuse or neglect. Otherwise, a child welfare specialist (at $500 per case) can be provided. Resulting savings include expenditures of $370,327 from Public Defense Services.

Delete Proposed Senior Attorney: A funded, but never filled, Senior Attorney in the Office of Public Defense Services (Administrative Services Program) is deleted for an annual savings of $95,135.

Shift Training Costs from General Fund to Training Fund: The Public Defender Office agreed to shift $112,876 in expenditures and 2.0 FTE Technical Trainers from the General Fund (100) to the Training Fund (209). The Office further agreed to reduce other training costs in the Training fund by $112,875 to offset the cost of the additional Personal Services costs in the Administrative Services Program.

Programs and Activities

Adult Civil Representation Program

The purpose of the Adult Civil Representation Program is to provide effective legal representation to assigned indigent persons in civil matters so that their rights are protected.

Program Results

The department will be developing new measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Adult Civil Private Counsel Expense
- Adult Guardian ad Litem
- Probate

Adult Civil Private Counsel Expense Activity

The purpose of the Adult Civil Private Counsel Expense Activity is to provide effective legal representation to assigned indigent adults in adult civil matters where private counsel is retained, so that their rights are protected.

Mandates: This activity facilitates the other activities in this program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Adult Civil court-ordered payments processed	Not Reported	Not Reported	Not Reported		
Output	Number of Payments for Privately Represented Adult Civil Cases	Not Reported	1	0	-1	
Demand	Number of Payments Ordered by the Court for Privately Represented Adult Civil Cases	0	2	0	-2	
Efficiency	Cost per Court-Ordered Expenditure for Privately Represented Indigent Adults in Civil Matters	Not Reported	$1.00	Not Reported		
Expenditure						
	100 - GENERAL	$ -	$ 1	$ 1	$ -	0.0%
	TOTAL USES	$ -	$ 1	$ 1	$ -	0.0%

Adult Guardian ad Litem Activity

The purpose of the Guardian ad Litem Representation Activity is to provide effective legal representation to assigned indigent persons in Guardian ad Litem matters, so that their rights are protected.

Mandates: Per §A.R.S. 11-584(j) the Public Defender shall perform the following duties:…"as attorneys (pursuant to §A.R.S. 14-5401) of adults who are unable to effectively manage their affairs or preserve their estates if the court appoints the public defender and the board of supervisors has advised the presiding judge of the county that the public defender is authorized to accept the appointment." §A.R.S. 14-5401 also provides for the appointment of a "conservator or other protective order" for children (subsection 1) and for incapacitated adults (subsection 2).

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Variance from Current Annual Attorney Guardian Ad Litem Caseload Guideline	Not Reported	Not Reported	Not Reported		
Output	Number of Guardian Ad Litem Cases Resolved to Conclusion	146	995	961	-34	-3.4%
Demand	Number of Guardian Ad Litem Cases Assigned	546	2,245	2,312	67	3.0%
Efficiency	Cost per Guardian Ad Litem Case Resolved to Conclusion	$3,151.16	$690.10	$565.61	$124.48	18.0%
Expenditure						
	100 - GENERAL	$ 460,069	$ 686,649	$ 543,556	$ 143,093	20.8%
	TOTAL USES	$ 460,069	$ 686,649	$ 543,556	$ 143,093	20.8%

Probate Representation Activity

The purpose of the Probate Representation Activity is to provide effective legal representation to assigned indigent adults in probate matters so that their rights are protected.

Mandates: A.R.S. §14-5401 establishes that the court shall appoint legal representation to juveniles and those adults determined to be unable to manage their estates due to physical illness, mental disorders, substance abuse, confinement, etc.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Variance from Current Annual Attorney Probate Caseload	Not Reported	Not Reported	Not Reported		
Output	Number of Probate Cases Resolved to Conclusion	236	351	415	64	18.2%
Demand	Number of Probate Cases Assigned	365	829	875	46	5.5%
Efficiency	Cost per Probate Case Resolved to Conclusion	$ 499.43	$ 524.67	$ 325.01	$ 199.66	38.1%
Expenditure						
	100 - GENERAL	$ 117,865	$ 184,158	$ 134,878	$ 49,280	26.8%
	TOTAL USES	$ 117,865	$ 184,158	$ 134,878	$ 49,280	26.8%

Adult Felony Representation Program

The purpose of the Adult Felony Representation Program is to provide effective legal representation to assigned indigent adults charged with felony offenses so that their rights are protected.

Mandates: The 6th Amendment to the U.S. Constitution and Arizona Constitution, Article II, Section 24 establishes that all accused of criminal offenses have the right to appear and defend themselves in court with legal representation.

Program Results

The department will be developing new measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Capital Representation
- Class 2 & 3 Felony Representation
- Class 4, 5, 6 Felony Representation
- Felony DUI Representation
- Adult Felony Private Counsel Expense
- Other Homicide Representation
- Violation of Probation Representation
- Witness Representation

Capital Representation Activity

The purpose of the Capital Representation Activity is to provide effective legal representation to assigned indigent adults charged with capital offenses so that their rights are protected.

Mandates: This activity supports the overall mandate of the Adult Felony Representation Program. A.R.S. §13-4234 establishes that all indigent capital defendants are entitled to court-appointed counsel.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Variance from Current Annual Attorney Capital Caseload Guideline	Not Reported	0.0%	0.0%	0.0%	
Output	Number of Capital cases resolved to conclusion.	19	40	39	-1	-2.5%
Demand	Number of Capital cases assigned.	57	53	46	-7	-13.2%
Efficiency	Cost per Capital Case Resolved to Conclusion	$ 519,730.74	$ 327,166.95	$ 319,491.77	$7,675.18	2.3%
Expenditure						
	100 - GENERAL	$ 9,874,884	$ 13,086,678	$ 12,460,179	$ 626,499	4.8%
	TOTAL USES	$ 9,874,884	$ 13,086,678	$ 12,460,179	$ 626,499	4.8%

Class 2 and 3 Representation Activity

The purpose of the Class 2 and 3 Felony Representation Activity is to provide effective legal representation to assigned indigent adults charged with Class Two and Class Three felony offenses so that their rights are protected.

Mandates: This activity supports the overall mandate of the Adult Felony Representation Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of variance from current annual attorney Class Two and Three Felony caseload guideline.	Not Reported	Not Reported	Not Reported		
Output	Number of Class Two and Three Felony cases resolved to conclusion.	6,399	7,506	7,574	68	0.9%
Demand	Number of Class Two and Three Felony cases assigned.	8,565	8,276	8,923	647	7.8%
Efficiency	Cost per Class Two and Three Felony cases resolved to conclusion	$2,560.17	$2,394.02	$2,110.17	$283.86	11.9%
Revenue						
	100 - GENERAL	$ 31,085	$ -	$ 15,500	$ 15,500	
	209 - LEGAL ADVOCATE TRAINING		-	4,000	4,000	
	TOTAL SOURCES	$ 31,085	$ -	$ 19,500	$ 19,500	
Expenditure						
	100 - GENERAL	$ 15,918,434	$ 17,527,682	$ 15,538,365	$ 1,989,317	11.3%
	209 - LEGAL ADVOCATE TRAINING	10,576	-	-	-	
	233 - PUBLIC DEFENDER GRANTS	100,780	99,590	44,354	55,236	55.5%
	262 - PUBLIC DEFENDER FILL THE GAP	322,217	309,676	367,248	(57,572)	-18.6%
	263 - LEGAL DEFENDER FILL THE GAP	30,539	32,600	32,424	176	0.5%
	TOTAL USES	$ 16,382,546	$ 17,969,548	$ 15,982,391	$ 1,987,157	11.1%

Class 4, 5, 6 Felony Representation Activity

The purpose of the Class 4, 5 and 6 Felony Representation Activity is to provide effective legal representation to assigned indigent adults charged with Class Four, Class Five or Class Six felony offenses so that their rights are protected.

Mandates: This activity supports the overall mandate of the Adult Felony Representation Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of variance from current annual attorney Class Four, Five, and Six Felony caseload guideline .	Not Reported	Not Reported	Not Reported		
Output	Number of Class Four, Five, and Six Felony cases resolved to conclusion.	19,099	22,151	23,945	1,794	8.1%
Demand	Number of Class Four, Five, and Six Felony cases assigned.	23,835	24,678	26,051	1,373	5.6%
Efficiency	Cost per Class Four, Five, and Six Felony Case Resolved to Conclusion	$640.64	$602.97	$573.43	$29.54	4.9%
Revenue						
	100 - GENERAL	$ 169,263	$ 161,743	$ 164,100	$ 2,357	1.5%
	233 - PUBLIC DEFENDER GRANTS	378,974	387,262	387,261	(1)	0.0%
	262 - PUBLIC DEFENDER FILL THE GAP	1,282,862	1,002,693	1,180,643	177,950	17.7%
	263 - LEGAL DEFENDER FILL THE GAP	60,463	61,423	59,000	(2,423)	-3.9%
	TOTAL SOURCES	$ 1,891,562	$ 1,613,121	$ 1,791,004	$ 177,883	11.0%
Expenditure						
	100 - GENERAL	$ 11,489,852	$ 12,666,807	$ 12,958,228	$ (291,421)	-2.3%
	233 - PUBLIC DEFENDER GRANTS	223,136	242,548	287,599	(45,051)	-18.6%
	262 - PUBLIC DEFENDER FILL THE GAP	499,480	432,038	474,410	(42,372)	-9.8%
	263 - LEGAL DEFENDER FILL THE GAP	23,197	14,986	10,482	4,504	30.1%
	TOTAL USES	$ 12,235,665	$ 13,356,379	$ 13,730,719	$ (374,340)	-2.8%

Felony DUI Representation Activity

The purpose of the Felony DUI Representation Activity is to provide effective legal representation to assigned indigent adults charged with felony DUI offenses so that their rights are protected.

Mandates: This activity supports the overall mandate of the Adult Felony Representation Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Variance from Current Annual Attorney Felony DUI Caseload Guideline	Not Reported	Not Reported	Not Reported		
Output	Number of Felony DUI cases resolved to conclusion.	1,549	2,104	2,041	-63	-3.0%
Demand	Number of Felony DUI cases assigned.	2,228	2,309	2,365	56	2.4%
Efficiency	Cost per Felony DUI Case Resolved to Conclusion	$1,033.57	$851.03	$635.46	$215.56	25.3%
Expenditure						
	100 - GENERAL	$ 1,530,600	$ 1,725,730	$ 1,244,234	$ 481,496	27.9%
	233 - PUBLIC DEFENDER GRANTS	24,597	28,249	17,496	10,753	38.1%
	262 - PUBLIC DEFENDER FILL THE GAP	45,796	36,582	35,253	1,329	3.6%
	TOTAL USES	$ 1,600,993	$ 1,790,561	$ 1,296,983	$ 493,578	27.6%

Adult Felony Private Counsel Expense Activity

The purpose of the Adult Felony Private Counsel Expense Activity is to process Court-ordered payments for legal expenses incurred for representation of persons deemed indigent by the Court, who are represented by privately retained counsel in Adult Felony Cases, so that their rights are protected.

Mandates: This activity facilitates the other activities in this program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Adult Felony court-ordered payments processed	Not Reported	Not Reported	Not Reported		
Output	Number of Payments for Privately Represented Felony Cases	3	8	17	9	112.5%
Demand	Number of Payments Ordered by the Court for Privately Represented Felony Cases	10	41	63	22	53.7%
Efficiency	Cost per Court-Ordered Expenditure for Privately Represented Indigent Adults in Felony Matters	$99,355.44	$47,578.13	$11,673.24	$35,904.89	75.5%
Expenditure						
	100 - GENERAL	$ 298,066	$ 380,625	$ 198,445	$ 182,180	47.9%
	TOTAL USES	$ 298,066	$ 380,625	$ 198,445	$ 182,180	47.9%

Other Homicide Representation Activity

The purpose of the Other Homicide Representation Activity is to provide effective legal representation to assigned indigent adults charged with Non-Capital Homicide offenses so that their rights are protected.

Mandates: This activity supports the overall mandate of the Adult Felony Representation Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Variance from Current Annual Attorney Other Homicide Caseload Guideline	Not Reported	Not Reported	Not Reported		
Output	Number of Other Homicide cases resolved to conclusion.	162	192	223	31	16.1%
Demand	Number of Other Homicide cases assigned.	259	253	323	70	27.7%
Efficiency	Cost per Other Homicide Case Resolved to Conclusion	$16,695.93	$18,579.47	$17,192.79	$1,386.68	7.5%
Expenditure						
	100 - GENERAL	$ 2,691,415	$ 3,523,347	$ 3,741,124	$ (217,777)	-6.2%
	233 - PUBLIC DEFENDER GRANTS	4,786	7,910	37,802	(29,892)	-377.9%
	262 - PUBLIC DEFENDER FILL THE GAP	5,269	24,589	38,972	(14,383)	-58.5%
	263 - LEGAL DEFENDER FILL THE GAP	3,271	11,413	16,094	(4,681)	-41.0%
	TOTAL USES	$ 2,704,741	$ 3,567,259	$ 3,833,992	$ (266,733)	-7.5%

Violation of Probation Representation Activity

The purpose of the Violation of Probation Representation Activity is to provide effective legal representation to assigned indigent adults accused of violating the conditions of their probation so that their rights are protected.

Mandates: This activity supports the overall mandate of the Adult Felony Representation Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of variance from current annual attorney Violation of Probation caseload guideline.	Not Reported	Not Reported	Not Reported		
Output	Number of Violation of Probation cases resolved to conclusion.	18,112	16,220	15,295	-925	-5.7%
Demand	Number of Violation of Probation cases assigned.	19,710	16,449	15,624	-825	-5.0%
Efficiency	Cost per Violation of Probation Case Resolved to Conclusion	$98.63	$120.10	$105.81	$14.29	11.9%
Expenditure						
	100 - GENERAL	$ 1,786,315	$ 1,947,952	$ 1,618,353	$ 329,599	16.9%
	TOTAL USES	$ 1,786,315	$ 1,947,952	$ 1,618,353	$ 329,599	16.9%

Witness Representation Activity

The purpose of the Witness Representation Activity is to provide effective legal representation to assigned indigent adult witnesses who may testify in criminal matters so that their legal rights are protected.

Mandates: This activity supports the overall mandate of the Adult Felony Representation Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of variance from current annual attorney Witness Representation caseload guideline.	Not Reported	Not Reported	Not Reported		
Output	Number of Witness Representation cases resolved to conclusion.	39	66	58	-8	-12.1%
Demand	Number of Witness Representation cases assigned.	44	90	87	-3	-3.3%
Efficiency	Cost per Witness Representation Case Resolved to Conclusion	$1,968.59	$309.76	$440.43	-$130.67	-42.2%
Expenditure						
	100 - GENERAL	$ 76,775	$ 20,444	$ 25,545	$ (5,101)	-25.0%
	TOTAL USES	$ 76,775	$ 20,444	$ 25,545	$ (5,101)	-25.0%

Adult Misdemeanor Representation Program

The purpose of the Adult Misdemeanor Representation Program is to provide effective legal representation to assigned indigent adults charged with misdemeanor offenses so that their rights are protected.

Mandates: The 6th Amendment to the U.S. Constitution and Arizona Constitution, Article II, Section 24 establishes that all accused of criminal offenses have the right to appear and defend themselves in court with legal representation.

Program Results

The department will be developing new measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Adult Misdemeanor Private Counsel Expense
- Misdemeanor Representation

Adult Misdemeanor Private Counsel Expense Activity

The purpose of the Adult Misdemeanor Private Counsel Expense Activity is to process Court-ordered payments for legal expenses incurred for representation of persons deemed indigent by the Court, who are represented by privately retained counsel in Adult Misdemeanor Cases so that their rights are protected.

Mandates: This activity facilitates the overall mandates of the program.

Misdemeanor Representation Activity

The purpose of the Misdemeanor Representation Activity is to provide effective legal representation to assigned indigent adults charged with misdemeanor offenses so that their rights are protected.

Mandates: This activity supports the overall mandate of the Adult Misdemeanor Representation Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of variance from current annual attorney Misdemeanor caseload guideline.	Not Reported	0.0%	0.0%	0.0%	
Output	Number of Misdemeanor Representation cases resolved to conclusion.	2,914	3,210	2,806	-404	-12.6%
Demand	Number of Misdemeanor Representation cases assigned.	3,249	3,360	2,926	-434	-12.9%
Efficiency	Cost per Misdemeanor Case Resolved to Conclusion	$252.36	$194.74	$229.30	-$34.56	-17.7%
Expenditure						
	100 - GENERAL	$ 616,605	$ 520,763	$ 528,134	$ (7,371)	-1.4%
	233 - PUBLIC DEFENDER GRANTS	203	-	-	-	
	262 - PUBLIC DEFENDER FILL THE GAP	118,579	104,348	115,278	(10,930)	-10.5%
	TOTAL USES	$ 735,387	$ 625,111	$ 643,412	$ (18,301)	-2.9%

Appellate Representation Program

The purpose of the Appellate Representation Program is to provide effective legal representation to assigned indigent persons appealing their convictions, adjudications, and dependency matters so that their rights are protected.

Mandates: The 6th Amendment to the U.S. Constitution and Arizona Constitution, Article II, Section 24 establishes that all accused of criminal offenses have the right to appear and defend themselves in court with legal representation.

Program Results

The department will be developing new measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Adult Appeal Private Counsel Expense
- Adult Appeal Representation
- Adult Post Conviction Relief Representation
- Juvenile Appeal Representation

Adult Appeal Private Counsel Expense Activity

The purpose of the Adult Appeal Private Counsel Expense Activity is to process Court-ordered payments for legal expenses incurred for representation of persons deemed indigent by the Court, who are represented by privately retained counsel in Adult Appeal Cases so that their rights are protected.

Mandates: This activity facilitates the other activities in this program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Adult Appeal court-ordered payments processed	Not Reported	Not Reported	Not Reported		
Output	Number of Payments for Privately Represented Appeal Cases	7	1	3	2	200.0%
Demand	Number of Payments Ordered by the Court for Privately Represented Appeal Cases	1	24	26	2	8.3%
Efficiency	Cost per Court-Ordered Expenditure for Privately Represented Indigent Adults in Appeal Matters	$686.02	$85,358.00	$13,710.67	$71,647.33	83.9%
Revenue						
	100 - GENERAL	$ 19,094	$ -	$ -	$ -	
	TOTAL SOURCES	$ 19,094	$ -	$ -	$ -	
Expenditure						
	100 - GENERAL	$ 4,802	$ 85,358	$ 41,132	$ 44,226	51.8%
	TOTAL USES	$ 4,802	$ 85,358	$ 41,132	$ 44,226	51.8%

The department will be developing new measures as part of the strategic business plan update process.

Adult Appeal Representation Activity

The purpose of the Adult Appeal Representation Activity is to provide effective legal representation to assigned indigent adults appealing their convictions so that their rights are protected.

Mandates: This activity supports the overall mandate of the Appellate Representation Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Variance from Current Annual Attorney Adult Appeal Caseload Guideline	Not Reported	Not Reported	Not Reported		
Output	Number of Adult Appeal cases resolved to conclusion.	388	408	354	-54	-13.2%
Demand	Number of Adult Appeal cases assigned.	489	521	586	65	12.5%
Efficiency	Cost per Direct Appeal Case Resolved to Conclusion	$7,906.79	$8,458.74	$8,593.12	-$134.38	-1.6%
Expenditure						
	100 - GENERAL	$ 3,067,833	$ 3,451,167	$ 3,041,964	$ 409,203	11.9%
	TOTAL USES	$ 3,067,833	$ 3,451,167	$ 3,041,964	$ 409,203	11.9%

Post Conviction Relief Representation Activity

The purpose of the Post Conviction Relief Representation Activity is to provide effective legal representation to assigned indigent adults who have filed for Post Conviction Relief so that their legal rights are protected.

Mandates: This activity supports the overall mandate of the Appellate Representation Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Variance from Current Annual Attorney Post-Conviction Relief Caseload Guideline	Not Reported	Not Reported	Not Reported		
Output	Number of PCR Cases Resolved to Conclusion (Plea PCR and Trial PCR)	977	1,003	1,093	90	9.0%
Demand	Number of Post-Conviction Relief cases assigned (Plea PCR and Trial PCR).	1,148	1,046	1,032	-14	-1.3%
Efficiency	Cost per Post Conviction Relief Case Resolved to Conclusion	$1,479.78	$1,360.61	$1,091.32	$269.29	19.8%
Revenue						
	100 - GENERAL	$ -	$ 5,238	$ 5,000	$ (238)	-4.5%
	TOTAL SOURCES	$ -	$ 5,238	$ 5,000	$ (238)	-4.5%
Expenditure						
	100 - GENERAL	$ 1,445,741	$ 1,364,696	$ 1,192,812	$ 171,884	12.6%
	TOTAL USES	$ 1,445,741	$ 1,364,696	$ 1,192,812	$ 171,884	12.6%

Juvenile Appeal Representation Activity

The purpose of the Juvenile Appeal Representation Activity is to provide effective legal representation to assigned indigent juveniles appealing their delinquency or dependency matters so that their legal rights are protected.

Mandates: This activity supports the overall mandate of the Appellate Representation Program. A.R.S. §8-221 establishes that a juvenile, parent, or guardian who is indigent is entitled to counsel appointed by the juvenile court. A.R.S. §8-235 establishes that the court must appoint an attorney to any indigent party appealing a decision in juvenile court.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of variance from current annual attorney Juvenile Appeal caseload guideline.	Not Reported	0.0%	0.0%	0.0%	
Output	Number of Juvenile Appeal cases resolved to conclusion.	Not Reported	228	219	-9	-3.9%
Demand	Number of Juvenile Appeal cases assigned.	Not Reported	153	186	33	21.6%
Efficiency	Cost per Juvenile Appeal Case Resolved to Conclusion	Not Reported	$1,753.20	$1,762.84	-$9.65	-0.6%
Expenditure						
	100 - GENERAL	$ 639,548	$ 399,729	$ 386,063	$ 13,666	3.4%
	TOTAL USES	$ 639,548	$ 399,729	$ 386,063	$ 13,666	3.4%

Dependency Representation Program

The purpose of the Dependency Representation Program is to provide effective legal representation to assigned indigent persons in dependency or severance so that so that their legal rights are protected.

Program Results

The department will be developing new measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Child Dependency Representation
- Child Report & Review Representation
- Child Severance or Permanent Guardianship Representation

- Guardian ad Litem Dependency Representation
- Guardian ad Litem Report & Review Representation
- Dependency Private Counsel Expense
- Guardian ad Litem Severance or Permanent Guardianship Representation
- Parental Dependency Representation
- Parental Report & Review Representation
- Parental Severance or Permanent Guardianship Representation

Child Dependency Representation Activity

The purpose of the Child Dependency Representation Activity is to provide legal representation, when appointed by the Court, to indigent children in Juvenile Court dependency matters involving their individual rights so they can obtain the most favorable resolution of their cases under the circumstances.

Mandates: A.R.S. §8-841 establishes that the court must appoint counsel to indigent parties in child dependency cases.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Variance from Current Annual Attorney Child Dependency Representation Caseload Guideline	Not Reported	0.0%	0.0%	0.0%	
Output	Number of Dependency Findings on Child Dependency Cases	Not Reported	1,957	1,347	-610	-31.2%
Demand	Number of Child Dependency filings assigned.	1,437	977	1,460	483	49.4%
Efficiency	Cost per Dependency Finding on Child Dependency Cases	Not Reported	$1,640.63	$2,220.45	-$579.82	-35.3%
Revenue						
	233 - LEGAL ADVOCATE GRANTS	$ (25,442)	$ -	$ -	$ -	
	TOTAL SOURCES	$ (25,442)	$ -	$ -	$ -	
Expenditure						
	100 - GENERAL	$ 3,366,272	$ 3,210,713	$ 2,990,942	$ 219,771	6.8%
	TOTAL USES	$ 3,366,272	$ 3,210,713	$ 2,990,942	$ 219,771	6.8%

Child Report and Review Representation Activity

The purpose of the Child Report and Review Representation Activity is to provide legal representation, when appointed by the Court, to indigent children in Juvenile Court "Report and Review" status cases involving their individual rights so they can obtain the most favorable resolution of their cases under the circumstances.

Mandates: A.R.S. §8-221 requires that counsel be appointed to represent the child if the child is indigent.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Variance from Current Annual Attorney Child "Report and Review" Representation Caseload Guideline	Not Reported	Not Reported	Not Reported		
Output	Number of Child "Report and Review" Status cases in which the court ends jurisdiction during the time period.	Not Reported	1,290	350	-940	-72.9%
Demand	Number of Child ""Report and Review" Status cases in which a Recertification was processed between July 1 and June 30."	340	1,247	1,072	-175	-14.0%
Efficiency	Cost per "Report and Review" Status Case for Parental Representation	Not Reported	Not Reported	Not Reported		
Expenditure						
	100 - GENERAL	$ 247,972	$ 510,811	$ 682,919	$ (172,108)	-33.7%
	TOTAL USES	$ 247,972	$ 510,811	$ 682,919	$ (172,108)	-33.7%

Child Severance or Permanent Guardianship Representation Activity

The purpose of the Child Severance or Permanent Guardianship Representation Activity is to provide legal representation, when appointed by the Court, to indigent children in Juvenile Court severance or permanent guardianship matters involving their individual rights so they can obtain the most favorable resolution of their cases under the circumstances.

Mandates: A.R.S. §8-872 establishes that indigent juveniles who do not already have a court-appointed guardian ad litem shall have court-appointed counsel in permanent guardianship cases.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of variance from current annual attorney Severance or Permanent Guardianship Child Representation caseload guideline.	Not Reported	Not Reported	Not Reported		
Output	Number of court ordered Severance or Permanent Guardianship Rulings issued on Child Representation cases.	22	403	49	-354	-87.8%
Demand	Number of motions or petitions initiating Severance or Permanent Guardianship Determinations on Child Representation cases.	81	77	83	6	7.8%
Efficiency	Cost per Court-Ordered Severance or Permanent Guardianship Ruling for Child Representation Cases	$6,286.95	$386.48	$4,624.12	-$4,237.65	-1096.5%
Expenditure						
	100 - GENERAL	$ 138,313	$ 155,750	$ 226,582	$ (70,832)	-45.5%
	TOTAL USES	$ 138,313	$ 155,750	$ 226,582	$ (70,832)	-45.5%

Guardian ad Litem Dependency Representation Activity

The purpose of the Guardian ad Litem Dependency Representation Activity is to act as the legal Guardian ad Litem, when appointed by the Court, for indigent children in Juvenile Court dependency matters involving their individual rights so they can obtain the most favorable resolution of their cases under the circumstances.

Mandates: A.R.S. §8-221 requires that a guardian ad litem be appointed to represent the child in any case involving allegations of abuse or other threats to the child's well-being.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Variance from Current Annual Attorney Guardian ad Litem Dependency Representation Caseload Guideline	Not Reported	Not Reported	Not Reported		
Output	Number of Dependency Findings on Guardian ad Litem Dependency Cases	35	665	823	158	23.8%
Demand	Number of Guardian ad Litem Dependency Filings Assigned	558	1,307	1,518	211	16.1%
Efficiency	Cost per Dependency Finding on Guardian ad Litem Dependency Cases	$30,309.39	$2,045.88	$1,530.07	$515.81	25.2%
Expenditure						
	100 - GENERAL	$ 1,060,829	$ 1,360,513	$ 1,259,250	$ 101,263	7.4%
	TOTAL USES	$ 1,060,829	$ 1,360,513	$ 1,259,250	$ 101,263	7.4%

Guardian ad Litem Report and Review Representation Activity

The purpose of the Guardian ad Litem Report and Review Representation Activity is to act as the legal Guardian ad Litem, when appointed by the Court, for indigent children in Juvenile Court dependency matters involving their individual rights so they can obtain the most favorable resolution of their cases under the circumstances.

Mandates: A.R.S. §8-221 requires that a guardian ad litem be appointed to represent the child in any case involving allegations of abuse or other threats to the child's well-being.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Variance from Current Annual Attorney Guardian ad Litem "Report and Review" Representation Caseload Guideline	Not Reported	Not Reported	Not Reported		
Output	Number of Guardian ad Litem "Report and Review Status" Cases in Which the Court Ends Jurisdiction During the Time Period	2	0	0	0	
Demand	Number of Guardian ad Litem "Report and Review Status" Cases in which a Re-Certification was Processed Between July 1 and June 30th	1	1,230	1,974	744	60.5%
Efficiency	Cost per "Report and Review Status" Case for Guardian ad Litem Representation	$229,631.00	Not Reported	Not Reported		
Expenditure						
	100 - GENERAL	$ 459,262	$ 498,804	$ 498,804	$ -	0.0%
	TOTAL USES	$ 459,262	$ 498,804	$ 498,804	$ -	0.0%

Dependency Private Counsel Expense Activity

The purpose of the Dependency Private Counsel Expense Activity is to process Court-ordered payments for legal expenses incurred for representation of persons deemed indigent by the Court, who are represented by privately retained counsel in Dependency Cases, so that their rights are protected.

Mandates: This activity facilitates the other activities in this program.

Guardian ad Litem Severance or Permanent Guardianship Representation Activity

The purpose of the Guardian ad Litem Severance or Permanent Guardianship Representation Activity is to act as the legal guardian ad litem, when appointed by the Court, for indigent children in Juvenile

Court severance or permanent guardianship matters involving their individual rights so they can obtain the most favorable resolution of their cases under the circumstances.

Mandates: A.R.S. §8-221 requires that a guardian ad litem be appointed to represent the child in any case involving allegations of abuse or other threats to the child's well-being. A.R.S. §§8-535 and 8-873 establish that the court must appoint a guardian ad litem to those deemed incompetent or otherwise in need of representation in parental severance cases and revocation of permanent guardianship cases, respectively.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percentage of Variance from Current Annual Attorney Severance or Permanent Guardianship Guardian ad Litem Representation Caseload Guideline	Not Reported	Not Reported	Not Reported		
Output	Number of Court Ordered Severance or Permanent Guardianship Rulings Issued on Guardian ad Litem Representation Cases	20	362	144	-218	-60.2%
Demand	Number of Motions or Petitions Initiating Severance or Permanent Guardianship Determinations on Guardian ad Litem Representation Cases	176	136	144	8	5.9%
Efficiency	Cost per Court-Ordered Severance or Permanent Guardianship Ruling for Guardian ad Litem Representation Cases	$19,211.25	$953.42	$2,396.78	-$1,443.37	-151.4%
Expenditure						
	100 - GENERAL	$ 384,225	$ 345,137	$ 345,137	$ -	0.0%
	TOTAL USES	$ 384,225	$ 345,137	$ 345,137	$ -	0.0%

Parental Dependency Representation Activity

The purpose of the Parental Dependency Representation Activity is to provide legal representation, when appointed by the Court, to indigent parents in Juvenile Court dependency matters involving their parental rights so they can obtain the most favorable resolution of their cases under the circumstances.

Mandates: A.R.S. §8-843 establishes that the court must appoint counsel to indigent parents in child dependency cases.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of variance from current annual attorney Parental Dependency caseload guideline.	Not Reported	Not Reported	Not Reported		
Output	Number of Dependency findings on Parental Dependency Representation cases.	1,000	2,189	1,682	-507	-23.2%
Demand	Number of Parental Dependency filings assigned.	2,143	2,632	2,011	-621	-23.6%
Efficiency	Cost per Dependency Finding on Parental Dependency Representation Cases	$3,035.42	$1,242.75	$1,663.69	-$420.94	-33.9%
Expenditure						
	100 - GENERAL	$ 3,035,420	$ 2,720,372	$ 2,798,328	$ (77,956)	-2.9%
	TOTAL USES	$ 3,035,420	$ 2,720,372	$ 2,798,328	$ (77,956)	-2.9%

Parental Report and Review Representation Activity

The purpose of the Parental Report and Review Representation Activity is to provide legal representation, when appointed by the Court, to indigent parents in Juvenile Court "Report and Review" status cases involving their parental rights so they can obtain the most favorable resolution of their cases under the circumstances.

Mandates: A.R.S. §8-221 requires that counsel be appointed to represent parents if the parent is indigent.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of variance from current annual attorney Parental Report and Review caseload guideline.	Not Reported	Not Reported	Not Reported		
Output	Number of Parental Report and Review Status cases in which the court ends jurisdiction during the time period.	Not Reported	465	453	-12	-2.6%
Demand	Number of Parental "Report and Review Status cases in which a Re-Certification was processed between July 1 and June 30th.	1,327	2,259	2,543	284	12.6%
Efficiency	Cost per "Report and Review Status" Case for Parental Representation	Not Reported	$1,983.28	$2,118.89	$ (135.61)	-6.8%
Expenditure						
	100 - GENERAL	$ 930,326	$ 922,227	$ 959,858	$ (37,631)	-4.1%
	TOTAL USES	$ 930,326	$ 922,227	$ 959,858	$ (37,631)	-4.1%

Parental Severance or Permanent Guardianship Representation Activity

The purpose of the Parental Severance or Permanent Guardianship Representation Activity is to provide legal representation, when appointed by the Court, to indigent parents in Juvenile Court severance or permanent guardianship matters involving their parental rights so they can obtain the most favorable resolution of their cases under the circumstances.

Mandates: A.R.S. §8-872 establishes that indigent parents shall have court-appointed counsel in permanent guardianship cases.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of variance from current annual attorney Severance or Permanent Guardianship Parental Representation caseload guideline.	Not Reported	Not Reported	Not Reported		
Output	Number of court ordered Severance or Permanent Guardianship rulings issued on Parental Representation cases.	302	714	389	-325	-45.5%
Demand	Number of motions or petitions initiating Severance or Guardianship Determinations on Parental Representation cases.	566	434	415	-19	-4.4%
Efficiency	Cost per Court-Ordered Severance or Permanent Guardianship Ruling for Parental Representation Cases	$3,420.07	$1,333.24	$2,532.55	-$1,199.31	-90.0%
Expenditure						
	100 - GENERAL	$ 1,032,861	$ 951,932	$ 985,161	$ (33,229)	-3.5%
	TOTAL USES	$ 1,032,861	$ 951,932	$ 985,161	$ (33,229)	-3.5%

Juvenile Civil Representation Program

The purpose of the Juvenile Civil Representation Program is to provide effective legal representation to assigned indigent persons in Juvenile Civil matters so that their legal interests are protected.

Program Results

The department will be developing new measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Family Court Representation
- Juvenile Notification Representation
- Juvenile Notification Representation

Family Court Representation Activity

The purpose of the Family Court Representation Activity is to provide legal representation, when appointed by the court, to indigent clients in juvenile court on issues involving their rights so they can obtain the most favorable resolution of their cases under the circumstances.

Mandates: A.R.S. §25-321 establishes that a juvenile or dependent child may be appointed counsel in regard to the child's support, custody, and parenting time. The cost of representation may be charged to one or both parents. Pursuant to Rule and Statute, appointments should be made at County expense only in cases in which the parents are indigent and there is a finding that the child was likely the victim of abuse or neglect.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Variance from Current Annual Attorney Family Court Representation Caseload Guideline	Not Reported	Not Reported	Not Reported		
Output	Number of Family Court Representation Cases Resolved to Conclusion	Not Reported	57	41	-16	-28.1%
Demand	Number of Family Court Representation Cases Assigned	Not Reported	214	180	-34	-15.9%
Efficiency	Cost per Family Court Representation Case Resolved to Conclusion	Not Reported	$7,408.68	-$2,172.15	$9,580.83	129.3%
Expenditure						
	100 - GENERAL	$ 159,055	$ 422,295	$ (89,058)	$ 511,353	121.1%
	TOTAL USES	$ 159,055	$ 422,295	$ (89,058)	$ 511,353	121.1%

Juvenile Civil Private Counsel Expense Activity

The purpose of the Juvenile Civil Private Counsel Expense Activity is to process Court-ordered payments for legal expenses incurred for representation of persons deemed indigent by the Court, who are represented by privately retained counsel in Juvenile Civil Cases, so that their rights are protected.

Mandates: This activity facilitates the other activities in this program.

Juvenile Notification Representation Activity

The purpose of the Juvenile Notification Representation Activity is to provide legal representation, when appointed by the court, to juveniles with Abortion issues involving their rights so they can obtain the most favorable resolution of their cases under the circumstances.

Mandates: A.R.S. §36-2152 establishes that a pregnant unemancipated minor has a right to court-appointed legal counsel if she is not otherwise represented or waives that right.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Variance from Current Annual Attorney Juvenile Notification Representation Caseload Guideline	Not Reported	Not Reported	Not Reported		
Output	Number of Juvenile Notification Cases Resolved to Conclusion	19	27	25	-2	-7.4%
Demand	Number of Juvenile Notification Cases Assigned	76	51	71	20	39.2%
Efficiency	Expenditure per Juvenile Notification Case Resolved to Conclusion	$2,090.05	$1,714.30	$1,772.24	-$57.94	-3.4%
Expenditure						
	100 - GENERAL	$ 39,711	$ 46,286	$ 44,306	$ 1,980	4.3%
	TOTAL USES	$ 39,711	$ 46,286	$ 44,306	$ 1,980	4.3%

Juvenile Delinquency and Incorrigibility Representation Program

The purpose of the Juvenile Delinquency and Incorrigibility Representation Program is to provide effective legal representation to assigned indigent juveniles charged with incorrigible or delinquent acts so that their rights are protected.

Mandates: The 6th Amendment to the U.S. Constitution and Arizona Constitution, Article II, Section 24 establishes that all accused of criminal offenses have the right to appear and defend themselves in court with legal representation. A.R.S. §8-221 establishes that a juvenile who is indigent is entitled to legal counsel appointed by the juvenile court.

Program Results

The department will be developing new measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Felony-Level Delinquency Representation
- Juvenile Violation of Probation Representation
- Juvenile Delinquency Private Counsel Expense
- Incorrigibility or Misdemeanor-Level Juvenile Delinquency Representation

Felony-Level Delinquency Representation Activity

The purpose of the Felony-Level Juvenile Delinquency Representation Activity is to provide effective legal representation to assigned indigent juveniles charged with felony-level delinquent acts so that their rights are protected.

Mandates: This activity supports the overall mandate of the Juvenile Delinquency and Incorrigibility Representation Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of variance from current annual attorney Felony-Level Juvenile Delinquency caseload.	Not Reported	0.0%	0.0%	0.0%	
Output	Number of Felony-Level Juvenile Delinquency cases resolved to conclusion.	2,895	4,200	4,138	-62	-1.5%
Demand	Number of Felony-Level Juvenile Delinquency cases assigned.	3,751	4,326	4,544	218	5.0%
Efficiency	Cost per Felony-Level Juvenile Delinquency Case Resolved to Conclusion	$975.61	$673.07	$636.56	$36.51	5.4%
Expenditure						
	100 - GENERAL	$ 2,824,382	$ 2,826,882	$ 2,634,083	$ 192,799	6.8%
	TOTAL USES	$ 2,824,382	$ 2,826,882	$ 2,634,083	$ 192,799	6.8%

Incorrigibility or Misdemeanor-Level Juvenile Delinquency Representation Activity

The purpose of the Incorrigibility or Misdemeanor-Level Juvenile Delinquency Representation Activity is to provide effective legal representation to assigned indigent juveniles charged with incorrigibility or misdemeanor-level delinquent acts so that their rights are protected.

Mandates: This activity supports the overall mandate of the Juvenile Delinquency and Incorrigibility Representation Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Variance from Current Annual Attorney Incorrigibility and Misdemeanor-Level Juvenile Delinquency Caseload Guideline	Not Reported	0.0%	0.0%	0.0%	
Output	Number of Incorrigibility and Misdemeanor-Level Juvenile Delinquency Cases Resolved to Conclusion	113	6,209	4,650	-1,559	-25.1%
Demand	Number of Incorrigibility and Misdemeanor-Level Juvenile Delinquency Cases Assigned	988	6,430	5,180	-1,250	-19.4%
Efficiency	Cost per Incorrigibility and Misdemeanor-Level Juvenile Delinquency Case Resolved to Conclusion	$17,287.19	$359.67	$323.71	$35.96	10.0%
Expenditure						
	100 - GENERAL	$ 1,953,452	$ 2,233,207	$ 1,505,244	$ 727,963	32.6%
	TOTAL USES	$ 1,953,452	$ 2,233,207	$ 1,505,244	$ 727,963	32.6%

Juvenile Delinquency Private Counsel Expense Activity

The purpose of the Juvenile Delinquency Private Counsel Expense Activity is to process Court-ordered payments for legal expenses incurred for representation of juveniles deemed indigent by the Court, who are represented by privately retained counsel in Delinquency or Violation of Probation Cases, so that their rights are protected.

Mandates: This activity facilitates the other activities in this program.

Juvenile Violation of Probation Representation Activity

The purpose of the Juvenile Violation of Probation Representation Activity is to provide effective legal representation to assigned indigent juveniles who are accused of violating the conditions of their probation so that their rights are protected.

Mandates: This activity supports the overall mandate of the Juvenile Delinquency and Incorrigibility Representation Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of variance from current annual attorney Juvenile Violation of Probation caseload guideline.	Not Reported	0.0%	0.0%	0.0%	
Output	Number of Juvenile Violation of Probation cases resolved to conclusion.	1,761	1,864	1,819	-45	-2.4%
Demand	Number of Juvenile Violation of Probation cases assigned.	2,000	1,958	2,068	110	5.6%
Efficiency	Cost per Juvenile Violation of Probation Case Resolved to Conclusion	$350.05	$296.57	$317.41	-$20.84	-7.0%
Expenditure						
	100 - GENERAL	$ 616,445	$ 552,801	$ 577,364	$ (24,563)	-4.4%
	TOTAL USES	$ 616,445	$ 552,801	$ 577,364	$ (24,563)	-4.4%

Mental Health Representation Program

The purpose of the Mental Health Representation Program is to provide effective legal representation to assigned indigent persons who are at risk of loss of liberty in civil mental health matters so that their rights are protected.

Mandates: The 6th Amendment to the U.S. Constitution and Arizona Constitution, Article II, Section 24 establishes that all accused of criminal offenses have the right to appear and defend themselves in court with legal representation.

Program Results

The department will be developing new measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Mental Health Representation
- Mental Health Private Counsel Expense
- Sexually Violent Predator Representation

Mental Health Representation Activity

The purpose of the Mental Health Representation Activity is to provide effective legal representation to assigned indigent persons who are at risk of loss of liberty in civil mental health matters so that their rights are protected.

Mandates: This Activity supports the overall mandate of the Mental Health Representation Program. A.R.S. §31-502 establishes that any indigent defendant in a mental competency hearing is entitled to court-appointed representation.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of variance from current annual attorney Mental Health caseload guideline.	Not Reported	0.0%	0.0%	0.0%	
Output	Number of Mental Health cases resolved to conclusion.	2,471	2,719	2,483	-236	-8.7%
Demand	Number of Mental Health cases assigned.	2,567	2,811	2,533	-278	-9.9%
Efficiency	Cost per Mental Health Case Resolved to Conclusion	$402.54	$408.91	$448.84	-$39.93	-9.8%
Expenditure						
	100 - GENERAL	$ 994,676	$ 1,111,832	$ 1,114,478	$ (2,646)	-0.2%
	TOTAL USES	$ 994,676	$ 1,111,832	$ 1,114,478	$ (2,646)	-0.2%

Mental Health Private Counsel Expense Activity

The purpose of the Mental Health Private Counsel Expense Activity is to process Court-ordered payments for legal expenses incurred for representation of persons deemed indigent by the Court, who are represented by privately retained counsel in Mental Health Cases, so that their rights are protected.

Mandates: This activity facilitates the other activities in this program.

Sexually Violent Predator Representation Activity

The purpose of the Sexually Violent Person Representation Activity is to provide effective legal representation to assigned indigent persons who are at risk of loss of liberty in sexually violent person matters so that their legal rights are protected.

Mandates: This activity supports the overall mandate of the Mental Health Representation Program. A.R.S. §36-3704 establishes that any indigent defendant in a sexually violent criminal case is entitled to court-appointed representation.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of variance from current annual attorney Sexually Violent Person caseload guideline.	Not Reported	Not Reported	Not Reported		
Output	Number of Sexually Violent Person cases resolved to conclusion.	28	26	19	-7	-26.9%
Demand	Number of Sexually Violent Person cases assigned.	20	25	24	-1	-4.0%
Efficiency	Cost per Sexually Violent Person case resolved to Conclusion	$8,731.43	$5,942.00	$7,913.58	-$1,971.58	-33.2%
Expenditure						
	100 - GENERAL	$ 244,480	$ 154,492	$ 150,358	$ 4,134	2.7%
	TOTAL USES	$ 244,480	$ 154,492	$ 150,358	$ 4,134	2.7%

Appropriated Budget Reconciliations

Public Defender (520) - General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 39,878,668**	**$ 133,261**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (54,242)	$ -
Employee Market Compensation Adjustments (Admin Phase II & Legal Support)	964,645	-
Felony Case Funding Transfer from Public Defense Services	185,235	-
Subtotal	$ 1,095,638	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 40,974,306**	**$ 133,261**
TARGET ADJUSTMENTS:		
Annualization of Felony Case Funding Transfer from Public Defense Services	$ 138,766	$ -
Annualization of Jan. 2008 Administrative Reductions	(51,965)	-
Subtotal	$ 86,801	$ -
FY 2008-09 BUDGET TARGET	**$ 41,061,107**	**$ 133,261**
FY 2008-09 REQUESTED BUDGET	**$ 41,061,107**	**$ 133,261**
BASE ADJUSTMENTS:		
Reduction in Revenue below Target	$ -	$ (66,261)
Funding Set-Aside for New Juvenile Defender Office (Dept 570)*	4,930,376	-
Subtotal	$ 4,930,376	$ (66,261)
BUDGET BALANCING ADJUSTMENTS		
Add 14.0 FTE Work Withdrawal Staff to PD (4.0), LD (5.0) & OLA (5.0) & Reduce Contract Felony Costs in OPDS	$ 324,003	$ -
Move Juvenile Cases from PD to New Juvenile Defender Office	(4,780,549)	-
Eliminate Non-Mandated Services in Therapeutic Post-Disposition Courts (3.0 FTE)	(289,420)	-
Stop Appointing Attorneys in Juvenile Incorrigibility Cases (8.6 FTE)	(709,490)	-
Shift 1.0 FTE Tech Trainer & one-third of three trainers to the Training Fund (209)	(112,876)	-
Subtotal	$ (5,568,332)	$ -
FY 2008-09 TENTATIVE BUDGET:	**$ 40,423,151**	**$ 67,000**
RESTATEMENT:		
Restate Juvenile Cases Funding from Public Defender (520) to the New Juvenile Public Defender Office (570)	$ (3,654,409)	$ -
FY 2008-09 ADOPTED BUDGET	**$ 36,768,742**	**$ 67,000**

Legal Defender (540) - General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 9,495,990**	**$ 16,800**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (39,223)	$ -
Employee Market Compensation Adjustments (Admin Phase II & Legal Support)	78,906	-
Felony Case Funding Transfer from Public Defense Services	263,759	-
Subtotal	$ 303,442	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 9,799,432**	**$ 16,800**
TARGET ADJUSTMENTS:		
Annualization of Felony Case Funding Transfer from Public Defense Services	$ 194,186	$ -
Annualization of Jan. 2008 Administrative Reductions	(28,573)	-
Subtotal	$ 165,613	$ -
FY 2008-09 BUDGET TARGET	**$ 9,965,045**	**$ 16,800**
BASE ADJUSTMENTS:		
Reduce Revenue below Target	$ -	$ (14,700)
Subtotal	$ -	$ (14,700)
BUDGET BALANCING ADJUSTMENTS		
Add 14.0 FTE Work Withdrawal Staff to PD (4.0), LD (5.0) & OLA (5.0) & Reduce Contract Felony Costs in OPDS	$ 457,934	$ -
Add 4.0 Attorneys to LD (1.0) & OLA (3.0) to Reduce Contract RCC/EDC Costs	88,215	-
Subtotal	$ 546,149	$ -
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 10,511,194**	**$ 2,100**

Legal Advocate (550) - General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 8,402,717**	**$ 20,000**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (15,700)	$ -
Employee Market Compensation Adjustments (Admin Phase II & Legal Support)	73,579	-
Felony Case Funding Transfer from Public Defense Services	234,089	-
Subtotal	$ 291,968	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 8,694,685**	**$ 20,000**
TARGET ADJUSTMENTS:		
Annualization of Felony Case Funding Transfer from Public Defense Services	$ 176,029	$ -
Annualization of Jan. 2008 Administrative Reductions	(15,700)	-
Subtotal	$ 160,329	$ -
FY 2008-09 BUDGET TARGET	**$ 8,855,014**	**$ 20,000**
BUDGET BALANCING ADJUSTMENTS		
Add 14.0 FTE Work Withdrawal Staff to PD (4.0), LD (5.0) & OLA (5.0) & Reduce Contract Felony Costs in OPDS	$ 410,107	$ -
Add 4.0 Attorneys to LD (1.0) & OLA (3.0) to Reduce Contract RCC/EDC Costs	264,643	-
Subtotal	$ 674,750	$ -
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 9,529,764**	**$ 20,000**

Public Defense Services (560) - General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 17,930,726**	**$ 419,900**
MID-YEAR ADJUSTMENTS:			
Felony Case Funding Transfer to Staffed IRS Offices		$ (683,083)	$ -
	Subtotal	$ (683,083)	$ -
FY 2007-08 REVISED RESTATED BUDGET		**$ 17,247,643**	**$ 419,900**
TARGET ADJUSTMENTS:			
Annualization of Felony Case Funding Transfer to Staffed IRS Offices		$ (508,982)	$ -
Demand Increase		3,733,866	-
	Subtotal	$ 3,224,884	$ -
FY 2008-09 BUDGET TARGET		**$ 20,472,527**	**$ 419,900**
BASE ADJUSTMENTS:			
Reduction in Revenue below Target		$ -	$ (319,900)
	Subtotal	$ -	$ (319,900)
BUDGET BALANCING ADJUSTMENTS			
Add 14.0 FTE Work Withdrawal Staff to PD (4.0), LD (5.0) & OLA (5.0) & Reduce Contract Felony Costs in OPDS		$ (2,513,269)	$ -
Restructure Contract Payments in RCC Courts		(945,051)	-
Add 4.0 Attorneys to LD (1.0) & OLA (3.0) to Reduce Contract RCC/EDC Costs		(753,000)	-
Reduction in Contracted Felony Conflict Costs as a Result of New Juvenile Public Defender Office (Fewer Conflict Cases from PD)		(370,289)	-
Stop Appointing Attorneys in Juvenile Incorrigibility Cases		(10,570)	-
Shift Family Ct. Assignments from Contract Attorneys to Child Welfare Specialists		(370,327)	-
Delete Proposed Senior Attorney		(95,135)	-
	Subtotal	$ (5,057,641)	$ -
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 15,414,886**	**$ 100,000**

Juvenile Defender (570) - General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ -**	**$ -**
FY 2007-08 REVISED RESTATED BUDGET	**$ -**	**$ -**
FY 2008-09 BUDGET TARGET	**$ -**	**$ -**
FY 2008-09 TENTATIVE BUDGET:	**$ -**	**$ -**
RESTATEMENT:		
Restate Juvenile Cases Funding from Public Defender (520) to the New Juvenile Public Defender Office (570)	$ 3,654,409	$ -
Subtotal	$ 3,654,409	$ -
FY 2008-09 ADOPTED BUDGET	**$ 3,654,409**	**$ -**

Public Defender (520) - Training Fund (209)

FY 2008-09 BUDGET RECONCILIATION
520 PUBLIC DEFENDER
209 PUBLIC DEFENDER TRAINING FUND

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET	**$**	**571,480**	**$**	**571,480**
MID-YEAR ADJUSTMENTS:				
Jan. 2008 Administrative Reductions	$	(13,157)	$	-
Subtotal	$	(13,157)	$	-
FY 2007-08 REVISED RESTATED BUDGET	**$**	**558,323**	**$**	**571,480**
TARGET ADJUSTMENTS:				
Annualization of Jan. 2008 Administrative Reductions	$	(12,971)	$	-
Subtotal	$	(12,971)	$	-
FY 2008-09 BUDGET TARGET	**$**	**545,352**	**$**	**571,480**
FY 2008-09 REQUESTED BUDGET	**$**	**545,352**	**$**	**571,480**
BUDGET BALANCING ADJUSTMENTS				
Shift 1.0 FTE Tech Trainer & one-third of three trainers from the General Fund	$	112,876	$	-
Reduce Other Training Costs		(112,875)		-
Subtotal	$	1	$	-
FY 2008-09 ADOPTED OPERATING BUDGET	**$**	**545,353**	**$**	**571,480**
PERCENT CHANGE FROM TARGET AMOUNT		*0.0%*		*0.0%*
FY 2008-09 ADOPTED BUDGET	**$**	**545,353**	**$**	**571,480**

Public Defender (540) - Training Fund (209)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	$ 75,794	$ 75,794
FY 2007-08 REVISED RESTATED BUDGET	$ 75,794	$ 75,794
FY 2008-09 BUDGET TARGET	$ 75,794	$ 75,794
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 75,794**	**$ 75,794**

Legal Advocate (550) - Training Fund (209)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 12,500**	**$ 12,500**
FY 2007-08 REVISED RESTATED BUDGET	**$ 12,500**	**$ 12,500**
FY 2008-09 BUDGET TARGET	**$ 12,500**	**$ 12,500**
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 12,500**	**$ 12,500**

Public Defender (520) - Grants Fund (233)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ 387,261**	**$**	**387,261**
FY 2007-08 REVISED RESTATED BUDGET		**$ 387,261**	**$**	**387,261**
FY 2008-09 BUDGET TARGET		**$ 387,261**	**$**	**387,261**
BUDGET BALANCING ADJUSTMENTS				
Budget Balancing Adjustment		$ (10)	$	-
	Subtotal	$ (10)	$	-
FY 2008-09 ADOPTED BUDGET		**$ 387,251**	**$**	**387,261**

Public Defender (520) – Fill the Gap Fund (262)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 1,630,600**	**$ 1,630,600**
FY 2007-08 REVISED RESTATED BUDGET	**$ 1,630,600**	**$ 1,630,600**
FY 2008-09 BUDGET TARGET	**$ 1,630,600**	**$ 1,630,600**
BUDGET BALANCING ADJUSTMENTS		
Budget Balancing Adjustment	$ (7)	$ -
Subtotal	$ (7)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 1,630,593**	**$ 1,630,600**
NON-OPERATING		
NON-OPERATING 0001		
One-Time Expenditures from Fund Balance tor Indigent Rep Info. System	$ 526,150	$ -
Subtotal	$ 526,150	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET	**$ 526,150**	**$ -**
FY 2008-09 ADOPTED BUDGET	**$ 2,156,743**	**$ 1,630,600**

Legal Defender (540) – Fill the Gap Fund (263)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 59,000**	**$ 59,000**
FY 2007-08 REVISED RESTATED BUDGET	**$ 59,000**	**$ 59,000**
FY 2008-09 BUDGET TARGET	**$ 59,000**	**$ 59,000**
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 59,000**	**$ 59,000**

Internal Audit

Analysis by Maria K. Tutelman, Management & Budget Analyst

Summary

Mission

The mission of the Internal Audit Department is to provide objective, accurate, and meaningful information about County operations so the Board of Supervisors can make informed decisions to better serve County citizens.

Vision

To facilitate positive change throughout County operations while educating employees on internal control best practices.

Strategic Goals

- **By September 30, 2007, Internal Audit will complete 95% of the Board of Supervisors' approved Audit Plan and report this information to the Board so that they can make informed decisions and provide fiscally responsible public services.**

  Status: The goal has expired but will be extended.

- **By September 30, 2007, Internal Audit will ensure that a 95% customer satisfaction rating is earned from our primary customers, the Board of Supervisors, so they can make informed decisions on the issues they deem most important, and can provide fiscally responsible public services.**

  Status: The goal has expired but will be extended.

- **By September 30, 2007, Internal Audit will ensure that 95% of the agreed-upon audit recommendations are implemented within three years of being reported so the Board of Supervisors can provide fiscally responsible public services.**

  Status: The goal has expired but will be extended.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
REVENUE							
23MS - MANAGEMENT SERVICES	$ -	$ 85	$ 85	$ 1,993	$ -	$ (85)	-100.0%
LRMS - LOW RISK MANAGEMENT SERVICES	-	85	85	1,993	-	(85)	-100.0%
TOTAL PROGRAMS	$ -	$ 85	$ 85	$ 1,993	$ -	$ (85)	-100.0%
EXPENDITURES							
23AS - AUDIT SERVICES	$ 1,514,907	$ 1,567,061	$ 1,596,751	$ 1,593,730	$ 1,588,487	$ 8,264	0.5%
HRSK - HIGH RISK AUDITS	1,125,777	1,041,245	1,038,283	995,153	1,588,487	(550,204)	-53.0%
LRSK - LOW RISK AUDITS	87,865	172,590	184,980	163,058	-	184,980	100.0%
MRSK - MEDIUM RISK AUDITS	301,265	353,226	373,488	435,519	-	373,488	100.0%
23MS - MANAGEMENT SERVICES	$ 165,676	$ 206,581	$ 215,545	$ 194,137	$ -	$ 215,545	100.0%
HRMS - HIGH RISK MANAGEMENT SERVICES	87,197	104,448	108,933	59,779	-	108,933	100.0%
LRMS - LOW RISK MANAGEMENT SERVICES	49,705	25,417	29,905	19,377	-	29,905	100.0%
MRMS - MEDIUM RISK MANAGEMENT SVCS	28,774	76,716	76,707	114,981	-	76,707	100.0%
99AS - ADMINISTRATIVE SERVICES	$ 199,721	$ 175,202	$ 181,398	$ 179,116	$ 254,531	$ (73,133)	-40.3%
BDGT - BUDGETING	7,307	7,300	7,301	4,953	15,975	(8,674)	-118.8%
ODIR - EXECUTIVE MANAGEMENT	122,873	115,859	122,054	154,659	203,594	(81,540)	-66.8%
FSAC - FINANCIAL SERVICES	1,467	10,488	10,490	4,656	10,755	(265)	-2.5%
HRAC - HUMAN RESOURCES	64,147	27,906	27,900	9,833	13,452	14,448	51.8%
PROC - PROCUREMENT	3,927	13,649	13,653	5,015	10,755	2,898	21.2%
99GV - GENERAL GOVERNMENT	$ -	$ 704	$ 704	$ 232	$ 768	$ (64)	-9.1%
ISFC - INTERNAL SERVICE FUND CHARGES	-	704	704	232	768	(64)	-9.1%
TOTAL PROGRAMS	$ 1,880,304	$ 1,949,548	$ 1,994,398	$ 1,967,215	$ 1,843,786	$ 150,612	7.6%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	-	85	85	1,993	-	(85)	-100.0%
SUBTOTAL	$ -	$ 85	$ 85	$ 1,993	$ -	$ (85)	-100.0%
ALL REVENUES	$ -	$ 85	$ 85	$ 1,993	$ -	$ (85)	-100.0%
TOTAL SOURCES	$ -	$ 85	$ 85	$ 1,993	$ -	$ (85)	-100.0%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 1,085,065	$ 1,208,877	$ 1,283,202	$ 1,330,745	$ 1,326,264	$ (43,062)	-3.4%
0705 - TEMPORARY PAY	90,929	79,444	79,444	15,006	50,112	29,332	0.0%
0710 - OVERTIME	158	-	-	-	-	-	0.0%
0750 - FRINGE BENEFITS	322,745	371,804	384,187	382,996	387,840	(3,653)	-1.0%
0790 - OTHER PERSONNEL SERVICES	-	-	626	623	-	626	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(12,985)	(11,000)	(11,000)	(11,167)	(15,750)	4,750	-43.2%
SUBTOTAL	$ 1,485,912	$ 1,649,125	$ 1,736,459	$ 1,718,203	$ 1,748,466	$ (12,007)	-0.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 6,849	$ 9,500	$ 9,500	$ 9,498	$ 6,509	$ 2,991	31.5%
0804 - NON-CAPITAL EQUIPMENT	1,729	-	-	-	-	-	
SUBTOTAL	$ 8,578	$ 9,500	$ 9,500	$ 9,498	$ 6,509	$ 2,991	31.5%
SERVICES							
0812 - OTHER SERVICES	339,650	246,000	203,516	195,022	42,082	161,434	79.3%
0820 - RENT & OPERATING LEASES	1,166	1,500	1,500	1,502	3,000	(1,500)	0.0%
0825 - REPAIRS AND MAINTENANCE	356	100	100	100	100	-	0.0%
0839 - INTERNAL SERVICE CHARGES	7,880	8,123	8,123	8,125	6,000	2,123	26.1%
0841 - TRAVEL	12,239	15,000	15,000	14,998	15,000	-	0.0%
0842 - EDUCATION AND TRAINING	14,620	10,000	10,000	10,000	10,000	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	32	200	200	200	100	100	1
SUBTOTAL	$ 375,942	$ 280,923	$ 238,439	$ 229,947	$ 76,282	$ 162,157	68.0%
CAPITAL							
0940 - INFRASTRUCTURE	-	-	-	286	-	-	
0950 - DEBT SERVICE	9,872	10,000	10,000	9,281	12,529	(2,529)	-
SUBTOTAL	$ 9,872	$ 10,000	$ 10,000	$ 9,567	$ 12,529	$ (2,529)	0.0%
TOTAL USES	$ 1,880,304	$ 1,949,548	$ 1,994,398	$ 1,967,215	$ 1,843,786	$ 150,612	7.6%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ -	$ 85	$ 85	$ 1,993	$ -	$ (85)	-100.0%
TOTAL FUNDS	$ -	$ 85	$ 85	$ 1,993	$ -	$ (85)	-100.0%
USES							
100 - GENERAL	$ 1,880,304	$ 1,949,548	$ 1,994,398	$ 1,967,215	$ 1,843,786	$ 150,612	7.6%
TOTAL FUNDS	$ 1,880,304	$ 1,949,548	$ 1,994,398	$ 1,967,215	$ 1,843,786	$ 150,612	7.6%

General Adjustments

Consulting Services: Reduce consulting services by $101,954 as part of the budget balancing plan. The Department is also currently fully staffed allowing for greater utilization of in-house expertise.

Programs and Activities

Audit Services Program

The purpose of the Audit Services Program is to provide independent assessments and recommendations to the Board of Supervisors so they can make informed decisions.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of Board of Supervisors satisfied with high-risk audits services	95.0%	100.0%	100.0%	0.0%	0.0%
Percent of recommendations implemented within three years	95.0%	100.0%	100.0%	0.0%	0.0%
Percent of high-risk audits completed within 90 days after the close of the year	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Board of Supervisors satisfied with low-risk audits services	95.0%	100.0%	Not Reported		
Percent of Board of Supervisors satisfied with medium-risk audits services	95.0%	100.0%	Not Reported		

Activities that comprise this program include:

- High Risk Audits
- Medium Risk Audits
- Low Risk Audits

High Risk Audits Activity

The purpose of the High Risk Audits Activity is to provide independent assessments of high-risk audit services activities and make recommendations to the Board of Supervisors so they can make informed decisions.

Mandates: Not mandated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Board of Supervisors satisfied with high-risk audits services	95.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of recommendations implemented within three years	95.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of high-risk audits completed within 90 days after the close of the year	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of high-risk audits completed.	7	22	22	0	0.0%
Demand	Number of high-risk audits scheduled on audit plan approved by the Board of Supervisors	13	22	22	0	0.0%
Efficiency	Cost per high-risk audits completed	$ 160,825.26	$ 45,234.23	$ 72,203.95	$ (26,969.73)	-59.6%
Expenditure						
	100 - GENERAL	$ 1,125,777	$ 995,153	$ 1,588,487	$ (593,334)	0.0%
	Total Uses	$ 1,125,777	$ 995,153	$ 1,588,487	$ (593,334)	0.0%

Performance measures for FY 2008-09 reflect cost for services relating to all audit work and strategic information provided to the Board of Supervisors budgeted only under the High Risk Audit Services Activity. A strategic business plan review process is currently underway.

Medium Risk Audits Activity

The purpose of the Medium Risk Audits Activity is to provide independent assessments of medium-risk audit services and make recommendations to the Board of Supervisors so they can make informed decisions.

Mandates: Arizona Supreme Court Administrative Order 93-52 including revisions 94-68 and 97-62. In addition, administrative mandates as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Board of Supervisors satisfied with medium-risk audits services	100.0%	100.0%	Not Reported		
Output	Number of medium-risk audits completed	2	6	0	-6	-100.00%
Demand	Number of medium-risk audits scheduled on audit plan approved by the Board of Supervisors	6	8	0	-8	-100.00%
Efficiency	Cost per medium-risk audit completed	$ 150,632.72	$ 72,586.50	$ -	$ -	100.00%
Expenditure						
	100 - GENERAL	$ 301,265	$ 435,519	$ -	$ 435,519	0.0%
	Total Uses	$ 301,265	$ 435,519	$ -	$ 435,519	0.0%

Performance measures for FY 2008-09 reflect cost for services relating to all audit work and strategic information provided to the Board of Supervisors budgeted only under the High Risk Audit Services Activity. A strategic business plan review process is currently underway.

Low Risk Audits Activity

The purpose of the Low Risk Audits Activity is to provide independent assessments of low-risk audit services activities and make recommendations to the Board of Supervisors so they can make informed decisions.

Mandates: Office of Management and Budget (OMB) A-133 Single Audit Act; Arizona Supreme Court Administrative Order 93-52 including revisions 94-68 and 97-62.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Board of Supervisors satisfied with low-risk audits services	95.0%	100.0%	Not Reported		
Output	Number of low-risk Audits completed	2	4	0	-4	-100.00%
Demand	Number of low-risk audits scheduled on an audit plan approved by the Board of Supervisors	4	5	0	-5	-100.00%
Efficiency	Cost per low-risk audit completed	$43,932.44	$40,764.50	$0.00	$40,764.50	100.00%
Expenditure						
	100 - GENERAL	$ 87,865	$ 163,058	$ -	$ 163,058	0.0%
	Total Uses	$ 87,865	$ 163,058	$ -	$ 163,058	0.0%

Performance measures for FY 2008-09 reflect cost for services relating to all audit work and strategic information provided to the Board of Supervisors budgeted only under the High Risk Audit Services Activity. A strategic business plan review process is currently underway.

Programs and Activities

Management Services Program

The purpose of the Management Services Program is to provide independent high-risk strategic information to the Board of Supervisors so they can make informed decisions.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of Board of Supervisors satisfied with High-Risk Management Services	95.0%	100.0%	Not Reported		
Percent of high-risk management services activities completed within 90 days after the close of the year	95.0%	100.0%	Not Reported		
Percent of Board of Supervisors satisfied with Low-Risk Management Services	95.0%	100.0%	Not Reported		
Percent of Board of Supervisors satisfied with Medium-Risk Management Services	100.0%	100.0%	Not Reported		

Activities that comprise this program include:

- High Risk Management Services
- Medium Risk Management Services
- Low Risk Management Services

High Risk Management Services Activity

The purpose of the High-Risk Management Services Activity is to provide independent high-risk strategic information to the Board of Supervisors so they can make informed decisions.

Mandates: No mandates.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Board of Supervisors satisfied with High-Risk Management Services	100.0%	100.0%	Not Reported		
Result	Percent of high-risk management services activities completed within 90 days after the close of the year	95.0%	100.0%	0.0%	(100.0%)	-100.00%
Output	Number of high-risk management services activities completed	3	3	0	-3	-100.00%
Demand	Number of high-risk management services activities scheduled on the plan approved by the Board of Supervisors.	1	4	0	-4	-100.00%
Efficiency	Cost per high-risk management services activity completed	$29,065.66	$19,926.33	$0.00	$19,926.33	100.00%
Expenditure						
	100 - GENERAL	$ 87,197	$ 59,779	$ -	$ 59,779	0.0%
	Total Uses	$ 87,197	$ 59,779	$ -	$ 59,779	0.0%

Performance measures for FY 2008-09 reflect cost for services relating to all audit work and strategic information provided to the Board of Supervisors budgeted only under the High Risk Audit Services Activity. A strategic business plan review process is currently underway.

Medium Risk Management Services Activity

The purpose of this Medium-Risk Management Services Activity is to provide independent medium-risk strategic information to the Board of Supervisors so they can make informed decisions.

Mandates: No mandates.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Board of Supervisors satisfied with Medium-Risk Management Services	100.0%	100.0%	Not Reported		
Output	Number of medium-risk management services activities completed	3	3	0	-3	-100.00%
Demand	Number of medium-risk management services activities scheduled on the plan approved by the Board of Supervisors	1	4	0	-4	-100.00%
Efficiency	Cost per medium-risk management services activity completed	$9,591.28	$38,327.00	$0.00	$38,327.00	100.00%
Expenditure						
	100 - GENERAL	$ 28,774	$ 114,981	$ -	$ 114,981	0.0%
	Total Uses	$ 28,774	$ 114,981	$ -	$ 114,981	0.0%

Performance measures for FY 2008-09 reflect cost for services relating to all audit work and strategic information provided to the Board of Supervisors budgeted only under the High Risk Audit Services Activity. A strategic business plan review process is currently underway.

Low Management Services Activity

The purpose of this Low-Risk Management Services Activity is to provide independent low-risk strategic information to the Board of Supervisors so they can make informed decisions.

Mandates: No mandates.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Board of Supervisors satisfied with Low-Risk Management Services	0.0%	100.0%	Not Reported		
Output	Number of low-risk management services activities completed	4	4	0	-4	-100.00%
Demand	Number of low-risk management services activities scheduled on the plan approved by the Board of Supervisors	4	5	0	-5	-100.00%
Efficiency	Cost per low-risk management services activity completed	$12,426.28	$4,844.25	$0.00	$4,844.25	100.00%
Revenue						
	100 - GENERAL	$ -	$ 1,993	$ -	$ (1,993)	0.0%
	Total Sources	$ -	$ 1,993	$ -	$ (1,993)	0.0%
Expenditure						
	100 - GENERAL	$ 49,705	$ 19,377	$ -	$ 19,377	0.0%
	Total Uses	$ 49,705	$ 19,377	$ -	$ 19,377	0.0%

Performance measures for FY 2008-09 reflect cost for services relating to all audit work and strategic information provided to the Board of Supervisors budgeted only under the High Risk Audit Services Activity. A strategic business plan review process is currently underway. A budget was also not submitted for revenue in the Low Risk Management Services Activity, as informational material previously provided to the public for a fee is now available online.

Appropriated Budget Reconciliation

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET	**$**	**1,949,548**	**$**	**85**
MID-YEAR ADJUSTMENTS:				
Employee Market Compensation Adjustments (Admin Phase II Market Study)	$	89,635	$	-
Jan. 2008 Administrative Reductions		(50,980)		-
Executive Compensation Pay Adjustment (Effective 11/7/07)		6,195		-
Subtotal	$	44,850	$	-
FY 2007-08 REVISED RESTATED BUDGET	**$**	**1,994,398**	**$**	**85**
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)	$	-	$	-
Retirement Contributions		-		-
FY 2008-09 Pay for Performance		-		-
Annualization of Jan. 2008 Administrative Reductions		(50,980)		-
Annualization of Excecutive Compensation Pay Adjustment		2,322		-
Subtotal	$	(48,658)	$	-
FY 2008-09 BUDGET TARGET	**$**	**1,945,740**	**$**	**85**
REQUESTED ADJUSTMENTS:				
Requested Revenue Below Target Educational Supply Materials Depleted	$	-	$	(85)
Subtotal	$	-	$	(85)
FY 2008-09 REQUESTED BUDGET	**$**	**1,945,740**	**$**	**-**
BUDGET BALANCING ADJUSTMENTS:				
Consulting Services Adjustment	$	(101,954)	$	-
Subtotal	$	(101,954)	$	-
FY 2008-09 ADOPTED OPERATING BUDGET	**$**	**1,843,786**	**$**	**-**
PERCENT CHANGE FROM TARGET AMOUNT		*-5.2%*		*-100.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$**	**1,843,786**	**$**	**-**

Justice Courts

Analysis by Dexter C. Thomas, Sr. Management & Budget Analyst

Summary

Mission

The commitment and mission of the Justice Courts in Maricopa County is to provide justice to litigants, defendants, victims, and the public so that they can obtain legal resolution that is timely, fair, and impartial.

Vision

The Justice Courts in Maricopa County are committed to continually striving to improve services through innovation and better business practices to resolve disputes and design programs that address family, civil, and criminal issues fairly and without undue delay. We are committed to be the best at what we do, whether providing a judicial forum or specific customer-centered programs and how to position ourselves to anticipate change, rather than react to it.

Strategic Goals

- **By June 2008, the Justice Courts will provide timely, fair, and impartial justice in case processing by resolving 95% of all Court cases in compliance with established limited jurisdiction court standards.**

  Status: Justice Courts will work to decrease backlog in case processing time to achieve time standards for case processing.

- **The Justice Courts will expand their ability to make informed decisions using timely, accurate, and coordinated information provided through the enhanced, integrated Court Information System (iCIS).**

  Status: Justice Courts will see tremendous benefits with the iCIS application, which ultimately benefits the citizens and juvenile populations of Maricopa County.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
80CV - CIVIL JUSTICE PROGRAM	$ 7,910,473	$ 6,983,722	$ 6,983,722	$ 7,952,073	$ 7,820,346	$ 836,624	12.0%
CVSC - CIVIL SMALL CLAIMS	85,790	-	-	-	-	-	
CIVT - CIVIL TRAFFIC	2,367,201	1,845,571	1,845,571	2,088,535	2,073,627	228,056	12.4%
FDET - FORCIBLE DETAINER	161,688	-	-	-	-	-	
INJH - INJUNCTIONS AGAINST HARASS	37,202	-	-	-	-	-	
ORDP - ORDERS OF PROTECTION	34,810	-	-	-	-	-	
SMCV - SMALL CIVIL (JUSTICE COURTS)	5,223,783	5,138,151	5,138,151	5,863,538	5,746,719	608,568	11.8%
80CJ - CRIMINAL JUSTICE PROGRAM	$ 13,655,159	$ 12,331,926	$ 12,331,926	$ 13,299,654	$ 12,695,303	$ 363,377	2.9%
CTRF - CRIMINAL TRAFFIC	231,174	-	-	-	-	-	
MCAD - MISDEMEANOR CRIM ADJUDICATION	13,389,856	12,331,926	12,331,926	13,277,254	12,695,303	363,377	2.9%
MDUI - MISDEMEANOR DUI	34,128	-	-	22,400	-	-	
TOTAL PROGRAMS	$ 21,565,632	$ 19,315,648	$ 19,315,648	$ 21,251,727	$ 20,515,649	$ 1,200,001	6.2%
USES							
80CV - CIVIL JUSTICE PROGRAM	$ 11,267,996	$ 12,410,176	$ 12,478,707	$ 12,843,700	$ 12,994,778	$ (516,071)	-4.1%
CVSC - CIVIL SMALL CLAIMS	1,291,553	1,470,230	1,477,897	1,511,327	1,539,149	(61,252)	-4.1%
CIVT - CIVIL TRAFFIC	3,927,402	4,378,162	4,404,527	4,483,029	4,644,606	(240,079)	-5.5%
FDET - FORCIBLE DETAINER	2,653,855	2,890,941	2,906,266	3,016,034	3,033,803	(127,537)	-4.4%
INJH - INJUNCTIONS AGAINST HARASS	627,919	634,747	638,580	717,271	750,567	(111,987)	-17.5%
ORDP - ORDERS OF PROTECTION	860,452	949,629	953,468	934,106	929,026	24,442	2.6%
SMCV - SMALL CIVIL (JUSTICE COURTS)	1,906,815	2,086,467	2,097,969	2,181,933	2,097,627	342	0.0%
80OS - COURT OPERATIONS SUPPORT PROG	$ 14,701	$ -	$ -	$ -	$ 66,159	$ (66,159)	
CSEC - COURT SECURITY	14,701	-	-	-	-	-	
PICO - PUB INFORM & COMMUNITY OUTRCH	-	-	-	-	66,159	(66,159)	
80CJ - CRIMINAL JUSTICE PROGRAM	$ 3,301,083	$ 3,661,177	$ 3,680,323	$ 3,567,138	$ 3,495,633	$ 184,690	5.0%
CTRF - CRIMINAL TRAFFIC	1,038,371	1,179,021	1,186,678	1,210,403	1,189,379	(2,701)	-0.2%
MCAD - MISDEMEANOR CRIM ADJUDICATION	1,457,994	1,651,487	1,659,139	1,628,051	1,600,137	59,002	3.6%
MDUI - MISDEMEANOR DUI	804,718	830,669	834,506	728,684	706,117	128,389	15.4%
99AS - ADMINISTRATIVE SERVICES PROG	$ 615,130	$ 293,843	$ 205,444	$ 208,428	$ 1,076,533	$ (871,089)	-424.0%
BDGT - BUDGETING	-	-	-	-	65,403	(65,403)	
ODIR - EXECUTIVE MANAGEMENT	615,130	293,843	205,444	208,428	410,146	(204,702)	-99.6%
FSAC - FINANCIAL SERVICES	-	-	-	-	372,459	(372,459)	
HRAC - HUMAN RESOURCES	-	-	-	-	228,525	(228,525)	
99GV - GENERAL GOVERNMENT	$ 55,702	$ 66,294	$ 66,293	$ 81,756	$ 66,294	$ (1)	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	55,702	66,294	66,293	81,756	66,294	(1)	0.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 658,434	$ 739,351	$ 739,818	$ 549,338	$ 850,260	$ (110,442)	-14.9%
BUAS - BUSINESS APPLICATION DEVELOP	584,321	739,351	739,818	549,338	811,129	(71,311)	-9.6%
DESK - DESKTOP SUPPORT	74,113	-	-	-	39,131	(39,131)	
TOTAL PROGRAMS	$ 15,913,046	$ 17,170,841	$ 17,170,585	$ 17,250,360	$ 18,549,657	$ (1,379,072)	-8.0%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ 887,384	$ 4,474	$ 4,474	$ -	$ 4,474	$ -	0.0%
SUBTOTAL	$ 887,384	$ 4,474	$ 4,474	$ -	$ 4,474	$ -	0.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 6,865,578	$ 6,372,615	$ 6,372,615	$ 7,291,795	$ 7,226,255	$ 853,640	13.4%
SUBTOTAL	$ 6,865,578	$ 6,372,615	$ 6,372,615	$ 7,291,795	$ 7,226,255	$ 853,640	13.4%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 12,701,303	$ 12,026,698	$ 12,026,698	$ 12,755,015	$ 12,150,259	$ 123,561	1.0%
SUBTOTAL	$ 12,701,303	$ 12,026,698	$ 12,026,698	$ 12,755,015	$ 12,150,259	$ 123,561	1.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 305,015	$ 153,749	$ 153,749	$ 347,294	$ 229,910	$ 76,161	49.5%
0650 - MISCELLANEOUS REVENUE	806,351	758,112	758,112	857,623	904,751	146,639	19.3%
SUBTOTAL	$ 1,111,366	$ 911,861	$ 911,861	$ 1,204,917	$ 1,134,661	$ 222,800	24.4%
ALL REVENUES	$ 21,565,632	$ 19,315,648	$ 19,315,648	$ 21,251,727	$ 20,515,649	$ 1,200,001	6.2%
TOTAL SOURCES	$ 21,565,632	$ 19,315,648	$ 19,315,648	$ 21,251,727	$ 20,515,649	$ 1,200,001	6.2%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 10,089,147	$ 10,709,541	$ 10,709,541	$ 10,875,810	$ 9,599,742	$ 1,109,799	10.4%
0705 - TEMPORARY PAY	413,625	406,697	406,697	408,078	1,755,146	(1,348,449)	-331.6%
0710 - OVERTIME	98,542	120,936	120,936	146,829	118,836	2,100	1.7%
0750 - FRINGE BENEFITS	3,441,152	4,017,640	4,018,106	3,945,050	4,096,293	(78,187)	-1.9%
0790 - OTHER PERSONNEL SERVICES	208,927	191,507	191,507	134,122	459,226	(267,719)	-139.8%
0795 - PERSONNEL SERVICES ALLOC-OUT	(563,500)	-	-	-	(1,741,254)	1,741,254	
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	-	2,370,117	(2,370,117)	
SUBTOTAL	$ 13,687,892	$ 15,446,321	$ 15,446,787	$ 15,509,889	$ 16,658,106	$ (1,211,319)	-7.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 360,471	$ 219,156	$ 219,156	$ 293,615	$ 249,714	$ (30,558)	-13.9%
SUBTOTAL	$ 846,220	$ 219,156	$ 219,156	$ 293,615	$ 249,714	$ (30,558)	-13.9%
SERVICES							
0810 - LEGAL SERVICES	$ 8,230	$ 11,000	$ 11,000	$ 14,190	$ 11,000	$ -	0.0%
0812 - OTHER SERVICES	444,910	504,226	503,754	442,991	580,886	(77,132)	-15.3%
0820 - RENT & OPERATING LEASES	685,350	710,799	710,799	697,537	735,137	(24,338)	-3.4%
0825 - REPAIRS AND MAINTENANCE	15,008	31,398	31,398	14,491	49,674	(18,276)	-58.2%
0839 - INTERNAL SERVICE CHARGES	82,559	73,817	73,817	114,342	74,817	(1,000)	-1.4%
0841 - TRAVEL	19,540	43,874	43,749	32,966	50,898	(7,149)	-16.3%
0842 - EDUCATION AND TRAINING	17,603	30,150	30,025	23,454	31,025	(1,000)	-3.3%
0843 - POSTAGE/FREIGHT/SHIPPING	97,582	100,100	100,100	98,692	108,400	(8,300)	-8.3%
0850 - UTILITIES	8,152	-	-	-	-	-	
SUBTOTAL	$ 1,378,934	$ 1,505,364	$ 1,504,642	$ 1,438,663	$ 1,641,837	$ (137,195)	-9.1%
CAPITAL							
0930 - VEHICLES & CONSTRUCTION EQUIP	$ -	$ -	$ -	$ 8,193	$ -	$ -	
SUBTOTAL	$ -	$ -	$ -	$ 8,193	$ -	$ -	
TOTAL USES	$ 15,913,046	$ 17,170,841	$ 17,170,585	$ 17,250,360	$ 18,549,657	$ (1,379,072)	-8.0%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 17,224,645	$ 15,563,589	$ 15,563,589	$ 16,852,878	$ 16,763,590	$ 1,200,001	7.7%
204 - JUSTICE CT JUDICIAL ENHANCEMNT	$ 768,465	$ 657,982	$ 657,982	$ 878,394	$ 657,982	$ -	0.0%
245 - JUSTICE COURTS SPECIAL REVENUE	3,572,596	3,094,077	3,094,077	3,520,455	3,094,077	-	0.0%
TOTAL SPECIAL REVENUE	$ 4,341,061	$ 3,752,059	$ 3,752,059	$ 4,398,849	$ 3,752,059	$ -	0.0%
TOTAL FUNDS	$ 21,565,706	$ 19,315,648	$ 19,315,648	$ 21,251,727	$ 20,515,649	$ 1,200,001	6.2%
USES							
100 - GENERAL	$ 12,146,734	$ 13,458,934	$ 13,458,928	$ 14,069,992	$ 14,115,691	$ (656,763)	-4.9%
204 - JUSTICE CT JUDICIAL ENHANCEMNT	$ 453,733	$ 617,830	$ 617,580	$ 421,279	$ 657,476	$ (39,896)	-6.5%
245 - JUSTICE COURTS SPECIAL REVENUE	3,312,641	3,094,077	3,094,077	2,759,089	3,776,505	(682,428)	-22.1%
TOTAL SPECIAL REVENUE	$ 3,766,374	$ 3,711,907	$ 3,711,657	$ 3,180,368	$ 4,433,981	$ (722,324)	-19.5%
TOTAL FUNDS	$ 15,913,108	$ 17,170,841	$ 17,170,585	$ 17,250,360	$ 18,549,672	$ (1,379,087)	-8.0%

General Adjustments

Restatements: Restatement from Superior Court to Justice Courts to fund the new Justice Courts Department (240). Revenue of $16,763,590 and expenditures of $14,115,672 in the General Fund (100) are restated to Justice Courts.

Restatements: Restatement from Superior Court to Justice Courts to fund the new Justice Courts Department (240). Revenue of $657,982 and expenditures of $657,480 in the Justice Courts Judicial Enhancement Fund (204) are restated to Justice Courts.

Restatements: Restatement from Superior Court to Justice Courts to fund the new Justice Courts Department (240). Revenue of $3,094,077 and expenditures of $3,776,505 in the Justice Courts Special Revenue Fund (245) are restated to Justice Courts.

Programs and Activities

Criminal Justice Program

The purpose of the Criminal Justice Program is to resolve felony and misdemeanor cases for defendants, victims, and the public so that they are afforded timely and just legal resolutions.

Mandates

A.R.S. §22-301 gives Justice Courts jurisdiction in misdemeanor cases that do not involve imprisonment of more than six months or penalties in excess of $2,500.

Program Results

80CJ - CRIMINAL JUSTICE PROGRAM Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of Criminal Traffic cases resolved within 180 days.	77.8%	100.0%	99.0%	(1.0%)	-1.0%
Percent of Misdemenaor Criminal cases resolved within 180 days.	56.0%	81.0%	85.0%	4.0%	4.9%
Percent of Misdemeanor DUI cases resolved within 180 days.	71.7%	87.0%	90.0%	3.0%	3.4%

Activities that comprise this program include:

- Criminal Traffic Adjudication
- Misdemeanor DUI Adjudication
- Misdemeanor Criminal Adjudication

Criminal Traffic Activity

The purpose of the Criminal Traffic Adjudication Activity is to resolve criminal traffic cases for defendants and victims so that they are afforded timely and just legal resolutions.

Mandates: This activity supports the overall mandate of the Criminal Justice Program. A.R.S. §22-112 establishes that the Justice Courts are responsible for trying criminal traffic cases, excluding those that involve death or felony traffic charges, which are the responsibility of the Superior Court.

Performance Analysis:

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of Criminal Traffic cases resolved within 180 days.	77.8%	100.0%	99.0%	(1.0%)	-1.0%
Number of Criminal Traffic cases resolved.	65,635	71,893	72,592	699	1.0%
Number of Criminal Traffic (CTRF) cases filed.	67,357	69,834	73,326	3,492	5.0%
Cost per Criminal Traffic case resolved.	$15.82	$16.84	$16.38	$0.45	2.7%
100 - GENERAL	$ 77,674	$ -	$ -	$ -	0.0%
245 - JUSTICE COURTS SPECIAL REVENUE	153,501	-	-	-	0.0%
TOTAL SOURCES	$ 231,174	$ -	$ -	$ -	0.0%
100 - GENERAL	$ 819,373	$ 1,026,838	$ 972,920	$ 53,918	5.3%
204 - JUSTICE CT JUDICIAL ENHANCEMNT	21,819	1,247	24,786	(23,539)	-1887.7%
245 - JUSTICE COURTS SPECIAL REVENUE	197,179	182,318	191,673	(9,355)	-5.1%
TOTAL USES	$ 1,038,371	$ 1,210,403	$ 1,189,379	$ 21,024	1.7%

Misdemeanor Criminal Adjudication Activity

The purpose of the Misdemeanor Criminal Adjudication Activity is to resolve misdemeanor cases for defendants and victims so that they are afforded timely and just legal resolutions.

Mandates: This activity supports the overall mandate of the Criminal Justice Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Misdemenaor Criminal cases resolved within 180 days.	56.0%	81.0%	85.0%	4.0%	4.9%
Output	Number of Misdemeanor Criminal cases resolved.	20,900	19,650	21,665	2,015	10.3%
Demand	Number of Misdemeanor Criminal (MCAD) cases filed.	26,900	24,275	25,489	1,214	5.0%
Efficiency	Cost per Misdemeanor Criminal case resolved.	$69.76	$82.85	$73.86	$8.99	10.9%
Revenue						
	100 - GENERAL	$ 11,894,942	$ 11,835,161	$ 11,387,382	$ (447,779)	-3.8%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	384,062	321,076	271,488	(49,588)	-15.4%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,110,852	1,121,017	1,036,433	(84,584)	-7.5%
	TOTAL SOURCES	$ 13,389,856	$ 13,277,254	$ 12,695,303	$ (581,951)	-4.4%
Expenditure						
	100 - GENERAL	$ 1,233,708	$ 1,404,034	$ 1,151,454	$ 252,580	18.0%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	6,988	(2)	30,233	(30,235)	1511750.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	217,298	224,019	418,450	(194,431)	-86.8%
	TOTAL USES	$ 1,457,994	$ 1,628,051	$ 1,600,137	$ 27,914	1.7%

Misdemeanor DUI Activity

The purpose of the Misdemeanor DUI Adjudication Activity is to resolve misdemeanor DUI cases for defendants and victims so that they are afforded timely and just legal resolutions.

Mandates: This activity supports the overall mandate of the Criminal Justice Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Misdemeanor DUI cases resolved within 180 days.	71.7%	87.0%	90.0%	3.0%	3.4%
Output	Number of Misdemeanor DUI cases resolved.	11,198	10,080	10,917	837	8.3%
Demand	Number of Misdemeanor DUI cases filed.	11,968	11,552	12,130	578	5.0%
Efficiency	Cost per Misdemeanor DUI case resolved.	$71.86	$72.29	$64.68	$7.61	10.5%
Revenue						
	100 - GENERAL	$ 34,128	$ -	$ -	$ -	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	-	22,400	-	(22,400)	-100.0%
	TOTAL SOURCES	13,389,856	13,277,254	12,695,303	(581,951)	-4.4%
Expenditure						
	100 - GENERAL	$ 653,368	$ 618,155	$ 584,905	$ 33,250	5.4%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	10,231	1,684	17,840	(16,156)	-959.4%
	245 - JUSTICE COURTS SPECIAL REVENUE	141,119	108,845	103,372	5,473	5.0%
	TOTAL USES	$ 804,718	$ 728,684	$ 706,117	$ 22,567	3.1%

Civil Justice Program

The purpose of the Civil Justice Program is to resolve civil cases for litigants so that they are afforded timely and just legal resolutions.

Program Results

80CJ - CIVIL COURT Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of Civil Traffic cases resolved within 180 days.	85.9%	102.0%	100.0%	(2.0%)	-2.0%
Percent of Small Claims cases resolved within 180 days.	57.4%	76.0%	80.0%	4.0%	5.3%
Percent of Small Civil cases resolved within 180 days.	99.6%	80.0%	80.0%	(0.0%)	0.0%

Activities that comprise this program include:

- Civil Traffic
- Civil Small Claims
- Forcible Detainer
- Injunctions Against Harassment
- Orders of Protection
- Small Civil (Justice Courts)

Civil Traffic Activity

The purpose of the Civil Traffic Activity is to resolve civil traffic cases in Justice Courts for defendants and victims so that they are afforded timely and just legal resolutions.

Mandates: A.R.S. §22-112 establishes that trying civil traffic violations is within the jurisdiction of the Justice Courts.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Civil Traffic cases resolved within 180 days.	85.9%	102.0%	100.0%	(2.0%)	-2.0%
Output	Number of Civil Traffic cases resolved.	153,826	156,852	160,365	3,513	2.2%
Demand	Number of Civil Traffic (CIVT) cases filed.	148,642	152,729	160,365	7,636	5.0%
Efficiency	Cost per Civil Traffic case resolved.	$25.53	$28.58	$28.96	-$0.38	-1.3%
Revenue						
	100 - GENERAL	$ 1,461,872	$ 1,265,387	$ 1,184,115	$ (81,272)	-6.4%
	245 - JUSTICE COURTS SPECIAL REVENUE	905,328	823,148	889,512	66,364	8.1%
	TOTAL SOURCES	$ 2,367,201	$ 2,088,535	$ 2,073,627	$ (14,908)	-0.7%
Expenditure						
	100 - GENERAL	$ 3,104,506	$ 3,628,360	$ 3,463,858	$ 164,502	4.5%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	188,711	211,516	348,672	(137,156)	-64.8%
	245 - JUSTICE COURTS SPECIAL REVENUE	634,185	643,153	832,076	(188,923)	-29.4%
	TOTAL USES	$ 3,927,402	$ 4,483,029	$ 4,644,606	$ (161,577)	-3.6%

Civil Small Claims Activity

The purpose of the Civil Small Claims Activity is to resolve small claims cases in Justice Courts for litigants so that they are afforded timely and just legal resolutions.

Mandates: A.R.S. §§22-201 and 22-503 gives the Justice Courts jurisdiction in all civil actions where the amount involved is less than $10,000 (exclusive jurisdiction for cases involving less than $5,000).

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Small Claims cases resolved within 180 days.	57.4%	76.0%	80.0%	4.0%	5.3%
Output	Number of Small Claims cases resolved.	14,048	12,596	13,877	1,281	10.2%
Demand	Number of Small Claims (CVSC) cases filed.	14,276	16,520	17,346	826	5.0%
Efficiency	Cost per Small Claims case resolved.	$91.94	$119.98	$110.91	$9.07	7.6%
Revenue						
	100 - GENERAL	$ 85,790	$ -	$ -	$ -	0.0%
	TOTAL SOURCES	$ 85,790	$ -	$ -	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 1,042,728	$ 1,172,148	$ 1,226,295	$ (54,147)	-4.6%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	4,353	91,839	35,679	56,160	61.2%
	245 - JUSTICE COURTS SPECIAL REVENUE	244,472	247,340	277,175	(29,835)	-12.1%
	TOTAL USES	$ 1,291,553	$ 1,511,327	$ 1,539,149	$ (27,822)	-1.8%

Forcible Detainer Activity

The purpose of the Forcible Detainer Activity is to resolve forcible detainer cases in Justice Courts for litigants so that they are afforded timely and just legal resolutions.

Mandates: A.R.S. §22-201 establishes that jurisdiction over forcible detainer complaints is shared between Justice Courts or the Superior Court, while A.R.S. §§12-1179 and 12-1182 allow for forcible detainer appeals to be filed in the Superior Court and the Supreme Court, respectively.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported	0.0%	0.0%
Output	Number of Forcible Detainer cases resolved.	73,178	82,825	80,562	-2,263	-2.7%
Demand	Number of Forcible Detainer (FDET) cases filed.	81,945	80,764	84,802	4,038	5.0%
Efficiency	Cost per Forcible Detainer case resolved.	$36.27	$36.41	$37.66	-$1.24	-3.4%
Revenue						
	100 - GENERAL	$ 161,688	$ -	$ -	$ -	0.0%
	TOTAL SOURCES	$ 161,688	$ -	$ -	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 2,256,719	$ 2,651,663	$ 2,412,105	$ 239,558	9.0%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	96,464	93,595	134,002	(40,407)	-43.2%
	245 - JUSTICE COURTS SPECIAL REVENUE	300,672	270,776	487,696	(216,920)	-80.1%
	TOTAL USES	$ 2,653,855	$ 3,016,034	$ 3,033,803	$ (17,769)	-0.6%

The department will be developing new measures as part of the strategic business plan update process.

Injunctions Against Harassment Activity

The purpose of the Injunctions Against Harassment Activity is to provide injunctions against harassment to litigants with cause so that they receive timely and just legal resolutions.

Mandates: A.R.S. §§12-1809 and 12-1810 establish that any court may issue injunctions against harassment and against workplace harassment, respectively, when presented with an appropriate written petition.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported	0.0%	0.0%
Output	Number of Injunctions Against Harassment issued.	5,206	4,974	5,223	249	5.0%
Demand	Number of Injunctions Against Harassment (INJH) requested.	5,269	4,974	5,223	249	5.0%
Efficiency	Cost per Injunction Against Harassment issued.	$120.61	$144.20	$143.70	$0.50	0.3%
Revenue						
	100 - GENERAL	$ 37,202	$ -	$ -	$ -	0.0%
	TOTAL SOURCES	$ 37,202	$ -	$ -	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 547,884	$ 609,036	$ 635,766	$ (26,730)	-4.4%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	6,374	347	12,393	(12,046)	-3471.5%
	245 - JUSTICE COURTS SPECIAL REVENUE	73,662	107,888	102,408	5,480	5.1%
	TOTAL USES	$ 627,919	$ 717,271	$ 750,567	$ (33,296)	-4.6%

The department will be developing new measures as part of the strategic business plan update process.

Orders of Protection Activity

The purpose of the Orders of Protection Activity is to provide orders of protection to litigants with cause so that they receive timely and just legal resolutions.

Mandates: A.R.S. §13-3602 establishes that any court may issue orders of protection when presented with an appropriate written petition. The court must review the petition to determine whether there is adequate cause to believe that the defendant has committed or is likely to commit an act of domestic violence. If approved the order is filed and dispatched to the Constable or Sheriff for service to the defendant.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	0.0%	0.0%	0.0%	0.0%	0.0%
Output	Number of Orders of Protection issued.	5,392	4,945	58,314	53,369	1079.3%
Demand	Number of Orders of Protection (ORDP) requested.	$5,557.00	$4,945.00	$72,892.00	$67,947.00	1374.1%
Efficiency	Cost per Order of Protection issued.	$159.58	$188.90	$15.93	$172.97	91.6%
Revenue						
	100 - GENERAL	$ 34,810	$ -	$ -	$ -	$ -
	TOTAL SOURCES	$ 34,810	$ -	$ -	$ -	$ -
Expenditure						
	100 - GENERAL	$ 794,045	$ 861,256	$ 689,712	$ 171,544	19.9%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	4,372	486	15,116	(14,630)	-3010.3%
	245 - JUSTICE COURTS SPECIAL REVENUE	62,035	72,364	224,198	(151,834)	-209.8%
	TOTAL USES	$ 860,452	$ 934,106	$ 929,026	$ 5,080	0.5%

The department will be developing new measures as part of the strategic business plan update process.

Small Civil Activity

The purpose of the Small Civil Activity is to resolve Justice Court civil cases for litigants so that they are afforded timely and just legal resolutions.

Mandates: A.R.S. §22-503 gives the Justice Court Small Claims Divisions jurisdiction in all civil actions where the amount involved is less than $2,500 (excluding interest, costs, and attorney fees).

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Small Civil cases resolved within 180 days.	99.6%	80.0%	80.0%	(0.0%)	0.0%
Output	Number of Small Civil cases resolved.	59,060	55,647	58,314	2,667	4.8%
Demand	Number of Small Civil (SMCV) cases filed.	50,660	69,421	72,892	3,471	5.0%
Efficiency	Cost per Small Civil case resolved.	$32.29	$39.21	$35.97	$3.24	8.3%
Revenue						
	100 - GENERAL	$ 3,436,519	$ 3,752,330	$ 4,192,093	$ 439,763	11.7%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	384,400	557,318	386,494	(170,824)	-30.7%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,402,864	1,553,890	1,168,132	(385,758)	-24.8%
	TOTAL SOURCES	$ 5,223,783	$ 5,863,538	$ 5,746,719	$ (116,819)	-2.0%
Expenditure						
	100 - GENERAL	$ 1,528,664	$ 1,834,164	$ 1,615,307	$ 218,857	11.9%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	8,593	973	29,009	(28,036)	-2881.4%
	245 - JUSTICE COURTS SPECIAL REVENUE	369,558	346,796	453,311	(106,515)	-30.7%
	TOTAL USES	$ 1,906,815	$ 2,181,933	$ 2,097,627	$ 84,306	3.9%

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ -**	**$ -**
FY 2007-08 REVISED RESTATED BUDGET	**$ -**	**$ -**
FY 2008-09 BUDGET TARGET	**$ -**	**$ -**
FY 2008-09 REQUESTED BUDGET	**$ -**	**$ -**
FY 2008-09 TENTATIVE BUDGET	**$ -**	**$ -**
RESTATEMENTS:		
Restate Justice Court Funding from Trial Courts (800)	$ 14,115,672	$ 16,763,590
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 14,115,672**	**$ 16,763,590**
FY 2008-09 ADOPTED BUDGET	**$ 14,115,672**	**$ 16,763,590**

Justice Court Judicial Enhancement Fund (204)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ -**	**$ -**
FY 2007-08 REVISED RESTATED BUDGET	**$ -**	**$ -**
FY 2008-09 BUDGET TARGET	**$ -**	**$ -**
FY 2008-09 REQUESTED BUDGET	**$ -**	**$ -**
FY 2008-09 TENTATIVE BUDGET	**$ -**	**$ -**
RESTATEMENTS:		
Restate Justice Court Judicial Enhancement Funding from Trial Courts (800)	$ 657,480	$ 657,982
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 657,480**	**$ 657,982**
FY 2008-09 ADOPTED BUDGET	**$ 657,480**	**$ 657,982**

Justice Court Special Revenue Fund (245)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ -**	**$ -**
FY 2007-08 REVISED RESTATED BUDGET	**$ -**	**$ -**
FY 2008-09 BUDGET TARGET	**$ -**	**$ -**
FY 2008-09 REQUESTED BUDGET	**$ -**	**$ -**
FY 2008-09 TENTATIVE BUDGET	**$ -**	**$ -**
RESTATEMENTS:		
Restate Justice Court Special Revenue Funding from Trial Courts (800)	$ 3,776,505	$ 3,094,077
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 3,776,505**	**$ 3,094,077**
FY 2008-09 ADOPTED BUDGET	**$ 3,776,505**	**$ 3,094,077**

Justice System Planning & Information

Analysis by Bradley Kendrex, Sr. Management & Budget Analyst

Summary

Mission

TBD

Vision

TBD

Strategic Goals

- **By July 2010, the ICJIS Agency will provide and maintain the primary pathways for criminal justice agency data exchanges, by continuing to develop and implement secure and reliable web-enabled services, so that all Maricopa County justice and law enforcement agencies have the means to share common data, eliminate redundant data entry, and efficiently manage operations.**

  Status: ICJIS is continuing to maintain its production Data Exchanges as well as completing the design, development, and implementation of Data Exchanges that were near completion as of FY08. The five primary ICJIS stakeholders (Maricopa County Sheriff, County Attorney, Superior Court, Clerk of Superior Court, and Indigent Rep Agencies) rely on ICJIS systems in their daily criminal justice operations.

- **By July 2010, ICJIS data exchanges and supporting systems will become the preferred method and source to exchange vital criminal justice information in a timely, efficient, accurate, and secure manner among justice and law enforcement agencies external to Maricopa County (federal, state, and local), so that they can securely maintain efficient and effective operations.**

  Status: ICJIS systems are being designed and implemented, supporting interfaces with federal, state, and local systems where appropriate and approved by ICJIS Governance.

- **By July 2010, ICJIS Agency data systems will be relied upon by justice and law enforcement agencies internal and external to Maricopa County, to provide aggregate statistical information on criminal justice processes, so that criminal justice analysts and leaders may access and use vital criminal justice management information for evidence-based public policy decision making.**

  Status: ICJIS Governance has created its Management Information Access Committee (MIAC) to process requests for aggregate statistical information on criminal justice processes. ICJIS is in position to support the gathering of statistical data that would support analysis and decision making where appropriate and approved by ICJIS Governance.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	
							%
EXPENDITURES							
99AS - ADMINISTRATIVE SERVICES	$ 168,594	$ 717,019	$ 993,018	$ 725,248	$ 421,841	$ 571,177	57.5%
ODIR - EXECUTIVE MANAGEMENT	168,594	717,019	993,018	725,248	421,841	571,177	57.5%
99GV - GENERAL GOVERNMENT	$ 8,246	$ 290,606	$ 14,606	$ 14,604	$ 14,604	$ 2	0.0%
GGOV - GENERAL GOVERNMENT	-	276,000	-	-	-	-	
ISFC - INTERNAL SERVICE FUND CHARGES	8,246	14,606	14,606	14,604	14,604	2	0.0%
99IT - INFORMATION TECHNOLOGY	$ 1,335,189	$ 1,822,713	$ 1,751,956	$ 1,651,158	$ 1,801,416	$ (49,460)	-2.8%
BUAS - BUSINESS APPLICATION DEVELOP	1,335,189	1,822,713	1,751,956	1,651,158	1,801,416	(49,460)	-2.8%
TOTAL PROGRAMS	$ 1,512,029	$ 2,830,338	$ 2,759,580	$ 2,391,010	$ 2,237,861	$ 521,719	18.9%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 797,892	$ 1,899,422	$ 1,899,422	$ 1,698,122	$ 807,289	$ 1,092,133	57.5%
0750 - FRINGE BENEFITS	191,201	521,991	521,991	414,846	218,632	303,359	58.1%
0790 - OTHER PERSONNEL SERVICES	-	-	-	6,494	-	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(547,629)	(1,212,428)	(1,212,428)	(1,139,999)	-	(1,212,428)	100.0%
SUBTOTAL	$ 441,464	$ 1,208,985	$ 1,208,985	$ 979,463	$ 1,025,921	$ 183,064	15.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 262,146	$ 377,891	$ 377,891	$ 356,528	$ 431,253	$ (53,362)	-14.1%
SUBTOTAL	$ 262,146	$ 377,891	$ 377,891	$ 356,528	$ 431,253	$ (53,362)	-14.1%
SERVICES							
0812 - OTHER SERVICES	$ 341,765	$ 692,412	$ 646,454	$ 638,802	$ 272,308	$ 374,146	57.9%
0820 - RENT & OPERATING LEASES	(256)	-	-	996	2,988	(2,988)	0.0%
0825 - REPAIRS AND MAINTENANCE	129,153	69,055	69,055	69,055	62,828	6,227	9.0%
0839 - INTERNAL SERVICE CHARGES	(12,686)	12,373	12,373	16,079	17,340	(4,967)	-40.1%
0841 - TRAVEL	8,458	14,145	14,145	7,041	14,718	(573)	0.0%
0842 - EDUCATION AND TRAINING	40,132	48,800	24,000	18,865	7,000	17,000	70.8%
0843 - POSTAGE/FREIGHT/SHIPPING	-	-	-	163	185	(185)	
SUBTOTAL	$ 506,566	$ 836,785	$ 766,027	$ 751,001	$ 377,367	$ 388,660	50.7%
CAPITAL							
0950 - DEBT SERVICE	$ 301,852	$ 406,677	$ 406,677	$ 304,018	$ 403,320	$ 3,357	-
SUBTOTAL	$ 301,852	$ 406,677	$ 406,677	$ 304,018	$ 403,320	$ 3,357	0.0%
TOTAL USES	$ 1,512,029	$ 2,830,338	$ 2,759,580	$ 2,391,010	$ 2,237,861	$ 521,719	18.9%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
100 - GENERAL	$ -	$ 846,536	$ 846,536	$ 725,245	$ 542,057	$ 304,479	36.0%
255 - DETENTION OPERATIONS	1,512,029	1,983,802	1,913,044	1,665,765	1,695,804	217,240	11.4%
TOTAL SPECIAL REVENUE	$ 1,512,029	$ 1,983,802	$ 1,913,044	$ 1,665,765	$ 1,695,804	$ 217,240	11.4%
TOTAL FUNDS	$ 1,512,029	$ 2,830,338	$ 2,759,580	$ 2,391,010	$ 2,237,861	$ 521,719	18.9%

General Adjustments

Create IT Operations Manager position: An IT Operations Manager position is being created at a total salary and benefit cost of $120,213 to oversee the ongoing maintenance of the Integrated Criminal Justice Information System (ICJIS).

Eliminate Asst. County Manager – Criminal Justice position: The Assistant County Manager – Criminal Justice position is being eliminated in a reorganization of the department, reducing the General Fund budget by $198,967.

Adjust Personnel: The General Fund budget is being increased by $50,000 to augment the personal services budget for the cost of a contract staff position.

Programs and Activities

Crime and Delinquency Prevention Program

The purpose of the Crime and Delinquency Prevention program is to provide technical assistance, analytical support, and professional services to County agencies, state and local governments, and community groups so they can implement community and evidence-based prevention strategies.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of recommended crime and delinquency strategies implemented	Not Reported	Not Reported	Not Reported		
% of community partners who report that technical assistance was effective	Not Reported	Not Reported	Not Reported		
% of teens reporting Meth Use	Not Reported	Not Reported	Not Reported		
% of adults testing positive for Meth use via workplace testing	Not Reported	Not Reported	Not Reported		

Activities that comprise this program include:

- AZ Meth Project
- Crime and Delinquency Prevention

AZ Meth Project Activity

The purpose of the AZ Meth Project activity is to provide a Meth use prevention advertising campaign and community outreach services to citizens within the State of Arizona so they can reduce first-time Meth use.

Mandates: This is a non-mandated activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of adults testing positive for Meth use via workplace testing	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported
Result	% of teens reporting Meth Use	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported
Output	# of ads (television, billboards, radio, etc.) shown	Not Reported	20,000	23,000	3,000	13.0%
Output	# of meetings facilities/presentations made	Not Reported	125	154	29	18.8%
Output	# of materials mailed	Not Reported	60,000	71,390	11,390	16.0%
Output	# of contacts (web comments, phone calls) returned	Not Reported	525	800	275	34.4%
Output	# of teens surveyed regarding meth use	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported
Demand	# of meetings/presentations requested	Not Reported	125	170	45	26.5%
Demand	# of contacts received	Not Reported	525	800	275	34.4%
Demand	# of materials requested	Not Reported	60,000	71,410	11,410	16.0%
Efficiency	Cost per ad shown	Not Reported	$0	$0		
Efficiency	Cost per meeting/presentation facilitated	Not Reported	$0	$0		
Efficiency	Cost per materials mailed	Not Reported	$0	$0		

Crime and Delinquency Prevention Activity

The purpose of the Crime and Delinquency Prevention activity is to provide technical assistance, analytical support, and professional services to County agencies, state and local governments, and community groups so they can implement evidence-based strategies.

Mandates: This is a non-mandated activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of recommended crime and delinquency strategies implemented	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported
Result	% of community partners who report that technical assistance was effective	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported
Output	# of reports provided	Not Reported	13	13	0	0.0%
Output	# of crime and delinquency prevention strategies recommended	Not Reported	1	1	0	0.0%
Output	# of meetings facilitated	Not Reported	150	150	0	0.0%
Demand	# of reports requested	Not Reported	1	1	0	0.0%
Demand	# of strategies recommended	Not Reported	0	0	0	
Demand	# of meetings requested	Not Reported	150	150	0	0.0%
Efficiency	Cost per crime and delinquency prevention strategy recommended	Not Reported	$0	$0	$0	
Efficiency	Cost per meeting facilitated	Not Reported	$0	$0	$0	
Efficiency	Cost per report provided	Not Reported	$0	$0	$0	

Justice System Planning and Analysis Program

The purpose of the Justice System Planning and Analysis program is to provide research, planning, and analytical support to County management and justice agencies so they can administer the justice system cost effectively and implement justice policies to address operational problems in the justice system.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of County management and justice agencies who report that JSPA's reports, analyses, recommendations, and projections provide information useful for policy development	Not Reported	Not Reported	Not Reported		
% of research reports utilized in decision making	Not Reported	75.0%	0.0%	(75.0%)	-100.0%
% of data analyses utilized in decision making	Not Reported	75.0%	Not Reported		
% of policy analyses and recommendations adopted	Not Reported	66.7%	0.0%	(66.7%)	-100.0%

Activities that comprise this program include:

- Research and Planning

Research and Planning Activity

The purpose of the Research and Planning activity is to provide research, analytical support, and planning information services to County management and justice agencies so they can address justice system operational problems, future growth, demands, and needs to more cost-effectively administer the system.

Mandates: This is a non-mandated activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of research reports utilized in decision making	Not Reported	75.0%	Not Reported		
Result	% of data analyses utilized in decision making	Not Reported	75.0%	Not Reported		
Result	% of policy analyses and recommendations adopted	Not Reported	66.7%	Not Reported		
Result	% of County management and justice agencies who report that JSPA's reports, analyses, recommendations, and projections provide information useful for policy development	Not Reported	Not Reported	Not Reported		
Output	# of reports provided		24	13	-11	-84.6%
Output	# of data analyses provided		24	Not Reported		
Output	# of policy analyses and recommendations provided	Not Reported	6	26	20	76.9%
Output	# of projections provided	Not Reported	6	Not Reported		
Output	# of meetings facilitated	Not Reported	62	Not Reported		
Output	# of managers surveyed about whether reports, analysis, recommendations, and projections provide useful information	Not Reported		Not Reported		
Demand	# of reports requested	Not Reported	24	Not Reported		
Demand	# of data analyses requested	Not Reported	24	Not Reported		
Demand	# of policy analyses and recommendations requested	Not Reported	6	Not Reported		
Demand	# of projections requested	Not Reported	6	Not Reported		
Demand	# of meetings requested	Not Reported	62	Not Reported		
Efficiency	Cost per data analysis provided	Not Reported	Not Reported	Not Reported		
Efficiency	Cost per meeting facilitated	Not Reported	Not Reported	Not Reported		
Efficiency	Cost per report provided	Not Reported	Not Reported	Not Reported		
Efficiency	Cost per projection provided	Not Reported	Not Reported	Not Reported		
Efficiency	Cost per policy analysis and recommendations provided	Not Reported	Not Reported	Not Reported		

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE	
OPERATING					
FY 2007-08 ADOPTED BUDGET		**$**	**846,536**	**$**	**-**
FY 2007-08 REVISED RESTATED BUDGET		**$**	**846,536**	**$**	**-**
TARGET ADJUSTMENTS:					
Removal of one-time AARIN Project funding		$	(276,000)	$	-
FY 2008-09 BUDGET TARGET		**$**	**570,536**	**$**	**-**
FY 2008-09 REQUESTED BUDGET		**$**	**570,536**	**$**	**-**
BASE ADJUSTMENTS:					
Create IT Operations Manager position -- 1.0 FTE		$	120,213	$	-
BUDGET BALANCING ADJUSTMENTS:					
Eliminate Asst. County Manager - Criminal Justice position -- 1.0 FTE		$	(198,692)	$	-
Adjust personnel			50,000		-
	Subtotal	$	(148,692)	$	-
FY 2008-09 ADOPTED OPERATING BUDGET		**$**	**542,057**	**$**	**-**
PERCENT CHANGE FROM TARGET AMOUNT			*-5.0%*		
FY 2008-09 TOTAL ADOPTED BUDGET		**$**	**542,057**	**$**	**-**

Detention Fund (255)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 1,983,802**	**$ -**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (70,758)	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 1,913,044**	**$ -**
TARGET ADJUSTMENTS:		
Annualization of Jan. 2008 Administrative Reductions	$ (70,759)	$ -
Eliminate Network Security Officer position -- 1.0 FTE	(146,483)	-
Subtotal	$ (217,242)	$ -
FY 2008-09 BUDGET TARGET	**$ 1,695,802**	**$ -**
FY 2008-09 REQUESTED BUDGET	**$ 1,695,802**	**$ -**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 1,695,802**	**$ -**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 1,695,802**	**$ -**

Juvenile Probation

Analysis by Dexter C. Thomas, Sr. Management & Budget Analyst

Summary

Mission

The Mission of the Juvenile Probation Department is to provide access to evidence-based early intervention, supervision, treatment and secure care for youth and families so that youth learn accountability and responsibility, and community safety is enhanced.

Vision

Maricopa County Juvenile Probation is a place where justice means promoting public safety while improving & enriching the lives of youth, victims, families and the community.

Strategic Goals

- **To increase safety in detention facilities for children and staff and to reduce the expenses resulting from overcrowding, the department will use appropriate assessment tools and a graduated sanction plan to reduce the number of days that detention centers are overcapacity.**
    - **Benchmark: July 2006 – 324 days overcapacity (overall)**
    - **July 2007: Reduce by 8%, to no more than 298 days over capacity**
    - **July 2008: Reduce by 25%, to no more than 243 days over capacity**
    - **July 2009: Reduce by 44%, to no more than 182 days over capacity.**

  Status: In concert with the Detention Monitor, low risk juveniles are being recommended for release into the community and where appropriate placed into a Detention Alternative Program. Probation Services Supervisors continue to aggressively review all detention cases weekly with staff for possible release within the community under appropriate level and type of supervision pending their next court hearings.

- **To ensure that detention facilities are in compliance with nationally recognized standards, court orders and legislative mandates, the department will receive accreditation by meeting nationally recognized standards for the effective operation of juvenile detention facilities by July 2011.**

  Status: Currently, the Administrative Office of the Supreme Court has assembled a statewide Detention Task Force committee to identify standards for Juvenile Detention facilities. The standards are based on nationally recognized standards, court orders and legislative mandates. The work of the task force is to be completed by July 1, 2009. Juvenile Probation detention facilities will be in compliance with the identified State standards.

- **To provide services to those whose primary language is not English, enhancements to written and oral communications will be made.**
    - **July 2008: All forms used by the public will be made available in both English and Spanish.**
    - **July 2008: Department website will be offered in English and Spanish.**

- **July 2009: 80% of clients report that services was provided in a language that met their needs.**

  Status: Currently all reception areas in the department, including satellite offices have been given "I Speak" cards in order to identify the primary language spoken by the client. Furthermore, pocket sized cards with the Language Line information, has been provided to all Department staff. The department offers Spanish language training, in addition to other non-English language learning opportunities for staff members.

- **To provide appropriate access to services, by July 2009 the department will establish a process to assess demand for services and identify appropriate services based on needs.**

  Status: The workgroup continues to meet to assess and modify treatment processes. Work continues with the AOC relative to the Standardized Program Evaluation Protocol process.

- **By July 2009, the department will improve the reports provided by Investigative Probation Officers to the Juvenile Court Bench as evidenced by:**
  - **Benchmark: Judicial Officer Report Satisfaction Survey December 2006**
  - **Judicial satisfaction with quality of investigative reports will be 99%.**
  - **The timeliness of completion for most current information (MCI) and Disposition Reports will be 99%.**

  Status: With the transition from the Juvenile Online Tracking System (JOLTS) to the Integrated Court Information System (iCIS), the department has faced significant challenges in electronic tracking of the timeliness of MCI and Disposition reports. The department will continue to work on addressing this issue in 2009.

- **To provide judicial officers with reliable and valid information about a juvenile's risk to the community the department will implement an enhanced risk/needs instrument to facilitate the identification of meaningful interventions and active case planning.**
  - **By July 2007: Identify a viable risk/needs instrument**
  - **By December 2007: Begin one year pilot program**
  - **By July 2009: Develop associated case planning.**

  Status: Departmental staff is continuing to research options for validated risk/needs instruments.

- **By July 2010 all programs and practices will be reviewed based on risk, needs and benchmarks for successful outcomes – matching them to the needs of stakeholders, including juveniles and their families.**
  - **By July 2008: Review Detention Programs**
  - **By July 2009: Review Probation Supervision and Treatment Programs**
  - **By July 2010: Review Early Intervention & Prevention Programs.**

  Status: The department will continue to move towards Evidence Based Practices while monitoring this goal in FY 2008-09.

- **By July 2009, the department will establish programs designed to recruit appropriate applicants for vacant positions and increase employee retention by 15% over FY 2006 rates.**

  Status: The department has limited authority to fill vacant positions and has not participated in as many job fairs. Conversely, difficult financial times result in better retention rates.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
REVENUE							
27JD - JUVENILE DETENTION	$ 864,956	$ 2,383,991	$ 2,458,991	$ 1,701,718	$ 1,360,251	$ (1,098,740)	-44.7%
DALT - ALTERNATIVE TO JUV SECURE CARE	131,254	250,004	325,004	487,786	452,000	126,996	39.1%
PDIS - JUV PRE-DISPO SECURE CARE	733,702	2,133,987	2,133,987	1,213,932	908,251	(1,225,736)	-57.4%
27EN - JUVENILE EARLY INTERVENTION	$ 5,306,541	$ 6,049,207	$ 6,049,207	$ 4,325,705	$ 4,671,965	$ (1,377,242)	-22.8%
JVCP - JUV CRIME & TRUANCY PREVENTION	2,569,567	3,328,698	3,328,698	2,036,759	1,686,607	(1,642,091)	-49.3%
DVRN - JUVENILE COURT DIVERSION	2,736,973	2,720,509	2,720,509	2,288,946	2,985,358	264,849	9.7%
27JP - JUVENILE PROBATION SUPERVISION	$ 743,706	$ 1,103,488	$ 1,103,488	$ 685,708	$ 1,076,688	$ (26,800)	-2.4%
JCSA - JUV COURT SERVICES	97,937	15,000	15,000	-	-	(15,000)	-100.0%
JIPS - JUV INTENSIVE PROB SUPERVISION	(172,624)	-	-	-	-	-	
JSTD - JUV STANDARD PROB SUPERVISION	818,393	1,088,488	1,088,488	685,708	1,076,688	(11,800)	-1.1%
27JT - JUVENILE TREATMENT	$ 219,060	$ 365,757	$ 450,402	$ 317,271	$ 405,263	$ (45,139)	-10.0%
RTCA - JUVENILE RESIDENTIAL TREATMENT	(44,617)	279,903	279,903	204,211	335,263	55,360	19.8%
CMDV - JUVENILE SKILLS DEVELOPMENT	263,677	85,854	170,499	113,060	70,000	(100,499)	-58.9%
99AS - ADMINISTRATIVE SERVICES	$ 13,244	$ 19,909	$ 98,290	$ 110,462	$ 19,260	$ (79,030)	-80.4%
FSAC - FINANCIAL SERVICES	13,244	8,001	8,001	16,206	8,001	-	0.0%
RMGT - RISK MANAGEMENT	-	11,908	90,289	94,256	11,259	(79,030)	-87.5%
99GV - GENERAL GOVERNMENT	$ 3,268,525	$ 1,960,698	$ 1,960,698	$ 2,024,917	$ 3,760,698	$ 1,800,000	91.8%
GGOV - GENERAL GOVERNMENT	3,268,525	1,960,698	1,960,698	2,024,917	3,760,698	1,800,000	91.8%
TOTAL PROGRAMS	$ 10,416,031	$ 11,883,050	$ 12,121,076	$ 9,165,781	$ 11,294,125	$ (826,951)	-6.8%
EXPENDITURES							
27JD - JUVENILE DETENTION	$ 30,273,872	$ 33,541,799	$ 33,714,200	$ 31,583,129	$ 35,017,835	$ (1,303,635)	-3.9%
DALT - ALTERNATIVE TO JUV SECURE CARE	2,327,274	2,067,498	2,069,254	2,537,790	2,591,651	(522,397)	-25.2%
PSYC - JUV DET BEHAVIORAL HEALTH	663,195	754,129	755,636	689,142	2,080,126	(1,324,490)	-175.3%
JDAC - JUV DETENTION ASSESSMENT	1,408,968	1,553,693	1,556,520	1,704,728	1,642,410	(85,890)	-5.5%
JMED - JUV DETENTION MEDICAL HEALTH	2,835,781	3,187,224	3,195,675	2,771,930	3,048,335	147,340	4.6%
PDIS - JUV PRE-DISPO SECURE CARE	23,038,655	25,979,255	26,137,115	23,879,539	25,655,313	481,802	1.8%
27EN - JUVENILE EARLY INTERVENTION	$ 7,109,689	$ 7,856,500	$ 8,118,238	$ 7,636,483	$ 6,417,962	$ 1,700,276	20.9%
JVCP - JUV CRIME & TRUANCY PREVENTION	3,966,873	4,202,578	4,443,059	3,890,238	2,773,254	1,669,805	37.6%
DVRN - JUVENILE COURT DIVERSION	2,882,455	3,216,286	3,236,936	3,250,398	3,135,658	101,278	3.1%
TEEN - JUVENILE TEEN COURT	260,361	437,636	438,243	495,847	509,050	(70,807)	-16.2%
27JP - JUVENILE PROBATION SUPERVISION	$ 15,677,236	$ 16,793,939	$ 16,734,496	$ 16,930,318	$ 15,299,890	$ 1,434,606	8.6%
JCSA - JUV COURT SERVICES	4,513,218	-	-	-	-	-	
JIPS - JUV INTENSIVE PROB SUPERVISION	3,580,847	4,687,985	4,722,378	4,014,199	3,184,870	1,537,508	32.6%
SOPS - JUV SEX OFFENDER SUPV	-	594,643	600,390	35,499	87,931	512,459	85.4%
JSTD - JUV STANDARD PROB SUPERVISION	7,583,171	9,374,231	9,271,602	11,318,001	9,578,055	(306,453)	-3.3%
JPDI - PRE-DISPOSITION INVESTIGATIONS	-	1,759,870	1,763,102	1,513,503	2,403,139	(640,037)	-36.3%
DWRS - RESIDENTIAL DUAL WARD SUPV	-	377,210	377,024	49,116	45,895	331,129	87.8%
27JT - JUVENILE TREATMENT	$ 5,058,351	$ 5,405,858	$ 5,419,116	$ 4,615,413	$ 1,592,512	$ 3,826,604	70.6%
NRTA - JUV NON-RESIDENTIAL TREATMENT	277,833	354,694	356,096	506,881	461,416	(105,320)	-29.6%
SEXT - JUV SEX OFFENDER TREATMENT	61,374	274,447	276,376	71,958	92,352	184,024	66.6%
DRUG - JUVENILE DRUG TREATMENT	375,344	152,063	151,932	164,352	202,764	(50,832)	-33.5%
RTCA - JUVENILE RESIDENTIAL TREATMENT	258,155	412,930	415,229	387,337	340,226	75,003	18.1%
CMDV - JUVENILE SKILLS DEVELOPMENT	609,165	635,454	643,081	511,713	495,754	147,327	22.9%
YRAA - YOUTH RECOVERY ACADEMY	3,476,480	3,576,270	3,576,402	2,973,172	-	3,576,402	100.0%
99AS - ADMINISTRATIVE SERVICES	$ 3,659,496	$ 3,636,245	$ 3,652,746	$ 3,607,480	$ 3,631,642	$ 21,104	0.6%
BDGT - BUDGETING	40,014	52,495	52,516	101,989	97,846	(45,330)	-86.3%
ODIR - EXECUTIVE MANAGEMENT	1,114,716	1,128,735	1,136,690	965,693	999,554	137,136	12.1%
FSAC - FINANCIAL SERVICES	1,096,617	1,335,877	1,340,195	1,263,468	1,353,246	(13,051)	-1.0%
HRAC - HUMAN RESOURCES	1,069,555	891,626	893,338	955,588	955,674	(62,336)	-7.0%
PROC - PROCUREMENT	318,477	201,531	204,044	299,627	185,313	18,731	9.2%
RMGT - RISK MANAGEMENT	20,117	25,981	25,963	21,115	40,009	(14,046)	-54.1%
99GV - GENERAL GOVERNMENT	$ 298,724	$ 340,284	$ 340,284	$ 366,847	$ 367,346	$ (27,062)	-8.0%
ISFC - INTERNAL SERVICE FUND CHARGES	298,724	340,284	340,284	366,847	367,346	(27,062)	-8.0%
99IT - INFORMATION TECHNOLOGY	$ 1,925,563	$ 1,691,322	$ 1,670,004	$ 1,604,225	$ 1,872,898	$ (202,894)	-12.1%
BUAS - BUSINESS APPLICATION DEVELOP	961,082	1,049,619	1,049,410	1,067,258	1,084,612	(35,202)	-3.4%
DACR - DATA CENTER	424,996	134,004	112,969	75,767	97,125	15,844	14.0%
DESK - DESKTOP SUPPORT	487,592	454,164	454,164	421,922	633,235	(179,071)	-39.4%
GISA - G.I.S. APPLICATION DEVELOPMENT AND SUPPOR	36,382	39,558	39,484	42,302	43,949	(4,465)	-11.3%
HDSP - HELP DESK SUPPORT	15,886	12,000	12,000	-	12,000	-	0.0%
VANS - INFRASTRUCTURE NETWORK SERVICES	(376)	1,977	1,977	(3,024)	1,977	-	0.0%
TOTAL PROGRAMS	$ 64,040,825	$ 69,265,947	$ 69,649,084	$ 66,343,895	$ 64,200,085	$ 5,448,999	7.8%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0615 - GRANTS	$ 7,821,658	$ 7,129,843	$ 7,367,869	$ 5,801,969	$ 6,177,305	$ (1,190,564)	-16.2%
0620 - OTHER INTERGOVERNMENTAL	22,237	20,999	20,999	13,474	20,999	-	0.0%
SUBTOTAL	$ 7,843,895	$ 7,150,842	$ 7,388,868	$ 5,815,443	$ 6,198,304	$ (1,190,564)	-16.1%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	1,138,583	1,237,490	1,237,490	734,099	1,237,490	-	0.0%
SUBTOTAL	$ 1,138,583	$ 1,237,490	$ 1,237,490	$ 734,099	$ 1,237,490	$ -	0.0%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 1,298,137	$ 1,960,698	$ 1,960,698	$ 1,883,042	$ 3,760,698	$ 1,800,000	91.8%
SUBTOTAL	$ 1,298,137	$ 1,960,698	$ 1,960,698	$ 1,883,042	$ 3,760,698	$ 1,800,000	91.8%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 107,664	$ 72,633	$ 72,633	$ 150,732	$ 72,633	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	27,752	1,461,387	1,461,387	582,465	25,000	(1,436,387)	-98.3%
SUBTOTAL	$ 135,416	$ 1,534,020	$ 1,534,020	$ 733,197	$ 97,633	$ (1,436,387)	-93.6%
ALL REVENUES	$ 10,416,031	$ 11,883,050	$ 12,121,076	$ 9,165,781	$ 11,294,125	$ (826,951)	-6.8%
TOTAL SOURCES	$ 10,416,031	$ 11,883,050	$ 12,121,076	$ 9,165,781	$ 11,294,125	$ (826,951)	-6.8%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 36,519,384	$ 41,037,874	$ 41,053,302	$ 39,885,491	$ 39,371,146	$ 1,682,156	4.1%
0705 - TEMPORARY PAY	231,381	249,085	249,085	210,767	980,080	(730,995)	-293.5%
0710 - OVERTIME	1,831,780	1,003,910	1,003,910	573,137	419,400	584,510	58.2%
0750 - FRINGE BENEFITS	12,024,977	13,854,550	13,867,948	13,120,819	12,559,262	1,308,686	9.4%
0790 - OTHER PERSONNEL SERVICES	697,309	780,202	1,031,805	927,712	480,467	551,338	53.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,529,478)	(5,793,361)	(5,793,361)	(4,303,248)	(7,946,387)	2,153,026	-37.2%
0796 - PERSONNEL SERVICES ALLOC-IN	3,369,044	7,897,016	7,897,016	6,585,145	10,170,301	(2,273,285)	-28.8%
SUBTOTAL	$ 53,144,397	$ 59,029,276	$ 59,309,705	$ 56,999,823	$ 56,034,269	$ 3,275,436	5.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,152,390	$ 1,045,501	$ 1,045,501	$ 792,798	$ 1,039,373	$ 6,128	0.6%
0802 - MEDICAL SUPPLIES	333,589	431,610	431,610	251,672	1,431,610	(1,000,000)	-231.7%
0803 - FUEL	57,164	61,123	61,123	67,780	95,775	(34,652)	-56.7%
0804 - NON-CAPITAL EQUIPMENT	149,810	26,800	26,800	18,144	25,500	1,300	4.9%
0805 - SUPPLIES-ALLOCATION OUT	(5,331)	(33,257)	(33,257)	(33,269)	(40,763)	7,506	-22.6%
0806 - SUPPLIES-ALLOCATION IN	612,790	752,610	752,610	693,836	1,128,118	(375,508)	-49.9%
SUBTOTAL	$ 2,300,412	$ 2,284,387	$ 2,284,387	$ 1,790,961	$ 3,679,613	$ (1,395,226)	-61.1%
SERVICES							
0810 - LEGAL SERVICES	$ 7,037	$ 3,100	$ 3,100	$ 2,880	$ 3,100	$ -	0.0%
0811 - HEALTH CARE SERVICES	1,293,006	730,600	730,600	449,406	681,980	48,620	6.7%
0812 - OTHER SERVICES	4,180,678	4,556,977	4,571,977	3,641,291	1,396,413	3,175,564	69.5%
0820 - RENT & OPERATING LEASES	413,672	517,013	375,818	447,369	380,550	(4,732)	-1.3%
0825 - REPAIRS AND MAINTENANCE	340,908	296,550	296,550	311,350	283,550	13,000	4.4%
0830 - INTERGOVERNMENTAL PAYMENTS	875,372	714,960	952,985	1,702,467	461,579	491,406	51.6%
0839 - INTERNAL SERVICE CHARGES	363,639	313,656	313,656	329,883	320,104	(6,448)	-2.1%
0841 - TRAVEL	281,502	135,443	126,322	158,434	128,916	(2,594)	-2.1%
0842 - EDUCATION AND TRAINING	92,762	185,781	185,780	91,166	176,165	9,615	5.2%
0843 - POSTAGE/FREIGHT/SHIPPING	93,250	100,200	100,200	72,048	103,200	(3,000)	-3.0%
0850 - UTILITIES	13,418	12,300	12,300	15,584	12,300	-	0.0%
0872 - SERVICES-ALLOCATION OUT	(270,777)	(270,773)	(270,773)	(270,790)	(629,003)	358,230	-132.3%
0873 - SERVICES-ALLOCATION IN	270,777	298,699	298,699	279,717	658,116	(359,417)	-120.3%
SUBTOTAL	$ 7,955,244	$ 7,594,506	$ 7,697,214	$ 7,230,805	$ 3,976,970	$ 3,720,244	48.3%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 9,858	$ 9,858	$ 3,292	$ -	$ 9,858	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	169,824	-	-	-	-	-	
0950 - DEBT SERVICE	372,610	347,920	347,920	319,018	509,233	(161,313)	-46.4%
0955 - CAPITAL-ALLOCATION OUT	-	(9,858)	(9,858)	(3,288)	-	(9,858)	100.0%
0956 - CAPITAL-ALLOCATION IN	50,000	9,858	9,858	3,284	-	9,858	100.0%
SUBTOTAL	$ 602,877	$ 357,778	$ 357,778	$ 322,306	$ 509,233	$ (151,455)	-42.3%
TOTAL USES	$ 64,002,931	$ 69,265,947	$ 69,649,084	$ 66,343,895	$ 64,200,085	$ 5,448,999	7.8%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 35,481	$ 29,000	$ 29,000	$ 29,680	$ 29,000	$ -	0.0%
227 - JUVENILE PROBATION GRANTS	$ 7,832,785	$ 8,616,230	$ 8,854,256	$ 6,383,963	$ 6,227,305	$ (2,626,951)	-29.7%
SPECIAL REVENUE - GRANT	$ 7,832,785	$ 8,616,230	$ 8,854,256	$ 6,383,963	$ 6,227,305	$ (2,626,951)	-29.7%
228 - JUVENILE PROBATION SPECIAL FEE	$ 2,178,401	$ 2,896,187	$ 2,896,187	$ 2,441,788	$ 4,696,187	$ 1,800,000	62.2%
229 - JUVENILE RESTITUTION	31,138	25,000	25,000	28,085	25,000	-	0.0%
275 - JUVENILE PROBATION DIVERSION	338,232	316,633	316,633	282,265	316,633	-	0.0%
SPECIAL REVENUE - OTHER	$ 2,547,771	$ 3,237,820	$ 3,237,820	$ 2,752,138	$ 5,037,820	$ 1,800,000	55.6%
TOTAL SPECIAL REVENUE	$ 10,380,556	$ 11,854,050	$ 12,092,076	$ 9,136,101	$ 11,265,125	$ (826,951)	-6.8%
TOTAL FUNDS	$ 10,416,037	$ 11,883,050	$ 12,121,076	$ 9,165,781	$ 11,294,125	$ (826,951)	-6.8%
USES							
100 - GENERAL	$ 21,747,569	$ 21,235,324	$ 21,190,397	$ 21,646,716	$ 17,220,629	$ 3,969,768	18.7%
227 - JUVENILE PROBATION GRANTS	$ 6,844,939	$ 8,591,502	$ 8,829,528	$ 6,399,230	$ 6,227,304	$ 2,602,224	29.5%
SPECIAL REVENUE - GRANT	$ 6,844,939	$ 8,591,502	$ 8,829,528	$ 6,399,230	$ 6,227,304	$ 2,602,224	29.5%
228 - JUVENILE PROBATION SPECIAL FEE	$ 995,760	$ 2,896,187	$ 2,896,187	$ 2,867,595	$ 4,696,187	$ (1,800,000)	-62.2%
229 - JUVENILE RESTITUTION	27,009	10,000	25,000	19,210	25,000	-	0.0%
255 - DETENTION OPERATIONS	34,141,158	36,216,301	36,391,339	35,085,810	35,714,317	677,023	1.9%
275 - JUVENILE PROBATION DIVERSION	246,596	316,633	316,633	325,334	316,635	(2)	0.0%
SPECIAL REVENUE - OTHER	$ 35,410,523	$ 39,439,121	$ 39,629,159	$ 38,297,949	$ 40,752,139	$ (1,122,980)	-2.8%
TOTAL SPECIAL REVENUE	$ 42,255,462	$ 48,030,623	$ 48,458,687	$ 44,697,179	$ 46,979,443	$ 1,479,245	3.1%
TOTAL FUNDS	$ 64,003,031	$ 69,265,947	$ 69,649,084	$ 66,343,895	$ 64,200,072	$ 5,449,013	7.8%

General Adjustments

Revenue Enhancement: An increase in revenue of $1,800,000 in the Juvenile Probation Fees Fund (228) resulting from an increase in the probation surcharge assessed on civil and criminal traffic violations from $10 to $20 allows a commensurate increase in expenditures. Costs associated with several activities will be shifted from the General Fund to the Juvenile Probation Fees Fund.

Budget Reductions: A reduction of 3 FTE's in the Detention Fund (255) will reduce the departmental expenditure budget in the Detention Fund (255) by $61,675 which impacts various activities and expands Juvenile Electronic Monitoring (JEM). A reduction in training hours reduces the departmental expenditure budget by $146,399 which will impact several activities including the Alternatives to Secure Care, Juvenile Detention Behavioral Health, and Juvenile Intensive Probation.

Structural Balance: An increase in the Juvenile Probation Grants Fund (227) expenditures of $49,999 commensurate with forecasted grant revenues.

Programs and Activities

Juvenile Early Intervention Program

The purpose of the Community Justice Program is to provide public safety through offender accountability and restoration to victims and community members so that they can live in revitalized, restored and safer neighborhoods.

Program Results

27EN - JUVENILE EARLY INTERVENTION Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of juvenile offenders who successfully completed Juvenile Court Diversion within the last 12 months and were not referred for a delinquent offense by the end of the reporting period.	90.0%	94.0%	94.0%	(0.0%)	0.0%
Percent of juveniles who received Juvenile Crime and Truancy Prevention services during the reporting period	73.0%	100.0%	95.0%	(5.0%)	-5.0%
Percentage of juveniles that successfully complete Teen Court in the prior 12 months and are not referred to Juvenile Court by the end of the reporting period.	91.0%	86.0%	95.0%	9.0%	10.5%

Activities that comprise this program include:

- Juvenile Court Diversion
- Juvenile Crime & Truancy Prevention
- Juvenile Teen Court

Juvenile Court Diversion Activity

The purpose of the Juvenile Court Diversion Activity is to divert juvenile offenders from the formal court process by providing alternatives to formal court intervention for juvenile offenders and their families so that they can avoid future entry into juvenile justice processes.

Mandates: A.R.S. §8-321 establishes that the County Attorney may choose to divert juvenile offenders – so long as the offense is not violent or repeat – from the standard court proceedings to alternative processes.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of juvenile offenders who successfully completed Juvenile Court Diversion within the last 12 months and were not referred for a delinquent offense by the end of the reporting period.	90.0%	100.0%	94.0%	(6.0%)	-6.0%
Output	Number of eligible juvenile offenders who receive Diversion services.	12,182	14,774	15,513	739	5.0%
Demand	Number of eligible juvenile offenders referred to Juvenile Probation for a Diversion service.	12,182	14,774	15,513	739	5.0%
Efficiency	Cost per eligible juvenile who received Diversion services.	$236.62	$220.01	$202.13	$17.88	8.1%
Revenue						
	227 - JUVENILE PROBATION GRANTS	$ 2,367,605	$ 1,978,596	$ 2,643,725	$ 665,129	33.6%
	229 - JUVENILE RESTITUTION	31,137	28,085	25,000	(3,085)	-11.0%
	275 - JUVENILE PROBATION DIVERSION	338,231	282,265	316,633	34,368	12.2%
	TOTAL SOURCES	$ 2,736,973	$ 2,288,946	$ 2,985,358	$ 696,412	30.4%
Expenditure						
	100 - GENERAL	$ 736,856	$ 901,457	$ 791,654	$ 109,803	12.2%
	227 - JUVENILE PROBATION GRANTS	1,934,328	2,102,155	2,123,464	(21,309)	-1.0%
	229 - JUVENILE RESTITUTION	27,009	19,210	25,000	(5,790)	-30.1%
	255 - DETENTION OPERATIONS	110,451	161,965	195,540	(33,575)	-20.7%
	275 - JUVENILE PROBATION DIVERSION	73,811	65,611	-	65,611	100.0%
	TOTAL USES	$ 2,882,455	$ 3,250,398	$ 3,135,658	$ 114,740	3.5%

Juvenile Crime & Truancy Prevention Activity

The purpose of the Crime & Truancy Prevention Activity is to provide crisis counseling and referral services, delinquency and truancy prevention information, and law-related education to juveniles and their families to prevent juvenile crime.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of juveniles who received Juvenile Crime and Truancy Prevention services during the reporting period	73.0%	100.0%	95.0%	(5.0%)	-5.0%
Output	Number of juveniles receiving services from prevention programs	111,703	15,842	15,000	-842	-5.3%
Demand	Number of juveniles referred to prevention programs.	150,071	15,842	15,000	-842	-5.3%
Efficiency	Cost per juvenile receiving services from prevention programs.	$35.51	$245.56	$184.88	$60.68	24.7%
Revenue						
	227 - JUVENILE PROBATION GRANTS	$ 2,569,567	$ 2,036,759	$ 1,686,607	$ (350,152)	-17.2%
	TOTAL SOURCES	$ 2,569,567	$ 2,036,759	$ 1,686,607	$ (350,152)	-17.2%
Expenditure						
	100 - GENERAL	$ 728,518	$ 1,039,125	$ 512,308	$ 526,817	50.7%
	227 - JUVENILE PROBATION GRANTS	2,967,323	2,532,728	1,893,186	639,542	25.3%
	255 - DETENTION OPERATIONS	148,530	177,025	201,972	(24,947)	-14.1%
	275 - JUVENILE PROBATION DIVERSION	122,502	141,360	165,788	(24,428)	-17.3%
	TOTAL USES	$ 3,966,873	$ 3,890,238	$ 2,773,254	$ 1,116,984	28.7%

Juvenile Teen Court Activity

The purpose of the Juvenile Teen Court Activity is to provide educational courtroom simulations as a community-based alternative to formal court intervention to juveniles and families so that they can avoid future offenses.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percentage of juveniles that successfully complete Teen Court in the prior 12 months and are not referred to Juvenile Court by the end of the reporting period.	91.0%	86.0%	95.0%	9.0%	10.5%
Output	Number of eligible juveniles who participate in Teen Court.	961	730	800	70	9.6%
Demand	Number of juvenile offenders eligible to be referred to Teen Court.	961	730	800	70	9.6%
Efficiency	Cost per juvenile participating in Teen Court.	$270.93	$679.24	$636.31	$42.93	6.3%
Expenditure						
	100 - GENERAL	$ 196,866	$ 283,146	$ 234,530	$ 48,616	17.2%
	227 - JUVENILE PROBATION GRANTS	63,496	152,007	193,119	(41,112)	-27.0%
	275 - JUVENILE PROBATION DIVERSION	-	60,694	81,401	(20,707)	-34.1%
	TOTAL USES	$ 260,361	$ 495,847	$ 509,050	$ (13,203)	-2.7%

Juvenile Treatment Program

The purpose of the Juvenile Treatment Program is to provide individualized treatment to juvenile offenders so that they can meet their legal obligations and avoid future criminal behavior.

Program Results

27JT - JUVENILE TREATMENT Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of juvenile offenders who participated in skills development programming in the last 12 months and did not re-offend by the end of the reporting period.	85.0%	85.0%	85.0%	0.0%	0.0%
Percent of juvenile offenders who successfully completed Drug Treatment within the prior 12 months and were not referred to the juvenile court for a delinquent offense by the end of the reporting period.	76.0%	65.0%	72.0%	7.0%	10.8%
Percent of juvenile offenders who successfully completed Non-Residential Treatment within the prior 12 months and were not referred to the juvenile court for a delinquent offense by the end of the reporting period.	88.0%	90.0%	90.0%	0.0%	0.0%
Percent of juvenile offenders who successfully completed Residential Treatment within the prior 12 months and were not referred to the juvenile court for a delinquent offense by the end of the reporting period	76.0%	98.0%	80.0%	(18.0%)	-18.4%
Percent of juvenile offenders who successfully completed Juvenile Sex Offender Treatment within the prior 12 months and were not referred to the juvenile court for a delinquent offense by the end of the reporting period.	95.0%	90.0%	91.0%	1.0%	1.1%
Percent of juvenile offenders who successfully completed Youth Recovery Academy within the prior 12 months and were not referred to the juvenile court for a delinquent offense by the end of the reporting period.	81.0%	75.0%	0.0%	(75.0%)	-100.0%

Activities that comprise this program include:

- Juvenile Skills Development
- Juvenile Drug Treatment
- Juvenile Non-Residential Treatment
- Juvenile Residential Treatment
- Juvenile Sex Offender Treatment
- Youth Recovery Academy

Juvenile Drug Treatment Activity

The purpose of the Drug Treatment Activity is to provide substance abuse based treatment to juvenile offenders so that they can become law-abiding citizens and avoid future criminal behavior.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of juvenile offenders who successfully completed Drug Treatment within the prior 12 months and were not referred to the juvenile court for a delinquent offense by the end of the reporting period.	72.0%	65.0%	72.0%	7.0%	10.8%
Output	Number of juvenile offenders who receive Drug Treatment.	368	105	200	95	90.5%
Demand	Number of juvenile offenders referred to drug treatment.	411	105	220	115	109.5%
Efficiency	Cost per juvenile offender who received drug treatment.	$1,019.96	$1,565.26	$1,013.82	$551.44	35.2%
Expenditure						
	100 - GENERAL	$ 149,436	$ 163,288	$ 199,564	$ (36,276)	-22.2%
	227 - JUVENILE PROBATION GRANTS	69,146	1,064	3,200	(2,136)	-200.8%
	228 - JUVENILE PROBATION SPECIAL FEE	75,640	-	-	-	-
	255 - DETENTION OPERATIONS	81,123	-	-	-	-
	TOTAL USES	$ 375,344	$ 164,352	$ 202,764	$ (38,412)	-23.4%

Juvenile Non-Residential Treatment Activity

The purpose of the Non-Residential Treatment Activity is to provide therapeutic sessions and structured activities to juvenile offenders so that they can become accountable for their own behavior and avoid future criminal involvement.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of juvenile offenders who successfully completed Non-Residential Treatment within the prior 12 months and were not referred to the juvenile court for a delinquent offense by the end of the reporting period.	72.0%	80.0%	90.0%	10.0%	12.5%
Output	Number of juvenile offenders who receive Non-Residential Treatment.	119	16	15	-1	-6.3%
Demand	Number of juvenile offenders referred or ordered by the court into Non-Residential Treatment.	119	16	15	-1	-6.3%
Efficiency	Cost per juvenile offender who receives Non-Residential Treatment.	$2,334.73	$31,680.06	$30,761.07	$919.00	2.9%
Expenditure						
	100 - GENERAL	$ 161,275	$ 328,664	$ 307,126	$ 21,538	6.6%
	227 - JUVENILE PROBATION GRANTS	85,518	178,217	154,290	23,927	13.4%
	228 - JUVENILE PROBATION SPECIAL FEE	31,039	-	-	-	-
	TOTAL USES	$ 277,833	$ 506,881	$ 461,416	$ 45,465	9.0%

Juvenile Residential Treatment Activity

The purpose of the Residential Treatment Activity is to provide therapy and structured activities in a residential environment for juvenile offenders so that they can become accountable for their own behavior and avoid future criminal involvement.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of juvenile offenders who successfully completed Residential Treatment within the prior 12 months and were not referred to the juvenile court for a delinquent offense by the end of the reporting period	77.0%	98.0%	80.0%	(18.0%)	-18.4%
Output	Number of juvenile offenders who receive residential treatment.	323	356	360	4	1.1%
Demand	TBD	Not Reported	Not Reported	Not Reported	-	0.0%
Efficiency	Cost per juvenile offender who receives residential treatment	Not Reported	$1,088.03	$945.07	$142.95	13.1%
Revenue						
	227 - JUVENILE PROBATION GRANTS	$ (44,617)	$ 204,211	$ 335,263	$ 131,052	64.2%
	TOTAL SOURCES	$ (44,617)	$ 204,211	$ 335,263	$ 131,052	64.2%
Expenditure						
	100 - GENERAL	$ 195,846	$ 285,018	$ 256,338	$ 28,680	10.1%
	227 - JUVENILE PROBATION GRANTS	30,787	102,319	83,888	18,431	18.0%
	228 - JUVENILE PROBATION SPECIAL FEE	31,522	-	-	-	0.0%
	TOTAL USES	$ 258,155	$ 387,337	$ 340,226	$ 47,111	12.2%

The department will be developing new measures as part of the strategic business plan update process.

Juvenile Sex Offender Treatment Activity

The purpose of the Sex Offender Treatment Activity is to provide specialized treatment to juvenile offenders so that they can become law-abiding citizens, thereby avoiding future court involvement.
Mandates: This is not a mandated activity of the Juvenile Probation Department.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of juvenile offenders who successfully completed Juvenile Sex Offender Treatment within the prior 12 months and were not referred to the juvenile court for a delinquent offense by the end of the reporting period.	92.0%	90.0%	91.0%	1.0%	1.1%
Output	Number of juvenile offenders who successfully completed Juvenile Sex Offender Treatment within the prior 12 months	59	63	75	12	19.0%
Output	Number of juvenile offenders who receive sex offender treatment.	395	63	75	12	19.0%
Demand	Number of juvenile offenders referred to sex offender treatment.	395	63	75	12	19.0%
Efficiency	Cost per juvenile offender who received sex offender treatment.	$155.38	$1,142.19	$1,231.36	-$89.17	-7.8%
Expenditure						
	100 - GENERAL	$ 149,436	$ 163,288	$ 199,564	$ (36,276)	-22.2%
	227 - JUVENILE PROBATION GRANTS	69,146	1,064	3,200	(2,136)	-200.8%
	228 - JUVENILE PROBATION SPECIAL FEE	75,640	-	-	-	-
	255 - DETENTION OPERATIONS	81,123	-	-	-	-
	TOTAL USES	$ 375,344	$ 164,352	$ 202,764	$ (38,412)	-23.4%

Youth Recovery Academy Activity

The purpose of the Youth Recovery Academy is to provide specialized behavioral and substance abuse therapy to juvenile offenders so that they can become law-abiding citizens and avoid future criminal behavior.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of juvenile offenders who successfully completed Youth Recovery Academy within the prior 12 months and were not referred to the juvenile court for a delinquent offense by the end of the reporting period.	80.0%	75.0%	Not Reported	0.0%	0.0%
Output	Number of juvenile offenders treated by the Youth Recovery Academy.	382	155	Not Reported	-	0.0%
Demand	Number of juvenile offenders referred to the Youth Recovery Academy by the Court.	382	155	Not Reported	-	0.0%
Efficiency	Cost per juvenile treated by the Youth Recovery Academy.	$9,100.73	$19,181.75	Not Reported	-	0.0%
Expenditure						
	255 - DETENTION FUND	$ 3,476,480	$ 2,973,172	$ -	$ 2,973,172	100.0%
	TOTAL USES	$ 3,476,480	$ 2,973,172	$ -	$ 2,973,172	100.0%

Budget Balancing Adjustment: ($2,576,402): The department has eliminated this non-mandated activity and services which includes 1 FTE to reduce expenditures within the Detention Fund (255). Community-based treatment alternatives will be used in lieu of residential care.

Juvenile Probation Supervision Program

The purpose of the Juvenile Probation Supervision Program is to provide appropriate levels of community supervision to adjudicated juveniles who have been placed on probation so that they can become law abiding members of the community.

Mandates: A.R.S. §§12-251 and 12-253 establish that the Presiding Judge of the Superior Court shall appoint a juvenile probation department and that the department shall provide supervision for those under orders of the court.

Program Results

27JP - JUVENILE PROBATION Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of juveniles supervised by the Residential Dual Ward Supervision Unit that are successfully released from probation within the prior 12 months and not referred to the juvenile court for a delinquent offense by the end of the reporting period	90.0%	91.0%	91.0%	0.0%	0.0%
Percent of pre-adjudication/pre-disposition reports completed on time during the reporting period.	90.0%	65.0%	70.0%	5.0%	7.7%
Percent of JIPS probationers successfully released from probation in the prior twelve months that did not have a new delinquent referral by the end of the reporting period.	80.0%	12.2%	80.0%	67.8%	556.6%
Percent of Judicial Officers who report that they are satisified with Pre-Disposition Investigation Reports.	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of probationers successfully released from Standard probation in the prior 12 months that did not have a new delinquent referral by the end of the reporting period.	90.0%	70.0%	89.0%	19.0%	27.1%
Percent of probationers supervised within the community by the Juvenile Sex Offender/Special Supervision Unit.	60.0%	13.0%	13.0%	0.0%	0.0%
Percent of probationers supervised by the Juvenile Sex Offender/Special Supervision Unit that do not receive a subsequent referral for sexual offenses within the prior 12 months	99.0%	95.0%	95.0%	0.0%	0.0%

Activities that comprise this program include:

- Residential Dual Ward Supervision
- Juvenile Court Services
- Juvenile Intensive Probation Supervision
- Pre-Disposition Investigations
- Juvenile Standard Probation Supervision
- Juvenile Sex Offender Supervision

Residential Dual Ward Supervision Activity

The purpose of the Juvenile Residential Dual Ward Supervision Activity is to provide systems coordination and the appropriate level of supervision to dually adjudicated juveniles so that they can comply with the orders of the Court and avoid future criminal behavior.

Mandates: This activity supports the overall mandate of the Juvenile Probation Supervision Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of juveniles supervised by the Residential Dual Ward Supervision Unit that are successfully released from probation within the prior 12 months and not referred to the juvenile court for a delinquent offense by the end of the reporting period	Not Reported	91.0%	91.0%	0.0%	0.0%
Output	Average daily population of probationers supervised within the Residential Dual Ward Unit	Not Reported	237	240	3	1.3%
Demand	Average daily population of Residential Dual Ward probationers	Not Reported	237	240	3	1.3%
Efficiency	Average Daily Cost per dual ward probationer supervised.	Not Reported	$207.24	$191.23	$16.01	7.7%
Expenditure						
	100 - GENERAL FUND	$ -	$ 49,116	$ 45,895	$ 3,221	100.0%
	TOTAL USES	$ -	$ 49,116	$ 45,895	$ 3,221	-100.0%

Juvenile Court Services Activity

The purpose of the Juvenile Court Services Activity is to provide information to the Court, Juvenile Probation clients, and victims so that all parties have the necessary information to make informed decisions.

Mandates: A.R.S. §§8-381 through 8-421 establish victims' rights in juvenile offense cases, including notices for proceedings, status, and release.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of pre-adjudication/pre-disposition reports completed on time during the reporting period.	Not Reported	Not Reported	Not Reported	0.0%	0.0%
Output	Number of pre-adjudication/pre-disposition reports completed during the reporting period.	Not Reported	Not Reported	Not Reported	-	0.0%
Demand	Number of pre-adjudication/pre-disposition reports ordered to be completed during the reporting period.	Not Reported	Not Reported	Not Reported	-	0.0%
Efficiency	Cost per pre-adjudication/pre-disposition reports completed	Not Reported	Not Reported	Not Reported	-	0.0%
Revenue						
	100 - GENERAL	$ 22,237	$ -	$ -	$ -	0.0%
	227 - JUVENILE PROBATION GRANTS	75,700	-	-	-	0.0%
	TOTAL SOURCES	$ 97,937	$ -	$ -	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 4,219,184	$ -	$ -	$ -	0.0%
	227 - JUVENILE PROBATION GRANTS	128,078	-	-	-	0.0%
	228 - JUVENILE PROBATION SPECIAL FEE	45,935	-	-	-	0.0%
	255 - DETENTION OPERATIONS	120,021	-	-	-	0.0%
	TOTAL USES	$ 4,513,218	$ -	$ -	$ -	0.0%

Juvenile Intensive Probation Supervision Activity

The purpose of the Juvenile Intensive Probation Supervision Activity is to provide statutorily mandated supervision to juveniles so that they can comply with the orders of the Court and avoid future criminal behavior.

Mandates: This activity supports the overall mandate of the Juvenile Probation Supervision Program. A.R.S. §8-352 establishes the conditions for intensive probation under the supervision of a juvenile probation officer.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of JIPS probationers successfully released from probation in the prior twelve months that did not have a new delinquent referral by the end of the reporting period.	80.0%	79.0%	80.0%	1.0%	1.3%
Output	Average daily population of juveniles supervised on JIPS as ordered by the court.	2,173	531	527	-4	-0.8%
Demand	Average daily population of juveniles placed on JIPS as ordered by the court.	2,173	531	527	-4	-0.8%
Efficiency	Cost (daily) per juvenile supervised on JIPS as ordered by the court.	$1,647.88	$7,559.70	$6,043.40	$1,516.30	20.1%
Revenue						
	227 - JUVENILE PROBATION GRANTS	$ (172,624)	$ -	$ -	$ -	0.0%
	TOTAL SOURCES	$ (172,624)	$ -	$ -	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 3,574,595	$ 3,997,051	$ 3,025,382	$ 971,669	24.3%
	227 - JUVENILE PROBATION GRANTS	6,253	17,148	159,488	(142,340)	-830.1%
	TOTAL USES	$ 3,580,847	$ 4,014,199	$ 3,184,870	$ 829,329	20.7%

Pre-Disposition Investigations Activity

The purpose of the Juvenile Pre-Disposition Investigations Activity is to provide investigative reports to the court so that decisions can be made.

Mandates: A.R.S. §12-253 establishes the duty of juvenile probation officers to prepare reports, including pre-disposition reports, at the direction of the court.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Judicial Officers who report that they are satisified with Pre-Disposition Investigation Reports.	100.0%	100.0%	Not Reported	0.0%	0.0%
Result	Percent of pre-adjudication/pre-disposition reports completed on time during the reporting period	90.0%	0.2%	Not Reported	0.0%	0.0%
Output	Number of pre-adjudication/pre-disposition reports completed during the reporting period	42,841	42,850	Not Reported	-	0.0%
Demand	Number of pre-adjudication/pre-disposition reports ordered to be completed during the reporting period	42,841	42,850	Not Reported	-	0.0%
Efficiency	Cost per Pre-Disposition Investigation Case	$0.00	$35.32	Not Reported	$0	0.0%
Expenditure						
	100 - GENERAL	$ -	$ 892,149	$ 1,764,379	$ (872,230)	-97.8%
	227 - JUVENILE PROBATION GRANTS	-	6,020	8,088	(2,068)	-34.4%
	228 - JUVENILE PROBATION SPECIAL FEE	-	615,334	630,672	(15,338)	-2.5%
	TOTAL USES	$ -	$ 1,513,503	$ 2,403,139	$ (889,636)	-58.8%

Juvenile Standard Probation Supervision Activity

The purpose of the Juvenile Standard Supervision Activity is to provide the appropriate level of supervision to adjudicated juveniles so that they can comply with the orders of the Court and avoid future criminal behavior.

Mandates: This activity supports the overall mandate of the Juvenile Probation Supervision Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of probationers successfully released from Standard probation in the prior 12 months that did not have a new delinquent referral by the end of the reporting period.	90.0%	70.0%	89.0%	19.0%	27.1%
Output	Number of probationers released from Standard probation in the prior 12 months	3,950	4,154	4,680	526	12.7%
Output	Average daily population of juveniles served by standard probation.	17,139	4,154	4,680	526	12.7%
Demand	Average daily population of juveniles placed on standard probation or investigative status as ordered by the court.	17,139	4,154	4,680	526	12.7%
Efficiency	Cost (daily) per juvenile served by standard probation.	$442.45	$2,724.60	$2,046.59	$678.01	24.9%
Revenue						
	100 - GENERAL	$ -	$ 762	$ 5,999	$ 5,237	687.3%
	227 - JUVENILE PROBATION GRANTS	(61,870)	126,200	135,200	9,000	7.1%
	228 - JUVENILE PROBATION SPECIAL FEE	880,263	558,746	935,489	376,743	67.4%
	TOTAL SOURCES	$ 818,393	$ 685,708	$ 1,076,688	$ 390,980	57.0%
Expenditure						
	100 - GENERAL	$ 7,294,494	$ 8,975,510	$ 5,362,126	$ 3,613,384	40.3%
	227 - JUVENILE PROBATION GRANTS	98,044	143,604	217,044	(73,440)	-51.1%
	228 - JUVENILE PROBATION SPECIAL FEE	187,388	2,198,887	3,998,885	(1,799,998)	-81.9%
	255 - DETENTION OPERATIONS	3,245	-	-	-	0.0%
	TOTAL USES	$ 7,583,171	$ 11,318,001	$ 9,578,055	$ 1,739,946	15.4%

Juvenile Sex Offender Supervision Activity

The purpose of the Juvenile Sex Offender Supervision Activity is to provide systems coordination and the appropriate level of supervision to juveniles adjudicated of sexual offenses so that they can comply with the orders of the Court and avoid future criminal behavior.

Mandates: This activity supports the overall mandate of the Juvenile Probation Supervision Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percentof probationers supervised within the community by the Juvenile Sex Offender/Special Supervision Unit.	61.0%	13.0%	13.0%	0.0%	0.0%
Result	Percentof probationers supervised by the Juvenile Sex Offender/Special Supervision Unit that do not receive a subsequent referral for sexual offenses within the prior 12 months.	99.0%	95.0%	95.0%	0.0%	0.0%
Output	Average daily population of juveniles supervised by the Juvenile Sex Offender/Special Supervision Unit	1,009	316	320	4	1.3%
Demand	Average daily population of juveniles referred for a sexual offense	1,009	316	320	4	1.3%
Efficiency	Cost per juvenile supervised within the Juvenile Sex Offender Unit	$0.00	$112.34	$274.78	-$162.45	-144.6%
Expenditure						
	100 - GENERAL FUND	$ -	$ 35,499	$ 87,931	$ (52,432)	-147.7%
	TOTAL USES	$ -	$ 35,499	$ 87,931	$ (52,432)	-147.7%

Juvenile Detention Program

The purpose of the Juvenile Detention Program is to provide a structured detention setting for juvenile offenders so that they can appear for court hearings and not re-offend upon release into the community.

Program Results

27JD - JUVENILE DETENTION Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of juveniles not committing a new delinquent offense while in a Detention Alternative.	76.0%	80.0%	17.9%	(62.1%)	-77.6%
Percent of juvenile offenders who are detained.	81.0%	81.0%	84.0%	3.0%	3.7%
Percent of comprehensive medical examinations that were provided within the appropriate (seven day) timeframe.	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of juveniles who appear in court.	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of requested services that were provided	100.0%	99.0%	98.0%	(1.0%)	-1.0%

Activities that comprise this program include:

- Alternatives to Juvenile Secure Care
- Juvenile Detention Assessment Center
- Juvenile Detention Medical Health
- Juvenile Pre-Disposition Secure Care
- Juvenile Detention Behavioral Health

Alternatives to Juvenile Secure Care Activity

The purpose of the Alternatives to Juvenile Secure Care Activity is to provide community-based alternatives to secure care detention for juvenile offenders so that they can remain in their community while ensuring their appearance in court and do not commit further offenses.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of juveniles not committing a new delinquent offense while in a Detention Alternative.	82.0%	80.0%	17.9%	(62.1%)	-77.6%
Output	Average daily population of juvenile offenders participating in a Detention Alternative.	1,749	440	447	7	1.6%
Demand	Average daily population of juvenile offenders brought to detention by law enforcement or court order who are eligible for a Detention Alternative.	1,749	440	447	7	1.6%
Efficiency	Cost (daily) per juvenile offender participating in a Detention Alternative.	$1,330.63	$5,767.70	$5,797.88	-$30.17	-0.5%
Revenue						
	227 - JUVENILE PROBATION GRANTS	$ 131,254	$ 487,786	$ 452,000	$ (35,786)	-7.3%
	TOTAL SOURCES	$ 131,254	$ 487,786	$ 452,000	$ (35,786)	-7.3%
Expenditure						
	100 - GENERAL	$ 173,321	$ 235,080	$ 231,679	$ 3,401	1.4%
	227 - JUVENILE PROBATION GRANTS	265,008	232,531	272,124	(39,593)	-17.0%
	255 - DETENTION OPERATIONS	1,888,945	2,070,179	2,087,848	(17,669)	-0.9%
	TOTAL USES	$ 2,327,274	$ 2,537,790	$ 2,591,651	$ (53,861)	-2.1%

Juvenile Detention Assessment Center (JDAC) Activity

The purpose of the Juvenile Detention Assessment Center (JDAC) Activity is to assess and recommend initial placement for juvenile offenders presented to detention so that they can be placed in an environment that best meets the needs of the juvenile and the community thus ensuring that the juvenile shows up for court and community safety is enhanced.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of juvenile offenders who are detained.	82.0%	81.0%	84.0%	3.0%	3.7%
Output	Number of juvenile offenders who are assessed.	7,572	9,302	8,400	-902	-9.7%
Demand	Number of juvenile offenders brought to detention by local law enforcement or court order.	10,346	10,419	10,000	-419	-4.0%
Efficiency	Cost per juvenile assessed.	$186.08	$183.26	$195.53	-$12.26	-6.7%
Expenditure						
	255 - DETENTION OPERATIONS	$ 1,408,968	$ 1,704,728	$ 1,642,410	$ 62,318	3.7%
	TOTAL USES	$ 1,408,968	$ 1,704,728	$ 1,642,410	$ 62,318	3.7%

Juvenile Detention Medical Health Activity

The purpose of the Juvenile Detention Medical Health Activity is to provide mandated medical treatment and services to juveniles placed in detention so that they can maintain and/or improve their physical well-being.

Mandates: A.R.S. §8-342 establishes that before commitment to the department of juvenile corrections, every child shall be given a medical examination.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of comprehensive medical examinations that were provided within the appropriate (seven day) timeframe.	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of comprehensive medical examinations provided	22,736	23,715	23,482	-233	-1.0%
Output	Number of medical services provided.	22,736	23,715	23,482	-233	-1.0%
Demand	Number of requested or required medical services.	22,736	23,715	23,482	-233	-1.0%
Efficiency	Cost per medical service provided.	$124.73	$116.89	$129.82	-$12.93	-11.1%
Expenditure						
	255 - DETENTION OPERATIONS	$ 2,835,781	$ 2,771,930	$ 3,048,335	$ (276,405)	-10.0%
	TOTAL USES	$ 2,835,781	$ 2,771,930	$ 3,048,335	$ (276,405)	-10.0%

Budget Balancing Adjustment: ($48,605): A change in the contract for psychiatric services by employing a Psychiatric Nurse Practitioner for routine psychiatric services rather than a Psychiatrist reduces the departmental expenditure budget in the Detention Fund (255) without impacting results.

Juvenile Pre-Disposition Secure Care Activity

The purpose of the Juvenile Detention Pre-Disposition Secure Care Activity is to provide a safe, healthy environment for juveniles so that their physical, emotional and educational needs are met while ensuring their appearance in court.

Mandates: A.R.S. §8-305 establishes that the county shall maintain a detention center, separate from adult detention facilities, where juveniles can be detained when necessary before or after a hearing or as a condition of probation. Otherwise juveniles may be temporarily detained in adult detention centers as long as they are separated from adult detainees completely. The Board of Supervisors may choose to contract with a third-party to provide that service.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of juveniles who appear in court.	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of juveniles who are scheduled to appear in court.	1,351	267	298	31	11.6%
Output	Average daily population of juveniles detained pre-disposition.	1,351	267	298	31	11.6%
Demand	Average daily population of juveniles admitted to Pre-Disposition Secure Care Detention.	1,351	267	298	31	11.6%
Efficiency	Cost (daily) per juvenile detained pre-disposition.	$17,053.04	$89,436.48	$86,091.65	$3,344.82	3.7%
Revenue						
	100 - GENERAL	$ -	$ 12,712	$ 15,000	$ 2,288	18.0%
	227 - JUVENILE PROBATION GRANTS	733,702	1,201,220	893,251	(307,969)	-25.6%
	TOTAL SOURCES	$ 733,702	$ 1,213,932	$ 908,251	$ (305,681)	-25.2%
Expenditure						
	100 - GENERAL	$ 7,158	$ 31,722	$ 32,000	$ (278)	-0.9%
	227 - JUVENILE PROBATION GRANTS	885,025	715,725	740,758	(25,033)	-3.5%
	255 - DETENTION OPERATIONS	22,146,472	23,132,092	24,882,555	(1,750,463)	-7.6%
	TOTAL USES	$ 23,038,655	$ 23,879,539	$ 25,655,313	$ (1,775,774)	-7.4%

Juvenile Detention Behavioral Health Activity

The purpose of the Juvenile Detention Behavioral Health Activity is to provide mandated behavioral health care for juvenile offenders placed in detention so that they can maintain and/or improve their mental well-being.

Mandates: A.R.S. §§8-272, 8-273, and 8-341.01 establishes residential treatment services to address the child's behavioral, psychological, social or mental health needs. A.R.S. §8-342 establishes that before commitment to the department of juvenile corrections, every child shall be given a medical examination.

Performance Analysis:

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of requested services that were provided	100.0%	99.0%	98.0%	(1.0%)	-1.0%
Number of behavioral health services provided.	5,609	13,565	17,257	3,692	27.2%
Number of behavioral health services requested.	5,609	13,744	17,484	3,740	27.2%
Cost per behavioral health service provided.	$118.24	$50.80	$120.54	-$69.74	-137.3%
255 - DETENTION OPERATIONS	$ 663,195	$ 689,142	$ 2,080,126	$ (1,390,984)	-201.8%
TOTAL USES	$ 663,195	$ 689,142	$ 2,080,126	$ (1,390,984)	-201.8%

The department will be developing new measures as part of the strategic business plan update process.

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 21,235,324**	**$ 29,000**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (56,166)	$ -
Employee Market Compensation Adjustments (Admin Phase II Market Study, $40,893; Program & Operations Market Study, $5,192)	46,085	-
Sunnyslope Probation Office Purchase	(141,195)	-
Merit Market True-Up	106,349	-
Subtotal	$ (44,927)	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 21,190,397**	**$ 29,000**
TARGET ADJUSTMENTS:		
Annualization of Jan. 2008 Administrative Reductions	$ (47,044)	$ -
Annualization of Employee Market Comp. Adjustments (Program/Operations)	4,428	-
Reallocation of General/Detention Fund splits	(2,127,152)	-
Subtotal	$ (2,169,768)	$ -
FY 2008-09 BUDGET TARGET	**$ 19,020,629**	**$ 29,000**
FY 2008-09 REQUESTED BUDGET	**$ 19,020,629**	**$ 29,000**
BUDGET BALANCING ADJUSTMENTS:		
Transfer costs to Juvenile Probation Special Fee Fund as a result of additional fee revenue due to increasing the probation surcharge	$ (1,800,000)	$ -
Subtotal	$ (1,800,000)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 17,220,629**	**$ 29,000**
PERCENT CHANGE FROM TARGET AMOUNT	*-9.5%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 17,220,629**	**$ 29,000**

Juvenile Probation Grants Fund (227)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ 8,591,502**	**$**	**8,616,230**
MID-YEAR ADJUSTMENTS:				
Grant Reconciliation (C-27-08-008-3-00)		$ 238,026	$	238,026
	Subtotal	$ 238,026	$	238,026
FY 2007-08 REVISED RESTATED BUDGET		**$ 8,829,528**	**$**	**8,854,256**
FY 2008-09 BUDGET TARGET		**$ 8,829,528**	**$**	**8,854,256**
REQUESTED ADJUSTMENTS:				
Requested Expenditures Below Target		$ (2,652,223)	$	(2,626,951)
FY 2008-09 REQUESTED BUDGET		**$ 6,177,305**	**$**	**6,227,305**
BASE ADJUSTMENTS:				
Structural Balance		$ 49,999	$	-
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 6,227,304**	**$**	**6,227,305**
PERCENT CHANGE FROM TARGET AMOUNT		*-29.5%*		*-29.7%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 6,227,304**	**$**	**6,227,305**

Juvenile Probation Special Fee Fund (228)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 2,896,187**	**$ 2,896,187**
FY 2007-08 REVISED RESTATED BUDGET	**$ 2,896,187**	**$ 2,896,187**
FY 2008-09 BUDGET TARGET	**$ 2,896,187**	**$ 2,896,187**
FY 2008-09 REQUESTED BUDGET	**$ 2,896,187**	**$ 2,896,187**
BUDGET BALANCING ADJUSTMENTS:		
Increase Probation Surcharge by $10	$ -	$ 1,800,000
Transfer costs from the General Fund as a result of additional fee revenue due to increasing the probation surcharge	1,800,000	-
Subtotal	$ 1,800,000	$ 1,800,000
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 4,696,187**	**$ 4,696,187**
PERCENT CHANGE FROM TARGET AMOUNT	*62.2%*	*62.2%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 4,696,187**	**$ 4,696,187**

Juvenile Restitution Fund (229)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 10,000**	**$ 25,000**
MID-YEAR ADJUSTMENTS:		
Technical Correction to Expenditure Appropriation	$ 15,000	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 25,000**	**$ 25,000**
FY 2008-09 BUDGET TARGET	**$ 25,000**	**$ 25,000**
FY 2008-09 REQUESTED BUDGET	**$ 25,000**	**$ 25,000**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 25,000**	**$ 25,000**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 25,000**	**$ 25,000**

Detention Operations Fund (255)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 36,216,301**	**$ -**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (28,375)	$ -
Employee Market compensation Adjustments (Admin Phase II Market Study, $716; Probation Officer Market Study, $119,396; Nurses Market Study, $83,301)	203,413	-
Subtotal	$ 175,038	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 36,391,339**	**$ -**
TARGET ADJUSTMENTS:		
Annualization of Jan. 2008 Administrative Reductions	$ (28,375)	
Annualization of Employee Market Comp. Adjustments (Nurses Market Study)	57,295	
Reallocation of General/Detention Fund splits	2,127,152	-
Subtotal	$ 2,156,072	$ -
FY 2008-09 BUDGET TARGET	**$ 38,547,411**	**$ -**
FY 2008-09 REQUESTED BUDGET	**$ 38,547,411**	**$ -**
BUDGET BALANCING ADJUSTMENTS:		
Contract with Psychiatric Nurse Practitioner rather than a Psychiatrist for routine psychiatric care	$ (48,605)	$ -
Eliminate the Home Detention Program -- 3.0 FTE -- and expand the Juvenile Electronic Monitoring (JEM) program	(61,675)	-
Reduce Training to 20 hours per year (from 40 hours)	(146,399)	-
Eliminate the Youth Recovery Academy -- 1.0 FTE	(2,576,402)	-
Subtotal	$ (2,833,081)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 35,714,330**	**$ -**
PERCENT CHANGE FROM TARGET AMOUNT	*-7.3%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 35,714,330**	**$ -**

Juvenile Probation Diversion Fund (275)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 316,633**	**$ 316,633**
FY 2007-08 REVISED RESTATED BUDGET	**$ 316,633**	**$ 316,633**
FY 2008-09 BUDGET TARGET	**$ 316,633**	**$ 316,633**
FY 2008-09 REQUESTED BUDGET	**$ 316,633**	**$ 316,633**
BASE ADJUSTMENTS:		
Budget Balancing Adjustment	$ 2	$ -
Subtotal	$ 2	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 316,635**	**$ 316,633**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 316,635**	**$ 316,633**

Management and Budget

Analysis by Jack Patton, Principal Management & Budget Analyst

Summary

Mission

The mission of the Office of Management and Budget (OMB) is to develop and maintain a sustainable, structurally-balanced budget for the Board of Supervisors and County Manager so that they can achieve the County's mission within available resources.

Vision

Citizens serving citizens by working collaboratively, efficiently and innovatively. We will be responsive to our customers while being fiscally prudent.

Strategic Goals

- **Support the Board of Supervisor's goal to continue to strive to reduce the overall property tax rate**.

  Status: In December, the Board of Supervisors, sitting as the Board of Directors for the Flood Control and Library Districts, adopted budget priorities and guidelines that included continuation of the self-imposed limit on District property tax levies. These self-imposed limits will reduce Flood and Library District tax rates for FY 2008-09.

- **Maricopa County will seek to eliminate all mandated fixed contributions to the State in exchange for reductions in State funding of County programs with the goal of reducing such contributions to 15% or less of total General Fund expenditures by Fiscal Year 2009-10.**

  Status: In December, the Board of Supervisors adopted the legislative proposal to exchange Judge/Justice of the Peace salaries for reduction in AHCCCS contributions.

- **As part of the budget, by July 2007, develop, identify funding, and begin implementing a long-range plan for addressing the County's capital infrastructure needs in a manner consistent with the County's interests in strengthening its financial position.**

  Status: OMB completed an analysis of funds currently available for the General Fund Capital Improvement Program, and the Board of Supervisors subsequently adopted a funding limit and financing guidelines. OMB has assisted in facilitating Board discussion of project priorities.

- **By July 2010, complete a review of county programs to delete non-essential services and improve the performance of other programs.**

  Status: The Budgeting for Results Guidelines and Priorities approved by the Board of Supervisors for FY 2008-09 included directions to submit budgets with 5%, 10%, and 15% reductions. Many of the reductions submitted by departments and subsequently adopted by the Board of Supervisors targeted non-essential services, while others reduced funding for mandated services in a manner that did not significantly impact results.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 RECOMM	RECOMM VS REVISED	%
EXPENDITURES							
99AS - ADMINISTRATIVE SERVICES	$ 3,039,515	$ 4,310,838	$ 4,204,142	$ 3,809,344	$ 3,741,645	$ 462,497	11.0%
BDGT - BUDGETING	1,746,122	2,435,576	2,374,788	2,169,479	2,293,362	81,426	3.4%
ODIR - EXECUTIVE MANAGEMENT	662,227	1,012,165	1,015,253	878,161	811,426	203,827	20.1%
FSAC - FINANCIAL SERVICES	11,628	51,779	52,355	51,291	12,987	39,368	0.0%
HRAC - HUMAN RESOURCES	619,539	767,194	717,617	672,688	615,870	101,747	14.2%
PROC - PROCUREMENT	-	44,124	44,129	37,725	8,000	36,129	81.9%
99GV - GENERAL GOVERNMENT	$ 922	$ 7,981	$ 7,981	$ 8,300	$ 4,656	$ 3,325	41.7%
ISFC - INTERNAL SERVICE FUND CHARGES	922	7,981	7,981	8,300	4,656	3,325	41.7%
TOTAL PROGRAMS	$ 3,040,437	$ 4,318,819	$ 4,212,123	$ 3,817,644	$ 3,746,301	$ 465,822	11.1%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 2,735,401	$ 2,861,938	$ 2,769,188	$ 2,634,455	$ 2,453,803	$ 315,385	11.4%
0750 - FRINGE BENEFITS	715,310	828,470	809,931	738,878	691,376	118,555	14.6%
SUBTOTAL	$ 2,902,702	$ 4,100,295	$ 3,993,599	$ 3,645,389	$ 3,522,591	$ 471,008	11.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 59,595	$ 70,000	$ 70,000	$ 32,674	$ 85,000	$ (15,000)	-21.4%
SUBTOTAL	$ 68,810	$ 70,000	$ 70,000	$ 32,674	$ 85,000	$ (15,000)	-21.4%
SERVICES							
0812 - OTHER SERVICES	$ 19,747	$ 33,000	$ 33,000	$ 59,660	$ 33,000	$ -	0.0%
0820 - RENT & OPERATING LEASES	3,691	9,715	9,715	6,248	9,248	467	0.0%
0825 - REPAIRS AND MAINTENANCE	423	1,500	1,500	500	1,500	-	0.0%
0839 - INTERNAL SERVICE CHARGES	21,282	51,485	51,485	46,939	52,000	(515)	-1.0%
0841 - TRAVEL	3,174	2,000	2,000	2,009	-	2,000	0.0%
0842 - EDUCATION AND TRAINING	9,375	18,250	18,250	7,629	13,250	5,000	27.4%
0843 - POSTAGE/FREIGHT/SHIPPING	90	8,500	8,500	5,067	8,500	-	0.0%
SUBTOTAL	$ 57,781	$ 124,450	$ 124,450	$ 128,052	$ 117,498	$ 6,952	5.6%
OTHER FINANCING USES							
CAPITAL							
0950 - DEBT SERVICE	$ 11,144	$ 24,074	$ 24,074	$ 11,529	$ 21,212	$ 2,862	11.9%
SUBTOTAL	$ 11,144	$ 24,074	$ 24,074	$ 11,529	$ 21,212	$ 2,862	0.0%
TOTAL USES	$ 3,040,437	$ 4,318,819	$ 4,212,123	$ 3,817,644	$ 3,746,301	$ 465,822	11.1%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
USES							
100 - GENERAL	$ 3,040,437	$ 4,318,819	$ 4,212,123	$ 3,817,644	$ 3,746,301	$ 465,822	11.1%
TOTAL FUNDS	$ 3,040,437	$ 4,318,819	$ 4,212,123	$ 3,817,644	$ 3,746,301	$ 465,822	11.1%

General Adjustments

Elimination of General Government Director Position ($176,775): Delete the General Government Director Position as a result of the General Government department being eliminated and reallocated in FY 2008-09.

Elimination of half-time Budget Analyst Position ($39,692): Delete half-time Budget Analyst Position. The duties and assignments will be picked up by other analysts so efficiency and results will not be affected.

Elimination of Performance Management Analyst Position ($63,813): Delete vacant Performance Management Analyst Position.

Elimination of Budget Supervisor Position ($118,555): Delete vacant Budget Supervisor Position.

Elimination of Employee Compensation Position ($93,338): Delete vacant Employee Compensation Position. The duties and assignments were picked up by other analysts so efficiency and results are not affected.

Reduction in Budgeted rate for Compensation Supervisor ($25,290): Reduce the Budgeted rate for the Compensation Supervisor.

Appropriated Budget Reconciliations

General Fund (100)

FY 2008-09 BUDGET RECONCILIATION
490 Mangement and Budget
100 GENERAL

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 3,137,792**	**$ -**
MID-YEAR ADJUSTMENTS:			
Jan. 2008 Administrative Reductions		$ (78,554)	$ -
Employee Market Compensation Adjustments (ECP)		28,423	-
	Subtotal	$ (50,131)	$ -
FY 2007-08 REVISED RESTATED BUDGET		**$ 3,087,661**	**$ -**
TARGET ADJUSTMENTS:			
Restatement - General Government to Management and Buget		$ 1,124,462	$ -
Consultant position from Non-Departmental		130,195	
Annualization of Jan. 2008 Administrative Reductions		(78,554)	-
	Subtotal	$ 1,176,103	$ -
FY 2008-09 BUDGET TARGET		**$ 4,263,764**	**$ -**
FY 2008-09 REQUESTED BUDGET		**$ 4,263,764**	**$ -**
BASE ADJUSTMENTS:			
Delete Vacant General Government Director Position		$ (176,775)	$ -
Delete Vacant half-time Budget Anaylst Position		(39,692)	
Delete Vacant Performance Mangement Analyst Position		(63,813)	
Delete Vacant Budget Supervisor Position		(118,555)	
Delete Vacant Compensation Position		(93,338)	
Reduce Budgeted rate for Compensation Supervisor		(25,290)	-
	Subtotal	$ (517,463)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 3,746,301**	**$ -**
PERCENT CHANGE FROM TARGET AMOUNT		*-12.1%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 3,746,301**	**$ -**

Materials Management

Analysis by Lauren M. Cochran, Management & Budget Analyst

Summary

Mission

The mission of Materials Management is to provide strategic and tactical procurement, printing, and records management services to County departments so they can effectively support the County's mission.

Vision

Customers will consider Materials Management's support critical to the successful accomplishment of their mission.

Strategic Goals

- **By June 30, 2008, create and implement a workforce succession plan, within the parameters of the County's policies and procedures, identifying Materials Management's requirements to address personnel resource issues that will impact the department in 2009.**

  Status: Materials Management continues to actively pursue ways to mitigate the pending loss of staff, including the exploration of manual processes based on standard business rules in order to reduce dependencies on FTEs while maintaining service levels. This goal has expired and will be replaced.

- **By June 30, 2011, obtain funding, implement, and maintain selected technology solutions to allow Materials Management to integrate its operations into a countywide electronic paperless business environment.**

  Status: In March 2008 Materials Management submitted Notification of Intent to form a Process Improvement Team to the Office of Management and Budget entitled EPPI- E-Procurement Process Initiative.

- **Beginning in July, 2008, increase partnerships by implementing two contracts per year with other governmental entities in order to leverage resources and aggregate purchasing power to improve service levels to internal customers.**

  Status: This goal is new for fiscal year 2008-09.

- **Annually, maintain 100% completion of all printing service requests submitted.**

  Status: In fiscal year 2007-08 Reprographics consistently maintained 100% completion of all printing service requests. This goal will be reevaluated for fiscal year 2009-10.

- **By June 30, 2008, achieve an annual customer satisfaction score of 90% or greater as measured through the annual customer satisfaction survey issued by Materials Management.**

Status: The fiscal year 2007-08 Customer Satisfaction Survey conducted by Research and Reporting indicates that 96% of Materials Management customers surveyed agree that Materials Management fulfills its mission to provide strategic and tactical procurement, printing, and records management services to County departments so they can effectively support the County's mission.

- **By June 30, 2009, create or revise, obtain required approvals, implement, and conduct training on eleven (11) Records Management A2100-series policies and procedures and create a Records Management Program Manual.**

  Status: Currently seven Records Management policies are being routed for review and Board of Supervisors approval. In addition, three policies have been completed and are awaiting final review from the County Attorney's office to begin routing.

- **By June 30, 2008, create and implement a Small Business Enterprise Program within the County to increase small business participation to a minimum of 10 percent of procurement transactions less than $50,000. data**

  Status: Small business participation in procurement transactions under $50,000 for fiscal year 2007-08 was over 23%.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
REVENUE							
73BS - BUSINESS SERVICES	$ 1,096,254	$ 1,113,844	$ 1,113,844	$ 1,384,586	$ 1,213,885	$ 100,041	9.0%
GCCT - CONTRACT PRINTING SERVICES	-	66,023	66,023	66,023	66,023	-	0.0%
GCMP - PRINTING SERVICES	914,404	930,862	930,862	930,863	930,862	-	0.0%
PCPT - PROCUREMENT SERVICES	181,850	116,959	116,959	387,700	217,000	100,041	85.5%
TOTAL PROGRAMS	$ 1,096,254	$ 1,113,844	$ 1,113,844	$ 1,384,586	$ 1,213,885	$ 100,041	9.0%
EXPENDITURES							
73BS - BUSINESS SERVICES	$ 2,519,332	$ 2,890,071	$ 2,909,339	$ 2,937,365	$ 2,732,613	$ 176,726	6.1%
GCCT - CONTRACT PRINTING SERVICES	70,819	65,943	65,943	73,269	49,150	16,793	25.5%
GCMP - PRINTING SERVICES	813,662	941,563	913,220	931,961	824,490	88,730	9.7%
PCPT - PROCUREMENT SERVICES	1,533,088	1,654,201	1,701,814	1,700,692	1,691,013	10,801	0.6%
RMPT - RECORDS MANAGEMENT SERVICES	56,724	63,645	63,647	62,148	63,964	(317)	-0.5%
BENT - SMALL BUSINESS ENTERPRISE	45,038	164,719	164,715	169,295	103,996	60,719	36.9%
99AS - ADMINISTRATIVE SERVICES	$ 223,533	$ 233,378	$ 238,492	$ 208,660	$ 227,566	$ 10,926	4.6%
ODIR - EXECUTIVE MANAGEMENT	160,840	166,973	172,082	146,108	163,884	8,198	4.8%
FSAC - FINANCIAL SERVICES	27,133	28,014	28,017	25,189	25,381	2,636	9.4%
99GV - GENERAL GOVERNMENT	$ 53,832	$ 81,477	$ 81,475	$ 81,470	$ 53,214	$ 28,261	34.7%
CSCA - CENTRAL SERVICE COST ALLOC	50,483	56,977	56,977	56,977	43,238	13,739	24.1%
ISFC - INTERNAL SERVICE FUND CHARGES	3,349	24,500	24,498	24,493	9,976	14,522	59.3%
TOTAL PROGRAMS	$ 2,796,697	$ 3,204,926	$ 3,229,306	$ 3,227,495	$ 3,013,393	$ 215,913	6.7%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
CHARGES FOR SERVICE							
0636 - INTERNAL SERVICE CHARGES	$ 914,404	$ 995,000	$ 995,000	$ 996,886	$ 995,000	$ -	0.0%
SUBTOTAL	$ 914,404	$ 995,000	$ 995,000	$ 996,886	$ 995,000	$ -	0.0%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 181,850	$ 118,844	$ 118,844	$ 387,700	$ 218,885	$ 100,041	84.2%
SUBTOTAL	$ 181,850	$ 118,844	$ 118,844	$ 387,700	$ 218,885	$ 100,041	84.2%
ALL REVENUES	$ 1,096,254	$ 1,113,844	$ 1,113,844	$ 1,384,586	$ 1,213,885	$ 100,041	9.0%
TOTAL SOURCES	$ 1,096,254	$ 1,113,844	$ 1,113,844	$ 1,384,586	$ 1,213,885	$ 100,041	9.0%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 1,730,142	$ 1,943,791	$ 1,987,846	$ 1,984,027	$ 1,929,529	$ 58,317	2.9%
0710 - OVERTIME	2,663	1,750	1,750	2,497	1,746	4	0.0%
0750 - FRINGE BENEFITS	527,161	625,747	633,352	610,929	594,886	38,466	6.1%
0790 - OTHER PERSONNEL SERVICES	11,940	750	1,815	14,573	-	1,815	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	(47,516)	(47,516)	(43,557)	(57,666)	10,150	-21.4%
0796 - PERSONNEL SERVICES ALLOC-IN	-	47,516	47,516	43,549	57,666	(10,150)	-21.4%
SUBTOTAL	$ 2,271,906	$ 2,572,038	$ 2,624,763	$ 2,612,018	$ 2,526,161	$ 98,602	3.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 215,699	$ 210,248	$ 205,524	$ 199,247	$ 224,449	$ (18,925)	-9.2%
0803 - FUEL	411	400	400	401	590	(190)	-47.5%
0804 - NON-CAPITAL EQUIPMENT	6,815	2,763	2,763	2,663	4,763	(2,000)	-72.4%
SUBTOTAL	$ 222,925	$ 213,411	$ 208,687	$ 202,311	$ 229,802	$ (21,115)	-10.1%
SERVICES							
0812 - OTHER SERVICES	$ 23,652	$ 29,000	$ 29,000	$ 30,000	$ 26,000	$ 3,000	10.3%
0820 - RENT & OPERATING LEASES	14,563	22,621	22,621	22,671	22,621	-	0.0%
0825 - REPAIRS AND MAINTENANCE	124,384	87,367	87,367	112,528	98,394	(11,027)	-12.6%
0839 - INTERNAL SERVICE CHARGES	6,798	22,644	22,644	30,645	10,941	11,703	51.7%
0841 - TRAVEL	5,024	8,650	8,650	9,899	14,500	(5,850)	0.0%
0842 - EDUCATION AND TRAINING	8,060	4,965	4,965	5,715	7,442	(2,477)	-49.9%
0843 - POSTAGE/FREIGHT/SHIPPING	6,371	10,019	10,019	10,120	7,120	2,899	0
SUBTOTAL	$ 188,851	$ 185,266	$ 185,266	$ 221,578	$ 187,018	$ (1,752)	-0.9%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 50,483	$ 56,977	$ 56,977	$ 56,977	$ 43,238	$ 13,739	24.1%
SUBTOTAL	$ 50,483	$ 56,977	$ 56,977	$ 56,977	$ 43,238	$ 13,739	24.1%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 50,603	$ 150,000	$ 126,379	$ 124,128	$ -	$ 126,379	100.0%
0950 - DEBT SERVICE	11,928	27,234	27,234	10,483	27,174	60	-
SUBTOTAL	$ 62,532	$ 177,234	$ 153,613	$ 134,611	$ 27,174	$ 126,439	0.0%
TOTAL USES	$ 2,796,697	$ 3,204,926	$ 3,229,306	$ 3,227,495	$ 3,013,393	$ 215,913	6.7%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 181,850	$ 116,959	$ 116,959	$ 387,700	$ 217,000	$ 100,041	85.5%
673 - REPROGRAPHICS	$ 914,404	$ 996,885	$ 996,885	$ 996,886	$ 996,885	$ -	0.0%
INTERNAL SERVICE	$ 914,404	$ 996,885	$ 996,885	$ 996,886	$ 996,885	$ -	0.0%
TOTAL FUNDS	$ 1,096,254	$ 1,113,844	$ 1,113,844	$ 1,384,586	$ 1,213,885	$ 100,041	9.0%
USES							
100 - GENERAL	$ 1,859,045	$ 2,071,136	$ 2,123,861	$ 2,103,372	$ 2,029,600	$ 94,261	4.4%
673 - REPROGRAPHICS	$ 937,652	$ 1,133,790	$ 1,105,445	$ 1,124,123	$ 983,793	$ 121,652	11.0%
INTERNAL SERVICE	$ 937,652	$ 1,133,790	$ 1,105,445	$ 1,124,123	$ 983,793	$ 121,652	11.0%
TOTAL FUNDS	$ 2,796,697	$ 3,204,926	$ 3,229,306	$ 3,227,495	$ 3,013,393	$ 215,913	6.7%

General Adjustments

Reprographics Fees: The FY 2008-09 revenue budget was reduced by $88,512 as a result of reduced demand for services. Expenditures were also reduced to ensure structural balance.

Programs and Activities

Business Services Program

The purpose of the Business Services Program is to provide products and services associated with procurement, printing, and records management to customers and the public so that they can satisfy their customer's needs at the lowest cost and highest quality.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of Certified Agency Procurement Aids (CAPAs) that are utilizing small business enterprises for non-contract procurements.	Not Reported	24.3%	24.3%	0.0%	0.0%
Percent of total procurement transactions less than $50,000 awarded to Small Business Enterprises.	Not Reported	21.1%	21.1%	0.0%	0.0%
Percent of total procurement transactions less than $50,000 awarded to Small Business Enterprises.	Not Reported	21.1%	21.1%	0.0%	0.0%
Percent of customers satisfied with Contract Printing Services.	Not Reported	88.9%	94.4%	5.6%	6.3%
Percent of customers satisfied with Printing Services.	Not Reported	88.9%	94.4%	5.6%	6.3%
Percent of customers satisfied with Procurement Services.	87.5%	84.8%	89.1%	4.3%	5.1%
Percent of customers satisfied with Records Management Services.	87.5%	89.2%	94.6%	5.4%	6.1%

Activities that comprise this program include:

- Small Business Enterprise
- Contract Printing Services
- Printing Services
- Procurement Services
- Records Management Services

Small Business Enterprise Services Activity

The purpose of the Small Business Enterprise Services Activity is to provide awareness, training, and opportunities to County departments and small businesses so they can participate in all Maricopa County procurements less than or equal to $50,000.

Mandates: Activity not mandated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Certified Agency Procurement Aids (CAPAs) that are utilizing small business enterprises for non-contract procurements.	Not Reported	24.3%	24.3%	0.0%	0.0%
Result	Percent of total procurement transactions less than $50,000 awarded to Small Business Enterprises.	Not Reported	21.1%	21.1%	0.0%	0.0%
Result	Percent of total procurement transactions less than $50,000 awarded to Small Business Enterprises.	Not Reported	21.1%	21.1%	0.0%	0.0%
Output	Number of procurement transactions less than $50,000 awarded to Small Business Enterprises.	Not Reported	1,559	1,559	0	0.0%
Demand	Number of procurement transactions less than $50,000 available to Small Business Enterprises.	Not Reported	7,381	7,381	0	0.0%
Efficiency	Cost per dollar of small business procurement transactions less than $50,000.	Not Reported	$109	$67	$42	38.6%
Expenditure						
	100 - GENERAL	$ 45,038	$ 169,295	$ 103,996	$ 65,299	38.6%
	TOTAL USES	$ 45,038	$ 169,295	$ 103,996	$ 65,299	38.6%

Base Adjustment: The inactivation of one (1) FTE realized a decrease in expenditures of $72,477. This results in increased efficiency for FY2009 over FY2008.

Contract Printing Services Activity

The purpose of the Contract Printing Services Activity is to provide graphics contracts and contract administration services to County departments so that they can have access to professional and competitive private sector sources of printed materials.

Mandates: Activity not mandated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of customers satisfied with Contract Printing Services.	90.0%	88.9%	94.4%	5.6%	6.3%
Output	Number of contract orders completed.	575	747	747	0	0.0%
Demand	Number of contract print orders requested.	575	747	747	0	0.0%
Efficiency	Cost per contract order.	$123.16	$98.08	$65.80	$32.29	32.9%
Revenue						
	673 - REPROGRAPHICS	$ -	$ 66,023	$ 66,023	$ -	0.0%
	TOTAL SOURCES	$ -	$ 66,023	$ 66,023	$ -	0.0%
Expenditure						
	673 - REPROGRAPHICS	$ 70,819	$ 73,269	$ 49,150	$ 24,119	32.9%
	TOTAL USES	$ 70,819	$ 73,269	$ 49,150	$ 24,119	32.9%

Printing Services Activity

The purpose of the Printing Services Activity is to provide a wide range of printing services to County departments so they can obtain high quality printed materials and technical support.

Mandates: Activity not mandated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of customers satisfied with Printing Services.	Not Reported	88.9%	94.4%	5.6%	6.3%
Output	Number of units completed.	21,635,580	25,126,664	25,126,664	0	0.0%
Demand	Number of units requested.	21,635,580	25,126,664	25,126,664	0	0.0%
Efficiency	Cost per unit completed.	$0.04	$0.04	$0.03	$0.00	11.5%
Efficiency	Cost per dollar of printing service requests completed.	$0.95	$1.05	$0.93	$0.12	11.5%
Revenue						
	673 - REPROGRAPHICS	$ 914,404	$ 930,863	$ 930,862	$ (1)	0.0%
	TOTAL SOURCES	$ 914,404	$ 930,863	$ 930,862	$ (1)	0.0%
Expenditure						
	673 - REPROGRAPHICS	$ 813,662	$ 931,961	$ 824,490	$ 107,471	11.5%
	TOTAL USES	$ 813,662	$ 931,961	$ 824,490	$ 107,471	11.5%

Procurement Services Activity

The purpose of the Procurement Services Activity is to provide guidance, support, and solutions to County departments and vendors so they can successfully achieve their goals and objectives within legal and budgetary parameters through the effective expenditure of tax dollars.

Mandates: A.R.S. §11-254.01 establishing County purchasing procedures.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of customers satisfied with Procurement Services.	87.5%	84.8%	89.1%	4.3%	5.1%
Output	Actual dollar value of procurement transactions.	474,883,712	59,095,192	59,095,192	0	0.0%
Demand	Anticipated dollar value of procurement transactions.	474,883,712	59,095,192	59,095,192	0	0.0%
Efficiency	Cost per dollar of procurement transactions.	$0.00	$0.03	$0.03	$0.00	0.6%
Efficiency	Cost per procurement transaction.	$12.61	$12.83	$12.76	$0.07	0.6%
Revenue						
	100 - GENERAL	$ 181,850	$ 387,700	$ 217,000	$ (170,700)	-44.0%
	TOTAL SOURCES	$ 181,850	$ 387,700	$ 217,000	$ (170,700)	-44.0%
Expenditure						
	100 - GENERAL	$ 1,533,088	$ 1,700,692	$ 1,691,013	$ 9,679	0.6%
	TOTAL USES	$ 1,533,088	$ 1,700,692	$ 1,691,013	$ 9,679	0.6%

Records Management Services Activity

The purpose of the Records Management Services Activity is to provide technical assistance, solutions, tools, oversight, processes, and training to County departments so they can effectively manage county records within legal parameters.

Mandates: A.R.S. § 41-1346 establishing State and Local document management procedures.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of customers satisfied with Records Management Services.	87.5%	89.2%	94.6%	5.4%	6.1%
Output	Number of customers provided Records Management Services.	2,287	2,293	2,293	0	0.0%
Demand	Number of customers requesting Records Management Services.	666	418	418	0	0.0%
Efficiency	Cost per Records Management service provided.	$25	$29	$29	-$1	-2.9%
Expenditure						
	100 - GENERAL	$ 56,724	$ 62,148	$ 63,964	$ (1,816)	-2.9%
	TOTAL USES	$ 56,724	$ 62,148	$ 63,964	$ (1,816)	-2.9%

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 2,071,136**	**$ 116,959**
MID-YEAR ADJUSTMENTS:			
Employee Market compensation Adjustments (Admin Phase II Market Study)		$ 47,616	$ -
Executive Compensation Pay Adjustment (Effective 11/7/07)		5,109	-
	Subtotal	$ 52,725	$ -
FY 2007-08 REVISED RESTATED BUDGET		**$ 2,123,861**	**$ 116,959**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 months)		$ -	$ -
Retirement Contributions		-	-
FY 2008-09 Pay for Performance		-	-
Annualization Executive Compensation Pay Adjustment from FY 08		1,076	-
	Subtotal	$ 1,076	$ -
FY 2008-09 BUDGET TARGET		**$ 2,124,937**	**$ 116,959**
REQUESTED ADJUSTMENTS:			
Requested Revenue Above Target (P card rebate)		$ -	$ 100,041
Requested Expenditure Below Target (Salary Savings)		(22,860)	-
	Subtotal	$ (22,860)	$ 100,041
FY 2008-09 REQUESTED BUDGET		**$ 2,102,077**	**$ 217,000**
BUDGET BALANCING ADJUSTMENTS:			
Reduce Small Business Enterprise Program		$ (72,477)	$ -
	Subtotal	$ (72,477)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 2,029,600**	**$ 217,000**
PERCENT CHANGE FROM TARGET AMOUNT		*-4.5%*	*85.5%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 2,029,600**	**$ 217,000**

Reprographics Fund (673)

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 1,133,790**	**$ 996,885**
MID-YEAR ADJUSTMENTS:			
Jan. 2008 Administrative Reductions		$ (28,345)	$ -
	Subtotal	$ (28,345)	$ -
FY 2007-08 REVISED RESTATED BUDGET		**$ 1,105,445**	**$ 996,885**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 months)		$ -	$ -
Retirement Contributions		-	-
FY 2008-09 Pay for Performance		-	-
Annualization of Jan. 2008 Administrative Reductions		(28,345)	-
Adjustment One-time Capital Equipment Purchases		(93,310)	-
	Subtotal	$ (121,655)	$ -
FY 2008-09 BUDGET TARGET		**$ 983,790**	**$ 996,885**
REQUESTED ADJUSTMENTS:			
Requested Revenue Above Target Due to Increased Fees		$ -	$ 88,512
Requested Expenditure Above Target for Market Studies & Equipment Maint		96,437	-
	Subtotal	$ 96,437	$ 88,512
FY 2008-09 REQUESTED BUDGET		**$ 1,080,227**	**$ 1,085,397**
BASE ADJUSTMENTS:			
Defer Implementaiton of New Fees		$ -	$ (88,512)
Defer Implementation of Market Studies & Equipment Maint		(96,434)	-
	Subtotal	$ (96,434)	$ (88,512)
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 983,793**	**$ 996,885**
PERCENT CHANGE FROM TARGET AMOUNT		*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 983,793**	**$ 996,885**

Medical Examiner

Analysis by Tara Acuna, Management & Budget Analyst

Summary

Mission

The Mission of the Office of the Medical Examiner is to provide medicolegal investigations into all deaths requiring a public inquiry to determine and record the cause and manner of death for the families of the decedent, and the legal and medical community so that they can effect a resolution and have closure, affix responsibility, and protect public health and safety.

Vision

Citizens serving citizens by working collaboratively, efficiently and innovatively. We will be responsive to our customers while being fiscally prudent.

Strategic Goals

- **By Fiscal Year 2009, the Office of the Medical Examiner will improve service to families and other agencies by completing cases within established timeframes of 90% of cases closed within 45 days and 95% of cases closed within 90 days.**

  Status: Cumulative results YTD (Aug 2008) are at 63% and 95% respectively for this strategic goal. In FY 2007-08, OME moved from having a staff of Transporters and Investigators to Investigators only. The Investigators now act as first responders and perform all of the front-end duties. All the Transporters passed the associated exams, met the qualifications and promoted to Investigators.

- **By Fiscal Year 2009, the Office of the Medical Examiner will receive accreditation from the American Board of Forensic Toxicologists (ABFT) in compliance with industry recognized national standards.**

  Status: This goal is expired; a new goal is currently in process with the strategic plan update.

- **By Fiscal Year 2010, the Office of the Medical Examiner will receive accreditation from the National Association of Medical Examiners (NAME) in compliance with industry recognized national standards.**

  Status: In FY 2007-08, the acceptable workload standard for each forensic pathologist was reached and a pre-inspection NAME site visit will be scheduled in April, 2009.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
REVENUE							
29ME - MEDICAL EXAMINERS	$ 199,356	$ 302,768	$ 410,161	$ 465,732	$ 302,768	$ (107,393)	-26.2%
CREM - CREMATION AUTHORIZATIONS	113,091	242,730	242,730	241,813	262,380	19,650	8.1%
EXAM - DECEDENT MEDICAL EXAMINATION	75,345	60,038	60,038	39,340	40,388	(19,650)	-32.7%
TOXI - TOXICOLOGY	10,920	-	107,393	184,579	-	(107,393)	-100.0%
TOTAL PROGRAMS	$ 199,356	$ 302,768	$ 410,161	$ 465,732	$ 302,768	$ (107,393)	-26.2%
EXPENDITURES							
29ME - MEDICAL EXAMINERS	$ 6,914,857	$ 7,403,819	$ 7,512,012	$ 7,484,695	$ 7,051,710	$ 460,302	6.1%
CREM - CREMATION AUTHORIZATIONS	188,670	204,487	204,948	243,718	226,270	(21,322)	-10.4%
ADMI - DECEDENT ADMISSIONS	328,805	415,387	415,382	396,467	384,642	30,740	7.4%
EXAM - DECEDENT MEDICAL EXAMINATION	3,241,870	3,429,047	3,434,471	3,438,365	3,153,703	280,768	8.2%
INVG - DECEDENT MEDICAL INVESTIGATION	834,403	1,062,862	1,076,915	1,419,047	1,469,644	(392,729)	-36.5%
DECE - DECEDENT TRANSPORT	386,834	385,224	385,216	111,203	-	385,216	100.0%
HIST - HISTOTECHNOLOGY	109,951	121,917	121,834	111,084	119,851	1,983	1.6%
TOXI - TOXICOLOGY	1,389,850	1,212,640	1,320,035	1,321,659	1,219,252	100,783	7.6%
SUPP - TRANSCRIPTION	434,475	572,255	553,211	443,152	478,348	74,863	13.5%
99AS - ADMINISTRATIVE SERVICES	$ 503,580	$ 628,811	$ 654,612	$ 499,592	$ 655,101	$ (489)	-0.1%
BDGT - BUDGETING	2,302	-	-	-	-	-	
ODIR - EXECUTIVE MANAGEMENT	369,084	434,555	460,356	299,082	453,757	6,599	1.4%
FSAC - FINANCIAL SERVICES	272	-	-	-	-	-	
HRAC - HUMAN RESOURCES	89,320	145,578	145,582	146,745	142,944	2,638	1.8%
PROC - PROCUREMENT	42,602	48,678	48,674	53,765	58,400	(9,726)	-20.0%
99GV - GENERAL GOVERNMENT	$ 1,000	$ 24,262	$ 24,271	$ 24,262	$ 31,205	$ (6,934)	-28.6%
ISFC - INTERNAL SERVICE FUND CHARGES	1,000	24,262	24,271	24,262	31,205	(6,934)	-28.6%
TOTAL PROGRAMS	$ 7,419,437	$ 8,056,892	$ 8,190,895	$ 8,008,549	$ 7,738,016	$ 452,879	5.5%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0615 - GRANTS	$ 10,920	$ -	$ 107,393	$ 184,579	$ -	$ (107,393)	-100.0%
SUBTOTAL	$ 10,920	$ -	$ 107,393	$ 184,579	$ -	$ (107,393)	-100.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 188,485	$ 302,768	$ 302,768	$ 281,153	$ 302,768	$ -	0.0%
SUBTOTAL	$ 188,485	$ 302,768	$ 302,768	$ 281,153	$ 302,768	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ (49)	$ -	$ -	$ -	$ -	$ -	
SUBTOTAL	$ (49)	$ -	$ -	$ -	$ -	$ -	
ALL REVENUES	$ 199,356	$ 302,768	$ 410,161	$ 465,732	$ 302,768	$ (107,393)	-26.2%
TOTAL SOURCES	$ 199,356	$ 302,768	$ 410,161	$ 465,732	$ 302,768	$ (107,393)	-26.2%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 4,733,606	$ 5,177,143	$ 5,185,464	$ 5,386,871	$ 5,243,204	$ (57,740)	-1.1%
0705 - TEMPORARY PAY	47,442	11,484	11,484	17,330	23,454	(11,970)	0.0%
0710 - OVERTIME	107,250	44,700	44,700	82,033	65,700	(21,000)	0.0%
0750 - FRINGE BENEFITS	1,294,993	1,542,552	1,543,204	1,586,863	1,495,615	47,589	3.1%
0790 - OTHER PERSONNEL SERVICES	44,371	469,307	486,944	89,491	23,792	463,152	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(47,985)	-	-	(33,332)	-	-	
SUBTOTAL	$ 6,179,678	$ 7,245,186	$ 7,271,796	$ 7,129,256	$ 6,851,765	$ 420,031	5.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 153,973	$ 137,500	$ 137,500	$ 112,351	$ 135,571	$ 1,929	1.4%
0802 - MEDICAL SUPPLIES	237,794	220,657	220,657	244,682	250,398	(29,741)	0.0%
0803 - FUEL	27,084	26,748	26,748	26,395	33,489	(6,741)	-25.2%
0804 - NON-CAPITAL EQUIPMENT	135,224	24,500	24,500	30,343	21,000	3,500	14.3%
SUBTOTAL	$ 554,075	$ 409,405	$ 409,405	$ 413,771	$ 440,458	$ (31,053)	-7.6%
SERVICES							
0811 - HEALTH CARE SERVICES	103,780	88,040	88,040	116,537	118,040	(30,000)	-34.1%
0812 - OTHER SERVICES	48,727	36,972	36,972	39,298	42,772	(5,800)	-15.7%
0820 - RENT & OPERATING LEASES	3,886	10,922	10,922	8,167	10,922	-	0.0%
0825 - REPAIRS AND MAINTENANCE	86,321	96,000	96,000	79,562	96,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	20,557	15,669	15,669	19,568	15,669	-	0.0%
0841 - TRAVEL	39,762	37,230	49,623	42,119	37,230	12,393	0.0%
0842 - EDUCATION AND TRAINING	8,009	32,230	32,230	6,419	32,230	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	9,012	5,700	5,700	8,607	5,700	-	-
0850 - UTILITIES	8,660	8,200	8,200	4,694	8,200	-	0.0%
0872 - SERVICES-ALLOCATION OUT	(3,470)	-	-	-	-	-	
SUBTOTAL	$ 325,245	$ 330,963	$ 343,356	$ 324,971	$ 366,763	$ (23,407)	-6.8%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 17,188	$ 16,613	$ 16,613	$ 16,613	$ 16,469	$ 144	0.9%
SUBTOTAL	$ 17,188	$ 16,613	$ 16,613	$ 16,613	$ 16,469	$ 144	0.9%
CAPITAL							
0920 - CAPITAL EQUIPMENT	311,235	-	95,000	95,000	-	95,000	100.0%
0950 - DEBT SERVICE	32,017	54,725	54,725	28,938	62,561	(7,836)	-
SUBTOTAL	$ 343,252	$ 54,725	$ 149,725	$ 123,938	$ 62,561	$ 87,164	0.0%
TOTAL USES	$ 7,419,437	$ 8,056,892	$ 8,190,895	$ 8,008,549	$ 7,738,016	$ 452,879	5.5%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 188,436	$ 302,768	$ 302,768	$ 281,153	$ 302,768	$ -	0.0%
224 - MEDICAL EXAMINER GRANT	$ 10,920	$ -	$ 107,393	$ 184,579	$ -	$ (107,393)	-100.0%
SPECIAL REVENUE - GRANT	$ 10,920	$ -	$ 107,393	$ 184,579	$ -	$ (107,393)	-100.0%
TOTAL SPECIAL REVENUE	$ 10,920	$ -	$ 107,393	$ 184,579	$ -	$ (107,393)	-100.0%
TOTAL FUNDS	$ 199,356	$ 302,768	$ 410,161	$ 465,732	$ 302,768	$ (107,393)	-26.2%
USES							
100 - GENERAL	$ 7,321,898	$ 8,056,892	$ 8,083,502	$ 7,910,589	$ 7,738,016	$ 345,486	4.3%
224 - MEDICAL EXAMINER GRANT	$ 97,539	$ -	$ 107,393	$ 97,960	$ -	$ 107,393	100.0%
SPECIAL REVENUE - GRANT	$ 97,539	$ -	$ 107,393	$ 97,960	$ -	$ 107,393	100.0%
TOTAL SPECIAL REVENUE	$ 97,539	$ -	$ 107,393	$ 97,960	$ -	$ 107,393	100.0%
TOTAL FUNDS	$ 7,419,437	$ 8,056,892	$ 8,190,895	$ 8,008,549	$ 7,738,016	$ 452,879	5.5%

General Adjustments

Budget Balancing Adjustment ($44,937): Delete one Office Assistant position.

Budget Balancing Adjustment ($11,484): Delete one temporary part-time Office Assistant position.

Budget Balancing Adjustment ($175,461): Delete one Physician position.

Budget Balancing Adjustment ($45,546): Delete one Investigator position.

Budget Balancing Adjustment ($11,484): Delete one Forensic Photographer position

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Programs and Activities

Medical Examiners Program

The purpose of the Medical Examiners Program is to provide a determination and timely report of findings as to the cause and manner of death, and an authorization for the cremation of decedent remains, for the families of decedents and the legal and medical community so that they can have closure, prosecute offenders, and take actions to safeguard public health and safety.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of decedents released within 1 day of exam	72.0%	68.0%	100.0%	32.0%	47.1%
% of cremation authorizations completed within 3 days of receipt.	100.0%	100.0%	100.0%	0.0%	0.0%
% of cases completed within 45 days	68.0%	46.2%	44.9%	(1.3%)	-2.7%
% of exams completed within 24 hours of admit	38.3%	49.0%	37.6%	(11.5%)	-23.4%
% of cases completed within 90 days	91.5%	80.3%	78.1%	(2.2%)	-2.7%
% of autopsies performed	57.3%	64.6%	49.5%	(15.1%)	-23.4%
% of microslides produced within three days of examination.	100.0%	100.0%	100.0%	0.0%	0.0%
% of exams summaries completed by day of exam (omits denials).	91.0%	97.0%	97.0%	0.0%	0.0%
% of denials of total investigations.	31.0%	31.9%	32.0%	0.1%	0.2%
% of reports transcribed within two weeks of receipt	91.0%	85.3%	72.0%	(13.3%)	-15.6%
% of tests completed in house of total tests requested.	98.0%	98.2%	98.2%	0.0%	0.0%
% of tox reports produced within 30 days of exam.	73.0%	69.6%	69.2%	(0.4%)	-0.5%

Activities that comprise this program include:

- Decedent Admissions
- Cremation Authorizations
- Decedent Transport
- Decedent Medical Examinations
- Investigations
- Histotechnology
- Decedent Medical Investigations
- Transcription
- Toxicology

Decedent Admissions Activity

The purpose of Decedent Admissions Activity is to provide the admission record for the Medical Examiners so that they can conduct an examination and record the determination of the cause and manner of death.

Mandates: A.R.S. §11-593 Section E. states that each county shall provide to the department of public safety fingerprints of all deceased persons for whom the circumstances of death require an external examination or autopsy and whose deaths are required to be investigated pursuant to this section. These fingerprints shall be on a form provided by the department of public safety and shall be accompanied by such other information regarding the physical description and the date and place of death as the department of public safety may require.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of decedents released within 1 day of exam	71.8%	68.0%	100.0%	32.0%	47.1%
Output	# of admits completed.	4,765	4,202	5,484	1,282	30.5%
Demand	# of admits required	4,765	$4,202.00	$5,484.00	$1,282.00	30.5%
Efficiency	$ cost per admit.	$69.00	$94.35	$70.14	$24.21	25.7%
Expenditure						
	100 - GENERAL	$ 328,805	$ 396,467	$ 384,642	$ 11,825	3.0%
	TOTAL USES	$ 328,805	$ 396,467	$ 384,642	$ 11,825	3.0%

Budget Balancing Adjustment ($19,322): Delete one part-time Office Assistant Specialized position.

Cremation Authorization Activity

The purpose of Cremation Authorization Activity is to provide certification for cremation to the public so that they can legally cremate a person's remains.

Mandates: A.R.S. §11-594 mandates the Office of the Medical Examiner to give approval for cremation of a dead body after a death investigation and record the approval on the death certificate.
A.R.S. §11-599 When a funeral director or embalmer is requested to cremate or prepare for cremation the body of a dead person, the funeral director or embalmer or any other person having knowledge of an intention to so cremate shall notify the county medical examiner or alternate medical examiner to review the death certificate. If after reviewing the death certificate the county medical examiner or alternate medical examiner is satisfied that there is no evidence of foul play or violence, the examiner shall so certify.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of cremation authorizations completed within 3 days of receipt.	100.0%	100.0%	100.0%	0.0%	0.0%
Output	# of cremation authorizations completed	17,197	17,738	18,061	323	1.8%
Demand	Number of cremation authorizations requested	17,197	17,738	18,061	323	1.8%
Efficiency	Cost per cremation authorization	$10.97	$13.74	$12.53	$1.21	8.8%
Revenue						
	100 - GENERAL	$ 113,091	$ 241,813	$ 262,380	$ 20,567	8.5%
	TOTAL SOURCES	$ 113,091	$ 241,813	$ 262,380	$ 20,567	8.5%
Expenditure						
	100 - GENERAL	$ 188,670	$ 243,718	$ 226,270	$ 17,448	7.2%
	TOTAL USES	$ 188,670	$ 243,718	$ 226,270	$ 17,448	7.2%

Decedent Transport Activity

The purpose of Decedent Transport Activity is to provide a timely recovery of decedents and preserve the chain of custody of remains and evidence for the Medical Examiners so that they can determine cause and manner of death.

Mandates: A.R.S. §11-595 mandate enables the County Medical Examiner's office or a licensed physician employed to A. The county medical examiner or alternate medical examiner may enter any room, dwelling, building or other place in which the body or evidence of the circumstances of the death requiring investigation may be found, provided that a law enforcement agency investigating the death obtains a search warrant for private property other than in the immediate location where the body was found.
B. The county medical examiner or alternate medical examiner, with the permission of the law enforcement agency investigating the death may take into possession any object or article found on the deceased or in the deceased's immediate vicinity which may aid in the determination of the deceased's identity or determination of the cause or manner of death. Upon completion of the findings, the medical examiner or alternate medical examiner, within thirty days, shall deliver the object or article to the law enforcement agency concerned, to the legal representative of the deceased or to the county treasurer.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of removals completed within 2 hours of request (not arrived at OME due to multiple pickups).	(0.1%)	3.1%	Not Reported		
Output	# of decedents transported (same as admits/exams).	4,765	1,173	Not Reported		
Demand	# of removals requested (same as investigations demand, includes declines).	7,500	1,926	Not Reported		
Efficiency	$ cost per decedent transported	$81.18	$94.80	Not Reported		
Expenditure						
	100 - GENERAL	$ 386,834	$ 111,203	$ -	$ 111,203	100.0%
	TOTAL USES	$ 386,834	$ 111,203	$ -	$ 111,203	100.0%

The Decedent Transport Activity was combined with the Decedent Medical Investigations Activity during FY 2007-08.

Decedent Medical Examinations Activity

The purpose of Decedent Medical Examinations Activity is to provide a certification as to the cause and manner of death, a timely report of findings, and expert testimony in legal proceedings for families of decedents and the legal and medical community so that they can conduct financial transactions and have closure, investigate and prosecute offenders, and reduce risks to public health and safety.

Mandates: A.R.S. §11-594 mandates A. The county medical examiner or alternate medical examiner shall direct a death investigation, shall determine whether an external examination or autopsy is required and shall:
1. Take charge of the dead body.
2. Certify to the cause and manner of death following completion of the death investigation, unless the medical examiner or alternate medical examiner determines there is no jurisdiction pursuant to section 11-593, reduce the findings to writing and promptly make a full report on forms prescribed for that purpose.
3. Have subpoena authority for all documents, records and papers deemed useful in the death investigation.

4. Execute a death certificate provided by the state registrar of vital statistics indicating the cause and the manner of death for those bodies for which a death investigation has been conducted and jurisdiction is assumed.
5. Give approval for cremation of a dead body after a death investigation and record the approval on the death certificate.
6. Notify the county attorney or other law enforcement authority when death is found to be from other than natural causes.
7. Carry out the duties specified under section 28-668.
8. Carry out the duties specified under title 36, chapter 7, article 3.
9. Observe all policies adopted by the board of supervisors regarding conflicts of interest and disclosure of noncounty employment.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of cases completed within 45 days	68.0%	46.2%	44.9%	(1.3%)	-2.7%
Result	% of cases completed within 90 days	91.3%	80.3%	78.1%	(2.2%)	-2.7%
Result	% of exams completed within 24 hours of admit	37.5%	49.0%	37.6%	(11.5%)	-23.4%
Result	% of autopsies performed	57.2%	$0.65	$0.50	-$0.15	-23.4%
Output	# of cases closed	5,061	5,392	5,542	150	2.8%
Output	# of exams completed	4,765	4,202	5,484	1,282	30.5%
Demand	# of exams required (same as admits)	4,765	4,202	5,484	1,282	30.5%
Efficiency	$ cost per exam	$680.02	$818.27	$575.07	$243.20	29.7%
Revenue						
	100 - GENERAL	$ 75,345	$ 39,340	$ 40,388	$ 1,048	2.7%
	TOTAL SOURCES	$ 75,345	$ 39,340	$ 40,388	$ 1,048	2.7%
Expenditure						
	100 - GENERAL	$ 3,241,870	$ 3,438,365	$ 3,153,703	$ 284,662	8.3%
	TOTAL USES	$ 3,241,870	$ 3,438,365	$ 3,153,703	$ 284,662	8.3%

Histotechnology Activity

The purpose of Histotechnology Activity is to produce micro slides of organ tissues according to established histology standards for the Medical Examiners so that they can make a timely determination whether or not an identifiable disease contributed to the cause and manner of death.

Mandates: A.R.S. §11-594 mandates if a dispute arises over the findings of the medical examiner's report, the medical examiner, upon an order of the superior court, shall make available all evidence and documentation to a court-designated licensed forensic pathologist for review, and the results of the review shall be reported to the superior court in the county issuing the order.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of microslides produced within three days of examination.	92.0%	100.0%	100.0%	0.0%	0.0%
Output	# of microslides produced.	31	11,859	11,886	27	0.2%
Demand	# of microslides requested.	7,500	11,859	11,886	27	0.2%
Efficiency	$ cost per microslides	$111.25	$9.37	$10.08	-$0.72	-7.6%
Expenditure						
	100 - GENERAL	$ 109,951	$ 111,084	$ 119,851	$ (8,767)	-7.9%
	TOTAL USES	$ 109,951	$ 111,084	$ 119,851	$ (8,767)	-7.9%

Decedent Medical Investigations Activity

The purpose of Decedent Medical Investigations Activity is to provide medical and forensic information to the Medical Examiners so that they can use the information to make a timely determination of the cause and manner of death.

Mandates: A.R.S. §11-597 mandates the county medical examiner or alternate medical examiner shall conduct a death investigation to determine whether or not the public interest requires an external examination, autopsy or other special investigation.
A.R.S. §11-594 mandates 1. Assign to a medical death investigator or other qualified personnel all aspects of a death investigation except the performance of autopsies.
2. Authorize forensic pathologists to perform examinations and autopsies. The medical examiner or alternate medical examiner may authorize medical students or residents and fellows in pathology training to perform autopsies under the supervision of a licensed physician who is board certified in anatomic pathology, pursuant to procedures adopted by the county medical examiner or alternate medical examiner. Authorization and the amount to be paid by the county for pathology services are subject to approval of the board of supervisors.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of exams summaries completed by day of exam (omits denials).	92.0%	97.0%	97.0%	0.0%	0.0%
Result	% of denials of total investigations.	31.1%	31.9%	32.0%	0.1%	0.2%
Output	# of investigation summaries completed	7,500	5,103	5,103	0	0.0%
Output	# of investigation completed (includes denials).	7,500	$7,825.00	$7,825.00	$0.00	0.0%
Demand	"# of investigations required (same as transport demand, includes denials)"	7,500	31,238	15,619	-15,619	-50.0%
Efficiency	$ cost per investigation (includes declines not admitted).	$111	$181.35	$187.81	-$6.47	-3.6%
Expenditure						
	100 - GENERAL	834,403	1,419,047	1,469,644	$ (50,597)	-3.6%
	TOTAL USES	834,403	1,419,047	1,469,644	$ (50,597)	-3.6%

Transcription Activity

The purpose of Transcription Activity is to provide transcribed reports, case records data entry, reports distribution, and the cause and manner of death on certificates for the Medical Examiners so that they can issue their findings and the death can be registered.

Mandates: A.R.S. §11-597 mandates if an autopsy is performed, a full record or report of the facts developed by the autopsy in the findings of the person performing the autopsy shall be properly made and filed in the office of the county medical examiner or the board of supervisors. If the person performing the autopsy determines that the report should be forwarded to the county where the death occurred or the county in which any injury contributing to or causing the death was sustained, the report shall be forwarded to the county attorney.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of reports transcribed within two weeks of receipt	92.3%	85.3%	72.0%	(13.3%)	-15.6%
Output	"# of exam, toxicology and investigative summary reports transcribed"	12,264	15,808	16,303	495	3.1%
Demand	"# of exam, toxicology and investigative summary reports requested to be transcribed."	12,264	15,808	16,303	495	3.1%
Efficiency	"$ cost per exam, toxicology and investigative report transcribed."	$35.43	$28.03	$29.34	-$1.31	-4.7%
Expenditure						
	100 - GENERAL	$ 434,475	$ 443,152	$ 478,348	$ (35,196)	-7.9%
	TOTAL USES	$ 434,475	$ 443,152	$ 478,348	$ (35,196)	-7.9%

Toxicology Activity

The purpose of Toxicology Activity is to provide drug analyses and test results according to established laboratory standards to the Medical Examiners so that they can make a timely determination whether or not drugs or chemicals contributed to the cause and manner of death.

Mandates: A.R.S. §11-597 The county medical examiner or alternate medical examiner shall conduct a death investigation to determine whether or not the public interest requires an external examination, autopsy or other special investigation. In the determination of the need for an autopsy, the county medical examiner or alternate medical examiner may consider the request for an autopsy made by private persons or public officials. If the county attorney or a superior court judge of the county where the death occurred requests an autopsy, the county medical examiner shall perform the autopsy, or, in the case of an alternate medical examiner, an autopsy shall be performed by a forensic pathologist.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of tox reports produced within 30 days of exam.	72.9%	69.6%	69.2%	(0.4%)	-0.5%
Result	% of tests completed in house of total tests requested.	98.3%	98.2%	98.2%	0.0%	0.0%
Output	# of total toxicology cases completed	3,763	3,594	3,757	163	4.5%
Output	# of toxicology tests produced.	55,785	61,110	67,724	6,614	10.8%
Demand	# of toxicology tests requested.	55,785	61,110	67,724	6,614	10.8%
Efficiency	$ cost per test completed	$23.17	$21.63	$18.00	$3.62	16.8%
Revenue						
	224 - MEDICAL EXAMINER GRANT	$ 10,920	$ 184,579	$ -	$ (184,579)	-100.0%
	TOTAL SOURCES	$ 10,920	$ 184,579	$ -	$ (184,579)	-100.0%
Expenditure						
	100 - GENERAL	$ 1,292,311	$ 1,223,699	$ 1,219,252	$ 4,447	0.4%
	224 - MEDICAL EXAMINER GRANT	97,539	97,960	-	97,960	100.0%
	TOTAL USES	$ 1,389,850	$ 1,321,659	$ 1,219,252	$ 102,407	7.7%

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 8,056,892**	**$ 302,768**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (19,041)	$ -
Employee Market compensation Adjustments (Admin Phase II Market Study)	25,796	-
Employee Market compensation Adjustments (Program/Operations Market Study)	19,855	-
Subtotal	$ 26,610	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 8,083,502**	**$ 302,768**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Annualization of FY 2007-08 Compensation Adjustments (Program/Operations Market Study)	16,801	-
Annualization of Jan. 2008 Administrative Reductions	(19,040)	-
Subtotal	$ (2,239)	$ -
FY 2008-09 BUDGET TARGET	**$ 8,081,263**	**$ 302,768**
FY 2008-09 REQUESTED BUDGET	**$ 8,081,263**	**$ 311,303**
BUDGET BALANCING ADJUSTMENTS:		
Delete vacant Office Assistant	$ (44,937)	$ -
Delete vacant PT Office Assistant Specialized	(19,322)	-
Delete filled temp PT Office Assistant	(11,484)	-
Delete one Physician position	(175,461)	-
Delete one Investigator position	(45,546)	-
Delete one Forensic Photographer position	(46,497)	-
Subtotal	$ (343,247)	$ -
FY 2008-09 RECOMMENDED OPERATING BUDGET	**$ 7,738,016**	**$ 302,768**
PERCENT CHANGE FROM TARGET AMOUNT	*-4.2%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 7,738,016**	**$ 302,768**

Grant Fund (224)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ -**	**$ -**
MID-YEAR ADJUSTMENTS:		
U.S. Department of Justice, Office of Justice Programs, and Office for Civil Rights	$ 95,000	$ 95,000
Paul Coverdell Forensic Science Formula Grants Program	12,393	12,393
Subtotal	$ 107,393	$ 107,393
FY 2007-08 REVISED RESTATED BUDGET	**$ 107,393**	**$ 107,393**
TARGET ADJUSTMENTS:		
Paul Coverdell Forensic Science Formula Grants Program	$ (12,393)	$ (12,393)
FY 2008-09 BUDGET TARGET	**$ 95,000**	**$ 95,000**
FY 2008-09 REQUESTED BUDGET	**$ -**	**$ -**
FY 2008-09 RECOMMENDED OPERATING BUDGET	**$ -**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET	**$ -**	**$ -**

Parks & Recreation

Analysis by Julia Smith, Management & Budget Analyst

Summary

Mission

The mission of the Parks and Recreation Department is to provide recreational and educational opportunities while protecting park resources for residents and visitors so they can enjoy a safe and meaningful outdoor experience.

Vision

Our vision is for the Maricopa County Parks and Recreation Department to be the recognized leader in the delivery of regional park services by fully utilizing existing and future park resources.

Strategic Goals

- **By August 28, 2008, identify the capital improvement funding to meet the priority improvements identified in the Park System Master Plan recommendations.**

  Status: A contract was approved with PROS consulting on November 14, 2006, to conduct a system wide master plan. Draft recommendations have been received and the Executive Summary will be presented to the Parks & Recreation Advisory Commission for review in October 2008.

- **By July 31, 2009, we will continue to expand the buffer zones around existing parks and acquire lands and trail segments identified through the Bureau of Land Management Recreation & Public Purposes lease applications and the Maricopa Regional Trail Plan, at McDowell Mountain Regional Park, Cave Creek Regional Park, White Tank Mountain Regional Park and Lake Pleasant.**

  Status: The Bureau of Land Management and Parks are working to develop a Cooperative Management Agreement for Vulture Mountain. Buffer zones have been identified affecting all regional parks including potential land acquisitions for future parks. Significant issues related to land ownership adjacent to parks present an on-going challenge for the creation of buffer zones.

- **By December 31, 2009, Parks and Recreation will become non-reliant on the general fund for park operations through alternate means of funding, which may include the development of a strong non-profit foundation or other special revenue sources.**

  Status: Parks & Recreation has continued to absorb reductions of funding from the General Fund through improved revenues without a decrease in the level of service provided to the customers.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
REVENUE							
30ER - PARK ED & RECREATION PRGM	$ 5,451,935	$ 5,041,247	$ 5,041,247	$ 5,358,829	$ 8,241,300	$ 3,200,053	63.5%
CRES - COMMUNITY RESOURCE	1,267,219	1,125,800	1,125,800	1,102,521	4,240,024	3,114,224	276.6%
INTP - INTERPRETIVE SERVICES	199,755	231,210	231,210	176,428	219,200	(12,010)	-5.2%
AREC - RECREATION	3,984,961	3,684,237	3,684,237	4,079,880	3,782,076	97,839	2.7%
30SP - PARK SUPPORT	$ 412,912	$ 1,821,140	$ 2,065,602	$ 329,219	$ 219,359	$ (1,846,243)	-89.4%
MDEV - MAINTENANCE AND DEVELOPMENT	412,912	1,821,140	2,065,602	329,219	219,359	(1,846,243)	-89.4%
99GV - GENERAL GOVERNMENT	$ (47,672)	$ -	$ -	$ 46,847	$ -	$ -	0.0%
GGOV - GENERAL GOVERNMENT	(47,672)	-	-	46,847	-	-	0.0%
TOTAL PROGRAMS	$ 5,817,175	$ 6,862,387	$ 7,106,849	$ 5,734,895	$ 8,460,659	$ 1,353,810	19.0%
EXPENDITURES							
30ER - PARK ED & RECREATION PRGM	$ 2,865,605	$ 3,235,416	$ 4,071,572	$ 3,901,253	$ 6,083,067	$ (2,011,495)	-49.4%
CRES - COMMUNITY RESOURCE	285,663	283,454	283,455	205,107	3,201,980	(2,918,525)	-1029.6%
INTP - INTERPRETIVE SERVICES	615,805	744,518	744,526	729,145	743,670	856	0.1%
AREC - RECREATION	1,964,137	2,207,444	3,043,591	2,967,001	2,137,417	906,174	29.8%
30SP - PARK SUPPORT	$ 2,859,720	$ 4,825,402	$ 5,544,714	$ 3,396,966	$ 2,931,481	$ 2,613,233	47.1%
MDEV - MAINTENANCE AND DEVELOPMENT	2,859,720	4,825,402	5,544,714	3,396,966	2,931,481	2,613,233	47.1%
99AS - ADMINISTRATIVE SERVICES	$ 1,135,542	$ 1,116,323	$ 1,095,671	$ 1,173,199	$ 1,098,730	$ (3,059)	-0.3%
BDGT - BUDGETING	115,554	111,815	111,818	120,054	120,411	(8,593)	-7.7%
ODIR - EXECUTIVE MANAGEMENT	728,961	686,990	678,554	728,651	608,180	70,374	10.4%
FSAC - FINANCIAL SERVICES	224,668	266,887	254,683	269,828	316,726	(62,043)	-24.4%
HRAC - HUMAN RESOURCES	66,359	50,631	50,616	54,666	53,414	(2,798)	-5.5%
99GV - GENERAL GOVERNMENT	$ 26,232	$ 78,881	$ 78,881	$ 78,877	$ 38,761	$ 40,120	50.9%
ISFC - INTERNAL SERVICE FUND CHARGES	26,232	78,881	78,881	78,877	38,761	40,120	50.9%
99IT - INFORMATION TECHNOLOGY	$ 24,643	$ 35,632	$ 35,632	$ 17,899	$ 24,932	$ 10,700	30.0%
BUAS - BUSINESS APPLICATION DEVELOP	-	-	-	-	1,300	(1,300)	
DESK - DESKTOP SUPPORT	24,643	35,632	35,632	17,899	23,632	12,000	33.7%
TOTAL PROGRAMS	$ 6,911,742	$ 9,291,654	$ 10,826,470	$ 8,568,194	$ 10,176,971	$ 649,499	6.0%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0615 - GRANTS	$ 332,329	$ 1,794,770	$ 1,799,232	$ 256,835	$ 14,965	$ (1,784,267)	-99.2%
0620 - OTHER INTERGOVERNMENTAL	568,732	-	-	-	-	-	
SUBTOTAL	$ 901,061	$ 1,794,770	$ 1,799,232	$ 256,835	$ 14,965	$ (1,784,267)	-99.2%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 515,000	$ 515,000	$ 459,072	$ 490,461	$ (24,539)	-4.8%
0635 - OTHER CHARGES FOR SERVICES	3,388,639	3,238,004	3,478,004	3,579,002	3,554,680	76,676	2.2%
SUBTOTAL	$ 3,388,639	$ 3,753,004	$ 3,993,004	$ 4,038,074	$ 4,045,141	$ 52,137	1.3%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 517	$ -	$ -	$ 3,056	$ 53	$ 53	
SUBTOTAL	$ 517	$ -	$ -	$ 3,056	$ 53	$ 53	
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 318,599	$ 125,103	$ 125,103	$ 301,580	$ 213,592	$ 88,489	70.7%
0650 - MISCELLANEOUS REVENUE	1,208,359	1,189,510	1,189,510	1,135,350	4,186,908	2,997,398	252.0%
SUBTOTAL	$ 1,526,958	$ 1,314,613	$ 1,314,613	$ 1,436,930	$ 4,400,500	$ 3,085,887	234.7%
ALL REVENUES	$ 5,817,175	$ 6,862,387	$ 7,106,849	$ 5,734,895	$ 8,460,659	$ 1,353,810	19.0%
TOTAL SOURCES	$ 5,817,175	$ 6,862,387	$ 7,106,849	$ 5,734,895	$ 8,460,659	$ 1,353,810	19.0%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 3,293,647	$ 3,616,635	$ 3,616,581	$ 3,732,861	$ 3,729,784	$ (113,203)	-3.1%
0705 - TEMPORARY PAY	50,105	83,000	83,000	63,873	71,232	11,768	0.0%
0710 - OVERTIME	17,607	11,500	11,500	6,033	4,000	7,500	0.0%
0750 - FRINGE BENEFITS	1,111,462	1,344,722	1,344,785	1,279,858	1,273,813	70,972	5.3%
0790 - OTHER PERSONNEL SERVICES	16,955	33,500	238,491	45,482	46,693	191,798	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(388,975)	(488,208)	(505,569)	(506,139)	(446,928)	(58,641)	11.6%
0796 - PERSONNEL SERVICES ALLOC-IN	680,477	664,509	687,201	655,933	737,180	(49,979)	-7.3%
SUBTOTAL	$ 4,781,278	$ 5,265,658	$ 5,475,989	$ 5,277,901	$ 5,415,774	$ 60,215	1.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 427,803	$ 545,139	$ 549,601	$ 496,606	$ 376,519	$ 173,082	31.5%
0802 - MEDICAL SUPPLIES	270	-	-	-	-	-	0.0%
0803 - FUEL	138,543	124,049	124,049	133,203	131,091	(7,042)	-5.7%
0804 - NON-CAPITAL EQUIPMENT	(18,062)	-	-	15,457	-	-	0.0%
SUBTOTAL	$ 548,554	$ 669,188	$ 673,650	$ 645,266	$ 507,610	$ 166,040	24.6%
SERVICES							
0810 - LEGAL SERVICES	$ -	$ -	$ -	$ 34,142	$ -	$ -	
0812 - OTHER SERVICES	135,476	328,690	325,412	186,744	188,815	136,597	42.0%
0820 - RENT & OPERATING LEASES	20,306	16,580	16,580	16,395	18,800	(2,220)	0.0%
0825 - REPAIRS AND MAINTENANCE	89,649	83,320	83,320	49,563	67,750	15,570	18.7%
0830 - INTERGOVERNMENTAL PAYMENTS	75,838	122,040	122,040	94,112	82,320	39,720	32.5%
0839 - INTERNAL SERVICE CHARGES	78,352	57,070	57,070	81,565	70,484	(13,414)	-23.5%
0841 - TRAVEL	12,091	9,150	9,150	11,469	4,146	5,004	0.0%
0842 - EDUCATION AND TRAINING	16,408	28,563	28,563	11,425	16,409	12,154	42.6%
0843 - POSTAGE/FREIGHT/SHIPPING	4,927	5,410	5,410	4,389	4,210	1,200	22.2%
0850 - UTILITIES	499,112	478,853	478,853	462,190	545,927	(67,074)	-14.0%
0873 - SERVICES-ALLOCATION IN	(601)	-	-	-	1,300	(1,300)	0.0%
SUBTOTAL	$ 931,558	$ 1,129,676	$ 1,126,398	$ 951,994	$ 1,000,161	$ 126,237	11.2%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 235,933	$ 1,600,000	$ 2,910,993	$ 1,310,993	$ -	$ 2,910,993	100.0%
SUBTOTAL	$ 235,933	$ 1,600,000	$ 2,910,993	$ 1,310,993	$ -	$ 2,910,993	100.0%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 351,434	$ 580,000	$ 580,000	$ 330,000	$ 3,230,794	$ (2,650,794)	0.0%
0920 - CAPITAL EQUIPMENT	42,156	-	-	-	-	-	0.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	2,009	34,500	34,500	45,628	-	34,500	100.0%
0950 - DEBT SERVICE	18,820	12,632	24,940	6,412	22,632	2,308	0.0%
SUBTOTAL	$ 414,419	$ 627,132	$ 639,440	$ 382,040	$ 3,253,426	$ (2,613,986)	0.0%
TOTAL USES	$ 6,911,742	$ 9,291,654	$ 10,826,470	$ 8,568,194	$ 10,176,971	$ 649,499	6.0%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
GENERAL	$ 30	$ -	$ -	$ -	$ -	$ -	0.0%
230 - PARKS & REC. GRANTS	334,318	1,794,770	1,799,232	257,532	14,965	(1,784,267)	-99.2%
SPECIAL REVENUE - GRANT	$ 334,318	$ 1,794,770	$ 1,799,232	$ 257,532	$ 14,965	$ (1,784,267)	-99.2%
225 - SPUR CROSS RANCH CONSERVATION	506,802	452,500	452,500	421,734	452,500	-	0.0%
239 - PARKS SOUVENIR	128,892	130,000	130,000	115,198	130,000	-	0.0%
240 - LAKE PLEASANT RECREATION SVCS	1,856,992	1,564,554	1,599,554	1,810,370	1,803,617	204,063	12.8%
241 - PARKS ENHANCEMENT FUND	2,895,832	2,830,413	3,035,413	3,050,012	6,016,207	2,980,794	98.2%
243 - PARKS DONATIONS	164,199	160,000	160,000	151,014	108,000	(52,000)	-32.5%
SPECIAL REVENUE - OTHER	$ 5,552,717	$ 5,137,467	$ 5,377,467	$ 5,548,328	$ 8,510,324	$ 3,132,857	58.3%
TOTAL SPECIAL REVENUE	$ 5,887,035	$ 6,932,237	$ 7,176,699	$ 5,805,860	$ 8,525,289	$ 1,348,590	18.8%
980 - ELIMINATIONS	$ (69,890)	$ (69,850)	$ (69,850)	$ (70,965)	$ (64,630)	$ 5,220	-7.5%
TOTAL FUNDS	$ 5,817,175	$ 6,862,387	$ 7,106,849	$ 5,734,895	$ 8,460,659	$ 1,353,810	19.0%
USES							
100 - GENERAL	$ 1,761,166	$ 1,772,629	$ 1,764,191	$ 1,677,480	$ 1,426,304	$ 337,887	19.2%
230 - PARKS & REC. GRANTS	279,643	1,794,770	1,799,232	206,882	14,965	1,784,267	99.2%
SPECIAL REVENUE - GRANT	$ 279,643	$ 1,794,770	$ 1,799,232	$ 206,882	$ 14,965	$ 1,784,267	99.2%
225 - SPUR CROSS RANCH CONSERVATION	410,192	692,638	692,638	439,446	702,504	(9,866)	-1.4%
239 - PARKS SOUVENIR	128,732	130,000	130,000	119,220	130,000	-	0.0%
240 - LAKE PLEASANT RECREATION SVCS	1,760,601	1,946,554	2,456,443	2,431,915	1,843,615	612,828	24.9%
241 - PARKS ENHANCEMENT FUND	2,603,995	2,864,913	3,057,712	2,863,577	6,016,213	(2,958,501)	-96.8%
243 - PARKS DONATIONS	37,303	160,000	996,104	900,639	108,000	888,104	89.2%
SPECIAL REVENUE - OTHER	$ 4,940,823	$ 5,794,105	$ 7,332,897	$ 6,754,797	$ 8,800,332	$ (1,467,435)	-20.0%
TOTAL SPECIAL REVENUE	$ 5,220,466	$ 7,588,875	$ 9,132,129	$ 6,961,679	$ 8,815,297	$ 316,832	3.5%
980 - ELIMINATIONS	$ (69,890)	$ (69,850)	$ (69,850)	$ (70,965)	$ (64,630)	$ (5,220)	7.5%
TOTAL FUNDS	$ 6,911,742	$ 9,291,654	$ 10,826,470	$ 8,568,194	$ 10,176,971	$ 649,499	6.0%

General Adjustments

Advertising: Reduced budget by $10,000 by eliminating advertisements for employee recruitment.

General Reduction: Implemented an administrative reduction of $30,000.

Programs and Activities

Park Education and Recreation Program

The purpose of the Park Education and Recreation Program is to provide natural resource interpretation and unique recreation facilities and opportunities for individuals and groups so they can appreciate and enjoy the natural and cultural environment and have a healthy and exhilarating outdoor experience.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of change in park usage/visitation numbers compared to prior year same period. - Dashboard Measure	Not Reported	0.9%	0.9%	0.0%	0.0%
Percent of trail users satisified with the condition of trails	Not Reported	98.0%	98.0%	0.0%	0.0%
Percent of change in all park revenue compared to prior year same period - Dashboard Measure	Not Reported	0.7%	0.7%	0.0%	0.0%
Percent of visitors rating overall park experience as very satisfied or extremely satisfied	Not Reported	98.0%	98.0%	0.0%	0.0%
Percent of dissatisfied park visitors	Not Reported	0.0%	0.0%	0.0%	0.0%
Percent of change in concession and souvenir revenues compared to prior year same period	Not Reported	0.0%	0.0%	0.0%	0.0%
Percent of park visitors who attend a program	Not Reported	2.2%	2.2%	0.0%	0.0%
Percent of park visitors satisfied with interpretive programs	Not Reported	81.6%	81.6%	0.0%	0.0%
Percent of program day events to utilization days at the Desert Outdoor Center	Not Reported	78.9%	78.9%	0.0%	0.0%

Activities that comprise this program include:

- Recreation
- Community Resource
- Interpretive Services

Recreation Activity

The purpose of the Parks Recreation Activity is to provide facilities and opportunities to park users so they can enjoy a healthy and exhilarating experience.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of change in park usage/visitation numbers compared to prior year same period. - Dashboard Measure	Not Reported	0.9%	0.9%	0.0%	0.0%
Result	Percent of trail users satisified with the condition of trails	Not Reported	98.0%	98.0%	0.0%	0.0%
Result	Percent of visitors rating overall park experience as very satisfied or extremely satisfied	Not Reported	98.0%	98.0%	0.0%	0.0%
Output	Park usage/visitation for prior year same period	Not Reported	1,301,336	1,301,336	-	0.0%
Output	Number of trail users	Not Reported	433,418	433,418	-	0.0%
Output	Amount of park revenue for prior year same period	Not Reported	5,933,863	5,933,863	-	0.0%
Output	Number of all regional park visitors	1,301,336	1,326,533	1,326,533	-	0.0%
Demand	Number of all regional park visitors	Not Reported	1,313,389	1,313,389	-	0.0%
Efficiency	Cost per regional park visitor for recreation activity	$ 1.51	$ 2.24	$ 1.61	$ 0.63	28.0%
Revenue						
	100 - GENERAL	$ 30	$ -	$ -	$ -	0.0%
	225 - SPUR CROSS RANCH CONSERVATION	483,884	397,253	428,500	31,247	7.9%
	230 - PARKS & REC. GRANTS	231,214	125,885	5,956	(119,929)	-95.3%
	240 - LAKE PLEASANT RECREATION SVCS	1,626,937	1,585,870	1,558,328	(27,542)	-1.7%
	241 - PARKS ENHANCEMENT FUND	1,644,972	1,970,872	1,787,792	(183,080)	-9.3%
	243 - PARKS DONATIONS	-	-	1,500	-	0.0%
	TOTAL SOURCES	$ 3,987,037	$ 4,079,880	$ 3,782,076	$ (297,804)	-7.3%
Expenditure						
	100 - GENERAL	$ 686,115	$ 708,834	$ 709,214	$ (380)	-0.1%
	225 - SPUR CROSS RANCH CONSERVATION	329,952	337,006	328,098	(8,908)	-2.6%
	230 - PARKS & REC. GRANTS	45,283	88,321	5,000	(83,321)	-94.3%
	240 - LAKE PLEASANT RECREATION SVCS	472,341	520,673	628,352	107,679	20.7%
	241 - PARKS ENHANCEMENT FUND	429,209	472,724	463,747	(8,977)	-1.9%
	243 - PARKS DONATIONS	3,320	839,443	3,000	(836,443)	-99.6%
	TOTAL USES	$ 1,966,219	$ 2,967,001	$ 2,137,411	$ 829,590	28.0%

Community Resource Activity

The purpose of the Parks Community Resource Activity is to provide unique facilities and opportunities for requesting individuals or groups so they can fulfill their specific community needs.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of change in concession and souvenir revenues compared to prior year same period	Not Reported	0.0%	0.0%	0.0%	0.0%
Output	Concession and souvenir revenues for prior year same period	Not Reported	1,145,838	1,145,838	-	0.0%
Output	Number of concession and souvenir dollars received	1,145,838	1,175,801	1,175,801	-	0.0%
Output	Profitable concession attendance at all regional parks	565,274	560,724	560,724	-	0.0%
Output	Dollars transferred annually to Enhancement from Souvenir Fund	59,736	68,000	68,000	-	0.0%
Output	Number of volunteer hours	77,470	75,498	75,498	-	0.0%
Demand	Amount of concession and souvenir dollars received	1,145,838	1,175,801	1,175,801	-	0.0%
Efficiency	Dollars spent in Community Resource Activity per concession and souvenir dollar received	$ 0.30	$ 0.17	$ 2.72	$ (2.55)	-1461.1%
Revenue						
	225 - SPUR CROSS RANCH CONSERVATION	$ 2,656	$ 1,080	$ -	$ (1,080)	-100.0%
	239 - PARKS SOUVENIR	128,886	115,198	130,000	14,802	12.8%
	240 - LAKE PLEASANT RECREATION SVCS	122,022	121,406	145,289	23,883	19.7%
	241 - PARKS ENHANCEMENT FUND	1,069,262	933,209	4,023,365	3,090,156	331.1%
	243 - PARKS DONATIONS	4,125	2,593	6,000	3,407	131.4%
	900 - ELIMINATIONS	-	(70,965)	(64,630)	6,335	-8.9%
	TOTAL SOURCES	$ 1,326,951	$ 1,102,521	$ 4,240,024	$ 3,137,503	284.6%
Expenditure						
	100 - GENERAL	$ 97,826	$ 806	$ 23,888	$ (23,082)	-2863.8%
	239 - PARKS SOUVENIR	128,731	119,220	130,000	10,780	9.0%
	240 - LAKE PLEASANT RECREATION SVCS	37,094	41,806	44,039	2,233	5.3%
	241 - PARKS ENHANCEMENT FUND	63,645	91,085	3,059,886	2,968,801	3259.4%
	243 - PARKS DONATIONS	18,102	23,155	8,800	(14,355)	-62.0%
	900 - ELIMINATIONS	-	(70,965)	(64,630)	6,335	-8.9%
	TOTAL USES	$ 345,399	$ 205,107	$ 3,201,983	$ (2,996,876)	-1461.1%

Interpretive Services Activity

The purpose of the Parks Interpretive Services Activity is to provide educational and structured opportunities to interpret and experience park resources for park visitors and requesting groups so they can more fully appreciate and enjoy the natural and cultural environment.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of program day events to utilization days at the Desert Outdoor Center	Not Reported	78.9%	78.9%	0.0%	0.0%
Result	Percent of park visitors satisfied with interpretive programs	Not Reported	81.6%	81.6%	0.0%	0.0%
Result	Percent of park visitors who attend a program	Not Reported	2.2%	2.2%	0.0%	0.0%
Output	Number of interpretive programs offered	1,459	4,080	4,080	-	0.0%
Output	Number of visitors at the Desert Outdoor Center	18,395	18,395	18,395	-	0.0%
Output	Number of participants at all regional parks	27,577	27,577	27,577	-	0.0%
Output	Number of new interpretive programs developed	90	107	107	-	0.0%
Output	Number of interpretive program hours provided	2,516	2,605	2,605	-	0.0%
Demand	Number of interpretive programs to be provided	3,889	3,900	3,900	-	0.0%
Efficiency	Cost per interpretive program provided	$ 422.07	$ 178.71	$ 182.28	$ (3.56)	-2.0%
Revenue						
	230 - PARKS & REC. GRANTS	$ -	$ 9,200	$ -	$ (9,200)	-100.0%
	241 - PARKS ENHANCEMENT FUND	173,521	145,931	205,050	59,119	40.5%
	243 - PARKS DONATIONS	26,230	21,297	14,150	(7,147)	-33.6%
	TOTAL SOURCES	$ 199,752	$ 176,428	$ 219,200	$ 42,772	24.2%
Expenditure						
	100 - GENERAL	$ 123,300	$ 147,631	$ 15,721	$ 131,910	89.4%
	225 - SPUR CROSS RANCH CONSERVATION	45,249	49,939	54,132	4,193	8.4%
	230 - PARKS & REC. GRANTS	-	12,419	-	(12,419)	-100.0%
	240 - LAKE PLEASANT RECREATION SVCS	53,657	84,385	163,904	79,519	94.2%
	241 - PARKS ENHANCEMENT FUND	381,160	428,978	508,125	79,147	18.5%
	243 - PARKS DONATIONS	12,431	5,793	1,800	(3,993)	-68.9%
	TOTAL USES	$ 615,798	$ 729,145	$ 743,682	$ (14,537)	-2.0%

Transfer Positions: Transferred three FTE's to the Lake Fund resulting in a savings to the General Fund in the amount of $140,585.

Park Support Program

The purpose of the Park Support Program is to provide well-maintained and safe facilities for park users so they can appreciate and enjoy the natural environment

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of park visitors rating park facilities as good to excellent	Not Reported	86.6%	86.6%	0.0%	0.0%
Percent of visitors dissatisfied with facilities	Not Reported	0.0%	0.0%	0.0%	0.0%

Activities that comprise this program include:

- Maintenance and Development

Maintenance & Development Activity

The purpose of the Parks Maintenance & Development Activity is to provide new and exceptionally well-maintained facilities for park users so they can enjoy a comfortable outdoor experience.

Mandates: None.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of park visitors rating park facilities as good to excellent	Not Reported	86.6%	86.6%	0.0%	0.0%
Output	Number of all regional park visitors who completed the annual survey	Not Reported	741	741	-	0.0%
Output	Number of all regional park visitors	Not Reported	1,346,679	1,346,679	-	0.0%
Output	Number of miles of fence added	9	9	9	-	0.0%
Output	Number of remodel/improvement projects completed in-house	4	4	4	-	0.0%
Output	Cubic yards of trash hauled	Not Reported	24,134	24,134	-	0.0%
Demand	Number of all regional park visitors	Not Reported	1,346,679	1,346,679	-	0.0%
Efficiency	Cost per park visitor for Maintenance & Development Activity	Not Reported	$ 2.52	$ 2.18	$ 0.35	13.7%
Revenue						
	225 - SPUR CROSS RANCH CONSERVATION	$ 20,262	$ 23,401	$ 24,000	$ 599	2.6%
	230 - PARKS & REC. GRANTS	150,777	75,600	9,009	(66,591)	-88.1%
	240 - LAKE PLEASANT RECREATION SVCS	108,032	103,094	100,000	(3,094)	-3.0%
	241 - PARKS ENHANCEMENT FUND	8,072	-	-	-	0.0%
	243 - PARKS DONATIONS	133,841	127,124	86,350	(40,774)	-32.1%
	TOTAL SOURCES	$ 420,984	$ 329,219	$ 219,359	$ (109,860)	-33.4%
Expenditure						
	100 - GENERAL	$ 370,821	$ 399,307	$ 427,452	$ 28,145	7.0%
	225 - SPUR CROSS RANCH CONSERVATION	5,088	16,353	272,481	256,128	1566.2%
	230 - PARKS & REC. GRANTS	234,360	106,142	9,965	(96,177)	-90.6%
	240 - LAKE PLEASANT RECREATION SVCS	992,541	1,520,528	704,274	(816,254)	-53.7%
	241 - PARKS ENHANCEMENT FUND	1,261,523	1,322,388	1,422,901	100,513	7.6%
	243 - PARKS DONATIONS	3,451	32,248	94,400	62,152	192.7%
	TOTAL USES	$ 2,867,784	$ 3,396,966	$ 2,931,473	$ 465,493	13.7%

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 1,772,629**	**$ -**
MID-YEAR ADJUSTMENTS:			
Jan. 2008 Administrative Reductions		$ (8,438)	$ -
	Subtotal	$ (8,438)	$ -
FY 2007-08 REVISED RESTATED BUDGET		**$ 1,764,191**	**$ -**
TARGET ADJUSTMENTS:			
Non-Recurring Expenditure (Annualization of Elimination of Deputy Director)		$ (29,746)	$ -
Restatement - Events Center to Communcations		(48,009)	
Annualization of Jan. 2008 Administrative Reductions		(8,438)	-
	Subtotal	$ (86,193)	$ -
FY 2008-09 BUDGET TARGET		**$ 1,677,998**	**$ -**
FY 2008-09 REQUESTED BUDGET		**$ 1,677,998**	**$ -**
BUDGET BALANCING ADJUSTMENTS:			
Transfer 3 Positions to Lake Pleasant Recreation Services Fund (240)		$ (140,585)	$ -
Reduce Fuel Expenditures		(5,759)	-
Eliminate Vehicle Upgrades		(22,500)	-
Reduce Maintenance Services at Estrella Mountain Regional Park		(18,000)	-
Reduce Training and Travel Expenditures		(16,250)	-
Eliminate Position Recruiting Advertisements		(10,000)	-
Reduce Repair & Maintenance Expenditures		(8,000)	-
Eliminate Administrative Uniform Allowances		(600)	-
Additional Reduction to Achieve 15% Total Reduction		(30,000)	-
	Subtotal	$ (251,694)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 1,426,304**	**$ -**
PERCENT CHANGE FROM TARGET AMOUNT		*-15.0%*	
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 1,426,304**	**$ -**

Spur Cross Ranch Conservation Fund (225)

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 692,638**	**$ 452,500**
FY 2007-08 REVISED RESTATED BUDGET		**$ 692,638**	**$ 452,500**
TARGET ADJUSTMENTS:			
Non-Recurring Expenditure (Visitors Center Utility Preparation Work)		$ (250,000)	$ -
Non-Recurring Expenditure (Solar Oasis Project)		(15,000)	-
	Subtotal	$ (265,000)	$ -
FY 2008-09 BUDGET TARGET		**$ 427,638**	**$ 452,500**
REQUESTED ADJUSTMENTS:			
Increase in Sheriff's Office Patrol Costs		$ 24,862	$ -
	Subtotal	$ 24,862	$ -
FY 2008-09 REQUESTED BUDGET		**$ 452,500**	**$ 452,500**
FY 2008-09 RECOMMENDED OPERATING BUDGET		**$ 452,500**	**$ 452,500**
PERCENT CHANGE FROM TARGET AMOUNT		*5.8%*	
NON-OPERATING			
NON-OPERATING 0001			
Non-Recurring Expenditure (Visitors Center Utility Preparation Work)		$ 250,004	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET		**$ 250,004**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 702,504**	**$ 452,500**

Parks and Recreation Grant Fund (230)

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 1,794,770**	**$ 1,794,770**
MID-YEAR ADJUSTMENTS:			
McDowell Mountain Grant Adjustments		$ 4,462	$ 4,462
	Subtotal	$ 4,462	$ 4,462
FY 2007-08 REVISED RESTATED BUDGET		**$ 1,799,232**	**$ 1,799,232**
TARGET ADJUSTMENTS:			
Non-Recurring Expenditure (Buckeye Hills Shooting Range Grant)		$ (1,600,000)	$ (1,600,000)
	Subtotal	$ (1,600,000)	$ (1,600,000)
FY 2008-09 BUDGET TARGET		**$ 199,232**	**$ 199,232**
REQUESTED ADJUSTMENTS:			
Reduction of Grant Funding for White Tanks, Sunset Ridge, and San Tan		$ (188,532)	$ (184,267)
	Subtotal	$ (188,532)	$ (184,267)
FY 2008-09 REQUESTED BUDGET		**$ 10,700**	**$ 14,965**
BASE ADJUSTMENTS:			
Structural Balance		$ 4,265	$ -
	Subtotal	$ 4,265	$ -
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 14,965**	**$ 14,965**
PERCENT CHANGE FROM TARGET AMOUNT		*-92.5%*	
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 14,965**	**$ 14,965**

Parks Souvenir Fund (239)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 130,000**	**$ 130,000**
FY 2007-08 REVISED RESTATED BUDGET	**$ 130,000**	**$ 130,000**
FY 2008-09 BUDGET TARGET	**$ 130,000**	**$ 130,000**
REQUESTED ADJUSTMENTS:		
Reduction of Fund Balance Transfer to Enhancement Fund	$ (5,220)	$ -
Increase in Community Services Activity Supplies and Services Expenditures	5,220	-
Subtotal	$ -	$ -
FY 2008-09 REQUESTED BUDGET	**$ 130,000**	**$ 130,000**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 130,000**	**$ 130,000**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 130,000**	**$ 130,000**

Lake Pleasant Recreation Services Fund (240)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET	**$**	**1,946,554**	**$**	**1,564,554**
MID-YEAR ADJUSTMENTS:				
Fee Increase	$	35,000	$	35,000
Parks Visitors Center and Amphitheater Transfer		474,889		-
Subtotal	$	509,889	$	35,000
FY 2007-08 REVISED RESTATED BUDGET	**$**	**2,456,443**	**$**	**1,599,554**
TARGET ADJUSTMENTS:				
Non-Recurring Expenditures	$	(382,000)	$	-
Parks Visitors Center and Amphitheater Transfer		(474,889)		-
Structural Balance		138,935		138,935
Subtotal	$	(717,954)	$	138,935
FY 2008-09 BUDGET TARGET	**$**	**1,738,489**	**$**	**1,738,489**
REQUESTED ADJUSTMENTS:				
Increase in Number of Visitors - Support Shift of 3 General Fund Positions	$	65,128	$	65,128
Subtotal	$	65,128	$	65,128
FY 2008-09 REQUESTED BUDGET	**$**	**1,803,617**	**$**	**1,803,617**
FY 2008-09 RECOMMENDED OPERATING BUDGET	**$**	**1,803,617**	**$**	**1,803,617**
PERCENT CHANGE FROM TARGET AMOUNT		*3.7%*		
NON-OPERATING				
NON-OPERATING 0001				
One-Time Expenditure - Management Capacity Study	$	39,998	$	-
FY 2008-09 ADOPTED NON-OPERATING BUDGET	**$**	**39,998**	**$**	**-**
FY 2008-09 TOTAL ADOPTED BUDGET	**$**	**1,843,615**	**$**	**1,803,617**

Parks Enhancement Fund (241)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET	**$**	**2,864,913**	**$**	**2,830,413**
MID-YEAR ADJUSTMENTS:				
Fee Increase	$	205,000	$	205,000
Jan. 2008 Administrative Reductions		(12,201)		-
Subtotal	$	192,799	$	205,000
FY 2007-08 REVISED RESTATED BUDGET	**$**	**3,057,712**	**$**	**3,035,413**
TARGET ADJUSTMENTS:				
Non-Recurring Expenditure (ASU Park Visitor Survey)	$	(34,500)	$	-
Structural Balance		12,201		-
Subtotal	$	(22,299)	$	-
FY 2008-09 BUDGET TARGET	**$**	**3,035,413**	**$**	**3,035,413**
REQUESTED ADJUSTMENTS:				
Reduction of Fund Balance Transfer from Souvenir Fund	$	-	$	(5,220)
Increase in Concession Revenue		-		5,220
Subtotal	$	-	$	-
FY 2008-09 REQUESTED BUDGET	**$**	**3,035,413**	**$**	**3,035,413**
FY 2008-09 RECOMMENDED OPERATING BUDGET	**$**	**3,035,413**	**$**	**3,035,413**
PERCENT CHANGE FROM TARGET AMOUNT		*0.0%*		
NON-OPERATING				
NON-OPERATING 0001				
One-Time Revenue and Expenditure - Adobe Dam Regional Park Aquatic Park	$	2,980,800	$	2,980,794
FY 2008-09 ADOPTED NON-OPERATING BUDGET	**$**	**2,980,800**	**$**	**2,980,794**
FY 2008-09 TOTAL ADOPTED BUDGET	**$**	**6,016,213**	**$**	**6,016,207**

Parks Donations Fund (243)

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 160,000**	**$ 160,000**
MID-YEAR ADJUSTMENTS:			
Regional Trail Project/Del Webb Donation		$ 836,104	$ -
	Subtotal	$ 836,104	$ -
FY 2007-08 REVISED RESTATED BUDGET		**$ 996,104**	**$ 160,000**
TARGET ADJUSTMENTS:			
Regional Trail Project/Del Webb Donation		$ (836,104)	$ -
	Subtotal	$ (836,104)	$ -
FY 2008-09 BUDGET TARGET		**$ 160,000**	**$ 160,000**
REQUESTED ADJUSTMENTS:			
Reduction in Donation Revenue		$ (52,000)	$ (22,350)
	Subtotal	$ (52,000)	$ (22,350)
FY 2008-09 REQUESTED BUDGET		**$ 108,000**	**$ 137,650**
BASE ADJUSTMENTS:			
Structural Balance		$ -	$ (29,650)
	Subtotal	$ -	$ (29,650)
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 108,000**	**$ 108,000**
PERCENT CHANGE FROM TARGET AMOUNT		*-32.5%*	
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 108,000**	**$ 108,000**

Planning and Development

Analysis by Angie Flick, Management & Budget Analyst

Summary

Mission

The mission of the Planning and Development Department is to provide planning and development services in a safe and timely fashion to constituents of unincorporated Maricopa County so they can responsibly develop and enjoy real property.

Vision

The vision of the Planning and Development Department is to provide market competitive planning and development services that are safe, consistent, timely and convenient for our constituents so they can responsibly develop and enjoy real property.

Strategic Goals

- **By June 30, 2011, 90% or more of all status information for permits, development submittals, and code violation inquiries will be available online.**

  Status: Accela Automation and Accela Citizens Access has been purchased and installed. It is currently being configured to allow this goal to be achieved. The FY 2008-09 budget continues to support the attainment of this goal.

- **By June 30, 2011, 90% of customer applications will meet submittal requirements at time of first submission.**

  Status: The Department is progressing on the attainment of this goal through customer outreach materials, including a new building permit brochure, clearer on-line materials, and free pre-submittal meetings to assist customers in successful first submittals. At present, approximately 66% of first-time submittals meet the minimum submittal requirements. The FY 2008-09 budget continues to support the attainment of this goal.

- **By June 30, 2011, 75% of all applications can be digitally submitted and processed online allowing for the shift from a paper-based review to an electronic review process.**

  Status: Since the Department began accepting Expedited Production Permits for residential structures, pools and accessory structures in October 2007, the Department has added Custom Residential Permits and Manufactured Homes. By November 2008, it is anticipated that all residential permit types, including additions, alterations and related accessory permits will be able to be accepted digitally. These permit types have traditionally constituted the majority of the department's development applications. The FY 2008-09 budget continues to support the attainment of this goal.

- **By June 30, 2010, 100% of the planning elements in the Maricopa County Comprehensive Plan will be updated in accordance with state statute to provide Maricopa County residents with a current, coordinated, and measurable plan for development and use of land.**

Status: Staff prepared potential alternatives to the issues/concerns/policy decisions that were identified by staff and the project advisory committee (PAC). Status updates were provided to the Commission. The FY 2008-09 budget continues to support the attainment of this goal.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
REVENUE							
44SH - ONE STOP SHOP	$ 14,905,820	$ 17,227,710	$ 17,907,710	$ 11,041,255	$ 13,674,233	$ (4,233,477)	-23.6%
CODE - CODE ENFORCEMENT	93,671	400,122	400,122	184,273	310,000	(90,122)	-22.5%
CPLG - COMPREHENSIVE PLANNING	120,640	401,118	401,118	175,343	250,000	(151,118)	-37.7%
CSVC - CUSTOMER SERVICES	48,415	45,000	45,000	41,489	45,000	-	0.0%
DREN - DRAINAGE ENFORCEMENT	49,715	19,348	19,348	55,883	60,000	40,652	210.1%
DRIN - DRAINAGE INSPECTION	11,510	4,658	4,658	16,767	45,000	40,342	866.1%
DRRE - DRAINAGE REVIEW	1,598,017	1,605,114	1,605,114	1,429,600	3,007,000	1,401,886	87.3%
PINS - PERMIT INSPECTIONS	8,847,389	9,350,591	10,030,591	5,562,857	5,985,000	(4,045,591)	-40.3%
PREV - PLAN REVIEW	3,443,458	4,598,467	4,598,467	2,578,035	2,767,233	(1,831,234)	-39.8%
PLCS - PLANNING AND ZONING	660,070	736,055	736,055	936,053	1,150,000	413,945	56.2%
ZONA - ZONING ADJUDICATION	32,935	67,237	67,237	60,955	55,000	(12,237)	-18.2%
TOTAL PROGRAMS	$ 14,905,820	$ 17,227,710	$ 17,907,710	$ 11,041,255	$ 13,674,233	$ (4,233,477)	-23.6%
EXPENDITURES							
44SH - ONE STOP SHOP	$ 11,988,326	$ 12,055,930	$ 12,249,110	$ 10,539,881	$ 9,835,083	$ 2,414,027	19.7%
CODE - CODE ENFORCEMENT	997,915	892,833	892,833	707,348	484,124	408,709	45.8%
CPLG - COMPREHENSIVE PLANNING	368,690	402,097	402,097	375,577	338,832	63,265	15.7%
CSVC - CUSTOMER SERVICES	1,536,203	1,725,952	1,725,952	1,341,934	1,316,229	409,723	23.7%
DREN - DRAINAGE ENFORCEMENT	128,550	131,637	131,637	239,294	445,903	(314,266)	-238.7%
DRIN - DRAINAGE INSPECTION	1,079,319	1,009,477	1,202,659	971,068	979,875	222,784	18.5%
DRRE - DRAINAGE REVIEW	1,175,959	1,486,235	1,486,233	1,218,142	1,416,205	70,028	4.7%
PINS - PERMIT INSPECTIONS	2,479,449	2,285,354	2,285,350	2,072,272	1,650,182	635,168	27.8%
PREV - PLAN REVIEW	2,930,808	2,777,127	2,777,131	2,324,222	1,979,002	798,129	28.7%
PLCS - PLANNING AND ZONING	810,113	827,405	827,405	807,475	766,008	61,397	7.4%
ZONA - ZONING ADJUDICATION	481,320	517,813	517,813	482,549	458,723	59,090	11.4%
99AS - ADMINISTRATIVE SERVICES	$ 2,212,126	$ 2,490,280	$ 2,435,374	$ 2,234,269	$ 2,686,667	$ (251,293)	-10.3%
ODIR - EXECUTIVE MANAGEMENT	1,837,876	2,085,268	2,030,374	1,898,378	2,318,762	(288,388)	-14.2%
FSAC - FINANCIAL SERVICES	200,411	219,504	219,487	183,403	225,305	(5,818)	-2.7%
HRAC - HUMAN RESOURCES	173,839	185,508	185,513	152,488	142,600	42,913	23.1%
99GV - GENERAL GOVERNMENT	$ 668,910	$ 850,748	$ 850,748	$ 850,746	$ 890,756	$ (40,008)	-4.7%
CSCA - CENTRAL SERVICE COST ALLOC	376,270	428,849	428,849	428,849	469,229	(40,380)	-9.4%
ISFC - INTERNAL SERVICE FUND CHARGES	292,640	421,899	421,899	421,897	421,527	372	0.1%
99IT - INFORMATION TECHNOLOGY	$ 1,911,355	$ 1,797,077	$ 2,182,182	$ 1,335,300	$ 2,954,005	$ (771,823)	-35.4%
BUAS - BUSINESS APPLICATION DEVELOP	1,022,639	800,986	1,186,081	450,734	1,977,216	(791,135)	-66.7%
DACR - DATA CENTER	123,037	267,003	267,005	135,775	218,661	48,344	18.1%
DESK - DESKTOP SUPPORT	384,640	465,041	465,044	508,639	470,987	(5,943)	-1.3%
GISA - G.I.S. APPLICATION DEVELOPMENT AND SUPPORT	381,039	264,047	264,052	210,767	222,812	41,240	15.6%
HDSP - HELP DESK SUPPORT	-	-	-	29,385	64,329	(64,329)	
TOTAL PROGRAMS	$ 16,780,716	$ 17,194,035	$ 17,717,414	$ 14,960,196	$ 16,366,511	$ 1,350,903	7.6%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 8,110,927	$ 9,159,476	$ 9,839,476	$ 4,947,259	$ 5,474,233	$ (4,365,243)	-44.4%
SUBTOTAL	$ 8,110,927	$ 9,159,476	$ 9,839,476	$ 4,947,259	$ 5,474,233	$ (4,365,243)	-44.4%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 5,737,146	$ 7,278,351	$ 7,278,351	$ 5,096,653	$ 7,052,000	$ (226,351)	-3.1%
SUBTOTAL	$ 5,737,146	$ 7,278,351	$ 7,278,351	$ 5,096,653	$ 7,052,000	$ (226,351)	-3.1%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 29,651	$ 16,122	$ 16,122	$ 25,561	$ 150,000	$ 133,878	830.4%
SUBTOTAL	$ 29,651	$ 16,122	$ 16,122	$ 25,561	$ 150,000	$ 133,878	830.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 893,642	$ 664,561	$ 664,561	$ 907,915	$ 908,000	$ 243,439	36.6%
0650 - MISCELLANEOUS REVENUE	134,454	109,200	109,200	63,867	90,000	(19,200)	-17.6%
SUBTOTAL	$ 1,028,095	$ 773,761	$ 773,761	$ 971,782	$ 998,000	$ 224,239	29.0%
TOTAL SOURCES	$ 14,905,820	$ 17,227,710	$ 17,907,710	$ 11,041,255	$ 13,674,233	$ (4,233,477)	-23.6%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 9,075,368	$ 9,816,799	$ 9,936,029	$ 9,486,130	$ 9,636,816	$ 299,213	3.0%
0710 - OVERTIME	18,047	33,127	33,127	10,948	-	33,127	0.0%
0750 - FRINGE BENEFITS	2,883,172	3,219,460	3,239,213	3,053,988	2,994,995	244,218	7.5%
0790 - OTHER PERSONNEL SERVICES	50,255	-	-	37,408	246,448	(246,448)	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(761,105)	(656,800)	(656,800)	(2,062,294)	(2,046,625)	1,389,825	-211.6%
0796 - PERSONNEL SERVICES ALLOC-IN	1,180	1,840	1,840	3,505	5,605	(3,765)	-204.6%
SUBTOTAL	$ 11,266,916	$ 12,414,426	$ 12,553,409	$ 10,529,685	$ 10,837,239	$ 1,716,170	13.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 602,541	$ 116,250	$ 175,478	$ 191,242	$ 118,519	$ 56,959	32.5%
0803 - FUEL	144,105	129,372	129,372	143,798	111,500	17,872	13.8%
0804 - NON-CAPITAL EQUIPMENT	94,725	3,100	3,100	29,977	30,500	(27,400)	-883.9%
0805 - SUPPLIES-ALLOCATION OUT	(98,553)	-	-	(68,718)	(27,576)	27,576	
0806 - SUPPLIES-ALLOCATION IN	-	-	-	42	70	(70)	
SUBTOTAL	$ 742,819	$ 248,722	$ 307,950	$ 296,341	$ 233,013	$ 74,937	24.3%
SERVICES							
0810 - LEGAL SERVICES	$ 477	$ 35,000	$ 35,000	$ 367	$ 25,000	$ 10,000	28.6%
0812 - OTHER SERVICES	1,625,360	1,283,189	1,545,268	1,168,034	1,987,829	(442,561)	-28.6%
0820 - RENT & OPERATING LEASES	853,412	938,815	938,815	853,388	997,130	(58,315)	0.0%
0825 - REPAIRS AND MAINTENANCE	59,814	255,171	318,260	244,745	600,242	(281,982)	-88.6%
0839 - INTERNAL SERVICE CHARGES	951,247	1,143,278	1,143,278	1,045,532	1,137,940	5,338	0.5%
0841 - TRAVEL	32,767	6,000	6,000	18,692	18,300	(12,300)	0.0%
0842 - EDUCATION AND TRAINING	86,357	164,886	164,886	63,894	81,150	83,736	50.8%
0843 - POSTAGE/FREIGHT/SHIPPING	19,968	17,650	17,650	18,125	17,500	150	0.8%
0872 - SERVICES-ALLOCATION OUT	(22,971)	(326,795)	(326,795)	(240,047)	(523,782)	196,987	-60.3%
0873 - SERVICES-ALLOCATION IN	920	260	260	106	281	(21)	-8.1%
SUBTOTAL	$ 3,607,352	$ 3,517,454	$ 3,842,622	$ 3,172,836	$ 4,341,590	$ (498,968)	-13.0%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 374,905	$ 428,849	$ 428,849	$ 428,849	$ 467,902	$ (39,053)	-9.1%
SUBTOTAL	$ 374,905	$ 428,849	$ 428,849	$ 428,849	$ 467,902	$ (39,053)	-9.1%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ -	$ -	$ -	$ 129,850	$ (129,850)	
0930 - VEHICLES & CONSTRUCTION EQUIP	494,083	44,000	44,000	44,000	-	44,000	100.0%
0950 - DEBT SERVICE	315,898	542,873	542,873	498,251	407,562	135,311	24.9%
0955 - CAPITAL-ALLOCATION OUT	(21,257)	(2,293)	(2,293)	(9,780)	(50,683)	48,390	-2110.3%
0956 - CAPITAL-ALLOCATION IN	-	4	4	14	38	(34)	-850.0%
SUBTOTAL	$ 788,725	$ 584,584	$ 584,584	$ 532,485	$ 486,767	$ 97,817	0.0%
TOTAL USES	$ 16,780,716	$ 17,194,035	$ 17,717,414	$ 14,960,196	$ 16,366,511	$ 1,350,903	7.6%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
226 - PLANNING AND DEVELOPMENT FEES	$ 14,862,004	$ 17,188,856	$ 17,868,856	$ 11,014,878	$ 13,597,000	$ (4,271,856)	-23.9%
235 - DEL WEBB	43,816	38,854	38,854	26,377	77,233	38,379	98.8%
SPECIAL REVENUE - OTHER	$ 14,905,820	$ 17,227,710	$ 17,907,710	$ 11,041,255	$ 13,674,233	$ (4,233,477)	-23.6%
TOTAL SPECIAL REVENUE	$ 14,905,820	$ 17,227,710	$ 17,907,710	$ 11,041,255	$ 13,674,233	$ (4,233,477)	-23.6%
TOTAL FUNDS	$ 14,905,820	$ 17,227,710	$ 17,907,710	$ 11,041,255	$ 13,674,233	$ (4,233,477)	-23.6%
USES							
226 - PLANNING AND DEVELOPMENT FEES	$ 16,652,763	$ 17,061,480	$ 17,584,859	$ 14,857,980	$ 16,289,275	$ 1,295,584	7.4%
235 - DEL WEBB	127,953	132,555	132,555	102,216	77,236	55,319	41.7%
SPECIAL REVENUE - OTHER	$ 16,780,716	$ 17,194,035	$ 17,717,414	$ 14,960,196	$ 16,366,511	$ 1,350,903	7.6%
TOTAL SPECIAL REVENUE	$ 16,780,716	$ 17,194,035	$ 17,717,414	$ 14,960,196	$ 16,366,511	$ 1,350,903	7.6%
TOTAL FUNDS	$ 16,780,716	$ 17,194,035	$ 17,717,414	$ 14,960,196	$ 16,366,511	$ 1,350,903	7.6%

General Adjustments

Accela Implementation: Increased non-operating budget in Fund 226 by $1,453,497.

Programs and Activities

One Stop Shop Program

The purpose of the One Stop Shop Program is to provide a single point of contact for coordinated County development services to the customer so they may complete their development projects in a faster and more cost efficient manner.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of code enforcement violation cases that receive a complete initial investigation within 30 calendars days of receipt of violation complaints	Not Reported	94.2%	94.2%	0.0%	0.0%
Percent of code enforcement cases that receive a complete initial investigation of violation complaint	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of Development Master Plans, Comprehensive Plan Amendments, and Statutorily Driven Elements reviewed	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of Development Master Plans/Comprehensive Plan Amendment cases initially processed within 15 business days of application	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of Development Master Plan/Comprehensive Plan Amendment cases where a Technical Advisory Committee meeting is held within 60 calendar days of application	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of customer service actions performed	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of all customers served within 30 minutes	Not Reported	98.0%	98.0%	0.0%	0.0%
Percent of drainage violation cases that receive a complete initial investigation within 30 calendar days of receipt of violation complaint	Not Reported	77.0%	77.0%	0.0%	0.0%
Percent of drainage enforcement violation complaints investigated	Not Reported	81.9%	81.9%	0.0%	0.0%
Percent of drainage inspections completed	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of drainage reviews completed	Not Reported	100.3%	100.3%	0.0%	0.0%
Percent of drainage reviews processed through first plan review within 14 calendar days of application/assignment	Not Reported	99.0%	99.0%	0.0%	0.0%
Percent of expedited drainage reviews process through first plan review within three calendar days of application/assignment	Not Reported	95.0%	95.0%	0.0%	0.0%
Percent of building plan inspection requests where service was rendered within one business day	Not Reported	95.0%	95.0%	0.0%	0.0%
Percent of plans inspections completed	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of Entitlement and Subdivision cases completed	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of Entitlement/Subdivision cases initially processed within 15 business days of application	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of Entitlement/Subdivision cases where a Technical Advisory Committee meeting is held within 60 calendar days of application	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of Entitlement/Subdivision cases where a Post-Technical Advisory Committee review is completed within 21 business days of resubmittal	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of Building and Zoning Plan Reviews processed through first plan review within 20 calendar days of application	Not Reported	97.9%	97.9%	0.0%	0.0%
Percent of building and zoning plan reviews completed	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of expedited building and zoning plan reviews process through first plan review within 20 calendar days of application	Not Reported	99.6%	99.6%	0.0%	0.0%
Percent of Variance and other Board of Adjustment cases processed to public hearing/approved administratively within 75 calendar days of application date	Not Reported	68.6%	68.6%	0.0%	0.0%
Percent of Variance and Other Board of Adjustment cases processed to public hearing/approved administratively	Not Reported	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Code Enforcement
- Comprehensive Planning
- Customer Services
- Drainage Enforcement
- Drainage Inspection
- Drainage Review
- Permit Inspections
- Planning and Zoning
- Plan Review
- Zoning and Adjudication

Code Enforcement Activity

The purpose of the Code Enforcement Activity is to provide inspection and enforcement services to Maricopa County property owners so they can experience resolution of complaint issues in a timely manner.

Mandates: A.R.S. §11-808 establishes the County zoning ordinance enforcement within a zoned territory and establishes the position of the County zoning inspector and deputy inspectors. The statute also states it is unlawful to erect, construct, reconstruct, alter or use any building or other structures without obtaining a zoning clearance from the County in the unincorporated areas of the county; A.R.S. §11-808 also establishes the County to appoint hearing officers to hear and determine zoning violations; A.R.S. §11-802 establishes the Board of Supervisors' authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and subdivision platting, adopt and enforce rules, regulations, ordinances and plans.

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of code enforcement violation cases that receive a complete initial investigation within 30 calendars days of receipt of violation complaints	Not Reported	94.2%	94.2%	0.0%	0.0%
Result	Percent of code enforcement cases that receive a complete initial investigation of violation complaint	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of code enforcement cases that receive a complete initial investigation	Not Reported	1,897	1,897	-	0.0%
Output	Number of code enforcement violation complaints completed	Not Reported	2,750	2,750	-	0.0%
Demand	Number of code enforcement violation complaints	Not Reported	2,750	2,750	-	0.0%
Efficiency	Expenditure per code enforcement complaint completed	Not Reported	$ 257.22	$ 176.05	$ 81.17	31.6%
Revenue						
	226 - P&D FEES	$ 93,671	$ 184,273	$ 310,000	$ 125,727	68.2%
	TOTAL SOURCES	$ 93,671	$ 184,273	$ 310,000	$ 125,727	68.2%
Expenditure						
	226 - P&D FEES	$ 997,915	$ 707,348	$ 484,124	$ 223,224	31.6%
	TOTAL USES	$ 997,915	$ 707,348	$ 484,124	$ 223,224	31.6%

Comprehensive Planning Activity

The purpose of the Comprehensive Planning Activity is to provide and maintain planning elements and provide information to various private and public entities of Maricopa County so they can make informed decisions concerning growth, development and investment in a timely manner.

Mandates: A.R.S. §11-802 establishes the Board of Supervisors authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and subdivision platting, adopt and enforce rules, regulations, ordinances and plans; A.R.S. §11-805 authorizes the Board to contract with consultants or employ persons for services as may be required to carry on the work of the commission and the enforcement. A consultant, employees, or both, are provided to carry on County planning work, the regularly appointed planning and zoning commission of

an incorporated city or town within the county may request the services of the consultant, staff, or both, for consultation and advice including the preparation or review of comprehensive plans, zoning ordinances, and subdivision regulations within the boundaries of the incorporated city or town; A.R.S. §11-806 establishes that the commission shall act in an advisory capacity to the Board and shall, when requested, make a report or recommendation in matters under the jurisdiction of the Board. Further, the commission shall prepare and recommend to the Board a comprehensive plan; A.R.S. §11-821 requires the commission to formulate and the Board of Supervisors to adopt or readopt a comprehensive long-term county plan.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Development Master Plans, Comprehensive Plan Amendments, and Statutorily Driven Elements reviewed	Not Reported	100.0%	100.0%	0.0%	0.0%
Result	Percent of Development Master Plans/Comprehensive Plan Amendment cases initially processed within 15 business days of application	Not Reported	100.0%	100.0%	0.0%	0.0%
Result	Percent of Development Master Plan/Comprehensive Plan Amendment cases where a Technical Advisory Committee meeting is held within 60 calendar days of application	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of Development Master Plans, Comprehensive Plan Admendments, and Statutorily Driven Elements Withdrawn/Completed	Not Reported	32	32	-	0.0%
Demand	Number of Development Master Plans, Comprehensive Plan Amendments, and Statutorily Driven Elements Requested	Not Reported	32	64	32	100.0%
Efficiency	Expenditure per Development Master Plan, Comprehensive Plan Amendment, and Statutorily Driven Element Withdrawn/Completed	Not Reported	$ 11,736.78	$ 10,588.50	$ 1,148.28	9.8%
Revenue						
	226 - P&D FEES	$ 120,640	$ 175,343	$ 250,000	$ 74,657	42.6%
	TOTAL SOURCES	$ 120,640	$ 175,343	$ 250,000	$ 74,657	42.6%
Expenditure						
	226 - P&D FEES	$ 368,690	$ 375,577	$ 338,832	$ 36,745	9.8%
	TOTAL USES	$ 368,690	$ 375,577	$ 338,832	$ 36,745	9.8%

Customer Services Activity

The purpose of the Customer Services Activity is to provide accurate planning and development information to One Stop Shop customers so they can make informed development decisions and receive timely delivery of property-based services.

Mandates: A.R.S. §11-321 requires a building permit for any construction of a building or an addition thereto exceeding a cost of one thousand dollars within its jurisdiction. It also establishes issuance and distribution of copies to the subsequent owner.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of customer service actions performed	Not Reported	100.0%	100.0%	0.0%	0.0%
Result	Percent of all customers served within 30 minutes	Not Reported	98.0%	98.0%	0.0%	0.0%
Output	Number of customer service actions performed	Not Reported	26,440	26,440	-	0.0%
Demand	Number of customer service actions requested/required	Not Reported	26,440	26,440	-	0.0%
Efficiency	Expenditure per customer service action performed	Not Reported	$ 50.75	$ 49.78	$ 0.97	1.9%
Revenue						
	226 - P&D FEES	$ 48,415	$ 41,489	$ 45,000	$ 3,511	8.5%
	TOTAL SOURCES	$ 48,415	$ 41,489	$ 45,000	$ 3,511	8.5%
Expenditure						
	226 - P&D FEES	$ 1,536,203	$ 1,341,934	$ 1,316,229	$ 25,705	1.9%
	TOTAL USES	$ 1,536,203	$ 1,341,934	$ 1,316,229	$ 25,705	1.9%

Drainage Enforcement Activity

The purpose of the Drainage Enforcement Activity is to provide enforcement of drainage regulations to residents and property owners so they can experience resolution of complaint issues in a timely manner.

Mandates: A.R.S. §11-251 establishes the powers of the Board of Supervisors; A.R.S. §11-802 establishes the Board of Supervisors' authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and subdivision platting, adopt and enforce rules, regulations, ordinances and plans; A.R.S. §11-808 establishes the County zoning ordinance enforcement within a zoned territory and establishes the position of the County zoning inspector and deputy inspectors. The statute also states it is unlawful to erect, construct, reconstruct, alter or use any building or other structures without obtaining a zoning clearance from the County in the unincorporated areas of the county.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of drainage violation cases that receive a complete initial investigation within 30 calendar days of receipt of violation complaint	Not Reported	77.0%	77.0%	0.0%	0.0%
Result	Percent of Drainage Enforcement violation complaints investigated	Not Reported	81.9%	81.9%	0.0%	0.0%
Output	Number of Drainage Enforcement violation complaints investigated	Not Reported	530	530	-	0.0%
Demand	Number of Drainage Enforcement violation complaints	Not Reported	530	530	-	0.0%
Efficiency	Expenditure per Drainage Enforcement complaint investigated	Not Reported	$ 451.50	$ 841.33	$ (389.83)	-86.3%
Revenue						
	226 - P&D FEES	$ 49,715	$ 55,883	$ 60,000	$ 4,117	7.4%
	TOTAL SOURCES	$ 49,715	$ 55,883	$ 60,000	$ 4,117	7.4%
Expenditure						
	226 - P&D FEES	$ 128,550	$ 239,294	$ 445,903	$ (206,609)	-86.3%
	TOTAL USES	$ 128,550	$ 239,294	$ 445,903	$ (206,609)	-86.3%

Drainage Inspection Activity

The purpose of the Drainage Inspection Activity is to provide drainage inspections to residents and builders so they can complete construction in compliance with approved drainage regulations in a timely manner.

Mandates: A.R.S. §11-251 establishes the powers of the Board of Supervisors; A.R.S. §11-802 establishes the Board of Supervisors' authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and subdivision platting, adopt and enforce rules, regulations, ordinances and plans.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of drainage inspections completed	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of finished floor elevation drainage inspections completed	Not Reported	1,588	1,588	-	0.0%
Output	Number of in-progress drainage inspections completed	Not Reported	532	532	-	0.0%
Output	Number of final drainage inspections completed	Not Reported	6,042	6,042	-	0.0%
Output	Number of pre-permit issuance drainage site inspections completed	Not Reported	2,557	2,557	-	0.0%
Output	Number of drainage inspections completed	Not Reported	14,678	14,678	-	0.0%
Demand	Number of drainage inspections scheduled/requested	Not Reported	10,721	10,721	-	0.0%
Efficiency	Expenditure per drainage inspection completed	Not Reported	$ 66.16	$ 66.76	$ (0.60)	-0.9%
Revenue						
	226 - P&D FEES	$ 11,510	$ 16,767	$ 45,000	$ 28,233	168.4%
	TOTAL SOURCES	$ 11,510	$ 16,767	$ 45,000	$ 28,233	168.4%
Expenditure						
	226 - P&D FEES	$ 1,079,319	$ 971,068	$ 979,875	$ (8,807)	-0.9%
	TOTAL USES	$ 1,079,319	$ 971,068	$ 979,875	$ (8,807)	-0.9%

Drainage Review Activity

The purpose of the Drainage Review Activity is to provide plan review services to One Stop Shop permit applicants so they can gain approval for requested permits in a timely manner.

Mandates: A.R.S. §11-251 establishes the powers of the Board of Supervisors; A.R.S. §11-802 establishes the Board of Supervisors' authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and subdivision platting, adopt and enforce rules, regulations, ordinances and plans.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of drainage reviews processed through first plan review within 14 calendar days of application/assignment	Not Reported	99.0%	99.0%	0.0%	0.0%
Result	Percent of expedited drainage reviews process through first plan review within three calendar days of application/assignment	Not Reported	95.0%	95.0%	0.0%	0.0%
Result	Percent of drainage reviews completed	Not Reported	100.3%	100.3%	0.0%	0.0%
Output	Number of drainage reviews processed through first plan review	Not Reported	6,411	6,411	-	0.0%
Output	Number of expedited drainage reviews processed through first plan review	Not Reported	662	662	-	0.0%
Output	Number of drainage reviews completed	Not Reported	6,330	6,330	-	0.0%
Demand	Number of drainage reviews requested	Not Reported	7,186	7,186	-	0.0%
Efficiency	Expenditure per drainage review completed	Not Reported	$ 192.44	$ 223.73	$ (31.29)	-16.3%
Revenue						
	226 - P&D FEES	$ 1,598,017	$ 1,429,600	$ 3,007,000	$ 1,577,400	110.3%
	TOTAL SOURCES	$ 1,598,017	$ 1,429,600	$ 3,007,000	$ 1,577,400	110.3%
Expenditure						
	226 - P&D FEES	$ 1,175,959	$ 1,218,142	$ 1,416,205	$ (198,063)	-16.3%
	TOTAL USES	$ 1,175,959	$ 1,218,142	$ 1,416,205	$ (198,063)	-16.3%

Permit Inspections Activity

The purpose of the Permit Inspections Activity is to provide development inspection services to builders so they can complete construction in compliance with approved development codes in a timely manner.

Mandates: A.R.S. §11-321 requires a building permit for any construction of a building or an addition thereto exceeding a cost of one thousand dollars within its jurisdiction. It also establishes issuance and distribution of copies to the subsequent owner.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of plans inspections completed	Not Reported	100.0%	100.0%	0.0%	0.0%
Result	Percent of building plan inspection requests where service was rendered within one business day	Not Reported	95.0%	95.0%	0.0%	0.0%
Output	Number of plans inspections completed	Not Reported	142,197	142,197	-	0.0%
Demand	Number of plans inspections requested	Not Reported	173,068	173,068	-	0.0%
Efficiency	Expenditure per plans inspection completed	Not Reported	$ 14.57	$ 11.60	$ 2.97	20.4%
Revenue						
	226 - P&D FEES	$ 8,803,573	$ 5,536,480	$ 5,985,000	$ 448,520	8.1%
	235 - DEL WEBB	43,816	26,377	-	(26,377)	-100.0%
	TOTAL SOURCES	$ 8,847,389	$ 5,562,857	$ 5,985,000	$ 422,143	7.6%
Expenditure						
	226 - P&D FEES	$ 2,423,229	$ 2,042,013	$ 1,650,182	$ 391,831	19.2%
	235 - DEL WEBB	56,220	30,259	-	30,259	100.0%
	TOTAL USES	$ 2,479,449	$ 2,072,272	$ 1,650,182	$ 422,090	20.4%

Planning and Zoning Activity

The purpose of the Planning and Zoning Activity is to provide information, support, report services, and recommendations to the Planning Commission so they can make planning and land-use recommendations to the Board of Supervisors in a timely manner.

Mandates: A.R.S. §11-802 establishes the Board of Supervisors' authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and

subdivision platting, adopt and enforce rules, regulations, ordinances and plans; A.R.S. §11-805 authorizes the Board to contract with consultants or employ persons for services as may be required to carry on the work of the commission and the enforcement. A consultant, employees, or both, are provided to carry on County planning work, the regularly appointed planning and zoning commission of an incorporated city or town within the county may request the services of the consultant, staff, or both, for consultation and advice including the preparation or review of comprehensive plans, zoning ordinances, and subdivision regulations within the boundaries of the incorporated city or town; A.R.S. §11-806 establishes the powers and duties; comprehensive plan; A.R.S. §11-829 Amendment of ordinance or change of zoning district boundaries; definition. A property owner or authorized agent of a property owner desiring an amendment or change in the zoning ordinance changing the zoning district boundaries within an area previously zoned shall file an application for the amendment or change. All zoning and rezoning ordinances, regulations or specific plans adopted under this article shall be consistent with and conform to the adopted County plan.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Entitlement and Subdivision cases completed	Not Reported	100.0%	100.0%	0.0%	0.0%
Result	Percent of Entitlement/Subdivision cases initially processed within 15 business days of application	Not Reported	100.0%	100.0%	0.0%	0.0%
Result	Percent of Entitlement/Subdivision cases where a Technical Advisory Committee meeting is held within 60 calendar days of application	Not Reported	100.0%	100.0%	0.0%	0.0%
Result	Percent of Entitlement/Subdivision cases where a Post-Technical Advisory Committee review is completed within 21 business days of resubmittal	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of Entitlement and Subdivision cases completed	Not Reported	378	378	-	0.0%
Demand	Number of Entitlement and Subdivision cases requested	Not Reported	378	378	-	0.0%
Efficiency	Expenditure per Entitlement and Subdivision case completed	Not Reported	$ 2,136.18	$ 2,026.48	$ 109.70	5.1%
Revenue						
	226 - P&D FEES	$ 660,070	$ 936,053	$ 1,150,000	$ 213,947	22.9%
	TOTAL SOURCES	$ 660,070	$ 936,053	$ 1,150,000	$ 213,947	22.9%
Expenditure						
	226 - P&D FEES	$ 810,113	$ 807,475	$ 766,008	$ 41,467	5.1%
	TOTAL USES	$ 810,113	$ 807,475	$ 766,008	$ 41,467	5.1%

Plan Review Activity

The purpose of the Plan Review Activity is to provide plan review services to One Stop Shop permit applicants so they can gain approval for requested permits in a timely manner.

Mandates: A.R.S. §11-321 requires a building permit for any construction of a building or an addition thereto exceeding a cost of one thousand dollars within its jurisdiction. It also establishes issuance and distribution of copies to the subsequent owner.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of expedited building and zoning plan reviews process through first plan review within 20 calendar days of application	Not Reported	99.6%	99.6%	0.0%	0.0%
Result	Percent of building and zoning plan reviews completed	Not Reported	100.0%	100.0%	0.0%	0.0%
Result	Percent of Building and Zoning Plan Reviews processed through first plan review within 20 calendar days of application	Not Reported	97.9%	97.9%	0.0%	0.0%
Output	Number of expedited building and zoning plan reviews processed through first plan review	Not Reported	1,996	1,996	-	0.0%
Output	Number of building and zoning plan reviews completed	Not Reported	25,258	25,258	-	0.0%
Output	Number of building and zoning plan reviews processed through first plan review	Not Reported	16,560	16,560	-	0.0%
Demand	Number of building and zoning plan reviews requested	Not Reported	16,560	16,560	-	0.0%
Efficiency	Expenditure per building and zoning plan review completed	Not Reported	$ 92.02	$ 78.35	$ 13.67	14.9%
Revenue						
	226 - P&D FEES	$ 3,443,458	$ 2,578,035	$ 2,690,000	$ 111,965	4.3%
	235 - DEL WEBB	-	-	77,233	77,233	
	TOTAL SOURCES	$ 3,443,458	$ 2,578,035	$ 2,767,233	$ 189,198	7.3%
Expenditure						
	226 - P&D FEES	$ 2,865,815	$ 2,259,052	$ 1,908,181	$ 350,871	15.5%
	235 - DEL WEBB	64,993	65,170	70,821	(5,651)	-8.7%
	TOTAL USES	$ 2,930,808	$ 2,324,222	$ 1,979,002	$ 345,220	14.9%

Zoning and Adjudication Activity

The purpose of the Zoning and Adjudication Activity is to provide information, support, and recommendations to the Board of Adjustment so they can make appropriate quasi-judicial rulings in a timely manner.

Mandates: A.R.S. §11-802 establishes the Board of Supervisors' authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and subdivision platting, adopt and enforce rules, regulations, ordinances and plans; A.R.S. §11-805 authorizes the Board to contract with consultants or employ persons for services as may be required to carry on the work of the commission and the enforcement. A consultant, employees, or both, are provided to carry on County planning work, the regularly appointed planning and zoning commission of an incorporated city or town within the county may request the services of the consultant, staff, or both, for consultation and advice including the preparation or review of comprehensive plans, zoning ordinances, and subdivision regulations within the boundaries of the incorporated city or town; A.R.S. §11-807 establishes the Board of Adjustments and its powers and the appeals process.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Variance and other Board of Adjustment cases processed to public hearing/approved administratively within 75 calendar days of application date	Not Reported	68.6%	68.6%	0.0%	0.0%
Result	Percent of Variance and Other Board of Adjustment cases processed to public hearing/approved administratively	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of Variance, Temporary Use, or Text Amendments Completed	Not Reported	194	194	-	0.0%
Demand	Number of Variance, Temporary Use or Text Amendments Applied/Requested	Not Reported	201	201	-	0.0%
Efficiency	Expenditure per Variance and Other Board of Adjustment cases processed to public hearingapproved administratively	Not Reported	$ 2,487.37	$ 2,364.55	$ 122.81	4.9%
Revenue						
	226 - P&D FEES	$ 32,935	$ 60,955	$ 55,000	$ (5,955)	-9.8%
	TOTAL SOURCES	$ 32,935	$ 60,955	$ 55,000	$ (5,955)	-9.8%
Expenditure						
	226 - P&D FEES	$ 481,320	$ 482,549	$ 458,723	$ 23,826	4.9%
	TOTAL USES	$ 481,320	$ 482,549	$ 458,723	$ 23,826	4.9%

Appropriated Budget Reconciliations

Planning and Development Fees Fund (226)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 17,061,480**	**$ 17,188,856**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (62,446)	$ -
FY 2007-08 Initiative (MAG 5% Plan)	193,180	680,000
Employee Market Compensation Adjustments (Admin Phase II Market Study)	7,548	
Technology Project (Replace Permits Plus)	188,297	
Technology Project (ProjectDox Software)	196,800	-
Subtotal	$ 523,379	$ 680,000
FY 2007-08 REVISED RESTATED BUDGET	**$ 17,584,859**	**$ 17,868,856**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Annualization of Compensation Adjustments (Code Enforcement Market Study)	6,133	-
Annualization of Compensation Adjustments (Program & Ops Market Study)	8,877	-
Non-Recurring Expenditures Detail (FY2007-08 Open Enrollment Variance)	29,638	-
Annualization of Jan. 2008 Administrative Reductions	(62,445)	-
Other Reductions (RDSA IT Consolidation)	(136,261)	-
Technology Project (Replace Permits Plus)	(188,297)	-
Technology Project (ProjectDox Software)	(196,800)	-
Subtotal	$ (539,155)	$ -
FY 2008-09 BUDGET TARGET	**$ 17,045,704**	**$ 17,868,856**
REQUESTED ADJUSTMENTS:		
Budget Submitted (Under)/Over Budget	$ (2,209,926)	$ (4,271,856)
Subtotal	$ (2,209,926)	$ (4,271,856)
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 14,835,778**	**$ 13,597,000**
PERCENT CHANGE FROM TARGET AMOUNT	*-13.0%*	*-23.9%*
NON-OPERATING		
NON-OPERATING 0001		
Accela Implementation	$ 1,453,497	$ -
Subtotal	$ 1,453,497	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET	**$ 1,453,497**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 16,289,275**	**$ 13,597,000**

Del Webb Special Fund (235)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ 132,555**	**$**	**38,854**
FY 2007-08 REVISED RESTATED BUDGET		**$ 132,555**	**$**	**38,854**
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)		$ -	$	-
Retirement Contributions		-		-
FY 2008-09 Pay for Performance		-		-
Other Reductions (RDSA IT Consolidation)		3,969		-
Structural Balance		-		97,670
	Subtotal	$ 3,969	$	97,670
FY 2008-09 BUDGET TARGET		**$ 136,524**	**$**	**136,524**
REQUESTED ADJUSTMENTS:				
Budget Submitted (Under)/Over Budget		$ (59,288)	$	(59,291)
	Subtotal	$ (59,288)	$	(59,291)
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 77,236**	**$**	**77,233**
PERCENT CHANGE FROM TARGET AMOUNT		*-43.4%*		*-43.4%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 77,236**	**$**	**77,233**

Public Fiduciary

Analysis by Scott Rothe, Principal Management & Budget Analyst

Summary

Mission

The Mission of the Maricopa County Public Fiduciary is to provide guardianship, conservatorship, decedent services and court-ordered investigations for vulnerable persons so their estates and well-being are protected.

Vision

To be a recognized leader in providing professional, efficient and compassionate fiduciary services.

Strategic Goals

- **By September 1, 2007, we will implement the use of an integrated case/knowledge management system, incorporating wireless remote technology, in order to achieve a 10% increase in fiduciary program productivity over fiscal 2004-05 benchmarks.**

  Status: The goal has expired, but will be extended to be completed in two phases by approximately March 1, 2009.

- **By November 1, 2008, we will increase our ability to provide fiduciary services and legal coordination to all the regional Superior Courts.**

  Status: The goal was not met. The department is preparing new goals for FY 2009-10, one of which will address this ongoing issue.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
REVENUE							
34BS - BURIAL SERVICES PROGRAM	$ -	$ 15,000	$ 15,000	$ -	$ -	$ (15,000)	-100.0%
BURY - BURIAL SERVICES	-	15,000	15,000	-	-	(15,000)	-100.0%
34FS - FIDUCIARY SERVICES PROGRAM	$ 759,336	$ 735,000	$ 735,000	$ 824,810	$ 918,848	$ 183,848	25.0%
EADM - ESTATE ADMINISTRATION	384,282	442,500	442,500	379,868	576,202	133,702	30.2%
ESOP - ESTATE OPERATIONS	74,201	60,000	60,000	67,968	-	(60,000)	-100.0%
GARD - GUARDIANSHIP SERVICES	300,853	232,500	232,500	376,974	342,646	110,146	47.4%
TOTAL PROGRAMS	$ 759,336	$ 750,000	$ 750,000	$ 824,810	$ 918,848	$ 168,848	22.5%
EXPENDITURES							
34BS - BURIAL SERVICES PROGRAM	$ 348,818	$ 367,919	$ 367,959	$ 357,687	$ 324,422	$ 43,537	11.8%
BURY - BURIAL SERVICES	348,818	367,919	367,959	357,687	324,422	43,537	11.8%
34FS - FIDUCIARY SERVICES PROGRAM	$ 1,669,427	$ 1,934,675	$ 1,989,590	$ 1,972,156	$ 1,944,214	$ 45,376	2.3%
EADM - ESTATE ADMINISTRATION	604,972	619,911	620,223	631,265	624,997	(4,774)	-0.8%
ESOP - ESTATE OPERATIONS	517,138	658,849	704,311	680,856	625,554	78,757	11.2%
GARD - GUARDIANSHIP SERVICES	547,317	655,915	665,056	660,035	693,663	(28,607)	-4.3%
34IS - INVESTIGATION SERVICES PROGRAM	$ 154,607	$ 249,615	$ 250,368	$ 173,636	$ 200,391	$ 49,977	20.0%
FEXP - FINANCIAL EXPLOITATION PREV	53,514	79,310	80,062	63,880	57,015	23,047	28.8%
INTK - INTAKE ACTIVITY	101,093	170,305	170,306	109,756	143,376	26,930	15.8%
99AS - ADMINISTRATIVE SERVICES	$ 353,894	$ 178,898	$ 174,421	$ 270,789	$ 132,082	$ 42,339	24.3%
BDGT - BUDGETING	14,971	15,067	14,619	8,856	11,007	3,612	24.7%
ODIR - EXECUTIVE MANAGEMENT	195,413	107,097	106,198	172,458	79,578	26,620	25.1%
FSAC - FINANCIAL SERVICES	43,366	6,660	6,347	8,284	4,146	2,201	34.7%
HRAC - HUMAN RESOURCES	62,025	30,307	27,713	55,330	34,386	(6,673)	-24.1%
PROC - PROCUREMENT	38,118	19,767	19,544	25,861	2,965	16,579	84.8%
99GV - GENERAL GOVERNMENT	$ -	$ 31,041	$ 31,041	$ 18,106	$ 11,835	$ 19,206	61.9%
ISFC - INTERNAL SERVICE FUND CHARGES	-	31,041	31,041	18,106	11,835	19,206	61.9%
TOTAL PROGRAMS	$ 2,526,746	$ 2,762,148	$ 2,813,379	$ 2,792,374	$ 2,612,944	$ 200,435	7.1%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 759,336	$ 750,000	$ 750,000	$ 824,810	$ 918,848	$ 168,848	22.5%
SUBTOTAL	$ 759,336	$ 750,000	$ 750,000	$ 824,810	$ 918,848	$ 168,848	22.5%
ALL REVENUES	$ 759,336	$ 750,000	$ 750,000	$ 824,810	$ 918,848	$ 168,848	22.5%
TOTAL SOURCES	$ 759,336	$ 750,000	$ 750,000	$ 824,810	$ 918,848	$ 168,848	22.5%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 1,631,273	$ 1,707,966	$ 1,754,549	$ 1,705,590	$ 1,675,988	$ 78,561	4.5%
0705 - TEMPORARY PAY	29,307	23,601	23,601	53,143	-	23,601	0.0%
0710 - OVERTIME	(2)	-	-	1,096	-	-	0.0%
0750 - FRINGE BENEFITS	478,096	565,251	569,899	562,232	527,794	42,105	7.4%
0790 - OTHER PERSONNEL SERVICES	7,986	-	-	35,114	-	-	0.0%
SUBTOTAL	$ 2,146,660	$ 2,296,818	$ 2,348,049	$ 2,357,175	$ 2,203,782	$ 144,267	6.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 41,840	$ 32,994	$ 32,994	$ 31,285	$ 43,380	$ (10,386)	-31.5%
0803 - FUEL	5,055	5,500	5,500	5,033	6,000	(500)	-9.1%
0804 - NON-CAPITAL EQUIPMENT	-	9,261	9,261	-	-	9,261	100.0%
SUBTOTAL	$ 46,895	$ 47,755	$ 47,755	$ 36,318	$ 49,380	$ (1,625)	-3.4%
SERVICES							
0812 - OTHER SERVICES	$ 7,187	$ 17,868	$ 17,868	$ 66,266	$ 7,428	$ 10,440	58.4%
0820 - RENT & OPERATING LEASES	1,314	21,577	21,577	11,839	23,196	(1,619)	-7.5%
0839 - INTERNAL SERVICE CHARGES	11,359	12,745	12,745	9,664	10,764	1,981	15.5%
0841 - TRAVEL	11,399	12,500	12,500	12,437	12,168	332	2.7%
0842 - EDUCATION AND TRAINING	1,071	31,291	31,291	18,898	10,941	20,350	65.0%
0843 - POSTAGE/FREIGHT/SHIPPING	8,295	8,000	8,000	7,904	7,500	500	6.3%
0845 - SUPPORT AND CARE OF PERSONS	269,132	269,621	269,621	256,522	258,085	11,536	4.3%
SUBTOTAL	$ 309,757	$ 373,602	$ 373,602	$ 383,530	$ 330,082	$ 43,520	11.6%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 32,371	$ 32,371	$ -	$ -	$ 32,371	100.0%
0950 - DEBT SERVICE	23,433	11,602	11,602	15,351	29,700	(18,098)	-156.0%
SUBTOTAL	$ 23,433	$ 43,973	$ 43,973	$ 15,351	$ 29,700	$ 14,273	32.5%
TOTAL USES	$ 2,526,746	$ 2,762,148	$ 2,813,379	$ 2,792,374	$ 2,612,944	$ 200,435	7.1%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 759,336	$ 750,000	$ 750,000	$ 824,810	$ 918,848	$ 168,848	22.5%
TOTAL FUNDS	$ 759,336	$ 750,000	$ 750,000	$ 824,810	$ 918,848	$ 168,848	22.5%
USES							
100 - GENERAL	$ 2,526,746	$ 2,762,148	$ 2,813,379	$ 2,792,374	$ 2,612,944	$ 200,435	7.1%
TOTAL FUNDS	$ 2,526,746	$ 2,762,148	$ 2,813,379	$ 2,792,374	$ 2,612,944	$ 200,435	7.1%

General Adjustments

Revenue Increase: Increase General Fund revenue by $168,848 (from $750,000 to $918,848) in FY 2008-09 based on volume and revised fee schedules submitted by the department and approved by the Maricopa County Superior Court in late FY 2007-08. The budget includes fee reductions of $15,000 from the Burial Activity and $60,000 from the Estate Operations, and fee increases of $133,702 in the Estate Administration Activity and $110,146 in the Guardianship Services Activity.

Position Deletions: The FY 2008-09 Adopted Budget includes the deletion of a management position ($75,034) and a reduction of a Senior Systems Analyst position by 0.25 FTE ($20,258), both of which were allocated to multiple Activities.

Programs and Activities

Burial Services Program

The purpose of the Indigent Burial Program is to provide final disposition to decedents of indigent families of Maricopa County so that eligible burial services can be arranged.

Mandates: A.R.S. §36-831 Section B establishes the responsibility of the county to provide for burial of indigent persons, including honorably discharged veterans or their spouses. A.R.S. §11-311 mandates that the county appoint an honorably discharged veteran to oversee the burial of discharged veterans and their families in a location designated for the burial of veterans.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of determinations made within five business days	Not Reported	92.0%	92.0%	0.1%	0.1%

- Activities that comprise this program include:
- Burial Services

Burial Services Activity

The purpose of the Burial Services Activity is to conduct eligibility assessment and determinations so that indigent decedents in Maricopa County can be buried or cremated and the general public's health protected.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of determinations made within five business days	Not Reported	92.0%	92.0%	0.1%	0.1%
Output	Number of eligibility assessments completed.	977	960	1,056	96	10.0%
Demand	Number of referrals for indigent burial services.	977	960	1,056	96	10.0%
Efficiency	Cost per indigent burial eligibility assessment completed.	$92.67	$372.59	$307.22	$65.37	17.5%
Expenditure						
	100 - GENERAL	$ 90,536	$ 357,687	$ 324,422	$ 33,265	9.3%
	TOTAL USES	$ 90,536	$ 357,687	$ 324,422	$ 33,265	9.3%

Base Adjustments: Reduce indigent burial support care by $11,607 to reflect historical expenditures, delete the salary and benefit equivalent of $34,886 for two temporary positions, and right-size remaining areas of expenditures.

Fiduciary Services Program

The purpose of the Fiduciary Services Program is to provide court appointed guardianship, conservatorship and probate services to those persons or estates when no other person or corporation is qualified and willing to serve so that their well being, property and interests are protected.

Mandates: A.R.S. §14-5602 mandates that the Public Fiduciary provide guardianship for estates mandated by the court to be in receivership of the Public Fiduciary, as well as protect the estate and receive all outstanding warrants owed to that estate. A.R.S. §14-5603 establishes the Public Fiduciary as custodian of estate funds. A.R.S. §14-5604 establishes that the Public Fiduciary has a claim against the estate of the ward, protected person, or decedent, for reasonable expenses of guardianship, conservatorship, or public administration and reasonable compensation for the Public Fiduciary's services and attorney.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of Estate Administration inventories filed with the Court on time.	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of Court accountings filed with the Court on time.	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of annual Guardian reports filed with the Court on time.	Not Reported	98.0%	98.0%	0.0%	0.0%

Activities that comprise this program include:

- Estate Administration
- Estate Operations
- Guardianship

Estate Administration Activity

The purpose of the Estate Administration Activity is to provide inventory and asset management to our clients under Court appointment so their estates are preserved and protected.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Estate Administration inventories filed with the Court on time.	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of Estate Administration inventories filed with the Court	Not Reported	1,727	1,727	0	0.0%
Output	Number of estates administered.	1,784	1,727	1,727	0	0.0%
Demand	Number of clients in need of estate administration inventory services.	1,784	1,727	1,727	0	0.0%
Efficiency	Cost per case administered.	$339.11	$365.53	$361.90	$3.63	1.0%
Revenue						
	100 - GENERAL	$ 384,282	$ 379,868	$ 576,202	$ 196,334	51.7%
	TOTAL SOURCES	$ 384,282	$ 379,868	$ 576,202	$ 196,334	51.7%
Expenditure						
	100 - GENERAL	$ 604,972	$ 631,265	$ 624,997	$ 6,268	1.0%
	TOTAL USES	$ 604,972	$ 631,265	$ 624,997	$ 6,268	1.0%

Estate Operations Activity

The purpose of the Estate Operations Activity is to provide financial and accounting services to our clients and estates under Court appointment so that they receive accurate management of income and expenditures.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Court accountings filed with the Court on time.	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of Court accountings filed with the Court.	Not Reported	160	160	0	0.0%
Output	Number of clients provided financial and accounting services.	1,141	1,216	1,252	36	3.0%
Demand	Number of clients in need of financial and accounting services.	1,141	1,216	1,252	36	3.0%
Efficiency	Cost per client provided with financial and accounting services.	$453.23	$559.91	$499.64	$60.27	10.8%
Revenue						
	100 - GENERAL	$ 74,201	$ 67,968	$ -	$ (67,968)	-100.0%
	TOTAL SOURCES	$ 74,201	$ 67,968	$ -	$ (67,968)	-100.0%
Expenditure						
	100 - GENERAL	$ 517,138	$ 680,856	$ 625,554	$ 55,302	8.1%
	TOTAL USES	$ 517,138	$ 680,856	$ 625,554	$ 55,302	8.1%

Guardianship Activity

The purpose of the Guardianship Activity is to provide coordination, oversight and monitoring services of our clients' medical and personal needs so they receive appropriate medical attention and their general well being is ensured.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of annual Guardian reports filed with the Court on time.	Not Reported	98.0%	98.0%	0.0%	0.0%
Output	Number of annual Guardian reports filed with the Court.	Not Reported	2,564	2,820	256	10.0%
Output	Number of Guardianship estates administered.	2,430	2,564	2,820	256	10.0%
Demand	Number of clients in need of annual Guardianship services.	2,430	2,564	2,820	256	10.0%
Efficiency	Average cost per case requiring Guardianship estate administered.	$225.23	$257.42	$245.98	$11.44	4.4%
Revenue						
	100 - GENERAL	$ 300,853	$ 376,974	$ 342,646	$ (34,328)	-9.1%
	TOTAL SOURCES	$ 300,853	$ 376,974	$ 342,646	$ (34,328)	-9.1%
Expenditure						
	100 - GENERAL	$ 547,317	$ 660,035	$ 693,663	$ (33,628)	-5.1%
	TOTAL USES	$ 547,317	$ 660,035	$ 693,663	$ (33,628)	-5.1%

Investigation Services Program

The purpose of the Investigation Services Program is to provide information and recommendations to the court and community so that adjudication or alternative services may be sought.

Mandates: All Activities under this program are non-mandated.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of financial exploitation investigations completed within 180 days	Not Reported	59.0%	76.2%	17.2%	29.2%
Percent of timeliness in filing mental health mandated reports and Court ordered reports.	(3.7%)	91.5%	92.2%	0.7%	0.8%

Activities that comprise this program include:

- Financial Exploitation Prevention
- Intake

Financial Exploitation Prevention Activity

The purpose of the Financial Exploitation Prevention Activity is to investigate whether abuse of a vulnerable person's assets has occurred and determine the appropriate actions needed to protect the person and their remaining assets so that the court and law enforcement agencies may proceed with protective proceedings.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of financial exploitation investigations completed within 180 days	Not Reported	59.0%	76.2%	17.2%	29.2%
Output	Number of financial exploitation investigations conducted.	62	39	42	3	7.7%
Demand	Number of referrals involving suspected financial exploitation.	21	20	26	6	30.0%
Efficiency	Cost per financial exploitation investigation conducted.	$863.13	$1,637.95	$1,357.50	$280.45	17.1%
Expenditure						
	100 - GENERAL	$ 53,514	$ 63,880	$ 57,015	$ 6,865	10.7%
	TOTAL USES	$ 53,514	$ 63,880	$ 57,015	$ 6,865	10.7%

Intake Activity

The purpose of the Public Fiduciary Intake Activity is to provide intake services to the community and the courts so that referrals and investigative orders can be assessed and investigated to determine the need for guardianship, conservatorship or probate so that the need for protective or other legal proceedings may be determined.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of timeliness in filing mental health mandated reports and Court ordered reports.	Not Reported	91.5%	92.2%	0.7%	0.8%
Output	Number of court ordered and mandate investigations completed.	108	94	103	9	9.6%
Demand	Number of referrals for intake investigations.	365	547	601	54	9.9%
Efficiency	Cost per Court-ordered and intake investigation.	$936.05	$1,167.62	$1,392.00	-$224.38	-19.2%
Expenditure						
	100 - GENERAL	$ 101,093	$ 109,756	$ 143,376	$ (33,620)	-30.6%
	TOTAL USES	$ 101,093	$ 109,756	$ 143,376	$ (33,620)	-30.6%

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 2,762,148**	**$ 750,000**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (4,472)	$ -
Employee Market Compensation Adjustments (Admin Phase II Market Study)	37,446	-
Employee Market Compensation Adjustments (Program/Operations Market Study)	6,024	-
Employee Market Compensation Adjustments (Guardian Market Study)	12,233	-
Subtotal	$ 51,231	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 2,813,379**	**$ 750,000**
TARGET ADJUSTMENTS:		
Annualization of FY 2007-08 Compensation Adjustments (Program/Operations Market Study)	$ 5,097	$ -
Annualization of FY 2007-08 Compensation Adjustments (Guardian Market Study)	10,351	-
One-time Expenditures from IT Initiatve	(69,625)	-
Annualization of Jan. 2008 Administrative Reductions	(4,473)	-
Subtotal	$ (58,650)	$ -
FY 2008-09 BUDGET TARGET	**$ 2,754,729**	**$ 750,000**
BUDGET BALANCING ADJUSTMENTS:		
Reduce Indigent Burial Support/Care (Object Code 845)	$ (11,607)	$ -
Reduce Sr. Systems Analyst Position by .25 FTE	(20,258)	-
Delete 2 Part-Time Temp Positions	(34,886)	-
Delete Management Position	(75,034)	-
Increased Revenue Based on Increased Fees and Volume	-	168,848
Subtotal	$ (141,785)	$ 168,848
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 2,612,944**	**$ 918,848**

Public Health

Analysis by Tara Acuna, Management & Budget Analyst

Summary

Mission

The mission of the Department of Public Health is to provide leadership, resources, and services to people and diverse communities in Maricopa County so that health is promoted, preserved, and protected.

Vision

The Maricopa County Department of Public Health will be the nationally recognized local leader in public health, and the agency that people and communities in Maricopa County look to for health resources and services. Our combination of organizational strength and public health leadership will be harnessed to fully integrate and utilize local academic communities to improve the quality of service, and the caliber of professional staff.

Strategic Goals

- **By June 2010, assure that the Department controls communicable diseases by investigating and intervening in all reported cases of disease within the Arizona Administrative Code timelines and accepted standards of Public Health practice.**

  Status: The department strives to reach this goal and continues to reach new milestones. At the end of fiscal year 2008 epidemiology had produced 91% of all required reports, 68% of which were completed on time. Of single case investigations, 34% of communicable disease cases were investigated on time. AAC/public health standards require 100% and the department continues to strive to meet the requirement.

- **By June 2010, implement two new strategies that contribute to the Healthy People 2010 goals of increasing the quality and years of healthy life and elimination of health disparities.**

  Status: The Community Health Services division has implemented the following new strategies:
  Eliminate health disparities: Community Health Services organized historically black churches and African-American organizations to create a Center for African American Health.
  Increasing the quality and years of healthy life: Community Health Services coordinated with the Arizona Department of Education and the Arizona Department of Health Services to improve school health services, including providing direct services by making nurses available to administer needed medications and urging the adoption of nutritional standards in secondary schools required at the elementary level.

- **By June 2010, ensure that the County is prepared to respond to a public health emergency.**

  Status: In January, 2008 all Public Health Emergency Management staff and management team completed all courses listed below. The program continues to hold regular training courses and exercises and has come a long way in preparing the County, staff, and a number of citizens for an emergency.

- Incident Command System (ICS) courses 100 and 700, which are the core Federal Emergency Management Agency courses for designated emergency workers
- ICS courses 200, 300, 400, and 800, which are command and control in nature
- The Department amended job descriptions for all new employees to include a requirement that employees will respond as needed or appropriate in a public health emergency
- All PHEM staff and selected others (e.g., Health Director, Epidemiologists) are designated as ICS staff with specific job descriptions for activities at the Public Health Incident Command Center
- Other emergency response roles for Public Health employees are being reviewed as roles will be event-driven
- Supplemental development training
- Personal preparedness recommendations for employees and family are currently available by accessing the PHEM portion of the Department's website
- The Department submitted emergency response strategies twice a year to Arizona Department of Health Services

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
86CP - CANCER PREVENTION TREATMENT	667,110	547,060	1,108,831	786,281	657,387	(451,444)	-40.7%
WWHC - WELL WOMAN HEALTHCHECK	667,110	547,060	1,108,831	786,281	657,387	(451,444)	-40.7%
86SF - CHILD SAFETY	$ 608,053	$ 870,015	$ 870,016	$ 910,002	$ 880,807	$ 10,791	1.2%
CCSS - CHIL CARSEAT SAFETY ED & DISTR	698	-	-	-	-	-	
LHZR - LEAD HAZARD REDUCTION	77,452	75,296	75,296	67,602	103,711	28,415	37.7%
NEWB - NEWBORN INTENSIVE CARE	483,458	718,882	718,883	780,460	730,763	11,880	1.7%
PRSP - PARENT SUPPORT ACTIVITY	46,444	46,201	46,201	40,774	46,333	132	0.3%
PAND - PREV ABUSE & NEGLCT THRU DENTL	-	29,636	29,636	21,166	-	(29,636)	-100.0%
86CS - CLINIC SUPPORT SVCS PROGRAM	$ 46,129	$ 20,000	$ 20,000	$ 23,561	$ 28,000	$ 8,000	40.0%
PHPM - PUBLIC HEALTH PHARMACY	46,129	20,000	20,000	23,561	28,000	8,000	40.0%
86FH - FAMILY HEALTH	$ 731,726	$ 457,954	$ 648,723	$ 428,733	$ 656,458	$ 7,735	1.2%
FHPT - FAMILY HEALTH PARTNERSHIPS	156,285	128,498	243,417	150,200	425,929	182,512	75.0%
PRCN - PREGNANCY CONNECTION	575,441	329,456	405,306	278,533	230,529	(174,777)	-43.1%
86FP - FAMILY PLANNING	$ 485,628	$ 65,000	$ 65,000	$ 86,771	$ 322,677	$ 257,677	396.4%
FMPL - FAMILY PLANNING	485,628	65,000	65,000	86,771	322,677	257,677	396.4%
86HS - HEALTH START PROGRAM	$ -	$ 363,637	$ 363,637	$ 360,269	$ 363,637	$ -	0.0%
CSMT - CASE MANAGEMENT	-	181,819	181,819	260,784	181,819	-	0.0%
HEED - HEALTH EDUCATION	-	90,909	90,909	49,797	90,909	-	0.0%
SCRF - SCREENING AND REFERRALS	-	90,909	90,909	49,688	90,909	-	0.0%
86HI - HEALTHCARE FOR HOMELESS	$ 2,373,123	$ 2,146,854	$ 2,250,477	$ 2,181,910	$ 2,357,053	$ 106,576	4.7%
HCHL - HEALTHCARE FOR THE HOMELESS	2,373,123	2,146,854	2,250,477	2,181,910	2,357,053	106,576	4.7%
86CM - HIV/HCV SERVICES	$ 870,282	$ 960,790	$ 931,790	$ 821,900	$ 915,401	$ (16,389)	-1.8%
HICT - HIV COUNSELING & TESTING	309,917	278,090	249,090	198,564	280,228	31,138	12.5%
HIRC - HIV PARTNER COUNSEL REFERRAL	-	244,090	244,090	243,559	245,454	1,364	0.6%
HICP - HIV PREV COMM PLANNING GROUP	80,716	65,454	65,454	67,157	66,818	1,364	2.1%
HISV - HIV SURVEILLANCE	292,428	197,893	197,893	158,939	197,893	-	0.0%
HIVP - HIV/HCV PREVENTION EDUCATION	187,221	175,263	175,263	153,681	125,008	(50,255)	-28.7%
86IS - IMMUNIZATION SERVICES	$ 9,191,194	$ 8,040,442	$ 8,672,661	$ 9,856,454	$ 9,817,200	$ 1,144,539	13.2%
ADIM - ADULT IMMUNIZATIONS	357,746	433,860	433,860	374,034	496,193	62,333	14.4%
CHIM - CHILDHOOD IMMUNIZATIONS	8,833,447	7,606,582	8,238,801	9,482,420	9,321,007	1,082,206	13.1%
86ID - INFECTIOUS DISEASE CONTROL	$ 1,111,237	$ 571,157	$ 571,157	$ 812,700	$ 916,120	$ 344,963	60.4%
HANS - HANSENS DISEASE	32,303	29,636	29,636	34,664	29,662	26	0.1%
HERF - HEALTH EXAM & TREATMNT FOR REF	405,397	541,521	541,521	778,036	886,458	344,937	63.7%
TBSS - TUBERCULOSIS SERVICES	673,537	-	-	-	-	-	
86OH - ORAL HEALTH	$ 287,655	$ 352,272	$ 352,272	$ 261,103	$ 299,212	$ (53,060)	-15.1%
DTSL - DENTAL SEALANTS	287,655	315,436	315,436	248,724	248,412	(67,024)	-21.2%
DTSV - DENTAL SURVEILLANCE	-	36,836	36,836	12,379	50,800	13,964	37.9%
86EM - PH EMERGENCY MANAGEMENT	$ 3,009,101	$ 2,958,054	$ 3,292,986	$ 3,038,932	$ 2,914,762	$ (378,224)	-11.5%
EMRP - EMERGENCY RESPONSE PLANNING	-	1,479,027	1,646,493	1,634,598	1,767,929	121,436	7.4%
EMRT - EMERGENCY RESPONSE TRAINING	3,009,101	1,479,027	1,646,493	1,404,334	1,146,833	(499,660)	-30.3%
86HL - PROMOTING HEALTHY LIFESTYLES	$ 8,075,371	$ 8,304,526	$ 9,846,312	$ 9,651,707	$ 9,114,802	$ (731,510)	-7.4%
PLAY - PROMTNG LIFETIME ACT FOR YOUTH	149,658	145,455	145,455	131,560	138,636	(6,819)	-4.7%
SCNT - SCHOOL-BASED NUTRITION EDU	92,158	350,333	350,333	289,870	339,457	(10,876)	-3.1%
WICC - WOMEN INFANTS AND CHILDREN	7,388,792	7,444,180	8,985,966	8,837,254	8,258,876	(727,090)	-8.1%
WTHT - WOMEN TOGETHER FOR HEALTH	444,762	364,558	364,558	393,023	377,833	13,275	3.6%
86RW - RYAN WHITE TITLE I SERV	$ (21,808)	$ 247,453	$ 247,453	$ 335,958	$ 215,535	$ (31,918)	-12.9%
DTIS - DENTAL INSURANCE	(4,426)	51,147	51,147	46,466	-	(51,147)	-100.0%
RWPC - RYAN WHITE PLAN COUNCIL SUP	(17,382)	196,306	196,306	289,492	215,535	19,229	9.8%
86ST - STD CONTROL PROGRAM	$ 625,558	$ 687,031	$ 700,431	$ 757,939	$ 703,774	$ 3,343	0.5%
STIN - STD CASE INVESTIGATION	-	145,072	145,072	163,327	315,774	170,702	117.7%
STEX - STD EXAMINATIONS	-	309,294	322,694	518,342	388,000	65,306	20.2%
STSV - STD SURVEILLANCE	-	232,665	232,665	76,270	-	(232,665)	-100.0%
STTR - STD TREATMENT	625,558	-	-	-	-	-	
86TB - TB CONTROL	$ -	$ 876,624	$ 1,001,369	$ 1,027,000	$ 1,067,072	$ 65,703	6.6%
TBIN - TB INVESTIGATIONS	-	241,062	241,062	198,299	233,446	(7,616)	-3.2%
TBTE - TB TESTING	-	161,404	208,913	167,225	68,000	(140,913)	-67.5%
TBTR - TB TREATMENT	-	474,158	551,394	661,476	765,626	214,232	38.9%

Sources and Uses by Program and Activity – All Funds (Continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	RECOMM VS REVISED	%
86TP - TOBACCO USE PREVENTION	$ 3,926,091	$ 3,734,580	$ 3,812,081	$ 3,906,312	$ 3,973,840	$ 161,759	4.2%
TUCE - TOBACCO USE CESSATION	-	981,513	981,513	1,076,589	1,048,476	66,963	6.8%
TUPV - TOBACCO USE PREVENTION	3,930,120	1,808,789	1,886,290	1,777,866	1,888,820	2,530	0.1%
TUPO - TOBACCO USE PREVENTN OUTREACH	-	378,518	378,518	686,580	417,212	38,694	10.2%
TUTR - TOBACCO USE PREVENTN TRAINING	(4,030)	38,262	38,262	27,994	55,109	16,847	44.0%
TUWW - WORKSITE WELLNESS CONSULTING	-	527,498	527,498	337,283	564,223	36,725	7.0%
86VR - VITAL REGISTRATION	$ 2,882,654	$ 2,835,554	$ 3,048,946	$ 3,079,066	$ 3,534,127	$ 485,181	15.9%
BDCT - BIRTH AND DEATH CERTIFICATES	2,679,255	2,664,827	2,878,219	2,963,391	3,337,222	459,003	15.9%
BDRC - BIRTH AND DEATH RECORDS	203,399	170,727	170,727	115,675	196,905	26,178	15.3%
99AS - ADMINISTRATIVE SERVICES PROG	$ 5,978,284	$ 1,293,892	$ 1,529,593	$ 3,844,031	$ 4,043,592	$ 2,513,999	164.4%
BDGT - BUDGETING	-	44,527	44,527	-	-	(44,527)	-100.0%
ODIR - EXECUTIVE MANAGEMENT	2,231,327	431,611	431,611	-	-	(431,611)	-100.0%
FSAC - FINANCIAL SERVICES	3,746,958	554,156	789,857	3,844,031	4,043,592	3,253,735	411.9%
PROC - PROCUREMENT	-	263,598	263,598	-	-	(263,598)	-100.0%
99GV - GENERAL GOVERNMENT	$ 1,947,725	$ 1,816,211	$ 1,816,211	$ 1,093,005	$ -	$ (1,816,211)	-100.0%
CSCA - CENTRAL SERVICE COST ALLOC	-	964,095	964,095	-	-	(964,095)	-100.0%
GGOV - GENERAL GOVERNMENT	1,947,725	-	-	1,093,005	-	-	
ISFC - INTERNAL SERVICE FUND CHARGES	-	852,116	852,116	-	-	(852,116)	-100.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 28,289	$ 701,191	$ 701,191	$ -	$ -	$ (701,191)	-100.0%
BUAS - BUSINESS APPLICATION DEVELOP	28,289	701,191	701,191	-	-	(701,191)	-100.0%
CONT - CON-TENTS	28,571	-	-	-	-	-	
SKCO - SAFEKIDS COALITN OF MC SUPPORT	-	-	9,702	9,563	-	(9,702)	-100.0%
TOTAL PROGRAMS	$ 42,851,971	$ 37,850,297	$ 41,860,839	$ 43,273,197	$ 42,781,456	$ 920,617	2.2%
USES							
86CP - CANCER PREVENTION TREATMENT	$ 702,945	$ 545,816	$ 1,107,583	$ 605,786	$ 657,388	$ 450,195	40.6%
WWHC - WELL WOMAN HEALTHCHECK	702,945	545,816	1,107,583	605,786	657,388	450,195	40.6%
86SF - CHILD SAFETY	$ 778,209	$ 1,032,060	$ 1,032,072	$ 1,019,115	$ 1,043,645	$ (11,573)	-1.1%
CCSS - CHIL CARSEAT SAFETY ED & DISTR	188,228	165,155	165,158	165,711	162,834	2,324	1.4%
LHZR - LEAD HAZARD REDUCTION	57,652	74,829	74,833	82,169	103,715	(28,882)	-38.6%
NEWB - NEWBORN INTENSIVE CARE	490,475	716,550	716,554	718,070	730,761	(14,207)	-2.0%
PRSP - PARENT SUPPORT ACTIVITY	41,854	45,890	45,891	43,300	46,335	(444)	-1.0%
PAND - PREV ABUSE & NEGLCT THRU DENTL	-	29,636	29,636	9,865	-	29,636	100.0%
86CS - CLINIC SUPPORT SVCS PROGRAM	$ 937,487	$ 1,126,154	$ 1,128,872	$ 1,024,611	$ 1,170,795	$ (41,923)	-3.7%
MDRC - MEDICAL RECORDS	-	268,962	268,963	329,420	339,318	(70,355)	-26.2%
PHLB - PUBLIC HEALTH LABORATORY	481,665	517,496	517,499	467,461	514,353	3,146	0.6%
PHPM - PUBLIC HEALTH PHARMACY	455,822	339,696	342,410	227,730	317,124	25,286	7.4%
86EG - EPI & GEN DISEASE SURVEILLANCE	$ 1,540,140	$ 1,972,608	$ 1,980,586	$ 1,566,683	$ 1,962,768	$ 17,818	0.9%
EPIR - EPI REPORTING	1,217,185	919,139	923,150	727,228	944,922	(21,772)	-2.4%
SCII - SINGLE CASE INVEST & INTRV REP	322,955	1,053,469	1,057,436	839,455	1,017,846	39,590	3.7%
86FH - FAMILY HEALTH	$ 1,484,685	$ 1,136,083	$ 1,367,918	$ 1,141,657	$ 1,435,749	$ (67,831)	-5.0%
FHPT - FAMILY HEALTH PARTNERSHIPS	874,571	808,182	964,169	898,636	1,205,219	(241,050)	-25.0%
PRCN - PREGNANCY CONNECTION	610,114	327,901	403,749	243,021	230,530	173,219	42.9%
86FP - FAMILY PLANNING	$ 610,756	$ 507,058	$ 507,064	$ 514,757	$ 526,734	$ (19,670)	-3.9%
FMPL - FAMILY PLANNING	610,756	507,058	507,064	514,757	526,734	(19,670)	-3.9%
86HS - HEALTH START PROGRAM	$ -	$ 361,614	$ 361,619	$ 333,314	$ 363,629	$ (2,010)	-0.6%
CSMT - CASE MANAGEMENT	-	180,808	180,809	192,256	181,813	(1,004)	-0.6%
HEED - HEALTH EDUCATION	-	90,403	90,405	68,253	90,908	(503)	-0.6%
SCRF - SCREENING AND REFERRALS	-	90,403	90,405	72,805	90,908	(503)	-0.6%
86HI - HEALTHCARE FOR HOMELESS	$ 2,304,509	$ 2,138,550	$ 2,242,164	$ 2,245,307	$ 2,357,058	$ (114,894)	-5.1%
HCHL - HEALTHCARE FOR THE HOMELESS	2,304,509	2,138,550	2,242,164	2,245,307	2,357,058	(114,894)	-5.1%
86CM - HIV/HCV SERVICES	$ 925,258	$ 1,001,901	$ 972,902	$ 841,015	$ 915,405	$ 57,497	5.9%
HICT - HIV COUNSELING & TESTING	343,296	276,457	247,462	297,345	280,227	(32,765)	-13.2%
HIRC - HIV PARTNER COUNSEL REFERRAL	-	242,691	242,694	200,306	245,452	(2,758)	-1.1%
HICP - HIV PREV COMM PLANNING GROUP	60,084	65,143	65,141	62,695	66,817	(1,676)	-2.6%
HISV - HIV SURVEILLANCE	403,471	243,217	243,213	187,165	197,898	45,315	18.6%
HIVP - HIV/HCV PREVENTION EDUCATION	118,407	174,393	174,392	93,504	125,011	49,381	28.3%
86IS - IMMUNIZATION SERVICES	$ 10,751,235	$ 9,277,804	$ 9,910,018	$ 10,639,831	$ 11,066,662	$ (1,156,644)	-11.7%
ADIM - ADULT IMMUNIZATIONS	414,366	431,158	431,153	436,282	496,189	(65,036)	-15.1%
CHIM - CHILDHOOD IMMUNIZATIONS	10,336,869	8,743,181	9,375,401	10,101,848	10,472,511	(1,097,110)	-11.7%
IMED - IMMUNIZATION EDUCATION	-	103,465	103,464	101,701	97,962	5,502	5.3%

Sources and Uses by Program and Activity – All Funds (Continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	RECOMM VS REVISED	%
86ID - INFECTIOUS DISEASE CONTROL	$ 3,530,516	$ 658,638	$ 661,349	$ 905,082	$ 1,004,087	$ (342,738)	-51.8%
HANS - HANSENS DISEASE	35,727	29,636	29,636	23,116	29,662	(26)	-0.1%
HERF - HEALTH EXAM & TREATMNT FOR REF	736,392	629,002	631,713	881,966	974,425	(342,712)	-54.3%
TBSS - TUBERCULOSIS SERVICES	2,758,397	-	-	-	-	-	
86OH - ORAL HEALTH	$ 394,702	$ 442,612	$ 442,615	$ 322,422	$ 390,315	$ 52,300	11.8%
DTSL - DENTAL SEALANTS	355,276	405,776	405,779	278,990	339,515	66,264	16.3%
DTSV - DENTAL SURVEILLANCE	39,426	36,836	36,836	43,432	50,800	(13,964)	-37.9%
86EM - PH EMERGENCY MANAGEMENT	$ 4,053,756	$ 2,951,835	$ 3,286,769	$ 2,307,349	$ 2,914,761	$ 372,008	11.3%
EMRP - EMERGENCY RESPONSE PLANNING	-	1,475,918	1,643,384	1,417,390	1,767,929	(124,545)	-7.6%
EMRT - EMERGENCY RESPONSE TRAINING	4,053,756	1,475,917	1,643,385	889,959	1,146,832	496,553	30.2%
86HL - PROMOTING HEALTHY LIFESTYLES	$ 8,461,151	$ 8,718,109	$ 10,259,894	$ 9,884,252	$ 9,433,837	$ 826,057	8.1%
PLAY - PROMTNG LIFETIME ACT FOR YOUTH	93,288	144,833	144,834	124,898	138,638	6,196	4.3%
SCNT - SCHOOL-BASED NUTRITION EDU	571,047	707,003	707,003	609,940	658,492	48,511	6.9%
WICC - WOMEN INFANTS AND CHILDREN	7,292,255	7,502,959	9,044,748	8,779,790	8,258,874	785,874	8.7%
WTHT - WOMEN TOGETHER FOR HEALTH	504,561	363,314	363,309	369,624	377,833	(14,524)	-4.0%
86RW - RYAN WHITE TITLE I SERV	$ 226,596	$ 246,551	$ 246,553	$ 288,078	$ 215,532	$ 31,021	12.6%
DTIS - DENTAL INSURANCE	52,012	50,867	50,866	48,965	(3)	50,869	100.0%
RWPC - RYAN WHITE PLAN COUNCIL SUP	174,584	195,684	195,687	239,113	215,535	(19,848)	-10.1%
86ST - STD CONTROL PROGRAM	$ 1,980,201	$ 2,385,433	$ 2,401,529	$ 2,249,614	$ 2,302,068	$ 99,461	4.1%
STIN - STD CASE INVESTIGATION	-	575,384	575,389	546,237	771,105	(195,716)	-34.0%
STEX - STD EXAMINATIONS	-	1,100,371	1,113,766	1,035,461	1,004,439	109,327	9.8%
STSV - STD SURVEILLANCE	-	447,959	450,663	375,372	150,165	300,498	66.7%
STTR - STD TREATMENT	1,980,201	261,719	261,711	292,544	376,359	(114,648)	-43.8%
86TB - TB CONTROL	$ -	$ 3,123,577	$ 3,251,038	$ 3,091,050	$ 3,356,374	$ (105,336)	-3.2%
TBIN - TB INVESTIGATIONS	-	975,050	975,050	652,596	652,509	322,541	33.1%
TBTE - TB TESTING	-	698,179	745,690	782,159	596,131	149,559	20.1%
TBTR - TB TREATMENT	-	1,450,348	1,530,298	1,656,295	2,107,734	(577,436)	-37.7%
86TP - TOBACCO USE PREVENTION	$ 3,524,563	$ 3,721,362	$ 3,798,859	$ 3,674,041	$ 3,973,835	$ (174,976)	-4.6%
TUCE - TOBACCO USE CESSATION	-	976,894	976,890	927,870	1,048,475	(71,585)	-7.3%
TUPV - TOBACCO USE PREVENTION	3,487,837	1,803,704	1,881,207	1,760,648	1,888,822	(7,615)	-0.4%
TUPO - TOBACCO USE PREVENTN OUTREACH	-	377,414	377,413	397,020	417,213	(39,800)	-10.5%
TUTR - TOBACCO USE PREVENTN TRAINING	36,726	38,107	38,104	49,950	55,106	(17,002)	-44.6%
TUWW - WORKSITE WELLNESS CONSULTING	-	525,243	525,245	538,553	564,219	(38,974)	-7.4%
86VR - VITAL REGISTRATION	$ 2,621,053	$ 2,475,378	$ 2,688,758	$ 2,688,473	$ 3,296,871	$ (608,113)	-22.6%
BDCT - BIRTH AND DEATH CERTIFICATES	910,870	1,166,197	1,379,580	1,072,307	1,474,784	(95,204)	-6.9%
BDRC - BIRTH AND DEATH RECORDS	1,710,184	1,309,181	1,309,178	1,616,166	1,822,087	(512,909)	-39.2%
99AS - ADMINISTRATIVE SERVICES PROG	$ 4,557,804	$ 3,341,954	$ 3,560,343	$ 3,086,173	$ 3,555,479	$ 4,864	0.1%
BDGT - BUDGETING	106,019	44,356	47,770	92,999	22,114	25,656	53.7%
ODIR - EXECUTIVE MANAGEMENT	3,645,319	1,694,193	1,662,869	1,272,797	1,242,839	420,030	25.3%
FSAC - FINANCIAL SERVICES	(179,331)	676,075	933,601	1,255,103	1,649,514	(715,913)	-76.7%
HRAC - HUMAN RESOURCES	545,264	583,889	609,026	533,806	477,560	131,466	21.6%
PROC - PROCUREMENT	440,532	343,441	307,077	(68,532)	163,452	143,625	46.8%
99GV - GENERAL GOVERNMENT	$ 1,768,476	$ 2,079,432	$ 2,079,432	$ 1,333,587	$ 2,568,565	$ (489,133)	-23.5%
CSCA - CENTRAL SERVICE COST ALLOC	1,698,440	1,151,079	1,151,079	1,151,079	1,427,259	(276,180)	-24.0%
ISFC - INTERNAL SERVICE FUND CHARGES	70,036	928,353	928,353	182,508	1,141,306	(212,953)	-22.9%
99IT - INFORMATION TECHNOLOGY PROGRAM	$ 904,148	$ 1,484,348	$ 2,317,299	$ 916,578	$ 1,058,872	$ 1,258,427	54.3%
BUAS - BUSINESS APPLICATION DEVELOP	904,148	861,976	860,264	611,769	-	860,264	100.0%
DACR - DATA CENTER	-	82,256	82,723	4,185	-	82,723	100.0%
DESK - DESKTOP SUPPORT	-	119,792	953,988	34,499	326,258	627,730	65.8%
ENIT - ENTERPRISE IT COLLABORATION	-	420,324	420,324	266,125	732,614	(312,290)	-74.3%
CONT - CON-TENTS	19,973	-	-	-	-	-	
SKCO - SAFEKIDS COALITN OF MC SUPPORT	-	-	9,702	10,364	-	9,702	100.0%
TOTAL PROGRAMS	$ 52,078,163	$ 50,728,877	$ 55,614,938	$ 50,689,139	$ 55,570,429	$ 44,509	0.1%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0615 - GRANTS	$ 28,746,453	$ 27,875,644	$ 31,659,394	$ 31,724,184	$ 30,390,738	$ (1,268,656)	-4.0%
0620 - OTHER INTERGOVERNMENTAL	7,899,633	6,100,000	6,100,000	7,395,500	7,407,500	1,307,500	21.4%
SUBTOTAL	$ 36,646,086	$ 33,975,644	$ 37,759,394	$ 39,119,684	$ 37,798,238	$ 38,844	0.1%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 2,971,269	$ 2,957,352	$ 3,170,744	$ 3,192,597	$ 3,608,382	$ 437,638	13.8%
0638 - PATIENT SERVICES REVENUE	828,400	819,848	819,848	855,431	1,228,870	409,022	49.9%
SUBTOTAL	$ 3,799,669	$ 3,777,200	$ 3,990,592	$ 4,048,028	$ 4,837,252	$ 846,660	21.2%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 140,131	$ 50,000	$ 50,000	$ 64,433	$ 100,000	$ 50,000	100.0%
0650 - MISCELLANEOUS REVENUE	3,539	2,453	15,853	11,923	966	(14,887)	-93.9%
SUBTOTAL	$ 143,670	$ 52,453	$ 65,853	$ 76,356	$ 100,966	$ 35,113	53.3%
ALL REVENUES	$ 40,589,425	$ 37,805,297	$ 41,815,839	$ 43,244,068	$ 42,736,456	$ 920,617	2.2%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 2,262,546	$ 45,000	$ 45,000	$ 29,129	$ 45,000	$ -	0.0%
ALL OTHER FINANCING SOURCES	$ 2,262,546	$ 45,000	$ 45,000	$ 29,129	$ 45,000	$ -	0.0%
TOTAL SOURCES	$ 42,851,971	$ 37,850,297	$ 41,860,839	$ 43,273,197	$ 42,781,456	$ 920,617	2.2%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 19,666,572	$ 23,696,189	$ 24,901,061	$ 21,786,979	$ 23,529,999	$ 1,371,062	5.5%
0705 - TEMPORARY PAY	263,977	466,107	466,107	154,274	140,200	325,907	0.0%
0710 - OVERTIME	189,034	103,325	103,325	155,511	73,104	30,221	0.0%
0750 - FRINGE BENEFITS	6,475,828	8,037,636	8,232,779	7,387,465	7,798,004	434,775	5.3%
0790 - OTHER PERSONNEL SERVICES	251,266	595,827	733,572	431,150	298,288	435,284	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(3,645,111)	(4,626,452)	(4,626,452)	(4,761,993)	(3,366,580)	(1,259,872)	27.2%
0796 - PERSONNEL SERVICES ALLOC-IN	3,816,435	4,894,644	4,948,194	5,156,397	4,626,537	321,657	6.5%
SUBTOTAL	$ 27,018,001	$ 33,167,276	$ 34,758,586	$ 30,309,783	$ 33,099,552	$ 1,659,034	4.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 2,206,790	$ 1,114,729	$ 1,437,273	$ 1,308,920	$ 1,306,619	$ 130,654	9.1%
0802 - MEDICAL SUPPLIES	9,488,254	7,330,728	7,386,628	8,928,204	9,042,587	(1,655,959)	0.0%
0803 - FUEL	16,595	14,624	14,624	19,043	25,369	(10,745)	-73.5%
0804 - NON-CAPITAL EQUIPMENT	1,006,924	84,152	84,152	21,177	70,616	13,536	16.1%
0805 - SUPPLIES-ALLOCATION OUT	(641,070)	(434,625)	(434,625)	(410,925)	(473,875)	39,250	-9.0%
0806 - SUPPLIES-ALLOCATION IN	509,219	310,734	310,734	308,035	335,075	(24,341)	-7.8%
SUBTOTAL	$ 12,586,712	$ 8,420,342	$ 8,798,786	$ 10,174,454	$ 10,306,391	$ (1,507,605)	-17.1%
SERVICES							
0810 - LEGAL SERVICES	$ 6,540	$ 4,049	$ 4,049	$ 2,464	$ 5,314	$ (1,265)	-31.2%
0811 - HEALTH CARE SERVICES	1,386,166	811,038	1,484,787	1,821,533	1,788,386	(303,599)	-20.4%
0812 - OTHER SERVICES	3,607,088	3,075,904	4,627,899	3,293,632	4,850,525	(222,626)	-4.8%
0820 - RENT & OPERATING LEASES	1,482,260	1,675,638	1,826,872	1,762,302	1,968,934	(142,062)	0.0%
0825 - REPAIRS AND MAINTENANCE	247,511	160,085	220,085	216,386	242,422	(22,337)	-10.1%
0839 - INTERNAL SERVICE CHARGES	508,715	1,085,742	1,085,742	142,660	1,189,586	(103,844)	-9.6%
0841 - TRAVEL	408,783	356,788	413,610	365,750	460,274	(46,664)	0.0%
0842 - EDUCATION AND TRAINING	166,898	208,048	214,027	148,896	286,927	(72,900)	-34.1%
0843 - POSTAGE/FREIGHT/SHIPPING	71,635	80,955	80,955	68,063	84,836	(3,881)	(0)
0845 - SUPPORT AND CARE OF PERSONS	2,740	-	-	3,670	4,000	(4,000)	
0850 - UTILITIES	180,527	212,092	244,910	165,164	203,982	40,928	16.7%
0855 - INTEREST EXPENSE	9	-	-	-	-	-	
0872 - SERVICES-ALLOCATION OUT	(2,437,156)	(760,663)	(760,663)	(7,582)	(697,532)	(63,131)	8.3%
0873 - SERVICES-ALLOCATION IN	2,441,454	760,663	760,663	3,714	-	760,663	100.0%
SUBTOTAL	$ 8,073,169	$ 7,670,339	$ 10,202,936	$ 7,986,652	$ 10,387,654	$ (184,718)	-1.8%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 3,960,986	$ 1,196,079	$ 1,196,079	$ 1,180,208	$ 1,472,259	$ (276,180)	-23.1%
SUBTOTAL	$ 3,960,986	$ 1,196,079	$ 1,196,079	$ 1,180,208	$ 1,472,259	$ (276,180)	-23.1%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 40,948	$ -	$ -	$ 548,094	$ -	$ -	0.0%
0920 - CAPITAL EQUIPMENT	324,004	29,000	29,000	356,413	-	29,000	100.0%
0950 - DEBT SERVICE	74,344	245,841	629,551	133,535	304,939	324,612	-
0955 - CAPITAL-ALLOCATION OUT	(370)	-	-	-	(366)	366	
0956 - CAPITAL-ALLOCATION IN	370	-	-	-	-	-	
SUBTOTAL	$ 439,295	$ 274,841	$ 658,551	$ 1,038,042	$ 304,573	$ 353,978	0.0%
TOTAL USES	$ 52,078,163	$ 50,728,877	$ 55,614,938	$ 50,689,139	$ 55,570,429	$ 44,509	0.1%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ (22)	$ -	$ -	$ -	$ -	$ -	0.0%
532 - PUBLIC HEALTH GRANTS	$ 36,905,656	$ 34,184,711	$ 37,968,461	$ 39,321,218	$ 38,006,639	$ 38,178	0.1%
SPECIAL REVENUE - GRANT	$ 36,905,656	$ 34,184,711	$ 37,968,461	$ 39,321,218	$ 38,006,639	$ 38,178	0.1%
265 - PUBLIC HEALTH FEES	$ 5,946,338	$ 3,665,586	$ 3,892,378	$ 3,951,979	$ 4,774,817	$ 882,439	22.7%
SPECIAL REVENUE - OTHER	$ 5,946,338	$ 3,665,586	$ 3,892,378	$ 3,951,979	$ 4,774,817	$ 882,439	22.7%
TOTAL SPECIAL REVENUE	$ 42,851,993	$ 37,850,297	$ 41,860,839	$ 43,273,197	$ 42,781,456	$ 920,617	2.2%
TOTAL FUNDS	$ 42,851,971	$ 37,850,297	$ 41,860,839	$ 43,273,197	$ 42,781,456	$ 920,617	2.2%
USES							
100 - GENERAL	$ 10,451,478	$ 12,878,580	$ 12,921,147	$ 11,522,894	$ 12,462,708	$ 458,439	3.5%
532 - PUBLIC HEALTH GRANTS	$ 38,184,050	$ 34,184,711	$ 37,968,461	$ 35,153,937	$ 38,006,654	$ (38,193)	-0.1%
SPECIAL REVENUE - GRANT	$ 38,184,050	$ 34,184,711	$ 37,968,461	$ 35,153,937	$ 38,006,654	$ (38,193)	-0.1%
265 - PUBLIC HEALTH FEES	$ 3,442,636	$ 3,665,586	$ 4,725,330	$ 4,012,308	$ 5,101,067	$ (375,737)	-8.0%
SPECIAL REVENUE - OTHER	$ 3,442,636	$ 3,665,586	$ 4,725,330	$ 4,012,308	$ 5,101,067	$ (375,737)	-8.0%
TOTAL SPECIAL REVENUE	$ 41,626,686	$ 37,850,297	$ 42,693,791	$ 39,166,245	$ 43,107,721	$ (413,930)	-1.0%
TOTAL FUNDS	$ 52,078,163	$ 50,728,877	$ 55,614,938	$ 50,689,139	$ 55,570,429	$ 44,509	0.1%

General Adjustments

Budget Balancing Adjustment ($61,493): Delete one Executive Assistant position in the Administrative Services Program.

Budget Balancing Adjustment ($110,000): Delete one Physician position in the Administrative Services Program – position is actually funded at $210,343 so the balance will be moved to other services.

Budget Balancing Adjustment ($50,814): Delete one Human Resources Specialist position in the Administrative Services Program.

Budget Balancing Adjustment ($22,150): Delete one Admin/Operations Supervisor position in the Administrative Services Program.

Budget Balancing Adjustment $60,564: Transfer Pharmacy Program Coordinator position from General Government to Public Health.

Programs and Activities

HIV/HCV Services Program

The purpose of the HIV/HCV Services program is to provide education, counseling and support to HIV prevention organizations and individuals at risk for, or infected with HIV or Hepatitis C so that they can reduce the spread of HIV and HCV in the community.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of CPG members who report the group's planning efforts are effective in improving HIV Prevention services in Maricopa and Pinal Counties.	not reported	95.8%	90.0%	(5.8%)	-6.0%
Percent of clients testing positive who are referred for services	not reported	100.0%	100.0%	0.0%	0.0%
% of notified contacts who submit to HIV counseling and testing	not reported	32.4%	40.0%	7.6%	23.4%
% of contacts agreeing to test who test positive	not reported	20.5%	13.8%	(6.7%)	-32.9%
"Infection rate of HIV in Maricopa County per 100,000 population"	not reported	0.0%	0.0%	0.0%	0.0%
Percent of investigation cases closed within 30 days	not reported	93.8%	90.0%	(3.8%)	-4.0%
% of participants indicating increased knowledge of HIV/HCV transmission as indicated by a score of > 80% on class post-test	not reported	60.8%	84.3%	23.5%	38.7%

Activities that comprise this program include:

- HIV Prevention Community Planning Group Support
- HIV Counseling & Testing
- HIV Partner Counseling & Referral
- HIV Surveillance
- HIV/HCV Prevention Education

HIV Prevention Community Planning Group Support Activity

The purpose of the HIV Prevention Community Planning Group Support Activity is to provide meetings of HIV prevention agencies in Maricopa and Pinal Counties so that they may plan and improve service delivery.

Mandates: Technically not a mandated service, but US Public Laws 101-381, 104-146, and 106-345 provide emergency assistance to eligible EMAs. Only the local health department may apply, receive, and administer funds.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of CPG members who report the group's planning efforts are effective in improving HIV Prevention services in Maricopa and Pinal Counties.	90.0%	95.8%	90.0%	(5.8%)	-6.0%
Output	Number of meetings held	8	6	6	0	0.0%
Demand	# of meetings required	Not Reported	6	6	0	0.0%
Efficiency	Cost per meeting held	$7,510.56	$10,449.17	$11,136.17	-$687.00	-6.6%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 80,716	$ 67,157	$ 66,818	$ (339)	-0.5%
	TOTAL SOURCES	$ 80,716	$ 67,157	$ 66,818	$ (339)	-0.5%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 60,084	$ 62,695	$ 66,817	$ (4,122)	-6.6%
	TOTAL USES	$ 60,084	$ 62,695	$ 66,817	$ (4,122)	-6.6%

HIV Counseling & Testing Activity

The purpose of the HIV Counseling & Testing Activity is to provide counseling and testing services for people at risk for HIV infection so that they can reduce the likelihood of contracting HIV or get early intervention services if already infected with HIV.

Mandates: AZ Admin Code R9-6-339 mandates the procedures that the State Department of Health expects from the county, if the county selects to engage in HIV testing. ARS §36-663 mandates that if the county engages in HIV testing, that it follow certain procedures and maintain specific confidentiality standards in regards to the tests. ARS §36-663 also mandates HIV counseling following any positive test. ARS §36-664 mandates the confidentiality requirements that the Public Health Department must adhere to concerning communicable diseases.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of clients testing positive who are referred for services	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of clients testing positive	Not Reported	158	158	0	0.0%
Output	Number of clients receiving pretest counseling	4,110	3,038	2,200	-838	-27.6%
Demand	Number of individuals anticipated to present for counseling	Not Reported	18,005	17,400	-605	-3.4%
Efficiency	Cost per individual counseled	Not Reported	$97.88	$127.38	-$29.50	-30.1%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 309,917	$ 198,564	$ 280,228	$ 81,664	41.1%
	TOTAL SOURCES	$ 309,917	$ 198,564	$ 280,228	$ 81,664	41.1%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 343,296	$ 297,345	$ 280,227	$ 17,118	5.8%
	TOTAL USES	$ 343,296	$ 297,345	$ 280,227	$ 17,118	5.8%

HIV Partner Counseling & Referral Activity

The purpose of the HIV Partner Counseling & Referral Activity is to provide exposure notification to sexual and needle-sharing partners of individuals testing positive for HIV so that they can be encouraged to receive counseling and testing services.

Mandates: AZ Admin Code R9-6-339 mandates the procedures that the State Department of Health expects from the county, if the county selects to engage in HIV testing.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of contacts agreeing to test who test positive	Not Reported	20.5%	13.8%	(6.7%)	-32.9%
Result	% of notified contacts who submit to HIV counseling and testing	Not Reported	32.4%	40.0%	7.6%	23.4%
Output	Number of contacts agreeing to be tested	Not Reported	83	80	-3	-3.6%
Output	# of HIV contacts notified	Not Reported	256	200	-56	-21.9%
Demand	# of HIV contacts anticipated	Not Reported	462	350	-112	-24.2%
Efficiency	Cost per HIV contact notified	Not Reported	$782.45	$1,227.26	-$444.81	-56.8%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 243,559	$ 245,454	$ 1,895	0.8%
	TOTAL SOURCES	$ -	$ 243,559	$ 245,454	$ 1,895	0.8%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 200,306	$ 245,452	$ (45,146)	-22.5%
	TOTAL USES	$ -	$ 200,306	$ 245,452	$ (45,146)	-22.5%

HIV Surveillance Activity

The purpose of the HIV Surveillance Activity is to provide verification and follow-up of reported and suspected cases of HIV and AIDS to individuals testing positive for HIV so that they can avoid spreading HIV in the community.

Mandates: AZ Admin Code R9-6-339 mandates the procedures that the State Department of Health expects from the county, if the county selects to engage in HIV testing.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	"Infection rate of HIV in Maricopa County per 100,000 population"	Not Reported	0.0%	0.0%	0.0%	0.0%
Result	Percent of investigation cases closed within 30 days	Not Reported	93.8%	90.0%	(3.8%)	-4.0%
Output	"Number of persons per 100,000 population in Maricopa County"	Not Reported	38	38	0	0.0%
Output	# of HIV investigation cases closed	Not Reported	864	900	36	4.2%
Demand	Number of HIV investigation cases	Not Reported	1,029	1,300	271	26.3%
Efficiency	Cost per case investigated	Not Reported	$216.63	$219.89	-$3.26	-1.5%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 292,428	$ 158,939	$ 197,893	$ 38,954	24.5%
	TOTAL SOURCES	$ 292,428	$ 158,939	$ 197,893	$ 38,954	24.5%
Expenditure						
	100 - GENERAL	$ 123,666	$ 50,386	$ -	$ 50,386	100.0%
	532 - PUBLIC HEALTH GRANTS	279,805	136,779	197,898	(61,119)	-44.7%
	TOTAL USES	$ 403,471	$ 187,165	$ 197,898	$ (10,733)	55.3%

Budget Balancing Adjustment ($47,124): Transfer HIV Specialist position and associated supplies to the grant fund (532).

HIV/HCV Prevention Education Activity

The purpose of the HIV/HCV Prevention Education Activity is to provide disease transmission education to prison and jail inmates so that they can avoid contracting HIV and Hepatitis C.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of participants indicating increased knowledge of HIV/HCV transmission as indicated by a score of > 80% on class post-test	Not Reported	60.8%	84.3%	23.5%	38.7%
Output	# of inmates educated	Not Reported	255	350	95	37.3%
Output	Number of participants responding to post-test survey	Not Reported	255	350	95	37.3%
Demand	Anticipated number of inmates to be educated	Not Reported	860	700	-160	-18.6%
Efficiency	Cost per inmate educated	Not Reported	$366.68	$357.17	$9.51	2.6%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 187,221	$ 153,681	$ 125,008	$ (28,673)	-18.7%
	TOTAL SOURCES	$ 187,221	$ 153,681	$ 125,008	$ (28,673)	-18.7%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 118,407	$ 93,504	$ 125,011	$ (31,507)	-33.7%
	TOTAL USES	$ 118,407	$ 93,504	$ 125,011	$ (31,507)	-33.7%

Cancer Prevention & Treatment Program

The purpose of the Cancer Prevention & Treatment program is to provide education, screening, diagnosis and treatment of cancer to Maricopa County residents so that they can avoid or be successfully treated for cancer.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of clients returning for annual re-screening for breast and cervical cancer	64.0%	62.4%	100.0%	37.6%	60.1%

Activities that comprise this program include:

- Well Woman Healthcheck

Well Woman Healthcheck Activity

The purpose of the Well Woman Healthcheck Activity is to provide breast and cervical cancer education, early screening, diagnosis and treatment to targeted groups of women so that they can avoid or be treated for breast and cervical cancer earlier.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of clients returning for annual re-screening for breast and cervical cancer	64.0%	62.4%	100.0%	37.6%	37.6%
Output	Number of women served	2,616	3,587	3,500	-87	-2.4%
Demand	Anticipated number of women to be served	Not Reported	3,587	3,500	-87	-2.4%
Efficiency	Cost per woman served	Not Reported	$168.88	$187.83	-$18.94	-11.2%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 667,110	$ 786,281	$ 657,387	$ (128,894)	-16.4%
	TOTAL SOURCES	$ 667,110	$ 786,281	$ 657,387	$ (128,894)	-16.4%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 702,945	$ 605,786	$ 657,388	$ (51,602)	-8.5%
	TOTAL USES	$ 702,945	$ 605,786	$ 657,388	$ (51,602)	-8.5%

Clinic Support Services Program

The purpose of the Clinic Support Services program is to provide professional and cost-effective ancillary health services to healthcare providers and patients so that they can better manage patient care and treatment.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Rate of registration errors	not reported	1.8%	1.8%	0.0%	0.0%
Rate of accuracy on proficiency testing programs	not reported	99.1%	98.7%	(0.4%)	-0.4%
% of cost savings on lab tests compared to private labs	not reported	88.2%	88.2%	0.0%	0.0%
Percent savings over wholesale price: Rifampin 300 mg	67.5%	74.1%	67.2%	(7.0%)	-9.4%
Percent savings over wholesale price: PZA 500 mg	63.0%	58.4%	59.3%	0.9%	1.5%
Percent savings over wholesale price: Myambutol 400 mg	53.5%	63.1%	60.3%	(2.8%)	-4.4%
Percent savings over wholesale price: Isoniazid 300 mg	74.5%	76.4%	77.1%	0.6%	0.8%

Activities that comprise this program include:

- Medical Records
- Public Health Pharmacy
- Public Health Laboratory

Medical Records Activity

The purpose of the Medical Records Activity is to provide documentation of patient care and treatment to healthcare providers, patients, and other stakeholders so that they can comply with legal mandates and properly manage patient care and treatment.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Rate of registration errors	Not Reported	1.8%	1.8%	0.0%	0.0%
Output	# of client registrations	Not Reported	28,000	28,000	0	0.0%
Demand	# of clients presenting for services	Not Reported	28,000	28,000	0	0.0%
Efficiency	Cost per client registration	Not Reported	$11.77	$12.12	-$0.35	-3.0%
Expenditure						
	100 - GENERAL	$ -	$ 329,420	$ 339,318	$ (9,898)	-3.0%
	TOTAL USES	$ -	$ 329,420	$ 339,318	$ (9,898)	-3.0%

Public Health Laboratory Activity

The purpose of the Public Health Laboratory Activity is to provide accurate and timely lab results to MCDPH healthcare providers so that they can properly diagnose patient health conditions in a cost effective manner.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Rate of accuracy on proficiency testing programs	Not Reported	99.1%	98.7%	(0.4%)	-0.4%
Result	% of cost savings on lab tests compared to private labs	Not Reported	88.2%	88.2%	0.0%	0.0%
Output	# of lab results reported	Not Reported	163,528	173,225	9,697	5.9%
Output	Private lab tests cost savings	Not Reported	1,700	1,700	0	0.0%
Demand	Number of lab tests requested	164,837	263,528	173,225	-90,303	-34.3%
Efficiency	Cost per laboratory tests provided	Not Reported	$2.86	$2.97	-$0.11	-3.9%
Expenditure						
	100 - GENERAL	$ 475,014	$ 467,461	$ 514,353	$ (46,892)	-10.0%
	532 - PUBLIC HEALTH GRANTS	6,651	-	-	-	0.0%
	TOTAL USES	$ 481,665	$ 467,461	$ 514,353	$ (46,892)	-10.0%

Public Health Pharmacy Activity

The purpose of the Public Health Pharmacy Activity is to provide discounted medications to MCDPH clients so that they can reduce their expenses related to treating their health conditions.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent savings over wholesale price: Rifampin 300 mg	67.5%	74.1%	67.2%	(7.0%)	-10.4%
Result	Percent savings over wholesale price: PZA 500 mg	63.0%	58.4%	59.3%	0.9%	1.5%
Result	Percent savings over wholesale price: Myambutol 400 mg	53.5%	63.1%	60.3%	(2.8%)	-4.4%
Result	Percent savings over wholesale price: Isoniazid 300 mg	74.5%	76.4%	77.1%	0.6%	0.8%
Output	Wholesale price: Rifampin 300 mg	Not Reported	201	201	0	0.0%
Output	Wholesale price: PZA 500 mg	Not Reported	113	113	0	0.0%
Output	Wholesale price: Myambutol 400 mg	Not Reported	179	179	0	0.0%
Output	Wholesale price: Isoniazid 300 mg	Not Reported	157	157	0	0.0%
Output	Number of prescriptions filled	16,816	17,798	18,450	652	3.7%
Demand	Number of prescriptions requested	16,816	17,798	18,450	652	3.7%
Efficiency	Cost per presciption filled	Not Reported	$12.80	$17.19	-$4.39	-34.3%
Revenue						
	265 - PUBLIC HEALTH FEES	$ 33,848	$ 23,561	$ 28,000	$ 4,439	18.8%
	532 - PUBLIC HEALTH GRANTS	12,281			-	0.0%
	TOTAL SOURCES	$ 46,129	$ 23,561	$ 28,000	$ 4,439	18.8%
Expenditure						
	100 - GENERAL	$ 446,864	$ 293,905	$ 289,124	$ 4,781	1.6%
	265 - PUBLIC HEALTH FEES	(8,309)	(66,175)	28,000	(94,175)	142.3%
	532 - PUBLIC HEALTH GRANTS	17,267	-	-	-	0.0%
	TOTAL USES	$ 455,822	$ 227,730	$ 317,124	$ (89,394)	143.9%

Epidemiology and General Disease Surveillance Program

The purpose of the Epidemiology and General Disease Surveillance program is to provide timely data and reporting to County residents and interested stakeholders so that they can halt the spread of disease and increase the overall health of Maricopa County residents.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of disease reports completed within the appropriate time frame	not reported	68.0%	70.1%	2.2%	3.2%
% of communicable disease cases investigated within the appropriate time frame	not reported	34.1%	32.9%	(1.2%)	-3.4%

Activities that comprise this program include:

- Epidemiological Reporting
- Single Case Investigations and Interventions

Epidemiological Reporting Activity

The purpose of the Epidemiological Reporting Activity is to provide data and information to interested stakeholders and the general public regarding disease trends in Maricopa County so that they can halt the spread of disease in the community.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of disease reports completed within the appropriate time frame	Not Reported	68.0%	70.1%	2.2%	3.2%
Output	# of reports completed	Not Reported	905	756	-149	-16.5%
Demand	# of reports anticipated	Not Reported	1,000	840	-160	-16.0%
Efficiency	Cost per report completed	Not Reported	$804	$1,250	-$446	-55.5%
Expenditure						
	100 - GENERAL	$ 1,038,194	$ 678,920	$ 830,059	$ (151,139)	-22.3%
	265 - PUBLIC HEALTH FEES	178,992	48,308	114,863	(66,555)	-137.8%
	TOTAL USES	$ 1,217,185	$ 727,228	$ 944,922	$ (217,694)	-160.0%

Single Case Investigations and Interventions Activity

The purpose of the Single Case Investigations and Interventions Activity is to collect, analyze and disseminate information in a timely manner for the community and interested stakeholders so that they can intervene & prevent disease spread in the community.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of communicable disease cases investigated within the appropriate time frame	Not Reported	34.1%	32.9%	(1.2%)	-3.4%
Output	# of cases investigated according to guidelines	Not Reported	8,795	11,841	3,046	34.6%
Output	Number of cases requiring intervention	Not Reported	30,435	34,716	4,281	14.1%
Demand	# of cases required to be investigated	Not Reported	30,435	34,716	4,281	14.1%
Efficiency	Cost per case investigated according to guidelines	Not Reported	$95.45	$85.96	$9.49	9.9%
Expenditure						
	100 - GENERAL	$ 322,955	$ 801,081	$ 903,345	$ (102,264)	-12.8%
	265 - PUBLIC HEALTH FEES	-	38,374	114,501	(76,127)	-198.4%
	TOTAL USES	$ 322,955	$ 839,455	$ 1,017,846	$ (178,391)	-211.1%

Public Health Emergency Management Program

The purpose of the Public Health Emergency Management program is to provide preparedness and response planning and training to community partners, volunteers, MCDPH staff, and the community as a whole so that they can be prepared in the event of a public health emergency.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of MOUs executed and current	not reported	85.7%	71.1%	(14.7%)	-17.1%
Percent of those trained who indicate understanding of their roles and responsibilities in a public health emergency	not reported	100.0%	100.0%	0.0%	0.0%
% of exercise evaluations rated as good or excellent	not reported	91.7%	89.7%	(2.0%)	-2.2%

Activities that comprise this program include:

- Emergency Response Planning
- Emergency Response Training

Emergency Response Planning Activity

The purpose of the Emergency Response Planning Activity is to provide plans, alert systems and communications to all Maricopa County residents so that they can be prepared in the event of a public health emergency.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of MOUs executed and current	Not Reported	85.7%	71.1%	(14.7%)	-17.1%
Output	# of MOUs/IGAs developed or retained	Not Reported	35	38	3	8.6%
Demand	Anticipated # MOUs/IGAs to be developed or retained	Not Reported	35	38	3	8.6%
Efficiency	Cost per MOU-IGA developed/retained	Not Reported	$40,496.86	$46,524.45	-$6,027.59	-14.9%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 1,634,598	$ 1,767,929	$ 133,331	8.2%
	TOTAL SOURCES	$ -	$ 1,634,598	$ 1,767,929	$ 133,331	8.2%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 1,417,390	$ 1,767,929	$ (350,539)	-24.7%
	TOTAL USES	$ -	$ 1,417,390	$ 1,767,929	$ (350,539)	-24.7%

Emergency Response Training Activity

The purpose of the Emergency Response Training Activity is to provide on-line and in-person training to community partners, volunteers, and MCDPH staff so that they can understand their roles and responsibilities in public health emergencies.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of those trained who indicate understanding of their roles and responsibilities in a public health emergency	Not Reported	100.0%	100.0%	0.0%	0.0%
Result	% of exercise evaluations rated as good or excellent	Not Reported	91.7%	89.7%	(2.0%)	-2.2%
Output	Number of people trained	Not Reported	1,278	2,500	1,222	95.6%
Output	Number of people trained who responded to survey	Not Reported	1,271	1,271	0	0.0%
Demand	Number of people requiring training	Not Reported	1,278	2,500	1,222	95.6%
Efficiency	Cost per person trained	Not Reported	$696.37	$458.73	$237.64	34.1%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 3,009,101	$ 1,404,334	$ 1,146,833	$ (257,501)	-18.3%
	TOTAL SOURCES	$ 3,009,101	$ 1,404,334	$ 1,146,833	$ (257,501)	-18.3%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 4,053,756	$ 889,959	$ 1,146,832	$ (256,873)	-28.9%
	TOTAL USES	$ 4,053,756	$ 889,959	$ 1,146,832	$ (256,873)	-28.9%

Family Health Program

The purpose of the Family Health program is to provide assessment and services to families and community organizations so that they can reduce health disparities among women and children.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of Coalition members who report that there is progress towards implementation of plan goals.	78.0%	82.4%	70.0%	(12.4%)	-15.0%
Percent of client babies who weigh >/= 2500g (5lb8oz) at birth	not reported	91.4%	84.0%	(7.4%)	-8.1%
Percent of clients who deliver full term (>/= 36 weeks) babies	not reported	87.7%	79.5%	(8.2%)	-9.3%
"Percent of pregnancy clients who, at delivery, had received 6 or more prenatal care visits"	71.0%	75.3%	60.5%	(14.8%)	-19.7%

Activities that comprise this program include:

- Family Health Partnerships
- Pregnancy Connection

Family Health Partnerships Activity

The purpose of the Family Health Partnerships Activity is to provide technical assistance to local programs so that they can expand their capacities to improve maternal/child health outcomes.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Coalition members who report that there is progress towards implementation of plan goals.	Not Reported	82.4%	70.0%	(12.4%)	-15.0%
Output	Number of partnerships developed or retained	Not Reported	8	7	-1	-12.5%
Output	Number of Coalition members	Not Reported	17	17	0	0.0%
Demand	Anticipated number of partnerships to be developed or retained	Not Reported	8	7	-1	-12.5%
Efficiency	Cost per partnership developed	Not Reported	$112,329.50	$172,174.14	-$59,844.64	-53.3%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 156,285	$ 150,200	$ 425,929	$ 275,729	183.6%
	TOTAL SOURCES	$ 156,285	$ 150,200	$ 425,929	$ 275,729	183.6%
Expenditure						
	100 - GENERAL	$ 690,605	$ 711,368	$ 779,289	$ (67,921)	-9.5%
	532 - PUBLIC HEALTH GRANTS	183,966	187,268	425,930	(238,662)	-127.4%
	TOTAL USES	$ 874,571	$ 898,636	$ 1,205,219	$ (306,583)	-137.0%

Budget Balancing Adjustment ($3,609): Reduce Family Health Partnership Activity supply budget.

Pregnancy Connection Activity

The purpose of the Pregnancy Connection Activity is to provide intervention and prevention services to uninsured pregnant adolescents/women so that they can access early prenatal care and prevent premature births and low birth weights.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	"Percent of pregnancy clients who, at delivery, had received 6 or more prenatal care visits"	71.3%	75.3%	60.5%	(14.8%)	-19.7%
Result	Percent of clients who deliver full term (>/= 36 weeks) babies	Not Reported	87.7%	79.5%	(8.2%)	-9.3%
Result	Percent of client babies who weigh >/= 2500g (5lb8oz) at birth	Not Reported	91.4%	84.0%	(7.4%)	-8.1%
Output	Number of pregnancy clients	Not Reported	81	81	0	0.0%
Output	Number of client babies	Not Reported	81	81	0	0.0%
Output	Number of clients educated	497	804	600	-204	-25.4%
Demand	Anticipated # of clients to be educated	Not Reported	804	600	-204	-25.4%
Efficiency	Cost per client educated	Not Reported	$302.26	$384.22	-$81.95	-27.1%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 575,441	$ 278,533	$ 230,529	$ (48,004)	-17.2%
	TOTAL SOURCES	$ 575,441	$ 278,533	$ 230,529	$ (48,004)	-17.2%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 610,114	$ 243,021	$ 230,530	$ 12,491	5.1%
	TOTAL USES	$ 610,114	$ 243,021	$ 230,530	$ 12,491	5.1%

Family Planning Program

The purpose of the Family Planning program is to provide affordable well-woman health examinations and family planning services to uninsured women so that they can plan their pregnancies and remain healthy through pregnancy.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of women with abnormal cancer screening (Pap test) findings referred for colposcopy	44.0%	50.4%	44.0%	(6.4%)	-12.7%
% of clients returning at least every 6 months for contraceptives	not reported	60.8%	67.0%	6.2%	10.2%

Activities that comprise this program include:

- Family Planning

Family Planning Activity

The purpose of the Family Planning Activity is to provide affordable well-woman health examinations and family planning services to uninsured women so that they can plan their pregnancies and remain healthy through pregnancy.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of women with abnormal cancer screening (Pap test) findings referred for colposcopy	44.3%	50.4%	44.0%	(6.4%)	-12.7%
Result	% of clients returning at least every 6 months for contraceptives	Not Reported	60.8%	67.0%	6.2%	10.2%
Output	Number of women with abnormal cancer screening (Pap test) findings	Not Reported	125	125	0	0.0%
Output	Number of client encounters	6,859	3,320	4,700	1,380	41.6%
Demand	Anticipated # of client encounters	Not Reported	3,320	4,700	1,380	41.6%
Efficiency	Cost per client encounter	Not Reported	$155.05	$112.07	$42.98	27.7%
Revenue						
	265 - PUBLIC HEALTH FEES	$ 85,762	$ 86,771	$ 322,677	$ 235,906	271.9%
	532 - PUBLIC HEALTH GRANTS	399,867	-	-	-	0.0%
	TOTAL SOURCES	$ 485,628	$ 86,771	$ 322,677	$ 235,906	271.9%
Expenditure						
	100 - GENERAL	$ 237,202	$ 450,787	$ 204,057	$ 246,730	54.7%
	265 - PUBLIC HEALTH FEES	93,043	63,970	322,677	(258,707)	-404.4%
	532 - PUBLIC HEALTH GRANTS	280,512	-	-	-	0.0%
	TOTAL USES	$ 610,756	$ 514,757	$ 526,734	$ (11,977)	-349.7%

Budget Balancing Adjustment: Several general funded positions are being transferred to the Public Health fee fund. These positions include two Medical Assistants and one Office Assistant and the portion of supplies and services that go along with these positions. The amount transferred to the fee fund is $239,677 for an overall impact of zero.

Healthcare for Homeless Program

The purpose of the Healthcare for Homeless program is to provide integrated medical and behavioral health services, in a holistic manner, to homeless individuals in Maricopa County so that they can achieve an optimal level of health.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of homeless in Phoenix metropolitan area seen at least once at clinic	11.0%	33.4%	44.6%	11.2%	33.6%

Activities that comprise this program include:

- Healthcare for the Homeless

Healthcare for the Homeless Activity

The purpose of the Healthcare for the Homeless Activity is to provide integrated medical and behavioral health services, in a holistic manner, to homeless individuals in Maricopa County so that they can achieve an optimal level of health.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of homeless in Phoenix metropolitan area seen at least once at clinic	11.0%	33.4%	44.6%	11.2%	33.6%
Output	Number of client encounters	27,201	22,575	26,500	3,925	17.4%
Output	Number of homeless in Phoenix metropolitan area	13,000	13,000	13,000	0	0.0%
Demand	Number of client encounters anticipated	Not Reported	13,443	27,288	13,845	103.0%
Efficiency	Cost per client encounter	Not Reported	$99.46	$88.95	$10.51	10.6%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 2,373,123	$ 2,181,910	$ 2,357,053	$ 175,143	8.0%
	TOTAL SOURCES	$ 2,373,123	$ 2,181,910	$ 2,357,053	$ 175,143	8.0%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 2,304,509	$ 2,245,307	$ 2,357,058	$ (111,751)	-5.0%
	TOTAL USES	$ 2,304,509	$ 2,245,307	$ 2,357,058	$ (111,751)	-5.0%

Promoting Healthy Lifestyles Program

The purpose of the Promoting Healthy Lifestyles program is to provide education on nutrition and physical activity to children and adults so that they can incorporate physical activity and healthy eating habits into their daily lives to prevent obesity and other nutrition-related disorders.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of students educated who incorporate physical activity into their daily lives	not reported	31.0%	26.9%	(4.1%)	-13.2%
% of clients redeeming nutritional food drafts	not reported	88.6%	85.2%	(3.3%)	-3.7%
"Percent of women participating who increase their number of steps by 2,000 per day"	not reported	69.4%	60.0%	(9.4%)	-13.6%
Percent of women participating who make at least one improvement to their dietary quality	not reported	83.6%	75.0%	(8.6%)	-10.3%

Activities that comprise this program include:

- Promoting Lifetime Activity for Youth (PLAY)
- School-Based Nutrition Education
- Women, Infants & Children
- Women Together for Health

Promoting Lifetime Activity for Youth Activity

The purpose of the Promoting Lifetime Activity for Youth Activity is to provide education and motivation to students in grades four through eight so that they can incorporate physical activity into their daily lives to prevent obesity.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of students educated who incorporate physical activity into their daily lives	Not Reported	31.0%	26.9%	(4.1%)	-13.2%
Output	# of students educated	3,438	4,359	4,000	-359	-8.2%
Demand	Anticipated # of students to be educated	Not Reported	4,359	4,000	-359	-8.2%
Efficiency	Cost per student educated	Not Reported	$28.65	$34.66	-$6.01	-21.0%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 149,658	$ 131,560	$ 138,636	$ 7,076	5.4%
	TOTAL SOURCES	$ 149,658	$ 131,560	$ 138,636	$ 7,076	5.4%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 93,288	$ 124,898	$ 138,638	$ (13,740)	-11.0%
	TOTAL USES	$ 93,288	$ 124,898	$ 138,638	$ (13,740)	-11.0%

School-Based Nutrition Education Activity

The purpose of the School-Based Nutrition Education Activity is to provide nutrition education to school children so that they can incorporate healthy eating habits into their daily lives to prevent obesity.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	# of students educated	Not Reported	5,860	4,700	-1,160	-19.8%
Demand	Anticipated # of students to be educated	Not Reported	5,860	6,000	140	2.4%
Efficiency	Cost per student educated	Not Reported	$104.09	$140.10	-$36.02	-34.6%
Revenue						
	265 - PUBLIC HEALTH FEES	$ 9,196	$ 10,808	$ 11,820	$ 1,012	9.4%
	532 - PUBLIC HEALTH GRANTS	82,962	279,062	327,637	48,575	17.4%
	TOTAL SOURCES	$ 92,158	$ 289,870	$ 339,457	$ 49,587	26.8%
Expenditure						
	100 - GENERAL	$ 311,747	$ 327,174	$ 319,029	$ 8,145	2.5%
	265 - PUBLIC HEALTH FEES	9,057	9,451	11,820	(2,369)	-25.1%
	532 - PUBLIC HEALTH GRANTS	250,243	273,315	327,643	(54,328)	-19.9%
	TOTAL USES	$ 571,047	$ 609,940	$ 658,492	$ (48,552)	-42.5%

Women, Infants & Children Activity

The purpose of the Women, Infants & Children Activity is to provide supplemental food and nutrition education for pregnant, breastfeeding, postpartum women, infants and children (up to age five) so that they can adopt lifetime nutrition habits for better nutritional/health status.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of clients redeeming nutritional food drafts	Not Reported	88.6%	85.2%	(3.3%)	-3.7%
Output	Number of client encounters	1,003,073	1,044,578	1,044,000	-578	-0.1%
Demand	Number of client encounters anticipated	Not Reported	1,044,578	1,044,000	-578	-0.1%
Efficiency	Cost per client encounter	Not Reported	$8.41	$7.91	$0.49	5.9%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 7,388,792	$ 8,837,254	$ 8,258,876	$ (578,378)	-6.5%
	TOTAL SOURCES	$ 7,388,792	$ 8,837,254	$ 8,258,876	$ (578,378)	-6.5%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 7,292,255	$ 8,779,790	$ 8,258,874	$ 520,916	5.9%
	TOTAL USES	$ 7,292,255	$ 8,779,790	$ 8,258,874	$ 520,916	5.9%

Women Together for Health Activity

The purpose of the Women Together for Health Activity is to provide education, motivation and support to women of childbearing age so that they can incorporate healthier eating habits and increased physical Activity into their daily lives.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	"Percent of women participating who increase their number of steps by 2,000 per day"	Not Reported	69.4%	60.0%	(9.4%)	-13.6%
Result	Percent of women participating who make at least one improvement to their dietary quality	Not Reported	83.6%	75.0%	(8.6%)	-10.3%
Output	Number of women educated	Not Reported	3,888	2,500	-1,388	-35.7%
Demand	Anticipated number of women to be educated	Not Reported	3,888	2,500	-1,388	-35.7%
Efficiency	Cost per women educated	Not Reported	$95.07	$151.13	-$56.07	-59.0%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 444,762	$ 393,023	$ 377,833	$ (15,190)	-3.9%
	TOTAL SOURCES	$ 444,762	$ 393,023	$ 377,833	$ (15,190)	-3.9%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 504,561	$ 369,624	$ 377,833	$ (8,209)	-2.2%
	TOTAL USES	$ 504,561	$ 369,624	$ 377,833	$ (8,209)	-2.2%

Healthy Start Program

The purpose of the Healthy Start program is to provide case management, health education and referrals to pregnant, postpartum and interconceptional women and infants in a South Phoenix target area so that they can improve their overall health and wellness.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of clients demonstrating application of knowledge of healthy behaviors	not reported	82.2%	80.0%	(2.2%)	-2.7%
Percent of participants following through on referrals	not reported	55.4%	50.0%	(5.4%)	-9.8%

Activities that comprise this program include:

- Case Management
- Health Education
- Screening and Referrals

Case Management Activity

The purpose of the Case Management Activity is to provide case management services to pregnant and parenting families so that they can raise healthy infants who live beyond their first year of life.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Infant mortality rate in South Phoenix per 1000 live births	Not Reported	Not Reported	1.0%		
Output	Number per 1000 live births	Not Reported	Not Reported	1,000		
Output	Number of participants enrolled	Not Reported	Not Reported	350		
Demand	Number of participants expected to enroll	Not Reported	Not Reported	350		
Efficiency	Cost per participant enrolled	Not Reported	Not Reported	$519		
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 260,784	$ 181,819	$ (78,965)	-30.3%
	TOTAL SOURCES	$ -	$ 260,784	$ 181,819	$ (78,965)	-30.3%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 192,256	$ 181,813	$ 10,443	5.4%
	TOTAL USES	$ -	$ 192,256	$ 181,813	$ 10,443	5.4%

Health Education Activity

The purpose of the Health Education Activity is to provide educational sessions to families so that they can adopt healthy behaviors.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of clients demonstrating application of knowledge of healthy behaviors	Not Reported	82.2%	80.0%	(2.2%)	-2.7%
Output	# of participants educated	Not Reported	14,056	15,000	944	6.7%
Demand	Anticipated # of participants to be educated	Not Reported	14,056	15,000	944	6.7%
Efficiency	Cost per participants educated	Not Reported	$4.86	$6.06	-$1.20	-24.8%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 49,797	$ 90,909	$ 41,112	82.6%
	TOTAL SOURCES	$ -	$ 49,797	$ 90,909	$ 41,112	82.6%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 68,253	$ 90,908	$ (22,655)	-33.2%
	TOTAL USES	$ -	$ 68,253	$ 90,908	$ (22,655)	-33.2%

Screening and Referrals Activity

The purpose of the Screening and Referrals Activity is to provide referrals to pregnant and parenting families so that they can obtain appropriate services needed to achieve and maintain health and wellness.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of participants following through on referrals	Not Reported	55.4%	50.0%	(5.4%)	-9.8%
Output	Number of participants receiving screenings	Not Reported	404	670	266	65.8%
Output	Number of participants referred	Not Reported	404	670	266	65.8%
Demand	Anticipated number of participants to receive screenings	Not Reported	404	670	266	65.8%
Efficiency	Cost per participant receiving screenings	Not Reported	$180.21	$135.68	$44.53	24.7%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 49,688	$ 90,909	$ 41,221	83.0%
	TOTAL SOURCES	$ -	$ 49,688	$ 90,909	$ 41,221	83.0%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 72,805	$ 90,908	$ (18,103)	-24.9%
	TOTAL USES	$ -	$ 72,805	$ 90,908	$ (18,103)	-24.9%

Infectious Disease Control Program

The purpose of the Infectious Disease Control program is to provide treatment and education to clients with identified communicable diseases so that they can avoid spreading them to uninfected individuals.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Incident rate of Hansen's Disease in Maricopa County	not reported	0.0%	0.0%	(0.0%)	0.0%
Percent of refugees identified with TB infection who receive preventive therapy	not reported	97.2%	100.0%	2.8%	2.9%
Percent of refugees who receive Hepatitis B screening	97.0%	95.0%	98.3%	3.3%	3.5%
Percent of refugees identified with treatable parasites placed on treatment	100.0%	100.0%	100.0%	0.0%	0.0%
% receiving HIV screening	94.0%	96.4%	95.0%	(1.4%)	-1.5%

Activities that comprise this program include:

- Hansen's Disease Treatment
- Health Exam & Treatment for Refugees

Hansen's Disease Treatment Activity

The purpose of the Hansen's Disease Treatment Activity is to provide treatment to individuals suspected or confirmed with the disease so that they can be cured of it and thus avoid spreading it in the community.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Incident rate of Hansen's Disease in Maricopa County	Not Reported	0.0%	0.0%	(0.0%)	-90.0%
Output	Number of people in Maricopa County	Not Reported	3,800,000	3,800,000	0	0.0%
Output	Number of people treated	Not Reported	94	70	-24	-25.5%
Demand	Number of people presenting for treatment	Not Reported	94	70	-24	-25.5%
Efficiency	Cost per person treated	Not Reported	$245.91	$423.74	-$177.83	-72.3%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 32,303	$ 34,664	$ 29,662	$ (5,002)	-14.4%
	TOTAL SOURCES	$ 32,303	$ 34,664	$ 29,662	$ (5,002)	-14.4%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 35,727	$ 23,116	$ 29,662	$ (6,546)	-28.3%
	TOTAL USES	$ 35,727	$ 23,116	$ 29,662	$ (6,546)	-28.3%

Health Exam & Treatment for Refugees Activity

The purpose of the Health Exam & Treatment for Refugees Activity is to provide necessary communicable disease screening and treatment (if applicable) to newly-arrived refugees in Maricopa County so that they can be treated for communicable diseases, and thus avoid spreading them.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% receiving HIV screening	94.0%	96.4%	95.0%	(1.4%)	-1.5%
Result	Percent of refugees identified with TB infection who receive preventive therapy	Not Reported	97.2%	100.0%	2.8%	2.8%
Result	Percent of refugees who receive Hepatitis B screening	97.0%	95.0%	98.3%	3.3%	3.5%
Result	Percent of refugees identified with treatable parasites placed on treatment	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of refugees screened	Not Reported	2,162	3,000	838	38.8%
Output	Number of refugees identified with TB infection	Not Reported	682	682	0	0.0%
Output	Number of refugees	Not Reported	3,000	3,000	0	0.0%
Output	Number of refugees identified with treatable parasites	Not Reported	74	74	0	0.0%
Demand	# of refugees requiring screening and treatment	Not Reported	2,274	3,000	726	31.9%
Efficiency	Cost per refugee screened	Not Reported	$407.94	$324.81	$83.13	20.4%
Revenue						
	265 - PUBLIC HEALTH FEES	$ 4,627	$ 39,778	$ 39,000	$ (778)	-2.0%
	532 - PUBLIC HEALTH GRANTS	400,770	738,258	847,458	109,200	14.8%
	TOTAL SOURCES	$ 405,397	$ 778,036	$ 886,458	$ 108,422	12.8%
Expenditure						
	100 - GENERAL	$ 273,454	$ 143,445	$ 87,965	$ 55,480	38.7%
	265 - PUBLIC HEALTH FEES	14,701	19,939	39,000	(19,061)	-95.6%
	532 - PUBLIC HEALTH GRANTS	448,237	718,582	847,460	(128,878)	-17.9%
	TOTAL USES	$ 736,392	$ 881,966	$ 974,425	$ (92,459)	-74.9%

Immunization Services Program

The purpose of the Immunization Services program is to provide immunizations to eligible children and adults, and education to immunization providers, so that they can avoid the contracting and spreading of vaccine-preventable diseases among themselves or their clients.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of clients choosing to receive all recommended shots for travel	not reported	89.7%	89.7%	0.0%	0.0%
Percent of children 0-2 years old receiving full complement of immunizations	55.0%	49.3%	55.0%	5.7%	11.5%

Activities that comprise this program include:

- Adult Immunizations
- Immunization Education
- Childhood Immunizations

Adult Immunizations Activity

The purpose of the Adult Immunizations Activity is to provide recommended or required immunizations to individuals planning to travel outside the United States or to meet immunization requirements in the United States so that they can avoid contracting a variety of diseases.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of clients choosing to receive all recommended shots for travel	Not Reported	89.7%	89.7%	0.0%	0.0%
Output	Number of immunizations provided	3,225	4,347	4,500	153	3.5%
Output	Number of clients served	Not Reported	1,780	1,780	0	0.0%
Demand	# of immunizations anticipated	Not Reported	4,716	4,500	-216	-4.6%
Efficiency	Cost per immunization provided	Not Reported	$100.36	$110.26	-$9.90	-9.9%
Revenue						
	265 - PUBLIC HEALTH FEES	$ 357,746	$ 374,034	$ 496,193	$ 122,159	32.7%
	TOTAL SOURCES	$ 357,746	$ 374,034	$ 496,193	$ 122,159	32.7%
Expenditure						
	265 - PUBLIC HEALTH FEES	$ 414,366	$ 436,282	$ 496,189	$ (59,907)	-13.7%
	TOTAL USES	$ 414,366	$ 436,282	$ 496,189	$ (59,907)	-13.7%

Childhood Immunizations Activity

The purpose of the Childhood Immunizations Activity is to provide immunizations to children 0 to 18 so that they can avoid contracting and spreading vaccine-preventable diseases.

Mandates: ARS §36-671-674 outlines the tobacco tax account and specifies that a certain percentage of the revenues may be used by the state to contract with counties for the treatment of preventable diseases in children. AZ Admin Code R9-6-703 requires the county health department to immunize any child for the diseases listed and upon request of the parent or guardian.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of children 0-2 years old receiving full complement of immunizations	60.3%	49.3%	55.0%	5.7%	11.5%
Output	Number of children 0-2 years old	77,050	150,000	50,000	-100,000	-66.7%
Output	Number of immunizations provided	Not Reported	279,778	320,000	40,222	14.4%
Demand	Number of immunizations anticipated	Not Reported	279,778	320,000	40,222	14.4%
Efficiency	Cost per immunization	Not Reported	$36.11	$32.73	$3.38	9.4%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 8,833,447	$ 9,482,420	$ 9,321,007	$ (161,413)	-1.7%
	TOTAL SOURCES	$ 8,833,447	$ 9,482,420	$ 9,321,007	$ (161,413)	-1.7%
Expenditure						
	100 - GENERAL	$ 1,173,733	$ 1,090,287	$ 1,151,500	$ (61,213)	-5.6%
	532 - PUBLIC HEALTH GRANTS	9,163,136	9,011,561	9,321,011	(309,450)	-3.4%
	TOTAL USES	$ 10,336,869	$ 10,101,848	$ 10,472,511	$ (370,663)	-9.0%

Budget Balancing Adjustment ($69,502):
Transfer one Registered Nurse position to grant fund (532).

Immunizations Education Activity

The purpose of the Immunizations Education Activity is to provide classes to childhood immunization providers in the community so that they can properly administer immunizations and increase the immunization coverage rates for their clients.

Mandates: ARS §36-673 mandates that the local health department provide all required immunizations for school children attending school, train school nurses upon request of schools to administer immunizations, and coordinate with schools to ensure compliance with required immunizations.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of children 0-2 receiving their full complement of immunizations	60.3%	49.3%	55.0%	5.7%	11.5%
Output	Number of providers educated	Not Reported	1,303	910	-393	-30.2%
Output	Number of clients (0-2 years)	77,050	150,000	50,000	-100,000	-66.7%
Demand	Anticipated # of providers to be educated	1,600	1,303	910	-393	-30.2%
Efficiency	Cost per provider educated	Not Reported	$78.05	$107.65	-$29.60	-37.9%
Expenditure						
	100 - GENERAL	$ -	$ 101,701	$ 97,962	$ 3,739	3.7%
	TOTAL USES	$ -	$ 101,701	$ 97,962	$ 3,739	3.7%

Oral Health Program

The purpose of the Oral Health program is to provide data, education, preventive care, and treatment services to targeted children, adults and healthcare providers so that they can detect and reduce oral health disease.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of children who have received dental sealants in Maricopa County	not reported	31.0%	31.0%	(0.0%)	-0.1%
Prevelance of tooth decay among 6-8 year olds in Maricopa County	not reported	33.6%	34.2%	0.6%	1.8%

Activities that comprise this program include:

- Dental Sealants
- Dental Surveillance

Dental Sealants Activity

The purpose of the Dental Sealants Activity is to provide dental sealants to uninsured, AHCCCS- and KidsCare-eligible second and sixth grade students in Maricopa County so that they can avoid cavities and tooth decay.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of children who have received dental sealants in Maricopa County	Not Reported	31.0%	31.0%	(0.0%)	-0.1%
Output	Number of students receiving sealants	5,564	4,983	4,800	-183	-3.7%
Output	Number of children in Maricopa County	Not Reported	200,000	200,000	0	0.0%
Demand	# of student expected to require sealants	Not Reported	6,638	6,400	-238	-3.6%
Efficiency	Cost per student served	Not Reported	$55.99	$70.73	-$14.74	-26.3%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 287,655	$ 248,724	$ 248,412	$ (312)	-0.1%
	TOTAL SOURCES	$ 287,655	$ 248,724	$ 248,412	$ (312)	-0.1%
Expenditure						
	100 - GENERAL	$ 117,979	$ 60,901	$ 91,098	$ (30,197)	-49.6%
	532 - PUBLIC HEALTH GRANTS	237,297	218,089	248,417	(30,328)	-13.9%
	TOTAL USES	$ 355,276	$ 278,990	$ 339,515	$ (60,525)	-63.5%

Dental Surveillance Activity

The purpose of the Dental Surveillance Activity is to provide the collection of Oral Health Basic Screening Survey data to ADHS and other stakeholders, and to provide a determination of the need for dental sealant placement to parents of school children so that parents can obtain sealants for their children, and survey stakeholders may conduct planning activities aimed at reducing oral disease in the community.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Prevelance of tooth decay among 6-8 year olds in Maricopa County	Not Reported	33.6%	34.2%	0.6%	1.8%
Output	Number of 6-8 year olds in Maricopa County screened for tooth decay	Not Reported	125,000	125,000	0	0.0%
Output	Number of students screened	Not Reported	6,638	6,400	-238	-3.6%
Demand	Anticipated # students to be screened	Not Reported	6,638	6,400	-238	-3.6%
Efficiency	Cost per student screened	Not Reported	$6.54	$7.94	-$1.39	-21.3%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 12,379	$ 50,800	$ 38,421	310.4%
	TOTAL SOURCES	$ -	$ 12,379	$ 50,800	$ 38,421	310.4%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 39,426	$ 43,432	$ 50,800	$ (7,368)	-17.0%
	TOTAL USES	$ 39,426	$ 43,432	$ 50,800	$ (7,368)	-17.0%

Ryan White Title I Services Program

The purpose of the Ryan White Title I Services program is to provide planning, procurement, execution and monitoring of medical, health and support service agreements to people living with HIV/AIDS so that they can improve their overall health.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of Ryan White-eligible HIV/AIDS clients satisfied with dental services	not reported	85.8%	85.8%	0.0%	0.0%
% of Planning Council members satisfied with how meetings are facilitated	not reported	97.5%	100.0%	2.5%	2.6%

Activities that comprise this program include:

- Dental Insurance
- Ryan White Planning Council Support

Dental Insurance Activity

The purpose of the Dental Insurance Activity is to provide review of applications and dental insurance enrollment services to people living with HIV/AIDS in Maricopa and Pinal Counties so that they can receive dental services when needed.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Ryan White-eligible HIV/AIDS clients satisfied with dental services	Not Reported	85.8%	85.8%	0.0%	0.0%
Output	Number of Ryan White-eligible HIV/AIDS clients responding to client satisfaction survey	Not Reported	600	600	0	0.0%
Output	Number of applications reviewed for eligibility determination	Not Reported	539	700	161	29.9%
Demand	# of applications for Ryan White Title I Dental Insurance	Not Reported	706	700	-6	-0.8%
Efficiency	Cost per application reviewed	Not Reported	$90.84	$0.00	$90.85	100.0%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ (4,426)	$ 46,466	$ -	$ (46,466)	-100.0%
	TOTAL SOURCES	$ (4,426)	$ 46,466	$ -	$ (46,466)	-100.0%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 52,012	$ 48,965	$ (3)	$ 48,968	100.0%
	TOTAL USES	$ 52,012	$ 48,965	$ (3)	$ 48,968	100.0%

Ryan White Planning Council Support Activity

The purpose of the Ryan White Planning Council Support Activity is to provide facilitated meetings to the members of the Ryan White Planning Council so that they can meet their legislatively mandated roles and responsibilities.

Mandates: Admin Mandate of the Ryan White Title I grant

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of Planning Council members satisfied with how meetings are facilitated	Not Reported	97.5%	100.0%	2.5%	2.6%
Output	# of meetings held	Not Reported	87	96	9	10.3%
Output	Number of Planning Council members responding to satisfaction survey	Not Reported	40	37	-3	-7.5%
Demand	# of meetings scheduled	Not Reported	94	96	2	2.1%
Efficiency	Cost per meeting held	Not Reported	$2,748	$2,245	$503	18.3%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ (17,382)	$ 289,492	$ 215,535	$ (73,957)	-25.5%
	TOTAL SOURCES	$ (17,382)	$ 289,492	$ 215,535	$ (73,957)	-25.5%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 174,584	$ 239,113	$ 215,535	$ 23,578	9.9%
	TOTAL USES	$ 174,584	$ 239,113	$ 215,535	$ 23,578	9.9%

Child Safety Program

The purpose of the Child Safety Program is to provide education, case management and support to families and professionals so that they can identify and mitigate child safety hazards.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of people who indicate they always use a car seat to protect their child(ren) from injury	not reported	94.1%	94.1%	0.0%	0.0%
Percent people satisfied with services	not reported	99.5%	97.5%	(2.0%)	-2.0%
% of participants with normal blood lead levels at completion of education	not reported	100.0%	100.0%	0.0%	0.0%
Percent of families referred from NIC units receiving education to improve the health status of their infants	not reported	80.2%	80.2%	0.0%	0.0%
% of dental healthcare professionals indicating they will report suspected family violence	not reported	96.2%	95.9%	(0.2%)	-0.2%
Percent of clients who improve their parenting skills as measured by post-intervention evaluations	not reported	92.9%	90.2%	(2.7%)	-2.9%

Activities that comprise this program include:

- Child Car Seat Safety Education and distribution
- Lead Hazard Reduction
- Newborn Intensive Care
- Preventing Abuse & Neglect through Dental Awareness
- Parent Support

Child Car Seat Safety Education Activity

The purpose of the Child Car Seat Safety Education and Distribution Activity is to provide education on the proper installation and use of car seats, and car seats as needed, to families with young children so that they can protect their children from injury.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of people who indicate they always use a car seat to protect their child(ren) from injury	Not Reported	94.1%	94.1%	0.0%	0.0%
Result	Percent people satisfied with services	Not Reported	99.5%	97.5%	(2.0%)	-2.0%
Output	Number of people educated who responded to survey about car seat use	Not Reported	185	185	0	0.0%
Demand	Anticipated number of people to be educated	Not Reported	4,572	4,000	-572	-12.5%
Efficiency	Cost per people educated	Not Reported	$36.24	$880.18	-$843.94	-2328.4%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 698	$ -	$ -	$ -	0.0%
	TOTAL SOURCES	$ 698	$ -	$ -	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 187,529	$ 165,711	$ 162,834	$ 2,877	1.7%
	532 - PUBLIC HEALTH GRANTS	698	-	-	-	0.0%
	TOTAL USES	$ 188,228	$ 165,711	$ 162,834	$ 2,877	1.7%

Budget Balancing Adjustment ($36,308): Transfer ½ of the Health Educator funding to the grant fund (532) and reduce associated supplies and travel.

Lead Hazard Reduction Activity

The purpose of the Lead Hazard Reduction Activity is to provide education to families residing in homes which test positive for lead hazards so that they can reduce or eliminate their children's lead exposure.
Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of participants with normal blood lead levels at completion of education	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of families educated	Not Reported	49	100	51	104.1%
Output	Number of participants educated who received blood tests at completion of education	Not Reported	49	42	-7	-14.3%
Demand	Anticipated number of families to be educated	Not Reported	49	100	51	104.1%
Efficiency	Cost per family educated	Not Reported	$1,676.92	$1,037.15	$639.77	38.2%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 77,452	$ 67,602	$ 103,711	$ 36,109	53.4%
	TOTAL SOURCES	$ 77,452	$ 67,602	$ 103,711	$ 36,109	53.4%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 57,652	$ 82,169	$ 103,715	$ (21,546)	-26.2%
	TOTAL USES	$ 57,652	$ 82,169	$ 103,715	$ (21,546)	-26.2%

Newborn Intensive Care Activity

The purpose of the Newborn Intensive Care Activity is to provide in-home nursing visits to families of babies who were critically ill at birth so that they can improve the physical, developmental, social and environmental status of their babies.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of families referred from NIC units receiving education to improve the health status of their infants	Not Reported	80.2%	80.2%	0.0%	0.0%
Output	Number of families referred from NIC units	Not Reported	1,533	1,533	0	0.0%
Output	Number of home visits performed	2,777	4,233	3,500	-733	-17.3%
Demand	Number of home visits anticipated	Not Reported	4,233	3,500	-733	-17.3%
Efficiency	Cost per home visit	Not Reported	$169.64	$208.79	-$39.15	-23.1%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 483,458	$ 780,460	$ 730,763	$ (49,697)	-6.4%
	TOTAL SOURCES	$ 483,458	$ 780,460	$ 730,763	$ (49,697)	-6.4%
Expenditure						
	100 - GENERAL	$ 40,995	$ -	$ -	$ -	0.0%
	532 - PUBLIC HEALTH GRANTS	449,480	718,070	730,761	-	0.0%
	TOTAL USES	$ 490,475	$ 718,070	$ 730,761	$ -	0.0%

Preventing Abuse and Neglect through Dental Awareness Activity

The purpose of the Preventing Abuse & Neglect through Dental Awareness Activity is to provide awareness education to dental healthcare professionals so that they can recognize and report symptoms of child abuse in their patients.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of dental healthcare professionals indicating they will report suspected family violence	Not Reported	96.2%	95.9%	(0.2%)	-0.2%
Output	# of dental healthcare professionals educated	Not Reported	86	86	0	0.0%
Output	Number of dental healthcare professionals responding to survey about reporting suspected family violence	Not Reported	78	86	8	10.3%
Demand	Anticipated # of dental healthcare professionals to be educated	Not Reported	86	86	0	0.0%
Efficiency	Cost per dental healthcare professional educated	Not Reported	$114.71	$0.00	$114.71	100.0%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 21,166	$ -	$ (21,166)	-100.0%
	TOTAL SOURCES	$ -	$ 21,166	$ -	$ (21,166)	-100.0%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 9,865	$ -	$ 9,865	100.0%
	TOTAL USES	$ -	$ 9,865	$ -	$ 9,865	100.0%

Parent Support Activity

The purpose of the Parent Support Activity is to provide parenting education and supportive services to parents so that they can avoid committing child abuse and other acts of domestic violence.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of clients who improve their parenting skills as measured by post-intervention evaluations	Not Reported	92.9%	90.2%	(2.7%)	-3.0%
Output	Number of families educated	Not Reported	267	250	-17	-6.4%
Output	Number of clients responding to post-intervention survey	Not Reported	28	28	0	0.0%
Demand	Anticipated number of families to be educated	Not Reported	267	250	-17	-6.4%
Efficiency	Cost per family educated	Not Reported	$162	$185	-$23	-14.3%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 46,444	$ 40,774	$ 46,333	$ 5,559	13.6%
	TOTAL SOURCES	$ 46,444	$ 40,774	$ 46,333	$ 5,559	13.6%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 41,854	$ 43,300	$ 46,335	$ (3,035)	-7.0%
	TOTAL USES	$ 41,854	$ 43,300	$ 46,335	$ (3,035)	-7.0%

Sexually Transmitted Disease (STD) Control Program

The purpose of the Sexually Transmitted Disease (STD) Control program is to provide surveillance, investigation, testing and treatment for those exposed to STDs (other than HIV) so that they can be treated for disease if necessary, and avoid spreading it in the community.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of clients receiving exams who test positive for a STD	not reported	14.7%	16.9%	2.1%	14.4%
% of cases brought in for exam that are examined and treated within 7 days	not reported	77.5%	73.0%	(4.5%)	-5.8%
% of reports reviewed within 24 hours of receipt	not reported	100.0%	95.0%	(5.0%)	-5.0%
Percent testing positive who are treated	not reported	51.1%	50.0%	(1.1%)	-2.1%

Activities that comprise this program include:

- STD Examinations
- STD Case Investigations
- STD Surveillance
- STD Treatment

STD Examinations Activity

The purpose of the STD Examinations Activity is to provide timely testing, diagnosis and counseling to people who may have contracted an STD or are at risk of developing STD (other than HIV), so that infected persons can be disease free and avoid transmitting the disease to others.

Mandates: AZ Admin Code R9-6-312 requires that the local health agency treat anyone potentially exposed to Chlamydia for the disease. R9-6-330 requires that the local health agency treat anyone potentially exposed to gonorrhea for the disease. R9-6-368 requires that the local health agency treat anyone potentially exposed to syphilis for the disease.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of clients receiving exams who test positive for a STD	Not Reported	14.7%	16.9%	2.1%	14.4%
Output	# of persons receiving exams	Not Reported	18,648	19,000	352	1.9%
Demand	# of persons requiring exams	Not Reported	19,845	19,250	-595	-3.0%
Efficiency	Cost per exam provided	Not Reported	$55.53	$52.87	$2.66	4.8%
Revenue						
	265 - PUBLIC HEALTH FEES	$ -	$ 257,395	$ 275,000	$ 17,605	6.8%
	532 - PUBLIC HEALTH GRANTS	-	260,947	113,000	(147,947)	-56.7%
	TOTAL SOURCES	$ -	$ 518,342	$ 388,000	$ (130,342)	-49.9%
Expenditure						
	100 - GENERAL	$ -	$ 738,950	$ 616,446	$ 122,504	16.6%
	265 - PUBLIC HEALTH FEES	-	42,157	274,993	(232,836)	-552.3%
	532 - PUBLIC HEALTH GRANTS	-	254,354	113,000	141,354	55.6%
	TOTAL USES	$ -	$ 1,035,461	$ 1,004,439	$ 31,022	-480.2%

STD Case Investigation Activity

The purpose of the STD Case Investigation Activity is to locate and refer positive STD clients and contacts to a medical provider in a timely manner so that they can receive testing and treatment and limit spreading the disease to others.

Mandates: AZ Admin Code R9-6-312 requires that the local health agency treat anyone potentially exposed to Chlamydia for the disease. R9-6-330 requires that the local health agency treat anyone potentially exposed to gonorrhea for the disease. R9-6-368 requires that the local health agency treat anyone potentially exposed to syphilis for the disease.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of cases brought in for exam that are examined and treated within 7 days	Not Reported	77.5%	73.0%	(4.5%)	-5.8%
Output	# of case investigations closed	Not Reported	3,032	3,800	768	25.3%
Output	Number of cases examined and treated	Not Reported	3,032	3,800	768	25.3%
Demand	# of case investigations	Not Reported	4,548	4,500	-48	-1.1%
Efficiency	Cost per case investigation closed	Not Reported	$180.16	$202.92	-$22.77	-12.6%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 163,327	$ 315,774	$ 152,447	93.3%
	TOTAL SOURCES	$ -	$ 163,327	$ 315,774	$ 152,447	93.3%
Expenditure						
	100 - GENERAL	$ -	$ 401,475	$ 455,333	$ (53,858)	-13.4%
	532 - PUBLIC HEALTH GRANTS	-	144,762	315,772	(171,010)	-118.1%
	TOTAL USES	$ -	$ 546,237	$ 771,105	$ (224,868)	-131.5%

STD Surveillance Activity

The purpose of the STD Surveillance Activity is to review and submit to the State all positive STD reports in Maricopa County and refer all untreated clients for case investigation and medical treatment so that infected persons can be disease free and avoid transmitting the disease to others.

Mandates: AZ Admin Code R9-6-312 requires that the local health agency treat anyone potentially exposed to Chlamydia for the disease. R9-6-330 requires that the local health agency treat anyone potentially exposed to gonorrhea for the disease. R9-6-368 requires that the local health agency treat anyone potentially exposed to syphilis for the disease.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of reports reviewed within 24 hours of receipt	Not Reported	100.0%	95.0%	(5.0%)	-5.0%
Output	# of positive STD case reports reviewed	Not Reported	17,204	18,000	796	4.6%
Demand	# of positive STD reports required	Not Reported	17,204	18,000	796	4.6%
Efficiency	Cost per case report reviewed	Not Reported	$21.82	$8.34	$13.48	61.8%
Revenue						
	265 - PUBLIC HEALTH FEES	$ -	$ 1,336	$ -	$ (1,336)	-100.0%
	532 - PUBLIC HEALTH GRANTS	-	74,934	-	$ (74,934)	-100.0%
	TOTAL SOURCES	$ -	$ 76,270	$ -	$ (76,270)	-200.0%
Expenditure						
	100 - GENERAL	$ -	$ 153,188	$ 150,165	$ 3,023	2.0%
	265 - PUBLIC HEALTH FEES	-	159,833	-	(159,833)	-100.0%
	532 - PUBLIC HEALTH GRANTS	-	62,351	-	(62,351)	-100.0%
	TOTAL USES	$ -	$ 375,372	$ 150,165	$ (219,161)	-198.0%

STD Treatment Activity

The purpose of the STD Treatment Activity is to provide timely and effective treatment and counseling to persons tested positive for STD and persons exposed to confirmed STD cases so that they may be disease free and avoid transmitting the disease to others.

Mandates: AZ Admin Code R9-6-312 requires that the local health agency treat anyone potentially exposed to Chlamydia for the disease. R9-6-330 requires that the local health agency treat anyone potentially exposed to Gonorrhea for the disease. R9-6-368 requires that the local health agency treat anyone potentially exposed to Syphilis for the disease.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent testing positive who are treated	Not Reported	51.1%	50.0%	(1.1%)	-2.1%
Output	# of persons receiving treatment	Not Reported	9,500	10,500	1,000	10.5%
Output	# of persons testing positive	Not Reported	9,500	19,000	9,500	100.0%
Demand	# of persons requiring treatment	Not Reported	18,648	19,000	352	1.9%
Efficiency	Cost per person receiving treatment	Not Reported	$30.79	$35.84	-$5.05	-16.4%
Revenue						
	100 - GENERAL	$ (22)	$ -	$ -	$ -	0.0%
	265 - PUBLIC HEALTH FEES	271,858	-	-	-	0.0%
	532 - PUBLIC HEALTH GRANTS	353,722	-	-	-	0.0%
	TOTAL SOURCES	$ 625,558	$ -	$ -	$ -	0.0%
Expenditure						
	100 - GENERAL	$ 1,317,396	$ 292,544	$ 376,359	$ (83,815)	-28.7%
	265 - PUBLIC HEALTH FEES	245,534	-	-	-	0.0%
	532 - PUBLIC HEALTH GRANTS	417,272	-	-	-	0.0%
	TOTAL USES	$ 1,980,201	$ 292,544	$ 376,359	$ (83,815)	-28.7%

Tuberculosis (TB) Control Program

The purpose of the TB Control program is to provide identification, testing and treatment for those exposed to TB so that they can be treated for the disease if necessary, and avoid spreading it in the community.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of identified individuals who are tested	not reported	91.3%	90.0%	(1.3%)	-1.5%
% of TB cases who test positive who are treated	not reported	100.0%	100.0%	0.0%	0.0%
% of diagnosed TB cases who complete treatement within 12 months	not reported	91.4%	90.0%	(1.4%)	-1.5%

Activities that comprise this program include:

- TB Investigations
- TB Testing
- TB Treatment

TB Investigations Activity

The purpose of the TB Investigations Activity is to identify individuals with TB and their contacts and arrange TB testing and treatment, so that they can be free of TB and reduce the spread of TB in the community.

Mandates: ARS §36-717 mandates that the local board of health provide for the care and control of tuberculosis in the county. ARS §36-718-738 mandates the procedures, authorities, and requirements for the local board of health in the care and control of tuberculosis in the county. AZ Admin Code R9-6-373 outlines the requirements the county must follow for the control of tuberculosis cases.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of identified individuals who are tested	Not Reported	91.3%	90.0%	(1.3%)	-1.5%
Output	# of individuals receiving evaluation	Not Reported	1,880	1,600	-280	-14.9%
Demand	# of individuals identified or suspected to require an evaluation	Not Reported	1,880	1,600	-280	-14.9%
Efficiency	Cost per individual receiving an evaluation	Not Reported	$347.13	$1,305.02	-$957.89	-275.9%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 198,299	$ 233,446	$ 35,147	17.7%
	TOTAL SOURCES	$ -	$ 198,299	$ 233,446	$ 35,147	17.7%
Expenditure						
	100 - GENERAL	$ -	$ 484,166	$ 419,066	$ 65,100	13.4%
	532 - PUBLIC HEALTH GRANTS	-	168,430	233,443	(65,013)	-38.6%
	TOTAL USES	$ -	$ 652,596	$ 652,509	$ 87	-25.2%

TB Testing Activity

The purpose of the TB Testing Activity is to provide testing to individuals with potential TB and contacts who might have been exposed to someone with TB, so that they can be free of TB and reduce the spread of TB in the community.

Mandates: ARS §36-717 mandates that the local board of health provide for the care and control of tuberculosis in the county. ARS §36-718-738 mandates the procedures, authorities, and requirements for the local board of health in the care and control of tuberculosis in the county. AZ Admin Code R9-6-373 outlines the requirements the county must follow for the control of tuberculosis cases.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of TB cases who test positive who are treated	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	# of tests performed	Not Reported	9,168	7,000	-2,168	-23.6%
Output	# of TB cases who test positive	Not Reported	1,031	1,031	0	0.0%
Demand	# of tests indicated	Not Reported	10,462	9,000	-1,462	-14.0%
Efficiency	Cost per test performed	Not Reported	$85.31	$85.16	$0.15	0.2%
Revenue						
	265 - PUBLIC HEALTH FEES	$ -	$ 79,230	$ 68,000	$ (11,230)	-14.2%
	532 - PUBLIC HEALTH GRANTS	-	87,995	-	(87,995)	-100.0%
	TOTAL SOURCES	$ -	$ 167,225	$ 68,000	$ (99,225)	-114.2%
Expenditure						
	100 - GENERAL	$ -	$ 563,331	$ 528,127	$ 35,204	6.2%
	265 - PUBLIC HEALTH FEES	-	77,079	68,004	9,075	11.8%
	532 - PUBLIC HEALTH GRANTS	-	141,749	-	141,749	100.0%
	TOTAL USES	$ -	$ 782,159	$ 596,131	$ 186,028	118.0%

TB Treatment Activity

The purpose of the TB Treatment Activity is to provide treatment to individuals with latent and active TB, so that they can be free of TB and reduce the spread of TB in the community.

Mandates: ARS §36-717 mandates that the local board of health provide for the care and control of tuberculosis in the county. ARS §36-718-738 mandates the procedures, authorities, and requirements for the local board of health in the care and control of tuberculosis in the county. AZ Admin Code R9-6-373 outlines the requirements the county must follow for the control of tuberculosis cases.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of diagnosed TB cases who complete treatement within 12 months	Not Reported	91.4%	90.0%	(1.4%)	-1.5%
Output	# of TB cases identified that are treated	Not Reported	1,042	1,000	-42	-4.0%
Demand	# of TB cases identified for which treatment is indicated	Not Reported	1,173	1,100	-73	-6.2%
Efficiency	Cost per TB case treated	Not Reported	$1,589.53	$2,107.73	-$518.20	-32.6%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 661,476	$ 765,626	$ 104,150	15.7%
	TOTAL SOURCES	$ -	$ 661,476	$ 765,626	$ 104,150	15.7%
Expenditure						
	100 - GENERAL	$ -	$ 1,152,881	$ 1,342,104	$ (189,223)	-16.4%
	532 - PUBLIC HEALTH GRANTS	-	503,414	765,630	(262,216)	-52.1%
	TOTAL USES	$ -	$ 1,656,295	$ 2,107,734	$ (451,439)	-68.5%

Budget Balancing Adjustment ($25,030):
Delete one part-time Social Worker position and associated supplies and services.

Tobacco Use Prevention Program

The purpose of the Tobacco Use Prevention program is to provide education, support, outreach and technical assistance to children and adults in Maricopa County so that they can avoid tobacco use and secondhand smoke, or quit tobacco use.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of adults who have quit using tobacco by the end of the last cessation session	not reported	35.4%	40.0%	4.6%	12.9%
Rate of tobacco use among adults	not reported	17.6%	18.4%	0.8%	4.5%
Rate of tobacco use among school-aged children	not reported	9.3%	10.0%	0.7%	7.1%
Percent attendee satisfaction with oral health tobacco use training session	not reported	98.0%	98.0%	0.0%	0.0%
% of work sites that engage in activities that maintain smoke free environments	not reported	52.2%	49.6%	(2.6%)	-4.9%

Activities that comprise this program include:

- Tobacco Use Cessation
- Tobacco Use Prevention Outreach
- Tobacco Use Prevention
- Tobacco Use Prevention Training
- Worksite Wellness Consulting

Tobacco Use Cessation Activity

The purpose of the Tobacco Use Cessation Activity is to provide classroom courses and smoking cessation aides to tobacco users so that they can empower themselves to quit tobacco use.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of adults who have quit using tobacco by the end of the last cessation session	Not Reported	35.4%	40.0%	4.6%	12.9%
Output	# of people educated	Not Reported	2,174	2,000	-174	-8.0%
Demand	Anticipated # of people to be educated	Not Reported	2,174	2,000	-174	-8.0%
Efficiency	Cost per person educated	Not Reported	$426.80	$524.24	-$97.43	-22.8%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 1,076,589	$ 1,048,476	$ (28,113)	-2.6%
	TOTAL SOURCES	$ -	$ 1,076,589	$ 1,048,476	$ (28,113)	-2.6%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 927,870	$ 1,048,475	$ (120,605)	-13.0%
	TOTAL USES	$ -	$ 927,870	$ 1,048,475	$ (120,605)	-13.0%

Tobacco Use Prevention Outreach Activity

The purpose of the Tobacco Use Prevention Outreach Activity is to provide community health promotion events to residents of Maricopa County so that they can understand the dangers of tobacco use.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Rate of tobacco use among adults	Not Reported	17.6%	18.4%	0.8%	4.5%
Output	# of people reached	Not Reported	25,231	25,000	-231	-0.9%
Output	"Number of adults (18 years of age and older) in Maricopa County per 100,000 residents"	Not Reported	500,000	500,000	0	0.0%
Demand	Anticipated # of people to be reached	Not Reported	25,231	25,000	-231	-0.9%
Efficiency	Cost per person reached	Not Reported	$15.74	$16.69	-$0.95	-6.1%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 686,580	$ 417,212	$ (269,368)	-39.2%
	TOTAL SOURCES	$ -	$ 686,580	$ 417,212	$ (269,368)	-39.2%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 397,020	$ 417,213	$ (20,193)	-5.1%
	TOTAL USES	$ -	$ 397,020	$ 417,213	$ (20,193)	-5.1%

Tobacco Use Prevention Activity

The purpose of the Tobacco Use Prevention Activity is to provide intensive tobacco use prevention education to students in the fourth through eighth grades so that they can avoid tobacco use.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Rate of tobacco use among school-aged children	Not Reported	9.3%	10.0%	0.7%	7.1%
Output	Number of students educated	Not Reported	40,770	40,000	-770	-1.9%
Output	Number school-aged children	Not Reported	150,000	150,000	0	0.0%
Demand	Anticipated # of students to be educated	340,000	40,770	40,000	-770	-1.9%
Efficiency	Cost per student educated	Not Reported	$43.18	$47.22	-$4.04	-9.3%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ 3,930,120	$ 1,777,866	$ 1,888,820	$ 110,954	6.2%
	TOTAL SOURCES	$ 3,930,120	$ 1,777,866	$ 1,888,820	$ 110,954	6.2%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 3,487,837	$ 1,760,648	$ 1,888,822	$ (128,174)	-7.3%
	TOTAL USES	$ 3,487,837	$ 1,760,648	$ 1,888,822	$ (128,174)	-7.3%

Tobacco Use Prevention Training Activity

The purpose of the Tobacco Use Prevention Training Activity is to provide curriculum and training that emphasizes the oral health manifestations of tobacco use to dental health providers in Maricopa County so that they can improve their ability and capacity to incorporate the knowledge into their practice.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent attendee satisfaction with oral health tobacco use training session	Not Reported	98.0%	98.0%	0.0%	0.0%
Output	Number of dental healthcare professionals trained	Not Reported	712	600	-112	-15.7%
Output	Number of attendees responding to satisfaction survey	Not Reported	50	50	0	0.0%
Demand	Number of dental healthcare professionals requesting training	Not Reported	712	600	-112	-15.7%
Efficiency	Cost per healthcare professional trained	Not Reported	$70.15	$91.84	-$21.69	-30.9%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ (4,030)	$ 27,994	$ 55,109	$ 27,115	96.9%
	TOTAL SOURCES	$ (4,030)	$ 27,994	$ 55,109	$ 27,115	96.9%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ 36,726	$ 49,950	$ 55,106	$ (5,156)	-10.3%
	TOTAL USES	$ 36,726	$ 49,950	$ 55,106	$ (5,156)	-10.3%

Worksite Wellness Consulting Activity

The purpose of the Worksite Wellness Consulting Activity is to provide consulting and technical assistance to business and organizations in Maricopa County so that they can maintain smoke-free worksite environments.

Mandates: This is a non-mandated Activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of work sites that engage in activities that maintain smoke free environments	Not Reported	52.2%	49.6%	(2.6%)	-4.9%
Output	# of work sites participating	Not Reported	738	780	42	5.7%
Demand	# of work sites expected to participate	Not Reported	738	780	42	5.7%
Efficiency	Cost per work site participating	Not Reported	$729.75	$723.36	$6.39	0.9%
Revenue						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 337,283	$ 564,223	$ 226,940	67.3%
	TOTAL SOURCES	$ -	$ 337,283	$ 564,223	$ 226,940	67.3%
Expenditure						
	532 - PUBLIC HEALTH GRANTS	$ -	$ 538,553	$ 564,219	$ (25,666)	-4.8%
	TOTAL USES	$ -	$ 538,553	$ 564,219	$ (25,666)	-4.8%

Vital Registration Program

The purpose of the Vital Registration program is to provide birth and death registrations and certificate copies to public health professionals and others entitled to them so that they can quickly and accurately detect disease and death patterns and conduct personal business.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percentage of birth and death certificate copies provided within two working days	88.0%	83.8%	84.8%	1.0%	1.2%
Percentage of births and deaths registered within one working day	89.0%	80.7%	85.5%	4.7%	5.9%

Activities that comprise this program include:

- Birth and Death Certificates
- Birth and Death Records

Birth and Death Certificates Activity

The purpose of the Birth and Death Certificates Activity is to provide copies of birth and death certificates on request to private individuals who are entitled to have them so that they can conduct their personal business in a timely manner.

Mandates: ARS §36-186 mandates the powers and duties of the Director of the County Department of Public Health including a requirement that the Public Health submit an annual report of all activities, diseases reported, expenditures of the department, condition of the public health in the county, and recommendations for the protection of the public health to the State, Board of Supervisors, each city in the county, and the local board of health. AZ Admin Code R9-19-104 mandates that the local registrar of births and deaths promptly register certificates, be available for registrations, provide deposit transit permits, keep accurate records, and report all deaths to the medical examiner as required. ARS §36-302 mandates that the director of the State Department of Health be the state registrar of vital records and appoint local registrars to perform the duties and procedures proscribed by the director. ARS §36-322 requires the state registrar to seal a certificate and evidentiary documents when the state registrar amends the registered certificate. ARS §36-327 mandates that a permit is required to disinter human remains and establishes that the state registrar follow a specified priority in obtaining written consent prior to issuing the permit. ARS §36-329 mandates that every hospital, abortion clinic, physician or midwife provide the state registrar with a completed Fetal Death Certificate if the unborn child weighs more than 350 grams. ARS §36-338 set forth requirements and documentation necessary for the state registrar to issue a certificate of foreign birth.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percentage of birth and death certificate copies provided within two working days	88.3%	83.8%	84.8%	1.0%	1.2%
Output	Number of certified copies of birth and death certificates provided	324,777	354,316	359,691	5,375	1.5%
Demand	Number of certified copies of birth and death certificates requested	324,777	354,316	359,691	5,375	1.5%
Efficiency	Cost per birth and/or death certificate provided	$2.75	$3.03	$4.10	-$1.07	-35.5%
Revenue						
	265 - PUBLIC HEALTH FEES	$ 2,679,255	$ 2,963,391	$ 3,337,222	$ 373,831	12.6%
	TOTAL SOURCES	$ 2,679,255	$ 2,963,391	$ 3,337,222	$ 373,831	12.6%
Expenditure						
	265 - PUBLIC HEALTH FEES	$ 910,870	$ 1,072,307	$ 1,474,784	$ (402,477)	-37.5%
	TOTAL USES	$ 910,870	$ 1,072,307	$ 1,474,784	$ (402,477)	-37.5%

Birth and Death Records Activity

The purpose of the Birth and Death Records Activity is to provide record pertinent information about births and deaths in Maricopa County for public health professionals so that they can quickly and accurately detect disease and death patterns.

Mandates: ARS §36-186 mandates the powers and duties of the Director of the County Department of Public Health including a requirement that the Public Health submit an annual report of all activities, diseases reported, expenditures of the department, condition of the public health in the county, and recommendations for the protection of the public health to the State, Board of Supervisors, each city in the county, and the local board of health. AZ Admin Code R9-19-104 mandates that the local registrar of births and deaths promptly register certificates, be available for registrations, provide deposit transit permits, keep accurate records, and report all deaths to the medical examiner as required. ARS §36-302 mandates that the director of the State Department of Health be the state registrar of vital records and appoint local registrars to perform the duties and procedures proscribed by the director. ARS §36-322 requires the state registrar to seal a certificate and evidentiary documents when the state registrar amends the registered certificate. ARS §36-327 mandates that a permit is required to disinter human remains and establishes that the state registrar follow a specified priority in obtaining written consent prior to issuing the permit. ARS §36-329 mandates that every hospital, abortion clinic, physician or midwife provide the state registrar with a completed Fetal Death Certificate if the unborn child weighs more than 350 grams. ARS §36-338 set forth requirements and documentation necessary for the state registrar to issue a certificate of foreign birth.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percentage of births and deaths registered within one working day	89.3%	80.7%	85.5%	4.7%	5.9%
Output	Number of births and deaths registered	30,179	30,420	32,182	1,762	5.8%
Demand	Number of reported births (registered by Maricopa County) and deaths within Maricopa County	30,179	30,420	32,182	1,762	5.8%
Efficiency	Cost per birth and/or death registered	$56.99	$53.13	$56.62	-$3.49	-6.6%
Revenue						
	265 - PUBLIC HEALTH FEES	$ 203,399	$ 115,675	$ 196,905	$ 81,230	70.2%
	TOTAL SOURCES	$ 203,399	$ 115,675	$ 196,905	$ 81,230	70.2%
Expenditure						
	265 - PUBLIC HEALTH FEES	$ 1,710,184	$ 1,616,166	$ 1,822,087	$ (205,921)	-12.7%
	TOTAL USES	$ 1,710,184	$ 1,616,166	$ 1,822,087	$ (205,921)	-12.7%

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 12,878,580**	**$ -**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (53,527)	$ -
Employee Market compensation Adjustments (Admin Phase II Market Study)	96,094	-
Subtotal	$ 42,567	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 12,921,147**	**$ -**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Annualization of Jan. 2008 Administrative Reductions	(53,497)	-
Lease Payment for 4041 N. Central Ave.	200,201	-
Subtotal	$ 146,704	$ -
FY 2008-09 BUDGET TARGET	**$ 13,067,851**	**$ -**
FY 2008-09 REQUESTED BUDGET	**$ 13,067,851**	**$ -**
BUDGET BALANCING ADJUSTMENTS		
Delete Director's Office Staff	$ (61,493)	$ -
Reduce Disease Control Administrator Position	(110,000)	-
Delete Human Resources Specialist Position	(50,814)	-
Transfer Health Educator to Grant Funding; Reduce Supplies and Travel	(36,308)	-
Delete Half-Time Social Worker Position	(25,030)	-
Family Planning to Fee Fund	(239,677)	-
Transfer Nurse Position to Grant Funding	(69,502)	-
Reduce Vacant Administrative Assistant Position	(22,150)	-
Transfer HIV Specialist Position and Supplies into Grant Funding	(47,124)	-
Reduce Family Health Supplies	(3,609)	-
Transferred Pharmacy Program Coordinator Position from General Government	60,564	
Subtotal	$ (605,143)	$ -
FY 2008-09 RECOMMENDED OPERATING BUDGET	**$ 12,462,708**	**$ -**
PERCENT CHANGE FROM TARGET AMOUNT	*-4.6%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 12,462,708**	**$ -**

Appropriated Budget Reconciliations

Public Health Fee Fund (265)

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 3,665,586**	**$ 3,665,586**
MID-YEAR ADJUSTMENTS:			
HPD Agreement for STD Testing		$ 13,400	$ 13,400
Vital Registration Demand Increase		213,392	213,392
Public Health Information Technology Improvements		832,952	
	Subtotal	$ 1,059,744	$ 226,792
FY 2007-08 REVISED RESTATED BUDGET		**$ 4,725,330**	**$ 3,892,378**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 months)		$ -	$ -
Retirement Contributions		-	-
FY 2008-09 Pay for Performance		-	-
Reduction for One-Time STD Testing		(13,400)	(13,400)
Lease Payment for 4041 N. Central Ave.		35,028	-
Structural Balance		(35,028)	-
Public Health Information Technology Improvements		(832,952)	-
	Subtotal	$ (846,352)	$ (13,400)
FY 2008-09 BUDGET TARGET		**$ 3,878,978**	**$ 3,878,978**
REQUESTED ADJUSTMENTS:			
Program Revenue Volume Increase		$ 108,648	$ 108,648
Vital Registration Increase		485,181	485,181
Adult Immunization Foreign Travel Fee Increase		62,333	62,333
	Subtotal	$ 656,162	$ 656,162
FY 2008-09 REQUESTED BUDGET		**$ 4,535,140**	**$ 4,535,140**
BUDGET BALANCING ADJUSTMENTS:			
Family Planning Transfer from General Fund		$ 239,677	$ 239,677
Budget Balancing Adjustment		(8)	
	Subtotal	$ 239,677	$ 239,677
FY 2008-09 RECOMMENDED OPERATING BUDGET		**$ 4,774,817**	**$ 4,774,817**
PERCENT CHANGE FROM TARGET AMOUNT		*23.1%*	*23.1%*
NON-OPERATING			
NON-OPERATING 0001			
Public Health IT Project Carryforward		$ 326,258	$ -
	Subtotal	$ 326,258	$ -
FY 2008-09 RECOMMENDED NON-OPERATING BUDGET		**$ 326,258**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 5,101,075**	**$ 4,774,817**

Appropriated Budget Reconciliations

Public Health Grant Fund (532)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ 34,184,711**	**$**	**34,184,711**
MID-YEAR ADJUSTMENTS:				
Well Woman Healthcheck Program		$ 580,015	$	580,000
Safe Routes to School Program		11,458		11,458
New WIC Clinic Facility		548,094		548,094
Improvements to WIC Clinic Site		289,936		289,936
Public Health Emergency Management Funding		468,932		468,932
Amendment of WIC Contract		99,240		99,240
Extend Newborn Intensive Care Program		1		1
Amendment to Tuberculosis Control Services		146,815		146,815
Amend/Extend Breastfeeding Peer Counseling Program		11,057		11,057
Healthcare for the Homeless Clinic		5,000		5,000
Increase WIC Nutritional Services		653,105		653,105
Consolidate Unspent Immunization Funds		500,000		500,000
Folic Acid Distribution and Education		75,000		75,000
Terminate HIV Counseling and Testing Services Contract		(29,000)		(29,000)
Family Support and Preservation		851		851
Tobacco Use Prevention Program		77,500		77,500
Childhood Immunizations		132,219		132,219
Healthcare for the Homeless Funding		98,623		98,623
Teen Pregnancy Prevention Program		114,919		114,919
	Subtotal	$ 3,783,765	$	3,783,750
FY 2007-08 REVISED RESTATED BUDGET		**$ 37,968,476**	**$**	**37,968,461**
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)		$ -	$	-
Retirement Contributions		-		-
FY 2008-09 Pay for Performance		-		-
Lease Payment for 4041 N. Central Ave.		396,636		-
Structural Balance		(396,636)		-
	Subtotal	$ -	$	-
FY 2008-09 BUDGET TARGET		**$ 37,968,476**	**$**	**37,968,461**
REQUESTED ADJUSTMENTS:				
Grant Reconciliation		$ 38,178	$	38,178
	Subtotal	$ 38,178	$	38,178
FY 2008-09 REQUESTED BUDGET		**$ 38,006,654**	**$**	**38,006,639**
FY 2008-09 RECOMMENDED OPERATING BUDGET		**$ 38,006,654**	**$**	**38,006,639**
PERCENT CHANGE FROM TARGET AMOUNT		*0.1%*		*0.1%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 38,006,654**	**$**	**38,006,639**

Public Works

Analysis by Mary Driessen, Management & Budget Analyst

Summary

Mission

The mission of the Public Works Department is to provide flood control, solid waste management, and transportation infrastructure and related services to the people within Maricopa County so they can live, work, and travel in a safe and clean environment.

Vision

Maricopa County Public Works performs in a collaborative, innovative, efficient, and effective manner to deliver safe, cost-effective infrastructure that is responsive to our customers.

Strategic Goals

- **By June 30, 2013, Maricopa County Public Works will provide to the residents and visitors of Maricopa County required public works infrastructure by delivering 90% of Public Works Capital projects identified in the 5-year Capital Improvement Program.**

  Status: The FY 2008-09 budget supports the attainment of this goal.

- **By June 30, 2013, Maricopa County Public Works will protect the residents and visitors to Maricopa County from injury, loss of life and property damage through our services by reducing the rate of accidents and fatalities on specific, high-accident rate, unincorporated Maricopa County locations by 20%, and by providing structural and non-structural solutions to flooding such that 80% of residents will have a reduced risk of loss of life or property due to storm water flooding.**

  Status: Public Works is on track for meeting this goal. The Transportation Division is in the process of identifying possible intersection improvements to contribute to this goal and the State's Strategic goal of reducing intersection fatalities.

- **By June 30, 2013, Maricopa County Public Works and its subordinate departments will enhance the quality of the work environment as evidenced by the achievement of a 6.30 or higher Employee Satisfaction Survey rating.**

  Status: By way of focus groups and action teams, Public Works has identified Employee Satisfaction Survey areas of concern and is currently implementing recommendations from staff.

- **By June 30, 2013, Maricopa County Public Works will complete 90% of all critical maintenance tasks that directly impact the immediate safety of Maricopa County residents and visitors within an average of 14 days and 100% of those tasks within an average of 90 days to sustain maintenance of our transportation, solid waste and flood control infrastructure to federal, state, and local safety and operational standards.**

Status: Public Works is meeting and exceeding performance expectations of this goal. The FY 2008-09 budget supports the attainment of this goal.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
REVENUE							
64BT - BUILD ROADS AND STRUCTURES	$ 39,258,367	$ 22,416,868	$ 23,147,263	$ 28,063,059	$ 20,103,960	$ (3,043,303)	-13.1%
PRJT - TRANSPORTATION PROJECT MANAGEMENT	2,316	-	-	-	-	-	0.0%
RDCS - ROADWAY CONSTRUCTION	39,256,051	22,404,868	23,135,263	28,051,059	20,103,960	(3,031,303)	-13.1%
SRVY - LAND SURVEYING SERVICES	-	12,000	12,000	12,000	-	(12,000)	-100.0%
64ER - ENGINEER ROADS & STRUCTURES	$ 3,037,320	$ 2,691,313	$ 2,691,313	$ 2,125,919	$ 2,291,315	$ (399,998)	-14.9%
REGU - RIGHT-OF-WAY REGULATION	2,929,749	2,400,000	2,400,000	2,025,919	2,000,003	(399,997)	-16.7%
DSGN - ROADS AND STRUCTURES STANDARDS AND DESIGN	107,571	291,313	291,313	100,000	-	(291,313)	-100.0%
UREL - UTILITIES ENGINEERING	-	-	-	-	291,312	291,312	0.0%
69HI - FLOOD HAZARD IDENTIFICATION	$ -	$ -	$ -	$ -	$ 7,710,447	$ 7,710,447	0.0%
PLNG - FLOOD HAZARD PLANNING	-	-	-	-	4,883,065	4,883,065	0.0%
FLDP - FLOODPLAIN DELINEATION	-	-	-	-	2,827,382	2,827,382	0.0%
69HE - FLOOD HAZARD OUTREACH	$ -	$ -	$ -	$ -	$ 2,603,685	$ 2,603,685	0.0%
MASM - FLOOD SAFETY EDUCATION	-	-	-	-	685,643	685,643	0.0%
EDAY - PUBLIC INFORMATION	-	-	-	-	738,716	738,716	0.0%
FCSR - CUSTOMER SERVICE	-	-	-	-	411,367	411,367	0.0%
FWRN - FLOOD WARNING	-	-	-	-	767,959	767,959	0.0%
69FH - FLOOD HAZARD REGULATION	$ -	$ -	$ -	$ -	$ 2,309,086	$ 2,309,086	0.0%
FREV - FLOODPLAIN PERMITTING	-	-	-	-	1,414,157	1,414,157	0.0%
FCMP - FLOODPLAIN REGULATION COMPLIANCE	-	-	-	-	894,929	894,929	0.0%
69HR - FLOOD HAZARD REMEDIATION	$ -	$ -	$ -	$ -	$ 13,609,901	$ 13,609,901	0.0%
HAZD - FLOOD CONTROL CAPITAL PROJECTS	-	-	-	-	2,678,542	2,678,542	0.0%
MAIN - FLOOD CONTROL STRUCTURE MAINTENANCE	-	-	-	-	6,456,664	6,456,664	0.0%
FMLT - FLOOD INFRASTRUCTURE MULTI-PURPOSE ENHANCEMENT	-	-	-	-	1,373,229	1,373,229	0.0%
DAMS - DAM SAFETY	-	-	-	-	3,101,466	3,101,466	0.0%
64MT - TRAFFIC MANAGEMENT	$ 956,478	$ 1,310,610	$ 1,310,610	$ 1,016,223	$ 872,308	$ (438,302)	-33.4%
TRIN - EMERGENCY TRAFFIC MANAGEMENT	-	420,760	420,760	246,398	20,000	(400,760)	-95.2%
TRMG - REAL TIME TRAFFIC MANAGEMENT	732,003	-	-	-	-	-	0.0%
TRRS - REGIONAL TRAFFIC MANAGEMENT SUPPORT	-	750,000	750,000	555,934	645,308	(104,692)	-14.0%
TRFE - TRAFFIC DESIGN AND STUDIES	152,458	100,000	100,000	129,914	150,000	50,000	50.0%
TRFC - TRAFFIC SIGNALS AND INTELLIGENT TRANSPORTATION SYSTEM FIELD SERVICES	72,017	39,850	39,850	83,977	57,000	17,150	43.0%
64RB - ROADWAY MAINTENANCE	$ 1,730,260	$ 1,201,500	$ 1,201,500	$ 846,991	$ 445,000	$ (756,500)	-63.0%
SIGN - TRAFFIC SIGNS MAINTENANCE	17,728	1,500	1,500	84,837	35,004	33,504	2233.6%
ROAD - ROAD AND RIGHT-OF-WAY MAINTENANCE	1,712,532	1,200,000	1,200,000	762,154	409,996	(790,004)	-65.8%
67SW - SOLID WASTE MANAGEMENT	$ 7,877,094	$ 6,050,000	$ 6,050,000	$ 4,909,095	$ 6,530,000	$ 480,000	7.9%
MONT - LANDFILL POST-CLOSURE MAINTENANCE	1,191,157	420,000	420,000	569,469	525,000	105,000	25.0%
TIRE - WASTE TIRE	6,623,064	5,455,000	5,455,000	4,179,187	5,730,000	275,000	5.0%
TRAN - WASTE TRANSFER STATION	62,873	175,000	175,000	160,439	275,000	100,000	57.1%
99AS - ADMINISTRATIVE SERVICES	$ 737,093	$ 111,811	$ 111,811	$ 164,423	$ 3,942,998	$ 3,831,187	3426.5%
BDGT - BUDGETING	-	-	-	-	109,111	109,111	0.0%
ODIR - EXECUTIVE MANAGEMENT	102,923	95,311	95,311	100,711	1,358,645	1,263,334	1325.5%
FSAC - FINANCIAL SERVICES	-	-	-	-	281,321	281,321	0.0%
HRAC - HUMAN RESOURCES	-	-	-	-	198,956	198,956	0.0%
PROC - PROCUREMENT	9,113	1,000	1,000	328	365,204	364,204	36420.4%
RWAY - REAL ESTATE SERVICES	625,057	15,500	15,500	63,384	924,680	909,180	5865.7%
FACI - FACILITIES MANAGEMENT	-	-	-	-	689,461	689,461	0.0%
RECO - RECORDS MANAGEMENT	-	-	-	-	15,620	15,620	0.0%
99GV - GENERAL GOVERNMENT	$ 119,987,250	$ 114,449,088	$ 114,449,088	$ 115,730,988	$ 125,895,202	$ 11,446,114	10.0%
CSCA - CENTRAL SERVICE COST ALLOC	-	-	-	-	1,232,332	1,232,332	0.0%
GGOV - GENERAL GOVERNMENT	119,987,250	114,449,088	114,449,088	115,730,988	122,800,563	8,351,475	7.3%
ISFC - INTERNAL SERVICE FUND CHARGES	-	-	-	-	1,862,307	1,862,307	0.0%
99IT - INFORMATION TECHNOLOGY	$ 2,790	$ -	$ -	$ -	$ 2,981,497	$ 2,981,497	0.0%
BUAS - BUSINESS APPLICATION DEVELOP	-	-	-	-	508,418	508,418	0.0%
DACR - DATA CENTER	-	-	-	-	200,904	200,904	0.0%
DESK - DESKTOP SUPPORT	2,790	-	-	-	584,801	584,801	0.0%
ENIT - ENTERPRISE IT COLLABORATION	-	-	-	-	1,655,416	1,655,416	0.0%
GISA - G.I.S. APPLICATION DEVELOPMENT AND SUPPORT	-	-	-	-	31,958	31,958	0.0%
TOTAL PROGRAMS	$ 173,586,652	$ 148,231,190	$ 148,961,585	$ 152,856,698	$ 189,295,399	$ 40,333,814	27.1%

Sources and Uses by Program and Activity – All Funds (Con't)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
EXPENDITURES							
64BT - BUILD ROADS AND STRUCTURES	$ 102,652,347	$ 100,922,088	$ 100,929,261	$ 87,956,628	$ 107,299,546	$ (6,370,285)	-6.3%
CMGT - TRANSPORTATION CONSTRUCTION MANAGEMENT	264,701	452,835	452,826	334,613	508,279	(55,453)	-12.2%
TIPM - TRANSPORTATION IMPROVEMENT PROGRAM MANAGEMENT	247,175	304,867	304,863	371,413	587,931	(283,068)	-92.9%
PRJT - TRANSPORTATION PROJECT MANAGEMENT	191,160	209,934	209,929	292,569	256,506	(46,577)	-22.2%
RDCS - ROADWAY CONSTRUCTION	100,675,432	98,605,934	98,605,934	85,705,900	104,677,000	(6,071,066)	-6.2%
SRVY - LAND SURVEYING SERVICES	642,577	679,732	679,732	553,634	378,984	300,748	44.2%
FIVE - ARTICLE 5 PROCUREMENT	-	-	-	-	226,926	(226,926)	0.0%
MTEC - MATERIALS TECHNOLOGY	631,302	668,786	675,977	698,499	663,920	12,057	1.8%
64ER - ENGINEER ROADS & STRUCTURES	$ 3,017,212	$ 3,655,389	$ 3,655,383	$ 3,371,885	$ 3,404,373	$ 251,010	6.9%
REGU - RIGHT-OF-WAY REGULATION	1,568,438	1,818,365	1,818,369	1,589,001	1,574,333	244,036	13.4%
DSGN - ROADS AND STRUCTURES STANDARDS AND DESIGN	1,062,698	1,471,458	1,471,457	1,391,918	1,452,165	19,292	1.3%
UREL - UTILITIES ENGINEERING	386,075	365,566	365,562	390,964	377,876	(12,314)	-3.4%
69HI - FLOOD HAZARD IDENTIFICATION	$ -	$ -	$ -	$ -	$ 7,768,661	$ (7,768,661)	0.0%
PLNG - FLOOD HAZARD PLANNING	-	-	-	-	4,941,279	(4,941,279)	0.0%
FLDP - FLOODPLAIN DELINEATION	-	-	-	-	2,827,382	(2,827,382)	0.0%
69HE - FLOOD HAZARD OUTREACH	$ -	$ -	$ -	$ -	$ 2,487,483	$ (2,487,483)	0.0%
MASM - FLOOD SAFETY EDUCATION	-	-	-	-	606,671	(606,671)	0.0%
EDAY - PUBLIC INFORMATION	-	-	-	-	701,475	(701,475)	0.0%
FCSR - CUSTOMER SERVICE	-	-	-	-	411,378	(411,378)	0.0%
FWRN - FLOOD WARNING	-	-	-	-	767,959	(767,959)	0.0%
69FH - FLOOD HAZARD REGULATION	$ -	$ -	$ -	$ -	$ 2,309,098	$ (2,309,098)	0.0%
FREV - FLOODPLAIN PERMITTING	-	-	-	-	1,414,167	(1,414,167)	0.0%
FCMP - FLOODPLAIN REGULATION COMPLIANCE	-	-	-	-	894,931	(894,931)	0.0%
69HR - FLOOD HAZARD REMEDIATION	$ -	$ -	$ -	$ -	$ 13,667,891	$ (13,667,891)	0.0%
HAZD - FLOOD CONTROL CAPITAL PROJECTS	-	-	-	-	2,660,710	(2,660,710)	0.0%
MAIN - FLOOD CONTROL STRUCTURE MAINTENANCE	-	-	-	-	6,481,662	(6,481,662)	0.0%
FMLT - FLOOD INFRASTRUCTURE MULTI-PURPOSE ENHANCEMENT	-	-	-	-	1,373,235	(1,373,235)	0.0%
DAMS - DAM SAFETY	-	-	-	-	3,152,284	(3,152,284)	0.0%
64MT - TRAFFIC MANAGEMENT	$ 4,974,171	$ 5,811,010	$ 5,818,309	$ 4,794,919	$ 5,311,891	$ 506,418	8.7%
TRIN - EMERGENCY TRAFFIC MANAGEMENT	-	903,993	903,995	709,415	492,725	411,270	45.5%
TRMG - REAL TIME TRAFFIC MANAGEMENT	1,935,485	632,067	632,070	698,270	646,121	(14,051)	-2.2%
TRRS - REGIONAL TRAFFIC MANAGEMENT SUPPORT	-	845,000	845,000	439,997	816,308	28,692	3.4%
TRFE - TRAFFIC DESIGN AND STUDIES	1,750,270	1,814,030	1,814,031	1,638,031	1,794,156	19,875	1.1%
TRFC - TRAFFIC SIGNALS AND INTELLIGENT TRANSPORTATION SYSTEM FIELD SERVICES	1,288,416	1,615,920	1,623,213	1,309,206	1,562,581	60,632	3.7%
64RB - ROADWAY MAINTENANCE	$ 33,447,921	$ 36,574,815	$ 36,409,601	$ 35,248,706	$ 36,271,177	$ 138,424	0.4%
STRP - ROADWAY STRIPING MAINTENANCE	1,919,901	1,833,884	1,842,458	1,850,208	2,133,984	(291,526)	-15.8%
SIGN - TRAFFIC SIGNS MAINTENANCE	1,496,979	1,746,627	1,771,444	1,557,000	1,513,451	257,993	14.6%
ZONE - WORK ZONE TRAFFIC CONTROL	1,156,016	1,550,544	1,550,545	1,390,425	1,463,430	87,115	5.6%
ROAD - ROAD AND RIGHT-OF-WAY MAINTENANCE	28,875,025	31,443,760	31,245,154	30,451,073	31,160,312	84,842	0.3%
67SW - SOLID WASTE MANAGEMENT	$ 6,466,932	$ 8,052,707	$ 8,047,391	$ 7,195,021	$ 14,144,517	$ (6,097,126)	-75.8%
MONT - LANDFILL POST-CLOSURE MAINTENANCE	(262,450)	880,209	880,220	683,766	6,085,842	(5,205,622)	-591.4%
TIRE - WASTE TIRE	6,454,118	6,757,150	6,757,150	6,242,188	6,638,761	118,389	1.8%
TRAN - WASTE TRANSFER STATION	275,264	415,348	410,021	269,067	1,419,914	(1,009,893)	-246.3%
64SD - TRANSPORTATION PLANNING	$ 2,196,323	$ 2,415,754	$ 2,457,796	$ 2,241,448	$ 2,573,656	$ (115,860)	-4.7%
ENVC - ENVIRONMENTAL CLEARANCE	231,426	277,782	277,786	229,532	266,373	11,413	4.1%
PART - PROJECT PARTNERSHIPS	292,567	402,008	402,985	482,023	332,100	70,885	17.6%
POUT - OUTREACH & COMMUNICATIONS	394,628	470,566	511,634	474,834	454,392	57,242	11.2%
PROG - TRANSPORTATION PROJECT PROGRAMMING	571,292	654,445	654,442	640,352	696,805	(42,363)	-6.5%
TPLN - TRANSPORTATION SYSTEM PLANNING	706,410	610,953	610,949	414,707	823,986	(213,037)	-34.9%
99AS - ADMINISTRATIVE SERVICES	$ 6,865,068	$ 7,264,604	$ 7,326,458	$ 7,311,955	$ 10,180,836	$ (2,854,378)	-39.0%
BDGT - BUDGETING	58,165	118,266	118,264	65,808	178,156	(59,892)	-50.6%
ODIR - EXECUTIVE MANAGEMENT	5,037,420	4,840,347	4,842,359	5,061,793	4,321,822	520,537	10.7%
FSAC - FINANCIAL SERVICES	413,987	672,885	696,177	512,281	937,005	(240,828)	-34.6%
HRAC - HUMAN RESOURCES	265,282	286,685	292,036	266,122	526,516	(234,480)	-80.3%
PROC - PROCUREMENT	435,942	496,898	528,099	687,647	804,987	(276,888)	-52.4%
RWAY - REAL ESTATE SERVICES	654,272	849,523	849,523	718,304	1,482,206	(632,683)	-74.5%
FACI - FACILITIES MANAGEMENT	-	-	-	-	1,834,400	(1,834,400)	0.0%
RECO - RECORDS MANAGEMENT	-	-	-	-	95,744	(95,744)	0.0%
99GV - GENERAL GOVERNMENT	$ 3,124,117	$ 4,148,107	$ 4,148,107	$ 4,165,066	$ 7,876,872	$ (3,728,765)	-89.9%
CSCA - CENTRAL SERVICE COST ALLOC	1,821,193	1,889,006	1,889,006	1,905,533	3,292,122	(1,403,116)	-74.3%
ISFC - INTERNAL SERVICE FUND CHARGES	1,302,924	2,259,101	2,259,101	2,259,533	4,584,750	(2,325,649)	-102.9%
99IT - INFORMATION TECHNOLOGY	$ 2,296,257	$ 3,060,731	$ 3,065,729	$ 2,735,339	$ 5,914,679	$ (2,848,950)	-92.9%
BUAS - BUSINESS APPLICATION DEVELOP	542,759	833,380	833,380	841,874	1,498,510	(665,130)	-79.8%
DACR - DATA CENTER	352,939	579,939	579,939	382,808	454,651	125,288	21.6%
DESK - DESKTOP SUPPORT	585,997	457,627	457,627	540,166	1,329,347	(871,720)	-190.5%
GISA - G.I.S. APPLICATION DEVELOPMENT AND SUPPORT	712,312	1,043,265	1,043,265	861,260	2,539,097	(1,495,832)	-143.4%
HDSP - HELP DESK SUPPORT	64,985	98,993	98,993	72,391	93,074	5,919	6.0%
VANS - INFRASTRUCTURE NETWORK SERVICES	37,265	47,527	52,525	36,840	-	52,525	100.0%
TOTAL PROGRAMS	$ 165,040,348	$ 171,905,205	$ 171,858,035	$ 155,020,967	$ 219,210,674	$ (47,352,645)	-27.6%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 3,037,320	$ 2,691,313	$ 2,691,313	$ 2,125,919	$ 2,291,315	$ (399,998)	-14.9%
SUBTOTAL	$ 3,037,320	$ 2,691,313	$ 2,691,313	$ 2,125,919	$ 2,291,315	$ (399,998)	-14.9%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,183,128	$ 1,170,760	$ 1,170,760	$ 563,223	$ 665,308	$ (505,452)	-43.2%
0620 - OTHER INTERGOVERNMENTAL	46,464,949	27,719,868	27,719,868	26,077,656	5,450,000	(22,269,868)	-80.3%
0626 - STATE SHARED HIGHWAY USER REV	107,593,116	104,000,000	104,000,000	103,688,527	111,458,984	7,458,984	7.2%
0630 - STATE SHARED VEHICLE LICENSE	9,719,099	9,249,088	9,249,088	9,762,756	9,341,579	92,491	1.0%
SUBTOTAL	$ 164,960,292	$ 142,139,716	$ 142,139,716	$ 140,092,162	$ 126,915,871	$ (15,223,845)	-10.7%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 98,850	$ 534,245	$ 5,724,245	$ 56,121,747	$ 55,587,502	10404.9%
0635 - OTHER CHARGES FOR SERVICES	177,772	255,000	255,000	226,661	355,000	100,000	39.2%
SUBTOTAL	$ 177,772	$ 353,850	$ 789,245	$ 5,950,906	$ 56,476,747	$ 55,687,502	7055.8%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 3,229,651	$ 1,820,000	$ 1,820,000	$ 3,311,499	$ 2,725,000	$ 905,000	49.7%
0650 - MISCELLANEOUS REVENUE	1,837,347	326,311	621,311	876,213	486,466	(134,845)	-21.7%
SUBTOTAL	$ 5,066,998	$ 2,146,311	$ 2,441,311	$ 4,187,712	$ 3,211,466	$ 770,155	31.5%
ALL REVENUES	$ 173,242,382	$ 147,331,190	$ 148,061,585	$ 152,356,699	$ 188,895,399	$ 40,833,814	27.6%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	$ 344,270	$ 900,000	$ 900,000	$ 499,999	$ 400,000	$ (500,000)	-55.6%
ALL OTHER FINANCING SOURCES	$ 344,270	$ 900,000	$ 900,000	$ 499,999	$ 400,000	$ (500,000)	-55.6%
TOTAL SOURCES	$ 173,586,652	$ 148,231,190	$ 148,961,585	$ 152,856,698	$ 189,295,399	$ 40,333,814	27.1%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 22,276,680	$ 25,905,995	$ 25,945,162	$ 25,432,654	$ 36,759,443	$ (10,814,281)	-41.7%
0705 - TEMPORARY PAY	74,133	218,634	218,634	119,609	612,403	(393,769)	0.0%
0710 - OVERTIME	761,243	672,227	672,227	679,179	678,352	(6,125)	0.0%
0750 - FRINGE BENEFITS	7,355,939	8,812,375	8,815,865	8,769,833	11,999,566	(3,183,701)	-36.1%
0790 - OTHER PERSONNEL SERVICES	414,375	633,751	745,219	614,505	539,180	206,039	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(6,009,651)	(11,605,133)	(11,638,783)	(11,788,556)	(14,292,691)	2,653,908	-22.8%
0796 - PERSONNEL SERVICES ALLOC-IN	5,132,402	8,291,848	8,300,000	8,812,480	10,667,950	(2,367,950)	-28.5%
SUBTOTAL	$ 30,005,121	$ 32,929,697	$ 33,058,324	$ 32,639,704	$ 46,964,203	$ (13,905,879)	-42.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,137,383	$ 1,505,470	$ 1,505,470	$ 1,281,311	$ 3,299,035	$ (1,793,565)	-119.1%
0803 - FUEL	1,507,907	1,527,676	1,527,676	1,658,284	1,810,348	(282,672)	-18.5%
0804 - NON-CAPITAL EQUIPMENT	270,868	151,200	151,200	242,337	248,634	(97,434)	-64.4%
0805 - SUPPLIES-ALLOCATION OUT	(746)	(451,165)	(451,165)	(456,972)	(393,257)	(57,908)	12.8%
0806 - SUPPLIES-ALLOCATION IN	6,938	125,617	125,617	262,932	367,351	(241,734)	-192.4%
SUBTOTAL	$ 2,922,350	$ 2,858,798	$ 2,858,798	$ 2,987,892	$ 5,332,111	$ (2,473,313)	-86.5%
SERVICES							
0810 - LEGAL SERVICES	$ -	$ -	$ -	$ 2	$ 519,450	$ (519,450)	0.0%
0812 - OTHER SERVICES	19,444,556	23,690,614	24,273,749	19,033,487	38,770,713	(14,496,964)	-59.7%
0820 - RENT & OPERATING LEASES	350,989	458,646	458,646	320,437	966,071	(507,425)	0.0%
0825 - REPAIRS AND MAINTENANCE	16,304,960	14,676,899	14,632,204	13,557,566	21,993,154	(7,360,950)	-50.3%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	-	-	1,530,966	(1,530,966)	0.0%
0839 - INTERNAL SERVICE CHARGES	5,268,323	6,093,702	6,093,702	6,140,276	6,729,362	(635,660)	-10.4%
0841 - TRAVEL	119,885	77,256	77,256	100,242	157,986	(80,730)	0.0%
0842 - EDUCATION AND TRAINING	128,890	255,018	255,018	192,878	415,814	(160,796)	-63.1%
0843 - POSTAGE/FREIGHT/SHIPPING	59,719	55,400	55,400	56,398	79,796	(24,396)	-44%
0850 - UTILITIES	791,353	942,964	942,964	779,095	1,381,464	(438,500)	-46.5%
0872 - SERVICES-ALLOCATION OUT	(210,614)	(813,845)	(813,845)	(1,139,085)	(358,769)	(455,076)	55.9%
0873 - SERVICES-ALLOCATION IN	93,348	559,403	559,403	816,809	406,295	153,108	27.4%
SUBTOTAL	$ 42,351,409	$ 45,996,057	$ 46,534,497	$ 39,858,105	$ 72,592,302	$ (26,057,805)	-56.0%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 1,786,092	$ 1,889,006	$ 1,889,006	$ 1,889,006	$ 5,242,122	$ (3,353,116)	-177.5%
SUBTOTAL	$ 1,786,092	$ 1,889,006	$ 1,889,006	$ 1,889,006	$ 5,242,122	$ (3,353,116)	-177.5%
CAPITAL							
0910 - LAND	$ 3,541,800	$ 5,356,500	$ 4,500,300	$ 7,496,087	$ 11,902,500	$ (7,402,200)	-164.5%
0915 - BUILDINGS AND IMPROVEMENTS	150,179	60,000	60,000	-	111,978	(51,978)	0.0%
0920 - CAPITAL EQUIPMENT	322,274	224,000	224,000	156,091	1,462,385	(1,238,385)	-552.9%
0930 - VEHICLES & CONSTRUCTION EQUIP	1,444,319	5,690,200	5,533,598	5,320,001	4,096,100	1,437,498	26.0%
0940 - INFRASTRUCTURE	82,178,417	76,397,500	76,696,065	64,389,818	70,865,750	5,830,315	7.6%
0950 - DEBT SERVICE	338,387	700,532	700,532	283,959	641,223	59,309	0%
0955 - CAPITAL-ALLOCATION OUT	-	(198,000)	(198,000)	-	-	(198,000)	100.0%
0956 - CAPITAL-ALLOCATION IN	-	915	915	304	-	915	100.0%
SUBTOTAL	$ 87,975,376	$ 88,231,647	$ 87,517,410	$ 77,646,260	$ 89,079,936	$ (1,562,526)	0.0%
TOTAL USES	$ 165,040,348	$ 171,905,205	$ 171,858,035	$ 155,020,967	$ 219,210,674	$ (47,352,639)	-27.6%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
234 - TRANSPORTATION CAPITAL PROJECT	$ 105,519,083	$ 82,114,126	$ 82,729,767	$ 87,645,563	$ 94,852,944	$ 12,123,177	14.7%
CAPITAL PROJECTS	$ 105,519,083	$ 82,114,126	$ 82,729,767	$ 87,645,563	$ 94,852,944	$ 12,123,177	14.7%
223 - TRANSPORTATION GRANTS	$ 1,183,128	$ 1,170,760	$ 1,170,760	$ 563,223	$ 665,308	$ (505,452)	-43.2%
SPECIAL REVENUE - GRANT	$ 1,183,128	$ 1,170,760	$ 1,170,760	$ 563,223	$ 665,308	$ (505,452)	-43.2%
232 - TRANSPORTATION OPERATIONS	$ 125,270,379	$ 118,605,562	$ 118,605,562	$ 119,333,321	$ 126,033,844	$ 7,428,282	6.3%
290 - WASTE TIRE	6,623,064	5,455,000	5,455,000	4,179,187	5,730,000	275,000	5.0%
580 - SOLID WASTE MANAGEMENT	1,254,030	595,000	595,000	729,908	800,000	205,000	34.5%
988 - PUBLIC WORKS FLOOD CONTROL	-	-	-	-	35,962,287	35,962,287	0.0%
SPECIAL REVENUE - OTHER	$ 133,147,473	$ 124,655,562	$ 124,655,562	$ 124,242,416	$ 168,526,131	$ 43,870,569	35.2%
TOTAL SPECIAL REVENUE	$ 134,330,601	$ 125,826,322	$ 125,826,322	$ 124,805,639	$ 169,191,439	$ 43,365,117	34.5%
980 - ELIMINATIONS	$ (66,263,032)	$ (59,709,258)	$ (59,594,504)	$ (59,594,504)	$ (74,748,984)	$ (15,154,480)	25.4%
TOTAL FUNDS	$ 173,586,652	$ 148,231,190	$ 148,961,585	$ 152,856,698	$ 189,295,399	$ 40,333,814	27.1%
USES							
234 - TRANSPORTATION CAPITAL PROJECT	$ 100,675,432	$ 98,605,934	$ 98,605,934	$ 85,705,900	$ 104,677,000	$ (6,071,066)	-6.2%
CAPITAL PROJECTS	$ 100,675,432	$ 98,605,934	$ 98,605,934	$ 85,705,900	$ 104,677,000	$ (6,071,066)	-6.2%
223 - TRANSPORTATION GRANTS	$ 943,677	$ 1,170,760	$ 1,170,760	$ 563,225	$ 665,308	$ 505,452	43.2%
SPECIAL REVENUE - GRANT	$ 943,677	$ 1,170,760	$ 1,170,760	$ 563,225	$ 665,308	$ 505,452	43.2%
232 - TRANSPORTATION OPERATIONS	$ 122,935,668	$ 123,435,644	$ 123,279,042	$ 120,649,808	$ 138,327,693	$ (15,048,651)	-12.2%
290 - WASTE TIRE	6,499,628	6,844,916	6,844,916	6,345,793	6,704,998	139,918	2.0%
580 - SOLID WASTE MANAGEMENT	248,975	1,557,209	1,551,887	1,350,745	7,622,374	(6,070,487)	-391.2%
988 - PUBLIC WORKS FLOOD CONTROL	-	-	-	-	35,962,286	(35,962,286)	0.0%
SPECIAL REVENUE - OTHER	$ 129,684,271	$ 131,837,769	$ 131,675,845	$ 128,346,346	$ 188,617,350	$ (56,941,505)	-43.2%
TOTAL SPECIAL REVENUE	$ 130,627,948	$ 133,008,529	$ 132,846,605	$ 128,909,571	$ 189,282,658	$ (56,436,053)	-42.5%
980 - ELIMINATIONS	$ (66,263,032)	$ (59,709,258)	$ (59,594,504)	$ (59,594,504)	$ (74,748,984)	$ 15,154,480	-25.4%
TOTAL FUNDS	$ 165,040,348	$ 171,905,205	$ 171,858,035	$ 155,020,967	$ 219,210,674	$ (47,352,639)	-27.6%

Public Works is a new Department in FY 2008-09 consisting of three divisions: Transportation, Flood Control and Solid Waste. All measures are baseline for FY 2008-09. Where applicable, prior year data that was available is reported.

Programs and Activities

Build Roads and Structures Program

The purpose of the Build Roads and Structures Program is to provide transportation infrastructure project delivery services to the Maricopa County traveling public so they can receive infrastructure improvements on time and within budget.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of unscheduled signal malfunction repair work orders completed within two hours	Not Reported	Not Reported	90.0%	0.0%	0.0%
Percent of preventative maintenance work orders completed within predetermined monthly schedule	Not Reported	Not Reported	99.4%	0.0%	0.0%
Percent of utility location work orders completed within two business days	Not Reported	Not Reported	100.0%	0.0%	0.0%
Percent of plan review projects completed within agreed upon time period	Not Reported	Not Reported	90.0%	0.0%	0.0%
Percent of temporary and permanent traffic control devices projects completed within agreed upon time period	Not Reported	Not Reported	100.0%	0.0%	0.0%
Percent of roadway traffic incidents responded to within 30 minutes of notification	Not Reported	Not Reported	90.0%	0.0%	0.0%
Percent of travelers that experience no secondary accidents while traveling through or approaching an incident	Not Reported	Not Reported	97.1%	0.0%	0.0%
Percent of traffic signals on Maricopa County roadways that provide optimum "green" time for high and low traffic volumes to achieve efficient traffic flow	Not Reported	Not Reported	66.9%	0.0%	0.0%
Percent of traveler information messages posted 15 minutes within normal business hours after verification	Not Reported	Not Reported	95.0%	0.0%	0.0%
Percent of Closed Circuit Television Cameras are fully operational	Not Reported	Not Reported	85.0%	0.0%	0.0%
Percent of travel time saved on major MCDOT corridors as measured through the most current before and after study	Not Reported	Not Reported	9.0%	0.0%	0.0%
Percent of traffic signals at jurisdictional boundaries that provide optimum "green" time for high and low traffic volumes to achieve efficient traffic flow	Not Reported	Not Reported	100.0%	0.0%	0.0%
Percent of regional traveler information messages posted on 511 System within 20 minutes after verification of the potential traffic impact of an event on the road	Not Reported	Not Reported	90.0%	0.0%	0.0%
Percent of regionally shared freeway and arterial roadway Closed Circuit Television (CCTV) cameras	Not Reported	Not Reported	50.0%	0.0%	0.0%

Activities that comprise this program include:

- Transportation Construction Management
- Article 5 Procurement
- Materials Technology
- Transportation Project Management
- Roadway Construction
- Land Surveying Services
- Transportation Improvement Program Management

Transportation Construction Management Activity

The purpose of the Transportation Construction Management Activity is to provide roadway and bridge construction oversight services to the traveling public so they can experience transportation improvements delivered on time and travel within the county on safely constructed roads and bridges.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of new or improved roadway lane miles completed	Not Reported	Not Reported	85.0%	0.0%	0.0%
Result	Percent of constructed projects delivered on schedule	Not Reported	Not Reported	83.3%	0.0%	0.0%
Result	Percent of projects closed out in 90 days	Not Reported	Not Reported	83.3%	0.0%	0.0%
Output	Number of road lane miles constructed	Not Reported	Not Reported	60	-	0.0%
Output	Number of bridge upgrades provided	Not Reported	Not Reported	1	-	0.0%
Demand	Number of road lane miles scheduled	Not Reported	Not Reported	60	-	0.0%
Demand	Number of bridge lane miles scheduled	Not Reported	Not Reported	1	-	0.0%
Efficiency	Total expenditure per road lane mile constructed	Not Reported	Not Reported	$ 8,471.32	$ -	0.0%
Efficiency	Total expenditure per bridge lane mile constructed	Not Reported	Not Reported	$ -	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 264,702	$ 334,613	$ 508,279	$ 173,666	51.9%
	TOTAL USES	$ 264,702	$ 334,613	$ 508,279	$ 173,666	51.9%

Article 5 Procurement Activity

The purpose of the Article 5 Procurement Activity is to provide construction and related architectural and engineering contracting services to Department of Transportation employees so they can have the consulting (architectural / engineering) or construction services they need in a timely manner at the appropriate price.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of contracts awarded within 45 calendar days of receipt of completed bid documents	Not Reported	Not Reported	86.7%	0.0%	0.0%
Result	Percent of contracts awarded that are within 10% of the Engineer's estimate	Not Reported	Not Reported	86.7%	0.0%	0.0%
Result	Percent of contract insurance policies that do not lapse beyond expiration date	Not Reported	Not Reported	85.0%	0.0%	0.0%
Result	Percent of contract file close-outs completed within 30 calendar days of expiration	Not Reported	Not Reported	85.0%	0.0%	0.0%
Output	Number of contracts awarded	Not Reported	Not Reported	30	-	0.0%
Demand	Number of requests for contracts received	Not Reported	Not Reported	35	-	0.0%
Efficiency	Total Activity expenditure per contract awarded	Not Reported	Not Reported	$ 7,564.20	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ -	$ -	$ 226,926	$ 226,926	0.0%
	TOTAL USES	$ -	$ -	$ 226,926	$ 226,926	0.0%

Materials Technology Activity

The purpose of the Materials Technology Activity is to provide construction materials evaluation and geotechnical and pavement design services to Department of Transportation design, construction and maintenance teams so they can deliver projects on time that meet predetermined project objectives.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of roads and structures constructed according to project materials standards and specifications	Not Reported	Not Reported	85.0%	0.0%	0.0%
Result	Percent of project plans and pavement design reviews completed on time	Not Reported	Not Reported	85.0%	0.0%	0.0%
Result	Percent Maricopa County arterial roads in "Good" or better condition	Not Reported	Not Reported	80.0%	0.0%	0.0%
Result	Percent newly constructed arterial roads (1 mile or longer) with a Pavement Condition Rating of 95 or higher	Not Reported	Not Reported	90.0%	0.0%	0.0%
Result	Percent maintenance overlay roads with a Pavement Condition Rating of 95 or higher	Not Reported	Not Reported	90.0%	0.0%	0.0%
Output	Number of project plans reviews completed	Not Reported	Not Reported	20	-	0.0%
Output	Number of miles of County roadway pavement condition evaluations completed	Not Reported	Not Reported	1,100	-	0.0%
Output	Number of geotechnical and pavement design reviews completed	Not Reported	Not Reported	20	-	0.0%
Output	Number of construction and maintenance project Quality Assurance testing sets	Not Reported	Not Reported	2,500	-	0.0%
Demand	Number of project plan reviews needed	Not Reported	Not Reported	20	-	0.0%
Demand	Number of miles County roadway pavement condition evaluations needed	Not Reported	Not Reported	1,100	-	0.0%
Demand	Number of geotechnical and pavement design reviews requested	Not Reported	Not Reported	20	-	0.0%
Demand	Number of construction and maintenance projects expecting to require Quality Assurance in house testing	Not Reported	Not Reported	37	-	0.0%
Efficiency	Total expenditure per project plan review	Not Reported	Not Reported	$ 33,196.00	$ -	0.0%
Efficiency	Total expenditure per mile evaluated for pavement condition	Not Reported	Not Reported	$ 603.56	$ -	0.0%
Efficiency	Total expenditure per geotechnical and pavement design review	Not Reported	Not Reported	$ 33,196.00	$ -	0.0%
Efficiency	Total expenditure per Construction & Management projects completed by Department of Transportation Lab	Not Reported	Not Reported	$ 17,943.78	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 631,306	$ 698,499	$ 663,920	$ (34,579)	-5.0%
	TOTAL USES	$ 631,306	$ 698,499	$ 663,920	$ (34,579)	-5.0%

Transportation Project Management Activity

The purpose of the Transportation Project Management Activity is to provide project oversight and delivery services to construction delivery teams so they can complete transportation projects on time, within budget and scope that satisfy or meet predetermined project objectives.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of project bid documents delivered within the approved schedule	Not Reported	Not Reported	100.0%	0.0%	0.0%
Result	Percent of project bid documents delivered within the approved budget	Not Reported	Not Reported	100.0%	0.0%	0.0%
Result	Percent of scoping documents delivered within the approved schedule	Not Reported	Not Reported	100.0%	0.0%	0.0%
Result	Percent of scoping documents delivered within the approved budget	Not Reported	Not Reported	100.0%	0.0%	0.0%
Output	Number of scoping documents provided	Not Reported	Not Reported	4	-	0.0%
Output	Number of bid documents provided	Not Reported	Not Reported	4	-	0.0%
Demand	Number of bid documents needed	Not Reported	Not Reported	4	-	0.0%
Demand	Number of scoping documents needed	Not Reported	Not Reported	4	-	0.0%
Efficiency	Transportation Project Management Activity Dollar expenditure per project managed	Not Reported	Not Reported	$ 64,126.50	$ -	0.0%
Revenue						
	232 - TRANSPORTATION OPERATIONS	$ 2,316	$ -	$ -	$ -	0.0%
	TOTAL SOURCES	$ 2,316	$ -	$ -	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 191,155	$ 292,569	$ 256,506	$ (36,063)	-12.3%
	TOTAL USES	$ 191,155	$ 292,569	$ 256,506	$ (36,063)	-12.3%

Roadway Construction Activity

The purpose of the Roadway Construction Activity is to provide new or improved roads and structures to the Maricopa County traveling public so they can travel within the county on safely constructed roads and bridges.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Vehicle accident rate on specific, high-accident rate, unincorporated Maricopa County locations	Not Reported	Not Reported	0.4%		
Result	Vehicle fatality rate per 100,000 vehicle miles driven on specific, high-accident rate, unincorporated Maricopa County locations	Not Reported	Not Reported	0.0%		
Result	Percent of Maricopa County arterial roads in "Good" or better condition	Not Reported	Not Reported	75.2%		
Output	Number of new or improved road or structure projects constructed	Not Reported	Not Reported	14		
Demand	Number of new or improved road or structure projects scheduled	37	Not Reported	17		
Efficiency	Total expenditure per new or improved road or structure project constructed	Not Reported	Not Reported	$ 7,476,928.57		
Revenue						
	234 - TRANSPORTATION CAPITAL PROJECT	$ 39,256,051	$ 87,645,563	$ 94,852,944	$ 7,207,381	8.2%
	900 - ELIMINATIONS	-	(59,594,504)	(74,748,984)	(15,154,480)	25.4%
	TOTAL SOURCES	$ 39,256,051	$ 28,051,059	$ 20,103,960	$ (7,947,099)	-28.3%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 66,263,032	$ 59,594,504	$ 74,748,984	$ 15,154,480	25.4%
	234 - TRANSPORTATION CAPITAL PROJECT	100,675,578	85,705,900	104,677,000	18,971,100	22.1%
	900 - ELIMINATIONS	-	(59,594,504)	(74,748,984)	(15,154,480)	25.4%
	TOTAL USES	$ 166,938,610	$ 85,705,900	$ 104,677,000	$ 18,971,100	22.1%

Land Surveying Activity

The purpose of the Land Surveying Services Activity is to provide land boundary identification and information services to internal project delivery teams and the professional engineering and land

surveying community so they can receive timely information and tools needed to properly design infrastructure projects.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of design surveys delivered to project delivery teams within the agreed upon timeframe	Not Reported	Not Reported	80.4%	0.0%	0.0%
Result	Percent delay claims from construction due to survey not meeting the schedule	Not Reported	Not Reported	2.9%	0.0%	0.0%
Output	Number of Land Survey Requests completed	Not Reported	173.00	230	57	32.9%
Demand	Number of Land Survey Requests submitted	212.00	192.00	280	88	45.8%
Efficiency	Total expenditure per Land Survey Request completed	Not Reported	$ -	$ 1,647.76	$ (1,647.76)	0.0%
Revenue						
	232 - TRANSPORTATION OPERATIONS	$ -	$ 12,000	$ -	$ (12,000)	-100.0%
	TOTAL SOURCES	$ -	$ 12,000	$ -	$ (12,000)	-100.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 642,574	$ 553,634	$ 378,984	$ (174,650)	-31.5%
	TOTAL USES	$ 642,574	$ 553,634	$ 378,984	$ (174,650)	-31.5%

Transportation Improvement Program Management Activity

The purpose of the Transportation Improvement Program Management Activity is to provide programming, monitoring, and cash flow management services to project delivery teams so they can deliver projects on time and within budget.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of planned transportation projects completed on time and within budget	Not Reported	Not Reported	84.7%	0.0%	0.0%
Result	Percent of Public Works infrastructure projects completed by the end of the Fiscal Year and within budget as measured against the schedule at the start of the Fiscal Year and the approved budget at the start of the Fiscal Year as modified by board approved adjustment	Not Reported	Not Reported	19.5%	0.0%	0.0%
Result	Percent of Transportation Improvement Program projects delivered on time and within budget	Not Reported	Not Reported	82.4%	0.0%	0.0%
Result	Percent of projects in 5-year Transportation Improvement Program delivered	Not Reported	Not Reported	18.3%	0.0%	0.0%
Output	Number of projects completed by end of Fiscal Year	Not Reported	Not Reported	17	-	0.0%
Demand	Number of projects scheduled for Fiscal Year	Not Reported	Not Reported	17	-	0.0%
Demand	Number of projects in program to be managed	Not Reported	Not Reported	87	-	0.0%
Efficiency	Total expenditure per project in capital program	Not Reported	Not Reported	$ 6,757.83	0.0%	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 247,171	$ 371,413	$ 587,931	$ 216,518	58.3%
	TOTAL USES	$ 247,171	$ 371,413	$ 587,931	$ 216,518	58.3%

Engineer Roads and Structures Program)

The Purpose of the Engineer Roads and Structures Program is to provide engineering, road and structure design, utility coordination, right-of way regulation, and Improvement District Administration services to transportation professionals so they can complete projects in compliance with applicable standards providing safe and efficient right-of-way infrastructure.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of final construction cost generated by preventable change orders	Not Reported	Not Reported	5.0%	0.0%	0.0%
Percent of Maricopa County roads and bridges that meet or exceed published safety standards	Not Reported	Not Reported	97.9%	0.0%	0.0%
Percent of projects completed that meet or exceed original design standards	Not Reported	Not Reported	96.6%	0.0%	0.0%
Percent of transportation facilities that meet annual maintenance cost standards based on age	Not Reported	Not Reported	63.2%	0.0%	0.0%
Percent unincorporated Maricopa County communities that elect to make a collective contribution to the maintenance and development of infrastructure within their district	Not Reported	Not Reported	100.0%	0.0%	0.0%
Percent of total cost of improvements financed through funding options offered by Maricopa County	Not Reported	Not Reported	25.0%	0.0%	0.0%
Percent Plan reviews completed within specified time frame	Not Reported	Not Reported	94.9%	0.0%	0.0%
Percent Permitted projects completed in compliance with applicable regulations.	Not Reported	Not Reported	95.5%	0.0%	0.0%
Percent New or reconstructed lane miles accepted into road inventory constructed by permittee	Not Reported	Not Reported	89.5%	0.0%	0.0%
Percent of construction projects completed safely and within the targeted time frame providing a utilities conflict free right-of-way	Not Reported	Not Reported	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Roads and Structures Standards and Design
- Right-of-Way Regulation
- Utilities Engineering

Roads and Structures Standards and Design Activity

The purpose of the Roads and Structures Standards and Design Activity is to provide design and construction standard, construction document and review services to transportation professionals and Department of Transportation Construction Management and Operations Divisions so they can design and build safe and easily maintained transportation facilities.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of final construction cost generated by preventable change orders	Not Reported	Not Reported	5.0%	0.0%	0.0%
Result	Percent of Maricopa County roads and bridges that meet or exceed published safety standards	Not Reported	Not Reported	97.9%	0.0%	0.0%
Result	Percent of projects completed that meet or exceed original design standards	Not Reported	Not Reported	96.6%	0.0%	0.0%
Result	Percent of transportation facilities that meet annual maintenance cost standards based on age	Not Reported	Not Reported	63.2%	0.0%	0.0%
Output	Number of project plans reviews provided (small, medium, large)	Not Reported	72	83	11	15.3%
Output	Number of project plans provided (small, medium, large)	Not Reported	Not Reported	10	-	0.0%
Output	Number of shop drawing reviews provided (small, medium, large)	Not Reported	Not Reported	15	-	0.0%
Demand	Number of project reviews required (small, medium, large)	72	72	82	10	13.9%
Demand	Number of project plans required (small, medium, large)	Not Reported	Not Reported	10	-	0.0%
Demand	Number of shop drawing reviews required	Not Reported	Not Reported	15	-	0.0%
Efficiency	Total expenditure/project plan review provided (small, medium, large)	Not Reported	-	$ 17,495.96	$ (17,495.96)	0.0%
Efficiency	Total expenditure per project plan provided (small, medium, large)	Not Reported	Not Reported	$ 145,216.50	$ -	0.0%
Efficiency	Total expenditure/shop drawing review provided (small, medium, large)	Not Reported	Not Reported	$ 96,811.00	$ -	0.0%
Revenue						
	232 - TRANSPORTATION OPERATIONS	$ 107,571	$ 100,000	$ -	$ (100,000)	-100.0%
	TOTAL SOURCES	$ 107,571	$ 100,000	$ -	$ (100,000)	-100.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 1,062,698	$ 1,391,918	$ 1,452,165	$ (60,247)	-4.3%
	234 - TRANSPORTATION CAPITAL PROJECT	(178)	-	-	-	0.0%
	TOTAL USES	$ 1,062,520	$ 1,391,918	$ 1,452,165	$ 60,247	4.3%

Right-of-Way Regulation Activity

The purpose of the Right-of-Way Regulation Activity is to provide Transportation Review, Permit and Inspection Services to external entities utilizing Maricopa County Right-of-Ways so they can complete projects in compliance with applicable regulations.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of plan reviews completed within specified time frame	Not Reported	Not Reported	94.9%	0.0%	0.0%
Result	Percent of permitted projects completed in compliance with applicable regulations.	Not Reported	Not Reported	95.5%	0.0%	0.0%
Result	Percent of new or reconstructed lane miles accepted into road inventory constructed by permittee	Not Reported	Not Reported	89.5%	0.0%	0.0%
Output	Number of plan sheets reviewed	Not Reported	Not Reported	2,604	-	0.0%
Output	Number of Planning & Development cases reviewed.	Not Reported	Not Reported	1,046	-	0.0%
Output	Number of Construction permits issued.	Not Reported	Not Reported	1,508	-	0.0%
Output	Number of Oversize/Overweight permits issued	Not Reported	Not Reported	463	-	0.0%
Output	Number of Cease Work Order situations resolved	Not Reported	Not Reported	203	-	0.0%
Demand	Number of Planning & Development cases submitted for review.	Not Reported	Not Reported	1,046	-	0.0%
Demand	Number of Plan sheets submitted for review.	Not Reported	Not Reported	2,604	-	0.0%
Demand	Number of Construction permits applied for.	Not Reported	Not Reported	1,508	-	0.0%
Demand	Number of Oversize/Overweight permits applied for.	Not Reported	Not Reported	463	-	0.0%
Demand	Number of Cease Work Orders issued	Not Reported	Not Reported	203	-	0.0%
Efficiency	Total activity expenditure per permit issued	Not Reported	Not Reported	$ 1,043.99	$ -	0.0%
Revenue						
	232 - TRANSPORTATION OPERATIONS	$ 2,929,749	$ 2,025,919	$ 2,000,003	$ (25,916)	-1.3%
	TOTAL SOURCES	$ 2,929,749	$ 2,025,919	$ 2,000,003	$ (25,916)	-1.3%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 1,568,436	$ 1,589,001	$ 1,574,333	$ (14,668)	-0.9%
	TOTAL USES	$ 1,568,436	$ 1,589,001	$ 1,574,333	$ (14,668)	-0.9%

Utilities Engineering Activity

The purpose of the Utilities Engineering Activity is to provide oversight and management of utilities installation and relocation services to construction contractors working within County rights-of-way so they can complete their construction project safely within a utilities conflict free right-of-way.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of construction projects completed safely and within the targeted time frame providing a utilities conflict free right-of-way	Not Reported	Not Reported	100.0%	0.0%	0.0%
Output	Number of miles of utility relocation and construction completed	Not Reported	Not Reported	1,600	-	0.0%
Demand	Number of miles of utility relocation & construction required	Not Reported	Not Reported	1,600	-	0.0%
Efficiency	Total expenditure per utility relocation and construction completed	Not Reported	Not Reported	$ 236.17	$ -	0.0%
Revenue						
	232 - TRANSPORTATION OPERATIONS	$ -	$ -	$ 291,312	$ 291,312	0.0%
	TOTAL SOURCES	$ -	$ -	$ 291,312	$ 291,312	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 386,073	$ 390,964	$ 377,876	$ (13,088)	-3.3%
	TOTAL USES	$ 386,073	$ 390,964	$ 377,876	$ (13,088)	-3.3%

Traffic Management Program

The purpose of the Traffic Management Program is to provide traffic engineering, intelligent transportation system, real time mobility and traveler information, incident management and signal maintenance services to the traveling public so they can experience enhanced regional mobility, coordination and safety of the roadway system.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of unscheduled signal malfunction repair work orders completed within two hours	Not Reported	Not Reported	90.0%	0.0%	0.0%
Percent of preventative maintenance work orders completed within predetermined monthly schedule	Not Reported	Not Reported	99.4%	0.0%	0.0%
Percent of utility location work orders completed within two business days	Not Reported	Not Reported	100.0%	0.0%	0.0%
Percent of plan review projects completed within agreed upon time period	Not Reported	Not Reported	90.0%	0.0%	0.0%
Percent of temporary and permanent traffic control devices projects completed within agreed upon time period	Not Reported	Not Reported	100.0%	0.0%	0.0%
Percent of roadway traffic incidents responded to within 30 minutes of notification	Not Reported	Not Reported	90.0%	0.0%	0.0%
Percent of travelers that experience no secondary accidents while traveling through or approaching an incident	Not Reported	Not Reported	97.1%	0.0%	0.0%
Percent of traffic signals on Maricopa County roadways that provide optimum "green" time for high and low traffic volumes to achieve efficient traffic flow	Not Reported	Not Reported	66.9%	0.0%	0.0%
Percent of traveler information messages posted 15 minutes within normal business hours after verification	Not Reported	Not Reported	95.0%	0.0%	0.0%
Percent of Closed Circuit Television Cameras are fully operational	Not Reported	Not Reported	85.0%	0.0%	0.0%
Percent of travel time saved on major MCDOT corridors as measured through the most current before and after study	Not Reported	Not Reported	9.0%	0.0%	0.0%
Percent of traffic signals at jurisdictional boundaries that provide optimum "green" time for high and low traffic volumes to achieve efficient traffic flow	Not Reported	Not Reported	100.0%	0.0%	0.0%
Percent of regional traveler information messages posted on 511 System within 20 minutes after verification of the potential traffic impact of an event on the road	Not Reported	Not Reported	90.0%	0.0%	0.0%
Percent of regionally shared freeway and arterial roadway Closed Circuit Television (CCTV) cameras	Not Reported	Not Reported	50.0%	0.0%	0.0%

Activities that comprise this program include:

- Traffic Signals and Intelligent Transportation System Field Services
- Traffic Design and Studies
- Emergency Traffic Management
- Real Time Traffic Management
- Regional Traffic Management Support

Traffic Signals and Intelligent Transportation System Field Services Activity

The purpose of the Traffic Signals and Intelligent Transportation System Field Services Activity is to provide signal and Intelligent Transportation System installation, repair and maintenance services to the traveling public so they can experience properly functioning signals in all Maricopa County controlled signalized intersections.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax

distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of unscheduled signal malfunction repair work orders completed within two hours	Not Reported	Not Reported	90.0%	0.0%	0.0%
Result	Percent of preventative maintenance work orders completed within predetermined monthly schedule	Not Reported	Not Reported	99.4%	0.0%	0.0%
Result	Percent of utility location work orders completed within two business days	Not Reported	Not Reported	100.0%	0.0%	0.0%
Output	Number of work orders completed	Not Reported	Not Reported	1,000	-	0.0%
Demand	Number of work order requests submitted	1,806	976	1,000	-	0.0%
Efficiency	Total Traffic Signals and Intelligent Transportation System Activity expenditure per signalized and Intelligent Transportation intersection maintained	Not Reported	Not Reported	$ 8,929.03	$ -	0.0%
Revenue						
	232 - TRANSPORTATION OPERATIONS	$ 72,018	$ 83,977	$ 57,000	$ (26,977)	-32.1%
	TOTAL SOURCES	$ 72,018	$ 83,977	$ 57,000	$ (26,977)	-32.1%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 1,288,414	$ 1,309,206	$ 1,562,581	$ 253,375	19.4%
	TOTAL USES	$ 1,288,414	$ 1,309,206	$ 1,562,581	$ 253,375	19.4%

Traffic Design and Studies Activity

The purpose of the Traffic Design and Studies Activity is to provide Traffic Engineering Services to roadway infrastructure delivery teams so they can implement projects in accordance with federal, state and county standards and specifications.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of temporary and permanent traffic control devices projects completed within agreed upon time period	Not Reported	Not Reported	100.0%	0.0%	0.0%
Result	Percent of plan review projects completed within agreed upon time period	Not Reported	Not Reported	90.0%	0.0%	0.0%
Output	Number of temporary and permanent traffic control devices projects completed	Not Reported	Not Reported	10	-	0.0%
Output	Number of plan reviews completed	Not Reported	Not Reported	60	-	0.0%
Demand	Number of plan reviews needed	Not Reported	Not Reported	75	-	0.0%
Demand	Number of temporary and permanent traffic control devices projects needed	Not Reported	Not Reported	11	-	0.0%
Efficiency	Total expenditure per plan review	Not Reported	Not Reported	$ 29,902.60	$ -	0.0%
Efficiency	Total expenditure per temporary and permanent traffic control devices projects	Not Reported	Not Reported	$ 179,415.60	$ -	0.0%
Revenue						
	232 - TRANSPORTATION OPERATIONS	$ 152,457	$ 129,914	$ 150,000	$ 20,086	15.5%
	TOTAL SOURCES	$ 152,457	$ 129,914	$ 150,000	$ 20,086	15.5%
Expenditure						
	223 - TRANSPORTATION GRANTS	$ 64,119	$ -	$ -	$ -	
	232 - TRANSPORTATION OPERATIONS	1,686,148	1,638,031	1,794,156	156,125	9.5%
	TOTAL USES	$ 1,750,267	$ 1,638,031	$ 1,794,156	$ 156,125	9.5%

Emergency Traffic Management Activity

The purpose of the Emergency Traffic Management Activity is to provide Incident Safety and Mobility Services to traveling public so they can experience less delay and no secondary accidents while traveling through or approaching an incident.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of roadway traffic incidents responded to within 30 minutes of notification	Not Reported	Not Reported	90.0%	0.0%	0.0%
Result	Percent of travelers that experience no secondary accidents while traveling through or approaching an incident	Not Reported	Not Reported	97.1%	0.0%	0.0%
Output	Number of traffic incident call out responses provided	Not Reported	Not Reported	250	-	0.0%
Demand	Number of traffic incident call outs requested	Not Reported	Not Reported	300	-	0.0%
Efficiency	Total Activity expenditure per call out response provided	Not Reported	Not Reported	$ 1,970.90	$ -	0.0%
Revenue						
	223 - TRANSPORTATION GRANTS	$ -	$ 246,398	$ 20,000	$ (226,398)	-91.9%
	TOTAL SOURCES	$ -	$ 246,398	$ 20,000	$ (226,398)	-91.9%
Expenditure						
	223 - TRANSPORTATION GRANTS	$ -	$ 218,709	$ 20,000	$ (198,709)	-90.9%
	232 - TRANSPORTATION OPERATIONS	-	490,706	472,725	(17,981)	-3.7%
	TOTAL USES	$ -	$ 709,415	$ 492,725	$ (216,690)	-30.5%

Real Time Traffic Management Activity

The purpose of the Real Time Traffic Management Activity is to provide Real Time Mobility and Traveler Information Services to the traveling public on Maricopa County roads so they can experience less delay and safely navigate the roadways.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of traveler information messages posted 15 minutes within normal business hours after verification	Not Reported	Not Reported	95.0%	0.0%	0.0%
Result	Percent of traffic signals on Maricopa County roadways that provide optimum "green" time for high and low traffic volumes to achieve efficient traffic flow	Not Reported	Not Reported	66.9%	0.0%	0.0%
Result	Percent of travel time saved on major MCDOT corridors as measured through the most current before and after study	Not Reported	Not Reported	9.0%	0.0%	0.0%
Result	Percent of Closed Circuit Television Cameras are fully operational	Not Reported	Not Reported	85.0%	0.0%	0.0%
Output	Number of Maricopa County traffic signals optimized	Not Reported	Not Reported	40	-	0.0%
Output	Number of verified traveler information messages posted	Not Reported	Not Reported	400	-	0.0%
Output	Number of Closed Circuit Television Cameras provided	Not Reported	Not Reported	78,000	-	0.0%
Demand	Number of Maricopa County traffic signals requiring optimization	Not Reported	Not Reported	61	-	0.0%
Demand	Number of traveler information messages received	Not Reported	Not Reported	480	-	0.0%
Demand	Number of Closed Circuit Television Cameras required	Not Reported	Not Reported	180,960	-	0.0%
Efficiency	Total activity expenditure per Maricopa county traffic signal optimized	Not Reported	Not Reported	$ 16,153.03	$ -	0.0%
Revenue						
	223 - TRANSPORTATION GRANTS	$ 732,002	$ -	$ -	$ -	0.0%
	TOTALSOURCES	$ 732,002	$ -	$ -	$ -	0.0%
Expenditure						
	223 - TRANSPORTATION GRANTS	$ 878,799	$ -	$ -	$ -	
	232 - TRANSPORTATION OPERATIONS	1,056,688	698,270	646,121	(52,149)	-7.5%
	TOTALUSES	$ 1,935,487	$ 698,270	$ 646,121	$ (52,149)	-7.5%

Regional Traffic Management Support Activity

The purpose of the Regional Traffic Management Support Activity is to provide Integrated Intelligent Transportation System (ITS) Services to Arizona Technologies (AZTech) public and private partners so they can have the tools necessary to collaborate to enhance regional mobility and safety in the metropolitan area.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of regional traveler information messages posted on 511 System within 20 minutes after verification of the potential traffic impact of an event on the road	Not Reported	Not Reported	90.0%	0.0%	0.0%
Result	Percent of traffic signals at jurisdictional boundaries that provide optimum "green" time for high and low traffic volumes to achieve efficient traffic flow	Not Reported	Not Reported	100.0%	0.0%	0.0%
Result	Percent of regionally shared freeway and arterial roadway Closed Circuit Television (CCTV) cameras	Not Reported	Not Reported	50.0%	0.0%	0.0%
Output	Number of traffic signals optimized at the jurisdictional boundaries	Not Reported	Not Reported	19	-	0.0%
Output	Number of verified traveler information messages posted	Not Reported	Not Reported	6,000	-	0.0%
Output	Number of regionally shared freeway and arterial roadway cameras provided	Not Reported	Not Reported	168	-	0.0%
Demand	Number of traffic signals at jurisdictional boundaries requiring optimization	Not Reported	Not Reported	19	-	0.0%
Demand	Number of regional traveler information messages received by the Regional Archived Data Server (RADS)	Not Reported	Not Reported	36,000	-	0.0%
Demand	Number of freeway and arterial roadway Closed Circuit Television Cameras required in the metro region	Not Reported	Not Reported	550	-	0.0%
Efficiency	Total Activity expenditure per traveler information message posted	Not Reported	Not Reported	$ 136.05	$ -	0.0%
Revenue						
	223 - TRANSPORTATION GRANTS	$ -	$ 555,934	$ 645,308	$ 89,374	16.1%
	TOTAL SOURCES	$ -	$ 555,934	$ 645,308	$ 89,374	16.1%
Expenditure						
	223 - TRANSPORTATION GRANTS	$ -	$ 344,516	$ 645,308	$ 300,792	87.3%
	232 - TRANSPORTATION OPERATIONS	-	95,481	171,000	75,519	79.1%
	TOTAL USES	$ -	$ 439,997	$ 816,308	$ 376,311	85.5%

Roadway Maintenance Program

The purpose of the Roadway Maintenance Program is to provide all aspects of Roadway Maintenance Services to the traveling public so they can safely and efficiently transport goods, services and people on well maintained roadways.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of traffic signs annual sign replacement schedule realized	Not Reported	Not Reported	85.3%	0.0%	0.0%
Percent of emergency signs replaced within 3 hours of notification	Not Reported	Not Reported	100.0%	0.0%	0.0%
Percent of annual raised pavement marker installation schedule completed	Not Reported	Not Reported	50.0%	0.0%	0.0%
Percent of annual lane miles striping schedule completed (KRM)	Not Reported	Not Reported	89.8%	0.0%	0.0%
Percent of County lane miles with Raised Pavement Markers	Not Reported	Not Reported	28.0%	0.0%	0.0%
Percent County lane miles striped	Not Reported	Not Reported	100.0%	0.0%	0.0%
Percent of scheduled work zone jobsites completed	Not Reported	Not Reported	98.9%	0.0%	0.0%
Percent of work zone jobsites completed within prescribed completion time limit	Not Reported	Not Reported	85.2%	0.0%	0.0%
Percent of regional emergency hazard event responses to mitigate immediate safety hazards deployed within fifteen minutes of notification to MCDOT Operations	Not Reported	Not Reported	100.0%	0.0%	0.0%
Percent of traffic control setups that meet Manual on Uniform Traffic Control Devices (MUTCD) requirements	Not Reported	Not Reported	100.0%	0.0%	0.0%
Percent of paved roadway system mileage with pavement condition rating of “very good or better”	Not Reported	Not Reported	81.0%	0.0%	0.0%
Percent of citizens reporting satisfaction with Maricopa County road and bridge conditions	Not Reported	Not Reported	80.9%	0.0%	0.0%
Percent of roadway system centerline mileage with debris removed	Not Reported	Not Reported	20.4%	0.0%	0.0%
Percent of customer trouble reports completed within specified timeframe	Not Reported	Not Reported	95.4%	0.0%	0.0%
Percent of critical signs responded to and resolved within three hours of notification to MCDOT Operations	Not Reported	Not Reported	100.0%	0.0%	0.0%
Percent of potholes responded to and safety hazard mitigated within twenty four hours of notification to MCDOT Operations	Not Reported	Not Reported	90.4%	0.0%	0.0%
Percent of storms responded to within fifteen minutes to mitigate immediate safety hazards	Not Reported	Not Reported	100.0%	0.0%	0.0%
Percent of critical maintenance tasks that directly impact the immediate safety of Maricopa County residents and visitors completed within an average of 14 days	Not Reported	Not Reported	95.3%	0.0%	0.0%
Percent of critical maintenance tasks to sustain maintenance of our transportation infrastructure to federal state, and local safety and operational standards completed within an average of 90 days	Not Reported	Not Reported	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Road and Right-of-Way Maintenance
- Traffic Signs Maintenance
- Roadway Striping Maintenance
- Work Zone Traffic Control

Road and Right-of-Way Maintenance Activity

The purpose of the Road and Right-of-Way Maintenance Activity is to provide transportation infrastructure installation, inspection, repair and emergency response services to the traveling public so they can safely and efficiently transport goods, services and people on well maintained roadways.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of paved roadway system mileage with pavement condition rating of "very good or better"	Not Reported	Not Reported	81.0%	0.0%	0.0%
Result	Percent Citizens reporting satisfaction with Maricopa County road and bridge conditions	Not Reported	Not Reported	80.9%	0.0%	0.0%
Result	Percent of customer trouble reports completed within specified timeframe	Not Reported	Not Reported	95.4%	0.0%	0.0%
Result	Percent of critical signs responded to and resolved within three hours of notification to MCDOT Operations	Not Reported	Not Reported	100.0%	0.0%	0.0%
Result	Percent of potholes responded to and safety hazard mitigated within twenty four hours of notification to MCDOT Operations	Not Reported	Not Reported	90.4%	0.0%	0.0%
Result	Percent of storms responded to within fifteen minutes to mitigate immediate safety hazards	Not Reported	Not Reported	100.0%	0.0%	0.0%
Result	Percent of critical maintenance tasks that directly impact the immediate safety of Maricopa County residents and visitors completed within an average of 14 days	Not Reported	Not Reported	95.3%	0.0%	0.0%
Result	Percent of critical maintenance tasks to sustain maintenance of our transportation infrastructure to federal state, and local safety and operational standards completed within an average of 90 days	Not Reported	Not Reported	100.0%	0.0%	0.0%
Result	Percent of roadway system centerline mileage with debris removed	Not Reported	Not Reported	20.4%	0.0%	0.0%
Output	Number of paved lane miles maintained with surface treatments	Not Reported	Not Reported	497	-	0.0%
Demand	Number of street inventory (paved lane miles) scheduled to be maintained with surface treatments	Not Reported	Not Reported	552	-	0.0%
Efficiency	Total Activity expenditure per roadway system centerline mile maintained	Not Reported	Not Reported	$ 12,708.12	0.0%	0.0%
Revenue						
	232 - TRANSPORTATION OPERATIONS	$ 1,712,528	$ 762,154	$ 409,996	$ (352,158)	-46.2%
	TOTAL SOURCES	$ 1,712,528	$ 762,154	$ 409,996	$ (352,158)	-46.2%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 28,875,023	$ 30,451,073	$ 31,160,312	$ 709,239	2.3%
	TOTAL USES	$ 28,875,023	$ 30,451,073	$ 31,160,312	$ 709,239	2.3%

Traffic Signs Maintenance Activity

The purpose of the Traffic Signs Maintenance Activity is to provide traffic sign development, installation, and maintenance services to the traveling public so they can efficiently, lawfully and safely navigate goods, services and people on the Maricopa County roadway system. (This activity is mandated by Arizona traffic laws and the Manual on Uniform Traffic Control Devices (MUTCD).

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of traffic signs annual sign replacement schedule realized	Not Reported	Not Reported	85.3%	0.0%	0.0%
Result	Percent of emergency signs replaced within 3 hours of notification	Not Reported	Not Reported	100.0%	0.0%	0.0%
Output	Number of traffic sign installations completed	Not Reported	Not Reported	2,818	-	0.0%
Output	Number of traffic sign maintenance repairs completed	Not Reported	Not Reported	6,899	-	0.0%
Demand	Number of traffic sign installations scheduled	Not Reported	Not Reported	3,346	-	0.0%
Demand	Number of traffic signs requiring repair	Not Reported	Not Reported	7,257	-	0.0%
Efficiency	Total Activity expenditure per traffic sign maintained	Not Reported	Not Reported	$ 219.37	$ -	0.0%
Revenue						
	232 - TRANSPORTATION OPERATIONS	$ 17,728	$ 84,837	$ 35,004	$ (49,833)	-58.7%
	TOTAL SOURCES	$ 17,728	$ 84,837	$ 35,004	$ (49,833)	-58.7%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 1,496,977	$ 1,557,000	$ 1,513,451	$ (43,549)	-2.8%
	TOTAL USES	$ 1,496,977	$ 1,557,000	$ 1,513,451	$ (43,549)	-2.8%

Roadway Striping Maintenance Activity

The purpose of the Roadway Striping Maintenance Activity is to provide roadway striping services to the traveling public so they can efficiently, lawfully and safely navigate goods, services and people on the Maricopa County roadway system. (This activity is mandated by the Arizona traffic laws and the Manual on Uniform Traffic Control Devices (MUTCD).

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of annual lane miles striping schedule completed (KRM)	Not Reported	Not Reported	89.8%	0.0%	0.0%
Result	Percent of annual raised pavement marker installation schedule completed	Not Reported	Not Reported	50.0%	0.0%	0.0%
Result	Percent of County lane miles with Raised Pavement Markers	Not Reported	Not Reported	28.0%	0.0%	0.0%
Result	Percent County lane miles striped	Not Reported	Not Reported	100.0%	0.0%	0.0%
Output	Number of County lane miles striped	Not Reported	4,800	5,456	656	13.7%
Output	Number of County lane miles with Raised Pavement Markers installed	Not Reported	Not Reported	1,530	-	0.0%
Demand	Number of County lane miles requiring striping	6,000	5,750	6,000	250	4.3%
Demand	Number of County lane miles requiring Raised Pavement Markers	Not Reported	Not Reported	1,500	-	0.0%
Efficiency	Total expenditure per lane mile striped	Not Reported	Not Reported	$ 391.13	$ -	0.0%
Efficiency	Total expenditure per lane mile with raised pavement markers installed	Not Reported	Not Reported	$ 1,394.76	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 1,919,899	$ 1,850,208	$ 2,133,984	$ 283,776	15.3%
	TOTAL USES	$ 1,919,899	$ 1,850,208	$ 2,133,984	$ 283,776	15.3%

Work Zone Traffic Control Activity

The purpose of the Work Zone Traffic Control Activity is to provide traffic control configuration and flagging operation services to the traveling public so they can efficiently, lawfully and safely navigate goods, services and people through work zones and around roadway hazards.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of work zone jobsites completed within prescribed completion time limit	Not Reported	Not Reported	85.2%	0.0%	0.0%
Result	Percent of traffic control setups that meet Manual on Uniform Traffic Control Devices (MUTCD) requirements	Not Reported	Not Reported	100.0%	0.0%	0.0%
Result	Percent of regional emergency hazard event responses to mitigate immediate safety hazards deployed within fifteen minutes of notification to MCDOT Operations	Not Reported	Not Reported	100.0%	0.0%	0.0%
Result	Percent of scheduled work zone jobsites completed	Not Reported	Not Reported	98.9%	0.0%	0.0%
Output	Number of work zone jobsites completed	Not Reported	1,550	4,695	3,145	202.9%
Output	Number of Regional Emergency Event responses provided	Not Reported	Not Reported	15	-	0.0%
Demand	Number of work zone jobsites requested	11,800	1,550	4,800	3,250	209.7%
Demand	Number of Regional Emergency Events reported	Not Reported	Not Reported	15	-	0.0%
Efficiency	Total expenditure per Work Zone jobsite completed	Not Reported	Not Reported	$ 311.70	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 1,156,013	$ 1,390,425	$ 1,463,430	$ 73,005	5.3%
	TOTAL USES	$ 1,156,013	$ 1,390,425	$ 1,463,430	$ 73,005	5.3%

Transportation Planning Program

The purpose of the Transportation Planning Program is to provide planning, programming, community & government relations and environmental services to department management and the Board of Supervisors so they can have the information available from which to make technically sound, timely, and informed decisions.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of environmental clearances delivered prior to 70% project design completion	Not Reported	Not Reported	100.0%	0.0%	0.0%
Percent of Transportation Improvement Program budget derived from partnership agreements	Not Reported	Not Reported	3.0%	0.0%	0.0%
Percent of legislative bills that were passed with favorable or neutral impact to Department of Transportation	Not Reported	Not Reported	87.5%	0.0%	0.0%
Percent of Department of Transportation policies updated.	Not Reported	Not Reported	20.0%	0.0%	0.0%
Percent of customers reporting satisfaction with Department of Transportation projects and services	Not Reported	Not Reported	83.1%	0.0%	0.0%
Percent of impacted Public surveyed that reported they were informed and/or aware of Department of Transportation projects and services in their area	Not Reported	Not Reported	74.9%	0.0%	0.0%
Percent of Transportation Project Programming project recommendations that were funded and proceeded	Not Reported	Not Reported	16.7%	0.0%	0.0%
Percent of projects with benefit/cost ratio of greater than 2 or is a public safety improvement or substantially meets other adopted scoring criteria	Not Reported	Not Reported	50.0%	0.0%	0.0%
Percent of projects delivered that are in line with County goals as established in the Transportation System Plan	Not Reported	Not Reported	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Environmental Clearance
- Project Partnerships
- Outreach and Communications
- Transportation Project Programming
- Transportation System Planning

Environmental Clearance Activity

The purpose of the Environmental Clearance Activity is to provide environmental recommendations, requirements, and permits to project managers so they can deliver Department of Transportation projects on schedule.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of environmental clearances delivered prior to 70% project design completion	Not Reported	Not Reported	100.0%	0.0%	0.0%
Output	Number of environmental clearances provided	Not Reported	Not Reported	20	-	0.0%
Demand	Number of projects requiring environmental clearance	21	20	20	-	0.0%
Efficiency	Total Activity expenditure per environmental clearance provided	Not Reported	Not Reported	$ 13,318.65	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 231,423	$ 229,532	$ 266,373	$ 36,841	16.1%
	TOTAL USES	$ 231,423	$ 229,532	$ 266,373	$ 36,841	16.1%

Project Partnerships Activity

The purpose of the Project Partnerships Activity is to provide legislative, policy, and intergovernmental services to management, the Board of Supervisors, and other jurisdictions so they can leverage resources to fulfill their transportation mission.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Transportation Improvement Program budget derived from partnership agreements	Not Reported	Not Reported	3.0%	0.0%	0.0%
Result	Percent of legislative bills that were passed with favorable or neutral impact to Department of Transportation	Not Reported	Not Reported	87.5%	0.0%	0.0%
Result	Percent of Department of Transportation policies updated.	Not Reported	Not Reported	20.0%	0.0%	0.0%
Output	Number of project agreements requested	Not Reported	Not Reported	40	-	0.0%
Output	Number of legislative bill status reports completed	Not Reported	Not Reported	6	-	0.0%
Output	Number of policy revisions completed	Not Reported	Not Reported	25	-	0.0%
Demand	Number of partnership agreements needed	40	30	40	10	33.3%
Demand	Number of legislative status reports needed	Not Reported	Not Reported	6	-	0.0%
Demand	Number of policies needing an update	Not Reported	Not Reported	80	-	0.0%
Efficiency	Total expenditure per partnership activity document (agreements, legislative reports, policies)	Not Reported	Not Reported	$ 4,677.46	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 292,565	$ 482,023	$ 332,100	$ (149,923)	-31.1%
	TOTAL USES	$ 292,565	$ 482,023	$ 332,100	$ (149,923)	-31.1%

Outreach and Communications Activity

The purpose of the Outreach & Communications Activity is to provide external public/media communications, internal employee communications, and related support services to internal clients and impacted public so they can be more educated and informed about Department of Transportation, its projects and its services.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Number of press releases published per 100 press releases submitted	Not Reported	Not Reported	100.0%	0.0%	0.0%
Result	Percent of customers reporting satisfaction with Department of Transportation projects and services	Not Reported	Not Reported	83.1%	0.0%	0.0%
Result	Percent of Impacted Public surveyed that reported they were informed and/or aware of Department of Transportation projects and services in their area	Not Reported	Not Reported	74.9%	0.0%	0.0%
Output	Number of press releases sent out	Not Reported	Not Reported	75	-	0.0%
Output	Number of public outreach events completed	Not Reported	Not Reported	3	-	0.0%
Output	Number of special event/projects completed	Not Reported	Not Reported	60	-	0.0%
Demand	Number of press releases needed	Not Reported	Not Reported	75	-	0.0%
Demand	Number of public outreach events scheduled	Not Reported	Not Reported	1	-	0.0%
Demand	Number of special event/projects requested	Not Reported	Not Reported	60	-	0.0%
Efficiency	Total activity expenditure per percentage of the impacted public surveyed that reported they were informed and/or aware of Department of Transportation projects and services in their area	Not Reported	Not Reported	$ 933.04	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 394,626	$ 474,834	$ 454,392	$ (20,442)	-4.3%
	TOTAL USES	$ 394,626	$ 474,834	$ 454,392	$ (20,442)	-4.3%

Transportation Project Programming Activity

The purpose of the Transportation Project Programming Activity is to provide prioritized transportation project recommendations to the Department of Transportation Director, the Transportation Advisory Board, and the Board of Supervisors so they can have the information they need to decide if project recommendations should proceed and be funded.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Transportation Project Programming project recommendations that were funded and proceeded	Not Reported	Not Reported	16.7%	0.0%	0.0%
Result	Percent of projects with benefit/cost ratio of greater than 2 or is a public safety improvement or substantially meets other adopted scoring criteria	Not Reported	Not Reported	50.0%	0.0%	0.0%
Output	Number of analytical reports completed	Not Reported	Not Reported	6	-	0.0%
Demand	Number of analytical reports required	6	6	6	-	0.0%
Efficiency	Total expenditure per analytical report completed	Not Reported	Not Reported	$ 116,134.17	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 571,290	$ 640,352	$ 696,805	$ 56,453	8.8%
	TOTAL USES	$ 571,290	$ 640,352	$ 696,805	$ 56,453	8.8%

Transportation System Planning Activity

The purpose of the Transportation System Planning Activity is to provide plans, studies, research, recommendations and consultation services to planning, development, and project delivery professionals so they can deliver and design projects that are in line with County goals as established in the Transportation System Plan.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of projects delivered that are in line with County goals as established in the Transportation System Plan	Not Reported	Not Reported	100.0%	0.0%	0.0%
Output	Number of corridor study miles completed	Not Reported	Not Reported	78	-	0.0%
Demand	Number of corridor miles requiring a corridor study	Not Reported	Not Reported	300	-	0.0%
Efficiency	Total expenditure per corridor study mile completed	Not Reported	Not Reported	$ 10,563.92	$ -	0.0%
Expenditure						
	232 - TRANSPORTATION OPERATIONS	$ 706,409	$ 414,707	$ 823,986	$ 409,279	98.7%
	TOTAL USES	$ 706,409	$ 414,707	$ 823,986	$ 409,279	98.7%

Solid Waste Management Program

The purpose of the Solid Waste Management Program is to provide waste disposal and landfill post closure services to the residents of Maricopa County so they can benefit from a clean and healthy environment.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of closed landfills that are environmentally sound as indicated by Federal and State regulations	Not Reported	Not Reported	90.0%	0.0%	0.0%
Percent of all waste tires collected that are properly disposed in accordance with Arizona state statutes.	Not Reported	Not Reported	100.0%	0.0%	0.0%
Percent of customers surveyed who report being satisfied or very satisfied with the convenience of the waste disposal services provided by the Solid Waste Management department	Not Reported	Not Reported	97.1%	0.0%	0.0%

Activities that comprise this program include:

- Household Hazardous Waste Collection
- Illegal Dumping Education and Outreach
- Illegal Dumping Remediation
- Landfill Post-Closure Maintenance
- Waste Tire Collection and Disposal
- Waste Transfer Station

Landfill Post-Closure Maintenance Activity

The purpose of the Landfill Post-Closure Maintenance Activity is to provide post-closure maintenance and monitoring services to the residents of Maricopa County so they can have environmentally sound closed landfills.

Mandates: 40CFR258 (Code of Federal Regulations) establishes groundwater monitoring rules via the Environmental Protection Agency; A.R.S. §49-761B establishes rules for solid waste land disposal facilities.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of closed landfills that are environmentally sound as indicated by Federal and State regulations	Not Reported	Not Reported	90.0%	0.0%	0.0%
Output	Number of closed landfills maintained and monitored	Not Reported	Not Reported	10	-	0.0%
Demand	Number of closed landfills requiring maintenance	Not Reported	Not Reported	10	-	0.0%
Efficiency	Total Activity Expenditure per closed landfill maintained	Not Reported	Not Reported	$ 608,584.20	$ -	0.0%
Revenue						
	580 - SOLID WASTE MANAGEMENT	$ 1,191,157	$ 569,469	$ 525,000	$ (44,469)	-7.8%
	TOTAL SOURCES	$ 1,191,157	$ 569,469	$ 525,000	$ (44,469)	-7.8%
Expenditure						
	580 - SOLID WASTE MANAGEMENT	$ (262,447)	$ 683,766	$ 6,085,842	$ 5,402,076	790.0%
	TOTAL USES		$ 683,766	$ 6,085,842	$ 5,402,076	790.0%

The budget for this activity includes a one-time $4,000,000 amount for the closure of the Quesen Creek Landfill.

Waste Tire Collection and Disposal Activity

The purpose of the Waste Tire Collection and Disposal Activity is to provide tire collection and disposal services to retail tire dealers and Maricopa County residents so they can properly dispose of waste tires.

Mandates: A.R.S. §44-1305 establishes a waste tire fund consisting of monies that are distributed to counties which are required to establish waste tire programs.

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of all waste tires collected that are properly disposed in accordance with Arizona state statutes.	Not Reported	Not Reported	100.0%	0.0%	0.0%
Output	Number of tons of waste tires properly disposed	Not Reported	Not Reported	49,268	-	0.0%
Demand	Number of tons of waste tires collected at all collection sites	Not Reported	Not Reported	49,268	-	0.0%
Efficiency	Total expenditure per ton of waste tires properly disposed.	Not Reported	Not Reported	$ 134.75	$ -	0.0%
Revenue						
	290 - WASTE TIRE	$ 6,623,066	$ 4,179,187	$ 5,730,000	$ 1,550,813	37.1%
	TOTAL SOURCES	$ 6,623,066	$ 4,179,187	$ 5,730,000	$ 1,550,813	37.1%
Expenditure						
	290 - WASTE TIRE	$ 6,454,117	$ 6,242,188	$ 6,638,761	$ 396,573	6.4%
	TOTAL USES	$ 6,454,117	$ 6,242,188	$ 6,638,761	$ 396,573	6.4%

Waste Transfer Station Activity

The purpose of the Waste Transfer Station Activity is to provide collection, disposal and recycling services to unincorporated Maricopa County residents so they can safely and conveniently dispose of waste materials.

Mandates: A.R.S. §49-741 Provide or otherwise ensure proper arrangements are made for public facilities at such intervals and as conveniently as the governing body deems necessary for the safe and sanitary disposal of solid waste generated within its jurisdiction but need not duplicate a service provided by a private enterprise or another political subdivision.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of customers surveyed who report being satisfied or very satisfied with the convenience of the waste disposal services provided by the Solid Waste Management department	Not Reported	Not Reported	97.1%	0.0%	0.0%
Output	Number of customers served	Not Reported	Not Reported	13,398.00	-	0.0%
Demand	Number of unincorporated Maricopa County residents	Not Reported	Not Reported	220,000.00	-	0.0%
Efficiency	Total expenditure per customer served	Not Reported	Not Reported	$ 105.98	$ -	0.0%
Revenue						
	580 - SOLID WASTE MANAGEMENT	$ 62,873	$ 160,439	$ 275,000	$ 114,561	71.4%
	TOTAL SOURCES	$ 62,873	$ 160,439	$ 275,000	$ 114,561	71.4%
Expenditure						
	580 - SOLID WASTE MANAGEMENT	$ 275,262	$ 269,067	$ 1,419,914	$ 1,150,847	427.7%
	TOTAL USES	$ 275,262	$ 269,067	$ 1,419,914	$ 1,150,847	427.7%

The budget for this activity was increased by $975,000 in the Solid Waste Management Fund 580 for the completion of the New River and Rainbow Valley Transfer Stations.

Flood Hazard Regulation Program

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of floodplain plan permits and clearances completed within 3 months of initial submittal	Not Reported	90.0%	90.0%	0.0%	0.0%
Percent of map change reviews completed within 3 months of initial submittal	Not Reported	70.0%	70.0%	0.0%	0.0%
Percent of floodplain complaint cases investigated within 30 days of receipt of violation	Not Reported	90.0%	90.0%	0.0%	0.0%
Percent of enforcement actions as a result of violation inspections processed within the fiscal year	Not Reported	35.0%	35.0%	0.0%	0.0%
Percent of floodplain use permit inspections completed within one day of request	Not Reported	99.0%	99.0%	0.0%	0.0%

Activities that comprise this program include:

- Floodplain Regulation Compliance
- Floodplain Permitting

Floodplain Regulation Compliance Activity

The purpose of the Floodplain Regulation Compliance Activity is to provide floodplain regulation enforcement services to property owners so they can develop their property without adversely impacting surrounding property.

Mandates: A.R.S. §48-3608 establishes that the director is designated as the state coordinator of the national flood insurance program to assist local jurisdictions in complying with the requirements of such program and state law; 48-3609 establishes assistance and rules for floodplain delineations and flood regulations; 48-3613, 3614, and 3615 requires authorization for development in watercourses and outlines violations and penalties; 44CFR 59-78 (Code of Federal Regulations) establishes guidelines for emergency management assistance by the Federal Emergency Management Agency (FEMA) related to flood hazards and flood insurance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of floodplain complaint cases investigated within 30 days of receipt of violation	Not Reported	Not Reported	90.0%	0.0%	0.0%
Result	Percent of enforcement actions as a result of violation inspections processed within the fiscal year	Not Reported	Not Reported	35.0%	0.0%	0.0%
Result	Percent of floodplain use permit inspections completed within one day of request	Not Reported	Not Reported	99.0%	0.0%	0.0%
Output	Number of floodplain complaint violations investigation findings provided	Not Reported	Not Reported	160	-	0.0%
Output	Number of enforcement actions processed	Not Reported	Not Reported	70	-	0.0%
Output	Number of floodplain use permit inspections completed	Not Reported	Not Reported	1,000	-	0.0%
Demand	Number of floodplain complaint violations requiring investigation	Not Reported	Not Reported	300	-	0.0%
Demand	Number of enforcement actions required	Not Reported	Not Reported	70	-	0.0%
Demand	Number of floodplain use permits requiring inspection	Not Reported	Not Reported	1,000	-	0.0%
Efficiency	Total Activity expenditure per enforcement action issued	Not Reported	Not Reported	$ 12,784.73	$ -	0.0%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 894,929	$ 894,929	0.0%
	TOTAL SOURCES	$ -	$ -	$ 894,929	$ 894,929	0.0%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 894,931	$ 894,931	0.0%
	TOTAL USES	$ -	$ -	$ 894,931	$ 894,931	0.0%

Floodplain Permitting Activity

The purpose of the Floodplain Permitting Activity is to provide clearance and permitting services to the Maricopa County Planning & Development Distribution Center so they can notify permit applicants of required changes needed to their plans or to pick up their approved permits.

Mandates: A.R.S. §48-3608 establishes that the director is designated as the state coordinator of the national flood insurance program to assist local jurisdictions in complying with the requirements of such program and state law; 48-3609 establishes assistance and rules for floodplain delineations and flood regulations; 48-3613, 3614, and 3615 requires authorization for development in watercourses and outlines violations and penalties; 44CFR 59-78 (Code of Federal Regulations) establishes guidelines for emergency management assistance by the Federal Emergency Management Agency (FEMA) related to flood hazards and flood insurance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of floodplain plan permits and clearances completed within 3 months of initial submittal	Not Reported	Not Reported	90.0%	0.0%	0.0%
Result	Percent of map change reviews completed within 3 months of initial submittal	Not Reported	Not Reported	70.0%	0.0%	0.0%
Output	Number of floodplain clearances and permits reviewed	Not Reported	Not Reported	1,000	-	0.0%
Output	Number of map change reviews completed	Not Reported	Not Reported	50	-	0.0%
Demand	Number of floodplain clearance and permit reviews submitted	Not Reported	Not Reported	1,000	-	0.0%
Demand	Number of map change reviews requested	Not Reported	Not Reported	50	-	0.0%
Efficiency	Total expenditure per clearance and permit review	Not Reported	Not Reported	$ 1,414.17	$ -	0.0%
Efficiency	Total expenditure per map change review	Not Reported	Not Reported	$ 28,283.34	$ -	0.0%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 1,414,157	$ 1,414,157	0.0%
	TOTAL SOURCES	$ -	$ -	$ 1,414,157	$ 1,414,157	0.0%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 1,414,167	$ 1,414,167	0.0%
	TOTAL USES	$ -	$ -	$ 1,414,167	$ 1,414,167	0.0%

Flood Hazard Outreach Program)

The purpose of the Flood Hazard Outreach Program is to provide information services to the public and other agencies so they can take appropriate steps to protect themselves from injury and loss of property from flooding.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of affected residents surveyed who report that the printed and electronic materials were useful to understand the project or study	Not Reported	75.0%	75.0%	0.0%	0.0%
Percent of residents and visitors surveyed that understand the media messages and civic presentations about the risks of floods and flood hazards	Not Reported	80.0%	80.0%	0.0%	0.0%
Percent of days that reliable weather, water level and stream flow information was available	Not Reported	98.0%	98.0%	0.0%	0.0%
Percent of needed flood response plans that were completed or updated and distributed to agencies	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of customers surveyed who were satisfied with the service/information that they received	Not Reported	90.0%	90.0%	0.0%	0.0%

Activities that comprise this program include:

- Public Information
- Customer Service
- Flood Warning
- Flood Safety Education

Public Information Activity

The purpose of the Public Information Activity is to provide project and study information services to affected Maricopa County residents and property owners so they can understand how their flooding risk is being mitigated in order to preclude injury, loss of life, and property damage.

Mandates: A.R.S. §48-3609E requires counties to have floodplain regulations adopted at a public meeting; 48-3616 requires the chief engineer and his staff to prepare a comprehensive program of flood hazard mitigation reported at a public hearing; 44CFR 59-78 (Code of Federal Regulations) establishes guidelines for emergency management assistance by the Federal Emergency Management Agency (FEMA) related to flood hazards and flood insurance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of affected residents surveyed who report that the printed and electronic materials were useful to understand the project or study	Not Reported	Not Reported	75.0%	0.0%	0.0%
Output	Number of public meetings held	Not Reported	Not Reported	26	-	0.0%
Output	Number of printed materials produced	Not Reported	Not Reported	52	-	0.0%
Output	Number of website hits received	Not Reported	Not Reported	2,040,000	-	0.0%
Demand	Number of public meetings scheduled	Not Reported	Not Reported	26	-	0.0%
Demand	Number of printed materials (including brochures, advertisements and newsletters) needed	Not Reported	Not Reported	52	-	0.0%
Demand	Number of website hits	Not Reported	Not Reported	2,040,000	-	0.0%
Efficiency	Total Activity expenditure per affected resident contacted through public meetings, printed materials and website hits.	Not Reported	Not Reported	$ 1.55	0.0%	0.0%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 738,716	$ 738,716	0.0%
	TOTAL SOURCES	$ -	$ -	$ 738,716	$ 738,716	0.0%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 701,475	$ 701,475	0.0%
	TOTAL USES	$ -	$ -	$ 701,475	$ 701,475	0.0%

Customer Service Activity

The purpose of the Customer Service Activity is to provide responsive flood hazard and mitigation advisory information services to the general public, government agencies and other entities so they can make informed development decisions and be protected from loss of life and property damage due to flooding.

Mandates: Activity not mandated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of customers surveyed who were satisfied with the service/information that they received	Not Reported	Not Reported	90.0%	0.0%	0.0%
Output	Number of customer information requests completed	Not Reported	Not Reported	10,000	-	0.0%
Demand	Number of customer information requests received	Not Reported	Not Reported	10,000	-	0.0%
Efficiency	Total Activity expenditure per citizen information request response provided	Not Reported	Not Reported	$ 41.14	$ -	0.0%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 411,367	$ 411,367	0.0%
	TOTAL SOURCES	$ -	$ -	$ 411,367	$ 411,367	0.0%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 411,378	$ 411,378	0.0%
	TOTAL USES	$ -	$ -	$ 411,378	$ 411,378	0.0%

Flood Warning Activity

The purpose of the Flood Warning Activity is to provide reliable weather, water level and stream flow information and flood response planning services to public safety managers so they can make public safety decisions in a timely and effective manner.

Mandates: A.R.S. §45-1423 requires the District to operate in accordance with Federal guidance that is normally issued in the form of structure Operating and Maintenance Manuals. The manuals Federally direct the District to operate and maintain the structure and other equipment installed during construction in accordance with the standard in that manual. National Flood Insurance Act of 1968 and related laws require entities such as the District to protect those in a floodplain. In order to fulfill

this requirement, monitoring is required to provide sufficient lead-time to allow evacuation of those in danger.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of days that reliable weather, water level and stream flow information was available	Not Reported	Not Reported	98.0%	0.0%	0.0%
Result	Percent of needed flood response plans that were completed or updated and distributed to agencies	Not Reported	Not Reported	100.0%	0.0%	0.0%
Output	Number of days the sensors were operational	Not Reported	Not Reported	214,262	-	0.0%
Output	Number of flood response plans completed	Not Reported	Not Reported	1	-	0.0%
Demand	Number of days the sensors are needed	Not Reported	Not Reported	218,635	-	0.0%
Demand	Number of flood response plans requested	Not Reported	Not Reported	1	-	0.0%
Efficiency	Total Activity expenditure per flood response plan provided	Not Reported	Not Reported	$ 767,959.00	$ -	0.0%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 767,959	$ 767,959	0.0%
	TOTAL SOURCES	$ -	$ -	$ 767,959	$ 767,959	0.0%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 767,959	$ 767,959	0.0%
	TOTAL USES	$ -	$ -	$ 767,959	$ 767,959	0.0%

Flood Safety Education Activity

The purpose of the Flood Safety Education Activity is to provide flood and storm water safety education services to residents of and visitors to Maricopa County so they can be aware of flood hazards and understand how to avoid injury and loss of life due to flooding.

Mandates: Activity not mandated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of residents and visitors surveyed that understand the media messages and civic presentations about the risks of floods and flood hazards	Not Reported	Not Reported	80.0%	0.0%	0.0%
Output	Number of media messages generated	Not Reported	Not Reported	87,000,000	-	0.0%
Output	Number of school/civic presentations	Not Reported	Not Reported	79	-	0.0%
Demand	Number of media messages planned	Not Reported	Not Reported	87,000,000	-	0.0%
Demand	Number of school/civic presentations requested	Not Reported	Not Reported	79	-	0.0%
Efficiency	Total expenditure per positive media message generated	Not Reported	Not Reported	$ 0.01	$ -	0.0%
Efficiency	Total expenditure per school/civic presentation	Not Reported	Not Reported	$ 7,679.38	$ -	0.0%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 685,643	$ 685,643	0.0%
	TOTAL SOURCES	$ -	$ -	$ 685,643	$ 685,643	0.0%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 606,671	$ 606,671	0.0%
	TOTAL USES	$ -	$ -	$ 606,671	$ 606,671	0.0%

Flood Hazard Identification Program

The purpose of the Flood Hazard Identification Program is to provide flood hazard information and solution services to government entities so they can utilize knowledge of flood hazards to protect the public and infrastructure.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of linear miles of watercourse delineated that will provide floodplain administrators necessary information about the flood hazards and associated risk	Not Reported	Not Reported	95.0%	0.0%	0.0%
Percent of municipalities and public agencies who receive information about flood hazards and associated solutions	Not Reported	Not Reported	38.5%	0.0%	0.0%
Percent of completed Area Drainage Master Studies, Area Drainage Master Plans or Watercourse Master Plans for which elements of the plan or study are implemented	Not Reported	Not Reported	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Floodplain Delineation
- Flood Hazard Planning

Floodplain Delineation Activity

The purpose of the Floodplain Delineation Activity is to provide National Floodplain Insurance Program-based flood hazard identification services to floodplain administrators so they can have the necessary information available to regulate floodplains.

Mandates: A.R.S. §11-821 requires the County to establish a comprehensive long-term county plan for the development ; 48-3605, 48-3606, 48-3609 establishes assistance and rules for floodplain delineations and flood regulations; 48-3616 establishes the requirement for a survey and report of flood control problems and facilities.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of linear miles of watercourse delineated that will provide floodplain administrators necessary information about the flood hazards and associated risk	Not Reported	Not Reported	95.0%	0.0%	0.0%
Output	Number of linear miles of watercourse delineated	Not Reported	Not Reported	180	-	0.0%
Demand	Number of linear miles of watercourse requiring delineation	Not Reported	Not Reported	5,985	-	0.0%
Efficiency	Total Activity expenditure per linear mile of watercourse delineated	Not Reported	Not Reported	$ 15,707.68	$ -	0.0%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 2,827,382	$ 2,827,382	0.0%
	TOTAL SOURCES	$ -	$ -	$ 2,827,382	$ 2,827,382	0.0%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 2,827,382	$ 2,827,382	0.0%
	TOTAL USES	$ -	$ -	$ 2,827,382	$ 2,827,382	0.0%

Flood Hazard Planning Activity

The purpose of the Flood Hazard Planning Activity is to provide flood and erosion hazard identification and flood mitigation services to municipalities and public agencies so they can have the information necessary to mitigate identified flood and erosion hazards.

Mandates: A.R.S. §11-821 requires the County to establish a comprehensive long-term county plan for the development; 48-3609 establishes rules for floodplain delineations and flood regulations including planning; 48-3616 establishes the requirement for a survey and report of flood control problems and facilities.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of completed Area Drainage Master Studies, Area Drainage Master Plans or Watercourse Master Plans for which elements of the plan or study are implemented	Not Reported	Not Reported	100.0%	0.0%	0.0%
Result	Percent of municipalities and public agencies who receive information about flood hazards and associated solutions	Not Reported	Not Reported	38.5%	0.0%	0.0%
Output	Number of square miles of watershed where Area Drainage Master Studies were completed this fiscal year	Not Reported	Not Reported	511	-	0.0%
Output	Number of square miles of watershed where Area Drainage Master Plans were completed this fiscal year	Not Reported	Not Reported	690	-	100.0%
Output	Number of linear miles of watercourse where Watercourse Master Plans were completed this fiscal year	Not Reported	Not Reported	18	-	200.0%
Demand	Total number of square miles of watershed identified for Area Drainage Master Studies	Not Reported	Not Reported	3,738	-	500.0%
Demand	Total number of square miles of watershed identified for Area Drainage Master Plans	Not Reported	Not Reported	3,738	-	600.0%
Demand	Total number of linear miles of watercourse identified for Watercourse Master Plans	Not Reported	Not Reported	18	-	700.0%
Efficiency	Total expenditures per square mile of watershed where Area Drainage Master Studies were completed this fiscal year	Not Reported	Not Reported	$ 9,669.82	$ -	800.0%
Efficiency	Total expenditures per square mile of watershed where Area Drainage Master Plans were completed this fiscal year	Not Reported	Not Reported	$ 7,161.27	$ -	900.0%
Efficiency	Total expenditure per linear mile of watercourse where Watercourse Master Plans were completed this fiscal year	Not Reported	Not Reported	$ 282,358.80	$ -	1000.0%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 4,883,065	$ 4,883,065	0.0%
	TOTAL SOURCES	$ -	$ -	$ 4,883,065	$ 4,883,065	0.0%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 4,941,279	$ 4,941,279	0.0%
	TOTAL USES	$ -	$ -	$ 4,941,279	$ 4,941,279	0.0%

Flood Hazard Remediation Program

The purpose of the Flood Hazard Remediation Program is to provide structural and non-structural flood hazard protection services to the public so they can live with minimal risk of loss of life or property damage due to flooding.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of square miles of area that receive physical protection benefits from projects completed in this fiscal year as identified in the five-year Capital Improvement Program	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of Capital Improvement Program budget expended this fiscal year	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of Priority 1 Work Orders for critical maintenance tasks that directly impact the immediate safety of Maricopa County residents and visitors completed within an average of 14 calendar days.	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of non-immediate safety Priority 1 completed within an average of 90 calendar days.	Not Reported	66.7%	66.7%	0.0%	0.0%
Percent of District dams identified by the Arizona Department of Water Resources with no dam safety deficiencies.	Not Reported	77.3%	77.3%	0.0%	0.0%
Percent of the dam safety budget expended this fiscal year to keep dams operating safely and functioning properly	Not Reported	100.0%	100.0%	0.0%	0.0%
Percent of projects in five-year Capital Improvement Program implemented with multi-purpose opportunities and enhancements	Not Reported	9.8%	9.8%	0.0%	0.4%

Activities that comprise this program include:

- Dam Safety
- Flood Infrastructure Multi-Purpose Enhancement
- Flood Control Capital Projects
- Flood Control Structure Maintenance

Dam Safety Activity

The purpose of the Dam Safety Activity is to provide risk management and risk reduction services to the population of Maricopa County downstream of the District's 22 flood control dams so they can experience the long-term benefits of flood protection provided by the dams.

Mandates: A.R.S. §45-1212 provides that the State's director of water resources issue rules and orders necessary to secure maintenance and operation of dams which will safeguard life and property; 48-1423 gives power to Maricopa County to cooperate with the federal government in flood control projects; 48-3608 establishes that the director is designated as the state coordinator of the national flood insurance program to assist local jurisdictions in complying with the requirements of such program and state law; 48-3609 establishes assistance and rules for floodplain delineations and flood regulations.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of District dams identified by the Arizona Department of Water Resources with no dam safety deficiencies.	Not Reported	Not Reported	77.3%	0.0%	0.0%
Result	Percent of the dam safety budget expended this fiscal year to keep dams operating safely and functioning properly	Not Reported	Not Reported	100.0%	0.0%	0.0%
Output	Number of Dam Rehabilitation Projects completed this fiscal year	Not Reported	Not Reported	4	-	0.0%
Output	Number of Dam Repair Projects completed this fiscal year	Not Reported	Not Reported	3	-	0.0%
Output	Number of Dam Assessments completed.	Not Reported	Not Reported	22	-	0.0%
Demand	Number of Dam Rehabilitation identified for completion this fiscal year	Not Reported	Not Reported	3	-	0.0%
Demand	Number of Dam Repair Projects identified for completion this fiscal year	Not Reported	Not Reported	4	-	0.0%
Demand	Number of Dam Assessments scheduled.	Not Reported	Not Reported	22	-	0.0%
Efficiency	Total expenditure per mile of District dams for assessments.	Not Reported	Not Reported	$ 49,254.44	$ -	0.0%
Efficiency	Total expenditure per mile of District dams for repairs and rehabilitation.	Not Reported	Not Reported	$ 175,126.89	$ -	0.0%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 3,101,466	$ 3,101,466	0.0%
	TOTAL SOURCES	$ -	$ -	$ 3,101,466	$ 3,101,466	0.0%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 3,152,284	$ 3,152,284	0.0%
	TOTAL USES	$ -	$ -	$ 3,152,284	$ 3,152,284	0.0%

Flood Infrastructure Multi-Purpose Enhancement Activity

The purpose of the Flood Infrastructure Multi-Purpose Enhancement Activity is to provide opportunities for multi-use services to District project partners so they can receive added value and benefits from flood control projects.

Mandates: Activity not mandated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of projects in five-year Capital Improvement Program implemented with multi-purpose opportunities and enhancements	Not Reported	Not Reported	9.8%	0.0%	0.0%
Output	Number of projects with multi-purpose opportunities and enhancements completed this fiscal year.	Not Reported	Not Reported	6.00	-	0.0%
Demand	Number of projects with multi-purpose opportunities and enhancements identified in the five year Capital Improvement Program.	Not Reported	Not Reported	34.00	-	0.0%
Efficiency	Total District expenditures per acre for multi-purpose project features	Not Reported	Not Reported	$ 9,094.27	$ -	0.0%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 1,373,229	$ 1,373,229	0.0%
	TOTAL SOURCES	$ -	$ -	$ 1,373,229	$ 1,373,229	0.0%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 1,373,235	$ 1,373,235	0.0%
	TOTAL USES	$ -	$ -	$ 1,373,235	$ 1,373,235	0.0%

Flood Control Capital Projects Activity

The purpose of the Flood Control Capital Projects Activity is to provide structural and non-structural flood protection services to residents of and visitors to Maricopa County so they can have increased physical protection from injury, loss of life, and property damage due to flooding.

Mandates: A.R.S. §45-1423 and 45-1424 gives power to Maricopa County to cooperate with the federal government in flood control projects; 48-3616 establishes that the chief engineer develop a survey and report of flood control problems and facilities.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of square miles of area that receive physical protection benefits from projects completed in this fiscal year as identified in the five-year Capital Improvement Program	Not Reported	Not Reported	100.0%	0.0%	0.0%
Result	Percent of Capital Improvement Program budget expended this fiscal year	Not Reported	Not Reported	100.0%	-	0.0%
Output	Number of square miles of area benefited by projects completed	Not Reported	Not Reported	107	-	0.0%
Output	Number of flood control projects completed	Not Reported	Not Reported	13	-	0.0%
Demand	Number of projects scheduled in five-year Capital Improvement Program this fiscal year	Not Reported	Not Reported	52	-	0.0%
Demand	Number of square miles of area benefited by projects scheduled in five-year Capital Improvement Program this fiscal year	Not Reported	Not Reported	609	-	0.0%
Efficiency	Total expenditure per square mile of area benefited by projects completed	Not Reported	Not Reported	$ 24,959.76	$ -	0.0%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 2,678,542	$ 2,678,542	0.0%
	TOTAL SOURCES	$ -	$ -	$ 2,678,542	$ 2,678,542	0.0%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 2,660,710	$ 2,660,710	0.0%
	TOTAL USES	$ -	$ -	$ 2,660,710	$ 2,660,710	0.0%

Flood Control Structure Maintenance Activity

The purpose of the Flood Control Structure Maintenance Activity is to provide flood control infrastructure maintenance services that meet federal, state and local safety and operational standards to residents and visitors of Maricopa County so they can experience protection from flooding as a consequence of safe and well maintained flood control structures.

Mandates: A.R.S. §45-1212 provides that the State's director of water resources issue rules and orders necessary to secure maintenance and operation of dams which will safeguard life and property; 48-1423 gives power to Maricopa County to cooperate with the federal government in flood control projects; 48-3608 establishes that the director is designated as the state coordinator of the national flood insurance program to assist local jurisdictions in complying with the requirements of such program and state law; 48-3609 establishes assistance and rules for floodplain delineations and flood regulations.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Priority 1 Work Orders for critical maintenance tasks that directly impact the immediate safety of Maricopa County residents and visitors completed within an average of 14 calendar days.	Not Reported	Not Reported	100.0%	0.0%	0.0%
Result	Percent of non-immediate safety Priority 1 completed within an average of 90 calendar days.	Not Reported	Not Reported	66.7%	0.0%	0.0%
Output	Total number of Work Orders completed.	Not Reported	Not Reported	500	-	0.0%
Demand	Total number of Work Order requests submitted	Not Reported	Not Reported	611	-	0.0%
Efficiency	Total activity expenditure per Work Order completed (labor/materials).	Not Reported	Not Reported	$ 12,963.32	$ -	0.0%
Revenue						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 6,456,664	$ 6,456,664	0.0%
	TOTAL SOURCES	$ -	$ -	$ 6,456,664	$ 6,456,664	0.0%
Expenditure						
	988 - PUBLIC WORKS FLOOD CONTROL	$ -	$ -	$ 6,481,662	$ 6,481,662	0.0%
	TOTAL USES	$ -	$ -	$ 6,481,662	$ 6,481,662	0.0%

Appropriated Budget Reconciliations

Transportation Grants (223)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 1,170,760**	**$ 1,170,760**
FY 2007-08 REVISED RESTATED BUDGET	**$ 1,170,760**	**$ 1,170,760**
FY 2008-09 BUDGET TARGET	**$ 1,170,760**	**$ 1,170,760**
REQUESTED ADJUSTMENTS:		
Reduction in AZTECH Connectivity and REACT Grants	$ (505,452)	$ (505,452)
Subtotal	$ (505,452)	$ (505,452)
FY 2008-09 REQUESTED BUDGET	**$ 665,308**	**$ 665,308**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 665,308**	**$ 665,308**
PERCENT CHANGE FROM TARGET AMOUNT	*-43.2%*	*-43.2%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 665,308**	**$ 665,308**

Transportation Operations (232)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 123,435,644**	**$ 118,605,562**
MID-YEAR ADJUSTMENTS:		
FY 2007-08 Budget Balancing Plan	$ (156,602)	$ -
Subtotal	$ (156,602)	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 123,279,042**	**$ 118,605,562**
TARGET ADJUSTMENTS:		
State-Shared Vehicle License Tax	$ -	$ 92,491
HURF	-	7,458,984
Increase in Transfer to Transportation Capital Project Fund (234)	2,983,847	-
Technicians, Public Communications, and Program and Operations Market Studies	50,749	-
FY 2007-08 Budget Balancing Plan	(156,601)	-
Restatement to Non-Operating - Transfer to Transportation Capital Projects Fund (234)	(62,578,351)	-
Subtotal	$ (59,700,356)	$ 7,551,475
FY 2008-09 BUDGET TARGET	**$ 63,578,686**	**$ 126,157,037**
REQUESTED ADJUSTMENTS:		
State-Shared Vehicle License Tax	$ -	$ (92,491)
HURF	-	(7,458,984)
Reduction in Construction Plan Review and Development Proposal Fees	-	(123,193)
Request Under Target	(1)	-
Subtotal	$ (1)	$ (7,674,668)
FY 2008-09 REQUESTED BUDGET	**$ 63,578,685**	**$ 118,482,369**
RECOMMENDED ADJUSTMENTS:		
Forecasted State-Shared Vehicle License Tax Revenue	$ -	$ 92,491
Forecasted HURF Revenue	-	7,458,984
Subtotal	$ -	$ 7,551,475
FY 2008-09 RECOMMENDED OPERATING BUDGET	**$ 63,578,685**	**$ 126,033,844**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
NON-OPERATING		
NON-OPERATING 0001		
Restatement from Operating - Transfer to Transportation Capital Projects Fund (234)	$ 62,578,351	$ -
Increase in Fund Transfer to Transportation Capital Projects Fund (234)	12,170,657	-
Subtotal	$ 74,749,008	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET	**$ 74,749,008**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 138,327,693**	**$ 126,033,844**

Transportation Capital Projects (234)

		EXPENDITURES	REVENUE
NON-OPERATING			
NON-OPERATING 0001			
Fund Transfer from Transportation Operations Fund (232)		$ -	$ 74,748,984
	Subtotal	$ -	$ 74,748,984
TRANSPORTATION PROJECTS			
Administration (TADM)		$ 12,524,998	$ -
County Arterials (ARTS)		27,490,000	7,673,440
Bridge Preservation (BRIG)		3,290,000	-
Planning (TPLN)		1,630,000	-
Dust Mitigation (DMIT)		10,885,500	1,007,500
Partnerships (PSUP)		10,011,000	940,334
Intelligent Transportation Systems (INTL)		1,510,000	-
MAG ALCP Projects (ALCP)		16,780,000	9,308,934
Pavement Preservation (PAVE)		6,280,000	-
Right-of-way (RWAY)		2,150,000	-
Safety Projects (SAFE)		580,000	-
Traffic Improvements (TIMP)		11,545,502	1,173,752
	Subtotal	$ 104,677,000	$ 20,103,960
FY 2008-09 ADOPTED NON-OPERATING BUDGET		**$ 104,677,000**	**$ 94,852,944**
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 104,677,000**	**$ 94,852,944**

Waste Tire (290)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 6,844,916**	**$ 5,455,000**
FY 2007-08 REVISED RESTATED BUDGET	**$ 6,844,916**	**$ 5,455,000**
TARGET ADJUSTMENTS:		
One Time - Infrastructure for Waste Tire Collection Sites	$ (1,950,000)	$ -
Subtotal	$ (1,950,000)	$ -
FY 2008-09 BUDGET TARGET	**$ 4,894,916**	**$ 5,455,000**
REQUESTED ADJUSTMENTS:		
Increase in State Revenue for Waste Tire Recycling Fees	$ -	$ 275,000
Increase in Contract with CRM for Tire Disposal	225,250	-
Increase in Administrative Personnel Allocation from Waste Management Fund (580)	71,630	-
West Side Waste Tire Site Surcharge	538,202	-
Subtotal	$ 835,082	$ 275,000
FY 2008-09 REQUESTED BUDGET	**$ 5,729,998**	**$ 5,730,000**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 5,729,998**	**$ 5,730,000**
PERCENT CHANGE FROM TARGET AMOUNT	*17.1%*	*0.0%*
NON-OPERATING		
NON-OPERATING 0001		
Transfer to Intergovernmental Capital Projects Fund (422) for Transfer Station Construction	$ 975,000	$ -
Subtotal	$ 975,000	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET	**$ 975,000**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 6,704,998**	**$ 5,730,000**

Solid Waste Management (580)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ 1,557,209**	**$**	**595,000**
MID-YEAR ADJUSTMENTS:				
FY 2007-08 Budget Balancing Plan		$ (5,322)	$	-
	Subtotal	$ (5,322)	$	-
FY 2007-08 REVISED RESTATED BUDGET		**$ 1,551,887**	**$**	**595,000**
FY 2008-09 BUDGET TARGET		**$ 1,551,887**	**$**	**595,000**
REQUESTED ADJUSTMENTS:				
Increase in Fee Revenue - New Transfer Stations		$ -	$	100,000
Increase in Interest Revenue		-		105,000
Increase in Fees for the Hassayampa Superfund Site		60,487		-
	Subtotal	$ 60,487	$	205,000
FY 2008-09 REQUESTED BUDGET		**$ 1,612,374**	**$**	**800,000**
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 1,612,374**	**$**	**800,000**
PERCENT CHANGE FROM TARGET AMOUNT		*3.9%*		*0.0%*
NON-OPERATING				
NON-OPERATING 0001				
Transfer to Intergovernmental Capital Projects Fund (422) for Transfer Station Construction		$ 975,000	$	-
Closure of Queen Creek Landfill		4,000,000		-
Landfill Repair at Aguila and Cave Creek		120,000		-
Repairs to Drainage at Gilbert Landfill		740,000		-
Drill New Well at Cave Creek Landfill		100,000		-
Cave Creek Flare Station Repair		75,000		-
	Subtotal	$ 6,010,000	$	-
FY 2008-09 ADOPTED NON-OPERATING BUDGET		**$ 6,010,000**	**$**	**-**
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 7,622,374**	**$**	**800,000**

Public Works – Flood Control (988)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ -**	**$ -**
FY 2007-08 REVISED RESTATED BUDGET	**$ -**	**$ -**
FY 2008-09 BUDGET TARGET	**$ 35,962,286**	**$ 35,962,287**
FY 2008-09 REQUESTED BUDGET	**$ 35,962,286**	**$ 35,962,287**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 35,962,286**	**$ 35,962,287**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 35,962,286**	**$ 35,962,287**

Recorder

Analysis by Julia Smith, Management & Budget Analyst

Summary

Mission

The mission of the Recorders Office is to maintain a perpetual, comprehensive set of public records consisting of all documents appropriately presented for recording for the public so that any member of the public can readily access the information to conduct their personal and business activities with the assurance that, where appropriate, privacy will be protected and that their transactions were executed in accordance with the law.

Vision

Our vision is to be the most productive recording office with the best customer service and the best solutions for recording documents and accessing public records.

Strategic Goals

- **By June 30, 2008, increase the percentage of documents recorded from digital and electronic sources by 5% per fiscal year of total recordings compared to 46.73% at June 30, 2006.**

  Status: Between July 1, 2007, and June 30, 2008, the Recorders Office recorded a total of 1,178,625 documents, of which 666,190 were from digital and electronic sources. This equates to 56.5% of all documents being recorded digitally and electronically by June 30, 2008. The department is approaching its goal.

- **By December 31, 2007, implement selective block information from public view.**

  Status: The department completed the redaction project which provides selective block information from public view in August of 2007.

- **By December 31, 2007, increase the percentage of eligible customers who submit recorded documents electronically from 22.9% at November 30, 2006 to 27.0%.**

  Status: The percentage of eligible customers who submit recorded documents electronically has significantly changed primarily due to the revision in Arizona Revised Statutes, and redefining a “trusted submitter”. This is reflected in the increase of documents which are being submitted from digital and electronic sources as seen in our first goal. The Recorder’s Office currently has 649 active customers of which 266 process documentation digitally, 264 are in a test environment to become digital, and 119 are non-digital. This reflects to 40.9% of our active customers submitting recorded documents electronically.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
REVENUE							
36RP - RECORDER'S PROGRAM	$ 14,004,892	$ 13,245,997	$ 13,245,997	$ 9,454,782	$ 8,454,750	$ (4,791,247)	-36.2%
DCOP - DOCUMENT OPERATIONS	12,677,892	12,000,001	12,000,001	8,499,200	7,620,750	(4,379,251)	-36.5%
MOUT - MAILOUT	634,974	600,000	600,000	409,864	360,000	(240,000)	-40.0%
MCRO - MICROGRAPHICS	115,094	94,999	94,999	101,364	90,000	(4,999)	-5.3%
PASS - PUBLIC ASSISTANCE	576,932	550,997	550,997	444,354	384,000	(166,997)	-30.3%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 3	$ 3	$ -	$ 3	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	-	3	3	-	3	-	0.0%
99IT - INFORMATION TECHNOLOGY	$ 6,620,203	$ 6,300,000	$ 6,300,000	$ 4,700,336	$ 4,429,134	$ (1,870,866)	-29.7%
BUAS - BUSINESS APPLICATION DEVELOP	6,620,203	6,300,000	6,300,000	4,700,336	4,429,134	(1,870,866)	-29.7%
TOTAL PROGRAMS	$ 20,625,094	$ 19,546,000	$ 19,546,000	$ 14,155,118	$ 12,883,887	$ (6,662,113)	-34.1%
EXPENDITURES							
36RP - RECORDER'S PROGRAM	$ 1,990,093	$ 3,283,000	$ 3,270,739	$ 2,090,577	$ 1,933,942	$ 1,336,797	40.9%
DCOP - DOCUMENT OPERATIONS	888,180	1,892,275	1,892,273	1,216,969	809,983	1,082,290	57.2%
MOUT - MAILOUT	400,234	546,939	534,685	405,693	500,719	33,966	6.4%
MCRO - MICROGRAPHICS	464,113	485,401	485,409	212,070	348,737	136,672	28.2%
PASS - PUBLIC ASSISTANCE	237,567	358,385	358,372	255,845	274,503	83,869	23.4%
99AS - ADMINISTRATIVE SERVICES	$ 716,716	$ 657,375	$ 657,376	$ 796,960	$ 717,720	$ (60,344)	-9.2%
ODIR - EXECUTIVE MANAGEMENT	516,510	459,922	459,922	528,280	428,082	31,840	6.9%
FSAC - FINANCIAL SERVICES	85,005	81,914	81,915	104,685	116,500	(34,585)	-42.2%
HRAC - HUMAN RESOURCES	66,655	61,748	61,748	98,444	107,273	(45,525)	-73.7%
PROC - PROCUREMENT	48,545	53,791	53,791	65,551	65,865	(12,074)	-22.4%
99GV - GENERAL GOVERNMENT	$ 4,762	$ 6,816	$ 6,816	$ 4,652	$ 10,320	$ (3,504)	-51.4%
ISFC - INTERNAL SERVICE FUND CHARGES	4,762	6,816	6,816	4,652	10,320	(3,504)	-51.4%
99IT - INFORMATION TECHNOLOGY	$ 10,624,982	$ 5,066,400	$ 5,078,945	$ 5,305,107	$ 4,120,026	$ 958,919	18.9%
BUAS - BUSINESS APPLICATION DEVELOP	9,816,961	4,467,698	4,480,253	4,710,145	2,906,715	1,573,538	35.1%
DACR - DATA CENTER	785,178	598,702	598,692	387,571	400,000	198,692	33.2%
DESK - DESKTOP SUPPORT	-	-	-	-	239,000	(239,000)	0.0%
HDSP - HELP DESK SUPPORT	22,843	-	-	207,391	574,311	(574,311)	0.0%
TOTAL PROGRAMS	$ 13,336,553	$ 9,013,591	$ 9,013,876	$ 8,197,296	$ 6,782,008	$ 2,231,868	24.8%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 18,821,840	$ 18,000,002	$ 18,000,002	$ 12,970,060	$ 11,940,002	$ (6,060,000)	-33.7%
SUBTOTAL	$ 18,821,840	$ 18,000,002	$ 18,000,002	$ 12,970,060	$ 11,940,002	$ (6,060,000)	-33.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 476,255	$ 300,000	$ 300,000	$ 229,476	$ 109,134	$ (190,866)	-63.6%
0650 - MISCELLANEOUS REVENUE	1,327,000	1,245,998	1,245,998	955,582	834,751	(411,247)	-33.0%
SUBTOTAL	$ 1,803,255	$ 1,545,998	$ 1,545,998	$ 1,185,058	$ 943,885	$ (602,113)	-38.9%
TOTAL SOURCES	$ 20,625,094	$ 19,546,000	$ 19,546,000	$ 14,155,118	$ 12,883,887	$ (6,662,113)	-34.1%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 3,094,348	$ 3,472,149	$ 3,482,436	$ 3,165,580	$ 3,358,141	$ 124,295	3.6%
0705 - TEMPORARY PAY	22,676	18,471	18,471	-	-	18,471	100.0%
0710 - OVERTIME	15,164	42,551	42,551	37,654	10,500	32,051	75.3%
0750 - FRINGE BENEFITS	993,156	1,346,739	1,348,997	1,087,783	1,218,329	130,668	9.7%
0790 - OTHER PERSONNEL SERVICES	12,600	7,000	7,000	20,721	7,740	(740)	-10.6%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	(336)	-	-	
SUBTOTAL	$ 4,137,944	$ 4,886,910	$ 4,899,455	$ 4,311,402	$ 4,594,710	$ 304,745	6.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 519,836	$ 1,058,850	$ 1,058,850	$ 865,929	$ 418,952	$ 639,898	60.4%
0804 - NON-CAPITAL EQUIPMENT	1,384,228	150,000	150,000	72,503	260,000	(110,000)	-73.3%
SUBTOTAL	$ 1,904,064	$ 1,208,850	$ 1,208,850	$ 938,432	$ 678,952	$ 529,898	43.8%
SERVICES							
0810 - LEGAL SERVICES	$ -	$ -	$ -	$ 3,956	$ -	$ -	
0812 - OTHER SERVICES	5,500,255	1,237,516	1,237,516	1,989,342	388,624	848,892	68.6%
0820 - RENT & OPERATING LEASES	17,902	30,732	30,732	21,682	59,632	(28,900)	-94.0%
0825 - REPAIRS AND MAINTENANCE	326,757	69,450	69,450	192,971	94,250	(24,800)	-35.7%
0839 - INTERNAL SERVICE CHARGES	68,964	91,000	91,000	91,282	16,000	75,000	82.4%
0841 - TRAVEL	3,081	2,481	2,481	5,695	3,439	(958)	-38.6%
0842 - EDUCATION AND TRAINING	37,905	62,552	62,552	67,702	55,550	7,002	11.2%
0843 - POSTAGE/FREIGHT/SHIPPING	198,649	262,000	249,740	162,281	249,750	(10)	0.0%
0850 - UTILITIES	2,971	2,100	2,100	700	2,100	-	0.0%
SUBTOTAL	$ 6,156,484	$ 1,757,831	$ 1,745,571	$ 2,535,611	$ 869,345	$ 876,226	50.2%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 1,138,075	$ 1,160,000	$ 1,160,000	$ 411,851	$ 639,000	$ 521,000	$ 0
SUBTOTAL	$ 1,138,075	$ 1,160,000	$ 1,160,000	$ 411,851	$ 639,000	$ 521,000	44.9%
TOTAL USES	$ 13,336,553	$ 9,013,591	$ 9,013,876	$ 8,197,296	$ 6,782,008	$ 2,231,868	24.8%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 14,004,892	$ 13,246,000	$ 13,246,000	$ 9,454,782	$ 8,454,753	$ (4,791,247)	-36.2%
236 - RECORDERS SURCHARGE	$ 6,620,203	$ 6,300,000	$ 6,300,000	$ 4,700,336	$ 4,429,134	$ (1,870,866)	-29.7%
SPECIAL REVENUE - OTHER	$ 6,620,203	$ 6,300,000	$ 6,300,000	$ 4,700,336	$ 4,429,134	$ (1,870,866)	-29.7%
TOTAL SPECIAL REVENUE	$ 6,620,203	$ 6,300,000	$ 6,300,000	$ 4,700,336	$ 4,429,134	$ (1,870,866)	-29.7%
TOTAL FUNDS	$ 20,625,094	$ 19,546,000	$ 19,546,000	$ 14,155,118	$ 12,883,887	$ (6,662,113)	-34.1%
USES							
100 - GENERAL	$ 2,246,574	$ 2,638,611	$ 2,626,351	$ 2,445,374	$ 2,279,710	$ 346,641	13.2%
236 - RECORDERS SURCHARGE	$ 11,089,979	$ 6,374,980	$ 6,387,525	$ 5,751,922	$ 4,502,298	$ 1,885,227	29.5%
SPECIAL REVENUE - OTHER	$ 11,089,979	$ 6,374,980	$ 6,387,525	$ 5,751,922	$ 4,502,298	$ 1,885,227	29.5%
TOTAL SPECIAL REVENUE	$ 11,089,979	$ 6,374,980	$ 6,387,525	$ 5,751,922	$ 4,502,298	$ 1,885,227	29.5%
TOTAL FUNDS	$ 13,336,553	$ 9,013,591	$ 9,013,876	$ 8,197,296	$ 6,782,008	$ 2,231,868	24.8%

General Adjustments

Salary Savings: Six positions remain vacant in lieu of eliminating them totaling for a savings of $266,838. One additional position was reallocated to the Recorder's Surcharge Fund totaling $73,166.

Programs and Activities

Recorder's Program

The purpose of the Recorders program is to maintain a perpetual, comprehensive set of public records consisting of all documents appropriately presented for recording for the public so that any member of the public can readily access the information to conduct their personal and business activities with the

assurance that, where appropriate, privacy will be protected and that their transactions were executed in accordance with the law.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of documents incorrectly recorded	Not Reported	0.5%	0.5%	0.0%	0.0%
The percentage of daily CD Master Reports completed within three work days following presentation	Not Reported	99.5%	99.5%	0.0%	0.0%
Percent of all copy requests of fewer than 10 pages completed within one hour and of all larger requests completed within 24 hours	Not Reported	99.9%	99.9%	0.0%	0.0%

Activities that comprise this program include:

- Document Operations
- Micrographics
- Mail out
- Public Assistance

Document Operations Activity

The purpose of the Document Operations Activity is to provide a public record of transactions for the general public so that they can conduct their personal and business activities expeditiously with the assurance that their transactions were executed in accordance with the law.

Mandates: A.R.S. §11-461 establishes that the Recorder shall have custody of and shall keep all records, maps and papers deposited in the Recorder's Office, instruments offered for Recording, record identification to uniquely identify each instrument and to fix its position within the sequence of recordings, and record location to enable each instrument to be retrieved for purposes of inspection; A.R.S. §11-462 establishes the numeration of indices: A.R.S. §11-463 establishes the manner of keeping indices; A.R.S. §11-464 establishes that the Recorder shall record master forms in the official records, indexing the forms in such manner that they can be easily located; A.R.S. §11-465 establishes that the Recorder shall record, without fee, the discharge papers of officers and enlisted personnel of the military and naval forces of the United States; A.R.S. §11-466 establishes the Recorder shall file and record the certified copies of judgments affecting real property; A.R.S. §11-468 establishes place of recording instruments; A.R.S. §11-469 establishes the instruments are deemed recorded by indicating the time (hour, day, month and year of recording) and the record identification of the instrument; A.R.S. §11-470 establishes when an instrument authorized by law to be recorded is deposited in the recorder's office for record, the recorder shall give to the person depositing the instrument, if required, a receipt specifying the particulars thereof; A.R.S. §11-471 establishes the manner of recording; A.R.S. §11-472 establishes keeping of blotter; A.R.S. §11-473 establishes the inspection of records by any person; A.R.S. §11-474 establishes certification of copies of documents; A.R.S. §11-475 establishes the Recorder’s fees; A.R.S. §11-476 establishes the preservation of County records, transcription and certification; A.R.S. §11-477 establishes the liability for neglect or misfeasance; A.R.S. §11-478 establishes the reproduction and microphotography of records; A.R.S. §11-479 establishes the requirements and exceptions for destruction of records; A.R.S. §11-480 establishes the requirements for form of instruments; A.R.S. §11-481 establishes title and size prerequisites for recording maps and plats, recording fees, and exceptions; A.R.S. §11-482 establishes any recorded instrument may be incorporated by reference and that a legal description be sufficient to determine the physical location of real property; A.R.S. §11-483 establishes definitions for confidentiality for records maintained by County Recorder.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of documents incorrectly recorded	Not Reported	0.5%	0.5%	0.0%	0.0%
Output	Number of documents recorded	1,596,900	1,561,500	1,561,500	-	0.0%
Output	Number of recorded documents indexed	Not Reported	1,596,900	1,596,900	-	0.0%
Demand	Number of recorded documents presented for indexing	1,596,900	1,596,900	1,596,900	-	0.0%
Demand	Number of documents presented for recording	1,561,500	1,561,500	1,561,500	-	0.0%
Efficiency	Cents per document recorded	$ 0.56	$ 0.78	$ 0.52	$ 0.26	33.4%
Revenue						
	100 - GENERAL	$ 12,677,892	$ 8,499,200	$ 7,620,750	$ (878,450)	-10.3%
	TOTAL SOURCES	$ 12,677,892	$ 8,499,200	$ 7,620,750	$ (878,450)	-10.3%
Expenditure						
	100 - GENERAL	$ 888,180	$ 937,506	$ 809,983	$ 127,523	13.6%
	236 - RECORDERS SURCHARGE	-	279,463	-	(279,463)	-100.0%
	TOTAL USES	$ 888,180	$ 1,216,969	$ 809,983	$ (406,986)	-33.4%

Mail Out Activity

The purpose of the Mail Out Activity is to provide and prepare outgoing recorded documents for businesses and the general public so that they can receive original documents in a timely manner for business and/or personal use.

Mandates: A.R.S. §11-469 establishes that instrument shall be considered recorded from the time it is accepted for record. The recorder shall certify every instrument so recorded, indicating the hour, day, month and year of recording and the record identification of the instrument. The recorder upon demand shall make and deliver certified copies of instruments recorded in the Recorder's office.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of documents incorrectly processed	Not Reported	0.6%	0.6%	0.0%	0.0%
Output	Number of documents delivered	755,980	755,980	755,980	-	0.0%
Demand	Number of documents recorded for delivery	768,512	768,512	768,512	-	0.0%
Efficiency	Cents per document delivered	$ 0.53	$ 0.54	$ 0.66	$ (0.13)	-23.4%
Revenue						
	100 - GENERAL	$ 634,974	$ 409,864	$ 360,000	$ 49,864	12.2%
	TOTAL SOURCES	$ 634,974	$ 409,864	$ 360,000	$ 49,864	12.2%
Expenditure						
	100 - GENERAL	$ 400,234	$ 405,693	$ 500,719	$ (95,026)	-23.4%
	TOTAL USES	$ 400,234	$ 405,693	$ 500,719	$ (95,026)	-23.4%

Micrographics Activity

The purpose of the Micrographics Activity is to provide film and computer disks for the general public, vendors and title companies so that they may gain access to recorded documents.

Mandates: A.R.S. §11-478 establishes the reproduction and microphotography of records.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	The percentage of daily CD Master Reports completed within three work days following presentation	Not Reported	99.5%	99.5%	0.0%	0.0%
Output	The Number of daily CD Master Reports completed	Not Reported	8,000,000	8,000,000	-	0.0%
Output	Number of documents scanned	35,811,016	10,501,015	10,501,015	-	0.0%
Demand	Number of documents presented for scanning	10,501,015	10,501,015	10,501,015	-	0.0%
Efficiency	Cents cost per document scanned	$ 0.01	$ 0.02	$ 0.03	$ (0.01)	-64.4%
Revenue						
	100 - GENERAL	$ 115,094	$ 101,364	$ 90,000	$ 11,364	11.2%
	TOTAL SOURCES	$ 115,094	$ 101,364	$ 90,000	$ 11,364	11.2%
Expenditure						
	100 - GENERAL	$ 83,242	$ 112,037	$ 108,733	$ 3,304	2.9%
	TOTAL USES	$ 83,242	$ 112,037	$ 108,733	$ 3,304	2.9%

Public Assistance Activity

The purpose of the Public Assistance Activity is to make copies of public records for the general public, title company and service companies so that they can quickly obtain copies of their recorded activities.

Mandates: A.R.S. §11-472 establishes keeping of blotter; A.R.S. §11-473 establishes the inspection of records by any person.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of all copy requests of fewer than 10 pages completed within one hour and of all larger requests completed within 24 hours	Not Reported	99.9%	99.9%	0.0%	0.0%
Output	Number of copies made	210,441	210,441	210,441	-	0.0%
Output	Total number of copy requests	Not Reported	59,315	59,315	-	0.0%
Demand	Number of copies requested	59,315	59,315	59,315	-	0.0%
Efficiency	Cents per copy	$ 1.13	$ 1.22	$ 1.30	$ (0.09)	-7.3%
Revenue						
	100 - GENERAL	$ 576,932	$ 444,354	$ 384,000	$ 60,354	13.6%
	TOTAL SOURCES	$ 576,932	$ 444,354	$ 384,000	$ 60,354	13.6%
Expenditure						
	100 - GENERAL	$ 237,567	$ 255,845	$ 274,503	$ (18,658)	-7.3%
	TOTAL USES	$ 237,567	$ 255,845	$ 274,503	$ (18,658)	-7.3%

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ 2,638,611**	**$**	**13,246,000**
MID-YEAR ADJUSTMENTS:				
Jan. 2008 Administrative Reductions		$ (12,260)	$	-
	Subtotal	$ (12,260)	$	-
FY 2007-08 REVISED RESTATED BUDGET		**$ 2,626,351**	**$**	**13,246,000**
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)		$ -	$	-
Retirement Contributions		-		-
FY 2008-09 Pay for Performance		-		-
Elected Official Salary Increase		5,626		-
Annualization of Jan. 2008 Administrative Reductions		(12,261)		-
	Subtotal	$ (6,635)	$	-
FY 2008-09 BUDGET TARGET		**$ 2,619,716**	**$**	**13,246,000**
BASE ADJUSTMENTS:				
Reduced Forecast of Recording Filings		$ -	$	(4,791,247)
	Subtotal	$ -	$	(4,791,247)
BUDGET BALANCING ADJUSTMENTS:				
Increase Salary Savings to Retain Six (6) Vacant Positions		$ (266,838)	$	-
Transfer One (1) Position to Recorder Surcharge Fund (236)		(73,168)		-
	Subtotal	$ (340,006)	$	-
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 2,279,710**	**$**	**8,454,753**
PERCENT CHANGE FROM TARGET AMOUNT		*-13.0%*		*-36.2%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 2,279,710**	**$**	**8,454,753**

Recorder's Surcharge (236)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 6,374,980**	**$ 6,300,000**
MID-YEAR ADJUSTMENTS:		
Employee Market Compensation Adjustments (Admin Phase II Market Study)	$ 12,545	$ -
Subtotal	$ 12,545	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 6,387,525**	**$ 6,300,000**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Non-Recurring Exp Detail (Phase I Document Conversion Archival Program)	(383,000)	-
Non-Recurring Exp Detail (Phase II Document Conversion Archival Program)	(455,391)	-
Non-Recurring Exp Detail (Business Application Development)	(1,759,000)	-
Subtotal	$ (2,597,391)	$ -
FY 2008-09 BUDGET TARGET	**$ 3,790,134**	**$ 6,300,000**
REQUESTED ADJUSTMENTS:		
Reduced Forecast of Recording Filings	$ -	$ (1,870,866)
Subtotal	$ -	$ (1,870,866)
BUDGET BALANCING ADJUSTMENTS:		
Transfer One (1) Position from the General Fund	$ 73,166	$ -
Subtotal	$ 73,166	$ -
FY 2008-09 RECOMMENDED OPERATING BUDGET	**$ 3,863,300**	**$ 4,429,134**
PERCENT CHANGE FROM TARGET AMOUNT	*1.9%*	*-29.7%*
NON-OPERATING		
NON-OPERATING 0001		
Computer Replacements	$ 165,000	$ -
Printer Replacements	73,998	-
Additional Storage (SAN)	200,000	-
Server Replacements	200,000	-
Subtotal	$ 638,998	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET	**$ 638,998**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 4,502,298**	**$ 4,429,134**

Research and Reporting

Analysis by Maria K. Tutelman, Management & Budget Analyst

Summary

Mission

The mission of the Research & Reporting Department is to provide survey data services to county managers so they can more effectively manage for results using statistically reliable data.

Strategic Goals

- **By June 30, 2009, develop and implement a succession plan to assure continuity of services provided by Research and Reporting.**

  Status: Succession planning is not being pursued at this time due to budget related concerns. A new goal will be developed as part of the strategic business plan update process.

- **By January 1, 2008, acquire a communications system allowing supervisor monitoring of all telephone interviewing conducted in the department.**

  Status: The Department determined that the only economical way for this goal to be met was to collaborate with the STAR Call Center. The Call Center has been looking at different phone systems but that process is currently on hold while the entire county telecommunications system and policies are evaluated and reviewed.

- **By June 30, 2009, complete an evaluation of the desirability and feasibility of conducting the Employee Satisfaction Survey 'on-line'.**

  Status: Initial consultations were made with Superior Court which has purchased software for on-line surveys; Research and Reporting determined that the software would not meet requirements. In addition, Research and Reporting feels that the basic premise of the process is employee involvement and moving to computer based interviewing detracts significantly from the personal involvement required to complete the survey in person. Although software is available from a number of sources that could be programmed to meet requirements, the biggest question is in the desirability of modifying the process to exclude the one on one interaction that has become a major part in the process. Research and Reporting indicated that costs for implementing an on-line process need to be considered due to current budget constraints.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
REVENUE							
46RR - RESEARCH AND REPORTING	$ 6,529	$ -	$ 69,729	$ 119,729	$ -	$ (69,729)	-100.0%
SURV - COUNTY SPONSORED SURVEYS	(58,758)	-	-	-	-	-	
OACS - OUTSIDE AGENCY CONTRACT SURVEY	65,287	-	69,729	119,729	-	(69,729)	-100.0%
TOTAL PROGRAMS	$ 6,529	$ -	$ 69,729	$ 119,729	$ -	$ (69,729)	-100.0%
EXPENDITURES							
46RR - RESEARCH AND REPORTING	$ 194,818	$ 303,462	$ 370,078	$ 349,947	$ 247,209	$ 122,869	33.2%
CDCS - COUNTY DEPT CONTRACTED SURVEYS	(90,632)	-	(92)	(13,054)	-	(92)	100.0%
SURV - COUNTY SPONSORED SURVEYS	285,450	303,462	300,441	302,893	247,209	53,232	17.7%
OACS - OUTSIDE AGENCY CONTRACT SURVEY	-	-	69,729	60,108	-	69,729	100.0%
99AS - ADMINISTRATIVE SERVICES	$ 86,493	$ 73,736	$ 72,806	$ 79,462	$ 79,896	$ (7,090)	-9.7%
ODIR - EXECUTIVE MANAGEMENT	72,879	56,904	56,136	62,878	61,962	(5,826)	-10.4%
FSAC - FINANCIAL SERVICES	6,807	8,416	8,335	8,292	8,967	(632)	-7.6%
HRAC - HUMAN RESOURCES	6,807	8,416	8,335	8,292	8,967	(632)	-7.6%
99GV - GENERAL GOVERNMENT	$ -	$ 1,557	$ 1,557	$ 517	$ 638	$ 919	59.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	1,557	1,557	517	638	919	59.0%
TOTAL PROGRAMS	$ 281,311	$ 378,755	$ 444,441	$ 429,926	$ 327,743	$ 116,698	26.3%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ -	$ -	$ -	$ 119,729	$ -	$ -	
SUBTOTAL	$ -	$ -	$ -	$ 119,729	$ -	$ -	
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ -	$ 69,729	$ -	$ -	$ (69,729)	-100.0%
SUBTOTAL	$ -	$ -	$ 69,729	$ -	$ -	$ (69,729)	-100.0%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	6,529	-	-	-	-	-	
SUBTOTAL	$ 6,529	$ -	$ -	$ -	$ -	$ -	
ALL REVENUES	$ 6,529	$ -	$ 69,729	$ 119,729	$ -	$ (69,729)	-100.0%
TOTAL SOURCES	$ 6,529	$ -	$ 69,729	$ 119,729	$ -	$ (69,729)	-100.0%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 244,080	$ 260,330	$ 256,287	$ 235,914	$ 221,689	$ 34,598	13.5%
0705 - TEMPORARY PAY	34,944	25,103	85,103	103,848	48,036	37,067	0.0%
0710 - OVERTIME	11	-	-	-	-	-	0.0%
0750 - FRINGE BENEFITS	79,938	85,582	89,932	92,570	78,816	11,116	12.4%
0790 - OTHER PERSONNEL SERVICES	3,971	4,000	4,240	6,344	5,000	(760)	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(95,000)	(16,000)	(16,000)	(28,000)	(46,000)	30,000	-187.5%
SUBTOTAL	$ 267,944	$ 359,015	$ 419,562	$ 410,676	$ 307,541	$ 112,021	26.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 5,357	$ 6,000	$ 8,000	$ 5,379	$ 6,000	$ 2,000	25.0%
SUBTOTAL	$ 5,357	$ 6,000	$ 8,000	$ 5,379	$ 6,000	$ 2,000	25.0%
SERVICES							
0812 - OTHER SERVICES	$ 1,547	$ 2,000	$ 2,000	$ 568	$ 2,000	$ -	0.0%
0820 - RENT & OPERATING LEASES	3,373	6,000	6,000	3,428	6,000	-	0.0%
0825 - REPAIRS AND MAINTENANCE	-	1,000	1,000	284	1,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	560	800	2,800	4,448	800	2,000	71.4%
0841 - TRAVEL	784	1,000	2,139	3,072	1,962	177	0.0%
0842 - EDUCATION AND TRAINING	-	1,000	1,000	865	500	500	50.0%
0843 - POSTAGE/FREIGHT/SHIPPING	-	200	200	626	200	-	-
SUBTOTAL	$ 6,263	$ 12,000	$ 15,139	$ 13,291	$ 12,462	$ 2,677	17.7%
CAPITAL							
0950 - DEBT SERVICE	$ 1,738	$ 1,740	$ 1,740	$ 580	$ 1,740	$ -	0%
SUBTOTAL	$ 1,738	$ 1,740	$ 1,740	$ 580	$ 1,740	$ -	0.0%
TOTAL USES	$ 281,302	$ 378,755	$ 444,441	$ 429,926	$ 327,743	$ 116,698	26.3%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 6,529	$ -	$ 69,729	$ 119,729	$ -	$ (69,729)	-100.0%
TOTAL FUNDS	$ 6,529	$ -	$ 69,729	$ 119,729	$ -	$ (69,729)	-100.0%
USES							
100 - GENERAL	$ 281,302	$ 378,755	$ 444,441	$ 429,926	$ 327,743	$ 116,698	26.3%
TOTAL FUNDS	$ 281,302	$ 378,755	$ 444,441	$ 429,926	$ 327,743	$ 116,698	26.3%

Programs and Activities

Research and Reporting Program

The purpose of the Research and Reporting Program is to provide survey data services to County managers and external agencies so they can have statistically valid data upon which to base informed decisions.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of eligible respondents who are interviewed (Rate of Response or Participation Rate)	96.0%	94.1%	94.7%	0.7%	0.7%
% of of eligible respondents who are interviewed (Rate of Reponse or Participation Rate)	72.0%	89.8%	90.9%	1.1%	1.2%
% of eligible respondents who are interviewed (Rate of Response or Participation Rate)	Not Reported	98.1%	Not Reported		

Activities that comprise this program include:

- County Department Contracted Surveys
- County Sponsored Surveys
- Outside Agency Contracted Surveys

County Department Contracted Surveys Activity

The purpose of the County Department Contracted Surveys Activity is to provide survey data to County agencies and departments so they have statistically valid data upon which to base informed decisions.

Mandates: Not mandated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of eligible respondents who are interviewed (Rate of Response or Participation Rate)	96.0%	94.1%	94.7%	0.7%	0.7%
Output	# of interviews conducted	152	887	900	13	1.5%
Demand	Total number of respondents	159	943	950	7	0.7%
Efficiency	Cost per interview	$ (596.28)	$ (14.72)	$ -	$ (14.72)	100.0%
Expenditure						
	100 - GENERAL	$ (90,635)	$ (13,054)	$ -	$ (13,054)	100.0%
	Total Uses	$ (90,635)	$ (13,054)	$ -	$ (13,054)	100.0%

County Sponsored Surveys Activity

The purpose of the County Sponsored Surveys Activity is to collect data from employees and customers and develop reports for County Management so they have statistically valid data upon which to base informed decisions.

Mandates: Not mandated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of of eligible respondents who are interviewed (Rate of Reponse or Participation Rate)	72.0%	89.8%	90.9%	1.1%	1.2%
Output	# of interviews conducted	Not Reported	10,974	10,000	(974)	-8.9%
Output	Number of reports prepared	Not Reported	618	618	-	0.0%
Demand	# of eligible respondents	2,069	12,215	11,000	(1,215)	-9.9%
Efficiency	Cost per interview	Not Reported	$ 27.60	$ 24.72	$ 2.88	10.4%
Expenditure						
	100 - GENERAL	$ 285,448	$ 302,893	$ 247,209	$ 55,684	18.4%
	Total Uses	$ 285,448	$ 302,893	$ 247,209	$ 55,684	18.4%

Base Adjustments:

- Reduce regular pay by $31,117 as part of the budget balancing plan.
- Reduce temporary pay by $11,808 as part of the budget balancing plan.

Outside Agency Contracted Surveys Activity

The purpose of the Outside Agency Contracted Surveys Activity is to assist other government and/or non-profit agencies with their survey data needs so that Maricopa County and its residents can benefit from the data collected.

Mandates: Not mandated.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of eligible respondents who are interviewed (Rate of Response or Participation Rate	Not Reported	98.1%	0.0%	-98.1%	-100.00%
Output	# of interviews conducted	Not Reported	6,208	-	(6,208)	-100.00%
Output	# of reports prepared	Not Reported	27	-	(27)	-100.00%
Demand	# of eligible respondents	Not Reported	6,329	-	(6,329)	-100.00%
Efficiency	Cost per interview	Not Reported	$9.68	$0.00	$9.68	100.00%
Revenue						
	100 - GENERAL	$ 6,529	$ 119,729	$ -	$ (119,729)	-100.0%
	Total Sources	$ 6,529	$ 119,729	$ -	$ (119,729)	-100.0%
Expenditure						
	100 - GENERAL	$ -	$ 60,108	$ -	$ 60,108	100.0%
	Total Uses	$ -	$ 60,108	$ -	$ 60,108	100.0%

The Department is not anticipating conducting any surveys for outside agencies; therefore, a budget was not requested for FY 2008-09.

Appropriated Budget Reconciliation

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 378,755**	**$ -**
MID-YEAR ADJUSTMENTS:		
Employee Market compensation Adjustments (Admin Phase II Market Study)	$ -	$ -
Jan. 2008 Administrative Reductions	(4,043)	-
IGA with Arizona DES Child Care Administration	69,729	69,729
Subtotal	$ 65,686	$ 69,729
FY 2007-08 REVISED RESTATED BUDGET	**$ 444,441**	**$ 69,729**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Annualization of Jan. 2008 Administrative Reductions	(4,043)	-
IGA with Arizona DES Child Care Administration	(69,729)	(69,729)
Subtotal	$ (73,772)	$ (69,729)
FY 2008-09 BUDGET TARGET	**$ 370,669**	**$ -**
FY 2008-09 REQUESTED BUDGET	**$ 370,669**	**$ -**
BUDGET BALANCING ADJUSTMENTS:		
Reduce 1 FTE Program Coordinator Contract Position by .50	$ (31,117)	$ -
Eliminate .50 FTE Office Assistant Temporary Position	(11,809)	-
Subtotal	$ (42,926)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 327,743**	**$ -**
PERCENT CHANGE FROM TARGET AMOUNT	*-11.6%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 327,743**	**$ -**

Risk Management

Analysis by Maria K. Tutelman, Management & Budget Analyst

Summary

Mission

The mission of the Risk Management Department is to provide loss prevention and control programs and direction, insurance, environmental and claims management services to Maricopa County departments, districts and Trust members to reduce or eliminate losses.

Vision

The Risk Management Department will be recognized as a leader and relied upon for a countywide risk management philosophy and culture.

Strategic Goals

- **Each year through 2012, no more than 0.5% of the County's denied workers compensation claims will result from failure to timely provide the third party administrator with necessary human resource information.**

  Status: In FY 2007-08, no (0%) claims were denied due to lack of information. As of the end of first quarter FY 2008-09, the status is the same (0%).

- **By the end of FY06/07, the County's injury incident rate will be reduced by 2% from the prior three year average.**

  Status: This goal has expired, but will be extended.

- **Each year through 2012, the cost of risk (Risk Management expenses divided by the total County's expenses) will be 1% or less.**

  Status: For FY 2007-08, the cost of risk was 1%.

- **Each year though 2012, Risk Management's voluntary, non-retirement employee turnover rate shall not exceed 10%.**

  Status: At the end of FY 2007-08, the rate was 0%.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
REVENUE							
75CR - CLAIMS AND INSURANCE PROGRAM	$ 27,875,096	$ 37,303,357	$ 37,303,357	$ 39,045,362	$ 35,172,043	$ (2,131,314)	-5.7%
ALCI - AUTO LIABILITY	-	1,013,123	1,013,123	1,772,121	1,270,217	257,094	25.4%
APDA - AUTO PROPERTY DAMAGE	-	844,293	844,293	817,055	882,120	37,827	4.5%
GLCI - GENERAL LIABILITY	27,875,096	17,923,582	17,923,582	18,736,868	14,004,650	(3,918,932)	-21.9%
MMCI - MEDICAL MALPRACTICE	-	7,072,906	7,072,906	7,074,013	9,679,515	2,606,609	36.9%
PDCI - PROPERTY DAMAGE	-	1,597,379	1,597,379	1,572,537	1,241,324	(356,055)	-22.3%
UCIP - UNEMPLOYMENT	-	906,382	906,382	921,860	779,915	(126,467)	-14.0%
WADM - WORKERS' COMPENSATION	-	7,945,692	7,945,692	8,150,908	7,314,302	(631,390)	-7.9%
75EM - ENVIRONMENTAL MANAGEMENT PROG	$ 1,424	$ 558,000	$ 558,000	$ -	$ -	$ (558,000)	-100.0%
ENSS - ENVIRONMENTAL MANAGEMENT SVCS	1,424	558,000	558,000	-	-	(558,000)	-100.0%
75SM - SAFETY MANAGEMENT PROGRAM	$ -	$ 755,891	$ 755,891	$ -	$ -	$ (755,891)	-100.0%
SAMA - SAFETY MANAGEMENT SERVICES	-	755,891	755,891	-	-	(755,891)	-100.0%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 460,263	$ 460,263	$ 258,750	$ 1,000,000	$ 539,737	117.3%
BDGT - BUDGETING	-	89,295	89,295	-	-	(89,295)	-100.0%
ODIR - EXECUTIVE MANAGEMENT	-	249,276	249,276	258,750	1,000,000	750,724	301.2%
FSAC - FINANCIAL SERVICES	-	68,771	68,771	-	-	(68,771)	-100.0%
HRAC - HUMAN RESOURCES	-	33,197	33,197	-	-	(33,197)	-100.0%
PROC - PROCUREMENT	-	19,724	19,724	-	-	(19,724)	-100.0%
99GV - GENERAL GOVERNMENT	$ -	$ 194,503	$ 194,503	$ -	$ -	$ (194,503)	-100.0%
CSCA - CENTRAL SERVICE COST ALLOC	-	194,503	194,503	-	-	(194,503)	-100.0%
TOTAL PROGRAMS	$ 27,876,520	$ 39,272,014	$ 39,272,014	$ 39,304,112	$ 36,172,043	$ (3,099,971)	-7.9%
EXPENDITURES							
75CR - CLAIMS AND INSURANCE PROGRAM	$ 31,621,663	$ 34,094,271	$ 34,089,713	$ 33,521,147	$ 36,776,590	$ (2,686,877)	-7.9%
ALCI - AUTO LIABILITY	-	925,967	925,963	1,492,189	1,423,180	(497,217)	-53.7%
APDA - AUTO PROPERTY DAMAGE	-	771,661	770,866	744,344	988,382	(217,516)	-28.2%
GLCI - GENERAL LIABILITY	31,607,663	16,381,675	16,380,853	16,315,766	13,806,541	2,574,312	15.7%
MMCI - MEDICAL MALPRACTICE	-	6,464,447	6,461,515	5,962,857	10,592,347	(4,130,832)	-63.9%
PDCI - PROPERTY DAMAGE	-	1,459,962	1,459,960	1,236,839	1,352,589	107,371	7.4%
UCIP - UNEMPLOYMENT	-	828,409	828,411	834,984	850,259	(21,848)	-2.6%
WADM - WORKERS' COMPENSATION	14,000	7,262,150	7,262,145	6,934,168	7,763,292	(501,147)	-6.9%
75EM - ENVIRONMENTAL MANAGEMENT PROG	$ 507,606	$ 510,001	$ 510,006	$ 532,513	$ 507,841	$ 2,165	0.4%
ENSS - ENVIRONMENTAL MANAGEMENT SVCS	507,606	510,001	510,006	532,513	507,841	2,165	0.4%
75SM - SAFETY MANAGEMENT PROGRAM	$ 632,349	$ 690,864	$ 690,872	$ 679,385	$ 705,201	$ (14,329)	-2.1%
SAMA - SAFETY MANAGEMENT SERVICES	632,349	690,864	690,872	679,385	705,201	(14,329)	-2.1%
99AS - ADMINISTRATIVE SERVICES	$ 165,064	$ 420,665	$ 417,964	$ 499,084	$ 453,403	$ (35,439)	-8.5%
BDGT - BUDGETING	28,974	81,613	81,620	91,475	88,556	(6,936)	-8.5%
ODIR - EXECUTIVE MANAGEMENT	43,691	227,829	225,118	257,454	243,067	(17,949)	-8.0%
FSAC - FINANCIAL SERVICES	54,740	62,855	62,851	90,137	74,144	(11,293)	-18.0%
HRAC - HUMAN RESOURCES	32,026	30,341	30,345	55,491	30,512	(167)	-0.6%
PROC - PROCUREMENT	5,633	18,027	18,030	4,527	17,124	906	5.0%
99GV - GENERAL GOVERNMENT	$ 117,932	$ 177,771	$ 177,771	$ 177,771	$ 181,216	$ (3,445)	-1.9%
CSCA - CENTRAL SERVICE COST ALLOC	117,932	177,771	177,771	177,771	181,216	(3,445)	-1.9%
TOTAL PROGRAMS	$ 33,044,614	$ 35,893,572	$ 35,886,326	$ 35,409,900	$ 38,624,251	$ (2,737,925)	-7.6%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ 5,306,854	$ -	$ -	$ -	$ -	$ -	
SUBTOTAL	$ 5,306,854	$ -	$ -	$ -	$ -	$ -	
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 8,339,342	$ 8,339,342	$ 488,029	$ 242,392	$ (8,096,950)	-97.1%
0635 - OTHER CHARGES FOR SERVICES	-	-	-	7,851,320	8,930,427	8,930,427	
0636 - INTERNAL SERVICE CHARGES	20,693,148	29,932,672	29,932,672	29,932,668	25,999,224	(3,933,448)	-13.1%
SUBTOTAL	$ 20,693,148	$ 38,272,014	$ 38,272,014	$ 38,272,017	$ 35,172,043	$ (3,099,971)	-8.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 1,489,147	$ 1,000,000	$ 1,000,000	$ 1,000,001	$ 1,000,000	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	387,373	-	-	32,094	-	-	
SUBTOTAL	$ 1,876,520	$ 1,000,000	$ 1,000,000	$ 1,032,095	$ 1,000,000	$ -	0.0%
ALL REVENUES	$ 27,876,522	$ 39,272,014	$ 39,272,014	$ 39,304,112	$ 36,172,043	$ (3,099,971)	-7.9%
TOTAL SOURCES	$ 27,876,522	$ 39,272,014	$ 39,272,014	$ 39,304,112	$ 36,172,043	$ (3,099,971)	-7.9%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 1,175,051	$ 1,310,428	$ 1,304,234	$ 1,316,078	$ 1,335,452	$ (31,218)	-2.4%
0705 - TEMPORARY PAY	29,492	-	-	12,331	28,563	(28,563)	0.0%
0710 - OVERTIME	826	8,529	8,529	6,211	-	8,529	0.0%
0750 - FRINGE BENEFITS	323,958	435,548	434,496	374,126	390,091	44,405	10.2%
0790 - OTHER PERSONNEL SERVICES	3,501	1,700	1,700	1,699	1,700	-	0.0%
SUBTOTAL	$ 1,532,828	$ 1,756,205	$ 1,748,959	$ 1,710,445	$ 1,755,806	$ (6,847)	-0.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 45,476	$ 54,000	$ 54,000	$ 54,000	$ 52,350	$ 1,650	3.1%
0803 - FUEL	3,598	5,000	5,000	5,002	4,800	200	4.0%
0804 - NON-CAPITAL EQUIPMENT	12,827	6,000	6,000	8,600	7,000	(1,000)	-16.7%
SUBTOTAL	$ 61,901	$ 65,000	$ 65,000	$ 67,602	$ 64,150	$ 850	1.3%
SERVICES							
0810 - LEGAL SERVICES	$ 6,683,398	$ 6,360,233	$ 6,360,233	$ 7,467,615	$ 6,797,239	$ (437,006)	-6.9%
0812 - OTHER SERVICES	22,335,128	24,732,042	24,732,042	24,291,122	27,287,180	(2,555,138)	-10.3%
0820 - RENT & OPERATING LEASES	15,430	25,500	25,500	25,503	26,800	(1,300)	0.0%
0825 - REPAIRS AND MAINTENANCE	636	1,000	1,000	1,000	1,750	(750)	-75.0%
0830 - INTERGOVERNMENTAL PAYMENTS	526,588	650,000	650,000	650,001	650,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	1,748,668	2,097,492	2,097,492	990,110	1,814,110	283,382	13.5%
0841 - TRAVEL	4,215	7,100	7,100	7,099	7,000	100	0.0%
0842 - EDUCATION AND TRAINING	9,642	7,300	7,300	7,300	11,700	(4,400)	-60.3%
0843 - POSTAGE/FREIGHT/SHIPPING	1,048	1,400	1,400	1,403	1,300	100	0
0873 - SERVICES-ALLOCATION IN	7,357	-	-	-	7,400	(7,400)	
SUBTOTAL	$ 31,332,110	$ 33,882,067	$ 33,882,067	$ 33,441,153	$ 36,604,479	$ (2,722,412)	-8.0%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 117,932	$ 177,771	$ 177,771	$ 177,771	$ 181,216	$ (3,445)	-1.9%
SUBTOTAL	$ 117,932	$ 177,771	$ 177,771	$ 177,771	$ 181,216	$ (3,445)	-1.9%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ -	$ -	$ 3,392	$ -	$ -	
0950 - DEBT SERVICE	-	14,000	14,000	10,608	18,600	(4,600)	0.0%
SUBTOTAL	$ -	$ 14,000	$ 14,000	$ 14,000	$ 18,600	$ (4,600)	0.0%
TOTAL USES	$ 33,044,771	$ 35,895,043	$ 35,887,797	$ 35,410,971	$ 38,624,251	$ (2,736,454)	-7.6%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
675 - RISK MANAGEMENT	$ 27,876,520	$ 39,272,014	$ 39,272,014	$ 39,304,112	$ 36,172,043	$ (3,099,971)	-7.9%
INTERNAL SERVICE	$ 27,876,520	$ 39,272,014	$ 39,272,014	$ 39,304,112	$ 36,172,043	$ (3,099,971)	-7.9%
TOTAL FUNDS	$ 27,876,520	$ 39,272,014	$ 39,272,014	$ 39,304,112	$ 36,172,043	$ (3,099,971)	-7.9%
USES							
675 - RISK MANAGEMENT	$ 33,044,614	$ 35,893,572	$ 35,886,326	$ 35,409,900	$ 38,624,251	$ (2,737,925)	-7.6%
INTERNAL SERVICE	$ 33,044,614	$ 35,893,572	$ 35,886,326	$ 35,409,900	$ 38,624,251	$ (2,737,925)	-7.6%
TOTAL FUNDS	$ 33,044,614	$ 35,893,572	$ 35,886,326	$ 35,409,900	$ 38,624,251	$ (2,737,925)	-7.6%

General Adjustments

Administrative Services: Reduce personal services $1,765 and $18,474, adjusting hours for one full-time Administrative Operations Specialist position and one full-time Claims Adjuster position accordingly as part of the budget balancing plan. Also, reduce supplies and services $22,393 as part of the budget balancing plan.

Programs and Activities

Claims and Insurance Program

The purpose of the Claims and Insurance Program is to provide claims and insurance services to Maricopa County departments, districts, and trust members so they can reduce or manage the cost of claims, expenses, and obtain insurance coverage at the best possible cost to the County.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of County expenditures spent on Risk Management (Cost of Risk)	Not Reported	1.2%	1.5%	0.4%	32.0%

Activities that comprise this program include: General Liability

- Auto Liability
- Medical Malpractice
- Auto Property Damage
- Property Damage
- Unemployment
- Worker's Compensation

General Liability Activity

The purpose of the General Liability Activity is to provide general liability claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain general liability insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of County expenditures spent on Risk Management (Cost of Risk)	Not Reported	1.2%	1.5%	0.4%	32.0%
Output	Number of GL claims closed	Not Reported	1,066	1,066	-	0.0%
Demand	Number of GL claims opened and pending	Not Reported	1,104	1,104	-	0.0%
Efficiency	Cost per GL claim closed	Not Reported	$15,305.60	$12,951.73	$2,353.87	15.4%
Revenue						
	675 - RISK MANAGEMENT	$ 27,875,096	$ 18,736,868	$ 14,004,650	$ (4,732,218)	-25%
	Total Sources	$ 27,875,096	$ 18,736,868	$ 14,004,650	$ (4,732,218)	-25%
Expenditure						
	675 - RISK MANAGEMENT	$ 31,607,663	$ 16,315,766	$ 13,806,541	$ 2,509,225	15%
	Total Uses	$ 31,607,663	$ 16,315,766	$ 13,806,541	$ 2,509,225	15%

The Department's strategic plan was revised in FY 2007-08, therefore, performance data is not available for FY 2006-07 Actual.

Auto Liability Activity

The purpose of the Auto Liability Activity is to provide auto liability claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain auto liability insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD					
Output	# of AL claims closed	Not Reported	110	110	-	0.0%
Demand	Number of AL claims opened and pending	Not Reported	164	164	-	0.0%
Efficiency	Cost per AL claim closed	Not Reported	$ 13,565.35	$ 12,938.00	$ 627.35	4.6%
Revenue						
	675 - RISK MANAGEMENT	$ -	$ 1,772,121	$ 1,270,217	$ (501,904)	-28%
	Total Sources	$ -	$ 1,772,121	$ 1,270,217	$ (501,904)	-28%
Expenditure						
	675 - RISK MANAGEMENT	$ -	$ 1,492,189	$ 1,423,180	$ 69,009	5%
	Total Uses	$ -	$ 1,492,189	$ 1,423,180	$ 69,009	5%

The Department's strategic plan was revised in FY 2007-08, therefore, performance data is not available for FY 2006-07 Actual. Revenue and expenditure budgets were not requested until FY 2007-08 for the new activities identified in the revised strategic plan. Result measure is currently under review as part of the strategic plan update process.

Medical Malpractice Activity

The purpose of the Medical Malpractice Activity is to provide medical malpractice claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain medical malpractice insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD					
Output	Number of MM claims closed	Not Reported	86	86	-	0.0%
Demand	Number of MM claims opened and pending	Not Reported	135	135	-	0.0%
Efficiency	Cost per MM claim closed	Not Reported	$69,335.55	$123,166.83	-$53,831.28	-77.6%
Revenue						
	675 - RISK MANAGEMENT	$ -	$ 7,074,013	$ 9,679,515	$ 2,605,502	37%
	Total Sources	$ -	$ 7,074,013	$ 9,679,515	$ 2,605,502	37%
Expenditure						
	675 - RISK MANAGEMENT	$ -	$ 5,962,857	$ 10,592,347	$ (4,629,490)	-78%
	Total Uses	$ -	$ 5,962,857	$ 10,592,347	$ (4,629,490)	-78%

The Department's strategic plan was revised in FY 2007-08, therefore, performance data is not available for FY 2006-07 Actual. Revenue and expenditure budgets were not requested until FY 2007-08 for the new activities identified in the revised strategic plan. Result measure is currently under review as part of the strategic plan update process.

Auto Property Damage Activity

The purpose of the Auto Property Damage Activity is to provide auto property damage claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain auto property damage insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD					
Output	Number of APD claims closed	Not Reported	434	434	-	0.0%
Demand	Number of APD claims opened and closed	Not Reported	552	552	-	0.0%
Efficiency	Cost per APD claim closed	Not Reported	$1,715.08	$2,277.38	-$562.30	-32.8%
Revenue						
	675 - RISK MANAGEMENT	$ -	$ 817,055	$ 882,120	$ 65,065	8%
	Total Sources	$ -	$ 817,055	$ 882,120	$ 65,065	8%
Expenditure						
	675 - RISK MANAGEMENT	$ -	$ 744,433	$ 988,382	$ (243,949)	-33%
	Total Uses	$ -	$ 744,433	$ 988,382	$ (243,949)	-33%

The Department's strategic plan was revised in FY 2007-08, therefore, performance data is not available for FY 2006-07 Actual. Revenue and expenditure budgets were not requested until FY 2007-08 for the new activities identified in the revised strategic plan. Result measure is currently under review as part of the strategic plan update process.

Property Damage Activity

The purpose of the Property Damage Activity is to provide property damage claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain property damage insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD					
Output	Number of PD claims closed	Not Reported	134	134	-	0.0%
Demand	Number of PD claims opened and pending	Not Reported	153	153	-	0.0%
Efficiency	Cost per PD claim closed	Not Reported	$9,230.14	$10,093.95	-$863.81	-9.4%
Revenue						
	675 - RISK MANAGEMENT	$ -	$ 1,572,537	$ 1,241,324	$ (331,213)	-21%
	Total Sources	$ -	$ 1,572,537	$ 1,241,324	$ (331,213)	-21%
Expenditure						
	675 - RISK MANAGEMENT	$ -	$ 1,236,839	$ 1,352,589	$ (115,750)	-9%
	Total Uses	$ -	$ 1,236,839	$ 1,352,589	$ (115,750)	-9%

The Department's strategic plan was revised in FY 2007-08, therefore, performance data is not available for FY 2006-07 Actual. Revenue and expenditure budgets were not requested until FY 2007-08 for the new activities identified in the revised strategic plan. Result measure is currently under review as part of the strategic plan update process.

Unemployment Activity

The purpose of the Unemployment Activity is to provide unemployment claims oversight and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses.

Mandates: Administrative mandate as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD					
Output	Number of non-protestable claims	Not Reported	590	640	50	8.5%
Demand	Number of unemployment claims	Not Reported	954	1,004	50	5.2%
Efficiency	Cost per non-protestable claim	Not Reported	$1,415.23	$1,328.53	$86.70	6.1%
Revenue						
	675 - RISK MANAGEMENT	$ -	$ 921,860	$ 779,915	$ (141,945)	-15%
	Total Sources	$ -	$ 921,860	$ 779,915	$ (141,945)	-15%
Expenditure						
	675 - RISK MANAGEMENT	$ -	$ 834,984	$ 850,259	$ (15,275)	-2%
	Total Uses	$ -	$ 834,984	$ 850,259	$ (15,275)	-2%

The Department's strategic plan was revised in FY 2007-08, therefore, performance data is not available for FY 2006-07 Actual. Revenue and expenditure budgets were not requested until FY 2007-08 for the new activities identified in the revised strategic plan. Result measure is currently under review as part of the strategic plan update process.

Worker's Compensation Activity

The purpose of the Worker's Compensation Activity is to provide worker's compensation claims oversight and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain workers compensation insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by county governance.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD					
Output	# of claims closed	1,006	1,612	1,612	-	0.0%
Demand	# of claims opened and pending	2,528	1,968	1,968	-	0.0%
Efficiency	Average cost per claim closed	$13.92	$4,301.59	$4,815.94	-$514.34	-12.0%
Revenue						
	675 - RISK MANAGEMENT	$ -	$ 8,150,908	$ 7,314,302	$ (836,606)	-10%
	Total Sources	$ -	$ 8,150,908	$ 7,314,302	$ (836,606)	-10%
Expenditure						
	675 - RISK MANAGEMENT	$ 14,000	$ 6,934,168	$ 7,763,292	I	#VALUE!
	Total Uses	$ 14,000	$ 6,934,168	$ 7,763,292	$ (829,124)	-12%

Result measure is currently under review as part of the strategic plan update process.

Safety Management Program

The purpose of the Employee Development program is to provide safety management services to Maricopa County departments, districts and trust members so they can ensure standards compliance and control and/or prevent losses.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% reduction/increase of County injury incident rate compared to a 3 year average rate	Not Reported	0.8%	4.7%	3.9%	495.3%
% of County employees not injured	Not Reported	95.0%	92.6%	(2.4%)	-2.5%

Activities that comprise this program include:

- Safety Management Services

Safety Management Services Activity

The purpose of the Safety Management Services Activity is to provide consultation, technical, and training services to the Maricopa County departments, districts and trust members so they can ensure standards compliance and control and/or prevent losses.

Mandates: Occupational Safety and Health Administration (OSHA) Compliance Requirement: Section 5(a)(1) of the Occupational Safety and Health Act of 1970, often referred to as the General Duty Clause, requires employers to "furnish to each of his employees employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm to his employees"; OSHA Training requirement: Regulations Standard Section 1926.21(b)(2) requires that the employer shall instruct each employee in the recognition and avoidance of unsafe conditions and the regulations applicable to his work environment to control or eliminate any hazards or other exposure to illness or injury; #49 CFR Transportation Mandates for Commercial Drivers Licensing and Drug & Alcohol Testing.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% reduction/increase of County injury incident rate compared to a 3 year average rate	7.2%	0.8%	4.7%	3.9%	495.3%
Result	% of County employees not injured	99.4%	95.0%	92.6%	(2.4%)	-2.5%
Output	# of County enployees not injured	18,201	17,570	17,590	20	0.1%
Demand	# of County employees	18,311	18,500	19,000	500	2.7%
Efficiency	$ cost per County employee not injured	$8.85	$38.67	$40.09	-$1.42	-3.7%
Expenditure						
	675 - RISK MANAGEMENT	$ 632,349	$ 679,385	$ 705,201	$ (25,816)	-3.8%
	Total Uses	$ 632,349	$ 679,385	$ 705,201	$ (25,816)	-3.8%

The Department's strategic plan was revised in FY 2007-08, therefore, performance data is not available for FY 2006-07 Actual.

Base Adjustments:

- Reduce personal services $11,923 adjusting hourly pay for one full-time position as part of the budget balancing plan.
- Reduce personal services $1,594 eliminating bilingual pay as part of the budget balancing plan.
- Reduce supplies and services $45,100 as part of the budget balancing plan.

Environmental Management Program

The purpose of the Environmental Management program is to provide environmental technical services to Maricopa County departments, districts and trust members so they can minimize or eliminate liabilities.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% reduction/increase in probable environmental liability exposures	Not Reported	1.0%	1.0%	0.0%	0.0%

Activities that comprise this program include:

- Environmental Management Services

Environmental Management Services Activity

The purpose of the Environmental Management Services Activity is to provide environmental management services for Maricopa County departments, districts and trust members so they can identify and mitigate potential liabilities.

Mandates: ARS Title 49 (formerly Title 18) Protection of the Environment – Establishes guidelines for department employees, legal counsel, in addition to powers and duties of the department and director, state wide application of rules, hazardous materials emergency response operations, county regulations, standards, fees, audits, appeals of agency decisions, unpaid amounts, and penalties.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% reduction/increase in probable environmental liability exposures	Not Reported	1.0%	1.0%	0.0%	0.0%
Output	Number of environmental projects closed.	Not Reported	40	40	-	0.0%
Demand	Number of environmental projects open and pending.	Not Reported	20	20	-	0.0%
Efficiency	Cost per output.	Not Reported	$13,312.83	$12,696.03	$616.80	4.6%
Revenue						
	675 - RISK MANAGEMENT	$ 1,424	$ -	$ -		
	Total Sources	$ 1,424	$ -	$ -		
Expenditure						
	675 - RISK MANAGEMENT	$ 507,606	$ 532,513	$ 507,841	$ 24,672	4.6%
	TOTAL USES	$ 507,606	$ 532,513	$ 507,841	$ 24,672	4.6%

Base Adjustments:

- Reduce supplies and services $26,465 as part of budget balancing plan.

Appropriated Budget Reconciliation

Risk Management Fund (675)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 35,893,572**	**$ 39,272,014**
MID-YEAR ADJUSTMENTS:		
Employee Market compensation Adjustments (Admin Phase II Market Study)	$ -	$ -
Jan. 2008 Administrative Reductions	(10,517)	-
Executive Pay Compensation (Effective 11/7/07)	3,271	-
Subtotal	$ (7,246)	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 35,886,326**	**$ 39,272,014**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Annualization of Jan. 2008 Administrative Reductions	(10,517)	-
Annualization of Executive Pay Compensation Eff. FY 08	1,732	-
Subtotal	$ (8,785)	$ -
FY 2008-09 BUDGET TARGET	**$ 35,877,541**	**$ 39,272,014**
REQUESTED ADJUSTMENTS:		
Requested Revenue Below Target Based on Adjustment from Trust Funding Plan	$ -	$ (3,099,971)
Requested Expenditure Above Target Based on New Claims and Related Expenses - Estimated Expenses at 80% Confidence Level	3,131,350	-
Subtotal	$ 3,131,350	$ (3,099,971)
FY 2008-09 REQUESTED BUDGET	**$ 39,008,891**	**$ 36,172,043**
BASE ADJUSTMENTS:		
Net Adjustment to County Counsel Retainer and Outside Counsel Fees	$ (384,640)	$ -
Subtotal	$ (384,640)	$ -
FY 2008-09 REQUESTED ADMINISTRATIVE OPERATING BUDGET	**$ 2,536,021**	**$ -**
BUDGET BALANCING ADJUSTMENTS:		
Reduction in hours 1 FTE Admin/Operations Specialist - Admin Svcs	$ (1,765)	$ -
Reduction in hours 1 FTE Claims Adjuster - Admin Svcs	(18,474)	-
Reduction in Supplies & Services - Admin Svcs	(22,393)	-
Reduction in hourly rate 1 FTE Safety Rep - Safety Mgmt	(11,923)	-
Reduction in Bilingual Pay 1 FTE - Safety Mgmt	(1,594)	-
Reduction in Supplies & Services - Safety Mgnmt	(45,100)	-
Reduction in Supplies & Services - Environmental Management	(26,465)	-
	$ (127,714)	$ -
FY 2008-09 ADOPTED ADMINISTRATIVE OPERATING BUDGET	**$ 2,408,307**	**$ -**
PERCENT CHANGE FROM REQUESTED AMOUNT	*5.0%*	*0.0%*
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 38,624,251**	**$ 36,172,043**
PERCENT CHANGE FROM TARGET AMOUNT	*7.7%*	*-7.9%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 38,624,251**	**$ 36,172,043**

Sheriff

Analysis by Bradley Kendrex, Sr. Management & Budget Analyst

Summary

Mission

The mission of the Maricopa County Sheriff's Office is to provide law enforcement, detention and crime prevention services to the public so they can be safe and secure in our community.

Vision

The Maricopa County Sheriff's Office is a fully integrated law enforcement agency committed to being the leader in establishing the standards for providing professional quality law enforcement, detention, and support services to citizens of Maricopa County and to other criminal justice agencies.

Strategic Goals

- **By June 2008, the Sheriff's Office will be an active participant in one to four technology project teams and will submit one to four supplemental funding requests (RIRs) to obtain funds for implementation of automated systems that promote interoperability, impact the rate of violent crime, or improve efficiency in detention or law enforcement operations.**

  Status: No requests for additional funding were permitted with the FY 2009 budget submission, however, funding for implementation of mobile data computing is anticipated for FY 2009. This goal has expired, but will be extended.

- **By July 2008, the Sheriff's Office will participate in at least six multi-agency partnerships that result in safer communities.**

  Status: The Sheriff's Office participated in multiple multi-agency partnerships resulting in safer communities, primarily through federal and state-funded grant initiatives such as Homeland Security – including Immigration, High Intensity Drug Traffic Enforcement, and the Governor's Office for Highway Safety. This goal has expired, but will be extended.

- **By January 2008, the Sheriff's Office will increase the average annual case clearance for investigations cases to 62% using innovative and cooperative (inter and intra agency) strategies.**

  Status: This goal has expired, but will be extended.

- **By January 2008, the Sheriff's Office will respond to 50% of Priority 1 calls within five minutes.**

  Status: The annual FY 2008 result, 42.35%, was an improvement of nearly eight percentage points over FY 2007, 34.5%. This goal has expired, but will be extended.

- **The Maricopa County Sheriff's Office will always meet constitutional standards for care, custody and control of inmates as well as a safe environment for staff.**

Status: This goal was met and continues.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
REVENUE							
50CO - CENTRALIZED MCSO OPERATIONS	$ 1,805	$ 10,698	$ 44,649	$ 555,732	$ 120,896	$ 76,247	170.8%
MCSI - INFORMATION TECHNOLOGY	1,805	10,698	44,649	139,742	120,896	76,247	170.8%
TRAG - MANDATED ENF AND DET TRAINING	-	-	-	415,990	-	-	
50CM - CUSTODY MANAGEMENT	$ 42,045,067	$ 41,447,833	$ 41,297,410	$ 43,899,414	$ 44,663,789	$ 3,366,379	8.2%
PRDM - ADULT DETENTION MANAGEMENT	27,345,218	28,794,962	28,794,962	30,524,758	29,594,715	799,753	2.8%
IARP - INMATE ADDICTIVE RECOVERY	163,004	115,978	51,464	57,112	63,115	11,651	22.6%
INSS - INMATE CANTEEN AND SPEC SVCS	14,106,301	12,042,042	12,042,042	12,693,552	14,520,364	2,478,322	20.6%
IEPA - INMATE EDUCATION	250,471	324,197	275,770	458,392	324,595	48,825	17.7%
MANS - INMATE RELATED MANDATES	-	50	50	16	-	(50)	-100.0%
INRL - INMATE RELEASE	140,800	140,800	117,479	134,317	136,000	18,521	15.8%
ISTP - INMATE SKILLS TRAINING	16,411	10,060	10,060	34,373	25,000	14,940	148.5%
NTAK - INTAKE	22,861	19,744	5,583	(3,106)	-	(5,583)	-100.0%
50EN - ENFORCEMENT	$ 14,545,130	$ 15,712,307	$ 19,073,913	$ 18,506,302	$ 19,315,078	$ 241,165	1.3%
CVPR - CIVIL PROCESS	536,840	475,000	475,442	481,069	474,000	(1,442)	-0.3%
OUTR - COMMUNITY OUTREACH	44,475	5,050	3,333	3,816	5,000	1,667	50.0%
DSTR - DISASTER & DISRUPTION RESP	1,491,746	1,767,334	1,624,173	1,192,509	719,943	(904,230)	-55.7%
DISP - DISPATCH	14,911	69,538	239,974	125,072	257,375	17,401	7.3%
ENFO - ENF SUPPORT AND SPEC RESPONSE	84,323	5,390	5,390	221,631	260,000	254,610	4723.7%
INTL - INTELLIGENCE	52,780	65,000	928,888	1,004,840	1,534,689	605,801	65.2%
INVT - INVESTIGATIONS	3,006,742	2,959,834	3,299,306	3,580,780	3,627,781	328,475	10.0%
PATR - PATROL	9,280,426	10,343,111	12,475,336	11,836,725	12,357,290	(118,046)	-0.9%
PPEV - PROPERTY AND EVIDENCE	14,780	22,000	22,021	17,723	14,000	(8,021)	-36.4%
SRCH - SEARCH AND RESCUE	-	50	50	16	-	(50)	-100.0%
WRNT - WARRANTS INFO PROCESSING	18,109	-	-	42,121	65,000	65,000	
99AS - ADMINISTRATIVE SERVICES	$ 479,271	$ 500,800	$ 1,384,741	$ 426,841	$ 960,800	$ (423,941)	-30.6%
ODIR - EXECUTIVE MANAGEMENT	-	-	883,941	-	-	(883,941)	-100.0%
FSAC - FINANCIAL SERVICES	479,271	500,800	500,800	426,841	960,800	460,000	91.9%
99GV - GENERAL GOVERNMENT	$ 880,644	$ 2,780	$ -	$ (1,223,300)	$ -	$ -	
CSCA - CENTRAL SERVICE COST ALLOC	-	2,780	-	-	-	-	
GGOV - GENERAL GOVERNMENT	880,644	-	-	(1,223,300)	-	-	
TOTAL PROGRAMS	$ 57,951,918	$ 57,674,418	$ 61,800,713	$ 62,164,989	$ 65,060,563	$ 3,259,850	5.3%
EXPENDITURES							
70OM - BLDG OPERATIONS & MAINTENANCE	$ 2,308,570	$ 2,491,338	$ 2,469,908	$ 2,589,590	$ 2,426,152	$ 43,756	1.8%
BLDR - BUILDINGS AND GROUNDS	2,308,570	2,491,338	2,469,908	2,589,590	2,426,152	43,756	1.8%
50CO - CENTRALIZED MCSO OPERATIONS	$ 16,316,982	$ 12,444,925	$ 13,654,276	$ 11,895,014	$ 11,929,029	$ 1,725,247	12.6%
PROF - EMPLOYEE PROFESSIONAL STANDARD	2,052,983	3,072,548	3,086,223	2,904,806	2,893,439	192,784	6.2%
FMGT - FLEET MANAGEMENT	725,187	762,302	764,473	751,086	796,334	(31,861)	-4.2%
MCSI - INFORMATION TECHNOLOGY	7,711,218	1,978,231	2,803,570	1,892,117	2,556,883	246,687	8.8%
TRAG - MANDATED ENF AND DET TRAINING	5,827,593	6,631,844	7,000,010	6,347,005	5,682,373	1,317,637	18.8%

Sources and Uses by Program and Activity – All Funds (continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	
50CM - CUSTODY MANAGEMENT	$ 147,391,390	$ 164,257,402	$ 165,478,712	$ 164,887,801	$ 167,751,610	$ (2,272,898)	-1.4%
PRDM - ADULT DETENTION MANAGEMENT	79,931,422	87,808,135	88,124,447	89,793,671	89,337,540	(1,213,093)	-1.4%
IARP - INMATE ADDICTIVE RECOVERY	653,346	1,606,357	1,679,743	1,169,057	1,691,614	(11,871)	-0.7%
INSS - INMATE CANTEEN AND SPEC SVCS	4,709,315	4,660,882	4,722,329	5,016,463	4,545,612	176,717	3.7%
IEPA - INMATE EDUCATION	1,269,564	1,838,032	1,809,698	1,666,769	2,036,254	(226,556)	-12.5%
IFID - INMATE FINGERPRINT IDENT	1,418,274	2,246,364	2,304,456	1,749,867	2,189,023	115,433	5.0%
INLA - INMATE LABOR	5,872	965,720	1,027,261	387,685	627,910	399,351	38.9%
MEAL - INMATE MEALS	17,012,520	16,562,842	16,650,274	18,507,381	18,223,578	(1,573,304)	-9.4%
MANS - INMATE RELATED MANDATES	6,863,423	9,726,962	9,817,877	8,344,012	10,811,223	(993,346)	-10.1%
INRL - INMATE RELEASE	3,958,719	4,211,765	4,292,814	4,639,108	4,948,725	(655,911)	-15.3%
ISTP - INMATE SKILLS TRAINING	392,591	34,788	96,323	407,287	221,050	(124,727)	-129.5%
SMIT - INMATE SMI ADDICTIVE RECOV	70,128	724,761	786,298	353,452	750,792	35,506	4.5%
INTR - INMATE TRANSPORT	16,891,277	17,840,798	17,884,497	18,509,214	16,585,574	1,298,923	7.3%
NTAK - INTAKE	14,214,939	16,029,996	16,282,695	14,343,835	15,782,715	499,980	3.1%
50EN - ENFORCEMENT	$ 75,091,790	$ 78,813,652	$ 82,171,704	$ 80,394,267	$ 76,499,617	$ 5,672,087	6.9%
CVPR - CIVIL PROCESS	4,477,604	4,278,212	4,273,111	4,488,149	3,980,475	292,636	6.8%
OUTR - COMMUNITY OUTREACH	3,787	174,104	173,846	3,852	13,635	160,211	92.2%
DSTR - DISASTER & DISRUPTION RESP	2,341,271	1,792,307	2,365,950	1,737,961	758,353	1,607,597	67.9%
DISP - DISPATCH	2,195,785	2,672,248	2,917,820	2,472,854	3,514,777	(596,957)	-20.5%
ENFO - ENF SUPPORT AND SPEC RESPONSE	15,086,809	13,040,243	13,040,574	15,033,300	10,070,603	2,969,971	22.8%
EXTR - EXTRADITIONS	1,749,342	1,442,613	1,440,591	1,630,806	1,499,673	(59,082)	-4.1%
INTL - INTELLIGENCE	2,867,707	3,236,075	3,067,920	4,293,527	5,391,624	(2,323,704)	-75.7%
INVT - INVESTIGATIONS	16,234,739	16,208,475	16,736,688	16,155,932	16,613,685	123,003	0.7%
PATR - PATROL	27,024,658	31,869,960	34,019,440	30,790,731	31,173,540	2,845,900	8.4%
PPEV - PROPERTY AND EVIDENCE	759,297	1,014,924	1,012,311	1,040,926	1,020,720	(8,409)	-0.8%
SRCH - SEARCH AND RESCUE	5,680	173,418	168,463	51,560	175,872	(7,409)	-4.4%
SMIA - SMI APPREHENSION INTERVENTION	220,426	675,254	716,202	516,049	119,019	597,183	83.4%
WRNT - WARRANTS INFO PROCESSING	2,124,686	2,235,819	2,238,788	2,178,620	2,167,641	71,147	3.2%
41IF - INFO TECHNOLOGY INFRASTRUCTURE	$ -	$ 65,434	$ 65,434	$ 86,122	$ 68,774	$ (3,340)	-5.1%
DTNW - DATA NETWORK	-	65,434	65,434	86,122	68,774	(3,340)	-5.1%
99AS - ADMINISTRATIVE SERVICES	$ 10,526,195	$ 10,705,147	$ 10,854,523	$ 10,318,062	$ 10,265,187	$ 589,336	5.4%
BDGT - BUDGETING	96,389	97,707	96,388	105,436	102,379	(5,991)	-6.2%
ODIR - EXECUTIVE MANAGEMENT	4,774,255	4,743,812	4,161,791	4,577,951	4,554,390	(392,599)	-9.4%
FSAC - FINANCIAL SERVICES	1,331,000	1,616,334	2,402,660	1,427,671	1,409,582	993,078	41.3%
HRAC - HUMAN RESOURCES	3,463,191	3,249,557	3,204,181	3,222,858	3,178,167	26,014	0.8%
PROC - PROCUREMENT	584,453	736,602	728,244	721,677	778,472	(50,228)	-6.9%
RMGT - RISK MANAGEMENT	276,907	261,135	261,259	262,469	242,197	19,062	7.3%
99GV - GENERAL GOVERNMENT	$ 7,619,053	$ 12,583,760	$ 13,383,760	$ 11,925,685	$ 12,219,601	$ 1,164,159	8.7%
CSCA - CENTRAL SERVICE COST ALLOC	-	-	200,000	-	-	200,000	100.0%
GGOV - GENERAL GOVERNMENT	-	1,000,000	1,200,000	333,332	1,000,000	200,000	16.7%
ISFC - INTERNAL SERVICE FUND CHARGES	7,619,053	11,583,760	11,783,760	11,592,353	11,219,601	564,159	4.8%
POOL - POOLED COSTS	-	-	200,000	-	-	200,000	100.0%
99IT - INFORMATION TECHNOLOGY	$ -	$ 6,731,054	$ 7,717,047	$ 6,530,913	$ 7,586,733	$ 130,314	1.7%
BUAS - BUSINESS APPLICATION DEVELOP	-	2,746,227	3,317,752	2,577,347	2,774,354	543,398	16.4%
DACR - DATA CENTER	-	2,455,148	2,455,386	2,187,981	2,953,536	(498,150)	-20.3%
DESK - DESKTOP SUPPORT	-	756,275	762,199	636,488	876,674	(114,475)	-15.0%
GISA - G.I.S. APPLICATION DEVELOPMENT AND SUPPOR	-	215,964	218,332	462,229	431,240	(212,908)	-97.5%
HDSP - HELP DESK SUPPORT	-	252,188	254,054	266,239	256,818	(2,764)	-1.1%
VANS - INFRASTRUCTURE NETWORK SERVICES	-	305,252	709,324	400,629	294,111	415,213	58.5%
TOTAL PROGRAMS	$ 259,253,980	$ 288,092,712	$ 295,795,364	$ 288,627,454	$ 288,746,703	$ 7,048,661	2.4%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 50,500	$ 66,000	$ 66,063	$ 46,500	$ 66,000	$ (63)	-0.1%
SUBTOTAL	$ 50,500	$ 66,000	$ 66,063	$ 46,500	$ 66,000	$ (63)	-0.1%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 5,191,762	$ 4,811,294	$ 5,364,772	$ 3,777,161	$ 4,408,095	$ (956,677)	-17.8%
0620 - OTHER INTERGOVERNMENTAL	36,693,203	2,822,808	4,464,110	3,915,357	5,515,772	1,051,662	23.6%
SUBTOTAL	$ 41,884,965	$ 7,634,102	$ 9,828,882	$ 7,692,518	$ 9,923,867	$ 94,985	1.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 36,158,461	$ 38,089,451	$ 39,760,527	$ 38,470,317	$ 380,866	1.0%
0635 - OTHER CHARGES FOR SERVICES	486,340	409,000	409,379	434,569	408,000	(1,379)	-0.3%
0638 - PATIENT SERVICES REVENUE	99,515	139,715	139,715	108,584	139,715	-	0.0%
SUBTOTAL	$ 585,856	$ 36,707,176	$ 38,638,545	$ 40,303,680	$ 39,018,032	$ 379,487	1.0%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 1,120,085	$ 1,101,000	$ 1,101,000	$ 1,085,351	$ 1,157,500	$ 56,500	5.1%
SUBTOTAL	$ 1,120,085	$ 1,101,000	$ 1,101,000	$ 1,085,351	$ 1,157,500	$ 56,500	5.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 1,091,220	$ 360,800	$ 360,800	$ 1,053,946	$ 360,800	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	13,219,293	11,805,340	11,805,423	11,982,994	14,534,364	2,728,941	23.1%
SUBTOTAL	$ 14,310,512	$ 12,166,140	$ 12,166,223	$ 13,036,940	$ 14,895,164	$ 2,728,941	22.4%
ALL REVENUES	$ 57,951,918	$ 57,674,418	$ 61,800,713	$ 62,164,989	$ 65,060,563	$ 3,259,850	5.3%
TOTAL SOURCES	$ 57,951,918	$ 57,674,418	$ 61,800,713	$ 62,164,989	$ 65,060,563	$ 3,259,850	5.3%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 145,670,606	$ 167,227,433	$ 167,356,067	$ 164,917,182	$ 164,643,144	$ 2,712,923	1.6%
0705 - TEMPORARY PAY	380,751	496,940	496,940	416,157	1,212,439	(715,499)	0.0%
0710 - OVERTIME	13,024,846	5,297,474	5,346,595	9,480,838	5,385,290	(38,695)	0.0%
0750 - FRINGE BENEFITS	51,847,210	61,886,342	61,932,564	61,203,795	60,229,231	1,703,333	2.8%
0790 - OTHER PERSONNEL SERVICES	6,651,998	7,065,784	7,982,078	7,286,362	5,586,030	2,396,048	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(15,246,600)	(17,939,576)	(17,737,152)	(17,990,971)	(18,308,183)	571,031	-3.2%
0796 - PERSONNEL SERVICES ALLOC-IN	13,678,577	16,714,689	16,787,909	16,632,186	16,957,828	(169,919)	-1.0%
SUBTOTAL	$ 216,007,388	$ 240,749,086	$ 242,165,001	$ 241,945,549	$ 235,705,779	$ 6,459,222	2.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 16,721,693	$ 16,005,770	$ 16,403,347	$ 16,836,162	$ 16,902,987	$ (499,640)	-3.0%
0802 - MEDICAL SUPPLIES	36,959	149,197	153,956	82,021	251,580	(97,624)	0.0%
0803 - FUEL	3,192,084	2,500,209	2,483,725	3,282,120	2,542,290	(58,565)	-2.4%
0804 - NON-CAPITAL EQUIPMENT	1,227,931	562,750	898,361	501,245	410,114	488,247	54.3%
0805 - SUPPLIES-ALLOCATION OUT	(2,067,867)	(2,691,933)	(2,678,763)	(2,609,482)	(1,873,817)	(804,946)	30.0%
0806 - SUPPLIES-ALLOCATION IN	1,463,016	1,950,593	1,950,593	1,950,570	1,082,683	867,910	44.5%
SUBTOTAL	$ 20,573,816	$ 18,476,586	$ 19,211,219	$ 20,042,636	$ 19,315,837	$ (104,618)	-0.5%
SERVICES							
0810 - LEGAL SERVICES	$ 232,079	$ 248,514	$ 101,785	$ 151,553	$ 219,258	$ (117,473)	-115.4%
0811 - HEALTH CARE SERVICES	623,529	480,528	454,802	796,677	533,457	(78,655)	-17.3%
0812 - OTHER SERVICES	1,945,959	3,364,750	3,394,325	2,031,122	5,803,882	(2,409,557)	-71.0%
0820 - RENT & OPERATING LEASES	3,166,531	3,567,728	3,631,723	3,470,197	4,401,024	(769,301)	0.0%
0825 - REPAIRS AND MAINTENANCE	3,457,675	3,631,449	3,748,566	3,430,871	5,480,234	(1,731,668)	-46.2%
0830 - INTERGOVERNMENTAL PAYMENTS	580,070	576,682	958,372	533,742	595,507	362,865	37.9%
0839 - INTERNAL SERVICE CHARGES	6,351,954	9,555,156	9,559,990	9,537,758	9,560,903	(913)	0.0%
0841 - TRAVEL	1,609,622	1,209,759	1,229,271	1,179,378	1,429,547	(200,276)	0.0%
0842 - EDUCATION AND TRAINING	331,891	447,181	389,940	220,921	356,345	33,595	8.6%
0843 - POSTAGE/FREIGHT/SHIPPING	414,000	305,783	306,084	300,897	315,494	(9,410)	(0)
0850 - UTILITIES	502,125	422,014	453,945	590,926	415,257	38,688	8.5%
0872 - SERVICES-ALLOCATION OUT	(2,257,512)	(2,699,179)	(2,693,366)	(2,699,253)	(992,003)	(1,701,363)	63.2%
0873 - SERVICES-ALLOCATION IN	2,257,863	2,699,179	6,869,319	2,699,178	992,003	5,877,316	85.6%
SUBTOTAL	$ 19,215,787	$ 23,809,544	$ 28,404,756	$ 22,243,967	$ 29,110,908	$ (706,152)	-2.5%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 51,563	$ 49,838	$ 49,838	$ 49,838	$ 49,838	$ -	0.0%
SUBTOTAL	$ 51,563	$ 49,838	$ 49,838	$ 49,838	$ 49,838	$ -	0.0%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 535	$ -	$ 822,480	$ 444,490	$ 66,500	$ 755,980	0.0%
0920 - CAPITAL EQUIPMENT	789,064	2,077,019	1,515,585	925,917	828,028	687,557	45.4%
0930 - VEHICLES & CONSTRUCTION EQUIP	1,628,294	507,819	808,602	503,429	534,233	274,369	33.9%
0950 - DEBT SERVICE	1,349,876	2,422,820	2,817,883	2,471,635	3,135,580	(317,697)	-
0955 - CAPITAL-ALLOCATION OUT	(278,760)	(530,803)	(530,803)	(536,211)	(276,864)	(253,939)	47.8%
0956 - CAPITAL-ALLOCATION IN	278,760	530,803	530,803	536,204	276,864	253,939	47.8%
SUBTOTAL	$ 3,767,768	$ 5,007,658	$ 5,964,550	$ 4,345,464	$ 4,564,341	$ 1,400,209	0.0%
TOTAL USES	$ 259,616,322	$ 288,092,712	$ 295,795,364	$ 288,627,454	$ 288,746,703	$ 7,048,661	2.4%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
100 - GENERAL	$ 9,879,240	$ 10,636,912	$ 12,568,427	$ 12,355,031	$ 13,005,817	$ 437,390	3.5%
251 - SHERIFF GRANTS	$ 5,485,027	$ 5,084,102	$ 7,278,882	$ 5,470,165	$ 6,758,867	$ (520,015)	-7.1%
SPECIAL REVENUE - GRANT	$ 5,485,027	$ 5,084,102	$ 7,278,882	$ 5,470,165	$ 6,758,867	$ (520,015)	-7.1%
203 - SHERIFF DONATIONS	$ 19,181	$ 16,400	$ 16,400	$ 38,058	$ 25,800	$ 9,400	57.3%
212 - SHERIFF RICO	1,116,951	1,100,000	1,100,000	1,083,425	1,155,000	55,000	5.0%
214 - SHERIFF JAIL ENHANCEMENT	1,717,472	2,050,000	2,050,000	1,786,198	2,205,000	155,000	7.6%
252 - INMATE SERVICES	14,106,301	12,042,042	12,042,042	12,693,552	14,520,364	2,478,322	20.6%
254 - INMATE HEALTH SERVICES	115,300	149,715	149,715	123,726	149,715	-	0.0%
255 - DETENTION OPERATIONS	25,512,446	26,595,247	26,595,247	28,614,834	27,240,000	644,753	2.4%
SPECIAL REVENUE - OTHER	$ 42,587,651	$ 41,953,404	$ 41,953,404	$ 44,339,793	$ 45,295,879	$ 3,342,475	8.0%
TOTAL SPECIAL REVENUE	$ 48,072,678	$ 47,037,506	$ 49,232,286	$ 49,809,958	$ 52,054,746	$ 2,822,460	5.7%
TOTAL FUNDS	$ 57,951,918	$ 57,674,418	$ 61,800,713	$ 62,164,989	$ 65,060,563	$ 3,259,850	5.3%
USES							
100 - GENERAL	$ 68,952,341	$ 71,117,264	$ 72,179,544	$ 71,588,050	$ 72,529,713	$ (350,169)	-0.5%
251 - SHERIFF GRANTS	$ 5,588,534	$ 5,084,102	$ 7,278,882	$ 5,855,806	$ 7,548,150	$ (269,268)	-3.7%
SPECIAL REVENUE - GRANT	$ 5,588,534	$ 5,084,102	$ 7,278,882	$ 5,855,806	$ 7,548,150	$ (269,268)	-3.7%
203 - SHERIFF DONATIONS	$ 4,114	$ 16,400	$ 16,400	$ 10,914	$ 25,800	$ (9,400)	-57.3%
212 - SHERIFF RICO	1,099,785	1,100,000	1,100,000	1,066,161	1,155,000	(55,000)	-5.0%
214 - SHERIFF JAIL ENHANCEMENT	1,457,142	2,050,000	2,050,000	1,244,389	2,205,000	(155,000)	-7.6%
252 - INMATE SERVICES	10,067,885	12,042,042	16,042,042	12,892,963	19,112,421	(3,070,379)	-19.1%
254 - INMATE HEALTH SERVICES	-	149,715	149,715	49,904	299,715	(150,000)	-100.2%
255 - DETENTION OPERATIONS	172,084,179	196,533,189	196,978,781	195,919,267	185,870,904	11,107,877	5.6%
SPECIAL REVENUE - OTHER	$ 184,713,105	$ 211,891,346	$ 216,336,938	$ 211,183,598	$ 208,668,840	$ 7,668,098	3.5%
TOTAL SPECIAL REVENUE	$ 190,301,640	$ 216,975,448	$ 223,615,820	$ 217,039,404	$ 216,216,990	$ 7,398,830	3.3%
TOTAL FUNDS	$ 259,616,322	$ 288,092,712	$ 295,795,364	$ 288,627,454	$ 288,746,703	$ 7,048,661	2.4%

General Adjustments

Eliminate various vacant positions: Various vacant positions are being eliminated, thus reducing the General Fund by $839,818 and the Detention Fund by $917,452.

Eliminate various vacant temporary positions: Various vacant temporary positions are being eliminated, reducing the General Fund by $36,568 and the Detention Fundy by $44,435.

Reduce outside : of $25,000 to the General Fund and $40,000 to the Detention Fund are being made.

Structural Balance: The Sheriff's Donation Fund expenditure budget is being increased by $9,400 to ensure structural balance in the fund.

JMS Migration: The Sheriff's Inmate Services Fund non-recurring expenditure budget in being increased by $2,300,000 to fund Phase II of the Sheriff's Office's Jail Management System (JMS) Migration project.

Workers' Compensation and Unemployment: The Sheriff's Office Detention Fund budget is being reduced by $399,243 due to lower workers' compensation and unemployment charges.

Programs and Activities

Custody Management Program

The purpose of the Custody Management Program is to provide a safe and secure environment to inmates and Maricopa County Sheriff's Office staff so that the inmates can be properly and expeditiously processed through the system.

Mandates: A.R.S. §§11-441 and 31-121 establish that the Sheriff's Office is responsible for the operation of County jails and detention, including receiving and providing food, clothing, and bedding for all persons who are committed to jail.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of Inmates graduating from Alpha classes who do not return to jail within 2 years	Not Reported	89.0%	89.0%	0.0%	0.0%
Percent of adult inmate participants who receive GEDs	Not Reported	Not Reported	Not Reported		
% of Eligible inmate population participating in education classes	Not Reported	Not Reported	Not Reported		
Percent of fingerprint sets processed	Not Reported	92.0%	92.0%	0.0%	0.0%
Percent of available inmate labor hours worked	Not Reported	100.0%	100.0%	0.0%	0.0%
% of Accurate inmate releases (inmates released according to procedure)	Not Reported	Not Reported	Not Reported		
Percent of requested items sold	Not Reported	77.0%	77.0%	0.0%	0.0%
% of MEAL activity food costs avoided using donated food	Not Reported	Not Reported	Not Reported		
% of prisoners handled within 24 hours (booked/classified/or released)	Not Reported	100.0%	100.0%	0.0%	0.0%
% of Inmates not assaulted by other inmates while in custody	98.9%	99.5%	99.5%	0.0%	0.0%
% of seriously mentally ill addictive treatment participants who don't return to jail within two years	Not Reported	Not Reported	Not Reported		

Activities that comprise this program include:

- Inmate Addictive Recovery
- Inmate Education
- Inmate Fingerprint Identification
- Inmate Labor
- Inmate Release
- Inmate Canteen and Special Services
- Inmate Transport
- Inmate Skills Training
- Inmate Related Mandates
- Meals
- Intake
- Adult Detention Management
- Seriously Mentally Ill

Inmate Addictive Recovery Activity

The purpose of the Inmate Addictive Recovery Activity is to provide addictive recovery treatment and rehabilitation services to adult and juvenile inmates so that they will not return to jail.

Mandates: This is a non-mandated activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Inmates graduating from Alpha classes who do not return to jail within 2 years	Not Reported	89.0%	89.0%	0.0%	0.0%
Output	# of Alpha program participants	876	763	763	0	0.0%
Output	Number of Inmates graduating from Alpha classes	Not Reported	657	657	0	0.0%
Demand	# of Alpha program applicants	1,107	980	980	0	0.0%
Efficiency	Cost per Alpha program participant	$746	$1,532	$2,217	-$685	-44.7%
Revenue						
	251 - SHERIFF GRANTS	$ 163,004	$ 57,112	$ 63,115	$ 6,003	10.5%
	TOTAL SOURCES	$ 163,004	$ 57,112	$ 63,115	$ 6,003	10.5%
Expenditure						
	251 - SHERIFF GRANTS	$ 123,448	$ 36,247	$ 63,112	$ (26,865)	-74.1%
	252 - INMATE SERVICES	529,210	1,113,837	1,628,480	(514,643)	-46.2%
	255 - DETENTION OPERATIONS	687	18,973	22	18,951	99.9%
	TOTAL USES	$ 653,346	$ 1,169,057	$ 1,691,614	$ (522,557)	-44.7%

Inmate Education Activity

The purpose of the Inmate Education Activity is to provide classes to jailed juvenile and adult inmates so that qualifying juveniles receive special education and inmates participating in general education programs receive their GEDs.

Mandates: A.R.S. §§15-913.01 and 31-121 establish that the Sheriff's Office must offer an education program for inmates under the age of 18 and disabled inmates under the age of 21. The teaching method for this program is to be determined by the Sheriff's Office and the Office of the Superintendent of Schools.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of Eligible inmate population participating in education classes	Not Reported	Not Reported	Not Reported		
Result	Percent of adult inmate participants who receive GEDs	Not Reported	Not Reported	Not Reported		
Output	# of inmate population eligible for education classes	Not Reported	Not Reported	Not Reported		
Output	# of Inmates participating in education classes	2,081	2,711	2,711	0	0.0%
Demand	Number of Inmate population eligible for education classes	14,931	2,160	2,160	0	0.0%
Efficiency	Cost per inmate education participant	$610.07	$614.82	$751.11	-$136.29	-22.2%
Revenue						
	251 - SHERIFF GRANTS	$ 250,471	$ 458,392	$ 324,595	$ (133,797)	-29.2%
	TOTAL SOURCES	$ 250,471	$ 458,392	$ 324,595	$ (133,797)	-29.2%
Expenditure						
	251 - SHERIFF GRANTS	$ 291,091	$ 264,986	$ 324,626	$ (59,640)	-22.5%
	252 - INMATE SERVICES	853,925	1,286,335	1,592,181	(305,846)	-23.8%
	255 - DETENTION OPERATIONS	124,548	115,448	119,447	(3,999)	-3.5%
	TOTAL USES	$ 1,269,564	$ 1,666,769	$ 2,036,254	$ (369,485)	-22.2%

Inmate Fingerprint Identification Activity

The purpose of the Inmate Fingerprint Identification Activity is to provide identification of individuals booked into Sheriff's Custody to law enforcement agencies so that they can be properly detained.

Mandates: This Activity supports the mandate of the Sheriff's Office under A.R.S. §§11-441 and 31-121, which require the Sheriff's Office to be responsible for county jails and inmate detention.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of fingerprint sets processed	Not Reported	92.0%	92.0%	0.0%	0.0%
Output	# of Fingerprint sets processed (verified)	149,717	163,873	163,873	0	0.0%
Demand	Number of Fingerprint sets taken	376,047	176,446	176,446	0	0.0%
Efficiency	Cost per fingerprint set processed (verified)	$9.47	$10.68	$13.36	-$2.68	-25.1%
Expenditure						
	255 - DETENTION OPERATIONS	$ 1,418,274	$ 1,749,867	$ 2,189,023	$ (439,156)	-25.1%
	TOTAL USES	$ 1,418,274	$ 1,749,867	$ 2,189,023	$ (439,156)	-25.1%

Inmate Labor Activity

The purpose of the Inmate Labor Activity is to Provide work management for fully sentenced inmates so that work can be credited toward reduced sentence time for eligible inmates and accomplished at a reduced cost to the public.

Mandates: Inmate labor programs are not mandated functions of the Sheriff's Office. A.R.S. §11-455 and A.R.S. Title 31, Chapter 1, Article 3 (§§31-141 through 31-146) establish that the Sheriff's Office may require convicted inmates to perform labor as part of their sentence. The Sheriff's Office is responsible for maintaining management and supervision of inmates who are performing labor.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of available inmate labor hours worked	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	# of Inmate Labor Hours Worked	3,509,352	3,509,352	3,509,352	0	0.0%
Demand	Number of Inmate labor hours worked	3,509,352	3,509,352	3,509,352	0	0.0%
Efficiency	INLA Cost Per Inmate Labor Hour Worked	$0.00	$0.11	$0.18	-$0.07	-62.0%
Expenditure						
	255 - DETENTION OPERATIONS	$ 5,872	$ 387,685	$ 627,910	$ (240,225)	-62.0%
	TOTAL USES	$ 5,872	$ 387,685	$ 627,910	$ (240,225)	-62.0%

Inmate Release Activity

The purpose of the Inmate Release Activity is to Provide charge disposition services to inmates, criminal justice agencies, and the public so that inmates can be accurately and expeditiously released from custody.

Mandates: This activity supports the overall mandate of the Custody Management Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of Accurate inmate releases (inmates released according to procedure)	Not Reported	Not Reported	Not Reported		
Output	Number of Inmates released	127,422	131,063	131,063	0	0.0%
Demand	# of Inmates ordered for release	127,422	131,063	131,063	0	0.0%
Efficiency	Cost per inmate released	$31.07	$35.40	$37.76	-$2.36	-6.7%
Revenue						
	251 - SHERIFF GRANTS	$ 140,800	$ 134,317	$ 136,000	$ 1,683	1.3%
	TOTAL SOURCES	$ 140,800	$ 134,317	$ 136,000	$ 1,683	1.3%
Expenditure						
	214 - SHERIFF JAIL ENHANCEMENT	$ -	$ 40,324	$ 122,182	$ (81,858)	-203.0%
	251 - SHERIFF GRANTS	144,194	114,209	135,996	(21,787)	-19.1%
	255 - DETENTION OPERATIONS	3,814,525	4,484,575	4,690,547	(205,972)	-4.6%
	TOTAL USES	$ 3,958,719	$ 4,639,108	$ 4,948,725	$ (309,617)	-6.7%

Inmate Canteen and Special Services Activity

The purpose of the Inmate Canteen and Special Services Activity is to Provide a self-supporting program where toilet articles, candy, notions, and other sundries can be sold to inmates so that proceeds can be used to fund programs for inmate benefit and welfare.

Mandates: This is not a mandated function of the Sheriff's Office. A.R.S. §31-121 allows for the creation of an inmate canteen at the discretion of the Board of Supervisors and dictates that proceeds are to be deposited into a special revenue fund that supports canteen operations.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of requested items sold	Not Reported	77.0%	77.0%	0.0%	0.0%
Output	# of items sold	321,270	323,612	323,612	0	0.0%
Demand	# of items requested	407,289	Not Reported	420,717		
Efficiency	Cost per item sold	$14.66	$15.50	$14.05	$1.45	9.4%
Revenue						
	252 - INMATE SERVICES	$ 14,106,301	$ 12,693,552	$ 14,520,364	$ 1,826,812	14.4%
	TOTAL SOURCES	$ 14,106,301	$ 12,693,552	$ 14,520,364	$ 1,826,812	14.4%
Expenditure						
	203 - SHERIFF DONATIONS	$ -	$ 3,608	$ 20,260	$ (16,652)	-461.5%
	252 - INMATE SERVICES	4,709,298	5,012,799	4,525,330	487,469	9.7%
	255 - DETENTION OPERATIONS	17	56	22	34	60.7%
	TOTAL USES	$ 4,709,315	$ 5,016,463	$ 4,545,612	$ 470,851	9.4%

Inmate Transport Activity

The purpose of the Inmate Transport Activity is to Provide confined and secured prisoner/inmate transportation, primarily to court, so they arrive at scheduled destination points without incident.

Mandates: This activity supports the overall mandate of the Custody Management Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	# of Inmates transported to court	149,701	167,025	167,025	0	0.0%
Demand	# of Court ordered transports	149,701	167,025	167,025	0	0.0%
Efficiency	Cost per inmate transported to court	$112.83	$110.82	$99.30	$11.52	10.4%
Expenditure						
	214 - SHERIFF JAIL ENHANCEMENT	$ 6,381	$ 23,039	$ 70,333	$ (47,294)	-205.3%
	252 - INMATE SERVICES	-	674	-	674	100.0%
	255 - DETENTION OPERATIONS	16,884,896	18,485,501	16,515,241	1,970,260	10.7%
	TOTAL USES	$ 16,891,277	$ 18,509,214	$ 16,585,574	$ 1,923,640	10.4%

Budget Balancing Adjustment: The Sheriff's Office is transferring the costs associated with Ward 41 to the Inmate Services Fund, thus a reduction to the Detention Fund of $859,224 and an increase to the Inmate Services Fund of that amount are being made.

Inmate Skills Training Activity

The purpose of the Inmate Skills Training Activity is to provide opportunities to adult and juvenile inmates so they can learn vocational and coping skills.

Mandates: A.R.S. §§15-913.01 and 31-121 establish that the Sheriff's Office must offer an education program for all inmates under the age of 18 and disabled inmates under the age of 21. The teaching method for this program is to be determined by the Sheriff's Office and the Office of the Superintendent of Schools.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	# of Inmate Skills Training Participants	9,243	10,869	10,869	0	0.0%
Demand	# of Inmates Eligible for Skills Training	9,243	10,869	10,869	0	0.0%
Efficiency	Cost of skills training program per participant	$42.47	$37.47	$20.34	$17.13	45.7%
Revenue						
	203 - SHERIFF DONATIONS	$ 16,411	$ 34,373	$ 25,000	$ (9,373)	-27.3%
	TOTAL SOURCES	$ 16,411	$ 34,373	$ 25,000	$ (9,373)	-27.3%
Expenditure						
	252 - INMATE SERVICES	$ 392,591	$ 407,287	$ 221,028	$ 186,259	45.7%
	255 - DETENTION OPERATIONS			22	(22)	
	TOTAL USES	$ 392,591	$ 407,287	$ 221,050	$ 186,237	45.7%

Inmate Related Mandates Activity

The purpose of the Inmate Related Mandates Activity is to provide laundry and other services to inmates so that the Sheriff's Office is in compliance with constitutional, legislative, or judicial mandates.

Mandates: This activity supports the overall mandate of the Custody Management Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	# of Inmates receiving mandated services	35,766	9,268	9,265	-3	0.0%
Demand	# of Inmates requiring inmate related mandated services	35,766	9,265	9,265	0	0.0%
Efficiency	Mandated inmate service cost per inmate	$191.90	$900.30	$1,166.89	-$266.59	-29.6%
Revenue						
	203 - SHERIFF DONATIONS	$ -	$ 16	$ -	$ (16)	-100.0%
	TOTAL SOURCES	$ -	$ 16	$ -	$ (16)	-100.0%
Expenditure						
	203 - SHERIFF DONATIONS		$ 3,328	$ 50	$ 3,278	98.5%
	214 - SHERIFF JAIL ENHANCEMENT	33,402	23,626	32,160	(8,534)	-36.1%
	252 - INMATE SERVICES	412,203	537,125	2,598,285	(2,061,160)	-383.7%
	255 - DETENTION OPERATIONS	6,417,818	7,779,933	8,180,728	(400,795)	-5.2%
	TOTAL USES	$ 6,863,423	$ 8,344,012	$ 10,811,223	$ (2,467,211)	-29.6%

Inmate Meals Activity

The purpose of the Meals Activity is to provide healthy meals to inmates so that mandated daily food requirements can be met most cost effectively.

Mandates: This activity supports the overall mandate of the Custody Management Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of MEAL activity food costs avoided using donated food	Not Reported	Not Reported	Not Reported		
Output	# of Inmate Meals Served	14,110,808	14,717,302	14,717,302	0	0.0%
Output	$ of MEAL activity food costs	Not Reported	18,241,676	18,241,676	0	0.0%
Demand	# of Inmate Meals Needed	46,348,907	14,717,302	14,717,302	0	0.0%
Efficiency	Cost per Meal Served (fully loaded)	$1.21	$1.26	$1.24	$0.02	1.5%
Expenditure						
	252 - INMATE SERVICES	$ 2,983,457	$ 3,454,661	$ 2,181,397	$ 1,273,264	36.9%
	255 - DETENTION OPERATIONS	14,029,063	15,052,720	16,042,181	(989,461)	-6.6%
	TOTAL USES	$ 17,012,520	$ 18,507,381	$ 18,223,578	$ 283,803	1.5%

Budget Balancing Adjustment: The Sheriff's Office is transferring various positions associated with Inmate programs to the Inmate Services Fund, thus a reduction to the Detention Fund of $384,000 and an increase to the Inmate Services Fund of that amount are being made.

Intake Activity

The purpose of the Intake Activity is to properly and efficiently process prisoners so that they can be assigned and transferred to a Sheriff's Housing Facility within 24 hours.

Mandates: This activity supports the overall mandate of the Custody Management Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of prisoners handled within 24 hours (booked/classified/or released)	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	# of inmates booked and classified or released	127,838	130,979	130,979	0	0.0%
Demand	# of Prisoners requiring booking (presented for booking)	127,850	131,045	131,045	0	0.0%
Efficiency	Cost per prisoner booked	$111.19	$109.51	$120.50	-$10.99	-10.0%
Revenue						
	251 - SHERIFF GRANTS	$ 22,861	$ (3,106)	$ -	$ 3,106	-100.0%
	TOTAL SOURCES	$ 22,861	$ (3,106)	$ -	$ 3,106	-100.0%
Expenditure						
	214 - SHERIFF JAIL ENHANCEMENT	$ 32,328	$ 31,094	$ 74,698	$ (43,604)	-140.2%
	251 - SHERIFF GRANTS	33,026	3,690	-	3,690	100.0%
	252 - INMATE SERVICES	65,309	118,159	2,264,192	(2,146,033)	-1816.2%
	255 - DETENTION OPERATIONS	14,084,276	14,190,892	13,443,825	747,067	5.3%
	TOTAL USES	$ 14,214,939	$ 14,343,835	$ 15,782,715	$ (1,438,880)	-10.0%

Budget Balancing Adjustment: The Sheriff's Office is transferring a portion of the Inmate Classification function to the Inmate Services Fund, thus a reduction to the Detention Fund of $2,190,155 and an increase to the Inmate Services Fund of that amount are being made.

Adult Detention Management Activity

The purpose of the Adult Detention Management Activity is to provide security, safety, care, custody, and control services to Maricopa County Sheriff's Office staff and inmates so that they can live and work in safe and secure facilities.

Mandates: This activity supports the overall mandate of the Custody Management Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of Inmates not assaulted by other inmates while in custody	98.9%	99.5%	99.5%	0.0%	0.0%
Output	# Inmates Detained	35,766	9,265	9,265	0	0.0%
Demand	Number of inmates requiring detention	35,766	9,265	9,265	0	0.0%
Efficiency	Quarterly cost per inmate detained (Cognos)	$2,234.84	$9,691.71	$9,642.48	$49.23	0.5%
Revenue						
	214 - SHERIFF JAIL ENHANCEMENT	$ 1,717,472	$ 1,786,198	$ 2,205,000	$ 418,802	23.4%
	254 - INMATE HEALTH SERVICES	115,300	123,726	149,715	25,989	21.0%
	255 - DETENTION OPERATIONS	25,512,446	28,614,834	27,240,000	(1,374,834)	-4.8%
	TOTAL SOURCES	$ 27,345,218	$ 30,524,758	$ 29,594,715	$ (930,043)	-3.0%
Expenditure						
	214 - SHERIFF JAIL ENHANCEMENT	$ 1,027,142	$ 861,018	$ 1,529,505	$ (668,487)	-77.6%
	252 - INMATE SERVICES	-	215,944	2,300,000	(2,084,056)	-965.1%
	254 - INMATE HEALTH SERVICES	-	49,904	299,715	(249,811)	-500.6%
	255 - DETENTION OPERATIONS	78,904,280	88,666,805	85,208,320	3,458,485	3.9%
	TOTAL USES	$ 79,931,422	$ 89,793,671	$ 89,337,540	$ 456,131	0.5%

Inmate Seriously Mentally Ill Addictive Treatment Activity

The purpose of the Seriously Mentally Ill Addictive Treatment Activity is to provide addictive recovery programs similar to Alpha for seriously mentally ill inmates so that they won't return to jail.

Mandates: This is a non-mandated activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of seriously mentally ill addictive treatment participants who don't return to jail within two years	Not Reported	Not Reported	Not Reported		
Output	# of seriously mentally ill addictive treatment program participants	Not Reported	Not Reported	Not Reported		
Demand	# of Inmates referred or diverted to seriously mentally ill treatment program	Not Reported	Not Reported	Not Reported		
Efficiency	Cost per seriously mentally ill addictive treatment program participant	Not Reported	Not Reported	Not Reported		
Expenditure						
	252 - INMATE SERVICES	$ 70,128	$ 353,452	$ 750,770	$ (397,318)	-112.4%
	255 - DETENTION OPERATIONS			22	(22)	
	TOTAL USES	$ 70,128	$ 353,452	$ 750,792	$ (397,340)	-112.4%

Centralized MCSO Operations Program

The purpose of the Centralized MCSO Operations is to provide comprehensive Enforcement and Custody Management program support services that are unique to a Sheriff's Office operation so that goals can be met in compliance with legal standards by a qualified and productive workforce.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of vehicles receiving APMs in 2 hrs. or less	Not Reported	76.0%	76.0%	0.0%	0.0%
% of Information System Availability (24x7)	Not Reported	100.0%	100.0%	0.0%	0.0%
% of Applicants that meet Sheriff's Office new hire standards	6.6%	4.0%	4.0%	0.0%	0.0%
% FTE meeting mandated proficiency	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Fleet Management
- Information Technology
- Training
- Employee Professional Standards
- Mandated Enforcement and Detention

Fleet Management Activity

The purpose of the Fleet Management Activity is to provide vehicle management services to the MCSO employees so that they can accomplish their assignments.

Mandates: This is a non-mandated activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of vehicles receiving APMs in 2 hrs. or less	Not Reported	76.0%	76.0%	0.0%	0.0%
Output	# of Vehicles on preventive maintenance inventory (assigned vehicles managed)	2,651	736	736	0	0.0%
Demand	# of vehicles in MCSO fleet	2,733	742	742	0	0.0%
Efficiency	Cost per vehicle managed	$273.55	$1,020.50	$1,081.98	-$61.48	-6.0%
Expenditure						
	100 - GENERAL	$ 651,855	$ 446,938	$ 542,691	$ (95,753)	-21.4%
	255 - DETENTION OPERATIONS	73,332	304,148	253,643	50,505	16.6%
	TOTAL USES	$ 725,187	$ 751,086	$ 796,334	$ (45,248)	-6.0%

Base Adjustment: The Sheriff's Office is eliminating their motorcycle patrols, thus a reduction to the General Fund of $402,524 is being made.

Information Technology Activity

The purpose of the Employee Professional Standards Activity is to provide administrative investigative services for the Maricopa County Sheriff's Office so that qualified employees can be hired and retained.

Mandates: This is a non-mandated activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of Information System Availability (24x7)	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Days information/telecommunications systems operational (24x7)	274	364	364	0	0.0%
Demand	Number of Days information/telecommunications systems required	274	365	365	0	0.0%
Efficiency	MCSI cost per operational day	$28,184.28	$5,194.27	$7,019.20	-$1,824.93	-35.1%
Revenue						
	100 - GENERAL	$ 1,805	$ 139,742	$ 120,896	$ (18,846)	-13.5%
	TOTAL SOURCES	$ 1,805	$ 139,742	$ 120,896	$ (18,846)	-13.5%
Expenditure						
	100 - GENERAL	$ 3,592,156	$ 1,094,842	$ 2,134,366	$ (1,039,524)	-94.9%
	255 - DETENTION OPERATIONS	4,119,062	797,275	422,517	374,758	47.0%
	TOTAL USES	$ 7,711,218	$ 1,892,117	$ 2,556,883	$ (664,766)	-35.1%

Employee Professional Standards Activity

The purpose of the Check Enforcement Diversion activity is to provide recovery of monies from bad check writers and to deter the writing of bad checks through prosecution, education and the assessment of fines, so that Maricopa County residents and businesses will see successful recovery of lost monies and that offenders are held accountable.

Mandates: This activity supports the mandates of the Enforcement and Custody Management Programs.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of Applicants that meet Sheriff's Office new hire standards	6.6%	4.0%	4.0%	0.0%	0.0%
Output	# of new hire standards reviews conducted	Not Reported	2,436	2,436	0	0.0%
Demand	# of new hire standards reviews required	6,105	3,485	3,485	0	0.0%
Efficiency	Cost per Sheriff's Office applicant standards review	Not Reported	$1,192.45	$1,187.78	$4.67	0.4%
Expenditure						
	100 - GENERAL	$ 307,574	$ 2,904,806	$ 2,893,439	$ 11,367	0.4%
	212 - SHERIFF RICO	-	1,450,406	1,235,397	215,009	14.8%
	214 - SHERIFF JAIL ENHANCEMENT	-	-	3,000	(3,000)	
	255 - DETENTION OPERATIONS	1,745,410	-	5,200	(5,200)	
	TOTAL USES	$ 2,052,983	$ 5,809,612	$ 5,786,878	$ 22,734	0.4%

Mandated Enforcement and Detention Training Activity

The purpose of the Mandated Enforcement and Detention Training Activity is to provide mandated training to Maricopa County Sheriff's Office compensated and non-compensated sworn and detention personnel so that they can be prepared/certified to perform job and maintain proficiency standards.

Mandates: This activity supports the mandates of the Enforcement and Custody Management Programs.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% FTE meeting mandated proficiency	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	# of Mandated Proficiency Standards Training Program Participants	10,727	2,831	2,831	0	0.0%
Output	# FTE	Not Reported	3,834	3,834	0	0.0%
Demand	# of MCSO FTE who are required to meet mandated proficiency standards	10,727	2,831	2,831	0	0.0%
Efficiency	Cost per mandated training program participant	$543.26	$2,241.97	$2,007.20	$234.77	10.5%
Revenue						
	251 - SHERIFF GRANTS	$ -	$ 415,990	$ -	$ (415,990)	-100.0%
	TOTAL SOURCES	$ -	$ 415,990	$ -	$ (415,990)	-100.0%
Expenditure						
	100 - GENERAL	$ 2,678,921	$ 2,473,044	$ 1,814,202	$ 658,842	26.6%
	212 - SHERIFF RICO			3,000	(3,000)	
	214 - SHERIFF JAIL ENHANCEMENT			20,900	(20,900)	
	255 - DETENTION OPERATIONS	3,148,672	3,873,961	3,844,271	29,690	0.8%
	TOTAL USES	$ 5,827,593	$ 6,347,005	$ 5,682,373	$ 664,632	10.5%

Enforcement Program

The purpose of the Enforcement Program is to provide law enforcement response relative to crime, criminal activity, and events that disrupt order and threaten public safety so the public feels safe and secure in the community.

Mandates: A.R.S. §11-441 establishes that the Sheriff's Office is responsible for preserving the peace, preventing and suppressing breaches of the peace, and arresting all persons who attempt to commit or who have committed a public offense.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of level 1 priority calls dispatched under threshold (within standards--10 seconds)	Not Reported	87.0%	87.0%	0.0%	0.0%
% of Zero-injury Enforcement Support Specialized Responses	94.9%	100.0%	100.0%	0.0%	0.0%
Percent of Court employees surveyed who respond they feel reasonably secure at work	Not Reported	Not Reported	Not Reported		
(%) Subjects returned within court requested time frame	Not Reported	100.0%	100.0%	0.0%	0.0%
% of Jail and Criminal Intelligence items forwarded to law enforcement	Not Reported	81.0%	81.0%	0.0%	0.0%
% of General investigation cases cleared by arrest	Not Reported	14.0%	14.0%	0.0%	0.0%
% of cases cleared	Not Reported	Not Reported	Not Reported		
% of Participants (respondents) who benefit from MCSO crime prevention program	Not Reported	Not Reported	Not Reported		
% of Priority 1 calls responded to within 5 minutes or less	34.5%	42.0%	42.0%	0.0%	0.1%
Percent of item records managed with automation	Not Reported	Not Reported	Not Reported		
% Calls for SMI evaluations resulting in transport to a non-jail facility	Not Reported	Not Reported	Not Reported		
% of missions resulting in rescue	Not Reported	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Civil Process
- Dispatch
- Disaster and Community Threat Disruption Response
- Enforcement Support and Specialized Response
- Extraditions
- Jail and Criminal Intelligence
- Investigations
- Community Outreach
- Patrol
- Property and Evidence
- Seriously Mentally Ill Apprehension Intervention
- Search and Rescue
- Warrants Information Processing

Civil Process Activity

The purpose of the Civil Process Activity is to provide mandated and statutory services, including taxation, licensing and court directives so that items are processed according to the mandate or statute.

Mandates: A.R.S. §11-441 establishes that the Sheriff's Office is responsible to serve process and notices as prescribed by the courts. A.R.S. §11-445 sets forth the fees to be collected by the Sheriff's Office for service of process.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	Number of items served or processed	28,661	43,194	43,194	0	0.0%
Demand	Number of items received for action	70,212	49,846	49,846	0	0.0%
Efficiency	Cost per item served or procesed (as defined)	$156.23	$103.91	$92.15	$11.75	11.3%
Revenue						
	100 - GENERAL	$ 536,840	$ 481,069	$ 474,000	$ (7,069)	-1.5%
	TOTAL SOURCES	$ 536,840	$ 481,069	$ 474,000	$ (7,069)	-1.5%
Expenditure						
	100 - GENERAL	$ 4,477,148	$ 4,488,149	$ 3,979,838	$ 508,311	11.3%
	255 - DETENTION OPERATIONS	456	-	637	(637)	
	TOTAL USES	$ 4,477,604	$ 4,488,149	$ 3,980,475	$ 507,674	11.3%

Dispatch Activity

The purpose of the Dispatch Activity is to provide 24-hour emergency communications operations for the general public and public safety personnel so that calls can be taken and dispatched within standard thresholds.

Mandates: This activity supports the overall mandate of the Enforcement Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of level 1 priority calls dispatched under threshold (within standards--10 seconds)	Not Reported	87.0%	87.0%	0.0%	0.0%
Output	# of Police Service Communications Dispatched	232,517	232,496	232,496	0	0.0%
Demand	# of Incoming police service communications	232,697	232,496	232,496	0	0.0%
Efficiency	Cost per Police Service call dispatched.	$9.44	$10.64	$15.12	-$4.48	-42.1%
Revenue						
	100 - GENERAL	$ 14,911	$ 125,072	$ 257,375	$ 132,303	105.8%
	TOTAL SOURCES	$ 14,911	$ 125,072	$ 257,375	$ 132,303	105.8%
Expenditure						
	100 - GENERAL	$ 1,951,957	$ 2,218,542	$ 2,484,559	$ (266,017)	-12.0%
	255 - DETENTION OPERATIONS	243,828	254,312	1,030,218	(775,906)	-305.1%
	TOTAL USES	$ 2,195,785	$ 2,472,854	$ 3,514,777	$ (1,041,923)	-42.1%

Disaster and Community Threat Disruption Response Activity

The purpose of the Disaster and Community Threat Disruption Response Activity is to provide support to the National Response Plan (NRP) through the State's Homeland Security Strategy so that acts of terrorism can be prevented and vulnerabilities to critical hazards can be reduced, damage can be minimized, and recovery can take place.

Mandates: A.R.S. §11-441 establishes the duty of the Sheriff's Office to "prevent and suppress all affrays, breaches of the peace, riots, and insurrections which may come to the knowledge of the sheriff."

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	# of Days MCSO is prepared to respond to threats and disasters.	274	365	365	0	0.0%
Demand	# of Days MCSO is required to be prepared to respond to threats and disasters	274	365	365	0	0.0%
Efficiency	Preparedness cost per day	$8,544.78	$4,761.54	$2,077.68	$2,683.86	56.4%
Revenue						
	251 - SHERIFF GRANTS	$ 1,491,746	$ 1,192,509	$ 719,943	$ (472,566)	-39.6%
	TOTAL SOURCES	$ 1,491,746	$ 1,192,509	$ 719,943	$ (472,566)	-39.6%
Expenditure						
	100 - GENERAL	$ 28,083	$ 72,743	$ (245)	$ 72,988	100.3%
	212 - SHERIFF RICO	36,191	5,504	29,960	(24,456)	-444.3%
	251 - SHERIFF GRANTS	2,276,997	1,659,714	719,939	939,775	56.6%
	255 - DETENTION OPERATIONS	-	-	8,699	(8,699)	
	TOTAL USES	$ 2,341,271	$ 1,737,961	$ 758,353	$ 979,608	56.4%

Enforcement Support and Specialized Response Activity

The purpose of the Enforcement Support and Specialized Response Activity is to provide patrol resources including personnel with special training and equipment for non-routine situations so that injury/damage can be avoided or controlled.

Mandates: This activity supports the overall mandate of the Enforcement Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of Zero-injury Enforcement Support Specialized Responses	94.9%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Court employees surveyed who respond they feel reasonably secure at work	Not Reported	Not Reported	Not Reported		
Output	Number of Calls for Service Responses by Patrol Resources Bureau units	Not Reported	4,144	4,144	0	0.0%
Output	# of Enforcement Support Specialized Responses	Not Reported	4,144	4,144	0	0.0%
Output	Number of Court employees surveyed	Not Reported	Not Reported	Not Reported		
Demand	Number of Calls for Service requiring Patrol Resource Bureau assistance	Not Reported	4,144	4,144	0	0.0%
Efficiency	Cost per Enforcement Support Specialized Response	Not Reported	$3,627.73	$2,430.16	$1,197.56	33.0%
Revenue						
	100 - GENERAL	$ 83,497	$ 219,835	$ 260,000	$ 40,165	18.3%
	203 - SHERIFF DONATIONS	826	1,796	-	(1,796)	-100.0%
	TOTAL SOURCES	$ 84,323	$ 221,631	$ 260,000	$ 38,369	17.3%
Expenditure						
	100 - GENERAL	$ 12,578,286	$ 12,737,500	$ 9,170,059	$ 3,567,441	28.0%
	203 - SHERIFF DONATIONS	-	3,946	5,390	(1,444)	-36.6%
	212 - SHERIFF RICO	171,315	86,760	67,960	18,800	21.7%
	214 - SHERIFF JAIL ENHANCEMENT	65,295	60,435	121,822	(61,387)	-101.6%
	251 - SHERIFF GRANTS	-	211	-	211	100.0%
	255 - DETENTION OPERATIONS	2,271,913	2,144,448	705,372	1,439,076	67.1%
	TOTAL USES	$ 15,086,809	$ 15,033,300	$ 10,070,603	$ 4,962,697	33.0%

Budget Balancing Adjustment: The Sheriff's Office is transferring their Court Security costs to the Inmate Service Fund, thus there is a reduction of $1,337,000 to the General Fund and an increase of that amount to the Inmate Services Fund.

Extraditions Activity

The purpose of the Extraditions Activity is to return subjects to Arizona who are wanted on Maricopa County Superior Court warrants and are in-custody in other states or countries so that can appear in court when requested.

Mandates: A.R.S. Title 13, Chapter 38, Article 5 (§§13-3841 through 13-3870.02) establishes the rules for and conditions under which a law enforcement agency is required to facilitate extraditions from other jurisdictions.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	(%) Subjects returned within court requested time frame	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	# Subjects returned	666	588	588	0	0.0%
Demand	# Requests for return of subjects	666	588	588	0	0.0%
Efficiency	Cost per subject returned	$2,627	$2,773	$2,550	$223	8.0%
Expenditure						
	100 - GENERAL	$ 154	$ 1,357	$ 45,566	$ (44,209)	-3257.8%
	255 - DETENTION OPERATIONS	1,749,188	1,629,449	1,454,107	175,342	10.8%
	TOTAL USES	$ 1,749,342	$ 1,630,806	$ 1,499,673	$ 131,133	8.0%

Jail and Criminal Intelligence Activity

The purpose of the Jail and Criminal Intelligence Activity is to provide lawful collection, synthesis and assessment of criminal information for the Sheriff's Office and the criminal justice system so enforcement action can be taken.

Mandates: This activity supports the overall mandates of the Enforcement Program and Custody Management Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of Jail and Criminal Intelligence items forwarded to law enforcement	Not Reported	81.0%	81.0%	0.0%	0.0%
Output	# Jail and criminal intelligence items processed (reviewed/analyzed)	21,710	22,587	22,587	0	0.0%
Demand	Number of intelligence items/requests (jail and criminal) received	16,019	28,018	28,018	0	0.0%
Efficiency	Cost per intelligence item analyzed	$132.09	$190.09	$238.70	-$48.62	-25.6%
Revenue						
	100 - GENERAL	$ 52,780	$ 21,664		$ (21,664)	-100.0%
	251 - SHERIFF GRANTS		983,176	1,534,689	551,513	56.1%
	TOTAL SOURCES	$ 52,780	$ 1,004,840	$ 1,534,689	$ 529,849	52.7%
Expenditure						
	100 - GENERAL	$ 63,544	$ 79,139	$ 172,202	$ (93,063)	-117.6%
	212 - SHERIFF RICO	7,907	87,140	33,300	53,840	61.8%
	214 - SHERIFF JAIL ENHANCEMENT	18,614	29,403	64,800	(35,397)	-120.4%
	251 - SHERIFF GRANTS		1,240,339	2,320,699	(1,080,360)	-87.1%
	255 - DETENTION OPERATIONS	2,777,642	2,857,506	2,800,623	56,883	2.0%
	TOTAL USES	$ 2,867,707	$ 4,293,527	$ 5,391,624	$ (1,098,097)	-25.6%

Investigations Activity

The purpose of the Investigations Activity is to provide criminal investigative services for the public and the prosecution so that arrests can be made and cases can be cleared.

Mandates: This activity supports the overall mandate of the Enforcement Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of cases cleared	Not Reported	Not Reported	Not Reported		
Result	% of General investigation cases cleared by arrest	Not Reported	14.0%	14.0%	0.0%	0.0%
Output	Number of cases investigated (open cases)	Not Reported	9,591	9,591	0	0.0%
Output	# of Cases Cleared	7,265	7,224	7,224	0	0.0%
Demand	# of Cases assigned/undertaken (cases to be handled)	12,715	7,346	7,346	0	0.0%
Efficiency	Cost per case investigated	Not Reported	$1,684.49	$1,732.22	-$47.73	-2.8%
Revenue						
	212 - SHERIFF RICO	$ 1,116,951	$ 1,083,425	$ 1,155,000	$ 71,575	6.6%
	251 - SHERIFF GRANTS	1,889,791	2,497,355	2,472,781	(24,574)	-1.0%
	TOTAL SOURCES	$ 3,006,742	$ 3,580,780	$ 3,627,781	$ 47,001	1.3%
Expenditure						
	100 - GENERAL	$ 9,628,558	$ 9,655,130	$ 9,502,083	$ 153,047	1.6%
	212 - SHERIFF RICO	708,134	679,711	914,920	(235,209)	-34.6%
	214 - SHERIFF JAIL ENHANCEMENT	94,333	34,191	80,400	(46,209)	-135.1%
	251 - SHERIFF GRANTS	1,967,978	1,924,566	2,474,354	(549,788)	-28.6%
	255 - DETENTION OPERATIONS	3,835,736	3,862,334	3,641,928	220,406	5.7%
	TOTAL USES	$ 16,234,739	$ 16,155,932	$ 16,613,685	$ (457,753)	-2.8%

Community Outreach Activity

The purpose of the Community Outreach Activity is to promote safety and crime prevention in the community so that the public is better informed.

Mandates: This is a non-mandated activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of Participants (respondents) who benefit from MCSO crime prevention program	Not Reported	Not Reported	Not Reported		
Output	# Participants who benefit as a result of attending an MCSO crime prevention program	15,382	Not Reported	Not Reported		
Demand	# Community outreach program participants	18,244	Not Reported	Not Reported		
Efficiency	Cost per community outreach participant	Not Reported	Not Reported	Not Reported		
Revenue						
	203 - SHERIFF DONATIONS	$ -	$ 16	$ -	$ (16)	-100.0%
	251 - SHERIFF GRANTS	44,475	3,800	5,000	1,200	31.6%
	TOTAL SOURCES	$ 44,475	$ 3,816	$ 5,000	$ 1,184	31.0%
Expenditure						
	100 - GENERAL	$ 3,196	$ 651	$ 8,567	$ (7,916)	-1216.0%
	203 - SHERIFF DONATIONS	-	16	50	(34)	-212.5%
	251 - SHERIFF GRANTS	591	3,185	4,996	(1,811)	-56.9%
	255 - DETENTION OPERATIONS	-	-	22	(22)	
	TOTAL USES	$ 3,787	$ 3,852	$ 13,635	$ (9,783)	-254.0%

Patrol Activity

The purpose of the Patrol Activity is to provide preventive enforcement and law enforcement response to the general public in County Districts, at the Lakes, and on Park Trails so that criminal activity can be deterred and offenders can be apprehended.

Mandates: This activity supports the overall mandate of the Enforcement Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of Priority 1 calls responded to within 5 minutes or less	34.5%	42.0%	42.0%	0.0%	0.1%
Output	# of Radio calls for service responses (# of responses)	197,683	220,611	220,611	0	0.0%
Output	# of Priority 1 calls responded to	Not Reported	2,444	2,444	0	0.0%
Demand	# Radio calls for service dispatched to patrol (# of incidents)	199,180	221,935	221,935	0	0.0%
Efficiency	Cost per call for service response	$136.71	$139.57	$141.31	-$1.74	-1.2%
Revenue						
	100 - GENERAL	$ 8,679,192	$ 10,882,805	$ 10,854,546	$ (28,259)	-0.3%
	251 - SHERIFF GRANTS	601,234	953,920	1,502,744	548,824	57.5%
	TOTAL SOURCES	$ 9,280,426	$ 11,836,725	$ 12,357,290	$ 520,565	4.4%
Expenditure						
	100 - GENERAL	$ 24,526,230	$ 26,814,414	$ 29,494,345	$ (2,679,931)	-10.0%
	212 - SHERIFF RICO	80,230	55,441	41,960	13,481	24.3%
	251 - SHERIFF GRANTS	752,508	608,659	1,504,428	(895,769)	-147.2%
	255 - DETENTION OPERATIONS	1,666,835	3,312,217	132,807	3,179,410	96.0%
	TOTAL USES	$ 27,025,802	$ 30,790,731	$ 31,173,540	$ (382,809)	-1.2%

Budget Balancing Adjustment: The Sheriff's Office is eliminating their mounted patrol, thus a reduction to the General Fund budget of $407,675 is being made.

Property and Evidence Activity

The purpose of the Property and Evidence Activity is to provide custodial service for evidentiary and other property so that it can be readily retrieved for review or release in the same condition as it was upon initial receipt and destroyed, released or disposed of according to mandate.

Mandates: A.R.S. §13-3920 states that all seized property related to a criminal arrest shall be retained by the arresting agency for use as evidence until directed otherwise by the court.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of item records managed with automation	Not Reported	Not Reported	Not Reported		
Output	# of items of property and evidence stored	64,389	58,047	58,047	0	0.0%
Output	Number of item records managed	Not Reported	Not Reported	Not Reported		
Demand	Number of items of property and evidence required to be stored.	Not Reported	58,047	58,047	0	0.0%
Efficiency	Cost per item stored	$11.79	$17.93	$17.58	$0.35	1.9%
Revenue						
	100 - GENERAL	$ 14,780	$ 17,723	$ 14,000	$ (3,723)	-21.0%
	TOTAL SOURCES	$ 14,780	$ 17,723	$ 14,000	$ (3,723)	-21.0%
Expenditure						
	100 - GENERAL	$ 559,071	$ 638,737	$ 474,554	$ 164,183	25.7%
	212 - SHERIFF RICO		1,704	-	1,704	100.0%
	214 - SHERIFF JAIL ENHANCEMENT	260	11,518	33,600	(22,082)	-191.7%
	255 - DETENTION OPERATIONS	199,966	388,967	512,566	(123,599)	-31.8%
	TOTAL USES	$ 759,297	$ 1,040,926	$ 1,020,720	$ 20,206	1.9%

Seriously Mentally Ill Apprehension Intervention Activity

The purpose of the Seriously Mentally Ill Apprehension Intervention Activity is to provide an evaluation by law enforcement and health care professionals for local law enforcement agencies so that they can safely deal with seriously mentally ill violent/nonviolent offenders by directing them to an appropriate treatment facility.

Mandates: This is a non-mandated activity.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% Calls for SMI evaluations resulting in transport to a non-jail facility	Not Reported	Not Reported	Not Reported		
Output	# SMI evaluations performed	Not Reported	Not Reported	Not Reported		
Demand	# Local law enforcement requests for SMI evaluations	Not Reported	Not Reported	Not Reported		
Efficiency	Cost per SMI evaluation performed	Not Reported	Not Reported	Not Reported		
Expenditure						
	100 - GENERAL	$ 220,426	$ 516,049	$ 118,997	$ 397,052	76.9%
	255 - DETENTION OPERATIONS	-		22	(22)	
	TOTAL USES	$ 220,426	$ 516,049	$ 119,019	$ 397,030	76.9%

Budget Balancing Adjustment: The SMI Intervention Activity is being eliminated due to difficulty in recruiting the necessary staff to fully operate the program over the last year. This results in a General Fund budget reduction of $949,054.

Search and Rescue Activity

The purpose of the Search and Rescue Activity is to provide aid in missions involving the life or health of any person so that individuals can be rescued or recovered.

Mandates: A.R.S. §11-441 establishes the duty of the Sheriff's Office to conduct or coordinate search and rescue operations involving the life or health of a person.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	% of missions resulting in rescue	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	# Search and rescue missions undertaken	34	39	39	0	0.0%
Demand	# Search and rescue incidents	34	39	39	0	0.0%
Efficiency	Cost per search and rescue mission undertaken	$167.05	$1,322.05	$4,509.54	-$3,187.49	-241.1%
Revenue						
	203 - SHERIFF DONATIONS	$ -	$ 16	$ -	$ (16)	-100.0%
	TOTAL SOURCES	$ -	$ 16	$ -	$ (16)	-100.0%
Expenditure						
	100 - GENERAL	$ 5,680	$ 51,544	$ 175,800	$ (124,256)	-241.1%
	203 - SHERIFF DONATIONS	-	16	50	(34)	-212.5%
	255 - DETENTION OPERATIONS	-		22	(22)	
	TOTAL USES	$ 5,680	$ 51,560	$ 175,872	$ (124,312)	-241.1%

Warrants Information Processing Activity

The purpose of the Warrants Information Processing Activity is to provide comprehensive warrants records management services so that criminal information can be entered, verified, reported, and retrieved according to law.

Mandates: This activity supports the overall mandate of the Enforcement Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	Not Reported	Not Reported	Not Reported		
Output	# of Items Processed	66,973	64,628	64,628	0	0.0%
Demand	Number of Items received	Not Reported	82,850	82,850	0	0.0%
Efficiency	Cost per item processed	$31.72	$33.71	$33.54	$0.17	0.5%
Revenue						
	100 - GENERAL	$ 18,109	$ 42,121	$ 65,000	$ 22,879	54.3%
	TOTAL SOURCES	$ 18,109	$ 42,121	$ 65,000	$ 22,879	54.3%
Expenditure						
	100 - GENERAL	$ 2,124,686	$ 2,178,236	$ 2,167,620	$ 10,616	0.5%
	255 - DETENTION OPERATIONS	-	384	21	363	94.5%
	TOTAL USES	$ 2,124,686	$ 2,178,620	$ 2,167,641	$ 10,979	0.5%

Budget Balancing Adjustment: The Sheriff's Office is eliminating the DOD program, thus allowing a General Fund budget reduction of $54,252.

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 71,117,264**	**$ 10,636,912**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (60,182)	$ -
Employee Market Compensation Adjustments (Admin Phase II Market Study, $211,374; Program & Operations Market Study, $4,149; Nurses Market Study, $29,825)	245,348	-
Fountain Hills IGA	215,023	499,065
Town of Carefree IGA	-	108,780
Guadalupe, Cave Creek, Queen Creek IGA Revisions	115,451	906,588
Cancellation of El Mirage IGA	(1,043,717)	(1,043,717)
Expansion of Queen Creek IGA	613,165	613,165
Revision to Goodyear IGA	724,341	835,841
Revision to Gila Bend IGA	11,793	11,793
Radio Refresh Lease (Phase 3)	241,058	-
Subtotal	$ 1,062,280	$ 1,931,515
FY 2007-08 REVISED RESTATED BUDGET	**$ 72,179,544**	**$ 12,568,427**
TARGET ADJUSTMENTS:		
Annualization of Jan. 2008 Administrative Reductions	$ (60,182)	$ -
Reallocation of General/Detention Fund splits	4,765,348	-
Elected Official Salary Increase	7,415	-
Annualization of Employee Market Comp. Adjustments (Program/Operations, $3,510; Nurses, $20,512)	24,022	-
Wells Fargo lease increase	163,052	-
Cancellation of El Mirage IGA	(612,527)	(612,527)
Expansion of Queen Creek IGA	121,767	121,767
Revision to Goodyear IGA	(141,734)	(141,734)
Annualization of Radio Refresh Lease (Phase 3)	134,927	-
Subtotal	$ 4,402,088	$ (632,494)
FY 2008-09 BUDGET TARGET	**$ 76,581,632**	**$ 11,935,933**
REQUESTED ADJUSTMENTS:		
Requested Revenue Above Target	$ -	$ 1,069,884
FY 2008-09 REQUESTED BUDGET	**$ 76,581,632**	**$ 13,005,817**
BUDGET BALANCING ADJUSTMENTS:		
Eliminate SMI Intervention Program -- 10.0 FTE	$ (949,082)	$ -
Eliminate various vacant positions -- 12.0 FTE	(839,818)	-
Eliminate various vacant temporary positions	(36,568)	-
Reduce outside technology services budget	(25,000)	-
Eliminate Mounted Patrol	(407,675)	-
Eliminate DOD Program	(54,252)	-
Eliminate motorcycles	(402,524)	-
Transfer court security to Inmate Services Fund	(1,337,000)	-
Subtotal	$ (4,051,919)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 72,529,713**	**$ 13,005,817**
PERCENT CHANGE FROM TARGET AMOUNT	*-5.3%*	*9.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 72,529,713**	**$ 13,005,817**

Sheriff's Donations Fund (203)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 16,400**	**$ 16,400**
FY 2007-08 REVISED RESTATED BUDGET	**$ 16,400**	**$ 16,400**
FY 2008-09 BUDGET TARGET	**$ 16,400**	**$ 16,400**
REQUESTED ADJUSTMENTS:		
Requested Revenue Above Target	$ -	$ 9,400
FY 2008-09 REQUESTED BUDGET	**$ 16,400**	**$ 25,800**
BASE ADJUSTMENTS:		
Structural balance	$ 9,400	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 25,800**	**$ 25,800**
PERCENT CHANGE FROM TARGET AMOUNT	*57.3%*	*57.3%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 25,800**	**$ 25,800**

Sheriff's RICO Fund (212)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ 1,100,000**	**$**	**1,100,000**
FY 2007-08 REVISED RESTATED BUDGET		**$ 1,100,000**	**$**	**1,100,000**
FY 2008-09 BUDGET TARGET		**$ 1,100,000**	**$**	**1,100,000**
REQUESTED ADJUSTMENTS:				
Requested Revenue Above Target		$ -	$	55,000
Requested Expenditures Above Target		55,000		-
	Subtotal	$ 55,000	$	55,000
FY 2008-09 REQUESTED BUDGET		**$ 1,155,000**	**$**	**1,155,000**
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 1,155,000**	**$**	**1,155,000**
PERCENT CHANGE FROM TARGET AMOUNT		*5.0%*		*5.0%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 1,155,000**	**$**	**1,155,000**

Jail Enhancement Fund (214)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ 2,050,000**	**$**	**2,050,000**
FY 2007-08 REVISED RESTATED BUDGET		**$ 2,050,000**	**$**	**2,050,000**
FY 2008-09 BUDGET TARGET		**$ 2,050,000**	**$**	**2,050,000**
REQUESTED ADJUSTMENTS:				
Requested Revenue Above Target		$ -	$	155,000
Requested Expenditures Above Target		155,000		-
	Subtotal	$ 155,000	$	155,000
FY 2008-09 REQUESTED BUDGET		**$ 2,205,000**	**$**	**2,205,000**
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 2,205,000**	**$**	**2,205,000**
PERCENT CHANGE FROM TARGET AMOUNT		*7.6%*		*7.6%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 2,205,000**	**$**	**2,205,000**

Sheriff's Grants Fund (251)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 5,084,102**	**$ 5,084,102**
MID-YEAR ADJUSTMENTS:		
Shoot house funding	$ 377,990	$ 377,990
Grant Reconciliation	1,816,790	1,816,790
Subtotal	$ 2,194,780	$ 2,194,780
FY 2007-08 REVISED RESTATED BUDGET	**$ 7,278,882**	**$ 7,278,882**
FY 2008-09 BUDGET TARGET	**$ 7,278,882**	**$ 7,278,882**
REQUESTED ADJUSTMENTS:		
Requested Revenue Below Target	$ -	$ (520,015)
Requested Expenditures Above Target	269,268	-
Subtotal	$ 269,268	$ (520,015)
FY 2008-09 REQUESTED BUDGET	**$ 7,548,150**	**$ 6,758,867**
FY 2008-09 RECOMMENDED OPERATING BUDGET	**$ 7,548,150**	**$ 6,758,867**
PERCENT CHANGE FROM TARGET AMOUNT	*3.7%*	*-7.1%*
NON-OPERATING		
FY 2008-09 ADOPTED NON-OPERATING BUDGET	**$ -**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 7,548,150**	**$ 6,758,867**

Inmate Services Fund (252)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 12,042,042**	**$ 12,042,042**
MID-YEAR ADJUSTMENTS:		
Non-recurring Expenditures from Fund Balance	$ 4,000,000	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 16,042,042**	**$ 12,042,042**
TARGET ADJUSTMENTS:		
Non-recurring Expenditures from Fund Balance	$ (4,000,000)	$ -
FY 2008-09 BUDGET TARGET	**$ 12,042,042**	**$ 12,042,042**
REQUESTED ADJUSTMENTS:		
Requested Revenue Above Target	$ -	$ 2,478,322
FY 2008-09 REQUESTED BUDGET	**$ 12,042,042**	**$ 14,520,364**
BUDGET BALANCING ADJUSTMENTS:		
Transfer Ward 41 expenses from Detention Fund (use fund balance for operating)	$ 859,224	$ -
Transfer portion of Inmate Class. from Detention Fund (use fund balance for operating)	2,190,155	-
Transfer Inmate Programs personnel from Detention Fund (use fund balance for operating)	384,000	-
Transfer Court Security from General Fund (use fund balance for operating)	1,337,000	-
Subtotal	$ 4,770,379	$ -
FY 2008-09 RECOMMENDED OPERATING BUDGET	**$ 16,812,421**	**$ 14,520,364**
FY 2008-09 ADOPTED BUDGET	**$ 16,812,421**	**$ 14,520,364**
PERCENT CHANGE FROM TARGET AMOUNT	*39.6%*	*20.6%*
NON-OPERATING		
NON-OPERATING 0001		
JMS - Phase II (project detail still to be reviewed and approved by OMB)	$ 2,300,000	$ -
Subtotal	$ 2,300,000	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET	**$ 2,300,000**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 19,112,421**	**$ 14,520,364**

Inmate Health Services Fund (254)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 149,715**	**$ 149,715**
FY 2007-08 REVISED RESTATED BUDGET	**$ 149,715**	**$ 149,715**
FY 2008-09 BUDGET TARGET	**$ 149,715**	**$ 149,715**
FY 2008-09 REQUESTED BUDGET	**$ 149,715**	**$ 149,715**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 149,715**	**$ 149,715**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
NON-OPERATING		
NON-OPERATING 0001		
One-time Correctional Health expenditures from fund balance (Outside lab costs, $50,000; Phasing of new pharmacy practices, $100,000)	$ 150,000	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET	**$ 150,000**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 299,715**	**$ 149,715**

Detention Fund (255)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET	**$**	**196,533,189**	**$**	**26,595,247**
MID-YEAR ADJUSTMENTS:				
Jan. 2008 Administrative Reductions	$	(204,291)	$	-
Employee Market Compensation Adjustments (Admin Phase II, $57,677; Program & Operations, $62,127; Nurses, $3,092; Social Worker, $203,886)		326,782		-
JMS mainframe		169,095		-
Radio Refresh Lease (Phase 3)		154,006		-
Subtotal	$	445,592	$	-
FY 2007-08 REVISED RESTATED BUDGET	**$**	**196,978,781**	**$**	**26,595,247**
TARGET ADJUSTMENTS:				
Annualization of Jan. 2008 Administrative Reductions	$	(204,291)	$	-
Annualization of Employee Market Compensation Adjustments (Program & Operations, $52,842; Nurses, $2,127; Social Worker, $172,519)		227,488		-
Reallocation of General/Detention Fund Splits		(4,765,348)		-
Annualization of Radio Refresh Lease (Phase 3)		107,826		-
FY 2008-09 Reduction in Risk Management Charges		(2,088,378)		
Subtotal	$	(6,722,703)	$	-
FY 2008-09 BUDGET TARGET	**$**	**190,256,078**	**$**	**26,595,247**
REQUESTED ADJUSTMENTS:				
Requested Revenue Above Target	$	-	$	644,753
Requested Expenditures Above Target		449,316		-
Subtotal	$	449,316	$	644,753
FY 2008-09 REQUESTED BUDGET	**$**	**190,705,394**	**$**	**27,240,000**
BUDGET BALANCING ADJUSTMENTS:				
Eliminate various vacant positions -- 15.0 FTE	$	(917,452)	$	-
Eliminate various vacant temporary positions		(44,435)		-
Reduce external contract services		(40,000)		-
Transfer Ward 41 costs to the Inmate Services Fund		(859,224)		-
Transfer portion of Inmate Classification to Inmate Services Fund		(2,190,155)		-
Transfer personnel supporting inmate programs to Inmate Services Fund		(384,000)		-
Reduce Worker's Compensation and Unemployment		(399,224)		-
Subtotal	$	(4,834,490)	$	-
FY 2008-09 ADOPTED OPERATING BUDGET	**$**	**185,870,904**	**$**	**27,240,000**
PERCENT CHANGE FROM TARGET AMOUNT		*-2.3%*		
FY 2008-09 TOTAL ADOPTED BUDGET	**$**	**185,870,904**	**$**	**27,240,000**

Superintendent of Schools

Analysis by Julia Smith, Management & Budget Analyst

Summary

Mission
The mission of the SOS is to provide fiscal and educational services to school districts, educators and the community so that they can effectively improve student achievement.

Vision
Collaborating with the community, educators and school districts to ensure a quality education for every child in Maricopa County.

Strategic Goals
- **By June 30, 2008, the Superintendent of Schools (SOS) will develop effective and diverse recruitment strategies to increase the pool of qualified applicants for positions with the SOS.**

  Status: By utilizing the County's Human Resource recruitment office, the Department's Human Resource Specialist has created a network to attract qualified applicants using new advertising markets.

- **By June 30, 2008, employee performance plans will be reviewed with employees on a quarterly basis in order to ensure alignment with departmental strategic plan.**

  Status: Management strives to evaluate employee performance plans on a quarterly basis and will continue to do so during fiscal year 2008-09. Employee performance plans will be revised on an "as-needed-basis" to adjust for any additional duties and responsibilities in order to ensure alignment with departmental strategic plan.

- **By July 31, 2008, the SOS will utilize interactive web-based technology to meet the demands of school districts for more efficient and effective service delivery.**

  Status: The Visions software program has been implemented. Training has been provided and Districts are using this new web-based application.

- **By July 31, 2008, the Superintendent of Schools (SOS) will have completed a reorganization and 100% of SOS staff will have received the necessary training needed as a result of implementing new school district business software to support school districts and to optimize the staff delivery and level of services provided.**

  Status: Visions software is now being used for all invoicing and requisitioning (Garnishment billings, Communications billings, and Educational Service Agency requisitions).

- **By June 30, 2008, the Superintendent of Schools (SOS) will develop a comprehensive grant manual which will include policies and procedures for grant development, writing,**

implementation and management of all of the Education Service Agency grants so that the SOS has more effective administrative oversight.

Status: The comprehensive grant manual is currently being developed with about 50 percent of the manual completed.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
REVENUE							
37SC - EDUCATION	$ 4,284,615	$ 4,761,912	$ 4,791,455	$ 4,142,618	$ 2,840,627	$ (1,950,828)	-40.7%
EDSU - SCHOOL DISTRICT SUPPORT	4,284,615	4,761,912	4,791,455	4,142,618	2,840,627	(1,950,828)	-40.7%
99AS - ADMINISTRATIVE SERVICES	$ 1,020,522	$ 50	$ 50	$ 16	$ 50	$ -	0.0%
FSAC - FINANCIAL SERVICES	1,020,522	50	50	16	50	-	0.0%
TOTAL PROGRAMS	$ 5,437,559	$ 4,761,962	$ 4,791,505	$ 3,925,237	$ 2,840,677	$ (1,950,828)	-40.7%
EXPENDITURES							
37SC - EDUCATION	$ 3,961,495	$ 5,368,724	$ 5,398,264	$ 4,460,944	$ 6,318,109	$ (919,845)	-17.0%
PBIN - PUBLIC INFORMATION SERVICES	119,203	156,897	156,897	166,459	153,648	3,249	2.1%
EDSU - SCHOOL DISTRICT SUPPORT	3,842,292	5,211,827	5,241,367	4,294,485	6,164,462	(923,095)	-17.6%
99AS - ADMINISTRATIVE SERVICES	$ 231,935	$ 475,911	$ 464,015	$ 631,389	$ 648,721	$ (184,706)	-39.8%
BDGT - BUDGETING	7,342	27,292	27,292	23,708	24,589	2,703	9.9%
ODIR - EXECUTIVE MANAGEMENT	147,980	414,680	402,784	509,308	542,234	(139,450)	-34.6%
FSAC - FINANCIAL SERVICES	4,485	27,291	27,291	22,398	22,588	4,703	17.2%
HRAC - HUMAN RESOURCES	56,217	4,201	4,201	61,096	57,725	(53,524)	-1274.1%
PROC - PROCUREMENT	15,911	2,447	2,447	14,879	1,585	862	35.2%
99GV - GENERAL GOVERNMENT	$ (175,518)	$ 52,063	$ 52,063	$ 42,044	$ 32,741	$ 19,322	37.1%
ISFC - INTERNAL SERVICE FUND CHARGES	29,796	52,063	52,063	42,044	32,741	19,322	37.1%
TOTAL PROGRAMS	$ 4,017,912	$ 5,896,698	$ 5,914,342	$ 5,134,377	$ 6,999,564	$ (1,085,230)	-18.3%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ (1,260)	$ -	$ -	$ -	$ -	$ -	0.0%
SUBTOTAL	$ (1,260)	$ -	$ -	$ -	$ -	$ -	0.0%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 3,076,469	$ 3,058,354	$ 3,087,897	$ 2,200,854	$ 1,137,019	$ (1,950,878)	-63.2%
0620 - OTHER INTERGOVERNMENTAL	(12,648)	82,680	82,680	241,927	190,056	107,376	129.9%
SUBTOTAL	$ 3,063,821	$ 3,141,034	$ 3,170,577	$ 2,442,781	$ 1,327,075	$ (1,843,502)	-58.1%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 127,500	$ 127,500	$ 42,497	$ 100,245	$ (27,255)	-21.4%
0635 - OTHER CHARGES FOR SERVICES	818,977	700,541	700,541	683,341	50	(700,491)	-100.0%
SUBTOTAL	$ 818,977	$ 828,041	$ 828,041	$ 725,838	$ 100,295	$ (727,746)	-87.9%
FINES & FOREFEITS							
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 53,738	$ -	$ -	$ 77,389	$ -	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	1,502,283	792,887	792,887	679,229	1,413,307	620,420	78.2%
SUBTOTAL	$ 1,556,021	$ 792,887	$ 792,887	$ 756,618	$ 1,413,307	$ 620,420	78.2%
TOTAL SOURCES	$ 5,437,559	$ 4,761,962	$ 4,791,505	$ 3,925,237	$ 2,840,677	$ (1,950,828)	-40.7%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 1,470,471	$ 1,804,294	$ 1,804,294	$ 1,611,217	$ 1,662,126	$ 142,168	7.9%
0705 - TEMPORARY PAY	23,102	88,107	77,054	-	113,381	(36,327)	0.0%
0710 - OVERTIME	44,963	-	-	28,340	16,648	(16,648)	0.0%
0750 - FRINGE BENEFITS	499,089	626,048	625,207	575,515	565,528	59,679	9.5%
0790 - OTHER PERSONNEL SERVICES	20,908	359,588	359,583	137,770	12,075	347,508	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(938)	-	-	-	-	-	0.0%
0796 - PERSONNEL SERVICES ALLOC-IN	938	-	-	-	110,000	(110,000)	0.0%
SUBTOTAL	$ 2,058,533	$ 2,878,037	$ 2,866,138	$ 2,352,842	$ 2,479,758	$ 386,380	13.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 204,273	$ 334,751	$ 334,751	$ 220,625	$ 189,623	$ 145,128	43.4%
0803 - FUEL	2,341	4,322	4,322	7,670	4,322	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	9,241	-	-	2,226	2,500	(2,500)	0.0%
0805 - SUPPLIES-ALLOCATION OUT	-	-	-	(22,690)	-	-	0.0%
0806 - SUPPLIES-ALLOCATION IN	-	-	-	177,358	-	-	0.0%
SUBTOTAL	$ 215,855	$ 339,073	$ 339,073	$ 385,189	$ 196,445	$ 142,628	42.1%
SERVICES							
0810 - LEGAL SERVICES	$ 2,680	$ -	$ -	$ 16,848	$ -	$ -	0.0%
0811 - HEALTH CARE SERVICES	(23,918)	-	-	-	-	-	0.0%
0812 - OTHER SERVICES	284,008	1,271,406	1,300,949	1,059,085	987,253	313,696	24.1%
0820 - RENT & OPERATING LEASES	6,251	328,607	328,607	323,909	328,607	-	0.0%
0825 - REPAIRS AND MAINTENANCE	656	3,610	3,610	4,328	3,610	-	0.0%
0839 - INTERNAL SERVICE CHARGES	13,767	12,397	12,397	13,497	31,702	(19,305)	-155.7%
0841 - TRAVEL	781,434	795,373	795,373	559,478	799,072	(3,699)	0.0%
0842 - EDUCATION AND TRAINING	385,265	140,415	140,415	269,380	140,751	(336)	-0.2%
0843 - POSTAGE/FREIGHT/SHIPPING	140,877	9,951	9,951	37,562	9,488	463	4.7%
0850 - UTILITIES	106,613	100,557	100,557	102,875	82,680	17,877	17.8%
0872 - SERVICES-ALLOCATION OUT	(14,188)	-	-	-	-	-	0.0%
0873 - SERVICES-ALLOCATION IN	14,119	-	-	-	500	(500)	0.0%
SUBTOTAL	$ 1,697,564	$ 2,662,316	$ 2,691,859	$ 2,386,962	$ 2,383,663	$ 308,196	11.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ -	$ -	$ -	$ 1,881,148	$ (1,881,148)	0.0%
SUBTOTAL	$ -	$ -	$ -	$ -	$ 1,881,148	$ (1,881,148)	0.0%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 31,130	$ -	$ -	$ -	$ 35,000	$ (35,000)	0.0%
0950 - DEBT SERVICE	14,830	17,272	17,272	9,384	23,550	(6,278)	-36.3%
SUBTOTAL	$ 45,960	$ 17,272	$ 17,272	$ 9,384	$ 58,550	$ (41,278)	-239.0%
TOTAL USES	$ 4,017,912	$ 5,896,698	$ 5,914,342	$ 5,134,377	$ 6,999,564	$ (1,085,222)	-18.3%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 220,975	$ 218,550	$ 218,550	$ 150,245	$ 828,091	$ 609,541	278.9%
715 - SCHOOL GRANT	$ 3,335,864	$ 3,058,354	$ 3,087,897	$ 2,394,261	$ 1,027,019	$ (2,060,878)	-66.7%
SPECIAL REVENUE - GRANT	$ 3,335,864	$ 3,058,354	$ 3,087,897	$ 2,394,261	$ 1,027,019	$ (2,060,878)	-66.7%
669 - SMALL SCHOOL SERVICE	$ -	$ -	$ -	$ -	$ 110,000	$ 110,000	0.0%
780 - SCHOOL TRANSPORTATION	1,020,522	792,887	792,887	661,327	792,887	-	0.0%
782 - SCHOOL COMMUNICATION	99,908	82,680	82,680	82,573	82,680	-	0.0%
795 - COUNTY SCHOOL INDIRECT COST	760,290	609,491	609,491	636,831	-	(609,491)	-100.0%
SPECIAL REVENUE - OTHER	$ 1,880,720	$ 1,485,058	$ 1,485,058	$ 1,380,731	$ 985,567	$ (499,491)	-33.6%
TOTAL SPECIAL REVENUE	$ 5,216,584	$ 4,543,412	$ 4,572,955	$ 3,774,992	$ 2,012,586	$ (2,560,369)	-56.0%
TOTAL FUNDS	$ 5,437,559	$ 4,761,962	$ 4,791,505	$ 3,925,237	$ 2,840,677	$ (1,950,828)	-40.7%
USES							
100 - GENERAL	$ 2,007,234	$ 2,461,627	$ 2,449,728	$ 2,298,942	$ 2,320,833	$ 128,895	5.3%
715 - SCHOOL GRANT	$ 1,074,427	$ 2,559,504	$ 2,589,047	$ 2,212,470	$ 1,812,016	$ 777,031	30.0%
SPECIAL REVENUE - GRANT	$ 1,074,427	$ 2,559,504	$ 2,589,047	$ 2,212,470	$ 1,812,016	$ 777,031	30.0%
669 - SMALL SCHOOL SERVICE	$ -	$ -	$ -	$ -	$ 110,000	$ (110,000)	0.0%
780 - SCHOOL TRANSPORTATION	882,402	792,887	792,887	557,253	792,887	-	0.0%
782 - SCHOOL COMMUNICATION	53,849	82,680	82,680	65,712	82,680	-	0.0%
795 - COUNTY SCHOOL INDIRECT COST	-	-	-	-	1,881,148	(1,881,148)	0.0%
SPECIAL REVENUE - OTHER	$ 936,251	$ 875,567	$ 875,567	$ 622,965	$ 2,866,715	$ (1,991,148)	-227.4%
TOTAL SPECIAL REVENUE	$ 2,010,678	$ 3,435,071	$ 3,464,614	$ 2,835,435	$ 4,678,731	$ (1,214,117)	-35.0%
TOTAL FUNDS	$ 4,017,912	$ 5,896,698	$ 5,914,342	$ 5,134,377	$ 6,999,564	$ (1,085,222)	-18.3%

Programs and Activities

Education Program

The purpose of the Education Program is to provide fiscal and educational services to school districts and the community so that students receive quality education.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of customers who report good/excellent service on annual district support survey	Not Reported	90.0%	90.0%	0.0%	0.0%
Percent of customers who report overall good/excellent service on annual small schools district support survey.	Not Reported	90.0%	90.0%	0.0%	0.0%
Percent of customers who report overall good/excellent service on the elections satisfaction survey	Not Reported	90.0%	90.0%	0.0%	0.0%
Percent of Home School families who report who reported on the annual survey satisfied / very satisfied with the services provided by the Home School Division.	Not Reported	95.0%	95.0%	0.0%	0.0%
Percent of Home School families who report on the annual survey satisfied / very satisfied with the private/Home School information packet	Not Reported	95.0%	95.0%	0.0%	0.0%

Activities that comprise this program include:

- Public Information Services Activity
- School District Support Activity

Public Information Services Activity

The purpose of the Public Information Services Activity is to provide school and education related information to school districts and parents so they can make informed decisions regarding the education of their children.

Mandates: A.R.S. §11-511 establishes powers and duties of the Superintendent of Schools; A.R.S. §15-301-§15-310 establishes more specific powers and duties as well as other functions of the Superintendent of Schools. The Maricopa County Superintendent of Schools is responsible for providing mandated services through educational support to the school districts within Maricopa County. Services provided include training, grant support, coordination of special elections, computer system and financial support, and special education services. Services are also provided to private and home-based schools.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Home School families who report who reported on the annual survey satisfied / very satisfied with the services provided by the Home School Division.	Not Reported	95.0%	95.0%	0.0%	0.0%
Result	Percent of Home School families who report on the annual survey satisfied/very satisfied with the private/Home School information packet	Not Reported	95.0%	95.0%	0.0%	0.0%
Output	Number of Home School families responding to annual survey	Not Reported	10	10	-	0.0%
Output	Number of Private/Home School Information packets provided	268	400	400	-	0.0%
Output	Number of school and education related information processed	Not Reported	838,984	838,984	-	0.0%
Demand	Number of inquiries for school and education related information required	838,904	838,984	838,984	-	0.0%
Efficiency	Cost per inquiry	$ -	$ 0.20	$ 0.18	$ 0.02	7.7%
Expenditure						
	100 - GENERAL	$ 119,203	$ 166,459	$ 153,645	$ 12,814	7.7%
	TOTAL USES	$ 119,203	$ 166,459	$ 153,645	$ 12,814	7.7%

School District Support Activity

The purpose of the School District Support Activity is to provide professional technical expertise, direction, services, and products to school districts so they can successfully manage their districts, meet their mandated obligations, and improve the quality of the educational services they provide.

Mandates: A.R.S. §11-511 establishes powers and duties of the Superintendent of Schools; A.R.S. §15-301-§15-310 establishes more specific powers and duties as well as other functions of the Superintendent of Schools. The Maricopa County Superintendent of Schools is responsible for providing mandated services through educational support to the school districts within Maricopa County. Services provided include training, grant support, coordination of special elections, computer system and financial support, and special education services. Services are also provided to private and home-based schools.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of customers who report good/excellent service on annual district support survey	Not Reported	90.0%	90.0%	0.0%	0.0%
Result	Percent of customers who report overall good/excellent service on annual small schools district support survey.	Not Reported	90.0%	90.0%	0.0%	0.0%
Result	Percent of customers who report overall good/excellent service on the elections satisfaction survey	Not Reported	90.0%	90.0%	0.0%	0.0%
Output	Number of customers of district support responding to annual survey	Not Reported	10	10	-	0.0%
Output	Number of customers of small schools district support responding to annual survey	Not Reported	5	5	-	0.0%
Output	Number of customers of elections responding to survey	Not Reported	20	20	-	0.0%
Output	Number of school district special elections coordinated	54	54	54	-	0.0%
Output	Number of individuals attending trainings offered by SOS	1,294	1,294	1,294	-	0.0%
Output	Number of trainings offered by SOS	92	92	92	-	0.0%
Demand	Number of school district special elections coordinated	54	54	54	-	0.0%
Demand	Number of candidates running for office	201	201	201	-	0.0%
Efficiency	Dollar cost per election coordinated	$ 71,138.91	$ 79,527.50	$ 114,156.63	$ (34,629.13)	-43.5%
Revenue						
	100 - GENERAL	$ 220,974	$ 150,229	$ 828,041	$ (677,812)	-451.2%
	669 - SMALL SCHOOL SERVICE	-	-	110,000	(110,000)	0.0%
	715 - SCHOOL GRANT	3,203,442	2,611,658	1,027,019	1,584,639	60.7%
	780 - SCHOOL TRANSPORTATION	-	661,327	792,887	(131,560)	-19.9%
	782 - SCHOOL COMMUNICATION	99,909	82,573	82,680	(107)	-0.1%
	795 - COUNTY SCHOOL INDIRECT COST	760,291	636,831	-	636,831	100.0%
	TOTAL SOURCES	$ 4,284,617	$ 4,142,618	$ 2,840,627	$ 1,301,991	31.4%
Expenditure						
	100 - GENERAL	$ 1,625,506	$ 1,463,926	$ 1,488,163	$ (24,237)	-1.7%
	669 - SMALL SCHOOL SERVICE	-	-	110,000	110,000	0.0%
	715 - SCHOOL GRANT	1,279,744	2,207,594	1,809,580	(398,014)	-18.0%
	780 - SCHOOL TRANSPORTATION	882,403	557,253	792,887	235,634	42.3%
	782 - SCHOOL COMMUNICATION	53,849	65,712	82,680	16,968	25.8%
	795 - COUNTY SCHOOL INDIRECT COST	-	-	1,881,148	1,881,148	0.0%
	TOTAL USES	$ 3,841,501	$ 4,294,485	$ 6,164,458	$ 1,821,499	42.4%

The increase in the School District Support Activity is due to a one-time fund balance transfer in the amount of $1,881,148.

Appropriated Budget Reconciliations

General Fund (100)

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 2,461,627**	**$ 218,550**
MID-YEAR ADJUSTMENTS:			
Jan. 2008 Administrative Reductions		$ (11,899)	$ -
	Subtotal	$ (11,899)	$ -
FY 2007-08 REVISED RESTATED BUDGET		**$ 2,449,728**	**$ 218,550**
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 months)		$ -	$ -
Retirement Contributions		-	-
FY 2008-09 Pay for Performance		-	-
Elected Official Salary Increase		5,626	-
Annualization of Jan. 2008 Administrative Reductions		(11,898)	-
	Subtotal	$ (6,272)	$ -
FY 2008-09 BUDGET TARGET		**$ 2,443,456**	**$ 218,550**
REQUESTED ADJUSTMENTS:			
Revenue		$ -	$ 116,162
Expenditure Reduction		(473)	-
	Subtotal	$ (473)	$ 116,162
FY 2008-09 REQUESTED BUDGET		**$ 2,442,983**	**$ 334,712**
BASE ADJUSTMENTS:			
Revenue		$ -	$ (116,162)
Indirect Cost Recovery Revenue		-	682,882
Indirect Cost Recovery Revenue Reduction		-	(73,341)
	Subtotal	$ -	$ 493,379
BUDGET BALANCING ADJUSTMENTS:			
Eliminate Two (2) Administrative Positions		$ (60,580)	$ -
Eliminate Communication Officer/Lobbyist Position		(61,570)	-
	Subtotal	$ (122,150)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 2,320,833**	**$ 828,091**
PERCENT CHANGE FROM TARGET AMOUNT		*-5.0%*	*278.9%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 2,320,833**	**$ 828,091**

Small Schools Fund (669)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ -**	**$**	**-**
FY 2007-08 REVISED RESTATED BUDGET		**$ -**	**$**	**-**
FY 2008-09 BUDGET TARGET		**$ -**	**$**	**-**
REQUESTED ADJUSTMENTS:				
Small Schools Revenue		$ -	$	110,000
	Subtotal	$ -	$	110,000
FY 2008-09 REQUESTED BUDGET		**$ -**	**$**	**110,000**
BASE ADJUSTMENTS:				
Allocation to Grant Fund		$ 110,000	$	-
	Subtotal	$ 110,000	$	-
FY 2008-09 RECOMMENDED OPERATING BUDGET		**$ 110,000**	**$**	**110,000**
FY 2008-09 ADOPTED BUDGET		**$ 110,000**	**$**	**110,000**
PERCENT CHANGE FROM TARGET AMOUNT				
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 110,000**	**$**	**110,000**

Grant Fund (715)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 2,559,504**	**$ 3,058,354**
MID-YEAR ADJUSTMENTS:		
Grants - Middle School Science Professional Ed Gran/Arizona Dept of Educ	$ 8,170	$ 8,170
Grants - IDEA Basic Entitlement Grant 2008	15,580	15,580
Grants - Gifted Education Grant/Arizona Dept of Education	640	640
Grants - Gifted Education Grant Increase/Arizona Dept of Education	5,153	5,153
Subtotal	$ 29,543	$ 29,543
FY 2007-08 REVISED RESTATED BUDGET	**$ 2,589,047**	**$ 3,087,897**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Grants - Middle School Science Professional Ed Gran/Arizona Dept of Educ	(8,170)	(8,170)
Grants - IDEA Basic Entitlement Grant 2008	(15,580)	(15,580)
Grants - Gifted Education Grant/Arizona Dept of Education	(640)	(640)
Grants - Gifted Education Grant Increase/Arizona Dept of Education	(5,153)	(5,153)
Structural Balance	-	(498,850)
Subtotal	$ (29,543)	$ (528,393)
FY 2008-09 BUDGET TARGET	**$ 2,559,504**	**$ 2,559,504**
REQUESTED ADJUSTMENTS:		
Grant Reductions	$ (1,532,485)	$ (1,530,049)
Subtotal	$ (1,532,485)	$ (1,530,049)
FY 2008-09 REQUESTED BUDGET	**$ 1,027,019**	**$ 1,029,455**
BASE ADJUSTMENTS:		
Correctly State Small Schools Revenue to Fund 669	$ -	$ (110,000)
Structural Balance	-	(2,436)
Transfer Small Schools Revenue to Fund 715	-	110,000
Subtotal	$ -	$ (2,436)
FY 2008-09 RECOMMENDED OPERATING BUDGET	**$ 1,027,019**	**$ 1,027,019**
PERCENT CHANGE FROM TARGET AMOUNT	*-59.9%*	*-59.9%*
NON-OPERATING		
NON-OPERATING 0001		
Fund Balance Transfer	$ 750,000	$ -
Projected Equipment Replacement (Laptops/Projectors)	34,997	-
Subtotal	$ 784,997	$ -
FY 2008-09 ADOPTED NON-OPERATING BUDGET	**$ 784,997**	**$ -**
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 1,812,016**	**$ 1,027,019**

Transportation Fund (780)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 792,887**	**$ 792,887**
FY 2007-08 REVISED RESTATED BUDGET	**$ 792,887**	**$ 792,887**
FY 2008-09 BUDGET TARGET	**$ 792,887**	**$ 792,887**
FY 2008-09 REQUESTED BUDGET	**$ 792,887**	**$ 792,887**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 792,887**	**$ 792,887**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 792,887**	**$ 792,887**

Communication Fund (782)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 82,680**	**$ 82,680**
FY 2007-08 REVISED RESTATED BUDGET	**$ 82,680**	**$ 82,680**
FY 2008-09 BUDGET TARGET	**$ 82,680**	**$ 82,680**
FY 2008-09 REQUESTED BUDGET	**$ 82,680**	**$ 82,680**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 82,680**	**$ 82,680**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 82,680**	**$ 82,680**

Indirect Cost Fund (795)

		EXPENDITURES		REVENUE
OPERATING				
FY 2007-08 ADOPTED BUDGET		**$ -**	**$**	**609,491**
FY 2007-08 REVISED RESTATED BUDGET		**$ -**	**$**	**609,491**
FY 2008-09 BUDGET TARGET		**$ -**	**$**	**609,491**
REQUESTED ADJUSTMENTS:				
Indirect Cost Recovery Revenue		$ -	$	73,391
	Subtotal	$ -	$	73,391
FY 2008-09 REQUESTED BUDGET		**$ -**	**$**	**682,882**
BASE ADJUSTMENTS:				
Indirect Cost Recovery Revenue		$ -	$	(682,882)
	Subtotal	$ -	$	(682,882)
FY 2008-09 RECOMMENDED OPERATING BUDGET		**$ -**	**$**	**-**
FY 2008-09 ADOPTED BUDGET		**$ -**	**$**	**-**
PERCENT CHANGE FROM TARGET AMOUNT				
NON-OPERATING				
NON-OPERATING 0001				
Fund Balance Transfer		$ 1,881,148	$	-
	Subtotal	$ 1,881,148	$	-
FY 2008-09 ADOPTED NON-OPERATING BUDGET		**$ 1,881,148**	**$**	**-**
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 1,881,148**	**$**	**-**

Superior Court

Analysis by Dexter C. Thomas, Sr. Management & Budget Analyst

Summary

Mission

The commitment and mission of the Superior Court of Arizona in Maricopa County is to provide justice to litigants, defendants, victims, and the public so that they can obtain legal resolution that is timely, fair, and impartial.

Vision

The Superior Court of Arizona in Maricopa County is committed to continually striving to improve services through innovation and better business practices to resolve disputes and design programs that address family, civil, and criminal issues fairly and without undue delay. We are committed to be the best at what we do, whether providing a judicial forum or specific customer-centered programs and how to position ourselves to anticipate change, rather than react to it.

Strategic Goals

- **By June 2008, the Superior Court will provide timely, fair, and impartial justice in case processing by resolving 95% of all Court cases in compliance with established trial court standards.**

  Status: The Court has exceeded this goal in the Civil Department and Family Court for FY 2008, and remains committed to improving case processing of Criminal felony cases through process improvements and re-engineering. The Civil Department disposed of 95.6% of cases within 18 months of filing, and Family Court disposed of 95% of pre-decree cases within 12 months. The Court disposed of 81.4% of Criminal felony cases within 180 days of arraignment. This goal has expired but will be extended by the department.

- **Litigants, defendants, and the public will benefit from a Mental Health Court where legal services are coordinated for those with mental health and competency issues. By June 2008, the case clearance rate in Mental Health Court will average 95%.**

  Status: In FY 2008, the Court processed 1,568 Rule 11 mental competency felony defendants through the Mental Health Court. This goal has expired but will be extended by the department.

- **The public will experience increased access to the court system and availability of information and court forms through expanded development of the court website. By June 2008, 90% of website visitors will report satisfaction with the services and information provided.**

  Status: As a result of the recent redesign of the Judicial Branch's website to be easier to navigate, providing access to the most used resources, and case information, the courts have had an increase in visitors and customer satisfaction: over 6 million users visited the Court's website, and over 100 million website sessions were completed. The overall satisfaction rate

for website visitors was 94.3% for the year. This goal has expired but will be extended by the department.

- **The courts will expand their ability to make informed decisions using timely, accurate, and coordinated information provided through the enhanced, integrated Court Information System (iCIS).**

  Status: At the close of FY 2008, all of the above stated goals for iCIS were accomplished, with the exception of the full integration of APETS (a statewide controlled application for APD) to iCIS. In addition, much work has been done to increase public access to the courts: E-Filing, E-Courts, and increases integration with many partner agencies. Further as an integrated system we have benefited from greater collaboration and efficiencies. The next generation of iCIS is in the planning stage to provide another 5-8 years of service and opportunity. Lastly efforts are underway to replace the current aging Jury system, which services the Superior Court, Justice Courts, and the municipalities. This goal has expired but will be extended by the department.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
REVENUE							
80CV - CIVIL JUSTICE PROGRAM	$ 3,007,033	$ 3,177,290	$ 3,177,290	$ 2,824,871	$ 2,972,400	$ (204,890)	-6.4%
CVAD - GENERAL CIVIL ADJUDICATION	3,007,033	3,177,290	3,177,290	2,824,871	2,972,400	(204,890)	-6.4%
80OS - COURT OPERATIONS SUPPORT PROG	$ 3,138,111	$ 2,643,352	$ 2,643,352	$ 2,804,612	$ 2,707,024	$ 63,672	2.4%
CSEC - COURT SECURITY	938,092	920,862	920,862	841,574	925,662	4,800	0.5%
CINT - COURT INTERPRETATION	750	500	500	564	500	-	0.0%
JURR - JURORS	906,999	470,294	470,294	784,531	487,322	17,028	3.6%
OCRK - OFFICIAL COURT RECORD KEEPING	69,187	78,196	78,196	70,085	65,040	(13,156)	-16.8%
PICO - PUB INFORM & COMMUNITY OUTRCH	1,223,083	1,173,500	1,173,500	1,107,858	1,228,500	55,000	4.7%
80CJ - CRIMINAL JUSTICE PROGRAM	$ 2,498,992	$ 2,764,224	$ 2,764,224	$ 3,837,271	$ 2,876,780	$ 112,556	4.1%
CPAD - CAPITAL ADJUDICATION	35,833	96,100	96,100	122,643	187,139	91,039	94.7%
FELA - GENERAL FELONY ADJUDICATION	2,463,158	2,668,124	2,668,124	3,714,628	2,689,641	21,517	0.8%
80FA - FAMILY ADJUDICATION PROGRAM	$ 3,720,336	$ 3,471,351	$ 3,471,351	$ 3,330,373	$ 5,084,948	$ 1,613,597	46.5%
FPST - FAMILY POST DECREE	664,632	725,635	725,635	622,039	2,251,758	1,526,123	210.3%
FPRE - FAMILY PRE DECREE	3,055,705	2,745,716	2,745,716	2,708,334	2,833,190	87,474	3.2%
80JJ - JUVENILE JUSTICE PROGRAM	$ 878,927	$ 1,073,487	$ 1,073,487	$ 1,012,074	$ 1,196,607	$ 123,120	11.5%
JDEL - JUVENILE DELINQUENCY ADJUD	6,926	32,000	32,000	19,496	170,148	138,148	431.7%
JDEP - JUVENILE DEPENDENCY ADJUD	872,001	1,041,487	1,041,487	992,578	1,026,459	(15,028)	-1.4%
80MH - MENTAL HEALTH COURT PROGRAM	$ -	$ -	$ -	$ -	$ 48,000	$ 48,000	
MENT - MENTAL HEALTH	-	-	-	-	48,000	48,000	
80PC - PROBATE COURT PROGRAM	$ 412,959	$ 389,628	$ 389,628	$ 363,026	$ 450,944	$ 61,316	15.7%
EPTA - ESTATE PROBATES & TRUST ADMIN	412,959	389,628	389,628	363,026	450,944	61,316	15.7%
99AS - ADMINISTRATIVE SERVICES	$ 179,445	$ 451,295	$ 451,295	$ 187,060	$ 201,295	$ (250,000)	-55.4%
ODIR - EXECUTIVE MANAGEMENT	21,178	292,360	292,360	83,344	42,360	(250,000)	-85.5%
FSAC - FINANCIAL SERVICES	-	500	500	-	500	-	0.0%
HRAC - HUMAN RESOURCES	158,267	157,935	157,935	103,716	157,935	-	0.0%
PROC - PROCUREMENT	-	500	500	-	500	-	0.0%
99GV - GENERAL GOVERNMENT	$ (69,334)	$ -	$ -	$ 44,807	$ -	$ -	
GGOV - GENERAL GOVERNMENT	(69,334)	-	-	44,807	-	-	
99IT - INFORMATION TECHNOLOGY	$ 1,341,820	$ 1,355,471	$ 1,355,471	$ 1,156,774	$ 1,296,000	$ (59,471)	-4.4%
BUAS - BUSINESS APPLICATION DEVELOP	119,153	-	-	-	-	-	
DESK - DESKTOP SUPPORT	1,222,667	1,355,471	1,355,471	1,156,774	1,296,000	(59,471)	-4.4%
TOTAL PROGRAMS	$ 15,108,289	$ 15,326,098	$ 15,326,098	$ 15,560,868	$ 16,833,998	$ 1,507,900	9.8%

Sources and Uses by Program and Activity – All Funds (Continued)

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
EXPENDITURES							
80CV - CIVIL JUSTICE PROGRAM	$ 5,726,455	$ 6,502,744	$ 6,509,787	$ 6,445,525	$ 6,486,208	$ 23,579	0.4%
CVSC - CIVIL SMALL CLAIMS	-	-	29	-	-	29	100.0%
CIVT - CIVIL TRAFFIC	-	-	29	-	-	29	100.0%
FDET - FORCIBLE DETAINER	-	-	29	-	-	29	100.0%
CVAD - GENERAL CIVIL ADJUDICATION	5,726,455	6,502,744	6,509,617	6,445,525	6,486,208	23,409	0.4%
INJH - INJUNCTIONS AGAINST HARASS	-	-	28	-	-	28	100.0%
ORDP - ORDERS OF PROTECTION	-	-	28	-	-	28	100.0%
SMCV - SMALL CIVIL (JUSTICE COURTS)	-	-	27	-	-	27	100.0%
80OS - COURT OPERATIONS SUPPORT PROG	$ 22,514,649	$ 22,183,659	$ 22,327,103	$ 23,575,551	$ 22,095,095	$ 232,008	1.0%
CSEC - COURT SECURITY	6,645,342	7,375,819	7,384,775	6,774,198	6,566,293	818,482	11.1%
CINT - COURT INTERPRETATION	3,194,946	2,778,231	2,840,064	3,458,172	2,850,817	(10,753)	-0.4%
CTRN - COURT TRANSLATION	267,162	267,382	267,440	250,536	292,602	(25,162)	-9.4%
INDG - INDIGENT DEFENSE REIMBURSE	236,216	270,486	270,601	426	2,942	267,659	98.9%
JURR - JURORS	4,800,094	3,778,354	3,778,357	4,929,706	4,519,389	(741,032)	-19.6%
OCRK - OFFICIAL COURT RECORD KEEPING	3,758,874	3,795,927	3,811,408	4,228,517	4,013,672	(202,264)	-5.3%
PICO - PUB INFORM & COMMUNITY OUTRCH	3,612,015	3,917,460	3,974,458	3,933,996	3,849,380	125,078	3.1%
80CJ - CRIMINAL JUSTICE PROGRAM	$ 15,005,935	$ 16,936,357	$ 16,943,765	$ 16,263,358	$ 17,061,697	$ (117,932)	-0.7%
CPAD - CAPITAL ADJUDICATION	284,990	1,206,882	1,207,571	343,094	565,228	642,343	53.2%
CTRF - CRIMINAL TRAFFIC	-	-	57	-	-	57	100.0%
FDAD - FELONY DUI ADJUDICATION	689,620	746,755	746,503	705,834	691,445	55,058	7.4%
FELA - GENERAL FELONY ADJUDICATION	14,031,325	14,982,720	14,989,520	15,214,430	15,805,024	(815,504)	-5.4%
MCAD - MISDEMEANOR CRIM ADJUDICATION	-	-	57	-	-	57	100.0%
MDUI - MISDEMEANOR DUI	-	-	57	-	-	57	100.0%
80FA - FAMILY ADJUDICATION PROGRAM	$ 13,024,213	$ 14,388,333	$ 14,460,412	$ 13,588,783	$ 13,787,821	$ 672,591	4.7%
FPST - FAMILY POST DECREE	3,303,256	3,634,295	3,632,721	3,216,888	3,667,469	(34,748)	-1.0%
FPRE - FAMILY PRE DECREE	9,720,958	10,754,038	10,827,691	10,371,895	10,120,352	707,339	6.5%
80JJ - JUVENILE JUSTICE PROGRAM	$ 7,360,233	$ 8,296,766	$ 8,301,862	$ 8,253,629	$ 8,402,577	$ (100,715)	-1.2%
JDEL - JUVENILE DELINQUENCY ADJUD	3,798,704	3,966,590	3,959,332	4,329,785	4,226,314	(266,982)	-6.7%
JDEP - JUVENILE DEPENDENCY ADJUD	3,561,529	4,330,176	4,342,530	3,923,844	4,176,263	166,267	3.8%
80MH - MENTAL HEALTH COURT PROGRAM	$ 1,025,879	$ 1,096,011	$ 1,096,006	$ 949,626	$ 1,024,088	$ 71,918	6.6%
MENT - MENTAL HEALTH	1,025,879	1,096,011	1,096,006	949,626	1,024,088	71,918	6.6%
80PC - PROBATE COURT PROGRAM	$ 1,958,621	$ 2,101,209	$ 2,101,319	$ 2,133,963	$ 2,006,517	$ 94,802	4.5%
EPTA - ESTATE PROBATES & TRUST ADMIN	1,958,621	2,101,209	2,101,319	2,133,963	2,006,517	94,802	4.5%
80TA - TAX ADJUDICATION PROGRAM	$ 504,943	$ 544,478	$ 544,478	$ 524,912	$ 541,073	$ 3,405	0.6%
LRTA - LARGE RECORD TAX ADJUD	316,823	339,244	339,243	323,118	336,099	3,144	0.9%
SRTA - SMALL RECORD TAX ADJUD	188,120	205,234	205,235	201,794	204,974	261	0.1%
99AS - ADMINISTRATIVE SERVICES	$ 8,054,030	$ 8,330,416	$ 8,373,964	$ 8,165,227	$ 6,899,839	$ 1,474,125	17.6%
BDGT - BUDGETING	166,163	184,367	189,285	187,969	185,879	3,406	1.8%
ODIR - EXECUTIVE MANAGEMENT	5,130,172	5,275,127	5,363,300	4,895,978	3,437,349	1,925,951	35.9%
FSAC - FINANCIAL SERVICES	259,836	275,291	286,988	354,872	350,623	(63,635)	-22.2%
HRAC - HUMAN RESOURCES	2,062,551	2,105,507	2,024,784	2,239,127	2,451,717	(426,933)	-21.1%
PROC - PROCUREMENT	435,309	490,124	509,607	487,281	474,271	35,336	6.9%
99GV - GENERAL GOVERNMENT	$ 85,899	$ 203,607	$ 196,512	$ 120,480	$ 110,499	$ 86,013	43.8%
CSCA - CENTRAL SERVICE COST ALLOC	-	-	2	-	-	2	100.0%
GGOV - GENERAL GOVERNMENT	-	73,440	66,254	-	-	66,254	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	85,899	130,167	130,256	120,480	110,499	19,757	15.2%
99IT - INFORMATION TECHNOLOGY	$ 4,709,695	$ 6,190,580	$ 6,368,633	$ 4,997,458	$ 5,962,275	$ 406,358	6.4%
BUAS - BUSINESS APPLICATION DEVELOP	1,326,077	2,817,695	2,989,462	1,863,331	2,389,572	599,890	20.1%
DACR - DATA CENTER	2,349,592	1,862,457	1,868,505	1,642,045	1,934,698	(66,193)	-3.5%
DESK - DESKTOP SUPPORT	797,649	992,956	994,375	929,394	1,028,038	(33,663)	-3.4%
HDSP - HELP DESK SUPPORT	236,378	517,472	516,291	562,688	609,967	(93,676)	-18.1%
TOTAL PROGRAMS	$ 79,970,553	$ 86,774,160	$ 87,223,841	$ 85,018,512	$ 84,377,689	$ 2,846,152	3.3%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0615 - GRANTS	$ 3,204,070	$ 2,012,717	$ 2,012,717	$ 1,694,808	$ 2,012,717	$ -	0.0%
0620 - OTHER INTERGOVERNMENTAL	2,327,412	1,634,659	1,505,185	755,054	-	(1,505,185)	-100.0%
SUBTOTAL	$ 5,531,481	$ 3,647,376	$ 3,517,902	$ 2,449,862	$ 2,012,717	$ (1,505,185)	-42.8%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 920,682	$ 1,050,156	$ 2,629,692	$ 2,664,643	$ 1,614,487	153.7%
0635 - OTHER CHARGES FOR SERVICES	9,172,904	10,532,013	10,532,013	10,159,830	11,915,911	1,383,898	13.1%
SUBTOTAL	$ 9,172,904	$ 11,452,695	$ 11,582,169	$ 12,789,522	$ 14,580,554	$ 2,998,385	25.9%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 5,333	$ 8,200	$ 8,200	$ 2,803	$ 2,900	$ (5,300)	-64.6%
SUBTOTAL	$ 5,333	$ 8,200	$ 8,200	$ 2,803	$ 2,900	$ (5,300)	-64.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 291,081	$ 87,527	$ 87,527	$ 241,019	$ 85,527	$ (2,000)	-2.3%
0650 - MISCELLANEOUS REVENUE	107,490	130,300	130,300	77,662	152,300	22,000	16.9%
SUBTOTAL	$ 398,571	$ 217,827	$ 217,827	$ 318,681	$ 237,827	$ 20,000	9.2%
ALL REVENUES	$ 15,108,289	$ 15,326,098	$ 15,326,098	$ 15,560,868	$ 16,833,998	$ 1,507,900	9.8%
TOTAL SOURCES	$ 15,108,289	$ 15,326,098	$ 15,326,098	$ 15,560,868	$ 16,833,998	$ 1,507,900	9.8%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 52,503,026	$ 57,583,070	$ 57,677,095	$ 56,697,838	$ 55,897,193	$ 1,779,902	3.1%
0705 - TEMPORARY PAY	230,219	532,872	516,956	375,105	442,261	74,695	14.4%
0710 - OVERTIME	160,305	165,642	165,642	199,069	139,447	26,195	15.8%
0750 - FRINGE BENEFITS	16,027,246	19,556,145	19,581,235	18,083,353	18,598,361	982,874	5.0%
0790 - OTHER PERSONNEL SERVICES	443,038	1,141,324	1,343,067	430,918	1,285,494	57,573	4.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	(3,591,100)	(3,558,628)	(3,558,628)	(3,727,576)	(11,388,614)	7,829,986	-220.0%
0796 - PERSONNEL SERVICES ALLOC-IN	1,042,648	930,336	930,336	1,001,263	8,038,249	(7,107,913)	-764.0%
SUBTOTAL	$ 66,815,383	$ 76,350,761	$ 76,655,703	$ 73,059,970	$ 73,012,391	$ 3,643,312	4.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 2,171,487	$ 1,872,998	$ 1,855,387	$ 2,066,438	$ 1,905,947	$ (50,560)	-2.7%
0803 - FUEL	3,566	3,250	3,250	4,037	3,250	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	783,360	-	-	13,589	-	-	
SUBTOTAL	$ 2,958,413	$ 1,876,248	$ 1,858,637	$ 2,084,064	$ 1,909,197	$ (50,560)	-2.7%
SERVICES							
0810 - LEGAL SERVICES	$ 5,276,340	$ 3,703,413	$ 3,695,464	$ 5,373,893	$ 4,380,152	$ (684,688)	-18.5%
0811 - HEALTH CARE SERVICES	866,699	789,006	789,006	670,865	674,000	115,006	14.6%
0812 - OTHER SERVICES	1,064,360	603,500	762,659	712,088	676,448	86,211	11.3%
0820 - RENT & OPERATING LEASES	83,564	87,014	87,014	77,309	300,562	(213,548)	-245.4%
0825 - REPAIRS AND MAINTENANCE	767,232	870,333	870,333	868,678	870,057	276	0.0%
0839 - INTERNAL SERVICE CHARGES	637,019	455,847	455,847	514,804	441,929	13,918	3.1%
0841 - TRAVEL	157,723	139,683	139,683	123,790	197,583	(57,900)	-41.5%
0842 - EDUCATION AND TRAINING	165,959	32,953	44,093	123,724	68,219	(24,126)	-54.7%
0843 - POSTAGE/FREIGHT/SHIPPING	513,168	378,471	378,471	529,880	378,371	100	0.0%
0850 - UTILITIES	37,470	35,000	35,000	35,998	36,000	(1,000)	-2.9%
SUBTOTAL	$ 9,569,535	$ 7,095,220	$ 7,257,570	$ 9,031,029	$ 8,023,321	$ (765,751)	-10.6%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 498,697	$ -	$ 335,649	$ -	$ 335,649	$ -	0.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	28,166	-	-	-	-	-	
0950 - DEBT SERVICE	773,494	1,451,931	1,116,282	843,449	1,097,131	19,151	1.7%
SUBTOTAL	$ 1,300,357	$ 1,451,931	$ 1,451,931	$ 843,449	$ 1,432,780	$ 19,151	1.3%
TOTAL USES	$ 80,643,687	$ 86,774,160	$ 87,223,841	$ 85,018,512	$ 84,377,689	$ 2,846,152	3.3%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 1,743,770	$ 1,350,684	$ 1,350,684	$ 1,563,068	$ 2,803,584	$ 1,452,900	107.6%
238 - TRIAL COURTS GRANTS	$ 1,382,182	$ 2,013,717	$ 2,013,717	$ 1,697,147	$ 2,013,717	$ -	0.0%
SPECIAL REVENUE - GRANT	$ 1,382,182	$ 2,013,717	$ 2,013,717	$ 1,697,147	$ 2,013,717	$ -	0.0%
208 - JUDICIAL ENHANCEMENT	$ 435,077	$ 433,277	$ 433,277	$ 422,340	$ 433,277	$ -	0.0%
256 - PROBATE FEES	412,959	389,531	389,531	362,994	389,531	-	0.0%
257 - CONCILIATION COURT FEES	1,805,714	1,695,930	1,695,930	1,498,571	1,695,930	-	0.0%
259 - TRIAL COURTS SPECIAL REVENUE	5,612,963	5,680,313	5,680,313	5,262,965	5,680,313	-	0.0%
261 - LAW LIBRARY FEES	959,450	885,000	885,000	870,173	940,000	55,000	6.2%
264 - SUPERIOR COURT FILL THE GAP	1,824,122	2,010,456	2,010,456	3,072,344	2,010,456	-	0.0%
271 - EXPEDITED CHILD SUPPORT	448,923	445,580	445,580	408,471	445,580	-	0.0%
276 - SPOUSAL MAINT ENF ENHANCEMENT	130,193	115,921	115,921	107,093	115,921	-	0.0%
281 - CHILDRENS ISSUES EDUCATION	133,696	115,007	115,007	111,762	115,007	-	0.0%
282 - DOM REL MEDIATION EDUCATION	219,238	190,682	190,682	183,940	190,682	-	0.0%
SPECIAL REVENUE - OTHER	$ 11,982,336	$ 11,961,697	$ 11,961,697	$ 12,300,653	$ 12,016,697	$ 55,000	0.5%
TOTAL SPECIAL REVENUE	$ 13,364,518	$ 13,975,414	$ 13,975,414	$ 13,997,800	$ 14,030,414	$ 55,000	0.4%
TOTAL FUNDS	$ 15,108,289	$ 15,326,098	$ 15,326,098	$ 15,560,868	$ 16,833,998	$ 1,507,900	9.8%
USES							
100 - GENERAL	$ 67,766,787	$ 72,758,594	$ 72,826,275	$ 72,062,872	$ 70,347,261	$ 2,479,014	3.4%
238 - TRIAL COURTS GRANTS	$ 1,382,182	$ 2,013,717	$ 2,013,717	$ 1,628,385	$ 2,013,724	$ (7)	0.0%
SPECIAL REVENUE - GRANT	$ 1,382,182	$ 2,013,717	$ 2,013,717	$ 1,628,385	$ 2,013,724	$ (7)	0.0%
204 - JUSTICE CT JUDICIAL ENHANCEMNT	$ -	$ 40,152	$ 40,152	$ 40,841	$ -	$ 40,152	100.0%
208 - JUDICIAL ENHANCEMENT	346,387	433,277	640,277	448,610	433,286	206,991	32.3%
256 - PROBATE FEES	369,996	389,531	389,531	357,546	389,531	-	0.0%
257 - CONCILIATION COURT FEES	1,626,986	1,695,930	1,695,930	1,597,895	1,695,930	-	0.0%
259 - TRIAL COURTS SPECIAL REVENUE	5,733,438	5,680,313	5,855,313	5,501,369	5,680,313	175,000	3.0%
261 - LAW LIBRARY FEES	892,665	885,000	885,000	839,590	940,000	(55,000)	-6.2%
264 - SUPERIOR COURT FILL THE GAP	1,705,344	2,010,456	2,010,456	1,797,339	2,010,454	2	0.0%
271 - EXPEDITED CHILD SUPPORT	421,598	445,580	445,580	376,044	445,580	-	0.0%
276 - SPOUSAL MAINT ENF ENHANCEMENT	109,836	115,921	115,921	90,499	115,921	-	0.0%
281 - CHILDRENS ISSUES EDUCATION	108,788	115,007	115,007	92,633	115,007	-	0.0%
282 - DOM REL MEDIATION EDUCATION	179,681	190,682	190,682	184,889	190,682	-	0.0%
SPECIAL REVENUE - OTHER	$ 11,494,718	$ 12,001,849	$ 12,383,849	$ 11,327,255	$ 12,016,704	$ 367,145	3.0%
TOTAL SPECIAL REVENUE	$ 12,876,900	$ 14,015,566	$ 14,397,566	$ 12,955,640	$ 14,030,428	$ 367,138	2.6%
TOTAL FUNDS	$ 80,643,687	$ 86,774,160	$ 87,223,841	$ 85,018,512	$ 84,377,689	$ 2,846,152	3.3%

General Adjustments

Revenue Enhancement: An increase in revenue of $2,652,901 in the General Fund (100), as a result of additional revenue from enhancements in fines and fees for court related services.

Revenue Enhancement: An increase in revenue of $55,000 to the Law Library Fees Fund (261) resulting from increases in library fees.

Budget Reductions: An elimination of 16 vacant FTE's in the General Fund (100) reducing the department's budget by $871,993. This reduction impacts several activities including the Administrative and IT Services activities.

Budget Reductions: A decrease in training, travel and resource materials in the General Fund (100) to reduce the department's budget by $212,599. This reduction will impact several activities including the Administrative and IT Services activities.

Budget Reductions: A reduction of $682,436 of expenditure is shifted to the Special Revenue Fund (245) and is included in the restatement to the Justice Courts.

Restatements: Restate Justice Court funding to the new Justice Courts Department (240). The revenue of 16,763,590 and expenditure of $14,115,672 is the restated amounts to Justice Courts.

Structural Balance: An increase in the Law Library Fees Fund (261) expenditures of $55,000 to allow the department to spend additional resources.

Programs and Activities

Criminal Justice Program

The purpose of the Criminal Justice Program is to resolve felony and misdemeanor cases for defendants, victims, and the public so that they are afforded timely and just legal resolutions.

Mandates

Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction to hold criminal proceedings for all felony cases and misdemeanor cases that are not legally directed to other court jurisdictions. A.R.S. §22-301 gives Justice Courts jurisdiction in misdemeanor cases that do not involve imprisonment of more than six months or penalties in excess of $2,500.

Program Results

80CJ - CRIMINAL JUSTICE PROGRAM Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of Capital cases resolved within 545 days.	22.0%	120.0%	114.0%	(6.0%)	-5.0%
Percent of Felony DUI cases resolved within 180 days.	83.0%	91.0%	90.0%	(1.0%)	-1.1%
Percent of General Felony cases resolved within 180 days.	88.5%	92.0%	90.0%	(2.0%)	-2.2%

Activities that comprise this program include:

- Capital Adjudication
- Felony DUI Adjudication
- General Felony Adjudication

Capital Adjudication Activity

The purpose of the Capital Adjudication Activity is to resolve capital cases for defendants and victims so that they are afforded timely and just legal resolutions.

Mandates: This activity supports the overall mandate of the Criminal Justice Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Capital cases resolved within 545 days.	22.0%	120.0%	114.0%	(6.0%)	-5.0%
Output	Number of Capital cases resolved.	35	36	40	4	11.1%
Demand	Number of Capital cases filed.	34	30	35	5	16.7%
Efficiency	Cost per Capital case resolved.	$8,142.58	$9,530.39	$14,130.70	-$4,600.31	-48.3%
Revenue						
	238 - TRIAL COURTS GRANTS	$ 35,833	$ 122,643	$ 187,139	$ 64,496	52.6%
	TOTAL SOURCES	$ 35,833	$ 122,643	$ 187,139	$ 64,496	52.6%
Expenditure						
	100 - GENERAL	$ 249,157	$ 171,548	$ 378,093	$ (206,545)	-120.4%
	238 - TRIAL COURTS GRANTS	35,833	171,546	187,135	(15,589)	-9.1%
	TOTAL USES	$ 284,990	$ 343,094	$ 565,228	$ (222,134)	-64.7%

Felony DUI Adjudication Activity

The purpose of the Felony DUI Adjudication Activity is to resolve felony DUI cases for defendants and victims so that they are afforded timely and just legal resolutions.

Mandates: This activity supports the overall mandate of the Criminal Justice Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Felony DUI cases resolved within 180 days.	83.0%	91.0%	90.0%	(1.0%)	-1.1%
Output	Number of Felony DUI cases resolved.	965	1,164	1,210	46	4.0%
Demand	Number of Felony DUI cases filed.	1,073	1,280	1,344	64	5.0%
Efficiency	Cost per Felony DUI case resolved.	$714.63	$606.39	$571.44	$34.94	5.8%
Expenditure						
	100 - GENERAL	$ 595,038	$ 705,834	$ 691,445	$ 14,389	2.0%
	TOTAL USES	$ 689,620	$ 705,834	$ 691,445	$ 14,389	2.0%

General Felony Adjudication Activity

The purpose of the General Felony Adjudication Activity is to resolve felony cases for defendants and victims so that they are afforded timely and just legal resolutions.

Mandates: This activity supports the overall mandate of the Criminal Justice Program.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of General Felony cases resolved within 180 days.	88.5%	92.0%	90.0%	(2.0%)	-2.2%
Output	Number of General Felony cases resolved.	35,495	38,350	39,280	930	2.4%
Demand	Number of General Felony cases filed.	38,599	41,700	43,785	2,085	5.0%
Efficiency	Cost per General Felony case resolved.	$395.30	$396.73	$402.37	-$5.64	-1.4%
Revenue						
	100 - GENERAL	$ -	$ 3,952	$ 11,858	$ 7,906	200.1%
	208 - JUDICIAL ENHANCEMENT	435,077.29	422,340	433,277	10,937	2.6%
	238 - TRIAL COURTS GRANTS	128,562.94	142,397	174,050	31,653	22.2%
	259 - TRIAL COURTS SPECIAL REVENUE	75,396	73,595	60,000	(13,595)	-18.5%
	264 - SUPERIOR COURT FILL THE GAP	1,824,122	3,072,344	2,010,456	(1,061,888)	-34.6%
	TOTAL SOURCES	$ 2,463,158	$ 3,714,628	$ 2,689,641	$ (1,024,987)	-27.6%
Expenditure						
	100 - GENERAL	$ 11,035,009	$ 11,959,408	$ 13,709,034	$ (1,749,626)	-14.6%
	208 - JUDICIAL ENHANCEMENT	65,039	65,217	75,735	(10,518)	-16.1%
	238 - TRIAL COURTS GRANTS	128,563	148,547	174,053	(25,506)	-17.2%
	259 - TRIAL COURTS SPECIAL REVENUE	1,309,136	1,445,347	60,000	1,385,347	95.8%
	264 - SUPERIOR COURT FILL THE GAP	1,493,577	1,595,911	1,786,202	(190,291)	-11.9%
	TOTAL USES	$ 14,031,325	$ 15,214,430	$ 15,805,024	$ (590,594)	-3.9%

Civil Justice Program

The purpose of the Civil Justice Program is to resolve civil cases for litigants so that they are afforded timely and just legal resolutions.

Program Results

80CJ - CIVIL JUSTICE PROGRAM Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of Civil cases resolved within 18 months.	94.5%	95.0%	99.0%	4.0%	4.2%

Activities that comprise this program include:

- General Civil Adjudication

General Civil Adjudication Activity

The purpose of the General Civil Adjudication Activity is to resolve Superior Court civil cases for litigants so that they are afforded timely and just legal resolutions.

Mandates: Arizona Constitution, Article VI, Section 14 and A.R.S. §12-123 gives the Superior Court jurisdiction in any cases that are not specifically assigned to another court in statute.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Civil cases resolved within 18 months.	94.5%	95.0%	99.0%	4.0%	4.2%
Output	Number of Civil cases resolved.	38,238	47,500	49,875	2,375	5.0%
Demand	Number of Civil (CVAD) cases filed.	39,688	50,000	52,500	2,500	5.0%
Efficiency	Cost per Civil case resolved.	$149.76	$135.70	$130.05	$5.65	4.2%
Revenue						
	259 - TRIAL COURTS SPECIAL REVENUE	$ 3,007,033	$ 2,824,871	$ 2,972,400	$ 147,529	5.2%
	TOTAL SOURCES	$ 3,007,033	$ 2,824,871	$ 2,972,400	$ 147,529	5.2%
Expenditure						
	100 - GENERAL	$ 5,320,778	$ 5,941,959	$ 3,433,791	$ 2,508,168	42.2%
	208 - JUDICIAL ENHANCEMENT	34,929	114,523	80,017	34,506	30.1%
	259 - TRIAL COURTS SPECIAL REVENUE	370,749	389,043	2,972,400	(2,583,357)	-664.0%
	TOTAL USES	$ 5,726,455	$ 6,445,525	$ 6,486,208	$ (40,683)	-0.6%

Budget Balancing Adjustment: ($82,519): The department is eliminating 2 FTE's to reduce General Fund (100) expenditures without compromising results.

Family Adjudication Program

The purpose of the Family Adjudication Program is to resolve pre-decree and post-decree Family Court matters for litigants so that they receive timely and just legal resolutions.

Program Results

80FA - FAMILY ADJUDICATION PROGRAM Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of Pre-Decree Family Court cases resolved within 12 months.	95.0%	104.0%	100.0%	(4.0%)	-3.8%
Percent of Post-Decree Family Court cases resolved within 7 months.	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Family Pre Decree
- Family Post Decree

Family Pre Decree Activity

The purpose of the Family Pre-Decree Activity is to resolve pre-decree Family Court cases for litigants so that they receive timely and just legal resolutions.

Performance Analysis

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Pre-Decree Family Court cases resolved within 12 months.	95.0%	104.0%	100.0%	(4.0%)	-3.8%
Output	Number of Pre-Decree Family Court cases resolved.	32,215	31,235	31,551	316	1.0%
Demand	Number of Pre-Decree Family Court cases filed.	31,532	30,049	31,551	1,502	5.0%
Efficiency	Cost per Pre-Decree Family Court case resolved.	$301.75	$332.06	$320.76	$11.30	3.4%
Revenue						
	100 - GENERAL	$ -	$ 32	$ 1,555,670	$ 1,555,638	4861368.8%
	238 - TRIAL COURTS GRANTS	-	-	61,316	61,316	0.0%
	256 - PROBATE FEES	412,959	362,994	389,531	26,537	7.3%
	259 - TRIAL COURTS SPECIAL REVENUE	854,920	805,146	714,658	(90,488)	-11.2%
	276 - SPOUSAL MAINT ENF ENHANCEMENT	130,193	107,093	115,921	8,828	8.2%
	281 - CHILDRENS ISSUES EDUCATION	133,696	111,762	115,007	3,245	2.9%
	TOTAL SOURCES	$ 3,055,705	$ 2,708,334	$ 2,833,190	$ 124,856	4.6%
Expenditure						
	100 - GENERAL	$ 5,803,567	$ 6,568,558	$ 7,243,518	$ (674,960)	10.3%
	208 - JUDICIAL ENHANCEMENT	62,082	64,629	65,044	(415)	0.6%
	238 - TRIAL COURTS GRANTS	129,587	150,460	170,274	(19,814)	13.2%
	257 - CONCILIATION COURT FEES	1,626,986	1,597,895	1,695,930	(98,035)	6.1%
	259 - TRIAL COURTS SPECIAL REVENUE	1,278,833	1,246,288	714,658	531,630	-42.7%
	271 - EXPEDITED CHILD SUPPORT	421,598	376,044		376,044	-100.0%
	276 - SPOUSAL MAINT ENF ENHANCEMENT	109,836	90,499	115,921	(25,422)	28.1%
	281 - CHILDRENS ISSUES EDUCATION	108,788	92,633	115,007	(22,374)	24.2%
	282 - DOM REL MEDIATION EDUCATION	179,681	184,889	-	184,889	-100.0%
	TOTAL USES	$ 3,798,704	$ 4,329,785	$ 4,226,314	$ 103,471	2.4%

Budget Balancing Adjustment: ($189,710): The department is eliminating 3 FTE's to reduce General Fund (100) expenditures without compromising results.

Family Post Decree Activity

The purpose of the Family Post-Decree Activity is to resolve post-decree Family Court issues for litigants so that they receive timely and just legal resolutions.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Post-Decree Family Court cases resolved within 7 months.	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Post-Decree Family Court cases resolved.	19,973	21,979	23,078	1,099	5.0%
Demand	Number of Post-Decree Family Court cases filed.	19,973	21,979	23,078	1,099	5.0%
Efficiency	Cost per Post-Decree Family Court case resolved.	$165.39	$146.36	$158.92	-$12.55	-8.6%
Revenue						
	100 - GENERAL	$ (3,530)	$ -	$ 1,453,385	$ 1,453,385	0.0%
	238 - TRIAL COURTS GRANTS	-	29,628	18,896	(10,732)	-36.2%
	259 - TRIAL COURTS SPECIAL REVENUE	-	-	143,215	143,215	0.0%
	271 - EXPEDITED CHILD SUPPORT	448,923	408,471	445,580	37,109	9.1%
	282 - DOM REL MEDIATION EDUCATION	219,238	183,940	190,682	6,742	3.7%
	TOTAL SOURCES	$ 664,632	$ 622,039	$ 2,251,758	$ 1,629,719	262.0%
Expenditure						
	100 - GENERAL	$ 2,866,924	$ 2,686,383	$ 2,657,606	$ 28,777	1.1%
	208 - JUDICIAL ENHANCEMENT	160,847	202,777	211,490	(8,713)	-4.3%
	238 - TRIAL COURTS GRANTS	-	29,620	18,896	10,724	36.2%
	259 - TRIAL COURTS SPECIAL REVENUE	275,486	298,108	143,215	154,893	52.0%
	TOTAL USES	$ 3,303,256	$ 3,216,888	$ 3,667,469	$ (450,581)	-14.0%

Juvenile Justice Program

The purpose of the Juvenile Justice Program is to adjudicate dependency and delinquency matters for juveniles so that they receive timely and just legal resolutions and their well-being is maintained.

Program Results

80JJ - JUVENILE JUSTICE PROGRAM Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
TBD	0.0%	0.0%	0.0%	0.0%	0.0%
TBD	0.0%	0.0%	0.0%	0.0%	0.0%

The department will be developing new measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Juvenile Delinquency Adjudication
- Juvenile Dependency Adjudication

Juvenile Delinquency Adjudication Activity

The purpose of the Juvenile Delinquency Activity is to adjudicate delinquency matters for juveniles so that they receive timely and just legal resolutions.

Mandates: A.R.S. §8-202 establishes that the Juvenile Division of the Superior Court shall have jurisdiction in all offenses related to delinquency of a minor. A.R.S. §8-302 allows for the transfer of any criminal case to Juvenile Court as long as the juvenile is not being tried as an adult pursuant to A.R.S. §13-501.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	0.0%	0.0%	0.0%	0.0%	0.0%
Output	Number of Delinquency cases resolved.	14,115	14,839	15,104	265	1.8%
Demand	Number of Delinquency cases filed.	14,421	15,142	15,899	757	5.0%
Efficiency	Cost per Delinquency case resolved.	$269.13	$291.78	$279.81	$11.97	4.1%
Revenue						
	238 - TRIAL COURTS GRANTS	$ 6,926	$ 19,496	$ 170,148	$ 150,652	772.7%
	TOTAL SOURCES	$ 6,926	$ 19,496	$ 170,148	$ 150,652	772.7%
Expenditure						
	100 - GENERAL	$ 3,786,584	$ 4,213,168	$ 4,056,163	$ 157,005	3.7%
	208 - JUDICIAL ENHANCEMENT	5,194	360	-	360	100.0%
	238 - TRIAL COURTS GRANTS	6,926	116,257	170,151	(53,894)	-46.4%
	TOTAL USES	$ 3,798,704	$ 4,329,785	$ 4,226,314	$ 103,471	2.4%

The department will be developing new measures as part of the strategic business plan update process.

Budget Balancing Adjustment: ($78,039): The department is eliminating 2 FTE's to reduce General Fund (100) expenditures without compromising results.

Juvenile Dependency Adjudication Activity

The purpose of the Juvenile Dependency Activity is to establish dependency for juveniles so that their well-being is maintained.

Mandates: Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction to resolve matters of divorce and annulment of marriages.

Performance Analysis

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	0.0%	0.0%	0.0%	0.0%	0.0%
Output	Number of Dependency cases resolved.	3,114	2,960	3,107	147	5.0%
Demand	Number of Dependency cases filed.	2,967	3,115	3,271	156	5.0%
Efficiency	Cost per Dependency case resolved.	$1,143.72	$1,325.62	$1,344.15	-$18.52	-1.4%
Revenue						
	238 - TRIAL COURTS GRANTS	$ 872,001	$ 992,578	$ 1,026,459	$ 33,881	3.4%
	TOTAL SOURCES	$ 872,001	$ 992,578	$ 1,026,459	$ 33,881	3.4%
Expenditure						
	100 - GENERAL	$ 2,724,410	$ 3,101,679	$ 3,149,800	$ (48,121)	-1.6%
	208 - JUDICIAL ENHANCEMENT	-	360	-	360	100.0%
	238 - TRIAL COURTS GRANTS	837,119	821,805	1,026,463	(204,658)	-24.9%
	TOTAL USES	$ 3,561,529	$ 3,923,844	$ 4,176,263	$ (252,419)	-6.4%

The department will be developing new measures as part of the strategic business plan update process.

Mental Health Court Program

The purpose of the Mental Health Court Program is to resolve mental health and competency issues for litigants and defendants so that they receive timely and just legal resolutions.

Program Results

80MH - MENTAL HEALTH COURT PROGRAM Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
TBD	0.0%	0.0%	0.0%	0.0%	0.0%

The department will be developing new measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Mental Health

Mental Health Activity

The purpose of the Mental Health Activity is to resolve mental health and competency issues for litigants and defendants so that they receive timely and just legal resolutions.

Mandates: Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction to hold criminal proceedings for all felony cases.

Performance Analysis

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	0.0%	0.0%	0.0%	0.0%	0.0%
Output	Number of Mental Health cases resolved.	1,390	1,654	1,737	83	5.0%
Demand	Number of Mental Health cases filed.	1,390	1,654	1,737	83	5.0%
Efficiency	Cost per Mental Health case resolved.	$738.04	$574.14	$589.57	-$15.43	-2.7%
Revenue						
	238 - TRIAL COURTS GRANTS	$ -	$ -	$ 48,000	$ 48,000	0.0%
	TOTAL SOURCES	$ -	$ -	$ 48,000	$ 48,000	0.0%
Expenditure						
	100 - GENERAL	$ 802,001	$ 727,353	$ 976,088	$ (248,735)	-34.2%
	238 - TRIAL COURTS GRANTS	-	-	48,000	(48,000)	0.0%
	259 - TRIAL COURTS SPECIAL REVENUE	223,878	222,273	-	222,273	100.0%
	TOTAL USES	$ 1,025,879	$ 949,626	$ 1,024,088	$ (74,462)	-7.8%

The department will be developing new measures as part of the strategic business plan update process.

Court Operations Support Program

The purpose of the Court Operations Support Program is to provide necessary support services to the Court and justice partners to ensure defendants and the public receive timely and just resolutions.

Program Results

800S - COURT OPERATIONS SUPPORT PROGRAM Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of defendants determined by IDRU to have the ability to contribute to the cost of their defense.	1.0%	0.0%	0.0%	0.0%	0.0%
Percent of user satisfaction.	100.0%	100.0%	100.0%	0.0%	0.0%

The department will be developing new measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Court Interpretation
- Court Security

- Court Translation
- Jury Management
- Official Court Record Keeping
- Public Information & Community Outreach

Court Interpretation Activity

The purpose of the Court Interpretation Activity is to provide interpretation for litigants so that they understand court proceedings.

Mandates: A.R.S. §§12-241 through 12-242 establish that Trial Courts will retain the services of interpreters to translate court proceedings for litigants who need such services.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	0.0%	0.0%	0.0%	0.0%	0.0%
Output	Number of Interpretation requests completed	25,000	26,698	27,500	802	3.0%
Demand	Number of Interpretation requests received	35,215	26,698	27,500	802	3.0%
Efficiency	Cost per Interpretation request completed	$128	$129.53	$103.67	$25.86	20.0%
Revenue						
	100 - GENERAL	$ 750	$ 564	$ 500	$ (64)	-11.3%
	TOTAL SOURCES	$ 750	$ 564	$ 500	(64)	-11.3%
Expenditure					-	
	100 - GENERAL	$ 3,059,464	$ 3,256,000	$ 2,626,565	(629,435)	-19.3%
	208 - JUDICIAL ENHANCEMENT	18,296	744	-	(744)	-100.0%
	259 - TRIAL COURTS SPECIAL REVENUE	-	-	-	-	0.0%
	264 - SUPERIOR COURT FILL THE GAP	117,185	201,428	224,252	22,824	11.3%
	TOTAL USES	$ 3,194,946	$ 3,458,172	$ 2,850,817	$ (607,355)	-17.6%

The department will be developing new measures as part of the strategic business plan update process.

Court Security Activity

The purpose of the Court Security Activity is to provide physical and electronic deterrent services to the Court and the public so they can have a safe and secure environment in which to conduct judicial proceedings and other court business.

Mandates: This is not a mandated activity of the Trial Courts but seeks to preserve the safety of participants in the legal system and the efficient operations of the courts.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of people screened without incident	98.0%	Not Reported	Not Reported	0.0%	0.0%
Output	Number of people screened.	2,906,780	Not Reported	Not Reported	-	0.0%
Demand	Number of people entering court facilities.	2,906,780	Not Reported	Not Reported	-	0.0%
Efficiency	Cost per person screened.	-	Not Reported	Not Reported	-	0.0%
Revenue						
	100 - GENERAL	$ 938,092	$ 841,574	$ 925,662	$ 84,088	10.0%
	TOTAL SOURCES	$ 938,092	$ 841,574	$ 925,662	84,088	10.0%
Expenditure					-	
	100 - GENERAL	$ 6,660,042	$ 6,733,357	$ 6,566,293	(167,064)	-2.5%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	(14,701)	40,841	-	(40,841)	-100.0%
	TOTAL USES	$ 6,645,342	$ 6,774,198	$ 6,566,293	$ (207,905)	-3.1%

Budget Balancing Adjustment: ($439,850): The department is eliminating 11 FTE's to reduce General Fund (100) expenditures without compromising results.

Court Translation Activity

The purpose of the Court Translation Activity is to provide non-English verbal and written translation from other languages for the judicial system so that they can effectively conduct court proceedings.

Mandates: A.R.S. §§12-241 through 12-242 establish that Trial Courts will retain the services of interpreters to translate court proceedings for litigants who need such services.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	0.0%	0.0%	0.0%	0.0%	0.0%
Output	Number of Translations completed.	238	99	118	19	19.2%
Demand	Number of Translation requests received.	225	107	118	11	10.3%
Efficiency	Cost per Translation request completed.	$1,122.53	$2,530.67	$2,479.68	$50.99	2.0%
Expenditure						
	100 - GENERAL	$ 267,162	$ 250,536	$ 292,602	$ (42,066)	-16.8%
	TOTAL USES	$ 267,162	$ 250,536	$ 292,602	$ (42,066)	-16.8%

The department will be developing new measures as part of the strategic business plan update process.

Indigent Defense Reimbursement Activity

The purpose of the Indigent Defense Reimbursement Activity is to screen indigent defendants for the Court to ensure that legal representation is provided at public expense only to those who are truly unable to pay.

Mandates: This is not a mandated activity of the Trial Courts.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of defendants determined by IDRU to have the ability to contribute to the cost of their defense.	64.0%	Not Reported	Not Reported	0.0%	0.0%
Output	Number of defendants screened.	6,046	Not Reported	Not Reported	-	0.0%
Demand	Number of defendants who request legal representation at public expense.	37,914	Not Reported	Not Reported	-	0.0%
Efficiency	Cost per defendant screened.	$39.07	Not Reported	Not Reported	-	0.0%
Expenditure						
	100 - GENERAL	$ 236,216	$ 426	$ 2,942	$ (2,516)	-590.6%
	TOTAL USES	$ 236,216	$ 426	$ 2,942	$ (2,516)	-590.6%

Jury Management Activity

The purpose of the Juror Activity is to provide impartial jury panels to defendants and litigants so that they will render informed decisions in court cases.

Mandates: A.R.S. §21-301 establishes that the jury commissioner of the Superior Court is responsible for the maintenance of the master juror list. A.R.S. §21-331 establishes that the Superior Court is responsible for issuing summons to juror candidates for service in the Superior Court or, if authorized by intergovernmental agreements, for service in Justice Courts or municipal courts. Juries are to be conducted as prescribed by A.R.S. §§21-101 through 21-351. A.R.S. §21-402 establishes that the Presiding Judge of the Superior Court shall summon a grand jury three times per year (or additional times, per a petition from the County Attorney). Grand juries are to be conducted as prescribed by A.R.S. §§21-401 through 21-416.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	0.0%	0.0%	0.0%	0.0%	0.0%
Output	Number of jurors sent to a courtroom.	60,610	57,114	63,205	6,091	10.7%
Demand	Number of jurors reporting for service.	75,396	75,244	79,006	3,762	5.0%
Efficiency	Cost per juror sent to a courtroom.	$79.20	$86.31	$71.50	$14.81	17.2%
Revenue						
	100 - GENERAL	$ 786,507	$ 689,592	$ 346,322	$ (343,270)	-49.8%
	259 - TRIAL COURTS SPECIAL REVENUE	120,491.69	94,939	141,000	46,061	48.5%
	TOTAL SOURCES	$ 906,999	$ 784,531	$ 487,322	$ (297,209)	-37.9%
Expenditure						
	100 - GENERAL	$ 4,660,502	$ 4,813,986	$ 4,378,389	$ 435,597	9.0%
	259 - TRIAL COURTS SPECIAL REVENUE	139,592	115,720	141,000	(25,280)	-21.8%
	TOTAL USES	$ 4,800,094	$ 4,929,706	$ 4,519,389	$ 410,317	8.3%

The department will be developing new measures as part of the strategic business plan update process.

Official Court Record Keeping Activity

The purpose of the Official Court Record Keeping Activity is to provide an official court case record for the Court so that they ensure impartial and fair adjudication.

Mandates: A.R.S. §§12-223 and 21-411 establish that the court shall appoint a court reporter to record the proceedings of trials to be officially filed as record with the office of the Clerk of the Supreme Court.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	0.0%	0.0%	0.0%	0.0%	0.0%
Output	Number of hours of Court proceedings that were recorded.	202,212	209,214	209,214	-	0.0%
Demand	Number of hours of Court proceedings that need to be recorded.	202,212	209,214	209,214	-	0.0%
Efficiency	Cost per hour of Court proceedings recorded.	$18.59	$20.21	$19.18	$1.03	5.1%
Revenue						
	259 - TRIAL COURTS SPECIAL REVENUE	$ 69,187	$ 70,085	$ 65,040	$ (5,045)	-7.2%
	TOTAL SOURCES	$ 69,187	$ 70,085	$ 65,040	$ (5,045)	-7.2%
Expenditure						
	100 - GENERAL	$ 3,690,651	$ 4,148,776	$ 3,948,632	$ 200,144	4.8%
	259 - TRIAL COURTS SPECIAL REVENUE	68,223	79,741	65,040	14,701	18.4%
	TOTAL USES	$ 3,758,874	$ 4,228,517	$ 4,013,672	$ 214,845	5.1%

The department will be developing new measures as part of the strategic business plan update process.

Public Information & Community Outreach Activity

The purpose of the Public Information and Community Outreach Activity is to provide website access to the public so that case information and court forms can be accessed by litigants without having to make a trip to a courthouse.

Mandates: This is not a mandated activity of the Trial Courts.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of user satisfaction.	96.3%	100.0%	100.0%	0.0%	0.0%
Output	Number of website sessions completed.	10,445,671	10,500,500	10,967,955	467,455	4.5%
Demand	Number of website sessions requested.	10,445,671	10,500,000	10,967,955	467,955	4.5%
Efficiency	Cost per website session.	$0.35	$0.37	$0.35	$0.02	6.3%
Revenue						
	100 - GENERAL	$ 365	$ 130	$ 500	$ 370	284.6%
	259 - TRIAL COURTS SPECIAL REVENUE	263,267.82	237,555	288,000	50,445	21.2%
	261 - LAW LIBRARY FEES	959,449.98	870,173	940,000	69,827	8.0%
	TOTAL SOURCES	$ 1,223,083	$ 1,107,858	$ 1,228,500	$ 120,642	10.9%
Expenditure						
	100 - GENERAL	$ 2,418,944	$ 2,767,590	$ 2,621,380	$ 146,210	5.3%
	259 - TRIAL COURTS SPECIAL REVENUE	300,407	326,816	288,000	38,816	11.9%
	261 - LAW LIBRARY FEES	892,665	839,590	940,000	(100,410)	-12.0%
	TOTAL USES	$ 3,612,015	$ 3,933,996	$ 3,849,380	$ 84,616	2.2%

Probate Court Program

The purpose of the Probate Court Program is to ensure that probate case reviews are completed within required due dates so that litigants' property and rights are protected.

Program Results

80PC - PROBATE COURT PROGRAM Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of Cases reviewed within 30 days of the required due date.	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Estate Probates & Trust Administration

Estate Probates & Trust Administrations Activity

The purpose of the Estate Probates and Trust Administrations Activity is to ensure that case reviews are completed within required due dates so that litigants' property and rights are protected.

Mandates: Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction to resolve matters of probate.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of Cases reviewed within 30 days of the required due date.	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of active Cases reviewed.	30,914	35,280	37,044	1,764	5.0%
Demand	Number of active Cases requiring review.	30,914	35,280	37,044	1,764	5.0%
Efficiency	Cost per Case reviewed.	$63.36	$60.49	$54.17	$6.32	10.4%
Revenue						
	100 - GENERAL	$ -	$ 32	$ 1,555,670	$ 1,555,638	4861368.8%
	238 - TRIAL COURTS GRANTS	-	-	61,316	61,316	0.0%
	256 - PROBATE FEES	412,959	362,994	389,531	26,537	7.3%
	TOTAL SOURCES	$ 1,958,621	$ 2,133,963	$ 2,006,517	$ (127,446)	-6.0%
Expenditure						
	100 - GENERAL	$ 1,517,110	$ 1,773,085	$ 1,555,670	$ 217,415	12.3%
	238 - TRIAL COURTS GRANTS	-	-	61,316	(61,316)	0.0%
	256 - PROBATE FEES	369,996	357,546	389,531	(31,985)	-8.9%
	259 - TRIAL COURTS SPECIAL REVENUE	71,516	3,332	-	3,332	100.0%
	TOTAL USES	$ 1,958,621	$ 2,133,963	$ 2,006,517	$ 127,446	6.0%

Budget Balancing Adjustment: ($164,247): The department is eliminating 3 FTE's to reduce General Fund (100) expenditures without compromising results.

Tax Adjudication Program

The purpose of the Tax Adjudication Program is to provide property tax appeals to litigants so that they receive timely and just legal resolutions.

Program Results

80TA - TAX ADJUDICATION PROGRAM Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
TBD	0.0%	0.0%	0.0%	0.0%	0.0%
TBD	0.0%	0.0%	0.0%	0.0%	0.0%

The department will be developing new measures as part of the strategic business plan update process.

Activities that comprise this program include:

- Large Record Tax Adjudication
- Small Record Tax Adjudication

Large Record Tax Adjudication Activity

The purpose of the Large Record Tax Adjudication Activity is to provide property tax appeals to litigants so that they receive timely and just legal resolutions.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	0.0%	0.0%	0.0%	0.0%	0.0%
Output	Number of Large Record Tax cases resolved.	726	764	810	46	6.0%
Demand	Number of Large Record Tax cases filed.	747	850	900	50	5.9%
Efficiency	Cost per Large Record Tax case resolved.	$436.39	$422.93	$414.94	$7.99	1.9%
Expenditure						
	100 - GENERAL	$ 316,823	$ 323,118	$ 336,099	$ (12,981)	4.0%
	TOTAL USES	$ 316,823	$ 323,118	$ 336,099	$ (12,981)	4.0%

The department will be developing new measures as part of the strategic business plan update process.

Small Record Tax Adjudication Activity

The purpose of the Small Record Tax Adjudication Activity is to provide property tax appeals to litigants so that they receive timely and just legal resolutions.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	0.0%	0.0%	0.0%	0.0%	0.0%
Output	Number of Small Record Tax cases resolved.	163	266	295	29	10.9%
Demand	Number of Small Record Tax cases filed.	169	282	310	28	9.9%
Efficiency	Cost per Small Record Tax case resolved.	$1,154.11	$758.62	$694.83	$63.80	8.4%
Expenditure						
	100 - GENERAL	$ 188,120	$ 201,794	$ 204,974	$ (3,180)	-1.6%
	TOTAL USES	$ 188,120	$ 201,794	$ 204,974	$ 3,180	1.6%

The department will be developing new measures as part of the strategic business plan update process.

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 86,217,528**	**$ 16,914,273**
MID-YEAR ADJUSTMENTS:		
Employee Market Compensation Adjustments (Admin Phase II Market Study)	$ 206,066	$ -
Employee Market Compensation Adjustments (Program & Ops Market Study)	14,664	-
Employee Market Compensation Adjustments (HR Market Study)	17,997	-
Employee Market Compensation Adjustments (PIO Market Study)	36,471	-
Jan. 2008 Administrative Reductions	(207,523)	-
Subtotal	$ 67,675	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 86,285,203**	**$ 16,914,273**
TARGET ADJUSTMENTS:		
Annualization of Employee Market Compensation Adjustments	$ 41,516	$ -
Judicial Salary Increase (Superior Court Judges & Commissioners)	496,726	-
Annualization of Jan. 2008 Administrative Reductions	(207,524)	-
Glendale RCC Lease	338,297	-
Judicial Salary Increase (Justice of the Peace)	101,656	-
Two New Justice Court Precincts	128,452	-
Subtotal	$ 899,123	$ -
FY 2008-09 BUDGET TARGET	**$ 87,184,326**	**$ 16,914,273**
FY 2008-09 REQUESTED BUDGET	**$ 87,184,326**	**$ 16,914,273**
BUDGET BALANCING ADJUSTMENTS:		
Revenue Enhancements	$ -	$ 1,452,901
Revenue Enhancements	-	1,200,000
Elimination of 3 FTEs in Family Court Staffing	(189,710)	-
Elimination of 3 FTEs in Probate/Mental Health Court Staffing	(164,247)	-
Elimination of 2 FTEs in Juvenile Court Staffing	(78,039)	-
Elimination of 2 FTEs in Civil Court Staffing	(82,519)	-
Elimination of 11 FTEs in Court Security Staffing	(439,850)	-
Elimination of 3 FTEs in Administrative Services Staffing	(195,730)	-
Elimination of 4 FTEs in Law Library Staffing	(151,402)	-
Elimination of 7 FTEs in Court Administrative Staffing	(363,094)	-
Elimination of 2 FTEs in Court IT Staffing	(161,767)	-
Reduction in Training, Travel and Resource Material	(212,599)	-
Transfer lease expenses to Special Revenue Fund	(682,436)	-
Subtotal	$ (2,721,393)	$ 2,652,901
FY 2008-09 TENTATIVE BUDGET:	**$ 84,462,933**	**$ 19,567,174**
RESTATEMENT:		
Restate Justice Court Funding to the New Justice Courts Department (240)	$ (14,115,672)	$ (16,763,590)
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 70,347,261**	**$ 2,803,584**
PERCENT CHANGE FROM TARGET AMOUNT	*-19.3%*	*-83.4%*
FY 2008-09 ADOPTED BUDGET	**$ 70,347,261**	**$ 2,803,584**

Judicial Enhancement Fund (208)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 433,277**	**$ 433,277**
MID-YEAR ADJUSTMENTS:		
One-time expenditures for interpreter conference travel, pro tem judges and consulting services	$ 207,000	$ -
Subtotal	$ 207,000	$ -
FY 2007-08 REVISED BUDGET	**$ 640,277**	**$ 433,277**
TARGET ADJUSTMENTS:		
One-time expenditures for interpreter conference travel, pro tem judges and consulting services	$ (207,000)	$ -
Subtotal	$ (207,000)	$ -
FY 2008-09 BUDGET TARGET	**$ 433,277**	**$ 433,277**
FY 2008-09 REQUESTED BUDGET	**$ 433,277**	**$ 433,277**
BASE ADJUSTMENTS:		
Budget Balancing Adjustment	$ 9	$ -
Subtotal	$ 9	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 433,286**	**$ 433,277**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 433,286**	**$ 433,277**

Superior Court Grants Fund (238)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 2,013,717**	**$ 2,013,717**
FY 2007-08 REVISED BUDGET	**$ 2,013,717**	**$ 2,013,717**
FY 2008-09 BUDGET TARGET	**$ 2,013,717**	**$ 2,013,717**
FY 2008-09 REQUESTED BUDGET	**$ 2,013,717**	**$ 2,013,717**
BASE ADJUSTMENTS:		
Budget Balancing Adjustment	$ 7	$ -
Subtotal	$ 7	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 2,013,724**	**$ 2,013,717**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 2,013,724**	**$ 2,013,717**

Probate Fees Fund (256)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 389,531**	**$ 389,531**
FY 2007-08 REVISED BUDGET	**$ 389,531**	**$ 389,531**
FY 2008-09 BUDGET TARGET	**$ 389,531**	**$ 389,531**
FY 2008-09 REQUESTED BUDGET	**$ 389,531**	**$ 389,531**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 389,531**	**$ 389,531**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 389,531**	**$ 389,531**

Conciliation Court Fees Fund (257)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 1,695,930**	**$ 1,695,930**
FY 2007-08 REVISED BUDGET	**$ 1,695,930**	**$ 1,695,930**
FY 2008-09 BUDGET TARGET	**$ 1,695,930**	**$ 1,695,930**
FY 2008-09 REQUESTED BUDGET	**$ 1,695,930**	**$ 1,695,930**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 1,695,930**	**$ 1,695,930**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 1,695,930**	**$ 1,695,930**

Superior Court Special Revenue Fund (259)

		EXPENDITURES	REVENUE
OPERATING			
FY 2007-08 ADOPTED BUDGET		**$ 5,680,313**	**$ 5,680,313**
MID-YEAR ADJUSTMENTS:			
One-time fund balance expenditure to consultants on iCIS support and development		$ 175,000	$ -
	Subtotal	$ 175,000	$ -
FY 2007-08 REVISED BUDGET		**$ 5,855,313**	**$ 5,680,313**
TARGET ADJUSTMENTS:			
One-time fund balance expenditure to consultants on iCIS support and development		$ (175,000)	$ -
	Subtotal	$ (175,000)	$ -
FY 2008-09 BUDGET TARGET		**$ 5,680,313**	**$ 5,680,313**
FY 2008-09 REQUESTED BUDGET		**$ 5,680,313**	**$ 5,680,313**
FY 2008-09 ADOPTED OPERATING BUDGET		**$ 5,680,313**	**$ 5,680,313**
PERCENT CHANGE FROM TARGET AMOUNT		*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET		**$ 5,680,313**	**$ 5,680,313**

Law Library Fees Fund (261)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 885,000**	**$ 885,000**
FY 2007-08 REVISED BUDGET	**$ 885,000**	**$ 885,000**
FY 2008-09 BUDGET TARGET	**$ 885,000**	**$ 885,000**
REQUESTED ADJUSTMENTS:		
Increase Library Fees	$ -	$ 55,000
Structural Balance	55,000	-
Subtotal	$ 55,000	$ 55,000
FY 2008-09 REQUESTED BUDGET	**$ 940,000**	**$ 940,000**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 940,000**	**$ 940,000**
PERCENT CHANGE FROM TARGET AMOUNT	*6.2%*	*6.2%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 940,000**	**$ 940,000**

Superior Court Fill The Gap Fund (264)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 2,010,456**	**$ 2,010,456**
FY 2007-08 REVISED BUDGET	**$ 2,010,456**	**$ 2,010,456**
FY 2008-09 BUDGET TARGET	**$ 2,010,456**	**$ 2,010,456**
FY 2008-09 REQUESTED BUDGET	**$ 2,010,456**	**$ 2,010,456**
BASE ADJUSTMENTS:		
Budget Balancing Adjustment	$ (2)	$ -
Subtotal	$ (2)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 2,010,454**	**$ 2,010,456**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 2,010,454**	**$ 2,010,456**

Expedited Child Support Fund (271)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 445,580**	**$ 445,580**
FY 2007-08 REVISED BUDGET	**$ 445,580**	**$ 445,580**
FY 2008-09 BUDGET TARGET	**$ 445,580**	**$ 445,580**
FY 2008-09 REQUESTED BUDGET	**$ 445,580**	**$ 445,580**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 445,580**	**$ 445,580**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 445,580**	**$ 445,580**

Spousal Maintenance Enforcement Enhancement Fund (276)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 115,921**	**$ 115,921**
FY 2007-08 REVISED BUDGET	**$ 115,921**	**$ 115,921**
FY 2008-09 BUDGET TARGET	**$ 115,921**	**$ 115,921**
FY 2008-09 REQUESTED BUDGET	**$ 115,921**	**$ 115,921**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 115,921**	**$ 115,921**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 115,921**	**$ 115,921**

Children Issues Education Fund (281)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 115,007**	**$ 115,007**
FY 2007-08 REVISED BUDGET	**$ 115,007**	**$ 115,007**
FY 2008-09 BUDGET TARGET	**$ 115,007**	**$ 115,007**
FY 2008-09 REQUESTED BUDGET	**$ 115,007**	**$ 115,007**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 115,007**	**$ 115,007**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 115,007**	**$ 115,007**

Domestic Relations Mediation Education Fund (282)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 190,682**	**$ 190,682**
FY 2007-08 REVISED BUDGET	**$ 190,682**	**$ 190,682**
FY 2008-09 BUDGET TARGET	**$ 190,682**	**$ 190,682**
FY 2008-09 REQUESTED BUDGET	**$ 190,682**	**$ 190,682**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 190,682**	**$ 190,682**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 190,682**	**$ 190,682**

Treasurer

Analysis by Julia Smith, Management & Budget Analyst

Summary

Mission

The mission of the Maricopa County Treasurer is to provide both the administration of property taxation for the County's residents and the accounting and investment of public monies for County agencies, school districts and other sub-political jurisdictions, as mandated by state and federal law, so that they can provide appropriate services to the County's residents.

Vision

Citizens serving citizens by working collaboratively, innovatively, efficiently and effectively. We will be responsive to our customers while being fiscally prudent.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
REVENUE							
99AS - ADMINISTRATIVE SERVICES	$ 1,054	$ 804,000	$ 804,000	$ 272,249	$ 804,000	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	1,054	804,000	804,000	272,249	804,000	-	0.0%
TOTAL PROGRAMS	$ 1,054	$ 804,000	$ 804,000	$ 272,249	$ 804,000	$ -	0.0%
EXPENDITURES							
43AP - ACCOUNTING PROGRAM	$ 383,334	$ 326,571	$ 412,806	$ 458,838	$ 497,238	$ (84,432)	-20.5%
ACCT - AGENCY ACCOUNTING	96,199	50,434	50,434	96,809	105,945	(55,511)	-110.1%
TRAC - TREASURER ACCOUNTING	287,135	276,137	362,372	362,029	391,293	(28,921)	-8.0%
43TP - PROPERTY TAX PROGRAM	$ 1,574,447	$ 1,946,324	$ 1,920,324	$ 2,083,848	$ 1,914,422	$ 5,902	0.3%
CLTS - CLIENT SERVICE	700,961	729,290	729,289	766,973	913,330	(184,041)	-25.2%
TXSV - TAX SERVICES	873,486	1,217,034	1,191,035	1,316,875	1,001,092	189,943	15.9%
99AS - ADMINISTRATIVE SERVICES	$ 1,596,975	$ 1,839,765	$ 1,839,771	$ 1,336,554	$ 1,694,254	$ 145,518	7.9%
ODIR - EXECUTIVE MANAGEMENT	1,269,684	1,594,820	1,594,826	1,033,421	1,396,400	198,427	12.4%
FSAC - FINANCIAL SERVICES	142,033	149,889	149,889	158,352	153,528	(3,639)	-2.4%
HRAC - HUMAN RESOURCES	141,812	52,434	52,434	75,275	77,699	(25,265)	-48.2%
PROC - PROCUREMENT	43,446	42,622	42,622	69,506	66,627	(24,005)	-56.3%
99GV - GENERAL GOVERNMENT	$ -	$ 8,066	$ 8,066	$ 3,642	$ -	$ 8,066	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	8,066	8,066	3,642	-	8,066	100.0%
99IT - INFORMATION TECHNOLOGY	$ 1,102,566	$ 1,791,231	$ 1,791,232	$ 1,221,591	$ 91,050	$ 1,700,182	94.9%
BUAS - BUSINESS APPLICATION DEVELOP	766,959	1,362,554	1,362,554	1,135,778	-	1,362,554	100.0%
DACR - DATA CENTER	226,430	321,179	321,180	39,170	91,050	230,130	71.7%
DESK - DESKTOP SUPPORT	109,177	107,498	107,498	46,643	-	107,498	100.0%
TOTAL PROGRAMS	$ 4,657,322	$ 5,911,957	$ 5,972,199	$ 5,104,473	$ 4,196,964	$ 1,775,236	29.7%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 1,054	$ 4,000	$ 4,000	$ 5,585	$ 4,000	$ -	0.0%
SUBTOTAL	$ 1,054	$ 4,000	$ 4,000	$ 5,585	$ 4,000	$ -	0.0%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ -	$ 800,000	$ 800,000	$ 266,664	$ 800,000	$ -	0.0%
SUBTOTAL	$ -	$ 800,000	$ 800,000	$ 266,664	$ 800,000	$ -	0.0%
ALL REVENUES	$ 1,054	$ 804,000	$ 804,000	$ 272,249	$ 804,000	$ -	0.0%
TOTAL SOURCES	$ 1,054	$ 804,000	$ 804,000	$ 272,249	$ 804,000	$ -	0.0%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 2,668,956	$ 3,087,665	$ 3,167,237	$ 2,445,103	$ 1,981,981	$ 1,185,256	37.4%
0705 - TEMPORARY PAY	58,665	66,833	66,833	42,181	116,676	(49,843)	-74.6%
0710 - OVERTIME	11,397	8,215	8,215	17,134	20,600	(12,385)	-150.8%
0750 - FRINGE BENEFITS	816,166	998,078	1,004,742	835,689	673,928	330,815	32.9%
0790 - OTHER PERSONNEL SERVICES	10,025	-	-	58,898	12,000	(12,000)	0.0%
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	545,454	-	-	0.0%
SUBTOTAL	$ 3,565,209	$ 4,160,791	$ 4,247,027	$ 3,944,459	$ 2,805,185	$ 1,441,843	33.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 114,214	$ 60,057	$ 60,057	$ 66,279	$ 81,457	$ (21,400)	-35.6%
0803 - FUEL	285	330	330	345	330	-	0.0%
SUBTOTAL	$ 114,499	$ 60,387	$ 60,387	$ 66,624	$ 81,787	$ (21,400)	-35.4%
SERVICES							
0810 - LEGAL SERVICES	$ 123,034	$ 101,014	$ 75,020	$ 72,088	$ 59,020	$ 16,000	21.3%
0812 - OTHER SERVICES	287,106	1,061,899	1,061,899	547,160	813,955	247,944	23.3%
0820 - RENT & OPERATING LEASES	41,432	45,500	45,500	46,591	43,875	1,625	3.6%
0825 - REPAIRS AND MAINTENANCE	129,146	100,000	100,000	119,375	9,000	91,000	91.0%
0839 - INTERNAL SERVICE CHARGES	11,902	9,289	9,289	6,727	22,387	(13,098)	-141.0%
0841 - TRAVEL	4,627	5,933	5,933	2,456	3,560	2,373	40.0%
0842 - EDUCATION AND TRAINING	7,901	7,465	7,465	6,231	2,599	4,866	65.2%
0843 - POSTAGE/FREIGHT/SHIPPING	319,591	295,000	295,000	274,431	291,184	3,816	1.3%
0850 - UTILITIES	447	1,047	1,047	661	780	267	25.5%
SUBTOTAL	$ 925,186	$ 1,627,147	$ 1,601,153	$ 1,075,720	$ 1,246,360	$ 354,793	22.2%
OTHER FINANCING USES							
CAPITAL							
0950 - DEBT SERVICE	$ 52,428	$ 63,632	$ 63,632	$ 17,670	$ 63,632	$ -	0.0%
SUBTOTAL	$ 52,428	$ 63,632	$ 63,632	$ 17,670	$ 63,632	$ -	0.0%
TOTAL USES	$ 4,657,322	$ 5,911,957	$ 5,972,199	$ 5,104,473	$ 4,196,964	$ 1,775,236	29.7%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 1,054	$ 4,000	$ 4,000	$ 5,585	$ 4,000	$ -	0.0%
741 - TAXPAYER INFORMATION	$ -	$ 800,000	$ 800,000	$ 266,664	$ 800,000	$ -	0.0%
SPECIAL REVENUE - OTHER	$ -	$ 800,000	$ 800,000	$ 266,664	$ 800,000	$ -	0.0%
TOTAL SPECIAL REVENUE	$ -	$ 800,000	$ 800,000	$ 266,664	$ 800,000	$ -	0.0%
TOTAL FUNDS	$ 1,054	$ 804,000	$ 804,000	$ 272,249	$ 804,000	$ -	0.0%
USES							
100 - GENERAL	$ 4,657,322	$ 5,111,957	$ 5,172,199	$ 4,837,809	$ 3,396,964	$ 1,775,236	34.3%
741 - TAXPAYER INFORMATION	$ -	$ 800,000	$ 800,000	$ 266,664	$ 800,000	$ -	0.0%
SPECIAL REVENUE - OTHER	$ -	$ 800,000	$ 800,000	$ 266,664	$ 800,000	$ -	0.0%
TOTAL SPECIAL REVENUE	$ -	$ 800,000	$ 800,000	$ 266,664	$ 800,000	$ -	0.0%
TOTAL FUNDS	$ 4,657,322	$ 5,911,957	$ 5,972,199	$ 5,104,473	$ 4,196,964	$ 1,775,236	29.7%

Programs and Activities

Accounting Program

The purpose of the Accounting Program is to provide accounting and investment services for the Treasurer and Maricopa County and its political subdivisions so that there is fiscal accountability to county residents.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Month-end Closings - Percent of time that month-end balanced/closed by due date	Not Reported	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Agency Accounting
- Treasurer Accounting

Agency Activity

The purpose of the Agency Accounting Activity is to apportion tax collections and provide timely and accurate accounting and investment services for county agencies so that they can conduct their operations and make informed decisions, manage resources and report results relative to their agency.

Mandates: A.R.S. §42-18001 establishes the County Treasurer as ex officio tax collector and shall collect all property taxes, apportion the taxes to the respective funds on or before the end of each month, and execute to the state a bond; A.R.S. §11-275 establishes Tax levy to pay bonds and interest; debt service fund; A.R.S. §11-414 establishes monthly statement of fees earned and disposition of fees; A.R.S. §11-475 establishes the process and exemption of recorder fees; A.R.S. §11-497 establishes the disbursement of forest reserve monies for the benefit of public schools and public roads of the county as the board of supervisors may direct; A.R.S. §11-501 establishes that the Treasurer shall report accounts of collection, custody and disbursement of public revenue to the Board of Supervisors; A.R.S. §11-502 establishes that upon receipt of an order from the state treasurer requiring the money in the County treasury belonging to the state or collected for it to be transmitted to the state treasury; A.R.S. §11-503 establishes if the Treasurer neglects or refuses to settle or report as required by law, the Treasurer shall forfeit and pay to the County the sum of five hundred dollars for each act of neglect or refusal; A.R.S. §11-504 establishes the process for correction of errors; A.R.S. §11-631 establishes the policy on warrants on the County Treasurer and records; A.R.S. §11-632 establishes the policy of issuance of duplicate warrants; A.R.S. §11-634 establishes that when the Board of Supervisors, the County Superintendent of Schools, or a special district presents a warrant or substitute check for payment, the County Treasurer shall pay it and make a charge against the appropriate account; A.R.S. §11-635 establishes definition of warrants and substitute checks unpaid for lack of funds; A.R.S. §11-639 establishes as monies become available and are in amounts sufficient to justify redeeming unpaid warrants, the County Treasurer shall redeem these unpaid warrants in the date order in which they were originally registered; A.R.S. §11-640 establishes that when the Treasurer pays a warrant on which interest is due, the Treasurer shall record the amount of interest paid in the register or call warrant list. The amount of such interest shall be entered on the Treasurer's account separate from the principal.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Month-end Closings - Percent of time month-end balance/close by due date	Not Reported	100.0%	100.0%	0.0%	0.0%
Output	Number of month-end balances/closes	Not Reported	4	4	-	0.0%
Output	Number of days to balance or close month-end	8	2	2	-	0.0%
Demand	Number of days anticipated to balance or close month-end (historical)	8	2	2	-	0.0%
Efficiency	Dollar cost/days to balance or close month-end	$ 12,025.01	$ 48,404.50	$ 52,972.50	$ (4,568.00)	-9.4%
Expenditure						
	100 - GENERAL	$ 96,200	$ 96,809	$ 105,945	$ (9,136)	-9.4%
	TOTAL USES	$ 96,200	$ 96,809	$ 105,945	$ (9,136)	-9.4%

Treasurer Accounting Activity

The purpose of the Treasurer Accounting Activity is to provide timely and accurate accounting services for the Treasurer's Office staff so that they can make informed decisions, manage resources and report results.

Mandates: A.R.S. §11-273 establishes the Treasurer shall sell the bonds under the direction and with the approval of the Board for not less than par and accrued interest, and the proceeds of the sale shall be used exclusively for the purpose for which issued and as stated in the resolution; A.R.S. §11-274 establishes that the Treasurer shall keep a register of all bonds sold by number, date of sale, amount, date of maturity and the name and address of the purchaser; A.R.S. §11-492 establishes that all taxes collected upon real and personal property of the County, and all public monies arising from any source, or accruing under the provisions of law to a county, shall be paid into the treasury of the County and the County Treasurer shall apportion and apply the same to the several special and general funds as provided by law; A.R.S. §11-493 establishes the duties of the County Treasurer; A.R.S. §11-494 establishes that the Treasurer shall issue a receipt for all monies the Treasurer receives as Treasurer or as tax collector; A.R.S. §35-327 establishes Treasurer's duties, safekeeping of securities; warrants of financial officers; earnings; exemptions; and responsibilities.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Output	Number of Treasurer's JE's created	1,774	1,774	1,774	-	0.0%
Output	Number of Cash Receipts Processed	10,226	10,226	10,226	-	0.0%
Demand	Number of Treasurer's JE's expected (historical)	1,774	1,774	1,774	-	0.0%
Demand	Number of Cash Receipts Anticipated to be Processed (historical)	10,226	10,226	10,226	-	0.0%
Efficiency	Dollar cost/Treasurer's JE's	$ 161.86	$ 204.07	$ 220.57	$ (16.50)	-8.1%
Efficiency	Dollar cost/Number of Cash Receipts Processed	$ 28.08	$ 35.40	$ 38.26	$ (2.86)	-8.1%
Expenditure						
	100 - GENERAL	$ 287,136	$ 362,029	$ 391,293	$ (29,264)	-8.1%
	TOTAL USES	$ 287,136	$ 362,029	$ 391,293	$ (29,264)	-8.1%

Property Tax Program

The purpose of the Property Tax Program is to provide tax information for owners of property in Maricopa County so that they may pay their taxes in an accurate and prompt fashion and that their payments are accurately posted (applied).

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Payments Posted - Percent of Levy collected	Not Reported	99.0%	99.0%	0.0%	0.0%
Percent of levy collected by LockBox facility	Not Reported	39.1%	39.1%	0.0%	0.0%
Percent of Tax Bills correctly mailed	Not Reported	96.4%	96.4%	0.0%	0.0%

Activities that comprise this program include:

- Client Service Activity
- Tax Service Activity

Client Service Activity

The purpose of the Client Services Activity is to accept and post tax and non-tax payments for internal and external customers so that revenues are accurately and promptly posted (applied).

Mandates: A.R.S. §11-274 establishes that the Treasurer shall keep a register of all bonds sold by number, date of sale, amount, date of maturity and the name and address of the purchaser; A.R.S. §11-493 establishes the duties of the County Treasurer; A.R.S. §11-494 establishes that the Treasurer shall issue a receipt for all monies the Treasurer receives as Treasurer or as tax collector; A.R.S. §41-1279.21 establishes powers and duties of auditor general relating to counties, school districts and community colleges; A.R.S. §42-18001 establishes the County Treasurer as ex officio tax collector and shall collect all property taxes, apportion the taxes to the respective funds on or before the end of each month, and execute to the state a bond; A.R.S. §42-18055 establishes when a tax is paid, the County Treasurer will record the date of payment and credit the payment to the person or property that is liable for the tax; A.R.S. §42-18056 establishes the process of accepting a partial payment or payments of the tax, and if any part of the tax or any installment remains unpaid at the date of delinquency, the delinquency relates only to the amount remaining unpaid, and the issuing of a receipt stating that it covers a partial payment of taxes; A.R.S. §42-18401 establishes collection of personal property tax by seizure and sale; A.R.S. §42-18116 establishes that the purchaser of a tax lien will pay the purchase price in cash at the time of sale. If the purchaser fails to pay the amount due the County Treasurer may resell the tax lien if the sale has not been closed. If the sale has been closed the Treasurer may either advertise for resale, or recovery on reneged bid; and the purchaser shall pay a processing fee; A.R.S. §42-18121 establishes payment of subsequent taxes by certificate holder; A.R.S. §42-18122 establishes if a tax lien is assigned to the state, the County Treasurer shall sell, assign and deliver the certificate of purchase to any person who pays to the County Treasurer the whole amount then due under the certificate, including interest, penalties and charges, and in addition the entire amount of subsequent taxes assessed on the property described in the certificate; A.R.S. §42-18151 establishes who may redeem real property tax liens; persons under disability; persons owning partial interest; A.R.S. §42-18152 establishes when a lien may be redeemed; A.R.S. §42-18153 establishes the amount required for redemption; A.R.S. §42-18154 establishes the process the County Treasurer shall issue to the person a certificate of redemption, issuance, the contents and fee.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percentage of levy collected by LockBox facility	Not Reported	39.1%	39.1%	0.0%	0.0%
Result	Payments Posted - Percentage of Levy collected	Not Reported	99.0%	99.0%	0.0%	0.0%
Output	Number of Lock Box payments posted	Not Reported	850,000	850,000	-	0.0%
Output	Amount of levy collected	Not Reported	458,857,376	458,857,376	-	0.0%
Output	Amount of levy	Not Reported	463,492,320	463,492,320	-	0.0%
Output	Number of tax payments posted	2,686,806	2,686,806	2,686,806	-	0.0%
Demand	Number of payments anticipated (parcels x 2)	2,342,030	1,582,572	1,582,572	-	0.0%
Demand	Number of Lock Box payments anticipated (historical)	Not Reported	820,000	820,000	-	0.0%
Efficiency	Dollar cost/Number of tax payments posted	$ 0.26	$ 0.29	$ 0.34	$ (0.05)	-19.1%
Efficiency	Dollar cost/Number of Lock Box payments posted	Not Reported	$ 0.90	$ 1.07	$ (0.17)	-19.1%
Expenditure						
	100 - GENERAL	$ 700,961	$ 766,973	$ 913,330	$ (146,357)	-19.1%
	TOTAL USES	$ 700,961	$ 766,973	$ 913,330	$ (146,357)	-19.1%

Tax Service Activity

The purpose of the Tax Services Activity is to provide property tax billing information and problem resolution for internal (Assessor, Finance, and Sheriff) departments and external (property owners, tax service and mortgage companies) customers so that property taxes are paid and necessary adjustments made.

Mandates: A.R.S. §42-18061 establishes the process of refund of overpayment due to change in tax roll and reversion of unclaimed refund; A.R.S. §11-506 establishes; A.R.S. §11-605 establishes warrants drawn by a political subdivision on the County Treasurer; Title 42 (Taxation), Chapter 18, Articles 1 thru 9 establishes tax collection and enforcement.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percentage of Tax Bills Correctly Mailed	Not Reported	96.4%	96.4%	0.0%	0.0%
Output	Number of Tax Bills correctly mailed	1,354,124	1,354,124	1,354,124	-	0.0%
Output	Number of Back Tax Liens Sold at Sale	15,972	15,972	15,972	-	0.0%
Output	Number of Tax Bills mailed	Not Reported	1,404,923	1,404,923	-	0.0%
Demand	Number of Total Taxable Parcels in County	1,568,300	1,590,000	1,590,000	-	0.0%
Demand	Number of Parcels with Delinquent Back Tax	97,360	25,798	25,798	-	0.0%
Efficiency	Dollar Cost/Number of Tax Bills Correctly Mailed	$ 0.65	$ 0.97	$ 0.74	$ 0.23	24.0%
Efficiency	Dollar Cost/Number of Back Tax Liens Sold at Sale	$ 54.69	$ 82.45	$ 62.68	$ 19.77	24.0%
Expenditure						
	100 - GENERAL	$ 873,485	$ 1,316,875	$ 1,001,092	$ 315,783	24.0%
	TOTAL USES	$ 873,485	$ 1,316,875	$ 1,001,092	$ 315,783	24.0%

The Treasurer's Office proposed the elimination of Tax Information Statements as a $280,000 reduction for FY 2008-09.

Appropriated Budget Reconciliations

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 5,111,957**	**$ 4,000**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (25,995)	$ -
Employee Market Compensation Adjustments (Admin Phase II Market Study)	37,024	-
FY 2007-08 Initiatives (Investment Operations Staff)	49,212	-
Other Reallocations (IT Program)	(1,545,685)	-
Subtotal	$ (1,485,444)	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 3,626,513**	**$ 4,000**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Elected Official Salary Increase	5,626	-
Annualization of FY 2007-08 Initiatives (Investment Operations Staff)	70,820	-
Annualization of Jan. 2008 Administrative Reductions	(25,995)	-
Subtotal	$ 50,451	$ -
FY 2008-09 BUDGET TARGET	**$ 3,676,964**	**$ 4,000**
FY 2008-09 REQUESTED BUDGET	**$ 3,676,964**	**$ 4,000**
BUDGET BALANCING ADJUSTMENTS:		
Elimination of Tax Information Statements	$ (280,000)	$ -
Subtotal	$ (280,000)	$ -
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 3,396,964**	**$ 4,000**
PERCENT CHANGE FROM TARGET AMOUNT	*-7.6%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 3,396,964**	**$ 4,000**

Taxpayer Information Fund (741)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 800,000**	**$ 800,000**
FY 2007-08 REVISED RESTATED BUDGET	**$ 800,000**	**$ 800,000**
FY 2008-09 BUDGET TARGET	**$ 800,000**	**$ 800,000**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 800,000**	**$ 800,000**
PERCENT CHANGE FROM TARGET AMOUNT	*0.0%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 800,000**	**$ 800,000**

Workforce Management and Development

Analysis by Lauren M. Cochran, Management & Budget Analyst

Summary

Mission

The mission of Workforce Management and Development is to establish and administer effective human resources programs that recruit, develop and retain a qualified and diverse workforce so the County can achieve its public service goals.

Vision

To recruit, develop and retain an A+ workforce and become an employer of choice.

Strategic Goals

- **By September 2008, all Workforce Management and Development units and key programs will achieve a rating of 80% satisfaction level or higher from their customers.**

  Status: Goal has been achieved and published in Research & Reporting 2008 Internal Services Survey.

- **By December 2008, Workforce Management and Development will complete a review and revision of all Workforce Management and Development policies and Employee Merit System Rules to ensure legal compliance and compatibility with technology needs.**

  Status: Reduction in Force, Severance Agreement, and Preferential Placement policies have been updated, approved, and implemented. Review and revision of Human Resources 2401, HR2402, and HR2409 are underway, but were disrupted by department RIF activity related to budget reductions. Procedures, criteria, and training for new E-Verify process were developed and implemented. Tuition Reimbursement policy revision is in final stage and will be routed for review in November. New Relocation and Expense Reimbursement policies will be circulated in October. Remaining objectives will be continued into FY2009.

- **By September 2008, Workforce Management and Development will re-engineer Maricopa County's Personnel Action Form (PAF) process so that it will incorporate appropriate automation and other process efficiencies to allow for seamless personnel action processing.**

  Status: Goal is on hold pending review and possible implementation by ADP Project.

- **By October 2008, Workforce Management and Development will have developed and implemented a mediation program for employees and supervisors/managers to resolve non-Title VII complaints and non-discipline matters.**

  Status: This Strategic Goal is no longer being pursued.

Sources and Uses by Program and Activity – All Funds

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED	%
REVENUE							
31ED - EMPLOYEE DEVELOPMENT	$ 2,562	$ 6,100	$ 6,100	$ 9,452	$ 6,100	$ -	0.0%
MERT - MERIT COMMISSION	2,562	6,100	6,100	9,452	6,100	-	0.0%
						-	
31ES - EMPLOYMENT SERVICES	$ 277	$ 500	$ 500	$ 164	$ -	$ (500)	-100.0%
RECR - RECRUITING AND STAFFING	277	500	500	164	-	(500)	-100.0%
						-	
31PR - PAYROLL & RECORDS MANAGEMENT	$ 40,289	$ 37,600	$ 37,600	$ 41,834	$ 38,600	$ 1,000	2.7%
PAYR - PAYROLL	39,640	37,200	37,200	41,476	38,200	1,000	2.7%
RECD - RECORDS MANAGEMENT	649	400	400	358	400	-	0.0%
						-	
71CT - COMMUTE OPTIONS	$ 1,020	$ 1,000	$ 1,000	$ 885	$ -	$ (1,000)	-100.0%
COMM - COMMUTE OPTIONS	1,020	1,000	1,000	885	-	(1,000)	-100.0%
TOTAL PROGRAMS	$ 44,148	$ 45,200	$ 45,200	$ 52,335	$ 44,700	$ (500)	-1.1%
EXPENDITURES							
31CT - CORPORATE INITIATIVES	$ 1,473	$ 11,229	$ 11,229	$ 1,396	$ -	$ 11,229	100.0%
CHAR - COMBINED CHARITABLE CAMPAIGN	1,473	11,229	11,229	1,396	-	11,229	100.0%
						-	
31ED - EMPLOYEE DEVELOPMENT	$ 832,826	$ 820,505	$ 788,505	$ 863,858	$ 547,992	$ 240,513	30.5%
EREL - EMPLOYEE RELATIONS	161,944	226,263	226,266	239,372	332,681	(106,415)	-47.0%
MERT - MERIT COMMISSION	83,232	90,698	90,694	61,932	66,680	24,014	26.5%
STDV - STAFF DEVELOPMENT	587,650	503,544	471,545	562,554	148,631	322,914	68.5%
						-	
31ES - EMPLOYMENT SERVICES	$ 1,015,870	$ 1,052,237	$ 1,052,236	$ 1,061,864	$ 846,874	$ 205,362	19.5%
RECR - RECRUITING AND STAFFING	1,015,870	1,052,237	1,052,236	1,061,864	846,874	205,362	19.5%
						-	
31PR - PAYROLL & RECORDS MANAGEMENT	$ 878,288	$ 941,893	$ 941,895	$ 944,023	$ 963,817	$ (21,922)	-2.3%
PAYR - PAYROLL	517,688	503,126	503,125	500,652	503,165	(40)	0.0%
RECD - RECORDS MANAGEMENT	360,600	438,767	438,770	443,371	460,652	(21,882)	-5.0%
						-	
71CT - COMMUTE OPTIONS	$ 31,890	$ 41,173	$ 41,173	$ 52,416	$ -	$ 41,173	100.0%
COMM - COMMUTE OPTIONS	31,890	41,173	41,173	52,416	-	41,173	100.0%
						-	
99AS - ADMINISTRATIVE SERVICES	$ 340,569	$ 366,551	$ 418,401	$ 334,416	$ 3,770,491	$ (3,352,090)	-801.2%
BDGT - BUDGETING	35,014	30,449	30,449	38,612	38,906	(8,457)	-27.8%
ODIR - EXECUTIVE MANAGEMENT	232,827	240,192	292,042	225,245	696,395	(404,353)	-138.5%
FSAC - FINANCIAL SERVICES	28,578	37,591	37,591	25,965	29,629	7,962	21.2%
HRAC - HUMAN RESOURCES	24,072	23,527	23,527	17,919	2,980,088	(2,956,561)	-12566.7%
PROC - PROCUREMENT	20,078	34,792	34,792	26,675	25,473	9,319	26.8%
						-	
99GV - GENERAL GOVERNMENT	$ -	$ 15,707	$ 15,707	$ 3,860	$ 16,357	$ (650)	-4.1%
ISFC - INTERNAL SERVICE FUND CHARGES	-	15,707	15,707	3,860	16,357	(650)	-4.1%
						-	
99IT - INFORMATION TECHNOLOGY	$ -	$ -	$ 2,965,312	$ -	$ -	$ 2,965,312	100.0%
BUAS - BUSINESS APPLICATION DEVELOP	-	-	2,965,312	-	-	2,965,312	100.0%
TOTAL PROGRAMS	$ 3,100,916	$ 3,249,295	$ 6,234,458	$ 3,261,833	$ 6,145,531	$ 88,927	1.4%

Sources

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ 2,839	$ -	$ -	$ -	$ -	$ -	
SUBTOTAL	$ 2,839	$ -	$ -	$ -	$ -	$ -	
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 6,500	$ 6,500	$ 9,594	$ 6,000	$ (500)	-7.7%
0635 - OTHER CHARGES FOR SERVICES	40,398	38,100	38,100	42,068	38,100	-	0.0%
SUBTOTAL	$ 40,398	$ 44,600	$ 44,600	$ 51,662	$ 44,100	$ (500)	-1.1%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 909	$ 600	$ 600	$ 673	$ 600	$ -	0.0%
SUBTOTAL	$ 909	$ 600	$ 600	$ 673	$ 600	$ -	0.0%
ALL REVENUES	$ 44,145	$ 45,200	$ 45,200	$ 52,335	$ 44,700	$ (500)	-1.1%
TOTAL SOURCES	$ 44,145	$ 45,200	$ 45,200	$ 52,335	$ 44,700	$ (500)	-1.1%

Uses

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS							
0701 - REGULAR PAY	$ 2,164,880	$ 2,371,843	$ 2,390,811	$ 2,321,167	$ 2,330,148	$ 60,663	2.5%
0705 - TEMPORARY PAY	20,267	-	-	30,530	22,968	(22,968)	0.0%
0710 - OVERTIME	1,019	-	-	66	-	-	0.0%
0750 - FRINGE BENEFITS	691,777	779,853	780,736	755,311	770,624	10,112	1.3%
0790 - OTHER PERSONNEL SERVICES	1,902	-	-	21,395	-	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	(72,895)	(72,895)	(113,842)	(194,680)	121,785	-167.1%
0796 - PERSONNEL SERVICES ALLOC-IN	6,000	-	-	65,173	131,000	(131,000)	
SUBTOTAL	$ 2,885,844	$ 3,078,801	$ 3,098,652	$ 3,079,800	$ 3,060,060	$ 38,592	1.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 44,684	$ 37,499	$ 37,499	$ 21,538	$ 58,873	$ (21,374)	-57.0%
0804 - NON-CAPITAL EQUIPMENT	(324)	450	450	433	1,432	(982)	-218.2%
SUBTOTAL	$ 44,360	$ 37,949	$ 37,949	$ 21,971	$ 60,305	$ (22,356)	-58.9%
SERVICES							
0810 - LEGAL SERVICES	$ 32,161	$ 23,000	$ 23,000	$ 28,365	$ 30,000	$ (7,000)	-30.4%
0812 - OTHER SERVICES	39,234	29,431	3,036,443	71,471	2,886,250	150,193	4.9%
0820 - RENT & OPERATING LEASES	19,825	17,979	17,979	13,147	17,935	44	0.0%
0825 - REPAIRS AND MAINTENANCE	9,605	9,200	9,200	11,593	10,600	(1,400)	-15.2%
0839 - INTERNAL SERVICE CHARGES	17,268	12,748	12,748	14,081	7,809	4,939	38.7%
0841 - TRAVEL	5,716	-	-	804	-	-	0.0%
0842 - EDUCATION AND TRAINING	12,462	5,000	5,000	3,677	18,000	(13,000)	-260.0%
0843 - POSTAGE/FREIGHT/SHIPPING	3,780	3,850	3,850	3,646	4,254	(404)	(0)
0872 - SERVICES-ALLOCATION OUT	-	-	(41,700)	-	-	(41,700)	100.0%
SUBTOTAL	$ 140,051	$ 101,208	$ 3,066,520	$ 146,784	$ 2,974,848	$ 91,672	3.0%
OTHER FINANCING USES							
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 7,019	$ -	$ -	$ -	$ -	$ -	
0950 - DEBT SERVICE	23,625	31,337	31,337	13,278	50,318	(18,981)	-
SUBTOTAL	$ 30,645	$ 31,337	$ 31,337	$ 13,278	$ 50,318	$ (18,981)	0.0%
TOTAL USES	$ 3,100,900	$ 3,249,295	$ 6,234,458	$ 3,261,833	$ 6,145,531	$ 88,927	1.4%

Sources and Uses by Fund

	FY 2006-07 ACTUAL	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECAST	FY 2008-09 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SOURCES							
100 - GENERAL	$ 44,145	$ 45,200	$ 45,200	$ 52,335	$ 44,700	$ (500)	-1.1%
TOTAL FUNDS	$ 44,145	$ 45,200	$ 45,200	$ 52,335	$ 44,700	$ (500)	-1.1%
USES							
100 - GENERAL	$ 3,100,900	$ 3,249,295	$ 6,234,458	$ 3,261,833	$ 6,145,531	$ 88,927	1.4%
TOTAL FUNDS	$ 3,100,900	$ 3,249,295	$ 6,234,458	$ 3,261,833	$ 6,145,531	$ 88,927	1.4%

General Adjustments

Reduce Supplies and Services: A reduction of $26,899 in supplies and services was distributed across multiple activities.

Transfer Position to Non-Departmental: Transfer a position to Non-Departmental Consultants for a savings of $133,339.

Programs and Activities

Employee Development Program

The purpose of the Employee Development Program is to provide organizational development, services, competency-based training and strategic intervention for all County departments so there is a productive and professional workplace.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
% of customers who reported satisfied or higher rating with Employee Relations.	78.0%	83.3%	97.9%	14.6%	17.5%
% of participants in a staff-development-sponsored activity that reported they were satisfied with the training	98.0%	98.0%	98.0%	0.1%	0.1%

Activities that comprise this program include:

- Employee Relations
- Merit Commission
- Staff Development

Employee Relations Activity

The purpose of the Employee Relations Activity is to provide workplace conflict resolution for County departments and employees so that they can maintain workplace professionalism and productivity.

Mandates: USC Title VII of the Civil Rights Act of 1964;USC Title 29, Chapter 14, Age Discrimination in Employment; Federal Equal Employment Opportunity Commission (EEOC) Guidelines; Veterans Re-employment Act Chapter 38 U.S.C.A. 4301-4307; Vocational Rehabilitation Act of 1973 Section 504;U. S. Supreme Court Case Law Cleveland Board of Education v Loudermill; DOL 11-246 Executive Order; Arizona Constitution, Article XVIII, Labor; ARS § USC Title 23, Chapter 2, Employment Practices & Working Conditions; ARS TITLE 23, Chapter 8 Labor Relations; ARS TITLE 23, Chapter 9 Employment Protection Act; ARS § 26-167 prohibition of discrimination of national guard members; ARS TITLE 38, Chapter 3, Article 9 Disclosure of Information by Public Employees ("Whistleblowing");ARS TITLE 41; Chapter 9 Civil Rights, Article 6 Enforcement Procedures for Discrimination in Employment.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of customers who reported satisfied or higher rating	78.0%	83.3%	97.9%	14.6%	17.5%
Output	Number of Employee Relations consultations/investigations conducted	292	589	625	36	6.1%
Demand	Anticipated number of Employee Relations consultations/investigations conducted	276	600	625	25	4.2%
Efficiency	Total cost of Employee Relations consultations/investigations	$554.59	$406.40	$532.29	-$125.89	-31.0%
Expenditure						
	100 - GENERAL	$ 161,941	$ 239,372	$ 332,681	$ (93,309)	-39.0%
	TOTAL USES	$ 161,941	$ 239,372	$ 332,681	$ (93,309)	-39.0%

Merit Commission Activity

The purpose of the Merit Commission Activity is to provide administrative and operational support to the Merit Commission so that employees who go before Merit Commission can receive timely consideration for their appeal.

Mandates: Federal Civil Service Act (Pendleton Act); Gottsponer v Maricopa County Employee Merit System Commission; Office of Personnel Management "Standards for a Merit System of Personnel Administration"; ARS § 11-351 through 356 County Employee Merit System; ARS § 12- 242 Interpreters for deaf persons (commission meetings);ARS § 38-1001 through 1007 Law Enforcement Officers Merit System; ARS § 38-1001 through 38 -1007 Law Enforcement Officers Merit System; ARS Title 38,Chapter 5, Article 2 Arizona State Retirement System; ARS Title 38,Chapter 5, Article 3 Elected Officials' Retirement Plan; ARS Title 38, Chapter 5, Article 4 Public Safety Personnel Retirement System; ARS Title 38, Chapter 5, Article 6, Corrections Officer Retirement Plan.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	TBD	100.0%	Not Reported	Not Reported		
Output	Number of appeal hearings conducted	20	15	9	-6	-40.0%
Demand	Anticipated number of appeal hearings	23	15	9	-6	-40.0%
Efficiency	Cost per output.	$4,161.26	$4,128.80	$7,408.89	-$3,280.09	-79.4%
Revenue						
	100 - GENERAL	$ 2,562	$ 9,452	$ 6,100	$ (3,352)	-35.5%
	TOTAL SOURCES	$ 2,562	$ 9,452	$ 6,100	$ (3,352)	-35.5%
Expenditure						
	100 - GENERAL	$ 83,225	$ 61,932	$ 66,680	$ (4,748)	-7.7%
	TOTAL USES	$ 83,225	$ 61,932	$ 66,680	$ (4,748)	-7.7%

The department will be developing new measures as part of the strategic business plan update process.

Staff Development Activity

The purpose of the Staff Development Activity is to provide leadership and competency development opportunities for County employees so they can perform their job requirements and enhance their careers.

Mandates: USC Title 26, Section 127, Educational assistance programs.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of participants in a staff-development-sponsored activity that reported they were satisfied with the training	98.0%	98.0%	98.0%	0.1%	0.1%
Output	Number of Participants in a Staff Development sponsored activity	9,809	24,051	15,000	-9,051	-37.6%
Demand	Anticipated number of applicants of Staff Development sponsored activities	10,164	12,000	12,000	0	0.0%
Efficiency	Cost per student in a Staff Development sponsored activity	$60	$23	$10	$13	57.6%
Expenditure						
	100 - GENERAL	$ 587,643	$ 562,554	$ 148,631	$ 413,923	73.6%
	TOTAL USES	$ 587,643	$ 562,554	$ 148,631	$ 413,923	73.6%

Base Adjustment: Inactivation of two (2) FTE allowed for a reduction of expenditures in the amount of $176,857. This results in increased efficiency in FY2009 over FY2008.

Employment Services Program

The purpose of the Employment Services Program is to provide recruitment and personnel processing services for County departments so they can interview and hire a diverse workforce.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of customers satisfied or higher with recruiting/staffing services	84.0%	92.5%	95.0%	2.5%	2.7%

Activities that comprise this program include:

- Recruiting and Staffing

Recruiting and Staffing Activity

The purpose of the Recruiting and Staffing Activity is to provide County departments with a highly qualified workforce in a timely manner so that County departments can achieve their business objectives.

Mandates: USC Title VII of the Civil Rights Act of 1964;USC Title 29, Chapter 14, Age Discrimination in Employment; Americans with Disabilities Act of 1990 (ADA);Rehabilitation Act of 1973 Section 504; Federal Civil Service Act (Pendleton Act);Federal Immigration Reform & Control Act of 1986; Federal Equal Employment Opportunity Commission (EEOC) Guidelines (Technical Assistance);Federal Guidelines on Employee Selection EEOC USC Title 7;Veterans Re-Employment Act; ARS § 11-251 (10) Filling vacancies; ARS § 23-230 through 23-242 Youth Employment; ARS § 38-201 General Qualifications; ARS TITLE 38, Chapter 3, Article 7 Civil Service Preference for Veterans; Maricopa County adopted merit system rules.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of customers satisfied or higher with recruiting/staffing services	84.0%	92.5%	95.0%	2.5%	2.7%
Output	Number of job requisitions/applications/exams processed	154,019	105,046	107,500	2,454	2.3%
Demand	Number of job requisitions/applications/exams requested	145,000	107,500	107,500	0	0.0%
Efficiency	Expenditure per job requisition/application/exam processed	$6.66	$10.10	$7.88	$2.22	22.0%
Revenue						
	100 - GENERAL	$ 277	$ 164	$ -	$ (164)	-100.0%
	TOTAL SOURCES	$ 277	$ 164	$ -	$ (164)	-100.0%
Expenditure						
	100 - GENERAL	$ 1,015,873	$ 1,061,864	$ 846,874	$ 214,990	20.2%
	TOTAL USES	$ 1,015,873	$ 1,061,864	$ 846,874	$ 214,990	20.2%

Base Adjustment: Expenditures in this activity are reduced by $199,493 with the inactivation of three (3) FTE.

Payroll and Records Management Program

The purpose of the Payroll and Records Management Program is to provide centralized payroll and records management services to County departments and employees so that employee records are maintained accurately and employees are paid accurately and on-time.

Program Results

Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Percent of active personnel records accurately maintained	93.0%	95.0%	98.0%	3.0%	3.2%
Percent of paychecks accurately processed	99.9%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Payroll
- Records ManagementPayroll Activity

The purpose of the Payroll Activity is to process payroll for employees so that they can be timely and accurately paid for their services.

Mandates: "USC Title 26, Sections 1 through 5, Tax on individuals; USC Title 26, Section 79, Group-term life insurance purchased for employees; USC Title 26, Section 106, Employer contributions to accident and health plans; USC Title 26, Section 125, Cafeteria Plans; USC Title 26, Section 457 Deferred Compensation plans; USC Title 26,Section 3101 -3128, Federal insurance contributions act (FICA); USC Title 26, Sections 3401 - 3406, Collection of Income tax at source on wages; USC Title 26, Sections 7601 - 7612, examination and inspection; Social Security Administration Section 218 Agreement; CFR Title 63 25135-5-6-98 DCIA (Debt Collection Improvement Act);CFR Title 26, Sections 301.6330-1T through 301.6334-4, levies & garnishments; Circular E-wage withholding and advance EIC;ARS § 11-644 Stale-dated payroll warrants; ARS § 23-284 and 23-286 Hours of Labor; ARS § 23-311 through 23-329 Minimum Wages for Minors; ARS § 23-350 through 23-362 Payment of Wages; ARS § 23, Chapter 5, Family Support Duties (child support enforcement);ARS § 38-621 Travel Expenses; ARS § 38-701 through 38-705 social Security for Public Officers and Employees; ARS Title 38, Chapter 5, Article 5 Tax Deferred Annuity and Deferred Compensation Programs; ARS § 38-610 Leave of absence for military training; ARS § 38-615 Payment of accumulated sick leave; ARS § 43, Chapter 4 Withholding; ARS § 11-419 County Salaries; ARS § 11-422 Salary of clerk of the board; ARS § 11-424.01 Salaries of precinct officer other than justices of the peace; definition; ARS § 23-363 Minimum wages; ARS § 23-391 Overtime pay; work week; ARS § 23-392 Overtime compensation for certain law enforcement or probation officer activities; option; definitions; ARS § 38-643 Fire fighter and peace officer cancer insurance policy program account.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of paychecks accurately processed	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of paychecks issued	83,540	84,078	84,000	-78	-0.1%
Demand	Number of paychecks required	83,540	84,078	84,000	-78	-0.1%
Efficiency	Expenditure per regular paychecks issued	$1.62	$0.00	$5.99	-$5.99	
Revenue						
	100 - GENERAL	$ 39,639	$ 41,476	$ 38,200	$ (3,276)	-7.9%
	TOTAL SOURCES	$ 39,639	$ 41,476	$ 38,200	$ (3,276)	-7.9%
Expenditure						
	100 - GENERAL	$ 517,690	$ 500,652	$ 503,165	$ (2,513)	-0.5%
	TOTAL USES	$ 517,690	$ 500,652	$ 503,165	$ (2,513)	-0.5%

Records Management Activity

The purpose the Records Management Activity is to maintain employee and employment transaction records for County management and employees so that there is an accurate employment history on file.

Mandates: Federal Immigration Reform & Control Act of 1986;Personal Responsibility Work Opportunity Reconciliation Act of 1996;ARS § 11-218 Subpoenas; ARS TITLE 23, Chapter 4 Employment Security (Unemployment), Article 5 Contributions (and employer reporting);ARS § 38-201 General Qualifications; ARS TITLE 38,Chapter 5, Article 2 Arizona State Retirement System; ARS TITLE 38,Chapter 5, Article 3 Elected Officials' Retirement Plan; ARS TITLE 38, Chapter 5, Article 4 Public Safety Personnel Retirement System; ARS TITLE 38, Chapter 5, Article 5 Tax Deferred Annuity and Deferred Compensation Programs; ARS TITLE 38, Chapter 5, Article 6, Corrections Officer Retirement Plan; ARS TITLE 38, Chapter 2, Article 4 Oath of Office; ARS § 41-1346 State and local public records management; ARS § 41-1960.02 Des - Employer new hire report.

Performance Analysis:

Measure Type	Measure Description	FY 2007 Actual	FY 2008 Forecast	FY 2009 Adopted	Variance Forecast - Adopted	% Variance Forecast - Adopted
Result	Percent of active personnel records accurately maintained	93.0%	95.0%	98.0%	3.0%	3.2%
Output	Number of active personnel records maintained	14,008	13,745	13,500	-245	-1.8%
Demand	Number of active employees	14,008	13,745	13,500	-245	-1.8%
Efficiency	Expenditure per record maintained	$26.18	$0.00	$34.12	-$34.12	
Revenue						
	100 - GENERAL	$ 648	$ 358	$ 400	$ 42	11.7%
	TOTAL SOURCES	$ 648	$ 358	$ 400	$ 42	11.7%
Expenditure						
	100 - GENERAL	$ 360,602	$ 443,371	$ 460,652	$ (17,281)	-3.9%
	TOTAL USES	$ 360,602	$ 443,371	$ 460,652	$ (17,281)	-3.9%

Base Adjustment: Two positions are inactivated for a savings of $65,230. Efficiencies are not expected to be affected by the change.

Appropriated Budget Reconciliation

General Fund (100)

	EXPENDITURES	REVENUE
OPERATING		
FY 2007-08 ADOPTED BUDGET	**$ 1,228,147**	**$ 7,100**
MID-YEAR ADJUSTMENTS:		
Jan. 2008 Administrative Reductions	$ (32,000)	$ -
Employee Market compensation Adjustments (Admin Phase II Market Study)	51,847	-
Subtotal	$ 19,847	$ -
FY 2007-08 REVISED RESTATED BUDGET	**$ 1,247,994**	**$ 7,100**
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	$ -	$ -
Retirement Contributions	-	-
FY 2008-09 Pay for Performance	-	-
Restatements from General Government (450)	4,986,464	38,100
Employment Services - $1,075,140		
Employee Records and Payroll - $946,012		
ADP Administration - $2,965,312		
Restate Commute Options to Communications Department (710)	(72,994)	(500)
Reallocations from General Government (450)	583,004	-
Consultants - $536,904		
Claims Unit - $46,100		
IT Position reallocated to Office of Enterprise Technology (410)	(65,019)	-
Base Adjustment for Compliance Officer	79,900	-
Annualization of Jan. 2008 Administrative Reductions	(32,000)	-
Subtotal	$ 5,479,355	$ 37,600
FY 2008-09 BUDGET TARGET	**$ 6,727,349**	**$ 44,700**
FY 2008-09 REQUESTED BUDGET	**$ 6,727,349**	**$ 44,700**
BUDGET BALANCING ADJUSTMENTS:		
Reduction to Employment Services Division	$ (199,493)	$ -
Reduction to Payroll/Records Division	(65,230)	-
Reduction to Staff Development Division	(176,857)	-
Reduce Supplies and Services	(26,899)	-
Subtotal	$ (468,479)	$ -
FY 2008-09 TENTATIVE OPERATING BUDGET	**$ 6,258,870**	**$ 44,700**
BASE ADJUSTMENTS		
Transfer position to Non-Departmental Consultants	$ (113,339)	**$ -**
Subtotal	**$ (113,339)**	**$ -**
FY 2008-09 ADOPTED OPERATING BUDGET	**$ 6,145,531**	**$ 44,700**
PERCENT CHANGE FROM TARGET AMOUNT	*-8.6%*	*0.0%*
FY 2008-09 TOTAL ADOPTED BUDGET	**$ 6,145,531**	**$ 44,700**

Major Maintenance Project Summary

Executive Summary

The Major Maintenance Program (MM) is a plan that identifies significant maintenance projects to be completed over the next five years. Because these projects typically span more than one fiscal year, the plans are updated annually to track existing projects, to identify new projects, and to update funding estimates and forecasts.

Major Maintenance

Major Maintenance is the periodic need to repair and rework building and infrastructure systems or components to maintain the original condition of the asset. The Major Maintenance Program is a compilation of projects and maintenance activities required to repair, replace in-kind, or upgrade obsolete elements to current standards to allow a fixed asset to continue to be used for its intended purpose.

The Maricopa County Building System is a valuable asset in the County's financial portfolio. The value of the entire Building System based on replacement cost approaches $2.5 billion, exclusive of land. It is, therefore, imperative that the system be managed with the same discipline that the County has used to manage their financial assets. This includes continual improvements to the Building System, not only from a capital perspective but also from an operations and maintenance perspective. Planning capital actions based on the needs of buildings, and not based exclusively on departmental needs, is required to maintain or improve facility conditions. The Facility Condition Index (FCI) provides a measurement tool.

The Facility Condition Index represents the relative physical condition of a building, a grouping of buildings or a building system. The FCI measures the estimated cost of the current deficiencies including recommended improvements and compares that with the projected replacement cost of the facility, grouping of buildings or building system. Life cycle costing of building systems and components provides the basis of this measurement. The formula used to express the FCI is as follows:

$$\textbf{Facility Condition Index} = \frac{\textbf{Total Cost of Deficiencies (\$)}}{\textbf{Replacement Value (\$)}}$$

The following is an illustration:

A building that has a replacement cost of $1,000,000 has been assessed and found to have $100,000 in deficiencies. The FCI is therefore:

$$\frac{\$\ 100{,}000}{\$1{,}000{,}000} = 0.10 \text{ or } 10\% \text{ FCI}$$

The standard that has been adopted by the Building Owners and Managers Association (BOMA) and other national organizations regarding interpretation of this indicator is:

FCI	Condition
0 – 5%	Good
6 – 10%	Fair
11% and above	Poor

This standard is established as a guideline for building owners as to the relative condition of their facilities, and consideration must be given to what is applicable to each building system. Depending on the condition of the building, building group or building system and the ultimate goal, it may be financially impractical to improve a building system beyond a certain point.

The primary objective of a facilities assessment is to inspect each system in each building and assign a percentage value to it based on where it is in its life cycle. Each system is then "weighted" or multiplied by the normal square foot cost for that system in a building. Most of the 157 Maricopa County buildings assessed in 2003 were assessed at this system level, or a Level I assessment.

A Level II assessment inspects not only systems, but also rooms or spaces in each facility and notes physical or operational deficiencies. Each qualifying deficiency noted is listed giving a detailed description, location, and classification. Each deficiency includes a recommended correction with a description of the correction, estimated pricing, and a prioritization for its implementation.

The facilities assessment provides baseline data for all buildings surveyed and includes a software program that will allow the management and use of that data. The data collected represents a point in time, and it is critical to the management of the Building System that the data be updated to reflect the County's continuing investment in the Building System. Over the next five years, on a rolling schedule, Maricopa County will update the Level I facility assessments performed in 2003 with Level II assessments. The updating process will indicate the impact of that investment on the building and on the Building System. In the meantime, the Level I data provide a basis for future decision making based on the remaining useful life of a building and a determination of the practicality of future investment into that facility.

This year, the Major Maintenance Program provides information on not only the Current Facility Condition Index for each building in the Program, but also the Expected Facility Condition Index after the Program work is completed. Because the Level I assessment provides information on a system basis, not specific detailed deficiencies and does not address functional deficiencies, the investment of funds in a building does not always result in an improved FCI. This does not mean, however, that the expenditure is not necessary or required.

Buildings that are less than five years old will have an FCI of zero (0). The FCI cannot be further improved, so there will be no change indicated in those cases between the Current FCI and the Expected FCI. Additionally, on Major Maintenance projects that are not specific to a building, i.e., studies or off-site work, the Current and Expected FCI is noted by "N/A".

The Major Maintenance projects are subdivided into the following two categories:

- Facility Renovation - A project that modifies multiple elements of a fixed asset to accommodate new, expanded, or relocated occupancies as required to support the strategic goals of Maricopa County.
- Major Maintenance - A project that repairs, replace in-kind, or upgrades obsolete elements to current standards involving multiple aspects to allow a fixed asset to continue to be used for its intended purpose and meets designated threshold criteria.

Major Maintenance Projects

PROJECT TITLE	FY 2008-09 YEAR 1	FY 2009-10 YEAR 2	FY 2010-11 YEAR 3	FY 2011-12 YEAR 4	FY 2012-13 YEAR 5	FIVE-YEAR TOTAL
General Fund (100) Facility Renovation						
COUNTY ADMINISTRATION BUILDING (ABII)	$ 323,000	$ -	$ -	$ -	$ -	$ 323,000
GLENDALE ADULT PROBATION (APGL)	67,000	-	-	-	-	67,000
AVONDALE SHERIFF SUB-STATION (AVSO)	-	-	-	-	-	-
CENTRAL COURT BUILDING IMPROVEMENTS (CCBI)	-	-	-	-	-	-
DURANGO JUVENILE COURTS (DDII)	350,000	-	-	-	-	350,000
EQUIPMENT SERVICES (EQSV)	1,059,000	-	-	-	-	1,059,000
EMERGENCY SERVICES ADMISTRATION IMPROVEMENTS (ESAI)	158,000	-	-	-	-	158,000
333 WEST HATCHER (HTCH)	414,000	-	-	-	-	414,000
DURANGO CENTRAL PLANT (LBJC)	92,000	-	-	-	-	92,000
OLD COURTHOUSE (OOHI)	30,000	-	-	-	-	30,000
PUBLIC HEALTH CLINIC (PHNC)	26,000	-	-	-	-	26,000
SOUTHEAST REGIONAL INFRASTRUCTURE IMPROVEMENTS (SICU)	374,000	-	-	-	-	374,000
SECURITY BUILDING (SIPN)	143,000	-	-	-	-	143,000
SOUTHPORT ADULT PROBATION (SPAP)	67,000	-	-	-	-	67,000
WEST COURT INFRASTRUCTURE IMPROVEMENTS (WCII)	1,500,000	-	-	-	-	1,500,000
Facility Renovation Subtotal	**$ 4,603,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,603,000**
General Fund (100) Major Maintenance						
ENERGY MANAGEMENT PROGRAM (ENRG)	$ 712,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 4,712,000
ENVIRONMENTAL PROGRAM (ENVR)	150,000	-	-	-	-	150,000
ESTIMATING PROGRAM (PPFE)	200,000	500,000	500,000	500,000	500,000	2,200,000
CODE COMPLIANCE RESERVE (RCCR)	400,000	500,000	500,000	500,000	500,000	2,400,000
BUILDING SECURITY PROGRAM (SECR)	400,000	500,000	500,000	500,000	500,000	2,400,000
LIFE/SAFETY PROGRAM (SFTY)	500,000	500,000	500,000	500,000	500,000	2,500,000
PROJECT RESERVE (MMPR)	-	7,000,000	7,000,000	7,000,000	7,000,000	28,000,000
Major Maintenance Subtotal	**$ 2,362,000**	**$ 10,000,000**	**$ 10,000,000**	**$ 10,000,000**	**$ 10,000,000**	**$ 42,362,000**
TOTAL FUND 100	**$ 6,965,000**	**$ 10,000,000**	**$ 10,000,000**	**$ 10,000,000**	**$ 10,000,000**	**$ 46,965,000**

Major Maintenance Projects (Continued)

PROJECT TITLE	FY 2008-09 YEAR 1	FY 2009-10 YEAR 2	FY 2010-11 YEAR 3	FY 2011-12 YEAR 4	FY 2012-13 YEAR 5	FIVE-YEAR TOTAL
Detention Fund (255) Facility Renovation						
DURANGO JAIL INFRASTRUCTURE IMPROVEMENTS (DDJS)	$ 2,689,000	$ -	$ -	$ -	$ -	$ 2,689,000
ESTRELLA JAIL INFRASTRUCTURE IMPROVEMENTS (EJIS)	1,619,000	-	-	-	-	1,619,000
FOURTH AVENUE JAIL (FAJI)	514,000	-	-	-	-	514,000
LOWER BUCKEYE JAIL COMPLEX (LBJC)	413,000	-	-	-	-	413,000
TOWERS JAIL INFRASTRUCTURE IMPROVEMENTS (TIJU)	2,074,000	-	-	-	-	2,074,000
Facility Renovation Subtotal	**$ 7,309,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 7,309,000**
Detention Fund (255) Major Maintenance						
ENERGY MANAGEMENT PROGRAM (ENRG)	$ 250,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 2,250,000
ENVIRONMENTAL PROGRAM (ENVR)	215,000	-	-	-	-	215,000
INMATE COURT HOLDING (INSC)	100,000	-	-	-	-	100,000
CODE COMPLIANCE RESERVE (RCCR)	200,000	250,000	250,000	250,000	250,000	1,200,000
BUILDING SECURITY PROGRAM (SECR)	200,000	250,000	250,000	250,000	250,000	1,200,000
LIFE/SAFETY PROGRAM (SFTY)	500,000	500,000	500,000	500,000	500,000	2,500,000
PROJECT RESERVE (MMPR)	-	6,000,000	6,000,000	6,000,000	6,000,000	24,000,000
Major Maintenance Subtotal	**$ 1,465,000**	**$ 7,500,000**	**$ 7,500,000**	**$ 7,500,000**	**$ 7,500,000**	**$ 31,565,000**
TOTAL FUND 255	**$ 8,774,000**	**$ 7,500,000**	**$ 7,500,000**	**$ 7,500,000**	**$ 7,500,000**	**$ 38,874,000**
TOTAL ALL FUNDS	**$ 15,739,000**	**$ 17,500,000**	**$ 17,500,000**	**$ 17,500,000**	**$ 17,500,000**	**$ 85,839,000**

Capital Improvement Program

Executive Summary

The Capital Improvement Program (CIP) is a plan that identifies capital projects to be completed over the next five years. Because these projects typically span more than one fiscal year, the plans are updated annually to track existing projects, to identify new projects, and to update funding estimates and forecasts. The CIP integrates the Managing for Results (MfR) policy when outlining its funding sources, project costs, and future operating costs associated with each capital improvement.

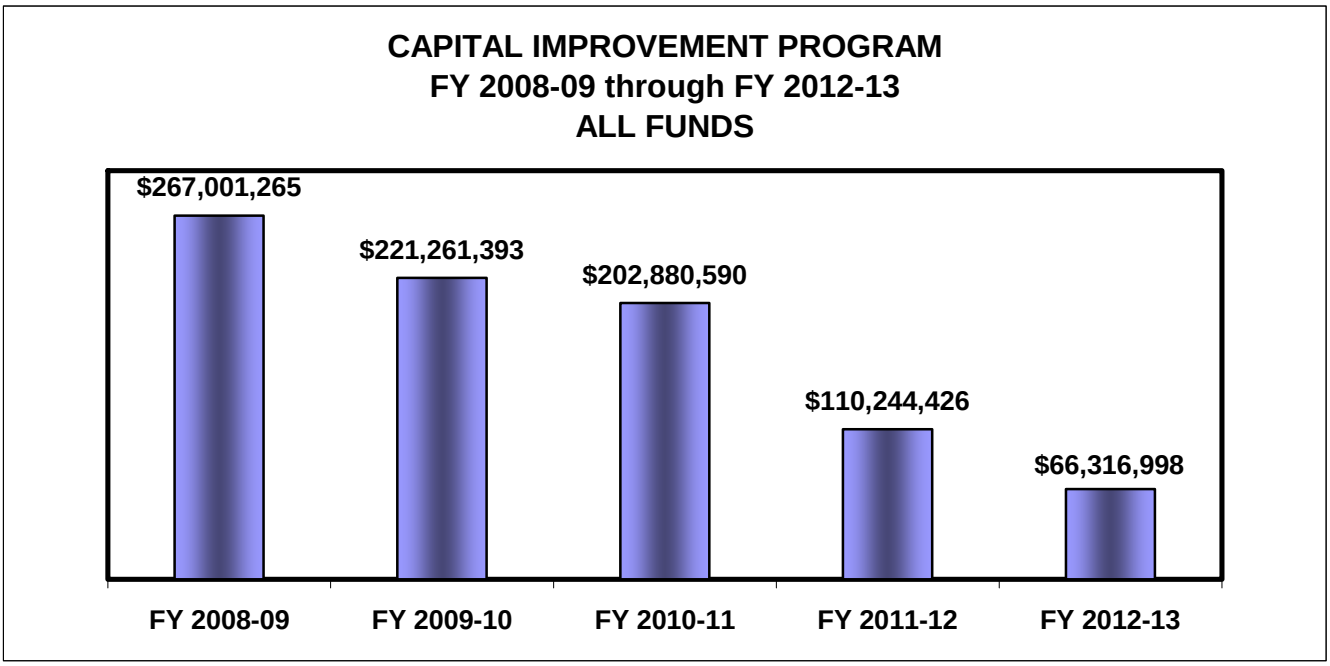
Capital Improvement Program

A Capital Improvement Program (CIP) project is defined as a major, non-recurring project that includes one or more of the following:

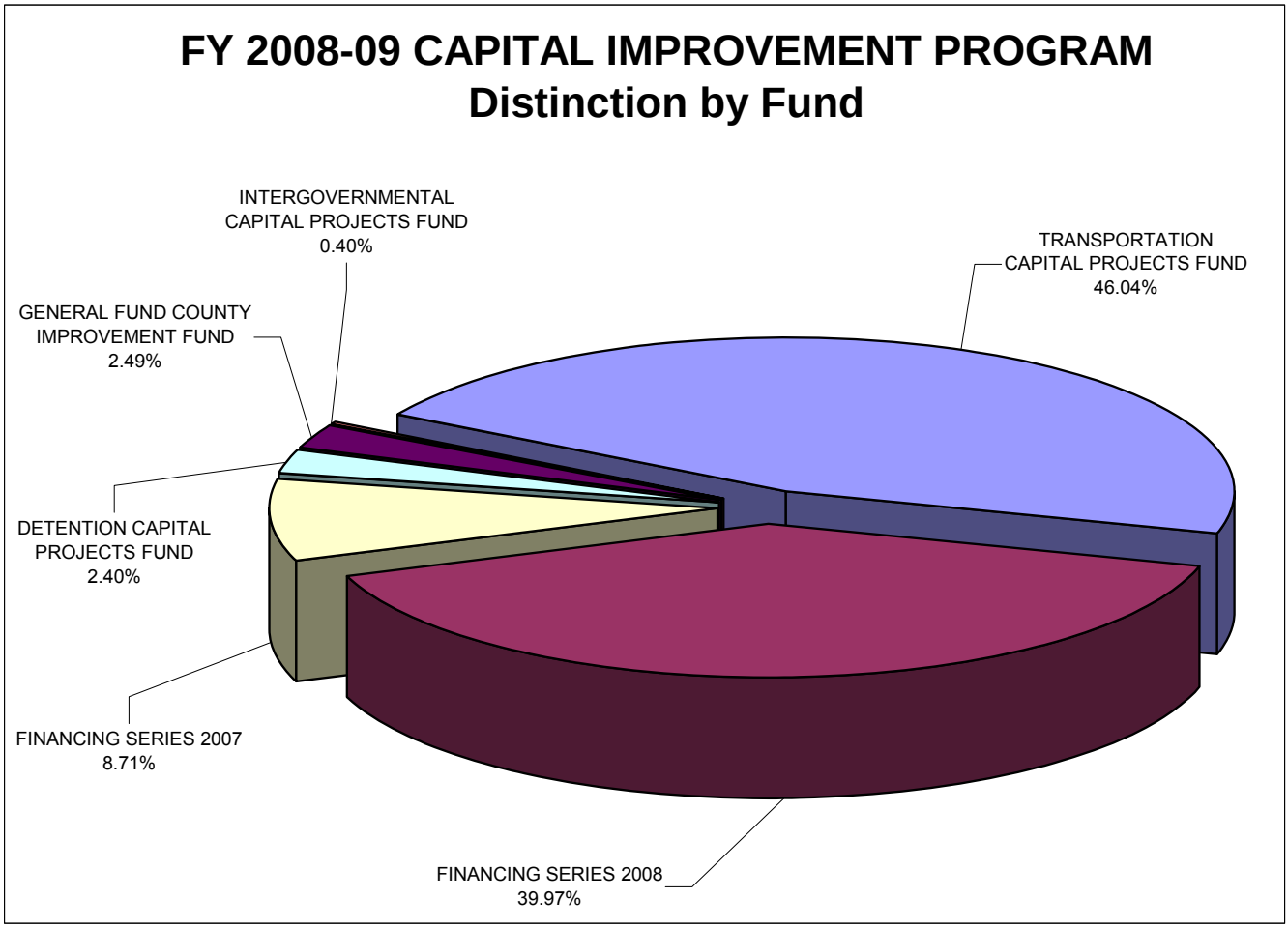
1. Any acquisition of, or improvement of, land for a public purpose.
2. Any construction of a new facility (e.g., a public building, parking lot, road, or bridge etc.), or an addition to, or extension of, such a facility.
3. A nonrecurring rehabilitation that increases the service potential of the building (i.e., something which is infrequent and would not be considered annual or other recurrent maintenance) or major repair of all or a part of a building, its grounds, or a facility.
4. Any planning, feasibility, engineering, or design study related to an individual capital improvement project or to a program that is implemented through individual capital improvement projects.

The most common examples include the purchase of land and buildings as well as construction of buildings, roads, and bridges. Sources of funding for Capital Improvement Projects include voter-approved bonds, voter-authorized taxes, other forms of long-term financing such as Certificates of Participation (COPs), operating funds, contributions from other public and private entities, and grants.

The CIP spans a five-year period beginning with Fiscal Year 2008-09 and ending Fiscal Year 2012-13. The total anticipated cost for projects presented in the FY 2008-09 CIP is $867.7 million with the largest amount of planned spending, $267.0 million in Fiscal Year 2008-09 (see table that follows).



The largest portion of expenditures for the County's five-year Capital Improvement Program is the Transportation Capital Projects Fund with 46.0% of the total. The Financing Series 2008 Fund (Lease Revenue Bonds) is next with 40.0%, followed by the Financing Series 2007 Fund (Lease Revenue Bonds) at 8.7%. The Detention Capital Projects comprises 2.4% of total CIP expenditures, the General Fund County Improvement Fund 2.5%, and the Intergovernmental Capital Projects Fund 0.4%.



It should be noted that over the five-year period, the cost of a project and its projected completion date could vary from the initial plan due to changes in Board priorities, greater than anticipated costs, unforeseen events, and/or changes in funding assumptions. The following table highlights significant changes from the FY 2007-08 Capital Improvement Program.

FY 2008-09 CAPITAL IMPROVEMENT PROGRAM
Five-Year Total By Fund

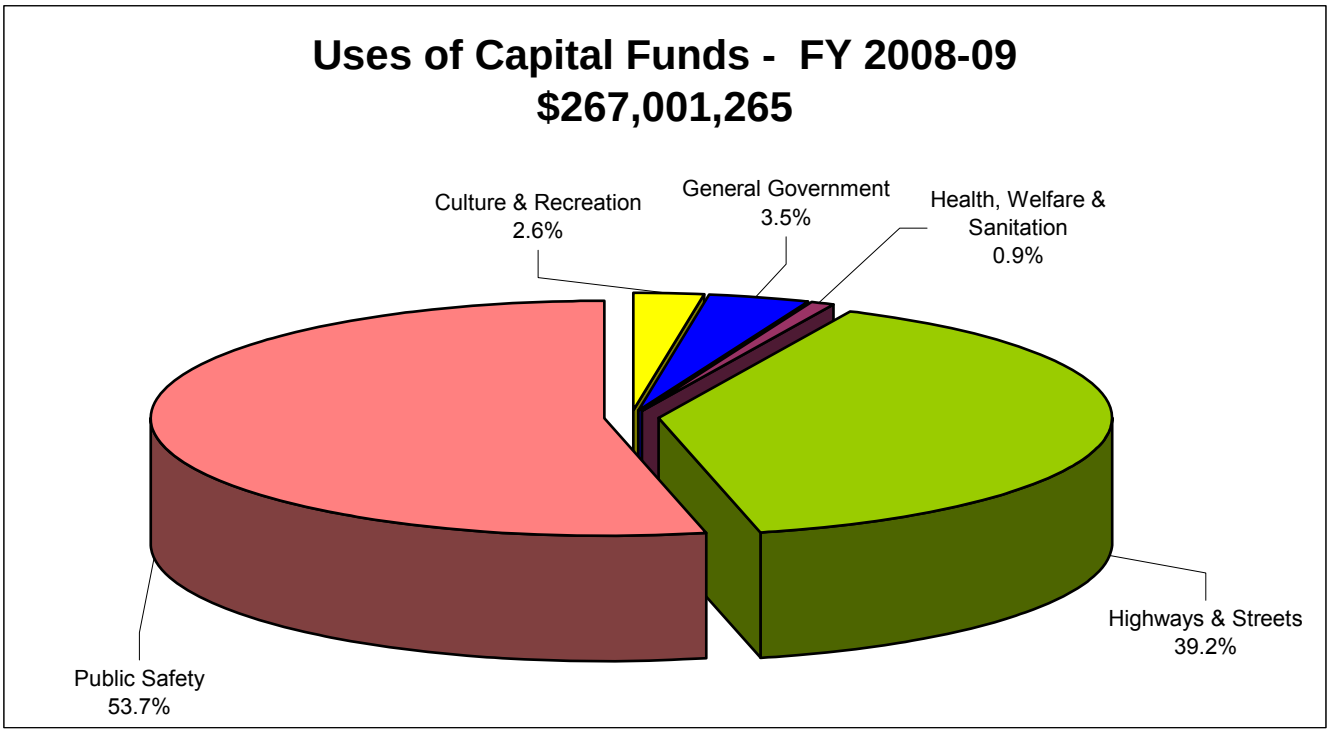
CIP Allocation by Fund	REVISED FY 2007-08 THRU FY 2011-12	ADOPTED FY 2008-09 THRU FY 2012-13	(Increase)/ Decrease
General Fund			
422 INTERGOVERNMENTAL CAP PROJ	$ 7,960,764	$ 3,450,000	$ 4,510,764
435 COUNTY IMPROVEMENT FUND	82,881	-	82,881
440 FINANCING SERIES 2007	121,328,217	75,590,432	45,737,785
441 FINANCING SERIES 2008	355,532,483	346,780,553	8,751,930
445 GENERAL FUND CTY IMPROV	29,770,466	21,580,295	8,190,171
Subtotal General Fund	$ 514,674,811	$ 447,401,280	$ 67,273,531
Special Revenue			
234 TRANSPORTATION CAPITAL PROJECT	$ 413,706,818	$ 399,453,490	$ 14,253,328
455 DETENTION CAPITAL PROJECTS	54,527,995	20,849,900	33,678,095
Subtotal Special Revenue	$ 468,234,813	$ 420,303,390	$ 47,931,423
TOTAL MARICOPA COUNTY	**$ 982,909,624**	**$ 867,704,670**	**$ 115,204,954**

Capital Projects Budget

The capital projects budget is the first year of the Capital Improvement Program. The recommended FY 2008-09 Maricopa County Capital Projects budget is $267.0 million and is comprised of projects for which funding has been clearly identified for the duration of the projects. Total budgeted expenditures by fund source compared with FY 2007-08 expenditures are shown in the table below.

CAPITAL BUDGET BY FUND

FUND	FY 2007-08 ADOPTED	FY 2007-08 REVISED	FY 2007-08 FORECASTED	FY 2008-09 RECOMMENDED
General Fund				
422 INTERGOVERNMENTAL CAP PROJ	$ 9,351,324	$ 12,144,726	$ 9,414,107	$ 3,450,000
435 COUNTY IMPROVEMENT FUND	143,166	82,881	-	-
440 FINANCING SERIES 2007	88,609,418	62,224,711	37,573,767	67,626,776
441 FINANCING SERIES 2008	23,418,046	25,184,429	7,227,815	67,122,027
445 GENERAL FUND CTY IMPROV	33,628,876	33,114,691	26,302,602	18,174,462
Subtotal General Fund	$ 155,150,830	$ 132,751,438	$ 80,518,291	$ 156,373,265
Special Revenue				
234 TRANSPORTATION CAPITAL PROJECT	$ 98,605,934	$ 98,605,934	$ 85,705,950	$ 104,677,000
455 DETENTION CAPITAL PROJECTS	46,428,953	39,527,995	11,700,054	5,951,000
Subtotal Special Revenue	$ 145,034,887	$ 138,133,929	$ 97,406,004	$ 110,628,000
TOTAL MARICOPA COUNTY	**$ 300,185,717**	**$ 270,885,367**	**$ 177,924,295**	**$ 267,001,265**



Note: The above schedule displays only Capital Project expenditures. A fund transfer of $6,252,339 from the General Fund County Improvement Fund (445) to the County Improvement Debt 2 Fund (321) is not shown. Refer to the Fund Transfers in the Summary Schedules Section.

Operating & Capital Budgets – Their Relationship

A direct relationship exists between Maricopa County's capital and operating budgets. Operating cost estimates are the anticipated annual costs to operate facilities and improvements upon completion or acquisition. Completed capital projects generally require additional operating budget resources for upkeep, maintenance, security, and other costs associated with additional acreage, mileage, or square footage.

Future operating costs related to new facilities constructed or acquired through the CIP are carefully considered before project commitments are made. This is a particularly important budgetary consideration with the new detention and Court facilities. It is the County's philosophy and policy that new capital projects will be undertaken only if future operating revenues are reasonably estimated to be sufficient to support associated future operating costs. Operating costs associated with new facilities are budgeted by the user department in conjunction with the Facilities Management Department. Estimated operating costs, as well as anticipated savings in lease costs and operating costs of facilities to be replaced are factored into the County's ten-year financial forecast.

The estimated annual operating costs for the new general fund and detention facilities include utility costs, housekeeping staff, general maintenance commodities, e.g., janitorial supplies, and miscellaneous contract costs, e.g., janitorial contracts. Also included are user department operating net costs that may result from the construction of the project, such as additional staff and operating supplies and services. The following table illustrates the estimated ongoing operating costs associated with the new facilities constructed or acquired through the CIP.

NEW FACILITY OPERATING AND MAINTENANCE COST IMPACT

	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
GENERAL FUND PROJECTS					
Buckeye Hills Shooting Range	$ 55,681	$ 57,351	$ 59,072	$ 60,844	$ 62,669
Chambers Building	24,722	25,464	26,228	27,015	27,825
Criminal Court Tower	-	-	2,135,908	4,399,970	4,531,969
Durango Animal Care & Control Facility	200,245	206,818	213,022	219,413	225,995
Durango 911 and Crime Lab	-	116,291	119,780	123,373	127,074
Maricopa Regional Trail System	-	41,073	43,115	85,959	90,246
Saguaro Lake Aid Station	12,105	12,468	12,842	13,227	13,624
Security Building	102,510	105,585	108,753	112,015	115,376
Southeast Justice Center	n/a	n/a	n/a	n/a	n/a
Visitors Centers and Amphitheaters	100,308	100,308	100,308	100,308	100,308
General Fund Subtotal	$ 495,571	$ 665,358	$ 2,819,028	$ 5,142,125	$ 5,295,088
DETENTION FUND PROJECTS					
Pup Tents Restroom Building	$ 12,105	$ 12,467	$ 12,841	$ 13,226	$ 13,623
Detention Fund Subtotal	$ 12,105	$ 12,467	$ 12,841	$ 13,226	$ 13,623
ALL FUNDS	**$ 507,676**	**$ 677,825**	**$ 2,831,869**	**$ 5,155,352**	**$ 5,308,711**

Intergovernmental and County Improvement Capital Projects - General Fund and Special Revenue Funds

Summary

In general, capital projects are budgeted separately from the operating budget in a series of capital project funds. During FY 1999-2000, the Board adopted a policy (A1920) establishing a formal review and approval process for Capital Improvement Program project requests, excluding the Transportation Department, which has previously established processes for capital improvement plans. This policy requires each department to submit to the Facilities Review Committee (FRC) proposals for potential projects that may be undertaken during the next five-year period, regardless of the source of funds or building delivery method.

The FRC is comprised of the Facilities Management Director, senior representatives from the Office of Management and Budget (OMB), representatives from the Judicial Branch and elected offices, and the Chief Financial Officer. The committee also includes an elected official and an at-large representative, both of whom are committee appointees.

The process begins with the FRC approving instructions to be used for Capital Improvement Program project requests for the coming year. The instructions are typically provided no later than June 30th. By September 1st of each year, departmental requests need to be submitted to the FRC using the Justification Approval Request format. Departmental requests are not considered without an approved facilities master plan.

There are five phases in the Capital Budget and Planning Process:

1. Justification
2. Concept
3. Design
4. Construction
5. Occupancy

There are specific requirements for each phase as outlined in the aforementioned policy. Recommended projects are entered into the CIP in the latter portion of the concept phase and before the design phase. The new policy has resulted in more consistency and efficiency in capital project planning and implementation. It also ensures that projects are congruent with Countywide, long-term goals and initiatives.

Project Detail

Three (3) capital projects are identified and recommended to the Board for support from the Intergovernmental Capital Projects Fund (422). Three (3) capital projects in the Financing Series 2007 Fund (440) and two (2) capital projects in the Financing Series 2008 Fund (441) are identified and recommended to the Board. A total of thirteen (13) projects are identified and recommended to the Board for support from the General Fund (445) in the proposed CIP. The recommended projects are as follows:

422 INTERGOVERNMENTAL CAPITAL PROJECTS FUND	PREVIOUS	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FIVE-YEAR (FY 2009-13)	TOTAL PROJECT	Page
Buckeye Hills Shooting Range	$ 6,614,366	$ 1,500,000	$ -	$ -	$ -	$ -	$ 1,500,000	$ 8,114,366	852
New River Transfer Station	-	975,000	-	-	-	-	975,000	975,000	871
Rainbow Valley Transfer Station	-	975,000	-	-	-	-	975,000	975,000	876
TOTAL FUND 422	**$ 6,614,366**	**$ 3,450,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,450,000**	**$ 10,064,366**	

440 FINANCING SERIES 2007 FUND	PREVIOUS	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FIVE-YEAR (FY 2009-13)	TOTAL PROJECT	Page
Central Court Building Remodel	$ 2,037,620	$ 7,556,380	$ -	$ -	$ -	$ -	$ 7,556,380	$ 9,594,000	854
Durango Animal Care and Control Facility	16,330,000	300,000	-	-	-	-	300,000	16,630,000	864
Southeast Justice Center	20,642,848	59,770,396	7,963,656	-	-	-	67,734,052	88,376,900	883
TOTAL FUND 440	**$ 39,010,468**	**$ 67,626,776**	**$ 7,963,656**	**$ -**	**$ -**	**$ -**	**$ 75,590,432**	**$ 114,600,900**	

441 FINANCING SERIES 2008 FUND	PREVIOUS	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FIVE-YEAR (FY 2009-13)	TOTAL PROJECT	Page
Criminal Court Tower	$ 7,985,547	$ 55,213,727	$ 133,320,239	$ 120,941,692	$ 24,096,595	$ -	$ 333,572,253	$ 341,557,800	858
Durango 911 and Crime Lab	800,000	11,908,300	1,300,000	-	-	-	13,208,300	14,008,300	861
TOTAL FUND 441	**$ 8,785,547**	**$ 67,122,027**	**$ 134,620,239**	**$ 120,941,692**	**$ 24,096,595**	**$ -**	**$ 346,780,553**	**$ 355,566,100**	

445 GENERAL FUND COUNTY IMPROVEMENT FUND	PREVIOUS	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FIVE-YEAR (FY 2009-13)	TOTAL PROJECT	Page
Chambers Building	$ 1,199,870	$ 1,200,000	$ -	$ -	$ -	$ -	$ 1,200,000	$ 2,399,870	856
Emergency Management HVAC Upgrade	-	550,000	-	-	-	-	550,000	550,000	867
Water	151,307	2,484,959	-	-	-	-	2,484,959	2,636,266	868
Maricopa Regional Trail System	902,081	1,692,086	1,000,000	1,000,000	405,833	-	4,097,919	5,000,000	869
Old Animal Care & Control Demolition	-	250,000	-	-	-	-	250,000	250,000	872
Parks System Master Plan	272,856	212,344	-	-	-	-	212,344	485,200	873
Public Health Building Generator	-	325,000	-	-	-	-	325,000	325,000	875
Saguaro Lake Aid Station	-	750,000	-	-	-	-	750,000	750,000	877
Security Building	20,364,970	3,109,314	-	-	-	-	3,109,314	23,474,284	879
Security Building Plumbing Upgrades	-	760,000	-	-	-	-	760,000	760,000	881
Sheriff Court Remodel	-	2,433,900	1,000,000	-	-	-	3,433,900	3,433,900	882
Visitor Centers and Amphitheaters	2,424,970	4,306,859	-	-	-	-	4,306,859	6,731,829	885
Vulture Mountain Study	-	100,000	-	-	-	-	100,000	100,000	887
TOTAL FUND 445	**$ 25,316,054**	**$ 18,174,462**	**$ 2,000,000**	**$ 1,000,000**	**$ 405,833**	**$ -**	**$ 21,580,295**	**$ 46,896,349**	

Buckeye Hills Shooting Range

Project Location: Buckeye Hills Recreation Area
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): Bureau of Land Management
Scheduled Completion Date: January 2009

Project Description

This project includes the construction of a regional facility for the Sheriff's Office and other regional law enforcement agencies for firearms training and certification. In addition, a Parks Department public range is included. The ranges have been completed. The remaining work includes abatement of the old range located in the Sun City area.

Purpose Statement

The purpose of the Sheriff's Office Shooting Range project is to provide a firearms training facility for Sheriff's Sworn, Detention, and Volunteer personnel so that training mandates are met and required employees proficiencies are maintained.

Strategic Plan Programs Supported

- Centralized MCSO Operations

Strategic Plan Activities Supported

- Mandated Enforcement and Detention Training

Result Measures

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
Percent of FTE meeting mandated proficiency standards	100%	100%	100%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Intergovernmental Cap Proj (422)	$ 3,800,230	$ 2,814,136	$ 1,500,000	$ -	$ -	$ -	$ -	$ 1,500,000	$ 8,114,366
General Fund Cty Improv (445)	-	8,635,634	-	-	-	-	-	-	8,635,634
Project Total	**$ 3,800,230**	**$ 11,449,770**	**$ 1,500,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,500,000**	**$ 16,750,000**

Operating Cost Summary

	FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13
Current Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ -	$ -	$ -	$ -
Post-Construction Managing Dept Operating Costs						
Personal Services	$ -	$ 10,202	$ 10,508	$ 10,823	$ 11,148	$ 11,482
Supplies & Services	-	45,479	$ 46,843	$ 48,249	$ 49,696	$ 51,187
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 55,681	$ 57,351	$ 59,072	$ 60,844	$ 62,669
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ 10,202	$ 10,508	$ 10,823	$ 11,148	$ 11,482
Supplies & Services	-	45,479	46,843	48,249	49,696	51,187
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 55,681	$ 57,351	$ 59,072	$ 60,844	$ 62,669

Central Court Building Remodel

Project Location: Downtown Phoenix court Complex
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: March 2009

Project Description:

The project consists of the renovation of the Central Court Building for Superior Court Early Disposition Court (EDC) and Regional Court Center (RCC). The project includes possible abatement and renovation of the 2nd floor and remodel of the basement of the Central Court Building to add four (4) new courtrooms.

Purpose Statement

The purpose of the Central Court Building (CCB) project is to ensure timely, fair, and impartial justice in case processing by expanding the lower level of CCB and constructing two EDC and two RCC criminal courts. In addition, the second floor of CCB will need to be abated and renovated to accommodate court administration functions currently in CCB lower level.

Strategic Goals Addressed

By June 2012, the Superior Court will provide timely, fair, and impartial justice in case processing by resolving 95% of all Felony Cases in compliance with established trial court standards.

Strategic Plan Programs Supported

- Criminal Justice

Strategic Plan Activities Supported

- General Felony Adjudication

Result Measures

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
Percent of General Felony Cases resolved	91%	91%	95%
Percent of General Felony Cases resolved within 180 days	76%	76%	80%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Financing Series 2007 (440)	$ 71,272	$ 1,966,348	$ 7,556,380	$ -	$ -	$ -	$ -	$ 7,556,380	$ 9,594,000
Project Total	**$ 71,272**	**$ 1,966,348**	**$ 7,556,380**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 7,556,380**	**$ 9,594,000**

Operating Cost Summary

Project will have no impact on Operating Cost

Chambers Building Remodel

Project Location: 4th Ave. and Jackson Street
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: September 2008

Project Description

The project includes the interior remodeling of the Chambers Warehouse Building basement for office space. The User Groups which will be relocating to the newly remodeled areas include Office of Enterprise Technology (OET), Public Information Office (PIO), and Employee Health Initiatives (EHI).

Purpose Statement

The purpose of this project is to provide expanded office space for County Departments within the Administration Building by relocating OET, PIO, and EHI. In addition this project will help to consolidate OET.

Strategic Plan Programs Supported

- *Health Benefits*

Strategic Plan Activities Supported

- *Pharmacy*

Result Measures

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
Percent of employees at least satisfied with the benefit	85%	85%	87%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
General Fund Cty Improv (445)	$ -	$ 1,199,870	$ 1,200,000	$ -	$ -	$ -	$ -	$ 1,200,000	$ 2,399,870
Project Total	**$ -**	**$ 1,199,870**	**$ 1,200,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,200,000**	**$ 2,399,870**

Operating Cost Summary

	FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13
Current Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ -	$ -	$ -	$ -
Post-Construction Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	24,722	25,464	26,228	27,015	27,825
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 24,722	$ 25,464	$ 26,228	$ 27,015	$ 27,825
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	24,722	25,464	26,228	27,015	27,825
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 24,722	$ 25,464	$ 26,228	$ 27,015	$ 27,825

Criminal Court Tower

Project Location: 1st Avenue and Madison Street - Phoenix
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: February 2012

Project Description

The Criminal Court Tower project involves the construction of a state-of–the-art 32 (22 fully constructed, 10 shelled out) courtroom facility, in excess of 700,000 square feet, to be constructed on the site of the current Madison Street Parking Garage. In addition to courtrooms, the facility will include a Jury Assembly area, a sally-port for prisoner transport, secured judicial parking, office and related space for Court support, and the County's Restorative Justice Program.

Purpose Statement

The new Criminal Court Tower will serve as the anchor facility for the full service downtown court complex. As a key component of that design, it is instrumental in providing improved accessibility, more efficient and effective court services to the public while addressing Maricopa County's rapidly growing population.

Strategic Goals Addressed

By June 2012, the Superior Court will provide timely, fair, and impartial justice in case processing by resolving 95% of all Felony Cases in compliance with established trial court standards.

Strategic Plan Programs Supported

- *Criminal Justice*

Strategic Plan Activities Supported

- *General Felony Adjudication*

Result Measures

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
Percent of General Felony Cases resolved	91%	91%	95%
Percent of General Felony Cases resolved within 180 days	76%	76%	80%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Financing Series 2008 (441)	$ 33,617	$ 7,951,930	$ 55,213,727	$ 133,320,239	$ 120,941,692	$ 24,096,595	$ -	$ 333,572,253	$ 341,557,800
General Fund Cty Improv (445)	775,282	24,718	-	-	-	-	-	-	800,000
Project Total	**$ 808,899**	**$ 7,976,648**	**$ 55,213,727**	**$ 133,320,239**	**$ 120,941,692**	**$ 24,096,595**	**$ -**	**$ 333,572,253**	**$ 342,357,800**

Operating Cost Summary

	FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13
Current Managing Dept Operating Costs						
Personal Services	$ -		$ -	$ -	$ -	$ -
Supplies & Services	-		-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ -	$ -	$ -	$ -
Post-Construction Managing Dept Operating Costs						
Personal Services	$ -	$ 674,596	$ 694,834	$ 715,679	$ 737,149	$ 759,264
Supplies & Services	-	3,352,000	$ 3,452,560	$ 3,556,137	$ 3,662,821	$ 3,772,706
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 4,026,596	$ 4,147,394	$ 4,271,816	$ 4,399,970	$ 4,531,969
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ 674,596	$ 694,834	$ 715,679	$ 737,149	$ 759,264
Supplies & Services	-	3,352,000	3,452,560	3,556,137	3,662,821	3,772,706
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 4,026,596	$ 4,147,394	$ 4,271,816	$ 4,399,970	$ 4,531,969

Durango 911 and Crime Lab

Project Location:	Durango Complex
County District(s):	5
Managing Department:	Facilities Management
Project Partner(s):	None
Scheduled Completion Date:	March 2010

Project Description

This project involves the construction of an approximate 40,000 square foot building to house the MCSO 911 Dispatch Center, Crime/Photo Lab, and Telecommunications functions presently housed in the 1st Ave. Jail. These functions are being relocated as part of the development plan for the new Court Tower project.

Purpose Statement

The purpose of this project is to furnish adequate Dispatch, Crime Lab, and Telecommunications facilities for the Sheriff's office so that its mission to serve the public can be properly supported.

Strategic Plan Programs Supported

- *Enforcement*
- *Centralized MCSO Operations*

Strategic Plan Activities Supported

- *Dispatch*
- *Investigations*
- *Sheriff Information Systems/Telecommunications*

Result Measures

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
Percent of Cases cleared by Arrest	12%	12%	12%
Percent of Priority 1 Calls Dispatched within Standards	88%	88%	88%
Percent of system availability (Up Time) 24 x 7	98%	98%	98%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Financing Series 2008 (441)	$ -	$ 800,000	$ 11,908,300	$ 1,300,000	$ -	$ -	$ -	$ 13,208,300	$ 14,008,300
Project Total	**$ -**	**$ 800,000**	**$ 11,908,300**	**$ 1,300,000**	**$ -**	**$ -**	**$ -**	**$ 13,208,300**	**$ 14,008,300**

Operating Cost Summary

	FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13
Current Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ -	$ -	$ -	$ -
Post-Construction Managing Dept Operating Costs						
Personal Services	$ -	$ 25,504	$ 26,269	$ 27,057	$ 27,869	$ 28,705
Supplies & Services	-	87,400	$ 90,022	$ 92,723	$ 95,504	$ 98,369
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 112,904	$ 116,291	$ 119,780	$ 123,373	$ 127,074
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ 25,504	$ 26,269	$ 27,057	$ 27,869	$ 28,705
Supplies & Services	-	87,400	90,022	92,723	95,504	98,369
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 112,904	$ 116,291	$ 119,780	$ 123,373	$ 127,074

Durango Animal Care & Control Facility

Project Location: Durango Complex
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: June 2008

Project Description:

The Durango Animal Care and Control facility includes administrative office, general public areas, business offices, hospital, indoor kennels, kennel support area, field enforcement area, truck wash, and general building spaces. Site space will consist of parking and site consideration, outdoor kennels and patios, for a total of approximately 227,000 square feet.

Purpose Statement

The purpose of the Durango Animal Care and Control project is to provide facilities for animal licensing, sheltering, enforcement, and animal cruelty activities so that the spread of rabies can be controlled, citizens can recover lost pets, and animals can be held for final disposition.

Strategic Goals

Develop and obtain funding for a master plan to build new animal care centers by June 2006.

Strategic Plan Programs Supported

- Animal Enforcement
- Animal Licensing and Sheltering

Strategic Plan Activities Supported

- Animal Cruelty
- Enforcement
- Cat/Dog Adoption and Licensing
- Fostering
- Impoundment
- Quarantine

Result Measures

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
Percent of animals impounded at Animal Care and Control Facilities	3%	3%	3%

Funding/Cost Summary

` Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Financing Series 2007 (440)	$ 2,919,950	$ 13,410,050	$ 300,000	$ -	$ -	$ -	$ -	$ 300,000	$ 16,630,000
Project Total	**$ 2,919,950**	**$ 13,410,050**	**$ 300,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 300,000**	**$ 16,630,000**

Operating Cost Summary

	FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13
Current Managing Dept Operating Costs						
Personal Services	$ -	$ 25,504	$ 25,704	$ 26,475	$ 27,269	$ 28,087
Supplies & Services	-	54,645	56,284	$ 57,973	$ 59,712	$ 61,503
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 80,149	$ 81,988	$ 84,448	$ 86,981	$ 89,591
Post-Construction Managing Dept Operating Costs						
Personal Services	$ -	$ 51,008	$ 52,538	$ 54,114	$ 55,738	$ 57,410
Supplies & Services	-	229,386	$ 236,268	$ 243,356	$ 250,656	$ 258,176
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 280,394	$ 288,806	$ 297,470	$ 306,394	$ 315,586
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ 25,504	$ 26,834	$ 27,639	$ 28,468	$ 29,322
Supplies & Services	-	174,741	179,984	185,383	190,945	196,673
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 200,245	$ 206,818	$ 213,022	$ 219,413	$ 225,995

Emergency Management HVAC Upgrade

Project Location: 2025 North 52nd Street, Phoenix
County District(s): 3
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: June 2009

Project Description

This project provides for an upgraded HVAC system for the existing Emergency Management building. The project will replace the current outdated and inefficient system.

Purpose Statement

The purpose of this project is to provide an upgraded HVAC system which sufficiently cools and heats the Emergency Management facility.

Funding/Cost Summary

` Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
General Fund Cty Improv (445)	$ -	$ -	$ 550,000	$ -	$ -	$ -	$ -	$ 550,000	$ 550,000
Project Total	**$ -**	**$ -**	**$ 550,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 550,000**	**$ 550,000**

Operating Cost Summary

Project will have no impact on Operating Cost

Lower Buckeye Central Plant – Chilled Water

Project Location: Lower buckeye Jail, Durango
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: June 2009

Project Description

This project includes the design and construction of additional chilled water piping and new chillers for the Lower Buckeye Central Plant. The additional piping and chillers will supply chilled water to facilities on the north side of the Roosevelt Irrigation Canal at the Durango Facility. This is an ongoing Fiscal Year project with a final goal of providing chilled water from the Lower Buckeye Central Plant to all facilities at the Durango Campus.

Purpose Statement

The purpose of this project is to provide chilled water to all facilities within the Durango Campus. This will serve as an upgrade in cooling the facilities and a more energy efficient cooling system.

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
General Fund Cty Improv (445)	$ -	$ 151,307	$ 2,484,959	$ -	$ -	$ -	$ -	$ 2,484,959	$ 2,636,266
Project Total	**$ -**	**$ 151,307**	**$ 2,484,959**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,484,959**	**$ 2,636,266**

Operating Cost Summary

Project will have no impact on Operating Cost

Maricopa Regional Trail System

Project Location: Various
County District(s): All
Managing Department: Parks & Recreation
Project Partner(s): Maricopa Trail & Park Foundation
Scheduled Completion Date: August 31, 2013

Project Description

The Maricopa Trail program will design and build a regional trail operation to connect the Maricopa County Parks with a shared use, non-motorized linear park experience. It will link and assist communities to become more livable and create open space corridors to protect natural and cultural resources. It will provide an enhanced health, informed educational and increased recreational opportunity and park amenity.

The regional trail system was conceived by the Board of Supervisors as an opportunity for valley-wide community members to access the trail from their neighborhoods. It is dedicated to the community-at-large at no cost to the public. Some people may not be able to afford to go the regional parks all the time, so they will enjoy the trail nearby. Many people move to the Valley to enjoy the desert environment, so this trail system sets aside open space of regional significance.

The Maricopa County Regional Trail System plan was adopted by the Board of Supervisors on August 16, 2004. With funding provided in fiscal years 2005 and 2006, a purchase was made for State trust land to build Segment 10 and engineering surveys were begun; in addition, approximately 8.8 miles of regional trail were added to link Spur Cross Ranch Conservation Area via Segment 17 and Cave Creek Regional Park via Segment 19 in fiscal year 2007. In fiscal year 2008, another 8 miles of trail were built for Segments 16 and 18 in the area east of the Anthem community along Rodger Creek to connect to Cave Creek Regional Park that will include the planned construction of a Trailhead at the New River Road crossing of the Trail; and linking the Cave Creek Regional Park north to the Spur Cross Ranch Conservation Area. In fiscal year 2009 the county will continue to build 9 miles of trail connecting Segment 14/Lake Pleasant Regional Park to Segment 15/Anthem at Interstate17.

Purpose Statement

The purpose of the Maricopa Trail project is to provide an accessible outdoor recreational experience for the people who live and work locally, so they may travel along the trail as a pathway to the Parks. In addition it will provide open space corridors to protect natural and cultural resources from development.

Strategic Goals Addressed

By July 31, 2009, continue to expand the buffer zones around the existing parks and acquire land and trail segments identified through the Bureau of Land Management Recreation & Public Purposes lease applications and the Maricopa Regional Trail Program at McDowell Regional Park, Cave Creek Regional Park, White Tank Mountain Regional Park and Lake Pleasant Regional Park.

Strategic Plan Programs Supported

- Park Education and Recreation Program
- Support Program

Strategic Plan Activities Supported

- Recreation Activity
- Maintenance & Development Activity

Result Measures

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
RESULT: Percent of trail users satisfied with condition of trails	91.4	91.4	93

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
General Fund Cty Improv (445)	$ 533,081	$ 369,000	$ 1,692,086	$ 1,000,000	$ 1,000,000	$ 395,833	$ -	$ 4,087,919	$ 4,990,000
Intergovernmental Cap Proj (422)	-	836,104	-	-	-	-	-	-	836,104
Project Total	**$ 533,081**	**$ 1,205,104**	**$ 1,692,086**	**$ 1,000,000**	**$ 1,000,000**	**$ 395,833**	**$ -**	**$ 4,087,919**	**$ 5,826,104**

Operating Cost Summary

	FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13
Current Managing Dept Operating Costs						
Personal Services	$ 201,531	$ 251,735	$ 264,322	$ 277,538	$ 291,415	$ 305,985
Supplies & Services	13,900	7,305	7,451	7,600	7,752	7,907
Capital Outlay	-	-	-	-	-	-
Total	$ 215,431	$ 259,040	$ 271,773	$ 285,138	$ 299,167	$ 313,893
Post-Construction Managing Dept Operating Costs						
Personal Services	$ 201,531	$ 251,735	$ 305,022	$ 320,273	$ 376,986	$ 395,836
Supplies & Services	13,900	7,305	7,824	7,980	8,140	8,303
Capital Outlay	-	-	-	-	-	-
Total	$ 215,431	$ 259,040	$ 312,845	$ 328,253	$ 385,126	$ 404,138
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ -	$ 40,700	$ 42,735	$ 85,572	$ 89,850
Supplies & Services	-	-	373	380	388	395
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ 41,073	$ 43,115	$ 85,959	$ 90,246

New River Transfer Station

Project Location: New River Road and Landfill Road
County District(s): 4
Managing Department: Facilities Management
Project Partner(s): Waste Management
Scheduled Completion Date: December 2008

Project Description

This project will provide for a new Waste Management waste transfer station.

Purpose Statement

The purpose of this project is to provide Maricopa County citizens in the New River area a waste transfer station.

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Intergovernmental Cap Proj (422)	$ -	$ -	$ 975,000	$ -	$ -	$ -	$ -	$ 975,000	$ 975,000
Project Total	**$ -**	**$ -**	**$ 975,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 975,000**	**$ 975,000**

Operating Cost Summary

Not Available

Old Animal Care & Control Demolition

Project Location: Durango Complex
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: November 2008

Project Description

This project includes the demolition of the old Animal Care facility including buildings, paving, and utilities.

Purpose Statement

The purpose of this project is to clear the old Animal Care building site for construction of future County facilities.

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
General Fund Cty Improv (445)	$ -	$ -	$ 250,000	$ -	$ -	$ -	$ -	$ 250,000	$ 250,000
Project Total	**$ -**	**$ -**	**$ 250,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 250,000**	**$ 250,000**

Operating Cost Summary

Project will have no impact on Operating Cost

Park System Master Plan

Project Location:	All Maricopa County Parks
County District(s):	All
Managing Department:	Parks & Recreation
Project Partner(s):	None
Scheduled Completion Date:	November 30, 2008

Project Description

In 1965, the Maricopa County Board of Supervisors approved the Maricopa County Regional Park System Plan. This plan laid the foundation for a dynamic county park system. Since then Maricopa County has grown tremendously in population, transportation, and economics to name a few factors. Park design, planning, and philosophy have also changed along with time and because of this the MCPRD System Plan is outdated and portions are no longer applicable to the overall park system. For example, Thunderbird Semi-Regional Park was part of the system in 1965 but has been transferred to another agency. In addition, over the past 43 years, many of MCPRD Parks have expanded their boundaries, such as Lake Pleasant Regional Park and White Tank Mountain Regional Park. MCPRD has acquired new parks and a conservation area in the past decade, for example, San Tan Mountain Regional Park, Adobe Dam Regional Park, and Spur Cross Ranch Conservation Area. A new and updated master plan is needed to guide future policies, procedures, standards and potential recreation opportunities for all these changes. The master plan would further identify a long-term and flexible approach to providing recreational opportunities in the parks development, while appropriately managing park resources. The master planning estimated cost is $485,200.00, including some in-house project management costs.

Purpose Statement

The purpose of the Park System Master Plan project is to create a comprehensive, strategic, system plan that will set forth the appropriate park system structure and policies through thorough analysis of our existing and future resources as well as public demand and needs which will guide County leadership in meeting the needs of the regional park visitors so the percent of visitors satisfied with parks and facilities will increase.

Strategic Goals Addressed

By August 28, 2008, identify the capital improvement funding to meet the priority improvements identified in the Parks System Master Plan recommendations (County Goal SP5.3)

Strategic Plan Programs Supported

- Support Program

Strategic Plan Activities Supported

- Maintenance & Development Activity

Result Measures

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
RESULT: Percent of park visitors rating park facilities as good to excellent	86.65	86.65	86.65

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
General Fund Cty Improv (445)	$ 200,923	$ 71,933	$ 212,344	$ -	$ -	$ -	$ -	$ 212,344	$ 485,200
Project Total	**$ 200,923**	**$ 71,933**	**$ 212,344**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 212,344**	**$ 485,200**

Operating Cost Summary

There is no operational cost increase associated with the process of master planning the park system. Impact to operations would be assessed based on the implementation of specifics in the plan.

Public Health Building Generator

Project Location: 1645 East Roosevelt Street, Phoenix
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: June 2009

Project Description

This project includes the installation of a new emergency backup generator for the Public Health building.

Purpose Statement

The purpose of this project is to replace the current emergency backup generator with a larger generator which will provide electrical backup for the Public Health's Command Center.

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
General Fund Cty Improv (445)	$ -	$ -	$ 325,000	$ -	$ -	$ -	$ -	$ 325,000	$ 325,000
Project Total	**$ -**	**$ -**	**$ 325,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 325,000**	**$ 325,000**

Operating Cost Summary

Project will have no effect on Operating Cost

Rainbow Valley Transfer Station

Project Location: Rainbow Valley Road and Germann Road
County District(s): 1
Managing Department: Facilities Management
Project Partner(s): Waste Management
Scheduled Completion Date: July 2008

Project Description

This project will provide for a new Waste Management waste transfer station.

Purpose Statement

The purpose of this project is to provide Maricopa County citizens in the southeast valley area a waste transfer station.

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Intergovernmental Cap Proj (422)	$ -	$ -	$ 975,000	$ -	$ -	$ -	$ -	$ 975,000	$ 975,000
Project Total	**$ -**	**$ -**	**$ 975,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 975,000**	**$ 975,000**

Operating Cost Summary

Not Available

Saguaro Lake Aid Station

Project Location: Saguaro Lake
County District(s): 2
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: June 2009

Project Description

This project includes the design and construction of a new MCSO aid station for the Saguaro Lake.

Purpose Statement

The purpose of this project is to replace the current old aid station which is beyond its useful life span. The facility provides the Sheriff's Office with office space, a holding room, and an aid station for the Saguaro Lake patrol unit.

Strategic Plan Programs Supported

- *Enforcement*

Strategic Plan Activities Supported

- *Patrol*

Result Measures

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
% of Priority 1 Calls Responded to in 5 mins or less.	41%	41%	41%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
General Fund Cty Improv (445)	$ -	$ -	$ 750,000	$ -	$ -	$ -	$ -	$ 750,000	$ 750,000
Project Total	**$ -**	**$ -**	**$ 750,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 750,000**	**$ 750,000**

Operating Cost Summary

	FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13
Current Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ -	$ -	$ -	$ -
Post-Construction Managing Dept Operating Costs						
Personal Services	$ -					
Supplies & Services	-	$ 12,105	$ 12,468	$ 12,842	$ 13,227	$ 13,624
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 12,105	$ 12,468	$ 12,842	$ 13,227	$ 13,624
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	12,105	12,468	12,842	13,227	13,624
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 12,105	$ 12,468	$ 12,842	$ 13,227	$ 13,624

Security Building

Project Location: 234 N. Central Ave - Phoenix
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: June 2009

Project Description

This project includes the replacement of the freight elevator, which is currently unusable, and funds the partial build out of first floor space.

Purpose Statement

The purpose of this project is to provide a safe and usable fright elevator, and providing usable floor space for future tenants.

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
General Fund Cty Improv (445)	$ 16,440,155	$ 3,924,815	$ 3,109,314	$ -	$ -	$ -	$ -	$ 3,109,314	$ 23,474,284
Project Total	**$ 16,440,155**	**$ 3,924,815**	**$ 3,109,314**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,109,314**	**$ 23,474,284**

Operating Cost Summary

	FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13
Current Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ -	$ -	$ -	$ -
Post-Construction Managing Dept Operating Costs						
Personal Services	$ -	$ 35,460	$ 36,524	$ 37,620	$ 38,748	$ 39,911
Supplies & Services	-	67,050	$ 69,062	$ 71,133	$ 73,267	$ 75,465
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 102,510	$ 105,585	$ 108,753	$ 112,015	$ 115,376
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ 35,460	$ 36,524	$ 37,620	$ 38,748	$ 39,911
Supplies & Services	-	67,050	69,062	71,133	73,267	75,465
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 102,510	$ 105,585	$ 108,753	$ 112,015	$ 115,376

Security Building Plumbing Upgrades

Project Location: 234 N. Central
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: June 2009

Project Description

This project includes the start of an annual upgrade of the plumbing within the Security Building.

Purpose Statement

The purpose of the project is upgrading of plumbing to current standards,

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
General Fund Cty Improv (445)	$ -	$ -	$ 760,000	$ -	$ -	$ -	$ -	$ 760,000	$ 760,000
Project Total	**$ -**	**$ -**	**$ 760,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 760,000**	**$ 760,000**

Operating Cost Summary

Project will have no effect on Operating Cost

Sheriff Court Remodel

Project Location: 201 West Jefferson Street West Court Building
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: March 2010

Project Description

This project includes the remodeling of one floor (2nd or 3rd) of the West Court to house the MCSO Civil/Warrants group.

Purpose Statement

The purpose of this project is to relocate the MCSO Civil / Warrants operation out of the First Ave. Jail. This operation needs to be moved in order to make room for the future Court Tower Project plaza and entry.

Strategic Plan Programs Supported

- *Enforcement*

Strategic Plan Activities Supported

- *Civil Process*
- *Warrants*

Result Measures

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
% of Demand Met (Papers to serve with service attempts)	85%	85%	85%
% of Demand Met (warrants processed)	65%	65%	65%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
General Fund Cty Improv (445)	$ -	$ -	$ 2,433,900	$ 1,000,000	$ -	$ -	$ -	$ 3,433,900	$ 3,433,900
Project Total	**$ -**	**$ -**	**$ 2,433,900**	**$ 1,000,000**	**$ -**	**$ -**	**$ -**	**$ 3,433,900**	**$ 3,433,900**

Operating Cost Summary

Project will have no effect on Operating Cost

Southeast Justice Center

Project Location: Mesa Drive and US 60 - Mesa
County District(s): 2
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: October 2011

Project Description

The project will include the acquisition of adjacent property and the design and construction of the Southeast Consolidated Justice Center. The project will house the North Mesa, East Mesa, West Mesa, and one expansion Justice Court. In addition, the facility will include Regional Court Center and Early Disposition Courts, Adult Probation, Juvenile Probation and holding for the Justice Courts.

Purpose Statement

The purpose of the Southeast Justice Center project is to co-locate existing justice courts from leased building space into County-owned. This will provide geographically co-located facilities for Maricopa County residents so their limited jurisdiction court needs can be handled in a more efficient and effective manner.

Strategic Goals Addressed

By June 2012, the Superior Court will provide timely, fair, and impartial justice in case processing by resolving 95% of all Felony Cases in compliance with established trial court standards.

Strategic Plan Programs Supported

- *Criminal Justice*

Strategic Plan Activities Supported

- *General Felony Adjudication*

Result Measures

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
Percent of General Felony Cases resolved	91%	91%	95%
Percent of General Felony Cases resolved within 180 days	76%	76%	80%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
County Improvement Fund (435)	$ 408,967	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 408,967
Financing Series 2007 (440)	2,450,648	18,192,200	59,770,396	7,963,656	-	-	-	67,734,052	88,376,900
	-	-	-	-	-	-	-	-	-
Project Total	**$ 2,859,615**	**$ 18,192,200**	**$ 59,770,396**	**$ 7,963,656**	**$ -**	**$ -**	**$ -**	**$ 67,734,052**	**$ 88,785,867**

Operating Cost Summary

Operating cost impact is unknown until project scope is finalized.

Visitor Center and Amphitheater Project

Project Location:	Estrella, Usery, Cave Creek and Lake Pleasant Regional Parks
County District(s):	Districts 2, 4 and 5
Managing Department:	Parks & Recreation
Project Partner(s):	None
Scheduled Completion Date:	November 30, 2008

Project Description

The Visitor Centers and Amphitheaters project will fund the construction of a new Visitor Center and corresponding Amphitheaters at Cave Creek and Usery Mountain Regional Parks. Estrella Mountain Regional Park, which already has an Amphitheater, will receive a Visitor Center building and Lake Pleasant Regional Park, which has a Visitor Center at the Overlook will receive an Amphitheater conducive to park programming. Currently all education programming regarding the natural resources of the Sonoran desert is done in open desert locations while hiking or sitting under a ramada. Consequently, very little programming can occur during adverse weather conditions (heat or rain). Also, there are no facilities for audio-visual education, interpretive displays, and very limited provisions for flora and fauna displays. The construction of these visitor centers and amphitheaters will provide high quality facilities for enhanced education and interpretation. In addition, these venues will serve the community for their recreational needs, such as meetings, scout groups and even weddings or other celebrations.

The total project cost is estimated to be $ 7,206,718. Current budget allocation for this project is $7,206,718, with some of the funding coming directly from Lake Pleasant Regional Park revenues.

Purpose Statement

The purpose of the Visitor Center and Amphitheaters project is to meet the needs of the regional park users of Maricopa County so that they will increase their satisfaction with the facilities at county parks. The mission of the county regional park system is to provide recreational and educational opportunities while protecting park resources for residents and visitors so they can enjoy a safe and meaningful outdoor experience.

Strategic Goals Addressed

By August 28, 2008, identify the capital improvement funding to meet the priority improvements identified in the Parks System Master Plan recommendations (County Goal SP5.3)

Strategic Plan Programs Supported

- Support Program

Strategic Plan Activities Supported

- Maintenance & Development Activity

Result Measures

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
RESULT: Percent of park visitors rating park facilities as good to excellent	86.65	86.65	90

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
General Fund Cty Improv (445)	$ 414,586	$ 2,010,384	$ 4,306,859	$ -	$ -	$ -	$ -	$ 4,306,859	$ 6,731,829
Intergovernmental Cap Proj (422)	-	474,889	-	-	-	-	-	-	474,889
Project Total	**$ 414,586**	**$ 2,485,273**	**$ 4,306,859**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,306,859**	**$ 7,206,718**

Operating Cost Summary

	FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13
Current Managing Dept Operating Costs						
Personal Services	$ 832,130	$ 807,784	$ 848,173	$ 890,582	$ 935,111	$ 981,867
Supplies & Services	285,986	300,907	-	-	-	-
Capital Outlay	12,800	-	-	-	-	-
Total	$ 1,130,916	$ 1,108,691	$ 848,173	$ 890,582	$ 935,111	$ 981,867
Post-Construction Managing Dept Operating Costs						
Personal Services	$ 832,130	$ 860,992	$ 901,381	$ 943,790	$ 988,319	$ 1,035,075
Supplies & Services	285,986	348,007	47,100	47,100	47,100	47,100
Capital Outlay	12,800	-	-	-	-	-
Total	$ 1,130,916	$ 1,208,999	$ 948,481	$ 990,890	$ 1,035,419	$ 1,082,175
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ 53,208	$ 53,208	$ 53,208	$ 53,208	$ 53,208
Supplies & Services	-	47,100	47,100	47,100	47,100	47,100
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 100,308	$ 100,308	$ 100,308	$ 100,308	$ 100,308

Vulture Mountain Study

Project Location:	Wickenburg
County District(s):	4
Managing Department:	Parks & Recreation
Project Partner(s):	Bureau of Land Management (BLM)
Scheduled Completion Date:	June 30, 2010

Project Description

In order to assess the potential for patenting the BLM property in the Vulture Mountain area near Wickenburg, the BLM is required to undergo several assessments. The BLM has indicated that it may take more than two years for their staff to prepare these studies. The purpose of this request is to provide funding to allow BLM to expedite these studies through private contractors.

The land itself will likely remain with BLM and be managed in a cooperative management agreement similar to that of most of San Tan Mountain Regional Park, pending Recreational Management & Public Purposes (RM&PP) acquisition. The park will ultimately include, at a minimum, park infrastructure, trails and trailheads but will probably include some of the facilities found at other Regional Mountain Parks. Initial study costs are estimated at $100,000. Future capital costs will be determined through park master planning, but initial infrastructure is estimated at $1,500,000.

Purpose Statement

The purpose of the Vulture Mountain Study project is to assess the feasibility of managing Vulture Peak as a county park for both residents and visitors so they will have natural open space preserved into the future. The area is currently being managed under the BLM's multiple use philosophy which allows, mining, cattle grazing, off-highway vehicle use and a wide variety of other recreational uses in a relatively unsupervised manner. As the county continues to grow in and around the Wickenburg area, this type of use will become increasingly incompatible. Protecting the area as a County park will allow for greater management of the site resulting in more controlled use of the area and greater visitor and resident satisfaction. Parks and BLM have been working with the town of Wickenburg to assure quality of life and economic benefits provided by the area will be enhanced through park development and management, while preserving the unique western flavor of the community.

Strategic Goals Addressed

By July 31, 2009, we will continue to expand the buffer zones around existing parks and acquire lands and trail segments identified through the Bureau of Land Management Recreation & Public Purposes lease applications and the Maricopa Regional Trail Plan, at McDowell Mountain Regional Park, Cave Creek Regional Park, White Tank Mountain Regional Park and Lake Pleasant. (County goal SP4.2)

Strategic Plan Programs Supported

- *Support Program*

Strategic Plan Activities Supported

- *Maintenance & Development Activity*

Result Measures

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
RESULT: Percent of park visitors rating park facilities as good to excellent	86.65	86.65	86.65

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
General Fund Cty Improv (445)	$ -	$ -	$ 100,000	$ -	$ -	$ -	$ -	$ 100,000	$ 100,000
Project Total	**$ -**	**$ -**	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000**	**$ 100,000**

Operating Cost Summary

There are no operational costs associated with Vulture Mountain acquisition at this time.

Detention Capital Projects Fund

Summary

Criminal justice facilities Capital Improvement Program projects for adult jails and juvenile detention total $20.8 million over five years, 2.4% of the recommended five-year CIP. These projects are funded by a sales tax increase approved by voters in November 1998 and again in 2002. The programming phase, based on the Jail Master Plan, was finalized in July 1999, and the design phase was completed in 2001. The construction closeout phase for three projects continued into 2005 and included completion of all work and closeout of contracts. In addition to the Facilities Review Committee (FRC) process, a Citizens' Jail Oversight Committee (CJOC) reviews projects funded by the Jail Excise Tax.

In 1997, a nine-member Citizens Advisory Committee on Jail Planning was appointed by the Maricopa County Board of Supervisors, the County Attorney, the Presiding Judge of the Superior Court, and the Sheriff for the purpose of conducting a criminal justice system Master Plan. The Committee selected a nationally recognized jail-planning consultant to assist in studying the subject of the Committee's charge. RNL Design, in association with Chinn Planning, Inc. and Liebert & Associates, was contracted by Maricopa County to complete a needs assessment and master plan of the adult and juvenile criminal justice detention system.

The Committee met on 15 occasions from March 21, 1997 to November 13, 1997. Meetings were conducted in each of the Board Districts. In the fall of 1997, RNL Design completed its final report, "The Maricopa County Report on Jail Planning", dated November 12, 1997. This comprehensive planning effort covered 15 years in the future and identified some $1.4 billion in needs. The Committee then used this report as the basis for four hearings conducted throughout the County. The final report of the Committee, the "Citizens Advisory Committee Report on Jail Planning", dated November 18, 1997 is based on the Executive Summary of the consultants' final report. The consultants gave the Committee permission to revise the Executive Summary to reflect the Committee's conclusions and recommendations. The Committee made certain changes and modifications to the consultants' work, which are reflected in its Final Report and in the budget figures attached to its Final Report. The consultants' work is contained in Volumes 1-5 of the Committee's Final Report, which constitutes the Maricopa County Criminal Justice System Master Plan.

In November 2002, Maricopa County voters approved a 20-year extension of the November 1998 voter approved jail tax.

Project Detail

A total of four (4) capital projects are identified and recommended to the Board for support from the Detention Fund in the proposed CIP. The recommended projects are noted in the table below.

455 DETENTION CAPITAL PROJECTS FUND	PREVIOUS	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FIVE-YEAR (FY 2009-13)	TOTAL PROJECT	Page
Lower Buckeye Food Factory Boiler Room	$ -	$ 137,000	$ -	$ -	$ -	$ -	$ 137,000	$ 137,000	890
Lower Buckeye Laundry Dust Collection	-	314,000	-	-	-	-	314,000	314,000	891
Pup Tents Restroom Building	327,482	500,000	-	-	-	-	500,000	827,482	892
Retherm Food Delivery Retrofit	101,100	5,000,000	10,000,000	4,898,900	-	-	19,898,900	20,000,000	894
TOTAL FUND 455	**$ 428,582**	**$ 5,951,000**	**$ 10,000,000**	**$ 4,898,900**	**$ -**	**$ -**	**$ 20,849,900**	**$ 21,278,482**	

Lower Buckeye Food Factory – Boiler Room

Project Location: Durango Complex
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: June 2009

Project Description

This project includes the provision of a new cooling coil in the Food Factories boiler room.

Purpose Statement

The purpose of this project is to provide a controlled environment for the boilers. The controlled environment will allow the boilers to work more efficiently and in addition save energy costs.

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Detention Fund (455)	$ -	$ -	$ 137,000	$ -	$ -	$ -	$ -	$ 137,000	$ 137,000
Project Total	**$ -**	**$ -**	**$ 137,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 137,000**	**$ 137,000**

Operating Cost Summary

Project will have no impact on Operating Cost

Lower Buckeye Laundry - Dust Collection

Project Location: Durango Complex
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: June 2009

Project Description

This project includes the installation of a dust collection system at the Lower Buckeye Laundry facility.

Purpose Statement

The purpose of this project is to install a dust collection system, which will provide a better environment for laundry equipment and MCSO personnel. The laundry equipment will require less maintenance once the dust collection system is installed.

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Detention Fund (455)	$ -	$ -	$ 314,000	$ -	$ -	$ -	$ -	$ 314,000	$ 314,000
Project Total	**$ -**	**$ -**	**$ 314,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 314,000**	**$ 314,000**

Operating Cost Summary

Project will have no impact on Operating Cost

Pup Tents Restroom Building

Project Location: Towers Jail Durango Complex
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: August 2008

Project Description

This project includes the construction of a new restroom and shower building for the MCSO's Pup Tent area at the Tower's Jail.

Purpose Statement

The purpose of this project is to provide restroom and shower facilities for inmates located in the Tower's Jail Pup Tent's.

Strategic Plan Programs Supported

- *Custody Management*

Strategic Plan Activities Supported

- *Adult Detention Management*

Result Measures

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
Percent of Inmates Detained	100%	100%	100%

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Detention Fund (455)	$ -	$ 327,482	$ 500,000	$ -	$ -	$ -	$ -	$ 500,000	$ 827,482
Project Total	**$ -**	**$ 327,482**	**$ 500,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 500,000**	**$ 827,482**

Operating Cost Summary

	FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13
Current Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ -	$ -	$ -	$ -	$ -
Post-Construction Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	12,105	12,467	12,841	13,226	13,623
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 12,105	$ 12,467	$ 12,841	$ 13,226	$ 13,623
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	12,105	12,467	12,841	13,226	13,623
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 12,105	$ 12,467	$ 12,841	$ 13,226	$ 13,623

Retherm Food Delivery Retrofit

Project Location: Various County Detention Facilities
County District(s): 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: June 2011

Project Description

This project includes the design and installation of the new retherm feeding system for the Towers, Estrella, and Durango jails. This retherm system is currently in use at the Lower Buckeye Jail and the 4th Ave. Jail facilities.

Purpose Statement

The purpose of this project is to upgrade the current feeding systems at the Towers, Estrella, and Durango jails. The retherm project provides for a more efficient and staff saving food distribution system for the targeted jails.

Strategic Goals Addressed

The Maricopa County Sheriff's Office will always meet constitutional standards for care, custody and control of inmates as well as a safe environment for staff.

Strategic Plan Programs Supported

- Custody Management

Strategic Plan Activities Supported

- Inmate Meals

Result Measures

Complete Table 3

Funding/Cost Summary

Funding Source	Previous Actuals	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Detention Fund (455)	$ -	$ 101,100	$ 5,000,000	$ 10,000,000	$ 4,898,900	$ -	$ -	$ 19,898,900	$ 20,000,000
Project Total	**$ -**	**$ 101,100**	**$ 5,000,000**	**$ 10,000,000**	**$ 4,898,900**	**$ -**	**$ -**	**$ 19,898,900**	**$ 20,000,000**

Operating Cost Summary

Project will have no effect on Operating Cost

Transportation Capital Projects Fund

Summary

The Maricopa County Public Works Department employs an objective planning procedure for evaluating and ranking potential projects for inclusion in its five-year Transportation Improvement Program (TIP). This procedure includes using equally weighted, objective criteria to score and rank potential projects. The ranking criteria used by the Public Works Department for future roadway improvements include:

- Safety (crash history), pavement conditions, and current sufficiency levels of roadways
- Land use, regional travel usage, and environmental factors
- Current and future traffic volumes compared to the physical capacity of the roadway
- A benefit/cost analysis that measures reductions in delay due to improvements
- Joint sponsorship of the project and the actual commitment of funds by partnering agencies
- Bonus points for intelligent transportation systems, alternative modes and environmental enhancements

Separate ranking systems exist for evaluating potential bridges, channel upgrades, bicycle, pedestrian, and other multi-modal improvements.

The Maricopa County Board of Supervisors (BOS) annually approves the TIP. This annual approval authorizes expenditures by Public Works for making transportation improvements to roadways and bridges, acquiring rights-of-way, developing Intelligent Transportation Systems (ITS) and conducting future studies of county roadways.

Public Works staff, representatives from cities and towns, and the public recommend projects for inclusion in the TIP. Public Works then internally prepares its recommendations for future roadway improvements. Funding from all available sources is then matched against the proposed projects. Public Works typically considers the highest rated projects first and subsequently recommends improvements based on the rankings, potential financial partners, and available budget.

The recommended projects are then submitted to the Transportation Advisory Board for their review and input. The BOS makes the final decision regarding projects to be included in the TIP.

Public Works funds the TIP through several resources. The primary source is the Highway User Revenue Fund (HURF). The County must spend these funds only on transportation-related items. In addition, the County occasionally receives funds from several federal agencies, such as the Federal Highway Administration (FHWA), the Maricopa Association of Governments (MAG), and the Federal Emergency Management Administration (FEMA). Other funding sources arise through partnerships with local jurisdictions, federal, state agencies, or private corporations.

Project Detail

A total of 12 capital project bins are identified and recommended to the Board of Supervisors from Public Works. The recommended projects are as follows:

234 TRANSPORTATION CAPITAL PROJECTS	PRIOR YEARS	FY 2007-08 PROJECTED	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	5-YEAR TOTAL	Page
Bridge Preservation	$ 10,727,557	$ 1,257,716	$ 3,290,000	$ 7,470,000	$ -	$ -	$ -	$ 10,760,000	899
County Arterials	67,629,752	47,097,906	27,490,000	22,285,000	24,723,000	32,550,000	14,810,000	121,858,000	901
Dust Mitigation	19,108,683	4,429,425	10,885,500	5,080,000	5,085,000	3,490,000	3,120,000	27,660,500	904
Intelligent Transportation Systems	4,872,926	1,761,047	1,510,000	1,323,000	-	-	-	2,833,000	906
MAG ALCP Projects	12,875,016	10,470,929	16,780,000	2,450,000	13,565,000	18,660,000	18,510,000	69,965,000	908
Partnerships	15,043,015	4,901,280	10,011,000	415,000	4,066,000	2,415,000	2,010,000	18,917,000	911
Pavement Preservation	9,700,981	886,240	6,280,000	640,000	595,000	595,000	-	8,110,000	913
Planning	3,992,688	2,091,263	1,630,000	2,400,000	2,400,000	2,400,000	2,400,000	11,230,000	916
Right-of-way	18,744,998	1,018,554	2,150,000	1,050,000	1,050,000	1,050,000	1,050,000	6,350,000	918
Safety Projects	-	-	580,000	-	-	-	-	580,000	920
Traffic Improvements	23,154,217	11,575,407	11,545,500	7,060,000	7,000,000	7,000,000	7,000,000	39,605,500	922
Transportation Administration	16,057,551	842,548	12,525,000	16,504,498	17,555,998	17,581,998	17,416,998	81,584,492	927
TOTAL FUND	**$ 201,907,384**	**$ 86,332,315**	**$ 104,677,000**	**$ 66,677,498**	**$ 76,039,998**	**$ 85,741,998**	**$ 66,316,998**	**$ 399,453,492**	

Managing for Results

Purpose Statements

The purpose of the Build Roads and Structures Program is to construct roads and structures for the traveling public so that they can get to their destination in a safe and efficient manner.

The purpose of the Engineer Roads and Structures Program is to provide roadway pre-build services and support to contractors so that they can so they can build and implement cost effective and safe projects in a timely manner.

The purpose of the Transportation System Development Program is to provide plans, studies, and prioritized project recommendations to the Board of Supervisors so that they can demonstrate regional leadership through effective and efficient transportation investment decisions.

Strategic Goal

By June 2009, annually complete 85% of planned transportation infrastructure projects on time and within budget.

Strategic Plan Programs Supported

- Build Roads and Structures
- Engineer Roads and Structures
- Transportation System Development

Strategic Plan Activities Supported

- Program Management and Support
- Project Management
- Roadway Construction
- Construction Management and Engineering
- Construction Inspection
- Survey
- Materials and Geotechnical Engineering
- Design
- Right-of-Way

- Utility Relocation
- Environmental Clearance
- Project Partnerships
- Community Relations

Bridge Preservation

Managing Department: Public Works
Project Partner(s): T254 – Queen Creek, Maricopa County Flood Control District

Scheduled Completion Dates

Improvement	District	Scheduled Completion
Alma School Rd: McLellan to McKellips	1 & 2	4th Qtr FY 09
Old US 80 Bridge @ Gila River	5	4th Qtr FY 10

Purpose Statement

The purpose of the Bridge Preservation project is to inspect and repair bridges and box culverts so that commuters experience less travel delay and have a safe commute.

Project Description:

T070 – Alma School Road: McLellan to McKellips

The project is to protect the bridge from damage from flooding due to scouring of the soil away from the bridge piers during flooding. Estimated cost is $840,000.

T188 – Old US 80 Bridge @ Gila River

This historic bridge was constructed in 1929 and is in need of major repairs, which will require closing the bridge and constructing a temporary by-pass road. Federal funds will be requested to pay for a portion of the repairs. Currently an assessment is being made to identify the extent of the repairs needed and their cost prior to requesting federal funding. Estimated cost is $7,900,000 with $1,750,000 to begin repairs in FY 09.

In addition to the above projects funding has been budgeted to begin scoping studies (preliminary design and cost estimate) to determine the type and cost of improvements needed for:

T254 – Riggs Road at Sonoqui Wash

This scoping study will examine the feasibility and benefits of constructing a five-lane bridge (68' wide) over Sonoqui Wash in District 1. The Town of Queen Creek is securing the right-of-way for the project. Construction is in coordination with the Flood Control District's channelization of Sonoqui Wash.

No date for construction has been set and construction is contingent on the results of each scoping effort and available funds. Estimated cost is $170,000.

Strategic Goals Addressed

CIP Delivery. By 2013, Maricopa County Public Works will provide to the residents and visitors of Maricopa County required public works infrastructure by delivering 90% of Public Works Capital projects identified in the 5-year Capital Improvement Program.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Services
- Transportation Construction Management
- Materials Technology
- Transportation Project Management
- Transportation Improvement Program Management
- Roadway Construction

Result Measure

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
Percent of Public Works infrastructure projects completed by the end of the Fiscal Year as measured against the schedule at the start of the Fiscal Year .	N/A	80%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Highway User Revenue Funds	$ 10,539,945	$ 1,257,716	$ 3,290,000	$ 6,320,000	$ -	$ -	$ -	$ 9,610,000	$ 21,407,661
Partnership Contributions/IGA/IDA	187,612	-	-	-	-	-	-	-	187,612
Federal Funds	-	-	-	1,150,000	-	-	-	1,150,000	1,150,000
Project Total	**$ 10,727,557**	**$ 1,257,716**	**$ 3,290,000**	**$ 7,470,000**	**$ -**	**$ -**	**$ -**	**$ 10,760,000**	**$ 22,745,273**

Operating Cost Summary

	FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13
Current Project Operating Costs for User Department						
Personal Sevices	$ 1,070	$ 1,296,199	$ 1,335,085	$ 1,513,119	$ 1,558,512	$ 1,783,906
Supplies & Services	1,539	1,863,720	1,919,632	2,175,616	2,240,884	2,564,964
Capital Outlay	502	608,012	626,252	709,763	731,056	836,783
Total	$ 3,111	$ 3,767,931	$ 3,880,969	$ 4,398,498	$ 4,530,453	$ 5,185,653
Post Construction User Department Operating Costs						
Personal Sevices	$ 1,070	$ 1,296,199	$ 1,475,613	$ 1,519,882	$ 1,738,914	$ 1,999,493
Supplies & Services	1,539	1,863,720	2,119,294	2,182,873	2,497,731	2,872,325
Capital Outlay	502	608,012	689,091	709,763	812,410	934,543
Total	$ 3,111	$ 3,767,931	$ 4,283,998	$ 4,412,518	$ 5,049,055	$ 5,806,361
Net User Department Operating Costs (post less current)						
Personal Sevices	$ -	$ -	$ 140,529	$ 6,763	$ 180,402	$ 215,587
Supplies & Services	-	-	199,662	7,257	256,847	307,361
Capital Outlay	-	-	62,838	-	81,354	97,760
Total	$ -	$ -	$ 403,029	$ 14,020	$ 518,602	$ 620,708

County Arterials

Managing Department: Public Works
Project Partner(s): T098 – Town of Gilbert
T083 – City of Goodyear
T171 – Arizona Department of Transportation
T178 – Town of Queen Creek (potential)

Scheduled Completion Dates

Improvement	District	Scheduled Completion
Indian School: Litchfield to Dysart	4	1st QTR FY2009
MC 85 Extension: SR 85 to Turner Road	4	1st QTR FY2009
Gavilan Peak Parkway: Cloud to Joy Ranch	3	2nd QTR FY 2010
MC 85 from 107th Ave to 75th Avenue	4	4th QTR FY 2012
Ellsworth Road from Hunt Highway to Riggs Road	1	4th QTR FY 2013
Williams Field Road from Gilbert to Lindsay Road	1	4th QTR FY 2013
MC 85: Cotton Lane to Estrella Parkway	4	4th QTR FY 2010

Purpose Statement

The purpose of the County Arterials project is to construct transportation infrastructure projects for the travelling public so they will have a safe and economical journey. The benefit to the public is that once constructed motorists will have a roadway that is safer and more economical to travel.

Project Description:

T186 – Indian School: Litchfield to Dysart

This project is to widen Indian School from Litchfield to Dysart from the current two lanes to four lanes plus a center dual left turn lane. Total length of the project is approximately 1.4 miles. Estimated cost is $30,000 to finalize construction, close all contracts and prepare record drawings on this $8 million dollar project.

T171 – MC 85 Extension: SR 85 to Turner Road

This project will create a new two-lane paved road, extending MC 85 from SR 85 to Turner Road allowing local traffic to traverse between MC 85 and Old US 80. Estimated FY 09 cost is $575,000 to finalize construction, close all contracts and prepare record drawings on this $9 million dollar project.

T243 – Gavilan Peak Parkway: Cloud to Joy Ranch

This project will construct a two lane roadway connecting the existing Gavilan Parkway with Cloud Road, which will provide an alternate route to Anthem from Carefree Highway. Total length of the project is approximately two miles. Estimated cost is $6,400,000 to complete construction.

T112 & T113 – MC 85 from 107th Ave to 75th Avenue

This project will widen MC 85 from 107th Avenue to 75th Avenue from the current four lanes to six lanes with turning lanes. Initially studied as two separate projects they have been combined. The project will focus on improving the intersections at 107th, 91st and 83rd Avenues first then widen the roadway to six

lanes as funding is available. Total length of the project is four miles. Estimated cost of the project is $67 million with $10,840,000 allocated in FY 09 to purchase right-of-way.

T178 – Ellsworth Road from Hunt Highway to Riggs Road

This project will widen Ellsworth Road from Hunt Highway to Riggs Road from two lanes to four lanes with center median increasing the capacity and safety of the roadway. Total length of the project is approximately 1.7 miles. Negotiations are on-going with the Town of Queen Creek to be a funding partner and the project team is exploring alternatives to advance construction of the project which currently is scheduled for FY 2012. Estimated cost of the project is $8 million with $30,000 allocated in FY 09 to complete the design.

T098 – Williams Field Road from Gilbert to Lindsay Road

This project will reconstruct and widen Williams Field Road from Gilbert to Lindsay Road to provide either six travel lanes with raised center median or four travel lanes with raised center median and a frontage road in each direction. Additional improvements include curb, gutter, sidewalk, a storm drain system, widening of the Eastern Canal Bridge and a traffic signal at the Lindsay Road intersection. Estimated cost of the project is $11 million with $260,000 allocated in FY 09 to complete the design once agreement with the Town of Gilbert is reached on the approach.

T083 – MC 85: Cotton Lane to Estrella Parkway

The purpose of this MC 85: Cotton Lane to Estrella Parkway project is to widen MC 85 from a two-lane arterial roadway to six lanes with a continuous left-turn lane and bike lanes. Total length of the project is two miles. The Maricopa County Transportation Advisory Board recommended construction of this project. The benefit to the public is that once constructed motorists will have a roadway that is safer and more economical to travel. Estimated cost is $11,760,000 for construction which will be completed in FY 2010.

In addition to the above projects funding has been budgeted to begin scoping effort (preliminary design and cost estimate) to determine the type and cost of improvements needed for:

T177 – 7th Street: Carefree Highway to Desert Hills;
T248 – Deer Valley: El Mirage to Lake Pleasant;
T251 – Riggs Road: Ellsworth Road to Meridian Road.

No date for construction has been set and construction is contingent on the results of the scoping effort and available funds. Estimated cost is $795,000 to complete these scoping studies.

Strategic Goals Addressed

CIP Delivery. By 2013, Maricopa County Public Works will provide to the residents and visitors of Maricopa County required public works infrastructure by delivering 90% of Public Works Capital projects identified in the 5-year Capital Improvement Program.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Services
- Transportation Construction Management
- Materials Technology
- Transportation Project Management
- Transportation Improvement Program Management
- Roadway Construction

Result Measure

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
Percent of Public Works infrastructure projects completed by the end of the Fiscal Year as measured against the schedule at the start of the Fiscal Year.	N/A	80%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Highway User Revenue Funds	$ 19,769,698	$ 26,316,086	$ 19,816,560	$ 22,285,000	$ 24,723,000	$ 29,350,000	$ 14,810,000	$ 110,984,560	$ 157,070,344
Partnership Contributions/IGA/IDA	47,860,054	20,781,820	7,673,440	-	-	3,200,000	-	10,873,440	79,515,314
Project Total	**$ 67,629,752**	**$ 47,097,906**	**$ 27,490,000**	**$ 22,285,000**	**$ 24,723,000**	**$ 32,550,000**	**$ 14,810,000**	**$ 121,858,000**	**$ 236,585,658**

Operating Cost Summary

	FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13
Current Project Operating Costs for User Department						
Personal Sevices	$ 1,070	$ 1,296,199	$ 1,335,085	$ 1,513,119	$ 1,558,512	$ 1,783,906
Supplies & Services	1,539	1,863,720	1,919,632	2,175,616	2,240,884	2,564,964
Capital Outlay	502	608,012	626,252	709,763	731,056	836,783
Total	$ 3,111	$ 3,767,931	$ 3,880,969	$ 4,398,498	$ 4,530,453	$ 5,185,653
Post Construction User Department Operating Costs						
Personal Sevices	$ 1,070	$ 1,296,199	$ 1,475,613	$ 1,519,882	$ 1,738,914	$ 1,999,493
Supplies & Services	1,539	1,863,720	2,119,294	2,182,873	2,497,731	2,872,325
Capital Outlay	502	608,012	689,091	709,763	812,410	934,543
Total	$ 3,111	$ 3,767,931	$ 4,283,998	$ 4,412,518	$ 5,049,055	$ 5,806,361
Net User Department Operating Costs (post less current)						
Personal Sevices	$ -	$ -	$ 140,529	$ 6,763	$ 180,402	$ 215,587
Supplies & Services	-	-	199,662	7,257	256,847	307,361
Capital Outlay	-	-	62,838	-	81,354	97,760
Total	$ -	$ -	$ 403,029	$ 14,020	$ 518,602	$ 620,708

Dust Mitigation

Managing Department: Public Works
Project Partner(s): T039 – Federal funds

Scheduled Completion Dates

Improvement	District	Scheduled Completion
Box Bar & Needle Rock	2	2nd QTR FY 2009
Bush Highway:Usery Pass to Stewart Mountain Dam Road	2	4th Qtr FY 2009
Rio Verde Drive from Forest Rd to 136th Street	2	4th Qtr FY 2009
Low Volume Road Program	TBD	4th Qtr FY 2009

Purpose Statement

The purpose of this Dust Mitigation project is to reduce dust on dirt roads primarily within the PM 10 non attainment area for travelers and citizens so that dust related health problems are reduced and to ensure compliance with federal mandates. The benefit to the public is that it reduces fugitive dust particulates improving public health and making the roads safer to travel.

Project Description:

T039 – Box Bar & Needle Rock

This project will pave Box Bar & Needle Rock to reduce dust and comply with federal mandates. Estimated cost is $1,955,000. Construction was delayed at the request of the U S Forest Service due to a pair of nesting bald eagles near the project. Construction is planned to occur between nesting seasons to not disturb the eagles.

T126 – Bush Highway:Usery Pass to Stewart Mountain Dam Road

This project will widen the shoulders along Bush Highway from Usery Pass to Stewart Mountain Dam Road to create a bicycle path along this popular biking route and reduce fugitive dust. Estimated cost is $1,405,500 for construction.

T192 – Rio Verde Drive from Forest Rd to 136th Street

The purpose of this project is to add bicycle lanes and make other improvements to Rio Verde Drive from Forest Rd to 136th Street. Estimated cost is $2,790,000 for construction.

T176 – Low Volume Road Program

The Low Volume Road Program is an ongoing annual effort to pave dirt roads and arterial shoulders in the County to reduce dust particulates and improve air quality. Estimated FY 09 cost is $4,075,000.In addition to the above projects funding has been budgeted to begin scoping effort (preliminary design and cost estimate) to determine the type and cost of improvements needed for:

T249 – Forest Rd: McDowell to Rio Verde.

No date for construction has been set and construction is contingent on the results of the scoping effort and available funds. Estimated cost is $130,000.

Strategic Goals Addressed

CIP Delivery. By 2013, Maricopa County Public Works will provide to the residents and visitors of Maricopa County required public works infrastructure by delivering 90% of Public Works Capital projects identified in the 5-year Capital Improvement Program.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Services
- Transportation Construction Management
- Materials Technology
- Transportation Project Management
- Transportation Improvement Program Management
- Roadway Construction

Result Measure

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
Percent of Public Works infrastructure projects completed by the end of the Fiscal Year as measured against the schedule at the start of the Fiscal Year.	N/A	80%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Highway User Revenue Funds	$ 14,208,750	$ 3,929,425	$ 9,878,000	$ 5,080,000	$ 5,085,000	$ 3,090,000	$ 3,120,000	$ 26,253,000	$ 44,391,175
Federal Funds	4,899,933	500,000	1,007,500	-	-	400,000	-	1,407,500	6,807,433
Project Total	**$ 19,108,683**	**$ 4,429,425**	**$ 10,885,500**	**$ 5,080,000**	**$ 5,085,000**	**$ 3,490,000**	**$ 3,120,000**	**$ 27,660,500**	**$ 51,198,608**

Operating Cost Summary

	FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13
Current Project Operating Costs for User Department						
Personal Sevices	$ 16,052	$ 16,533	$ 17,029	$ 17,540	$ 18,066	$ 18,608
Supplies & Services	23,080	23,772	24,485	25,220	25,976	26,756
Capital Outlay	7,529	7,755	7,988	8,228	8,474	8,729
Total	$ 46,661	$ 48,060	$ 49,502	$ 50,987	$ 52,517	$ 54,092
Post Construction User Department Operating Costs						
Personal Sevices	$ 16,052	$ 33,066	$ 49,952	$ 70,160	$ 89,127	$ 111,649
Supplies & Services	23,080	47,544	71,823	100,879	128,149	160,533
Capital Outlay	7,529	15,511	23,431	32,910	41,807	52,372
Total	$ 46,661	$ 96,121	$ 145,206	$ 203,949	$ 259,083	$ 324,554
Net User Department Operating Costs (post less current)						
Personal Sevices	$ -	$ 16,533	$ 32,923	$ 52,620	$ 71,060	$ 93,041
Supplies & Services	-	23,772	47,338	75,659	102,173	133,778
Capital Outlay	-	7,755	15,443	24,683	33,333	43,643
Total	$ -	$ 48,060	$ 95,704	$ 152,962	$ 206,566	$ 270,462

Intelligent Transportation Systems (ITS)

Managing Department: Public Works
Project Partner(s): MAG has allocated Federal funds

Scheduled Completion Dates

Scoping Study	District	Scheduled Completion
99th Avenue: Olive to Bell Road	4	4th QTR FY 2009
Bell Road: SR 303 to 75th Avenue	4	4th QTR FY 2009
Olive Avenue: Litchfield Road to Loop 101	4	4th QTR FY 2009
PUBLIC WORKS Traffic Management Center Upgrade	5	4th QTR FY 2009

Purpose Statement

The purpose of this Intelligent Transportation Systems (ITS) project is to install Intelligent Transportation System (ITS) "Smart Instrumentation" along corridors to monitor traffic and adjust traffic signals to improve traffic flow. The project will involve design of vehicle detection systems (VDS), closed circuit TV (CCTV), changeable message sign (CMS) and communications that allow technicians to monitor traffic and make adjustments so that commuters experience less travel delay and have a faster and safer commute.

Project Description:

Funding has been budgeted to begin scoping effort (preliminary design and cost estimate) to determine the type and cost of improvements need for:

T287 – 99th Avenue: Olive to Bell Road;
T288 – Bell Road: SR 303 to 75th Avenue,
T292 – Olive Avenue: Litchfield Road to Loop 101,
T289 – PUBLIC WORKS Traffic Management Center Upgrade.

No date for construction has been set and construction is contingent on the results of the scoping effort and available funds. The Maricopa Association of Governments (MAG) has allocated federal funding for construction of these projects once the scoping effort is completed. Estimated cost is $1,510,000 to complete the scoping studies.

Strategic Goals Addressed

CIP Delivery. By 2013, Maricopa County Public Works will provide to the residents and visitors of Maricopa County required public works infrastructure by delivering 90% of Public Works Capital projects identified in the 5-year Capital Improvement Program.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Services
- Transportation Construction Management
- Materials Technology
- Transportation Project Management
- Transportation Improvement Program Management
- Roadway Construction

Result Measure

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
Percent of Public Works infrastructure projects completed by the end of the Fiscal Year as measured against the schedule at the start of the Fiscal Year.	N/A	80%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Highway User Revenue Funds	$ 3,672,616	$ 1,501,047	$ 1,510,000	$ -	$ -	$ -	$ -	$ 1,510,000	$ 6,683,663
Partnership Contributions/IGA/IDA	1,200,310	260,000	-	-	-	-	-	-	1,460,310
Federal Funds	-	-	-	1,323,000	-	-	-	1,323,000	1,323,000
Project Total	**$ 4,872,926**	**$ 1,761,047**	**$ 1,510,000**	**$ 1,323,000**	**$ -**	**$ -**	**$ -**	**$ 2,833,000**	**$ 9,466,973**

Operating Cost Summary

The operating costs will be determined once the scoping studies are completed. Annual operating costs are expected to be about $30,000 per corridor.

Maricopa Association of Governments (MAG) Arterial Life Cycle Program (ALCP) Projects

Managing Department: Public Works

Project Partner(s): All – Maricopa Association of Governments
T090 – Town of Gilbert & City of Mesa
T103 & T104 – Developer Contributions
T167 – Cities of El Mirage & Surprise
T195 – Cities of El Mirage, Glendale & Surprise
T199 – City of Mesa & Salt River Pima Maricopa Indian Community (potential funding partners)

Scheduled Completion Dates

Improvement	District	Scheduled Completion
Power Road: Guadalupe to Baseline	1 & 2	2nd QTR FY 2009
El Mirage Road:Bell Road to SR 303 (Ph A)	4	4th QTR FY 2009
El Mirage from Bell Road to SR 303 (Ph C)	4	4th QTR FY 2012
El Mirage from Bell Road to SR 303 (Ph B)	4	4th QTR FY 2014

Purpose Statement

The purpose of this Maricopa Association of Governments (MAG) Arterial Life Cycle Program (ALCP) Projects is to construct those transportation infrastructure projects in the County that are eligible for MAG funding from the Regional Transportation Plan (Prop 400) for the travelling public so they will have a safe and economical journey. The benefit to the public is that once constructed motorists will have a roadway that is safer and more economical to travel.

Project Description:

T090 – Power Road: Guadalupe to Baseline

This project is to widen Power Road: Guadalupe to Baseline is to six lanes of urban arterial with improvements on Baseline and Guadalupe. Estimated FY 09 cost is $5,300,000 to finalize construction, close all contracts and prepare record drawings.

T103 & T104 – El Mirage Road:Bell Road to SR 303

This project will connect Bell Road with SR 303 by extending El Mirage Road from Bell to SR303 in three phases. Phase A will make the initial connection with construction of El Mirage Road from Bell Road to SR 303. Phase C will improve El Mirage from Bell Road to Beardsley and Phase B will construct two new bridges for the final improvement. Phase A is planned for construction in FY 09 with an estimated cost of $6,615,000.

In addition to the above projects funding has been budgeted to begin scoping effort (preliminary design and cost estimate) to determine the type and cost of improvements needed for:

T167 – El Mirage: Northern to Bell Road;
T195 – Northern Avenue: SR 303 to Grand;

T199 – Dobson Road Bridge at Salt River, McKellips Road Bridge at the Salt River, McKellips Road and the Gilbert Road Bridge at the Salt River (combined study).

No date for construction has been set and construction is contingent on the results of the scoping effort, partnership formation and available funds. Estimated FY 09 cost is $3,660,000 to conduct the studies.

Strategic Goals Addressed

CIP Delivery. By 2013, Maricopa County Public Works will provide to the residents and visitors of Maricopa County required public works infrastructure by delivering 90% of Public Works Capital projects identified in the 5-year Capital Improvement Program.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Services
- Transportation Construction Management
- Materials Technology
- Transportation Project Management
- Transportation Improvement Program Management
- Roadway Construction

Result Measure

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
Percent of Public Works infrastructure projects completed by the end of the Fiscal Year as measured against the schedule at the start of the Fiscal Year.	N/A	80%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Highway User Revenue Funds	$ 12,875,016	$ 10,080,929	$ 7,471,066	$ 2,450,000	$ 13,565,000	$ 18,660,000	$ 18,510,000	$ 60,656,066	$ 83,612,011
Partnership Contributions/IGA/IDA	-	390,000	9,308,934	-	-	-	-	9,308,934	9,698,934
Project Total	**$ 12,875,016**	**$ 10,470,929**	**$ 16,780,000**	**$ 2,450,000**	**$ 13,565,000**	**$ 18,660,000**	**$ 18,510,000**	**$ 69,965,000**	**$ 93,310,945**

Operating Cost Summary

	FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13
Current Project Operating Costs for User Department						
Personal Sevices	$ 1,070	$ 30,862	$ 45,411	$ 46,773	$ 57,812	$ 59,546
Supplies & Services	1,539	44,374	65,294	67,252	83,124	85,618
Capital Outlay	502	14,476	21,301	21,940	27,118	27,932
Total	$ 3,111	$ 89,713	$ 132,006	$ 135,966	$ 168,054	$ 173,096
Post Construction User Department Operating Costs						
Personal Sevices	$ 1,070	$ 44,088	$ 51,977	$ 53,536	$ 64,778	$ 66,721
Supplies & Services	1,539	63,392	72,339	74,510	90,599	93,317
Capital Outlay	502	20,681	21,301	21,940	27,118	27,932
Total	$ 3,111	$ 128,161	$ 145,618	$ 149,986	$ 182,495	$ 187,969
Net User Department Operating Costs (post less current)						
Personal Sevices	$ -	$ 13,227	$ 6,566	$ 6,763	$ 6,966	$ 7,175
Supplies & Services	-	19,018	7,046	7,257	7,475	7,699
Capital Outlay	-	6,204	-	-	-	-
Total	$ -	$ 38,448	$ 13,612	$ 14,020	$ 14,441	$ 14,874

Partnership Support

Managing Department: Public Works
Project Partner(s): See Project Descriptions

Scheduled Completion Dates

Improvement	District	Scheduled Payment Date
Queen Creek Road: Arizona Avenue to McQueen	1	3rd QTR FY 2009
MC 85 at Miller Rd	4	1st QTR FY 2009
51st Avenue: Santa Cruz to GRIC Boundary Corridor Study	5	4th QTR FY 2009
Riggs Road Gilbert to Val Vista	1	1st QTR FY 2009
Buckeye Annexation	4	1st QTR FY2012
Val Vista Germann to Ray	1	4th QTR 2011

Purpose Statement

The purpose of Partnership Support is to provide funding for other agency led projects on the County road system or adjacent to unincorporated Maricopa County land so that commuters experience less travel delay and have a faster and safer commute.

Project Description:

T087 – Queen Creek Road: Arizona Avenue to McQueen

The County will contribute $2,000,000 to the City of Chandler for construction of Queen Creek Rd: Arizona Ave to McQueen less cost incurred by the County for utility relocation and right-of-way acquisition. Estimated FY 09 cost is $2,525,000.

T163 – MC 85 at Miller Rd

The County will contribute $150,000 to the Town of Buckeye install traffic signals and make other improvements to the MC 85 at Miller Road intersection to improve safety, reduce congestion, and improve traffic flow.

T168 – 51st Avenue: Santa Cruz to GRIC Boundary Corridor Study

The County will assist the Gila River Indian Community (GRIC) in implementing the results of the 51st Avenue: Santa Cruz to GRIC Boundary Corridor Study. Estimated cost is $175,000.

T201 – Riggs Road Gilbert to Val Vista

The County will pay the City of Chandler $6,700,000 as the County's share for construction of Riggs Road Gilbert to Val Vista.

T284 – Buckeye Annexation

The County will contribute over a four year period a total of $1,500,000 to the Town of Buckeye for annexation of roadways. The FY 09 amount is $300,000.

T247 – Val Vista Germann to Ray

The County will contribute $1,650,000 to the Town of Gilbert for improvements to Val Vista Germann to Ray.

Strategic Goals Addressed

CIP Delivery. By 2013, Maricopa County Public Works will provide to the residents and visitors of Maricopa County required public works infrastructure by delivering 90% of Public Works Capital projects identified in the 5-year Capital Improvement Program.

Strategic Plan Programs Supported

- Transportation Planning

Strategic Plan Activities Supported

- Transportation System Planning
- Transportation Project Programming
- Project Partnerships
- Outreach & Communications
- Environmental Clearance

Result Measure

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
% Transportation Improvement Program budget derived from partnership agreements.	N/A	80%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Highway User Revenue Funds	$ 11,135,695	$ 4,016,842	$ 9,070,666	$ (525,334)	$ 3,125,666	$ 1,998,333	$ 1,593,333	$ 15,262,664	$ 30,415,200
Partnership Contributions/IGA/IDA	3,907,320	884,438	940,334	940,334	940,334	416,667	416,667	3,654,336	8,446,095
Project Total	**$ 15,043,015**	**$ 4,901,280**	**$ 10,011,000**	**$ 415,000**	**$ 4,066,000**	**$ 2,415,000**	**$ 2,010,000**	**$ 18,917,000**	**$ 38,861,295**

Operating Cost Summary

Not applicable.

Pavement Preservation

Managing Department: Public Works
Project Partner(s): None

Scheduled Completion Dates

Improvement	District	Scheduled Completion
Sun City Mill & Overlay: Phase 2	4	2nd QTR FY 2009
Sun Valley Parkway Crack Repair	4	2nd QTR FY 2009
Gilbert Road Low Water Crossing Flood Repair	1 & 2	TBD
NE Maintenance Yard	4	TBD
Vehicle Locating System and Radio Upgrade	N/A	4th QTR FY 2012

Purpose Statement

The purpose of this Pavement Preservation project is to complete timely and cost effective roadway pavement restoration projects for the traveling public so they can safely and efficiently transport goods, services and people on well maintained roadways

Project Description:

T172 – Sun City Mill & Overlay: Phase 2

The Sun City Mill & Overlay: Phase 2 project will remove the existing asphalt surface and replace it with new asphalt to rehabilitate the existing deteriorated pavement. Estimated cost is $1,600,000.

T286 – Sun Valley Parkway Crack Repair

The Sun Valley Parkway Crack Repair will fill in the existing cracks that have appeared in the pavement improving safety. Estimated cost is $1,200,000 to complete the repairs.

T285 – Gilbert Road Low Water Crossing Flood Repair

The Gilbert Road Low Water Crossing Flood Repair. Project addresses the washed out low water crossing caused by releases from the Granite Reef Dam. A total of $780,000 has been budgeted to make repairs once an assessment has been completed. Repairs may be deferred if it is determined that federal funding is available and requested.

T274 – NE Maintenance Yard

The NE Maintenance Yard project will purchase land and establish a maintenance yard in the northeast valley reducing travel time for maintenance crews increasing their efficiency while reducing fuel consumption and wear on vehicles by locating them closer to their work areas. A total of $1,030,000 is budgeted in FY 09 to acquire the land and begin improvements to the site. The completion date is unknown at this time and is contingent on project cost, funding availability and land purchase negotiations.

T291 – Vehicle Locating System and Radio Upgrade

The Vehicle Locating System and Radio Upgrade project will start a four year installation of new radio equipment in County vehicles to remain compatible with changes in assigned radio frequencies mandated by federal legislation. Estimated cost is $640,000 for the first year and $2,470,000 to complete the conversion.

Strategic Goals Addressed

CIP Delivery. By 2013, Maricopa County Public Works will provide to the residents and visitors of Maricopa County required public works infrastructure by delivering 90% of Public Works Capital projects identified in the 5-year Capital Improvement Program.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Services
- Transportation Construction Management
- Materials Technology
- Transportation Project Management
- Transportation Improvement Program Management
- Roadway Construction

Result Measure

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
Percent of Public Works infrastructure projects completed by the end of the Fiscal Year as measured against the schedule at the start of the Fiscal Year.	N/A	80%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Highway User Revenue Funds	$ 9,700,981	$ 886,240	$ 6,280,000	$ 640,000	$ 595,000	$ 595,000	$ -	$ 8,110,000	$ 18,697,221
Project Total	**$ 9,700,981**	**$ 886,240**	**$ 6,280,000**	**$ 640,000**	**$ 595,000**	**$ 595,000**	**$ -**	**$ 8,110,000**	**$ 18,697,221**

Operating Cost Summary

The attached table reflects the estimated savings from the overlays and repairs made to the roadways. It is expected that only minimal maintenance (striping, right-of-way maintenance) will be required for several years.

	FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13
Current Project Operating Costs for User Department						
Personal Sevices	$ 32,103	$ 33,066	$ 34,058	$ 35,080	$ 36,132	$ 37,216
Supplies & Services	46,159	47,544	48,970	50,439	51,952	53,511
Capital Outlay	15,059	15,511	15,976	16,455	16,949	17,457
Total	$ 93,321	$ 96,121	$ 99,004	$ 101,974	$ 105,034	$ 108,185
Post Construction User Department Operating Costs						
Personal Sevices	$ 32,103	$ 33,066	$ -	$ -	$ -	$ -
Supplies & Services	46,159	47,544	-	-	-	-
Capital Outlay	15,059	15,511	-	-	-	-
Total	$ 93,321	$ 96,121	$ -	$ -	$ -	$ -
Net User Department Operating Costs (post less current)						
Personal Sevices	$ -	$ -	$ (34,058)	$ (35,080)	$ (36,132)	$ (37,216)
Supplies & Services	-	-	(48,970)	(50,439)	(51,952)	(53,511)
Capital Outlay	-	-	(15,976)	(16,455)	(16,949)	(17,457)
Total	$ -	$ -	$ (99,004)	$ (101,974)	$ (105,034)	$ (108,185)

Transportation Planning

Managing Department: Public Works
Project Partner(s): None

Scheduled Completion Dates

Study	District	Scheduled Completion
New River Road Corridor Study	4	1st Qtr FY 2009
Turner Parkway Corridor Feasibility Study	4	1st QTR FY 2010
Signal Butte Corridor Study	1 &2	2nd QTR FY 2010
Corridor Improvement Study #1		FY09/10
Candidate Assessment Report #1		4th QTR FY 2009
Candidate Assessment Report #2		4th QTR FY 2009
Candidate Assessment Report #3		4th QTR FY 2009

Purpose Statement

The purpose of Transportation Planning is to provide plans, studies, research, recommendations and consultation services to planning, development, and project delivery professionals so they can design and construct transportation infrastructure projects that are in line with County goals as established in the Transportation System Plan. The Maricopa County Transportation Advisory Board recommended this project. The benefit to the public is that it provides funding for advance planning and more accurate initial assessments of projects, which results in a better use of public funds.

Study Description:

T005 – New River Road

This corridor study will establish the facility type, number of lanes, right-of-way needs, and general alignment for the roughly 10 miles of New River Road that will be required to accommodate projected traffic growth and enhance safety. Estimated cost $43,503.

T005 – Turner Parkway

This corridor feasibility study will focus only on corridor feasibility and alignment. The Turner Parkway will be the northerly extension of State Route 85 and is expected to originate in the region of the current location of the traffic interchange for State Route 85 at Interstate 10. The study area stretches from Interstate 10 approximately 30 miles north to State Route 74 and is defined by roughly a two-mile wide buffer around the Turner Parkway alignment (as identified in the Interstate 10/ Hassayampa Roadway Framework Study). Estimated cost $699,796

T005 – Signal Butte

This corridor study will establish the facility type, number of lanes, right-of-way needs, and general alignment that will be required to accommodate projected traffic growth and enhance safety on the future Signal Butte Road. The proposed study area of the Signal Butte Corridor Improvement Study will encompass Signal Butte Road between US60 and Rittenhouse Road for an area totaling approximately 10.5 miles in length. Estimated cost $300,000

T005 – Corridor Improvement Study #1

A Corridor Improvement Study will be performed on a yet unidentified location. This study will evaluate projected traffic growth and safety issues to determine the need for further improvement or study. The projected cost of the study is estimated at $86,701.

Candidate Assessment Reports #1, 2 & 3 will be done, on yet unidentified areas, to assess the need for potential projects. Each of the reports has a projected cost of $90,000. Total CAR estimated cost $270,000.

Strategic Goals Addressed

CIP Delivery. By 2013, Maricopa County Public Works will provide to the residents and visitors of Maricopa County required public works infrastructure by delivering 90% of Public Works Capital projects identified in the 5-year Capital Improvement Program.

Strategic Plan Programs Supported

- Transportation Planning

Strategic Plan Activities Supported

- Transportation System Planning
- Transportation Project Programming
- Project Partnerships
- Outreach & Communications
- Environmental Clearance

Result Measure

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
% Projects delivered that are in line with County goals as established in the Transportation System Plan.	N/A	80%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Highway User Revenue Funds	$ 3,602,688	$ 2,091,263	$ 1,630,000	$ 2,400,000	$ 2,400,000	$ 2,400,000	$ 2,400,000	$ 11,230,000	$ 16,923,951
Partnership Contributions/IGA/IDA	390,000	-	-	-	-	-	-	-	390,000
Project Total	**$ 3,992,688**	**$ 2,091,263**	**$ 1,630,000**	**$ 2,400,000**	**$ 2,400,000**	**$ 2,400,000**	**$ 2,400,000**	**$ 11,230,000**	**$ 17,313,951**

Operating Cost Summary

Not applicable.

Right-of-Way

Managing Department: Public Works
Project Partner(s): None

Scheduled Completion Dates

Improvement	District	Scheduled Completion
Property Management	TBD	On-going
ROW In-fill on Road Inventory System	TBD	On-going
Loop 303: Indian School to Clearview	4	TBD

Purpose Statement

The purpose of this Right-of-way (ROW) project is to obtain fee title on existing roads, manage excess property purchased for projects, and dispose of excess property. In the early years, County roads were built to allow farmers to get their products to market. Citizens were happy to get the road and often title to the land used for the road was not transferred to the County. The funding in this project is used to obtain fee title when these situations are identified. The benefit to the public is that it provides better fiscal management by providing a funding mechanism for acquisition of public right-of-way for existing County roads.

Project Description:

T008 – Property Management

The purpose of Property Management Project is to actively manage, prepare for sale and dispose of excess land previously purchased for projects to recoup the cost and generate revenue. Excess land occurs from situations where it is more cost effective to purchase the entire parcel rather than a portion of the parcel, often avoiding costly litigation. Estimated annual cost is $50,000.

T011 – ROW In-fill on Road Inventory System

The purpose of the ROW In-fill on Road Inventory System project is to obtain fee title on existing roads so that the traveling public has continued access to the existing roadway system. The FY 09 budget is $600,000 to acquire right-of-way when identified.

T109 – Loop 303: Indian School to Clearview

The purpose of the Loop 303: Indian School to Clearview project is to secure additional right-of-way to make previously acquired land marketable in a future sale. Estimated cost is $1,220,000.

Strategic Goals Addressed

CIP Delivery. By 2013, Maricopa County Public Works will provide to the residents and visitors of Maricopa County required public works infrastructure by delivering 90% of Public Works Capital projects identified in the 5-year Capital Improvement Program.

Strategic Plan Programs Supported

- Administrative Services

Strategic Plan Activities Supported

- Real Estate Services

Result Measure

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
% of land rights obtained by project schedule timeline.	N/A	95%	95%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Highway User Revenue Funds	$ 18,273,900	$ 768,403	$ 2,150,000	$ 1,050,000	$ 1,050,000	$ 1,050,000	$ 1,050,000	$ 6,350,000	$ 25,392,303
Partnership Contributions/IGA/IDA	471,098	250,151	-	-	-	-	-	-	721,249
Project Total	**$ 18,744,998**	**$ 1,018,554**	**$ 2,150,000**	**$ 1,050,000**	**$ 1,050,000**	**$ 1,050,000**	**$ 1,050,000**	**$ 6,350,000**	**$ 26,113,552**

Operating Cost Summary

Not applicable.

Safety Improvements

Managing Department: Public Works
Project Partner(s): None

Scheduled Completion Date

Improvement	District	Scheduled Completion
Indian School Road at Beardsley Canal Scoping Study	4	3rd QTD FY 2009

Purpose Statement

The purpose of this Safety Improvement project is to investigate potential hazardous situations and make necessary safety related improvements to reduce accidents and improve safety so that commuters have a safer commute.

Project Description:

T286 – Indian School Road at Beardsley Canal Scoping Study

The purpose of the Indian School Road at Beardsley Canal project is to determine the necessary improvements to eliminate safety concerns. Estimated cost is $70,000 to complete a scoping study and determine the cost of the recommended improvements.

No date for construction has been set and construction is contingent on the results of the scoping effort and available funds. Estimated cost is $70,000 to complete the scoping effort.

Strategic Goals Addressed

CIP Delivery. By 2013, Maricopa County Public Works will provide to the residents and visitors of Maricopa County required public works infrastructure by delivering 90% of Public Works Capital projects identified in the 5-year Capital Improvement Program.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Services
- Transportation Construction Management
- Materials Technology
- Transportation Project Management
- Transportation Improvement Program Management
- Roadway Construction

Result Measure

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
Percent of Public Works infrastructure projects completed by the end of the Fiscal Year as measured against the schedule at the start of the Fiscal Year.	N/A	80%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Highway User Revenue Funds	$ -	$ -	$ 580,000	$ -	$ -	$ -	$ -	$ 580,000	$ 580,000
Project Total	**$ -**	**$ -**	**$ 580,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 580,000**	**$ 580,000**

Operating Cost Summary

Operating cost impact will be determined after the scoping study.

Warranted Traffic Improvements

Managing Department: Public Works
Project Partner(s): T261 – Queen Creek
T262 – Queen Creek
T272 – Gila River Indian Community

Scheduled Completion Dates

Improvement	District	Scheduled Completion
Indian School Road Signal Modernization	4	1st Qtr FY 09
Signal Modernization: Sun City West Phase 3	4	4th Qtr FY 10
Signal Modernization: Sun City West Phase 4	4	4th Qtr FY 10
Signal Modernization: East Valley Phase 5	2	4th Qtr FY 10
Signal Modernization: East Valley Phase 6	2	4th Qtr FY 10
Brown Road at Crimson Road	2	1st Qtr FY 09
Riggs Road at Sossaman Road	1	3rd Qtr FY 09
Riggs Road at Power Road	1	2nd Qtr FY 09
Broadway Road at 67th Avenue	5	1st Qtr FY 09
Baseline at 67th Avenue	5	2nd Qtr FY 09
Indian School at 111th Avenue	4	3rd Qtr FY 09
Northern at Litchfield Road	4	3rd Qtr FY 09
Indian School at West Wind Parkway	4	2nd Qtr FY 09
MC 85 at Baseline	4	4th Qtr FY 09
51st Avenue at Pecos	5	3rd Qtr FY 09
Carefree Highway at 16th Street	3	2nd Qtr FY 09
Indian School at El Mirage Road	4	1st Qtr FY 09
Carefree Highway at 24th Street	3	3rd Qtr FY 09

Purpose Statement

The purpose of this Warranted Traffic Improvements project is to install traffic signals and make other intersection improvements to improve safety, reduce congestion, improve traffic flow, and provide real time traffic data so that signal adjustments can be made so that commuters experience less travel delay and have a faster and safer commute.

Project Description:

T238 – Indian School Road Signal Modernization

The purpose of the Indian School Road Signal Modernization project is to add television cameras and fiber optic cables to connect the traffic signals at four intersections on Indian School Road between 111th Avenue and 99th Avenue, to improve safety, reduce congestion, reduce maintenance costs, and improve traffic flow. Estimated cost is $1,000 to closeout the project, close all contracts and complete record drawings.

T239 – Signal Modernization: Sun City West Phase 3

The purpose of the Signal Modernization: Sun City West Phase 3 project is to replace obsolete traffic signals at three intersections in Sun City and Sun City West to improve safety, reduce congestion, reduce maintenance costs, and improve traffic flow. The three intersections are Alabama Ave at 107th

Avenue and 99th Avenue, and Meeker Boulevard at 135th Avenue. Estimated cost is $50,000 to complete the drawings in preparation for construction in FY2010.

T240 – Signal Modernization: Sun City West Phase 4

The purpose of the Signal Modernization: Sun City West Phase 4 project is to replace obsolete traffic signals at four intersections in Sun City and Sun City West to improve safety, reduce congestion, reduce maintenance costs, and improve traffic flow. The four intersections are Deer Valley Drive at Dusty Trail and 135th Avenue, and on Union Hills at Conestoga and at Westbrook Parkway. Estimated cost is $50,000 to complete the drawings in preparation for construction in FY 2010.

T241 – Signal Modernization: East Valley Phase 5

The purpose of the Signal Modernization: East Valley Phase 5 project is to replace obsolete traffic signals at three intersections in the unincorporated east valley area to improve safety, reduce congestion, reduce maintenance costs, and improve traffic flow. The three intersections are on University at 56th Street, Recker Road, and 64th Street. Estimated cost is $5,000 to complete the drawings in preparation for construction in FY 2010.

T242 – Signal Modernization: East Valley Phase 6

The purpose of the Signal Modernization: East Valley Phase 6 project is to replace obsolete traffic signals at seven intersections in the unincorporated east valley area to improve safety, reduce congestion, reduce maintenance costs, and improve traffic flow. Five intersections are on Broadway Road at Ellsworth, 96th Street, Crismon, Signal Butte and Meridian. The other two intersections are on Ellsworth at Southern and at Coralbell. Estimated cost is $115,000 to complete the drawings and begin construction which will be completed in FY 2010.

T259 – Brown Road at Crimson Road

The purpose of this project is to install traffic signals and make other improvements at the intersection of Brown Road at Crimson Road to improve safety, reduce congestion, and improve traffic flow. Estimated cost is $350,000 for construction.

T261 – Riggs Road at Sossaman Road

The purpose of this project is to install traffic signals and make other improvements to the Riggs Road at Sossaman Road intersection to improve safety, reduce congestion, and improve traffic flow. The improvements are being done in conjunction with the opening of a new middle school. Estimated cost is $1,190,000 for construction.

T262 – Riggs Road at Power Road

The purpose of this project is to install traffic signals and make other improvements to the Riggs Road at Power Road intersection to improve safety, reduce congestion, and improve traffic flow. Estimated cost is $440,000 for construction.

T263 – Broadway Road at 67th Avenue

The purpose of this project is to install traffic signals and make other improvements at the Broadway Road at 67th Avenue intersection to improve safety, reduce congestion, and improve traffic flow. Construction is delayed until the City of Phoenix completes installation of a storm sewer along 67th Avenue which passes through the intersection. Estimated cost is $350,000 for construction.

T266 – Baseline at 67th Avenue

The purpose of this project is to install traffic signals and make other improvements at the Baseline at 67th Avenue intersection to improve safety, reduce congestion, and improve traffic flow. Estimated cost is $767,500 for construction.

T268 – Indian School at 111th Avenue

The purpose of this project is to install traffic signals and make other improvements at the Indian School at 111th Avenue intersection to improve safety, reduce congestion, and improve traffic flow. Estimated cost is $390,000 for construction.

T269 – Northern at Litchfield Road

The purpose of this project is to install traffic signals and make other improvements at the Northern at Litchfield Road intersection to improve safety, reduce congestion, and improve traffic flow. Estimated cost is $377,500 for construction.

T270 – Indian School at West Wind Parkway

The County will contribute $240,000 to the City of Avondale for installation of traffic signals and make other improvements at the Indian School at West Wind Parkway intersection to improve safety, reduce congestion, and improve traffic flow.

T271 – MC 85 at Baseline

The purpose of this project is to install traffic signals and make other improvements at the MC 85 at Baseline intersection to improve safety, reduce congestion, and improve traffic flow. Estimated cost is $945,000 for construction

T272 – 51st Avenue at Pecos

The purpose of this project is to install traffic signals and make other improvements at the 51st Avenue at Pecos intersection to improve safety, reduce congestion, and improve traffic flow. The Gila River Indian Community has offered grant funding in support of the project. Estimated cost is $1,450,000 for construction and other improvements.

T273 – Carefree Highway at 16th Street

The purpose of this project is to install traffic signals and make other improvements at the Carefree Highway at 16th Street intersection to improve safety, reduce congestion, and improve traffic flow. Estimated cost is $416,500 to signalize the intersection.

T276 – Indian School at El Mirage Road

The County will contribute $170,000 to the City of Avondale to install traffic signals and make other improvements at the Indian School at El Mirage Road intersection to improve safety, reduce congestion, and improve traffic flow.

T278 – Carefree Highway at 24th Street

The purpose of this project is to install traffic signals and make other improvements at the Carefree Highway at 24th Street intersection to improve safety, reduce congestion, and improve traffic flow. Estimated cost is $416,500.

T281 – Rittenhouse at Cloud Road

The County will contribute up to $385,750 to the Town of Queen Creek for intersection improvements at the Rittenhouse and Cloud Road intersection to improve safety, reduce congestion, and improve traffic flow.

In addition to the above projects funding has been budgeted to begin scoping effort (preliminary design and cost estimate) to determine the type and cost of improvements needed for:

T280 – Happy Valley Parkway at 115th Avenue;
T290 – Traffic Signal Upgrades at 5 locations.

No date for construction has been set and construction is contingent on the results of the scoping effort and available funds. Estimated cost is $150,000.

Strategic Goals Addressed

CIP Delivery. By 2013, Maricopa County Public Works will provide to the residents and visitors of Maricopa County required public works infrastructure by delivering 90% of Public Works Capital projects identified in the 5-year Capital Improvement Program.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Services
- Transportation Construction Management
- Materials Technology
- Transportation Project Management
- Transportation Improvement Program Management
- Roadway Construction

Result Measure

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
Percent of Public Works infrastructure projects completed by the end of the Fiscal Year as measured against the schedule at the start of the Fiscal Year.	N/A	80%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Highway User Revenue Funds	$ 21,512,691	$ 10,792,407	$ 10,371,750	$ 7,060,000	$ 7,000,000	$ 7,000,000	$ 7,000,000	$ 38,431,750	$ 70,736,848
Partnership Contributions/IGA/IDA	1,641,526	783,000	1,173,750	-	-	-	-	1,173,750	3,598,276
Project Total	**$ 23,154,217**	**$ 11,575,407**	**$ 11,545,500**	**$ 7,060,000**	**$ 7,000,000**	**$ 7,000,000**	**$ 7,000,000**	**$ 39,605,500**	**$ 74,335,124**

Operating Cost Summary

	FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13
Current Project Operating Costs for User Department						
Personal Sevices	$ 921,919	$ 2,175,917	$ 2,326,552	$ 2,396,349	$ 2,468,239	$ 2,542,287
Supplies & Services	1,038,857	2,807,720	2,983,547	3,073,054	3,165,245	3,260,203
Capital Outlay	63,749	608,012	626,252	645,040	664,391	684,323
Total	$ 2,024,524	$ 5,591,649	$ 5,936,352	$ 6,114,443	$ 6,297,876	$ 6,486,812
Post Construction User Department Operating Costs						
Personal Sevices	$ 921,919	$ 2,175,917	$ 2,460,515	$ 2,534,330	$ 2,610,360	$ 2,688,671
Supplies & Services	1,038,857	2,807,720	3,176,163	3,271,448	3,369,592	3,470,680
Capital Outlay	63,749	608,012	689,091	709,763	731,056	752,988
Total	$ 2,024,524	$ 5,591,649	$ 6,325,769	$ 6,515,542	$ 6,711,008	$ 6,912,339
Net User Department Operating Costs (post less current)						
Personal Sevices	$ -	$ -	$ 133,963	$ 137,981	$ 142,121	$ 146,385
Supplies & Services	-	-	192,616	198,395	204,346	210,477
Capital Outlay	-	-	62,838	64,723	66,665	68,665
Total	$ -	$ -	$ 389,417	$ 401,099	$ 413,132	$ 425,526

Transportation Administration

Managing Department: Public Works
Project Partner(s): None

Purpose Statement

The purpose of Transportation Administration is to provide project oversight and delivery services to construction delivery teams so they can complete transportation projects on time, within budget and scope that satisfies or meets predetermined project objectives. The benefit to the public is that it provides better fiscal management of the capital program.

Project Description:

T001 – Tip Development

The purpose of TIP Development is to provide funding staff support to monitor the capital program and provide project oversight for management. Estimated cost is $450,000.

T002 – Project Reserve

The purpose of the Project Reserve is to reserve monies to cover project costs increases so that County citizens receive planned infrastructure projects on schedule. A total of $11,000,000 has been budgeted for reserves.

T006 – Unallocated Force Account

The purpose of the Unallocated Force Account is to provide additional budget for staff to work on planned or added projects. A total of $74,998 has been budget for additional staff support.

T007 – Previous Year's Projects

The Previous Year's Projects Account provides budget to cover small charges. The approach eliminates the additional cost to open a project just to record a delayed charge. No funds are allocated at this time.

T012 – General Civil Engineering

The General Civil Engineering fund is a reserve to provide budget for new scoping studies approved by the Department Director and/or County Engineer. These scoping studies provide information to asses the cost and benefit of a proposed project and provide the Board of Supervisors better information on which to make decisions. A total of $1,000,000 is budget for scoping studies and investigations.

Strategic Goals Addressed

CIP Delivery. By 2013, Maricopa County Public Works will provide to the residents and visitors of Maricopa County required public works infrastructure by delivering 90% of Public Works Capital projects identified in the 5-year Capital Improvement Program.

Strategic Plan Programs Supported

- Build Roads and Structures

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Services
- Transportation Construction Management
- Materials Technology
- Transportation Project Management
- Transportation Improvement Program Management
- Roadway Construction

Result Measure

RESULT MEASURE	FY 2007-08 Year-To-Date Actual	FY 2007-08 Year-End Projected	Projected with Capital Improvement
Percent of Public Works infrastructure projects completed by the end of the Fiscal Year as measured against the schedule at the start of the Fiscal Year.	N/A	80%	85%

Funding/Cost Summary

Funding Source	Prior Yrs. Actual	Projected FY 07-08	Year 1 FY 08-09	Year 2 FY 09-10	Year 3 FY 10-11	Year 4 FY 11-12	Year 5 FY 12-13	5-Year Total	Total Project
Highway User Revenue Funds	$ 13,754,826	$ 842,548	$ 12,524,998	$ 16,504,498	$ 17,555,998	$ 17,581,998	$ 17,416,998	$ 81,584,490	$ 96,181,864
Partnership Contributions/IGA/IDA	2,302,725	-	-	-	-	-	-	-	2,302,725
Project Total	**$ 16,057,551**	**$ 842,548**	**$ 12,524,998**	**$ 16,504,498**	**$ 17,555,998**	**$ 17,581,998**	**$ 17,416,998**	**$ 81,584,490**	**$ 98,484,589**

Operating Cost Summary

Not applicable.

Debt Service

Debt Management Plan

Introduction to Debt

A comprehensive debt plan should be developed by all jurisdictions intending to issue debt. The purpose of Maricopa County's Debt Management Plan is to set forth the parameters for issuing debt, to manage the debt portfolio and provide guidance to decision makers regarding the timing and purposes for which debt may be issued.

Provisions of the debt plan must be compatible with the County's goals pertaining to the capital program and budget, the financial plan, and the operating budget. A debt plan should strike an appropriate balance between establishing limits on the debt program and providing sufficient flexibility to enable the County to respond to unforeseen circumstances and new opportunities that may benefit the County. This document is not intended to review the County's total financial position. It is a study of the County's current debt position, as growth in the County could result in an increased need for capital financing. Revenues, as well as needs, should drive the County's debt issuance program.

Decisions regarding the use of debt will be based in part on the long-term needs of the County and the amount of equity (cash) dedicated in a given fiscal year to capital outlay. A disciplined, systematic approach to debt management should allow the County to enhance its credit ratings, while at the same time meeting the growing demands of the County's capital projects.

The information contained herein reflects the current debt status of Maricopa County for the fiscal year ended June 30, 2007. The tables have been compiled by the Department of Finance. Portions of this Debt Management Plan are contained in the Comprehensive Annual Financial Report (CAFR) for the fiscal year ended June 30, 2007. A copy of the CAFR can be obtained at: http://www.maricopa.gov/Finance/Annual.aspx.

Current Debt Situation

It is recognized that all debt, regardless of the source of revenue pledged for repayment, represents some sort of cost to taxpayers or ratepayers. Therefore, all types of County debt/obligations are considered herein. While lease-secured and certificates of participation obligations may not be debt under strict legal definitions, they still require future appropriations and are a fixed charge. These lease payments and other non-bonded obligations are added to debt by most security analysts when calculating an issuer's debt ratios.

Debt Issuance History

The County has used debt financing for many years to finance capital projects. The following chart illustrates the amount of debt, as well as categories of outstanding debt, for the fiscal year ended June 30, 2007.

LONG-TERM LIABILITIES
All Categories of Debt (2)
Maricopa County, Arizona
As of June 30, 2007

	Year Ending June 30				
	2003	2004	2005	2006	2007
GOVERNMENTAL ACTIVITES:					
Bonds, loans, and other payables:					
General obligation bonds	$ 39,515,000	$ 20,165,000	$ -	$ -	$ -
Lease revenue bonds (4)	91,558,756	93,569,382	101,101,501	81,188,067	181,245,043
Lease trust certificates	-	-	10,812,000	9,212,000	6,812,000
Special assessment debt with governmental commitment (1)	368,573	343,102	235,458	154,269	103,077
Housing Department bonds (3)	50,811	-	-	-	-
Housing Department loans (3)	1,641,310	-	-	-	-
Certificates of participation (4)	5,808,084	-	5,500,000	5,115,000	4,715,000
Installment purchase agreements (4)	-	-	892,254	546,202	205,765
Capital leases	19,414,904	10,820,105	13,507,633	16,320,381	33,039,132
Total Governmental activities	$ 223,471,326	$ 186,551,477	$ 189,212,734	$ 165,014,807	$ 274,328,411
BUSINESS-TYPE ACTIVITES:					
Bonds and other payables:					
Lease revenue bonds (4)	$ 17,986,244	$ 16,670,618	$ 43,499	$ 36,933	$ 29,957
Certificates of participation (4)	10,940,368	5,865,000	-	-	-
Installment purchase agreements (4)	2,350,524	1,252,049	-	-	-
Total Business-type activities	$ 31,277,136	$ 23,787,667	$ 43,499	$ 36,933	$ 29,957

*Modified to exclude Stadium District bonds and obligations

Notes:
(1) Does not represent an obligation of the County.
(2) Long-term liabilities exclude claims and judgments payable, reported and incurred but not reported claims, and liabilities for closure and postclosure costs.
(3) On July 1, 2003, the Housing Authority of Maricopa County became a legally separate entity and will be reported as a discretely presented component unit. During fiscal year 2004, the Authority implemented HUD Flyer No. 4. As a result, long-term debt (bonds and loans) were written off as the debt is ultimately secured by HUD.
(4) On January 1, 2005, the Medical Center was transitioned to the Maricopa County Special Health Care District, a separate legal entity that is not part of the County's reporting entity. The long-term debt obligations, as previously reported in the Medical Center Fund, a major enterprise fund, which include lease revenue bonds of $15,207,425, certificates of participation of $5,500,000, and installment purchase agreements of $1,090,234, were transferred to governmental activities as they are the responsibility of the County. The County will continue to pay the debt service including principal and interest when due and will be reimbursed by the Maricopa County Special Health Care District pursuant to the District's intergovernmental agreement with the County.

Financing Alternatives

The County should evaluate all potential funding sources before considering which method of financing may be the most appropriate. Sources of funding may include: current revenues and fund balances; intergovernmental grants from federal, state or other sources; state revolving funds or loan pools; private-sector contributions through impact fees or public/private partnerships; and leasing.

There are many sources of funding, depending on the type of debt to be incurred and the length of time for repayment. Short-term financing is defined as debt maturing not later than one year after the date of its issuance. There are basically three reasons for using short-term debt:

- It is a vehicle to deal with temporary cash flow difficulties. This situation arises when cash receipts do not follow the same pattern as cash outlays.
- It can handle unexpected costs resulting from natural emergencies or other significant unexpected events.
- It can be used in anticipation of issuing a long-term bond for capital financing. This form of financing offers an opportunity to borrow for short periods until the actual, final costs of a project are known.

Pay-As-You-Go Financing

This method means that capital projects are paid for from the government's current revenue base. If the County does not issue bonds, it does not have to repay the borrowings over time.

There are several advantages to this method. For example, pay-as-you-go financing will save the amount of interest which otherwise would be paid on bonds issued to finance the program. The government is not encumbered by as much debt service when economic conditions deteriorate due to normal business cycles. Since the use of current revenues can be adjusted in a given budget year, pay-as-you-go financing can provide greater budgetary flexibility than does a debt issue. The jurisdiction's long-term debt capacity is preserved for the future. Finally, lower debt ratios may have a positive effect upon the jurisdiction's credit rating.

Relying on current revenues to finance capital improvements also presents several disadvantages. Exclusive reliance upon pay-as-you-go funds for capital improvements means that existing residents are obliged to pay for improvements that will benefit new residents who relocate to the area as well as future generations. If the jurisdiction is forced to finance the improvements within a single budget, the large capital outlay required for some projects may result in an onerous tax burden on current taxpayers. The County must be careful to ensure that the use of current revenues for capital projects does not diminish its availability to respond to emergencies and ongoing mandated services.

Grants

Government grants come from a variety of sources, but the majority of grant revenues for capital projects come from federal and state governments. Grants often require a County matching contribution. Most grants require an application from the County, identifying specific improvements or equipment that will be purchased with the grant money.

Short-Term Borrowing (Notes)

Tax Anticipation Notes (TANs) are notes issued in anticipation of the collection of taxes, as referenced in the Arizona Revised Statutes (A.R.S.), Title 35, Chapter 3, Article 3.1. They provide operating funds to meet regular payroll and other operating expenses. During the fiscal year when tax payments are received, sufficient sums are used to retire the note. The timing of the note sale, the note's due date, and repayment of funds are all components of cash flow and cash management analysis.

The County last issued a TAN in August 1995 for $40 million, which matured on July 31, 1996. The TAN was retired, and the County has not needed to issue additional TANs.

Lines and Letters of Credit – Where their use is judged to be prudent and advantageous to the County by the Chief Financial Officer, the County has the power to enter into agreements with commercial banks or

other financial entities for purposes of acquiring lines or letters of credit. The Board of Supervisors must approve any agreement with financial institutions for the acquisition of lines or letters of credit.

On July 1, 2006, the County entered into a $35,000,000 municipal revolving line of credit with an interest rate 0.065 times the bank's prime rate, which has a maturity date of June 30, 2009. Outstanding principal and interest is due on June 30 of each year. During fiscal year 2007, the County had not borrowed against the line of credit.

On July 1, 2006, the County entered into a $9,797,315 irrevocable standby letter of credit issued to the Industrial Commission of Arizona for unfunded workers' compensation claims. The irrevocable standby letter of credit matured on July 1, 2007. The letter of credit was reserved against the municipal revolving line of credit. During fiscal year 2007, the letter of credit had not been drawn upon. The irrevocable standby letter of credit was renewed to July 1, 2008, for $5,870,994.

General Obligation Bonds

Bond security is the taxing power of the state or local government, as referenced in the A.R.S., Title 35, Chapter 3, Article 3, for new general obligation bonds and Title 35, Chapter 3, Article 4 for refunding bonds. An issuer selling a general obligation bond secured by its full faith and credit attaches to that issue its broadest pledge. This makes the security of these bonds very high. The full-faith-and-credit backing of a general obligation bond includes the pledge of all general revenues, unless specifically limited, as well as the legal means to raise tax rates to cover debt service. The public entity is authorized to levy property taxes or to draw from other unrestricted revenue streams, such as sales or income taxes, to pay the bond's principal and interest. Interest rates on these bonds are generally the lowest of any public securities due to this superior security. Prior to issuance, Arizona general obligation bonds must have a majority vote approval from the residents of the County. Maricopa County currently has no outstanding general obligation debt.

Revenue Bonds

Revenue bonds are long-term debt instruments retired by specific dedicated revenues. Often these revenues are generated by the project funded from debt proceeds. Revenue bonds are designed to be self-supporting through user fees or other special revenues (i.e., excise taxes, rents or fees). The general taxing powers of the jurisdiction are not pledged. The debt created through the issuance of revenue bonds is to be repaid from the earnings from the operations of a revenue-producing enterprise, from special taxes, or from contract leases or rental agreements. County revenue bonds do not burden the constitutional or statutory debt limitation placed on the County because they are not backed by the full faith and credit of the issuer. The underlying security is the only revenue stream pledged to pay the bond principal and interest.

Special Assessment Bonds

Special Assessment Bonds are issued to districts that are within a legally designated geographic area located within the County, which through the consent of the affected property owners, pay for basic infrastructure and public improvements to the area through a supplemental assessment. This financing approach achieves the objective of tying the repayment of debt to those property owners who most directly benefit from the improvements financed.

Certificates of Participation

Certificates of Participation represent proportionate interests in semiannual lease payments. Participation in the lease is sold in the capital markets. The County's obligation to make lease payments is subject to annual appropriations made by the County for that purpose. Rating agencies typically give Certificate of

Participation issues a grade below that of general obligation bonds. A.R.S., Title 11, Chapter 2, Article 4, §11-251, Paragraph 46, provides for a maximum repayment term of 25 years for the purchase or improvement of real property.

Lease Trust Certificates

Lease Trust Certificates financing provides long-term financing through a lease (with a mandatory purchase provision). This method does not constitute indebtedness under a state or local government's constitutional debt limit and does not require voter approval. In a lease-purchase transaction, the asset being financed can include new capital asset needs or assets under existing lease agreements.

Installment Purchase Agreements

These are the same as a lease purchase agreement with the exception that the County takes title to the property up front.

Debt Limit

The Arizona Constitution, Article 9, Section 8, states that a County indebtedness pertaining to general obligation bonds may not exceed six percent of the value of the County's taxable property ascertained by the last assessment. All general obligation bonds must be approved by voters, regardless of amount issued up to the six percent limit. The County may issue non-general obligation bonds without voter approval up to six percent of the taxable property. However, with voter approval, the County may become indebted for an amount not to exceed 15 percent of such taxable property.

The following table represents the County's outstanding general obligation indebtedness with respect to its constitutional general obligation debt limitation. Currently, Maricopa County has no general obligation indebtedness, so this borrowing capacity is at its maximum.

2006-07 Constitutional General Obligation Bonding Capacity Maricopa County, Arizona		
2005-06 Secondary Assessed Valuation	$	36,294,693,601
15% of Secondary Assessed Valuation		5,444,204,040
Less: GO Bonded Debt Outstanding		-
Plus: GO Debt Service Fund Balance		-
Unused Fifteen Percent Borrowing Capacity	$	5,444,204,040

Rating Agency Analysis

Independent assessments of the relative credit worthiness of municipal securities are provided by rating agencies. They furnish letter grades that convey their assessment of the ability and willingness of a borrower to repay its debt in full and on time. Credit ratings issued by these agencies are a major function in determining the cost of borrowed funds in the municipal bond market.

Moody's Investors Service, Standard and Poor's Corporation, and Fitch Ratings are the three major rating agencies that rate municipal debt. These rating agencies have provided a rating assessment of credit worthiness for Maricopa County. Their ratings are based on five primary factors:

- Economic conditions – stability of trends,
- Debt-history of County – debt and debt position,
- Governmental/administration – leadership and organizational structure of the County,
- Financial performance – current financial status and the history of financial reports,
- Debt management – debt policies, including long-term planning.

Each of the rating agencies has their own method of assigning a rating on the ability and willingness of a borrower to repay in full and on time. Issuers must pay a fee for the opportunity to have one or more rating agencies rate existing and proposed debt issuance. The following chart outlines how the ratings reflect creditworthiness, ranging from very strong securities to speculative and default situations.

Examples of the rating systems are:

BOND RATINGS **Explanation of corporate/municipal bond ratings**	**RATING AGENCIES**		
	Fitch	Moody's	Standard & Poor's
Premium quality High quality Medium quality	AAA AA A	Aaa Aa A	AAA AA A
Medium grade, lower quality Predominantly speculative Speculative, low grade	BBB BB B	Baa Ba B	BBB BB B
Poor to default Highest speculation Lowest quality, no interest	CCC CC C	Caa Ca C	CCC CC C
In default, in arrears Questionable value	DDD DD D		DDD DD D

Fitch and Standard & Poor's may use "+" or "-" to modify ratings while Moody's may use numerical modifiers such as 1 (highest), 2, or 3.

History of Maricopa County's Debt Rating

The County's most recent bond rating was on August 21, 2007, when Maricopa County received an issuer credit rating on its General Obligation bonds of AAA as well as a bond rating of AA+ on its Lease Revenue and Refunding Bonds, Series 2007A and B from Standard & Poor's Rating Service. **Standard & Poor's Rating Service Press Release dated August 21, 2007,** states that the bond rating reflects Maricopa County's "increasingly strong financial patterns; conservative financial planning; strong revenue growth and conservative spending patterns; very low debt ratios and manageable capital needs; and complete insulation from the County's health care system."

On April 26, 2007, Maricopa County received an implied unlimited tax bond rating on its General Obligation bonds of Aa1 as well as a bond rating upgrade A1 to Aa2 on its Lease Revenue bonds along with a bond rating upgrade from A2 to Aa3 on its Certificates of Participation from Moody's Investors Service.

Moody's Investor Service Press Release dated April 26, 2007, states that the bond rating "upgrades reflect the significant expansion in the County's regional economy and tax base, very low debt burdens" as well as the "voter approval to create an independent hospital district with its own taxing authority…and significantly improved financial policies and practices at the County."

On April 25, 2007, Maricopa County received an implied bond rating on its General Obligation bonds of AAA as well as a increase bond rating upgrade from AA to AA+ on its Lease Revenue bonds and Certificates of Participation from Fitch Ratings. **Fitch Ratings Press Release dated April 25, 2007,** states that the bond rating "reflects Maricopa County's expansion of large financial reserves, a record of continued economic growth and diversification, successful fiscal reforms, and the county's modest debt profile…The successful transfer of the medical center to a separate special health district provides further credit comfort."

The following illustrates a history of the County's various debt ratings.

Type of Debt	Fitch	Date Rating Assigned	Moody's	Date Rating Assigned	Standard & Poor's	Date Rating Assigned
General Obligation	AAA(1)	4/25/07	Aa1(1)	4/26/07	AAA(1)	8/21/07
	AA+	11/11/03	Aa3	12/6/01	A+	4/11/97
	AA	12/4/01	Aa3	5/26/00	A	5/27/94
	AA	4/5/00	A-1	11/6/98	AA	6/2/76
			A-2	3/17/97		
			A	6/13/94		
			Aa	7/26/93		
			Aa-1	8/21/81		

Ratio Analysis

Rating analysts compare direct net debt to the population in order to measure the size or magnitude of the County's debt. This ratio is referred to as the Direct Net Debt Per Capita Ratio. The same ratio is applied to all debt within the County which includes School Districts, Cities and Towns, and Special Districts. This ratio is referred to as the Overall Net Debt Per Capita Ratio. The taxable value of the County is a measure of the County's wealth. It also reflects the capacity of the County's ability to service current and future debt. The ratio of Direct Net Debt as a percentage of Full Value (FV) Property is the comparison of direct net debt to the County's taxable value. The same ratio is applied to all debt within the County and is referred to as the Overall Net Debt as a percentage of Full Value Property. The Full Value Property Per Capita ratio represents the per capita value of taxable property in the County. An explanation of how each ratio is calculated is included in the notes adjacent to the following tables.

There are an infinite number of ratios, which could be calculated to measure the County's debt burden. The following analysis focuses on commonly used ratios instead of creating customized ones. The ratios calculated are for governmental activities and do not include business-type activities. The source of repayment is from either the secondary tax levy or by appropriation from the general fund for debt service payments. Debt for which there is a source of repayment; i.e. pledged revenues for car rental service charge, debt service has been excluded.

DIRECT AND OVERALL NET DEBT
MARICOPA COUNTY, ARIZONA

GOVERNMENTAL ACTIVITES	Audited 6/30/06	Unaudited 6/30/07	Projected 6/30/08	Projected 6/30/09
Lease Revenue Bonds (5)	$ 81,225,000	$ 181,275,000	$ 173,670,000	$ 163,900,000
Lease Trust Certificates	9,212,000	6,812,000	-	-
Certificates of Participation (5)	5,115,000	4,715,000	4,295,000	3,850,000
Capital Leases	16,312,891	33,039,132	20,708,904	10,881,485
Installment Purchase Agreements (5)	546,202	205,765	-	-
Direct Net Debt	$ 112,411,093	$ 226,046,897	$ 198,673,904	$ 178,631,485
Overlapping Debt (1)	6,428,761,322	7,488,252,917	8,817,967,481	10,508,389,449
Overall Net Debt	$ 6,541,172,415	$ 7,714,298,814	$ 9,016,641,385	$ 10,687,020,934
Population Estimate (2)	3,778,598	3,880,181	3,992,887	4,105,623
Full Value of Taxable Property (3)	$ 273,817,028	$ 301,474,323	$ 431,682,163	$ 516,677,465
Ratios (4)				
Direct Net Debt Per Capita	$ 29.75	$ 58.26	$ 49.76	$ 43.51
Overall Net Debt Per Capita	$ 1,731.11	$ 1,988.13	$ 2,258.18	$ 2,603.02
Direct Net Debt As Percentage Of Full Value Property	0.0411%	0.0750%	0.0460%	0.0346%
Overall Net Debt As % Of FV Property	2.39%	2.56%	2.09%	2.07%
FV Property Per Capita	$ 72,465.24	$ 77,695.94	$ 108,112.79	$ 125,846.30

Notes:

(1) Projected overlapping debt for 2008 and 2009 was based on a three year average increase for General Obligation Bonds: Cities, Towns, School Districts and Special Assessment Districts. Source: www.azdor.gov

(2) Projections for 2008 and 2009 are based on estimates provided by the Department of Economic Security. Source: www.workforce.az.gov

(3) Full Cash Value` Taxable Property Estimates: 2008 and 2009 provided by Maricopa County Assessor's Office; amounts are in billions (000's omitted).

(4) Summary of Debt Ratios:
- Direct Net Debt per capita = Direct Net Debt/Population
- Overall Net Debt per capita = Overall Net Debt/Population
- Direct Net Debt as a percentage of full value property (FV) = Direct Net Debt/FV property
- Overall Net Debt a percentage of FV Property = Overall Net Debt/FV property
- FV property per capita = FV Property/Population

(5) Governmental activities direct and overall net debt includes the applicable portion of outstanding debt obligations that were reclassified from the transition of the Maricopa County Medical Center (business-type activity) to the Maricopa County Special Health Care District, a separate legal entity. The debt obligations are included in the calculation as they are a direct obligation to the County and are not paid from pledged revenues. Maricopa County will be reimbursed by the Maricopa County Special Health Care District for the debt service payments paid on behalf of the County as provided for in the Intergovernmental Agreement.

Debt Obligations by Type

General Obligation Bonds

Long-term General Obligation Bonds can be issued to finance significant capital improvements for purposes set forth by voters in bond elections. Interest rates on these bonds are generally the lowest of any public securities. Prior to issuance, Arizona GO Bonds must have a majority vote approval from the residents of the County.

On July 1, 2004, the County made the final debt service payment on the outstanding General Obligation Bonds, which were the result of the 1986 general election where the voters authorized the County to issue long-term debt. The resulting proceeds from the sale of the bonds were used for the purpose of making improvements in the County which included Criminal and Civil Courts Facilities, Juvenile Court – Juvenile Treatment and Detention Facilities, Law Enforcement and Public Safety, Regional Park Improvements, Environmental Protection, Sanitary Landfill, Public Health Facilities, Infrastructure, Communication Improvements, etc.

Legal Debt Margin – County indebtedness pertaining to general obligation bonds may not exceed six percent of the value of the County's taxable property ascertained by the last assessment. However, with voter approval, the County may become indebted for an amount not to exceed 15 percent of such taxable property. At June 30, 2007, the County had no outstanding general obligation debt, (0.00% of taxable property), while the 6 percent limit was $2,177,681,616, and the 15 percent limit was $5,444,204,040.

Lease Revenue Bonds

On June 1, 2001, the Maricopa County Public Finance Corporation issued $124,855,000 of Lease Revenue Bonds, Series 2001, to pay for the acquisition, construction and equipment for a planned County Administration Building, Jefferson Street Garage, Clerk of the Court Center, Forensic Science Center and related projects. The issue was also intended to fund improvements to the existing Security Center Building and Jackson Street Garage. Under the terms of the bond indentures, the Corporation received the proceeds to construct and purchase these assets, and the County will make lease payments to extinguish the debt. Lease payments will equal the aggregate amount of principal and interest due at that date. Upon the final lease payment, the title to the assets will transfer to the County. The County's obligation to make lease payments will be subject to and dependent upon annual appropriations made by the County.

On December 3, 2003, the Maricopa County Public Finance Corporation issued Lease Revenue Refunding Bonds, Series 2003, of $16,880,000 (par value) with an interest rate ranging from 2.5% to 4% and maturing on July 1, 2012. The proceeds were used to advance refund the 2000 certificates of participation principal of $4,103,000, 1996 certificates of participation principal of $1,576,452, 1994 certificates of participation principal of $3,815,000, 1993 certificates of participation principal of $580,000, and several capital leases aggregating $11,104,817. The bonds were issued at a premium of $457,156, and debt service reserve accounts previously established totaling $4,461,354 were used for the current refunding and to pay the cost of issuance expense.

On August 29, 2005, the Maricopa County Public Finance Corporation defeased the Medical Center's portion of the Series 2001 Lease Revenue Bonds in the amount of $10,605,000. The County contributed the cash to advance refund the bonds, which mature from July 1, 2006 through July 1, 2015; those bonds maturing on or after July 1, 2012, are callable on July 1, 2011, and are redeemable at par plus accrued interest.

On May 23, 2007, the Maricopa County Public Finance Corporation issued $108,100,000 of Lease Revenue Bonds, Series 2007A, to pay for the acquisition, construction, and renovation for the Durango Animal Care and Control Facility and various court facilities. Under the terms of the bond indentures, the Corporation received the proceeds to construct and purchase these assets, and the County will make lease payments to extinguish the debt. Bonds maturing after July 1, 2017, are subject to optional redemption in increments of $5,000 on July 1, 2016, or any date thereafter, at par plus accrued interest to the date fixed for redemption. In the event of nonappropriation, the bonds would be subject to special redemption at par plus accrued interest to the redemption date.

On May 23, 2007, the Maricopa County Public Finance Corporation issued Lease Revenue Refunding Bonds, Series 2007B, for $32,840,000 (par value) with interest rates ranging from 4% to 5% and maturing from July 1, 2012 to July 1, 2015. The net bond proceeds were $34,414,011 which included a reoffering premium of $973,843, County contributions of $860,000, and cost of issuance of $259,831. The net proceeds were used to advance refund the Lease Revenue Bonds, Series 2001, of $32,215,000, with interest rates ranging from 4.75% to 5.5%, maturing from July 1, 2012 through July 1, 2015, and callable on July 1, 2011. The County defeased lease revenue bonds by placing the proceeds of new bonds in an irrevocable trust to provide for all future debt service payments on the old bonds.

Under the terms of the bond indentures, the Corporation received the proceeds to refund current County debt obligations, and the County will make lease payments to extinguish the debt. The County will be obligated to pay on each lease payment date an amount equal to the lease payments then due. The County's obligation to pay the lease payments will continue until all lease payments due under the lease have been paid. The County's obligation to make lease payments will be subject to and dependent upon annual appropriations made by the County.

SUMMARY OF LEASE REVENUE BOND AMOUNTS OUTSTANDING BY ISSUE
As of June 30, 2007

Bond Issue	Amount
2001 Lease Revenue Bonds	$ 33,140,000
2003 Lease Revenue Refunding Bonds	7,195,000
2007A Lease Revenue Bonds	108,100,000
2007B Lease Revenue Refunding Bonds	32,840,000
Total	$ 181,275,000

DEBT SERVICE REQUIREMENTS TO MATURITY
Lease Revenue Bonds
Maricopa County, Arizona
As of June 30, 2007

Year Ending June 30	Governmental Activities Principal	Governmental Activities Interest	Business-Type Activities Principal	Business-Type Activities Interest
2008	$ 7,597,750	$ 5,545,962	$ 7,250	$ 791
2009	9,762,476	7,625,882	7,524	587
2010	10,610,076	7,147,685	4,924	394
2011	11,139,939	6,630,357	5,061	238
2012	10,579,802	6,103,709	5,198	81
2013-17	50,550,000	22,974,035	4,924	394
2018-22	21,165,000	15,410,610	5,061	238
2023-27	26,605,000	9,819,300	5,198	81
2028-32	33,235,000	3,159,551	-	-
Total	$ 181,245,043	$ 84,417,090	$ 29,957	$ 2,091

On January 1, 2005, the Maricopa County Medical Center (business-type activity) was transitioned to the Maricopa County Special Health Care District, a separate legal entity. The following represents the reimbursement schedule for debt service obligations to Maricopa County from the Maricopa County Special Health Care District as provided for in the Intergovernmental Agreement.

REIMBURSEMENT REQUIREMENTS TO MATURITY
Special Health Care District (Lease Revenue Bonds)
Maricopa County, Arizona
As of June 30, 2007

Year Ending June 30	Principal	Interest	Total Debt Service
2008	$ 1,606,741	$ 563,380	$ 2,170,121
2009	1,478,163	503,182	1,981,345
2010	1,526,943	435,430	1,962,373
2011	1,603,528	363,562	1,967,090
2012	1,075,113	297,639	1,372,752
2013-16	4,927,438	554,964	5,482,402
Total	$ 12,217,926	$ 2,718,157	$ 14,936,083

Lease Trust Certificates

On August 28, 2004, the Maricopa County Public Finance Corporation entered into Lease Trust Certificates with a financial institution not to exceed $15,000,000 with a fixed interest rate of 4.165 percent and maturing on June 1, 2011. The Lease Trust Certificates will be on a draw-down basis and will be re-amortized after each draw down. The purpose of the Lease Trust Certificates is to provide financing for the construction and capital equipment for the Human Services Campus. The County is obligated to make the principal and interest payments on the amounts borrowed under this agreement. As of June 30, 2007, the County had drawn all $15,000,000 from the lease trust certificates.

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2007

Lease Trust Certificates Issue	Amount
Total Lease Trust Certificates, Series 2004	$ 6,812,000

DEBT SERVICE REQUIREMENTS TO MATURITY
Lease Trust Certificates
Maricopa County, Arizona
As of June 30, 2007

Year Ending June 30	Principal	Interest	Total Debt Service
2008	$ 1,617,000	$ 250,394	$ 1,867,394
2009	1,617,000	183,401	1,800,401
2010	1,700,000	114,327	1,814,327
2011	1,800,000	41,441	1,841,441
2012	95,000	1,978	96,978
Total	$ 6,812,000	$ 591,541	$ 7,403,541

Special Assessment Districts

A Special Assessment District (County Improvement District) process begins with the circulation of a petition. The petition must be signed by either a majority of the persons owning real property or by the owners of 51 percent or more of the real property within the limits of the proposed district. With the approval of the petition by the Board of Supervisors, a new improvement district is established. County Improvement Districts are further described in A.R.S., Title 48, Chapter 6, Article 1.

With the Board of Supervisors acting as the Board of Directors for each district, approval of an engineer, and the approval of plans, specifications and cost estimates soon follow. Each of these early phases of the improvement district process contains regulations for public notification through posting of the property, publication in the local newspaper, and the establishment of a protest period.

Once the Board approves the awarding of the bid, construction follows. Since the residents pay for these improvements, an assessment is levied against each property owner. Depending on the type of improvement, some assessments are carried on the property tax roll, while others are collected through the County Improvement District Office. If the property owners are unable to prepay the improvement assessment within 30 days after the completion of the work, bonds are sold for the balance of the construction amount. The bonds are collateralized by properties within the District. The receivable is held by the Improvement District, and billed on a semi-annual basis. In cases of a delinquent payment of an assessment, the lien including penalty and interest may be sold at a public auction. If there is no purchaser for the lien, the District (not the County) will assume, as a general obligation, the amount of the assessment and interest accruing thereon.

The following table illustrates the outstanding principal amount by issue for the Special Assessment District Bonds.

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2007

Bond Issue	Amount
Queen Creek Water	$ 33,027
Central Avenue	22,065
Billings Street	1,049
Marquerite Drive	8,565
7th Street North	38,371
Total	$ 103,077

Certificates of Participation

Certificates of Participation represent proportionate interests in semiannual lease payments. The County's obligation to make lease payments is subject to annual appropriations made by the County for that purpose.

On November 1, 2000, Maricopa County Public Finance Corporation issued $6,975,000 of Certificates of Participation to pay for the cost of construction for the Desert Vista Health Center.

The following schedule shows all outstanding debt service for the Certificates of Participation as of June 30, 2007. On January 1, 2005, the outstanding debt obligations were reclassified from the transition of the Maricopa County Medical Center (business-type activity) to the Maricopa County Special Health Care District, a separate legal entity. Maricopa County will pay the debt service, including principal and interest, as they become due and payable and will request reimbursement from the Maricopa County Special Health Care District as required by the Intergovernmental Agreement.

The following schedule reflects the Maricopa County debt service requirements which will be reimbursed by the Maricopa County Special Health Care District as required by the Intergovernmental Agreement.

DEBT SERVICE REQUIREMENTS TO MATURITY
Certificates of Participation
Maricopa County, Arizona
As of June 30, 2007

Year Ending June 30	Governmental Activities	
	Principal	Interest
2008	$ 420,000	$ 233,258
2009	445,000	212,170
2010	465,000	189,759
2011	490,000	166,000
2008	420,000	233,258
2013 – 16	2,375,000	266,396
Total	$ 4,715,000	$ 1,208,073

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2007

Certificate of Participation Issues	Amount
Total Certificates of Participation, Series 2000	$ 4,715,000

Capital Leases (Lease-Purchase Obligations)

Maricopa County uses lease-purchase financing to expand its borrowing power. This financing technique provides long-term financing through a lease (with a mandatory purchase provision). Lease-purchase agreements use non-appropriation clauses to avoid being classified as long-term debt, which might be subject to State legal restrictions. This clause allows the government to terminate the lease without penalty. However, because it is not likely that the County would be willing to forego the property, lease-purchase agreements are considered long-term obligations for policy-planning purposes, regardless of the legal structure.

The County maintains many capital leases, with the majority relating to the computer equipment refresh program, wherein most personal computers are replaced every three years.

The security for lease-purchase financing is the lease payments made by the County and, where legally permitted, also the asset being financed. The following schedule shows all outstanding capital leases as of June 30, 2007.

Capital Leases Governmental Activities Maricopa County, Arizona Fiscal Year Ending June 30, 2007	
2008	$ 13,358,637
2009	10,440,541
2010	7,964,971
2011	2,424,699
2012	855,248
Total minimum lease payments	35,044,096
Less: Amount representing interest	(2,004,964)
Present value of net minimum lease payments	$ 33,039,132

Installment Purchase Contracts Payable

The County has entered into installment purchase contracts payable for the acquisition of medical equipment used in the Maricopa County Special Health Care District The Maricopa County Special Health Care District is obligated to reimburse the County for the debt service payments as required by the Intergovernmental Agreement. The total purchase price of the capital equipment was $2,382,705.

The future minimum payments required under the contracts at June 30, 2007, are as follows.

Installment Purchase Contracts Payable Governmental Activities Maricopa County, Arizona Fiscal Year Ending June 30, 2007		
2008	$	208,863
Total minimum lease payments		208,863
Less: Amount representing interest		(3,098)
Present value of net minimum lease payments	$	205,765

Debt Policies

Regular, updated debt policies are an important tool to ensure the use of the County's resources to meet its financial commitments to provide needed services to the citizens of Maricopa County and to maintain sound financial practices.

Administration of Policy

The County Manager is the Chief Executive of the County. With the exception of those responsibilities specifically assigned by state statute to the Chief Financial Officer, the County Manager is ultimately responsible for recommending the approval of any form of County borrowing. The Chief Financial Officer coordinates the administration and issuance of debt, as designated by the County Manager.

The Chief Financial Officer is also responsible for attestation of disclosure and other bond-related documents. References to the "County Manager or his designee" in bond documents are hereinafter assumed to assign the Chief Financial Officer as the "designee" for administration of this policy.

Use of Debt Financing

Debt financing includes General Obligation Bonds, Revenue Bonds, Certificates of Participation, Lease/Purchase agreements, and other obligations permitted to be issued or incurred under Arizona law.

Method of Sale

Debt issues of the County may be sold by competitive, negotiated, or private-placement sale methods unless otherwise limited by state law. The selected method of sale will be the option which is expected to result in the lowest cost and most favorable terms given the financial structure used, market conditions, and prior experience.

Competitive Sale

The County will use the competitive sale method unless there are compelling reasons which indicate that a negotiated sale or private placement would have a more favorable result due to prevailing conditions in the market, a financing structure which requires special pre-marketing efforts, or factors are present that are expected to result in an insufficient number of competitive bids. Advantages of using a competitive sale are that the issuer is getting the lowest net interest cost on that day and time and all parties are given an equal opportunity, but timing is very inflexible.

Negotiated Sale

When determined to be appropriate, the County may elect to sell its debt obligations through a negotiated sale. Such determination may be made on an issue-by-issue basis, for a series of issues, or for part or all of a specific financing program. Negotiated underwriting may be considered upon recommendation of the Chief Financial Officer. Advantages of a negotiated sale are that timing is extremely flexible, the size of the issue can be easily changed at last minute, and the issuer has influence over the underwriter selection and bond distribution.

Use of Bond Insurance

This is an insurance policy purchased by an issuer or an underwriter for either an entire issue or specific maturities. It will guarantee the payment of principal and interest, which in turn provides a higher credit rating and thus a lower borrowing cost for an issuer.

The present value of the estimated debt service savings from insurance should be at least equal to or greater than the insurance premium when insurance is purchased directly by the County. The bond insurance company will usually be chosen based on an estimate of the greatest net present value insurance benefit (present value of debt service savings less insurance premium).

Arbitrage Liability Management

Arbitrage is defined as the practice of simultaneously buying and selling an item in different markets in order to profit from a spread in prices or yields resulting from market conditions.

Arbitrage profits are made by selling tax-exempt bonds and investing the proceeds in higher-yielding taxable securities, when referencing municipal bonds. Municipal issuers are allowed to make arbitrage profits under certain restricted conditions. The sale of tax-exempt bonds primarily for the purpose for making arbitrage profits is prohibited by Section 103(c) of the Internal Revenue Code.

The Debt Management Division of the Department of Finance has established a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code. This includes tracking investment earnings on bond proceeds, using outside experts to assist in calculating rebate payments, preparing returns, and making payments in a timely manner in order to preserve the tax-exempt status of the County's outstanding debt issues. Additionally, general financial reporting and certification requirements embodied in bond covenants are monitored to ensure that all covenants are met. The County structures its financing in such a way as to reduce or eliminate future Arbitrage Rebate liability, wherever feasible.

Selection of Professional Services

The Chief Financial Officer shall be responsible for establishing a solicitation and selection process for securing professional services that are required to develop and implement the County's debt program. Goals of the solicitation and selection process shall include encouraging participation from qualified service providers, both local and national, and securing services at competitive prices.

Bond Counsel

Bond counsel is consulted to render opinions on the validity, enforceability, and tax-exempt status of the debt and related legal matters, and to prepare the necessary resolutions, agreements and other documents.

Financial Advisor

A financial advisor is consulted to advise on the structuring of obligations to be issued, inform the County of various options, advise the County as to how choices will impact the marketability of County obligations and provide other services as defined by contract. To ensure independence, the financial advisor may not bid on nor underwrite any County debt issues.

Competitive proposals will be taken periodically for services to be provided over a period of one year with annual renewal options.

Other professional services will be retained, when required, including managing underwriters, credit agencies, escrow agents, trustees, printers, and others. These services will be procured when in the best interest of the County by a competitive selection process.

Continuing Disclosure of County Financial Information

Annual financial statements and other pertinent credit information, including the Comprehensive Annual Financial Report (CAFR), will be provided by the County upon request. A copy of the CAFR can be viewed from the Maricopa County home page at: http://www.maricopa.gov/finance/. All material that has a pertinent bearing on County finances will be provided to the agencies that maintain a rating on County securities.

The Chief Financial Officer shall be responsible for providing ongoing disclosure information to established national information repositories and for maintaining compliance with disclosure standards dictated by state and national regulatory bodies.

Copies of official statements for future issuances of its bonds will be available through the following recognized municipal repositories:

Bloomberg Municipal Repository
100 Business Park Drive
Skillman, NJ 08558
Phone: (609) 279-3225
Fax: (609) 279-5962
http://www.bloomberg.com/markets/rates/municontracts.html
Email: Munis@Bloomberg.com

DPC Data Inc.
One Executive Drive
Fort Lee, NJ 07024
Phone: (201) 346-0701
Fax: (201) 947-0107
http://www.MuniFILINGS.com
Email: nrmsir@dpcdata.com

FT Interactive Data
Attn: NRMSIR
100 Williams Street, 15th Floor
New York, NY 10038
Phone (212) 771-6999; (800) 689-8466
Fax: (212) 771-7390
http://www.interactivedata-prd.com
Email: NRMSIR@Interactivedata.com

Standard & Poor's
Security Evaluations, Inc.
55 Water Street – 45th Floor
New York, NY 10041
Phone: (212) 438-4595
Fax: (212) 438-3975
http://www.disclosuredirectory.standardandpoors.com/
Email: nrmsir_repository@sandp.com

The Securities and Exchange Commission released final "continuing disclosure" rules (the "Rules") for municipal bond issues on November 10, 1994, (amended existing Rule 15c2-12). The Rules, which in general were effective on July 3, 1995, impact nearly every issuer of municipal securities. The stated purpose of the Rules is to deter fraud and manipulation in the municipal securities market by prohibiting the underwriting and subsequent recommendation of securities for which adequate information is not available. No underwriter can purchase or sell bonds in an offering of more than $1,000,000 after July 3, 1995, unless it has reasonably determined that an issuer has undertaken to provide, on a continuing basis, both annual financial information and notices of specified material events affecting the issuer or its securities to the public information repositories. This is applicable unless an exemption applies. The County intends to fully comply with the "continuing disclosure" rules.

Maturity Structures

Principal payment schedules should not extend beyond the economic life of the project or equipment financed. The structure of debt issued by the County should be to provide for either level principal or level debt service. Except in select instances, deferring the repayment of principal should be avoided.

Ratings

The County's goal is to maintain or improve its bond ratings. To that end, prudent financial management policies will be adhered to in all areas. The Chief Financial Officer shall be responsible

for maintaining relationships with the rating agencies that currently assign ratings to the County's various debt obligations. The County will maintain a line of communication with the rating agencies informing them of major financial events in the County as they occur. Full disclosure of operations will be made to the bond-rating agencies. County staff, with the assistance of the financial advisor and bond counsel, will prepare the necessary materials for presentation to the rating agencies. A personal meeting with representatives of the rating agencies will be scheduled every few years or whenever a major project is initiated.

Modification to Policies

These policies will be reviewed annually, and significant changes may be made with the approval of the County Manager. Significant policy changes will be presented to the Board of Supervisors for approval.

Attachments

Budgeting for Results Policy Guidelines

Introduction

The purpose of this policy is to set forth the guidelines for developing budgets for Maricopa County, as well as the Flood Control, Library, and Stadium Districts. Maricopa County's budget process provides for responsible management of taxpayers' resources, while insuring that funds are directed towards achieving results at all levels.

Definitions

Budgeting for Results: A process in which budgetary decisions are based on or informed by performance information that describes the cost or efficiency of producing an activity and the results achieved for customers. This is accomplished by structuring the accounting and budgeting systems according to the structure of Departments' Strategic Plans.

Structurally Balanced Budget: A budget in which all recurring expenditures are fully supported by recurring sources of funding.

Policy Guidelines

1. General Guidelines for Budget Development:

a). The budget will be based on conservative revenue estimates and will be ***structurally balanced.*** The budget will be formulated in accordance with the *Reserve and Tax Reduction Policy Guidelines (B1007)*.

b). In accordance with the Board of Supervisors/Board of Directors' *Managing for Results Policy (B6001)*, Budgeting for Results is part of an overall management system that integrates planning, budgeting, reporting, evaluating and decision-making that is focused on achieving results and fulfilling public accountability. Departments/Special Districts are required to participate in the strategic planning process, and their plans and performance measures, along with strategic direction from the Board of Supervisors/Board of Directors, will be the primary basis for funding decisions.

c). The Office of Management and Budget will analyze all base budgets to identify possible reductions, and will analyze all results initiative requests in detail, with particular focus on their impact on results.

d) Directors and Program Managers will critically review new, unfunded or under-funded program mandates from the State and Federal governments in order to determine the fiscal impact to the County and to identify funding solutions.

e) All positions will be fully funded in the budget or designated for elimination in accordance with the *Funded Position Policy (B3001).*

f) Wherever possible, grants and other non-local revenue sources will be used before allocating General Fund resources or other local revenues. Grant and other special revenue budgets will be developed in accordance with the *Policy for Administering Grants (F2001)* and the *Indirect Cost Policy for Grant Programs (F2002)*. Matching funds will be budgeted only to the extent required by law or by contracts and agreements specifically approved by the Board of Supervisors/Board of Directors.

Budgeting for Results Policy Guidelines (continued)

g) Wherever possible, the annual budget will provide for the adequate and orderly replacement of facilities and major equipment from current revenues based on confirmed analytical review of need. Vehicle replacement will conform to the *Policy for Vehicle Replacement (B4002)*.

2. Revenue:

a) Existing grant agreements or grant applications must support budget requests for grants.
b) Where appropriate, services and programs will be supported by user fees. User fees will recover the County's full direct and indirect costs, unless market considerations dictate otherwise. All user fees will be reviewed annually in conjunction with the budget development process. Because expenditures supported by user fees are generally subject to the Constitutional expenditure limitation, such expenditures must be carefully reviewed, and user fee rates should be reduced if they can no longer be justified by actual expenditures.
c) Anticipated revenue to the County from fee increases will not be budgeted unless the Board of Supervisors/Board of Directors has approved such increases.
d) All Departments/Special Districts, including elected officials and the Judicial Branch, will report to the Board of Supervisors/Board of Directors via the Office of Management and Budget all non-appropriated funding sources available to support their operations and programs, either directly or indirectly. When investigatory or security issues are of concern, such issues will be addressed on an individual basis.

3. Expenditures:

a) Departments/Special Districts shall submit base expenditure requests within the budget target provided by the Office of Management and Budget. The Office of Management and Budget will develop targets for each fund budgeted by a Department/Special District according to its current budget, with adjustments as directed by the Board of Supervisors/Board of Directors.
b) Requests for funding above base level must be submitted as *Results Initiatives Requests*, and must be directed to achievement of approved strategic goals that align with the direction of the Board of Supervisors/Board of Directors. Requests for additional funding will be considered only if departments/special districts have met the requirements for “Planning for Results” under the *Managing for Results Policy (B6001)*. Results Initiative Requests must be supported by complete performance measures that can be used to monitor and evaluate the initiative’s success if funded. The Board of Supervisors/Board of Directors may annually adopt guidelines and priorities for results initiative requests. The Office of Management and Budget will review all results initiative requests and make recommendations according to the guidelines and priorities established by the board of supervisors/board of directors.
c) In order to promote consistent and realistic budgeting of personnel, all personal service budgets shall include a reasonable allowance for personnel savings due to natural staff turnover. The rate of personnel savings should be budgeted based on past experience. Budgeted personnel savings may be budgeted conservatively for smaller departments that are subject to greater variations in staff turnover.
d) No "carryover" capital outlay or capital improvements will be budgeted unless specifically approved by the Board of Supervisors/Board of Directors. Departments that do not identify and receive approval for carryover items will be required to eliminate them or fund them from within their operating budgets.

Budgeting for Results Policy Guidelines (continued)

e) Major Maintenance projects and Vehicle Replacement for General Fund Departments will be budgeted in General Government. All non-General Fund Departments will fund their own Major Maintenance projects and Vehicle Replacement.

4. Budget Process:

a) All Appointed, Elected and Judicial Branch Departments/Special Districts will follow these policy guidelines in preparing their Annual budget requests.
b) All Appointed, Elected, and Judicial Branch Departments/Special Districts will submit budget requests to the Office of Management and Budget (OMB) following the detailed timeline, directions and format prescribed by OMB.
c) Department/Special District financial reporting structures will be established by the Financial Reporting Review Committee and must be finalized prior to budget submission.
d) All budget requests will be submitted at a detailed level by department, fund, organization unit, Program/Activity, object/revenue source, and month. Departments/Special Districts will prepare their budget requests in the budget preparation system provided by the Office of Management and Budget, and will follow all system instructions.
e) The Deputy County Administrator (DCA) will negotiate budget recommendations with Elected Officials and Judicial Branch departments. If agreement cannot be reached with the DCA, the Presiding Judge and elected officials may first continue negotiation directly with the County Administrative Officer or, if agreement still cannot be reached, with the Board of Supervisors.

5. Capital Improvement Projects:

a) Upon recommendation of the Facilities Review Committee and identification of available funding, the Office of Management and Budget will recommend a five-year Capital Improvement Program to Board of Supervisors/Board of Directors in accordance with the Capital Improvement Program Policy.
b) The Board of Supervisors/Board of Directors may allocate carry-over fund balances to one-time capital items in accordance with the *Reserve and Tax Reduction Policy (B1007)*.
c) When requesting funding for capital improvement projects, Departments/Special Districts will provide estimates of increased operating costs associated with each individual project.
d) Capital improvement program budgets may include a contingency budget reserve to fund project overages of up to 10% or $1,000,000, whichever is less.

6. Internal Charges and Indirect Cost Allocations:

a) Internal service departments and County Counsel will develop estimates of base and discretionary charges for each Department/Special District they serve according to instructions and schedules provided by OMB. All estimates will be reviewed by the user departments, OMB and Finance.
b) al charges will be based strictly on recovery of <u>actual costs</u> for providing services or sharing use of equipment or facilities; charges between Departments/Special Districts that are based on “market rates” and exceed actual costs are prohibited. Allocation of costs between funds for shared use of buildings or equipment will be determined consistent with the Central Service Cost Allocation plan prepared by the Department of Finance.
c) Base-level or non-discretionary internal services will be charged at the fund level. General Fund department charges will be budgeted in, and paid from, General Government. Discretionary internal service charges are the responsibility of the requesting Department/Special District.

Budgeting for Results Policy Guidelines (continued)

d) The Department of Finance will assess Central Service Cost Allocation charges from all non-General Fund agencies except grants based on a full-cost allocation methodology. The Department of Finance will provide departments that administer grants with an indirect cost rate established according to the methodology allowable by the grantor.

e) Funding for the Self-Insurance Trust Fund will be assessed from all funds as a base-level charge based on a funding plan developed by the Risk Management Department. The funding plan will provide for an ending cash balance equal to the projected paid losses and claims-related expenses for the upcoming fiscal year.

BUDGETING FOR RESULTS GUIDELINES AND PRIORITIES

Approved by the Board of Supervisors on December 3, 2007

The purpose of these guidelines and priorities is to provide direction from the Board of Supervisors to the Office of Management and Budget and all departments so that they can develop a sustainable, structurally balanced budget that achieves, within available resources, the County's mission and strategic goals as set forth in the 2005-10 Strategic Plan.

Employee Compensation:

Employee compensation increases will depend on the availability of funding, and will be decided upon later in the budget process. In the meantime, the Office of Management and Budget and departments will address compensation funding in the following manner:

1. Department budget requests will include supplemental requests for performance-based salary adjustments that will average **no more than 2.5%** for current eligible employees, which will be decided upon at a later date subject to availability of funding.
2. Funding for performance-based salary adjustments will not be allocated without direction from the Board of Supervisors.
3. Market salary adjustments will be prioritized to address only the most critical turnover, retention and recruitment issues that have a significant impact on critical public services. Departments will be expected to offset the cost of market salary adjustments with other budget reductions in addition to any other reductions otherwise necessary to balance the budget. Departments may not include requests for new market compensation funding in their budget requests.

Base Budget Targets:

Base budgets for all departments and funds will be prepared within target amounts equal to their current budgets plus authorized adjustments. The Office of Management and Budget is directed to adjust budget targets for the following:

1. Annualized cost of FY 2007-08 approved Results Initiatives;

2. Annualized impact of FY 2007-08 mid-year appropriation adjustments, including FY 2007-08 administrative service reductions;

3. Annualized impact of other items (including intergovernmental agreements) that were approved by the Board of Supervisors, so long as the impact was disclosed at the time of Board approval.

4. Items required by State law, such as judges' and elected officials' salary increases and mandated contributions to AHCCCS, ALTCS and other programs.

5. Other technical adjustments as required.

All departments must submit their base expenditure budget requests within their budget targets. If justified by revenue projections, base revenue budget requests may exceed revenue targets. Revenue targets for non-General Fund budgets will include an adjustment as necessary to maintain structural balance (recurring revenues equal to or greater than recurring expenditures) within the fund. If the revenue target cannot be met, departments must reduce base expenditures and base revenue by an amount sufficient to restore structural balance.

BUDGETING FOR RESULTS GUIDELINES AND PRIORITIES (continued)

Base Budget Reductions

Lower growth and declines in revenue will challenge Maricopa County to continue to provide results for the people it serves. In order to meet this challenge, all departments are urged to collaborate with the Office of Management and Budget to identify budget improvements through greater efficiency and reduction or elimination of services that have little or no impact on results. All elected, judicial and appointed departments are requested to present options for reductions of 5%, 10% and 15% from their base targets.

Requests for Additional Funding:

It is anticipated that base expenditure reductions will need to be made to balance the FY 2008-09 budget. Any supplemental funding will therefore need to be offset by further budget reductions. All elected officials, presiding judges, and department directors, as well as all department managers will be challenged to find innovative ways to maintain service levels as much as possible while finding opportunities for budget enhancement (reduced expenditures or increased revenue). Consequently, Results Initiative Requests will not be considered except to address critical or emergency issues or to implement opportunities for expenditure reduction or revenue enhancement, and only as directed by the Board of Supervisors.

Capital Improvement Program

No new capital projects or increases in budgets for current projects can be funded unless a new funding source is identified that can support both the project itself and future operating costs. In order to restore a structurally-balanced budget, existing or planned debt payments from operating revenues will be eliminated or funded through use of reserve funds.

Information Technology

The Office of Management and Budget, the Office of Enterprise Technology and departments will explore opportunities for more efficient and effective information technology (including telecommunications) through consolidation of resources. New information technology projects will be considered if they have a return on investment with direct benefits of three years or less.

BUDGETING FOR RESULTS GUIDELINES AND PRIORITIES (continued)

Use of Budget Stabilization Reserves and Fund Balances

The FY 2008-09 budget may provide for use of fund balances designated for budget stabilization so long as such uses are consistent with the *Reserve and Tax Reduction Policy.* The priority for use of fund balance reserves is to retire or fund outstanding debt in order to relieve operating budgets from supporting ongoing debt service payments. Fund balances in the Detention Fund now designated for capital projects may be used to offset a portion of the operating deficit, so long as there is a reasonable expectation that expenditure adjustments and future revenue growth will restore structural balance in the Detention Operations Fund.

Budget Calendar

FY 2008-09 Budget Calendar

12/3/2007	Board Approves FY 2008-09 Budgeting for Results Guidelines and Priorities
12/3/2007 - 12/28/2007	OMB Develops Targets, Internal Charges, Forms & Instructions
12/17/2007 - 12/28/2007	Budget System, Information, Targets and Instructions provided to Departments
12/17/2007 - 2/1/2008	Departments Prepare & Submit Budget Requests
2/1/2008 - 4/4/2008	OMB Analyzes Department Budgets, Develops Recommendations
2/11/2008	Assessed Values & Levy Limits Reported by Assessor
3/3/2008 - 3/28/2008	OMB & Departments Review Budget Recommendations
3/14/2008	Departments Submit Final CIP Budgets
4/4/2008 - 5/2/2008	OMB Consolidates Budget, Prepares Budget Document
5/5/2008 - 5/9/2008	Board Briefings
5/19/2008	Recommended Budget Presentation
5/21/2008	Tentative Budget Adoption
5/22/2008 - 6/17/2008	Publication of Tentative Budget & Truth in Taxation Notice
6/16/2008	Final Budget Adoption
8/18/2008	Property Tax Levy Adoption

Budgeting for Results Accountability Policy

Introduction

A.R.S. §42-17106 specifies that the County may not incur expenditures in excess of the amounts appropriated by the Board of Supervisors in the annual budget. A Special District may not exceed its duly adopted budget without an action by its Board of Directors amending its budget. The Budgeting for Results Accountability Policy provides Departments/Special Districts with flexibility in managing their allocated public resources in order to achieve results for customers while upholding accountability for spending within legal appropriations.

Definitions

Appropriation Adjustment: A change in an appropriated budget, which must be approved by the Board of Supervisors/Board of Directors.

Appropriated Budget: A budget legally adopted by the Board of Supervisors/Board of Directors, which authorizes expending funds or incurring obligations for a specific purpose, referred to as "budget items" in A.R.S. §42-17106. Appropriations may be set at different levels as directed by the Board of Supervisors/Board of Directors.

Appropriation Level: The level of detail to which a budget is appropriated by the Board of Supervisors/Board of Directors, such as by department and fund, project, activity, etc.

Department: All County/District departments, including elected and judicial branch agencies and/or offices as well as appointed departments and/or offices.

Detailed Budget: The detailed budget plan within an appropriated budget. In Maricopa County, detailed budgets are specified by month, function, organizational unit, program/activity/service, object/source, and position.

Function: Classification of expenditures and revenues by recurring vs. non-recurring uses, including projects.

Special District: Special Districts for which the Maricopa County Board of Supervisors acts as the District Board of Directors, including the Flood Control, Library, and Stadium Districts.

Policy Guidelines

1. At a minimum, the Office of Management and Budget shall validate that all detailed budget adjustments balance and reconcile to appropriations set by the Board of Supervisors/Board of Directors.

2. All budgets are appropriated and controlled by the Board of Supervisors/Board of Directors at the level of department and fund, with appropriated budgets for any specific projects included within a department/fund. Where applicable, appropriation levels may be established by function, program/activity, or object of expenditure.

3. Appropriated budgets are not guaranteed from one fiscal year to the next. Each year, appropriated budgets for each department shall be recommended by the Office of Management and Budget according to the Budgeting for Results Policy Guidelines (B1006).

Budgeting for Results Accountability Policy (continued)

4. Departments shall develop and maintain detailed revenue and expenditure budgets that will be loaded into the main financial system. Detailed budgets will be prepared by month, function, organizational unit, program/activity/service, object/source and position according to instructions developed by the Office of Management and Budget. Detailed budgets shall exactly equal appropriated budgets approved by the Board of Supervisors/Board of Directors. The Office of Management and Budget shall validate that all detailed budget adjustments balance and reconcile to appropriations set by the Board of Supervisors/Board of Directors.

5. Appropriated budgets shall be changed during the fiscal year only with Board of Supervisors/Board of Directors approval, with the exception of grants approved by the Board of Supervisors/Board of Directors in the previous fiscal year and carried over into the next fiscal year. The Office of Management and Budget may approve appropriation adjustments for carried-over grants if the Board of Supervisors/Board of Directors previously appropriated the grant, and the Department of Finance certifies the carried-over grant balance.

6. The Board of Supervisors/Board of Directors must approve all changes in project appropriations. All requests for changes in project appropriations must be accompanied by a request for Board of Supervisors/Board of Directors approval to amend the relevant five-year capital improvement program or other project plan approved by the Board of Supervisors/Board of Directors.

7. In order to maximize results, departments have the flexibility to incur expenditures that vary from their detailed budgets for the remainder of the current fiscal year, so long as they comply with the appropriated budget. This flexibility is accompanied by the responsibility to produce expected results while absorbing unanticipated spending increases. If a department requests an appropriated budget increase or contingency transfer for an unanticipated spending increase, the Board of Supervisors/Board of Directors may adopt appropriated budgets for that department at the level of program/activity and/or object of expenditure.

8. All positions must be fully funded in accordance with the Funded Positions Policy (B3001). In order to create new positions, departments must first verify full-year funding. If a position loses funding, it shall be identified and eliminated.

9. Departments shall not recommend for approval any agreements that commit the County/Special District to expenditures for which funding is not identified in future years. Departments shall verify funding for all purchase requisitions or other contracts or agreements.

10. Department expenditures and revenues shall be monitored and reported on a monthly basis throughout the fiscal year. The Department of Finance shall prepare and submit to the Board a comprehensive monthly analysis of budget variances by department and fund or by lower appropriation level, and will investigate any negative year-to-date variances.

11. Any departments for which the Department of Finance reports a negative year-to-date expenditure or revenue variance must provide a written explanation and corrective action plan to the Department of Finance and the Office of Management and Budget. The Office of Management and Budget and the Department of Finance will review and approve all corrective action plans, and report them to the Board once they are finalized.

12. If there is a significant risk that a department will exceed its appropriated budget, the Board of Supervisors/Board of Directors may adopt appropriated budgets for that department at the level of program/activity and/or object of expenditure.

Budgeting for Results Accountability Policy (continued)

13. Departments shall not exceed their appropriated expenditure budgets. Departments shall be required to reduce expenditures to offset any shortfall in their budgeted revenue unless the Board of Supervisors/Board of Directors has approved other adjustments to offset the shortfall. At the close of the fiscal year, the Department of Finance will prepare and submit to the Board of Supervisors/Board of Directors a comprehensive report of audited actual expenditures and expenditures relative to all department appropriated budgets. The report will include an explanation of each instance in which expenditures exceeded appropriated budgets.

14. If a department exceeds its appropriated expenditure budget, the department's expenditures will be reviewed by the Office of Management and Budget to identify the causes of the overrun. The Office of Management and Budget will report its findings, along with a recommended corrective action plan, to the Board of Supervisors/Board of Directors. Corrective action plans may include (but will not be limited to) adopting appropriated budgets for that department at the level of program/activity and/or object of expenditure and a reduction of the department's appropriated budget in the subsequent fiscal year in an amount up to the amount of the overrun in the prior fiscal year.

Funded Position Policy

Introduction

The purpose of the Funded Positions Policy is to establish guidelines for adding, deleting and changing positions so that all authorized positions are fully funded on an annualized basis, and that any filled or vacant position that becomes unfunded or under-funded is either fully funded or deleted.

Definitions

Full Time Equivalent (FTE): A value equivalent to a number of employees paid full time (forty hours per week, or from 2,080 to 2,096 hours per year, depending on the calendar). A half-time position that is paid 20 hours per week equates to .5 FTE; four half-time positions, each paid for 20 hours per week, equals 2.0 FTE, and so on. A single position may have an FTE value greater than zero, but not greater than 1.0. A group of positions has an aggregate FTE value based on the FTE values of the specific positions within the group.

Fully Funded Position: An authorized position that is fully funded by the general revenues of the County, a special revenue source, or a grant.

Payroll Liability: The salaries, benefits, payoff of accrued vacations and compensatory time, and career center expenses that result from a reduction in force.

Under-funded Position: A position for which a County Department/Special District has 1% to 99% of the funding required to support it on an annualized basis

Unfunded Position: A position that is not funded.

New Position Establishment Policy Guidelines

In order to create a new position, County Departments/Special Districts must submit a request to the Office of Management and Budget (OMB) on an official form that includes the following information:

- Working title and description of the position or positions requested.
- The number of positions requested and FTE value(s) of the position(s) requested.
- A Brief description of the purpose of the new position(s), including relation to program/ activity/service, performance measures, key results, and strategic goals.
- The full cost of the requested position(s), including not only direct salaries and benefits, but also indirect costs such as uniform allowances, equipment, and mandated or essential training. The County Department/Special District will also indicate whether it has enough building space, or identify the costs and sources of funding for additional space if needed.
- The funding source of the position(s) and location in the current budget.
- A list of any positions to be deleted in conjunction with creating the new position, along with a description of any other budgetary reductions made to offset the cost of the new position(s).
- Justification of why budget savings, including savings from deleted positions, should be used to create new positions and not result in a budget reduction.

The County Department/Special District director, elected official or chief deputy to an elected official must sign all position requests.

Funded Position Policy (continued)

Position requests must be sent to the Office of Management and Budget for review. OMB will verify that the requested positions have been budgeted appropriately and that there is adequate funding to support the budget as a whole, including the requested position(s). OMB will not approve new positions unless their fully annualized cost can be supported within the County Department's/Special District's current appropriation, or if the Board of Supervisors/Directors has approved other funding. OMB will also verify that the request complies with established policies and priorities of the Board of Supervisors/Directors.

On approval by OMB, position requests from Elected or Judicial Branch departments will be forwarded to Compensation for review of job description and salary information. Requests from appointed County Departments/Special Districts will be forwarded to the Deputy County Administrator for final approval before they are forwarded to Compensation.

If a position request is denied, Elected or Judicial Branch departments may appeal the decision to the Board of Supervisors/Directors. If the Board of Supervisors/Directors approves a position request on appeal, the approval must be accompanied by an action to provide funding for the position(s) as necessary.

Position Funding Policy Guidelines

Each year as part of the budget process, County Departments/Special Districts must verify that budgets and funding are adequate to support all authorized positions. The Office of Management and Budget will validate that position funding is adequate, and will identify all positions that are potentially unfunded or under funded.

Personnel will be budgeted by market range title, full-time equivalent (FTE) and average wage and benefit rates at the fund and organizational unit level within County Department/Special District budgets. Total authorized FTE's and average wage and benefit rates must be at or lower than budgeted levels at all times, and fully funded on an annualized basis with current appropriation levels and funding.

Personnel savings due to natural staff turnover will be budgeted in all County Departments/Special Districts at appropriate levels. If actual personnel savings reaches high levels due to failure to fill positions for extended periods, adjustments will be made to either eliminate the positions or make efforts to fill them.

County Departments/Special Districts with vacant under funded positions will discuss the funding shortfall with OMB. County Departments/Special Districts have the option of eliminating the position(s) or identifying additional funding for the position(s).

OMB and County Departments/Special Districts will delete any vacant positions identified as unfunded or under-funded.

If filled positions are identified as unfunded or under-funded, the County Departments/Special Districts will provide the following information:

- The position or positions' contribution to provision of service and results.
- The full cost to continue the position.
- The resulting payroll liability if current employee(s) are terminated due to lack of funding.

This information will be forwarded for review and validation by the Office of Management and Budget. OMB will consolidate the information and forward it to the Board of Supervisors/Board of Directors for possible action.

If eliminating unfunded or under-funded positions results in a Reduction In Force, the process will be conducted in a uniform manner in accordance with procedures administered by the Human Resource Department. Any payroll liability costs will be funded from within the County Department's/Special District's current appropriation.

Managing for Results Policy

Purpose

This policy establishes a framework that integrates planning, budgeting, reporting, evaluating and decision making for all Maricopa County departments and agencies. This framework is called Managing for Results; a management system that establishes the requirements to fulfill the County's Mission and Vision of accountability to its citizens.

This policy is promulgated as part of the annual County budget process under the authority of the Board of Supervisors.

Definitions

Managing for Results System: Managing for Results means that an entire organization, its management system, its employees and the organizational culture (beliefs, behavior and language) are focused on achieving results for the customer. Managing for Results provides direction for making good business decisions based on performance, and makes departments/agencies accountable for results.

Strategic Plan: A Strategic Plan sets forth the mission, strategic goals and performance measurements for a department, agency and the County. A Strategic Plan provides information to department/agency staff, corporate decision makers, the Board of Supervisors and the public about how the department/agency is organized to deliver results and what results the department/agency is accountable for achieving. It also provides the opportunity for all County employees to see how they contribute at all levels in the organization.

Managing for Results Resource Guide: This guide describes Maricopa County's strategic planning process, and how to develop and implement a plan. The Resource Guide is available to all County employees.

Department/Agency: This includes appointed departments, offices, elected departments, special districts and the judicial branch.

General Policy

All Maricopa County departments/agencies will participate in the Maricopa County Managing for Results system and shall comply with this policy.

General Requirements

Planning for Results

Each department/agency will develop and submit to the Office of Management and Budget a department/agency strategic plan as part of the budget process.

All strategic plans will be developed and presented to the Office of Management and Budget in required format as outlined in the Managing for Results Resource Guide. All strategic plans will be submitted according to the annual budget calendar.

All managers will work with assigned employees to establish performance plans that align with department/agency strategic plans. Performance plans will be developed in accordance with *Performance Management policy (A1802).*

Managing for Results Policy (continued)

The County Manager will develop and present to the Board of Supervisors a Countywide strategic plan, which contains strategic priorities and key result measures.

Budgeting for Results

The Office of Management and Budget and the Department of Finance will develop and maintain a financial structure aligned with the Managing for Results system.

The Board of Supervisors directs the Office of Management and Budget to review department/agency strategic plans and performance measures as a basis for making funding recommendations.

Reporting Results

Departments/Agencies will report quarterly to the Office of Management and Budget on their family of measures for budget and planning purposes according to the annual budget calendar.

The Office of Management and Budget will prepare and distribute a summary of measures.

Evaluating Results

Internal Audit will review and report on strategic plans and performance measures.

Decision Making and Accountability

The Board of Supervisors directs all Management to use performance information to manage activities effectively and efficiently.

Management will consider performance information in making policy and program decisions.

Reserve and Tax Reduction Policy

Introduction

The purpose of this policy is to provide for long-term financial stability and low, sustainable tax rates through responsible use of non-recurring resources, appropriate and minimal use of debt, and maintenance of reserve funds. Adherence to the policy will insure that Maricopa County maintains recurring revenue streams sufficient to support ongoing spending requirements. Adequate reserves will allow the County to maintain services during economic downturns without drastic expenditure reductions or tax increases while longer-term budgetary adjustments are put in place.

Further, this policy sets budgetary and financial guidelines regarding the reduction of taxes. The Reserve and Tax Reduction Policy demonstrates a commitment to the maintenance and, when possible, reduction of tax rates while ensuring that Maricopa County remains financially stable and accountable to the citizens.

Definitions

Fund Balance: The difference between fund assets and fund liabilities.

Reserve Policy Guidelines

The Board of Supervisors will maintain reserve fund balances in the General Fund, and in other funds as appropriate. Reserves will be designated for elimination of cash flow borrowing in the General Fund and in other funds as necessary.

Unreserved beginning fund balances will be estimated and included in the annual budget; such expenditures will be designated in the budget as appropriated fund balance. Fund balances may be appropriated for the following specific uses:

- Acquisition of fixed assets.
- Retirement of outstanding debt.
- Fiscal stabilization by offsetting operating revenue shortfalls due to economic downturns, so long as adjustments are made to restore the structural balance of the budget within one to two fiscal years.

As an alternative method of acquiring assets, estimated fund balances may be reserved for repayment of debt used to build or acquire capital improvements. This method of financing will set aside fund balances that will fully or partially cover the outstanding debt, while maintaining additional cash reserves. As a guideline, no less than 25% of the outstanding debt principal must be held in reserve, or the capital acquisition must result in operating savings, such as building leases, that offset the ongoing debt service expenditures. The Board may consider exemptions to this guideline if there is a strong business justification for doing so.

Proceeds from the sale of real property will be reserved for capital improvements or to repay debt used to finance capital improvements, so long as future liabilities associated with the property, including environmental clean-up, have been met.

Use of fund balances must be consistent with the Tax Reduction Policy Guidelines, as outlined.

Reserve and Tax Reduction Policy (continued)

Tax Reduction Policy Guidelines

Unless otherwise required by law, the Board of Supervisors/Board of Directors will strive to maintain the combined primary, debt service, Library District, and Flood Control District property tax rates at current or lower levels.

The Board of Supervisors/Board of Directors may reduce property tax rates under the following conditions:

- The tax reduction is sustainable for the foreseeable future according to reasonable and conservative forecasts.
- The budget is currently structurally balanced, e.g., recurring revenue exceeds recurring expenditures and will remain so into the future according to reasonable and conservative forecasts.
- Fund balance reserves are sufficient to eliminate cash-flow borrowing and unexpected economic changes.
- Fund balances have been appropriated or reserved for repayment of outstanding debt.
- Necessary capital expenditures are appropriated from fund balance, or supported by debt that is backed by reserved fund balances.

Minimum Fund Balances for Cashflow Purposes

Each year, the Department of Finance, in collaboration with the Office of Management and Budget, calculates the minimum fund balances needed for the upcoming fiscal year to avoid short-term borrowing (such as Line of Credit, Tax Anticipation Note, or Internal Borrowing Agreement). OMB uses trend analysis to estimate revenue collection and spending patterns for each fund. In addition, the calculation model assumes growth commensurate with the Consumer Price Index. The model assumptions are re-examined each year and modified when necessary.

General Fund

Cash from a variety of sources can be used in the calculation of the minimum fund balance requirement for the General Fund. These include:

1) General Fund
2) Internal Service Funds
    a. Equipment Services Fund
    b. Reprographics Fund
    c. Telecommunications Fund
3) Enterprise Funds
    a. Solid Waste Fund

The internal service funds listed above are included because they are an extension of General Fund activities and represent available cash for county administrative operations. The Solid Waste Fund is included because it has a significant cash balance generated by the sale of the Northwest Regional Landfill in September, 1996. These funds were set aside by the County to separately account for and fulfill the General Fund obligation to fund long-term (25 plus years) landfill post-closure costs. Given this connection to the General Fund and that it is not anticipated that these post-closure costs will ever require significant draws on this cash, the balance is available for the County's administrative/operational cashflow needs.

The General Fund's strongest financial position, due to property tax payments, occurs in November and May. Historically, the General Fund reaches its lowest fund balance position between September and October.

For FY 2007-08 the General Fund minimum fund balance for cash purposes was estimated at $54,000,000. This amount was designated within the estimated beginning fund balance.

Policy for Administering Grants

A. Purpose

The purpose of this policy is to serve as the frame work for Maricopa County Departments and Special Districts (Flood Control District, Library District, and Stadium District) to follow when applying for grants and negotiating the terms and conditions of the agreements and/or contracts to ensure that optimum financial and administrative arrangements for Maricopa County or the Special District.

B. Definitions

Central Service Costs (2 CFR Part 225 (OMB Circular A-87)) – refers to costs, benefiting both grant and non-grant activities for inclusion as part of indirect cost in grants. The allocation is calculated in compliance with 2 CFR Part 225 (Federal Office of Management and Budget Circular A-87).

Department – refers to the department, office or agency under budgetary responsibility of the Board of Supervisors, which has direct oversight responsibility for the program(s) funded partially or totally with the grant funds. The elected official or department director of the Department shall act as the agent of the County for purposes of this policy.

Department Overhead – Departmental/Special District costs incurred for both grant and non-grant programs.

Grantor Agency – refers to a Federal, state, local, or private agency or organization, which provides the grant funding and/or grant funding oversight.

Indirect Costs – refers to those costs incurred for a common or institution-wide objective that benefits more than one grant program or project. Such costs are not readily assignable to the cost objective specifically benefited.

In-Kind – refers to contributions in the form of goods or services rather than in cash.

One-time Grants – refers to funding from a Grantor Agency which is provided for a limited duration for a specified project or program. This type of grant may be provided to start a new program or service or for a program or services which has a limited life.

Ongoing Grants – refers to funding from a Grantor Agency which is expected to be provided year after year for a specified program(s) or service(s).

Special District – Flood Control District of Maricopa County, Maricopa County Library District, Maricopa County Stadium District.

C. Policy

Maricopa County and Special Districts receive significant funding from Federal, state, and local agencies annually. The following policy statements will ensure that the County or Special District is managing grants to its optimum potential.

Policy for Administering Grants (continued)

1. The Board of Supervisors or Board of Directors must formally accept all grant awards **prior** to any funds being expended.
2. Departments/Special Districts will consistently negotiate grant agreements to meet County or Special District goals and policies. This includes conducting a cost/benefit study to determine the appropriateness of Maricopa County or Special District pursuing a particular grant.
3. Departments/Special Districts will negotiate for advance funding financial arrangements first and only accept reimbursement funding as the final option.
4. Departments/Special Districts will clearly define any matching requirements required by Maricopa County or Special District during the application process.
5. To minimize interest expense to Maricopa County, Departments/Special Districts will try and negotiate a reimbursement schedule that is in alignment with this policy. Departments/Special Districts will closely monitor their expenditures and claim reimbursement whenever expenses exceed $100,000, or on a monthly basis.
6. Maricopa County or Special District will utilize the County financial system to track, monitor and report all grant financial activity. All grant activity must be closed out within 150 days of the grant end date.
7. Departments/Special Districts are required to charge indirect costs on all grants unless prohibited by the grant contract, law, County Board of Supervisors approval or Special District Board of Directors approval.
   - Indirect costs will always be included (applied for) in the financial section of the grant application.
   - Indirect costs will be recovered at the maximum allowed by the Grantor or as defined on the Indirect Cost Plan that is approved by the Department of Finance.
8. Departments/Special Districts do not have the authority to negotiate a lower indirect cost reimbursement in order to increase program funding.
9. Departments will expend all grant funds prior to expending any general fund appropriations, or in the case of Special Districts, before expending other Special District revenues in relation to grant programs.

D. Guidelines

This Policy shall serve as the framework for Departments/Special Districts to follow when applying for grants and negotiating the terms and conditions of the agreements. The Policy is not intended to discourage Departments/Special Districts from seeking grant funding as a means to support various services and programs. Rather, it is intended to provide consistent guidelines for grant administration to ensure optimum financial arrangements for Maricopa County or Special District and to enhance Board of Supervisors or Board of Directors acceptance of grants conforming to this Policy. Specific information and detailed procedures are contained in the Maricopa County Grant Manual, which is located at ebc.maricopa.gov/library/finance. The Maricopa County Grant Manual may be updated by the Department of Finance, as determined necessary, to accommodate the effective administration of this policy.

1. Initial Grant Application

a) Departments/Special Districts are not required to obtain Board of Supervisors/Board of Directors approval prior to submitting an application for grant funding if the application complies fully with this policy.

Policy for Administering Grants (continued)

b) Departments/Special Districts are required to obtain the approval of the Board of Supervisors/Board of Directors prior to submitting an application for grant funding for any type of deviation from this policy including full indirect cost recovery. The information on the agenda must be clear and describe the nature of the deviation(s). It must also be clearly noted the intent or non-intent to apply for further grants from this particular grantor of this nature. After this grant has been reviewed and accepted by the Board of Supervisors/Board of Directors, subsequent grants in that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance during the application process.

c) Grants for the Judicial Branch in Maricopa County will be identified by the Presiding Judge of the Superior Court in an annual presentation to the Board of Supervisors. The presentation will reference the individual grants, and whether any of the provisions of the grants deviate from this Policy. After these grants have been reviewed and accepted by the Board of Supervisors, subsequent grants for that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance of the grant. Subsequent grants from a new Grantor Agency must be transmitted to the Board of Supervisors for review and acceptance.

d) Departments/Special Districts may seek approval for both the Grant Submittal and Grant Award Acceptance at the pre-submission stage, provided that all terms of the grant are in compliance with this policy and the information presented to the Board of Supervisors/Board of Directors is consistent.

e) Departments/Special Districts will provide to the Department of Finance a copy of all grant agreements which must specifically include the award amount, grant period dates, availability of indirect costs and the indirect cost percentage (%), distinction between reimbursement or advance funding and a complete description of the grant. The provided information will be used to establish controls on the County financial system and will not be changed or modified (award period, grant award, etc.) without supporting documentation from the Grantor.

2. On-Going Grant Application

From year to year, Departments/Special Districts may receive grant funding from the same Grantor for the continuation of a program. In this case, Departments must notify the Board of Supervisors/Board of Directors in an annual or more frequent presentation of their intent to apply for all ongoing grants.

Grants for the Judicial Branch in Maricopa County will be identified by the Presiding Judge of the Superior Court in an annual presentation to the Board of Supervisors. The presentation will reference the individual grants, and whether any of the provisions of the grants deviate from this policy. After these grants have been reviewed and accepted by the Board of Supervisors, subsequent grants for that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance of the grant. Subsequent grants from a new Grantor Agency will be transmitted to the Board of Supervisors for review and acceptance.

Policy for Administering Grants (continued)

3. Funding

To improve cash management practices, it is the County and Special Districts' preference to receive funding on an advance basis instead of a reimbursement basis. Therefore, every effort is to be made by Departments/Special Districts to obtain advance funding from the Grantor Agency. This is especially critical for one-time grant funded programs where the County or Special District is advancing funds to nonprofit subcontractors.

The Department/Special District may be requested by the Office of Management and Budget (OMB) to present the cost/benefits of accepting a grant versus not accepting a particular grant. The cost/benefit analysis must take into account if the grant-funded services are mandated and comply with the MfR Budgeting format.

One-time Grants, which are actually start-up grants for new programs or services, will be so noted in the submittal to the Board of Supervisors/Board of Directors. Program costs, which Departments/Special Districts wish to continue once the grant funding has been depleted, will be identified and reported to the Board of Supervisors /Board of Directors at the time of submittal for consideration. The Department must present analysis and information to the Board of Supervisors/Board of Directors to assist the Board in deciding whether the County or Special District should fund expenses for the project or program from other County or Special District funds following the depletion of the grant funds.

4. Claiming Reimbursement

a) Departments/Special District will record and track grant revenues and expenditures utilizing the County financial system.

b) Departments/Special District shall submit claims to the Grantor Agency as frequently as permitted under the grant agreement. This will be no less frequent than monthly or when the expenditures reach $100,000, unless otherwise established by the grantor.

c) At grant year-end, each Department/Special District shall close out its respective grants. This includes preparing and submitting any required final reports to the Grantor Agency and either returning excess funds or requesting final reimbursement for the grant year. All grant closing documentation will be submitted to the Finance Department to ensure the grants are accurately closed on the financial system within 150 days after the grant end date as represented on the County financial system. All unreimbursed costs must be identified and a plan of action defined to ensure an alternate funding source is identified and the grant is effectively closed within the 150 day timeframe. All unresolved grant balances/(deficits) after the 150 day timeframe will be reported to the County Manager by the Department of Finance and the Office of Management and Budget by utilizing the Fund Balance Report.

Policy for Administering Grants (continued)

5. Indirect Costs (2 CFR Part 225 (OMB Circular A-87) Charges)

2 CFR Part 225 (Federal Office of Management and Budget Circular A-87) recognizes indirect costs as legitimate grant expenses. As such, it is the intention of Maricopa County or Special District to recover indirect costs at all opportunities. In order to do so, the Department of Finance will prepare the following plans on an annual basis:

a) 2 CFR Part 225 (OMB Circular A-87) County-wide Central Services Cost Allocation Plan. The Department of Finance is responsible for preparing and negotiating the County-wide 2 CFR Part 225 (OMB Circular A-87) plan with Maricopa County's cognizant agency, United States Department of Housing and Urban Development (HUD). The Department of Health and Human Services is Maricopa County's assigned cognizant agency regarding audit issues.

   Whenever permitted by the Grantor Agency, grants requiring County or Special District matching funds may utilize County Overhead (A-87) as a last option. All other opportunities must be exhausted to meet the inkind match before utilizing County Overhead (A-87). If the required match exceeds the amount of inkind and/or County Overhead (A-87) or Overhead is not an allowable expense by the Grantor Agency the Department must inform the Board of Supervisors/Board of Directors of the exception and estimate the relative financial inkind impact.

b) Departmental Indirect Cost Allocation Plan(s). The County's 2 CFR Part 225 (OMB Circular A-87) indirect costs plans are used as a means of equitably recovering indirect costs from both federal and non-federal grant programs. All departments/Special Districts receiving grant funds can submit a written request to the Department of Finance to prepare a Departmental 2 CFR Part 225 (OMB Circular A-87) Indirect Cost Allocation Plan.

In some cases the grantor may limit the recovery of indirect costs to a percentage less than the combined Departmental and County-wide 2 CFR Part 225 (OMB Circular A-87) indirect rate. In these cases, the Departmental 2 CFR Part 225 (OMB Circular A-87) rate shall be satisfied first. Any remaining funds will then be applied to the County-wide 2 CFR Part 225 (OMB Circular A-87) rate.

County Departments Providing Grant Services to Outside Entities

Maricopa County Departments that are allowed to perform grant financial services for entities outside of the County and are not considered to be subrecipients may recover indirect costs and/or user charges for the administration of grants. If these outside entities are allowed by their grantors to recover indirect costs and/or charge a user fee to reimburse Maricopa County for services rendered, the monies must be deposited back to the funding source where the support services were initially provided. For example, a General Fund Department being reimbursed for grant management activities shall remit the reimbursement back to the General Fund.

Specific accounting information and examples can be found in the County Grant Manual located at ebc.Maricopa.gov/library/finance.

Policy for Administering Grants (continued)

6. Purchase of Computing and Network Systems Relating to Grant Supported Programs

To ensure compatibility and supportability of the County computing and network infrastructure, Departments/Special Districts are to consult with and obtain approval from the Chief Information Officer prior to purchasing any desired equipment. This applies to hardware, software and communications technologies including data, voice, video, image radio telemetry and facsimile purchases under the provisions of the County's Procurement Code.

Departments/Special Districts are to utilize the Technology Financing Program unless the grant specifically does not provide for this type of activity. As an example, a grant that is Board approved for two (2) years would not allow for the purchase of computers under the Technology Financing Program as the Technology Financing Program is a 36-month program.

To ensure effective asset management and tracking, all computer-related items must be tagged with an asset number by the Technology Finance Program Coordinator and recorded in an asset database. This information is utilized for the projection of asset replacement purposes.

Departments in the Judicial Branch of Maricopa County will consult with the Chief Information Officer prior to any purchases under the Judicial Procurement Code to determine whether the purchase will require compatibility and supportability of the County computing and network infrastructure.

7. Department of Finance Responsibility

While each Department/Special District has staff assigned to monitor and report the financial activities of grants, the Department of Finance will provide general and technical oversight and monitoring of all grant funds. At a minimum, the Department of Finance will:

a) Review and approve grant agenda items when they comply with County policy and the County Grant Manual.

b) Establish a Board approved grant on the County financial system when all supporting documentation is provided.

c) Prepare and provide to the Departments/Special Districts a monthly grant report (Fund Balance Report). This report will include inception to date financial activity for each individual grant. This report will be used to ensure the effective management and maintenance of grant activity.

d) Monitor that grant expenditures do not exceed grant awards.

e) Review individual grant balances, utilizing the Fund Balance Report, on a quarterly basis to identify departments that are not requesting reimbursement from the Grantor Agency on a

Policy for Administering Grants (continued)

timely basis. Departments/Special Districts that are not regularly claiming reimbursements will be contacted by the Department of Finance.

f) Communicate with the Office of Management and Budget regarding fund balance and/or deficit issues.

g) Initiate the preparation of the Indirect Cost Allocation Plan by providing a copy of the current plan, detailed listing of expenditures and other supporting data. Provide support, guidance and direction to Departments/Special Districts to assist them in the preparation of their Indirect Cost Allocation Plan.

h) Review Fund Balance Report for closed Grants to determine compliance with fund balance/(deficits).

i) Review and recommend approval of proposed Grant applications when Department/Special District is not in full compliance with Grant policy.

8. Office of Management and Budget Responsibilities

a) Review and recommend approval of grant agenda items when they comply with County policy and the County Grant Manual.

b) Review and recommend approval of Department's/Special District's proposed grant budget.

c) Review and recommend approval of adjustments to Department's/Special District's grant budget as necessary.

d) Review and take action as necessary to correct any deficit in Grant Funded Budgets.

e) Review and take action as necessary to minimize lost interest earnings to the General Fund due to negative cash positions in Grant funds.

f) Review and take action as necessary regarding departmental indirect cost rate plans. Ensure maximum reimbursement of all allowable indirect costs.

g) Consistent with Board policy, review departments spending to ensure that Grant Funds are used before General Fund dollars, and for Special Districts, to ensure that Grant Funds are used before other Special District revenues.

h) Review and recommend approval of proposed Grant applications when Department/Special District is not in full compliance with Grant policy.

9. Department/Special District Responsibilities

Each Department/Special District will ensure the following general maintenance activities are completed as defined below:

Policy for Administering Grants (continued)

a) Review, reconcile and certify the monthly Fund Balance Report. Any discrepancies are to be reported to the Department of Finance within two (2) weeks of receiving the Fund Balance Report. A written response must be received by the Department of Finance to report any discrepancies.

b) Reconcile and close expired grants on the County financial system within 150 days of the grant end date (as entered on the County financial system).

c) Communicate with the Office of Management and Budget and the Department of Finance regarding grants with a negative balance (unreimburseable expense). The Department/Special District must develop a plan of action to resolve the deficit. For departments, the plan should only consider utilizing General Funds as a last option.

d) Prepare the Indirect Cost Allocation Plan in the format defined by the Department of Finance. Obtain Departmental/Special District approval of the Indirect Cost Allocation Plan and provide a complete copy of the plan with all supporting documenting to the Department of Finance and the Office of Management and Budget by the timeline established by the Department of Finance.

e) Ensure that grant expenditures do not exceed grant awards.

f) Comply with all reporting requirements as defined by the grantor and County-wide Grant Policy and Manual.

g) Comply with all record retention requirements as defined by the grantor.

E. Related Documents:

The following documents are available at the indicated site.

Grant Manual: ebc.maricopa.gov/library/finance
OMB Circular A-87: www.whitehouse.gov/omb/circulars/a087/a087-all.html

Agenda Numbers: C-18-05-013-6-00; C-18-05-014-6-00; C-18-05-015-6-00; C-18-05-016-6-00; C-18-08-045-6-00

Non-Departmental Policy

Purpose

The purpose of this policy is to provide guidelines for development and administration of the Non-Departmental budget to County Departments so that the Non-Departmental budget is handled according to Board policy and direction.

Budgeted Revenues

The revenues budgeted in the Non-Departmental budget are revenues that may be specific to particular funds, but benefit several departments and not a particular department or program within a department. Examples of these revenues include:

- Property Taxes (General Fund and Debt Service Fund)
- Anticipated Grants from outside sources
- State Shared Sales Taxes
- State Shared Vehicle License Taxes
- Cable TV Application Fees for franchise agreements with the County
- Liquor Licenses fees
- Jail Excise Taxes (Detention Fund)
- Other Miscellaneous Revenue as appropriate.

Budgeted Expenditures

The expenditures budgeted in the Non-Departmental budget are general expenses not specific to a particular department, or which benefit the County as a whole. These expenses can include budgeted contingencies, general debt service, taxes and assessments, legal expenses, and various Board-approved special projects or initiatives

Expenditure items will be listed in the Recommended budget, and individual items are subject to Board approval.

Procedures

Budget Process

General Government will follow all County budgeting policies and guidelines including the approval process established by the Board of Supervisors. The Office of Management and Budget, along with the County Manager, will be responsible for developing the Non-Departmental budget for each fiscal year. The recommended budget will include an itemized schedule of proposed expenditures by fund.

Approval of Expenses

The Deputy County Manager or designee must authorize all expenditures prior to processing. This authority has been delegated to the manager responsible for a particular item within Non-Departmental. If the expenditure is not approved it will be returned and absorbed within the budget of the department that submitted it.

Non-Departmental Policy (continued)

Contingency Fund

If a contingency fund is adopted in the Non-Departmental budget during a fiscal year, General Fund departments can request funding for unanticipated expenditures or unfunded projects. These requests must be handled via a Board agenda item, and submitted by the responsible department. The Board of Supervisors must approve all requests for contingency funds.

Authority/Responsibility

The administration and maintenance of the Non-Departmental budget is the responsibility of the Office of Management & Budget. Expenditures charged to Non-Departmental must be approved by the Deputy County Manager or designated to ensure that the expenditures are budgeted and appropriate.

If approved, the contingency budget will be reduced and the appropriate department appropriation or other Non-Departmental item will be increased.

Vehicle Replacement Policy

Introduction

The purpose of this Policy is to provide County Departments/Special Districts with guidelines so that existing vehicles can be replaced in a timely and cost-effective manner.

Background

Equipment replacement must be planned and approval for replacement received through the budget process. The Equipment Services Department has the responsibility to plan for replacement needs in conjunction with the County Departments/Special Districts. During development of each fiscal year's budget, the Office of Management and Budget (OMB) reviews requests received from Departments/Special Districts for replacement of existing vehicles. In determining the amount of funding required, only the cost to replace existing vehicles with their equivalents is considered. Upgrades and additional new vehicles may not be charged to the appropriate vehicle replacement budget.

Sheriff's Office Only: The Sheriff's Office equipment replacement schedule will be discussed and approved during the annual budget process. Due to the unique nature of the functions of the Sheriff's Office, the equivalent replacements and upgrades may be changed to meet departmental needs, if the costs remain within budget targets. However, these changes will be discussed with OMB prior to proceeding to ensure costs are appropriate.

Guidelines

1. The Department/Special District, working with Equipment Services, prepares a needs assessment to determine which vehicles require replacement for upcoming fiscal years.
2. Vehicle replacement will be funded only for the current equivalent equipment class, make, model and equipment extras.
3. Upgrades are not funded under the appropriate vehicle replacement budget. If a Department/Special District determines upgrades are necessary, the Department/Special District has two options: (a) pay for the upgrades from the Department's/Special District's current operating budget; or (b) request upgrades and additions during the development of the Department/Special District budget.
4. If the full cost of replacement is actually lower than originally estimated, the savings will revert to the appropriate fund.
5. Possible cost overruns will be absorbed by the appropriate vehicle replacement budget.
6. OMB must approve all charges to the vehicle replacement budget.

Vehicle Replacement Policy (continued)

Exceptions

If, during the replacement process, the Department/Special District requires changes to the original vehicle replacement request, the Department/Special District must request reconsideration of their initial vehicle replacement plan. The criteria OMB will consider during the review of the Department's/Special District's revised plan includes funding and the impact on current and future costs for maintenance, operation and replacement. To assist OMB in performing a full analysis of the revised replacement plan, Departments/Special Districts are requested to provide:

1. A justification statement which supports changes to be in the best interest of Maricopa County citizens, enhances services provided to the citizens and benefits the County/County Special District overall. This statement can also include information on changes in service levels which require the use of a different vehicle class, the impact on current and future costs for maintenance, operation and replacement as well as information on funding.
2. A spreadsheet which reflects the current vehicle replacement schedule with costs and the proposed vehicle schedule with costs. The spreadsheet needs to reflect the increase or decrease of cost for each vehicle and an explanation for the cost change.
3. A complete justification for any equipment additions to the replacement vehicles and how these equipment additions enhance the service levels being provided to Maricopa County citizens.
4. OMB will review the request and provide the Department/Special District and Equipment Services with final approval or disapproval of the proposed change to the Department's/Special District's equipment vehicle replacement plan within three working days of receipt.

Fund Descriptions

100 **General Fund** — is the County's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

201 **Adult Probation Fees** — Collects the fees assessed to persons placed on probation in the Superior Court per A.R.S. §13-901. Monies collected are used to supplement County General Fund appropriations for the compensation costs of probation officers who provide pre-sentence investigations (A.R.S. §12-267).

203 **Sheriff Donations** — Accounts for and segregates funds to be used in support of mandated functions. Funding is provided by non-specific donations and proceeds from the sale of donated items.

204 **Justice Court Judicial Enhancement** — Revenues consist of fees and surcharges collected under the authority of A.R.S. §22-281; and time payment fees collected under authority of A.R.S. §12-116; and On-line access subscription fees collected under authority of A.R.S. §22-284. Expenditures are used to improve, maintain and enhance the ability to collect and manage monies assessed or received by the courts and to improve court automation projects.

205 **Court Document Retrieval** — Accounts for the collection of an additional filing or appearance fee, not to exceed $5, to be used to defray the cost of converting the Clerk of Superior Court's document storage and retrieval system to micrographics or computer automation as established by A.R.S. §12-284.01.

207 **Palo Verde** — Palo Verde receives an annual allocation of approximately $200,000 from the State of Arizona. Expenditures are utilized for nuclear disaster training.

208 **Judicial Enhancement** — Revenues consist of fees and surcharges collected under authority of A.R.S. §12-284.03 and time payment fees collected under authority of A.R.S. §12-116. In addition, revenues are received from the State Judicial Enhancement Fund established by A.R.S. §12-113. Expenditures are used to improve, maintain and enhance the collection and management of funds and court automation projects.

209 **Public Defender Training** — Established by A.R.S. §12-117 to account for fees that are paid on a time payment basis as established by A.R.S. §12-116. Expenditures are utilized for Public Defender Training.

210 **Waste Management** — Established by the Board of Supervisors to segregate this activity from the General Fund. This fund accounts for a fixed $65,000 fee from Waste Management Corporation plus a percentage based on the tonnages of refuse dumped. Expenditures are used for economic development in Mobile and other unincorporated areas of the County.

211 **Adult Probation Grants** — Revenues consist of grant funds that are used for domestic violence, women's treatment programs, gang prevention, and criminal justice records improvement.

212 **Sheriff RICO Fund** — This fund consists of monies received as result of participation in any investigation or prosecution, whether by final judgment, settlement, or otherwise. Monies may be used for the funding of gang prevention programs, substance abuse prevention programs substance abuse education programs and witness protection or for any purposes permitted by federal law relating to the disposition of any property that is transferred to a law enforcement agency.

213 **County Attorney RICO** — Accounts for the funds provided by the sale of confiscated property. Operated by the County Attorney, RICO consists of all the activity of the Anti-Racketeering Program.

214 **Sheriff Jail Enhancement Fund** — Per A.R.S. §41-2401, the Arizona State Department of Corrections allocates criminal justice enhancement funds to County Sheriffs for the purpose of enhancing County Jail facilities and operations.

Fund Descriptions (continued)

215 **Emergency Management** — Emergency Management activity consists of disaster planning and training.

216 **Clerk of the Court Grants** — Accounts for the grant funds that are utilized for the improvement of court automation systems, child support enforcement and the processing of criminal history dispositions.

217 **CDBG Housing Trust** — Accounts for the grant funds that are utilized to expand the supply of low-income housing through the rehabilitation and reconstruction of single family occupancy homes.

218 **Clerk of Court Fill the GAP** — This fund was set up as indicated by A.R.S. §41-2421F and accounts for monies distributed under A.R.S. §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997 – 1998 by the counties for the processing of criminal cases in the Superior Court, including the Office of the Clerk of the Superior Court, and Justice Courts.

219 **County Attorney Grants** — Accounts for funds that are utilized for the investigation and prosecution of child abuse and domestic violence cases and the enhancement of anti-gang enforcement efforts to deter, investigate, prosecute or adjudicate gang offenders. Victim assistance is provided to include transportation, payment of emergency expenses, education programs and training to children's advocates.

220 **Diversion** — Pursuant to A.R.S. §13-1811, funds are utilized for the investigation, prosecution and deferred prosecution of bad check cases.

221 **County Attorney Fill the GAP** — County Attorney Fill the GAP was set up as indicated by A.R.S. §41-2421F and accounts for monies distributed under A.R.S. §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by the counties for the processing of criminal cases by county attorneys.

222 **Human Services Grants** — Accounts for the grant funds that are utilized for community action services designed to help the disadvantaged achieve self-sufficiency and family stability.

223 **Transportation Grants** — Transportation Grants was set up to account for all Grant activity administered by the County Transportation Department.

224 **Medical Examiner Grant Fund** — Accounts for the grant funds that are utilized to support the County's anti-bioterrorism efforts.

225 **Parks Spur Cross Ranch Conservation** — To account for the money collected from a Town-imposed ½% transaction privilege tax for the operation of the County Park. The Town was to commence collection of the tax by December 1, 2000.

226 **Planning and Development Fees** — Performs mandated community planning functions. Funding is provided mainly through license and impact fees.

227 **Juvenile Probation Grants** — Accounts for the grant funds that are utilized for the child nutrition program, family counseling and safe schools program.

228 **Juvenile Probation Special Fees** — This fund was established by A.R.S. §12-268 to account for juvenile probation fees collected and used for the purpose of supplementing County General Fund appropriations for the compensation of personnel of the Juvenile Court.

229 **Juvenile Restitution Fund** — Pursuant to A.R.S. §8-346, the fund was established for the payment of restitution in juvenile delinquency proceedings. This fund consists of state and local appropriations, gifts, devices and donations from any public or private source.

230 **Parks & Recreation Grants** — Accounts for the grant funds that are utilized for state lake improvements, park restoration and the construction and maintenance of hiking trails.

Fund Descriptions (continued)

232 **Transportation Operations** — Plans and implements an environmentally balanced multi-model transportation system. Operations are funded through highway user taxes.

233 **Public Defender Grants** — Accounts for grant funds that are utilized for public defender training and to increase the processing of drug cases.

234 **Transportation Capital Project** — Transportation Capital Projects was set up administratively as a capital project fund to track capital project activity of the County Transportation Department. Funding is provided by a reimbursement transfer from the Transportation Fund that derives its funding from the State Highway User's Tax.

235 **Del Webb Special Revenue Fund** — A special revenue fund to account for revenue received from the Del Webb Anthem community that is restricted to expenditure for development services (the implementation and enforcement of the development master plan) and recreational services (trail system and library) supporting that community.

236 **Recorder's Surcharge** — Accounts for the collection of a special recording surcharge, not to exceed $4, to be used to defray the cost of converting the County Recorder's document storage and retrieval system to micrographics or computer automation as established by A.R.S. §11-475.01.

238 **Superior Court Grants** — Grant funds are used for drug enforcement accounting, court-appointed special advocates and case-processing assistance.

239 **Parks Souvenir Fund** — Accounts for sales proceeds of sundry items at the Maricopa County Parks.

240 **Lake Pleasant Recreation Services** — Provides the public with positive leisure opportunities in a safe, accessible, and efficient manner through quality development and programming while conserving and protecting unique and environmentally sensitive areas.

241 **Parks Enhancement Fund** — Accounts for park and recreation revenues and expenditures associated with enhancing parks and recreation programs pursuant to A.R.S. §11-941

243 **Parks Donations** — Accounts for donations and contributions activities provided for by citizens or groups.

245 **Justice Court Special Revenue** — Established for the purpose of defraying expenses of justice court services by providing improvements in court technology, operations and facilities to enable the courts to respond quickly to changing statutory and case processing needs. Operations are funded by an $18 user's charge to be added to the Defensive Driving School Diversion Fee as of March 1, 1998.

248 **Elections Grant** — Elections Grant was set up to account for all grant activity administered by the Elections Department.

249 **Non Departmental Grants** — Non-Departmental Grants was set up to account for all non-department specific grant activity.

251 **Sheriff Grants** — Accounts for grant and intergovernmental funds that support and enhance Sheriff Office activities.

252 **Inmate Services** — Accounts for the funds that are held in trust for the benefit and welfare of the inmates, established under A.R.S. §31-121. The majority of revenues are derived from sales of food and sundries to the inmates.

254 **Inmate Health Services** — Accounts for the co-payments received from inmates for self-initiated health service pursuant to A.R.S. §31-161 and A.R.S. §31-162.

Fund Descriptions (continued)

255 **Detention Operations** — was established under the authority of propositions 400 and 401, which were passed in the General Election of November 3, 1998 and extended in the General Election of November 5, 2002. These propositions authorized a temporary 1/5-cent sales tax to be used for the construction and operation of adult and juvenile detention facilities.

256 **Probate Fees** — Administers the monies received by the Clerk of the Superior Court pursuant to A.R.S. §14-5314 and A.R.S. §14-5414 to preserve, audit, and safeguard the estates and wards for whom the court has a fiduciary responsibility.

257 **Conciliation Court Fees** — Accounts for monies collected under A.R.S. §25-311.01 related to the dissolution of marriages. The funds collected are used by the Domestic Violence Shelter fund and the Child Abuse Prevention and Treatment fund.

259 **Trial Courts Special Revenue** — Accounts for monies received under an intergovernmental agreement with the Department of Economic Security to conduct Title IV-D child support enforcement enhancements.

261 **Law Library Fees** — Established by A.R.S. §12-305 to account for a portion of the fees collected by the Clerk of the Superior Court to be used for the purchase of books for the county law library.

262 **Public Defender Fill the Gap** — Public Defender Fill the Gap was set up as indicated by A.R.S. §41-2421F and accounts for monies distributed under A.R.S §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by counties for the processing of criminal cases by the county public defender, legal defender and contract indigent defense counsel in each county.

263 **Legal Defender Fill the Gap** — Legal Defender Fill the Gap was set up as indicated by A.R.S. §41-2421F and accounts for monies distributed under A.R.S. §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by counties for the processing of criminal cases by the county public defender, legal defender, and contract indigent defense counsel in each county.

264 **Superior Court Fill the Gap**— Superior Court Fill the Gap was set up as indicated by A.R.S §41-2421F and accounts for monies distributed under A.R.S. §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by the counties for the processing of criminal cases in the Superior Court, including the Office of the Clerk of the Superior Court, and Justice Courts.

265 **Public Health Fees** — Accounts for public health programs that are self-supported by Vital Health fees and pharmacy operations.

266 **Check Enforcement Program** — Accounts for fees that are collected pursuant to A.R.S. §13-1809 and §13-1810, any investigation and prosecution costs and any monies that are obtained as a result of a forfeiture and that are recovered for the county through enforcement of A.R.S. §13-1802, §13-1807, §13-2002 or §13-2310, whether by final judgment, settlement or otherwise. The monies in the fund shall be used for the investigation, prosecution and deferred prosecution of theft, forgery and fraud.

267 **Criminal Justice Enhancement** — The Criminal Justice Enhancement fund accounts for monies that are allocated to county attorneys from the Arizona State Criminal Justice Enhancement fund (A.R.S. §41-2401). The funds are to be used for the purpose of enhancing prosecutorial efforts.

Fund Descriptions (continued)

268 **Victim Compensation and Assistance Fund**— Victim Compensation and Assistance Fund was established to administer funding provided from the State Victim Compensation and Assistance fund (AR.S. §41-2407) and from prisoner supervision fees under A.R.S. §31-418. The fund is used for establishing, maintaining and supporting programs that compensate and assist victims of crime.

269 **Victim Compensation Restitution Interest Fund**— The County Attorney Victim Compensation and Restitution Fund was established as authorized by A.R.S §11-538 consisting of monies that are distributed pursuant to A.R.S. §12-286 (75% of the interest earned on restitution monies that are received in trust). The County Attorney shall use monies in the fund to assist eligible victims of crime with medical, counseling and funeral expenses and lost wages.

270 **Child Support Enhancement** — Accounts for funds received from a federal incentive award that is utilized for the enhancement of child support collections through efficient operation of the IV-D program.

271 **Expedited Child Support** — Accounts for the funds that are utilized to establish, maintain and enhance programs designed to expedite the processing of petitions filed and enforce the resultant court orders. Revenues collected for subsequent case filing fees for post-decree petitions in dissolution cases, pursuant to A.R.S. §25-412 and A.R.S. §12-284, fund operations.

273 **Victim Location** — Revenues are derived from interest earned on restitution monies received in trust and are to be distributed to the County Attorney and Clerk of the Superior Court on a pro rata basis (County Attorney – 75% and Superior Court – 25%). Fund was established by A.R.S. §12-287.

274 **Clerk of the Court EDMS** — The Clerk of the Court EDMS Fund was established to account for Electronic Document Management System (EDMS) Fees which are collected as authorized by Board Agenda C16020028, ADM1005 and State Attorney General's Opinion 195-18 (R94-63).

275 **Juvenile Probation Diversion** — The Juvenile Probation Diversion fund was established by A.R.S 11-537 and consists of diversion fees that are collected pursuant to section 8-321(N). The monies shall be used at the discretion of the County Attorney for administering county community based alternative programs that are established pursuant to A.R.S. 8-321.

276 **Spousal Maintenance Enforcement Enhancement** — The Spousal Maintenance Enforcement Fund is established for the Clerk of the Superior Court consisting of monies received pursuant to A.R.S. §12-289. The Clerk will spend monies in the fund to enhance enforcement of spousal maintenance orders. In addition to the fees required by A.R.S. §12-284, the Clerk shall charge and collect a surcharge of $5 for each filing of a petition or an answer for annulment, dissolution or marriage or legal separation. The Clerk will use the surcharge only for the purposes prescribed by this statute.

281 **Children's Issues Education** — Accounts for the funds that are utilized for educational programs regarding the impact that divorce, the restructuring of families and judicial involvement have on children pursuant to A.R.S. §25-354. Revenues that are received from the Clerk's educational program fees supplement any state or county appropriations.

282 **Domestic Relations Mediation Education** — Accounts for the funds that are utilized to establish, maintain and enhance programs designed to educate individuals regarding the impacts on children associated with marriage dissolution, legal separation, restructuring of families and the programs available for mediation of visitation or custody disputes, pursuant to A.R.S. §25-413. Operations are funded by revenues from a surcharge received by the Clerk for each filing of a post-adjudication petition in a domestic relation's case, pursuant to A.R.S. §12-284.

290 **Waste Tire** — Accounts for the operations activity of the waste-tire-processing center for the removal of waste tires from the County pursuant to A.R.S. §44-1305.

Fund Descriptions (continued)

292 **Correctional Health Grants** — The Arizona Department of Health Services was awarded a grant by the Department for Health and Human Services, Centers for Disease Control and Prevention, to generate surveillance data for the Centers for Disease Control and Prevention and supplement the syphilis-screening activities at the Madison Street Jail.

320 **County Improvement Debt** — Accounts for the debt service on the Lease Revenue Bonds, Series 2001. Funding is provided by transfers from the General Fund.

321 **County Improvement Debt 2 —** The County Improvement Debt 2 Fund has been established to fund the debt service on the Lease Revenue Bonds, Series 2007.

376 **Events Center Operations** — Accounts for Maricopa County Events Center (formerly Sundome) revenues and expenditures associated with staging entertainment events.

422 **Intergovernmental Capital Projects** — Intergovernmental Capital Projects account for capital project spending predominantly funded from General Fund revenues.

435 **County Improvement Fund** — Accounts for capital projects funded through the issuance of the Lease Revenue Bonds, Series 2001.

440 **Financing Series 2007** — The Financing Series 2007 Fund has been established to fund capital projects through the issuance of the Lease Revenue Bonds, Series 2007.

441 **Financing Series 2008** — The Financing Series 2008 Fund has been established to fund capital projects through the issuance of the Lease Revenue Bonds, Series 2008.

445 **General Fund County Improvements** — The General Fund County Improvement Fund has been established to fund current and future capital projects. Fund assets may be used to pay directly for capital projects or may be appropriated by the Board of Supervisors for debt service. None of the funds has been pledged for debt service, and fund assets may be transferred by the Board of Supervisors at any time for any other County purpose.

455 **Detention Capital Projects** — Accounts for the proceeds associated with the 1/5 of one-cent sales tax approved by voters in the General Election on November 3, 1998 and extended by voters in the General Election on November 5, 2002. Fund assets may be used to pay directly for capital projects or may be appropriated by the Board of Supervisors for debt service. None of the funds has been pledged for debt service and fund assets may be transferred by the Board of Supervisors at any time for any other County purpose.

503 **Air Quality Grant -** Air Quality Grants was set up to account for all Grant activity administered by the County Air Quality Department

504 **Air Quality Fees** — Air Quality works to protect the environment and public health through control, preservation, and improvement of the County's air quality. Permit revenue is the funding source.

505 **Environmental Services Grant** — Environmental Services Grants was set up to account for all Grant activity administered by the County Environmental Services Department.

506 **Environmental Services Environmental Health** — Environmental Services – Health Fund was established to account for activities related to the protection of food and water supplies consumed by residents. Funding is provided by fees collected from Health Inspections and the sale of Health Permits.

Fund Descriptions (continued)

532 **Public Health** — Protects, improves and preserves the physical, mental and social well being and the environment of the entire population of Maricopa County, with a special responsibility to serve those most vulnerable. Federal and State grants fund operations.

572 **Animal Control License/Shelter** — Animal Control reduces the incidences of animal-inflicted injuries and reduces the risk of exposure to rabies through enforcement of dog-licensing laws, leash laws, capture and impoundment of stray dogs, public education, adoption or humane disposal of excess animals. Licenses and fees are the primary funding source.

573 **Animal Control Grants** — Animal Control Grants was set up to account for all Grant activity administered by Animal Control.

574 **Animal Control Field Operations** — Animal Control Field Services was set up in FY2002-03 to segregate field services, which are an optional County service, from Animal Control Pound Activities which are required by Arizona State Statute.

580 **Solid Waste Management** — Solid Waste assists the cities and towns, businesses, and citizens in continuously improving the regional waste management systems. This includes an ever-increasing focus on reducing the amount of waste generated, maximizing resource recovery, proper management of special wastes, and environmentally sound disposal.

601 **CMG High Option Fund** — This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured high option HMO insurance plan.

602 **CMG Low Option Fund**— This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured low option HMO insurance plan.

603 **IPA Fund**— This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured open access, in-network HMO insurance plan.

604 **OAP High Option Fund** — This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured high option open access insurance plan.

605 **OAP Low Option Fund** — This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured high option open access insurance plan.

606 **Choice Fund HSA Fund** — This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured Health Savings Account insurance plan.

607 **FI Dental PPO Fund** — This fund collects employee and employer contributions for payment of the employees' dental insurance premiums for the fully-insured dental plan.

608 **Coinsurance Fund** — This fund collects employee and employer contributions for payment of the employees' pharmacy premiums for the self-insured coinsurance pharmacy plan.

609 **Consumer Choice Fund** — This fund collects employee and employer contributions for payment of the employees' pharmacy premiums for the self-insured consumer choice pharmacy plan.

610 **70% STD Fund** — This fund collects employee contributions for payment of the employees' short - term disability benefits for the self-insured short-term disability plan which provides benefits at 70% of the employee's salary.

611 **60% STD Fund** — This fund collects employee contributions for payment of the employees' short - term disability benefits for the self-insured short-term disability plan which provides benefits at 60% of the employee's salary.

Fund Descriptions (continued)

612 **50% STD Fund** — This fund collects employee contributions for payment of the employees' short - term disability benefits for the self-insured short-term disability plan which provides benefits at 50% of the employee's salary.

613 **40% STD Fund** — This fund collects employee contributions for payment of the employees' short-term disability benefits for the self-insured short-term disability plan which provides benefits at 40% of the employee's salary.

614 **Behavioral Health Fund** — This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured behavioral health insurance plan.

615 **Wellness Fund** — This fund collects employer contributions for payment of the employees' wellness program expenditures for the self-insured wellness program.

616 **Contract Administration Fund** — This fund collects employer contributions for payment of the contract administration expenditures for the self-insured benefits program.

617 **Medical Incentive/Penalties Fund** — This fund collects employer contributions for payment of the provider medical incentive payments which are part of the self-insured benefits program.

618 **Benefits Administration Fund** — This fund collects employer contributions for payment of the benefits administration expenditures for the self-insured benefits program.

621 **Flex Spending Health Fund** — This fund collects employee and employer contributions for payment of expenditures for the medical flexible spending benefit program.

622 **Flex Spending Dep Care Fund** — This fund collects employee and employer contributions for payment of expenditures for the dependent care flexible spending benefit program.

623 **Vision Fund** — This fund collects employee and employer contributions for payment of the employees' vision premiums for individuals also participating in medical benefits for the self-insured vision plan.

624 **Stand Alone Vision Fund**— This fund collects employee and employer contributions for payment of the employees' vision premiums for individuals who do not participate in medical benefits for the self-insured vision plan.

625 **FI Prepaid Dental Fund** — This fund collects employee and employer contributions for payment of the employees' dental insurance premiums for the fully insured prepaid dental plan.

626 **FI Life & AD&D Fund** — This fund collects employee and employer contributions for payment of the employees' life insurance premiums for the fully insured life insurance plan.

627 **Supplemental Life Fund** — This fund collects employee contributions for payment of the employees' supplemental life insurance premiums for the fully insured supplemental life insurance plan.

628 **Employee Assistance (EAP) Fund** — This fund collects employer contributions for payment of the employee assistance program expenditures for the self-insured EAP program.

629 **SI Dental Fund** — This fund collects employee and employer contributions for payment of the employees' dental insurance premiums for the self-insured dental plan.

630 **Dependent Life Fund** — This fund collects employee contributions for payment of the employees' dependent life insurance premiums for the fully-insured dependent life benefit plan.

631 **Voluntary Benefits Fund** — This fund collects employee contributions for payment of the employees' voluntary insurance premiums for the fully-insured voluntary insurance benefit plan.

Fund Descriptions (continued)

632 **CIGNA for Seniors Fund**— This fund collects contributions for payment of the medical insurance premiums for the fully insured Cigna for Seniors benefit plan.

652 **Health Select Self-Insured Trust Fund** — This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the County-run insurance plan.

654 **Equipment Services** — This fund provides assistance to other Maricopa County departments to ensure quality service to the citizens of Maricopa County by furnishing and maintaining the necessary County mobile equipment in an efficient manner.

669 **Small School Service** — Established per A.R.S. §15-365 to account for service programs operated through the County School Superintendent.

673 **Reprographics** — This fund provides the County's printing and duplicating services.

675 **Risk Management** — This fund supports the comprehensive insurance/self-insurance program, which safeguards County assets and employees by means of a Trust Fund. Personnel skilled in loss control, claims and litigation and workers' compensation work together to avert risk and conserve the human and financial resources of Maricopa County.

681 **Telecommunications** — This fund provides cost effective voice, data, and radio communications to County employees.

685 **Benefits Trust** — This fund collects employee and employer contributions for payment of the employees' dental and short-term disability benefits.

715 **School Grant Fund** — Accounts for all grant activity administered by the Superintendent of Schools.

741 **Taxpayer Information Fund** — Consist of monies collected from the public records copy surcharge imposed under A.R.S. §11-496, the tax-lien-processing fee imposed pursuant to A.R.S. §42-18116, $15 of each judgment-deed fee collected pursuant to A.R.S. §42-18205, interest earned from the elderly assistance fund pursuant to A.R.S. §42-17401 and the community facilities district special-assessment fee imposed pursuant to A.R.S. §48-721. The County Treasurer shall administer the fund and spend monies in the fund only to defray the cost of converting or upgrading an automated public information system.

780 **School Transportation Fund** — Accounts for reimbursement for mileage costs to parents of special-needs students.

782 **School Communication Fund** — Accounts for management of centralized billings paid by Superintendent of Schools for multiple school districts.

795 **County School Indirect Cost** — Accounts for federal indirect fees charged to school districts.

988 **Public Works Flood Control** — The fund is established for management planning purposes and the financial activity will be allocated to the Flood Control District funds. The fund will not be reported in the audited financial statements.

FY 2008-09 Revenue Source Codes

Revenue Source	Sub-Revenue Source Name	Comments
601	Property Taxes	Amounts collected on property taxes assessed on real, secured and unsecured personal property.
605	Tax Penalties & Interest	Amounts collected as penalties for delinquent tax payments, and the interest charged on delinquent taxes from the due date to the date of actual payment.
606	Sales Taxes	Amounts collected for a sales tax levied by the County
610	Licenses And Permits	Revenues from businesses and occupations that must be licensed before doing business or licenses and permits levied according to benefits presumably conferred by the license or permit.
615	Grants	Contributions or gifts of cash or other assets from the federal and/or state government to be used or expended by the county for a specified purpose, activity, or facility.
620	Other Intergovernmental	Other non-grant revenues levied by the federal or state government and shared with the County on a predetermined basis.
621	Payments In Lieu Of Taxes	Payments from other governments or other local units/organizations for owned properties falling within the County's geographical boundaries on which it cannot levy property taxes.
625	State Shared Sales Tax	Transaction Privilege Taxes levied by the state government and shared with the County, based on a statutory distribution formula.
626	State Shared Highway User Revenue	Taxed levied by the state government on motor fuel consumption and other transportation-related items, and shared with the County based on a statutory distribution formula.
630	State Shared Vehicle License	Tax levied by the state government based on the assessed value of motor vehicles and shared with the County based on a statutory distribution formula.
634	Intergovernmental Charges For Services	Charges for service provided to other public entities
635	Other Charges For Services	Various types of County charges for services and other related activities.
636	Internal Service Charges	Revenue collected by internal service fund departments of the County for centralized internal service operations, (telecom, equipments services, reprographics, etc…)
637	Fines & Forfeits	Amounts collected for a compliance violation of any applicable laws, policy or other authoritative rule or amounts collected through confiscation.
638	Patient Services Revenue	Charges for patient and third-party reimbursements for healthcare related services.
645	Interest Earnings	Revenue from holdings invested for earnings purposes.
650	Miscellaneous Revenue	Any and all revenue that cannot be reasonably classified to another specific revenue code.
680	Transfers In	Inflow of monies transferred between funds within the County.

FY 2008-09 Expenditure Object and Sub-Object Codes

Object	Description	Comment
701	Regular Pay	Gross salary and wages for personal services rendered by regular full and part-time employees.
705	Temporary Pay	Gross salary and wages for temporary employees
710	Overtime	Overtime salary and wages for personal services rendered by regular full-time employees.
750	Fringe Benefits	Amounts paid by the County on behalf of the employees.
790	Other Personnel Services	Miscellaneous employee payments and/or adjustments not considered regular employee compensation.
795	Personnel Services Allocation-Out	Used to allocate personal service charges to another fund/department.
796	Personnel Services Allocation-In	Used to allocate personal service charges from another fund/department.
801	General Supplies	Amounts paid for consumable operational supply items.
802	Medical Supplies	Amounts paid for consumable healthcare operational supply items.
804	Non-Capital Equipment	Amounts paid for items not considered general or medical supplies, that have a useful life of one year or more but cost less than $5,000 per item.
810	Legal Services	Professional legal services rendered by individuals not on the County payroll and/or other legal service related costs.
811	Health Care Services	Professional health care services rendered by individuals not on the County Payroll and/or other healthcare service related costs.
812	Other Services	Amounts expended for services rendered by individuals not on the County payroll and/or other service related costs that are not legal and healthcare related.
820	Rent & Operating Leases	Payments for operating leases and rents, excluding capital leases (see 950-Debt Service)
825	Repairs And Maintenance	Amounts paid for repairing or maintaining buildings, structures, improvements, or equipment.
830	Intergovernmental Payments	Contributions, aid or other amounts paid to other governmental entities for program and/or other agreed upon contracts and arrangements.
839	Internal Service Charges	Amounts charged by internal service departments of the County to other departments.
841	Travel	Amounts paid for any and all costs related to travel.
842	Education And Training	Amounts paid for any and all costs related to education and training.
843	Postage/Freight/Shipping	Amounts paid for mailing costs and other incidental costs associated with the movement of goods.
845	Support And Care Of Persons	Amounts paid to administer the County's fiduciary care responsibilities
850	Utilities	Amounts paid for the cost of any and all utility charges and/or related disposition of utility products.

FY 2008-09 Expenditure Object and Sub-Object Codes (cont'd)

Object	Description	Comment
855	Interest Expense	Interest charges for negative cash and investment balances.
865	Depreciation	Expense charged for the loss of value of an asset as a result of it's use.
880	Transfers Out	Movement of monies between (outflow) funds within the County.
910	Land	Amounts paid for the acquisition of land or any charges necessary to prepare the land for use.
915	Buildings And Improvements	Amounts paid for the acquisition of buildings or changes necessary to prepare the building for use. Does not record amounts paid for normal repair and maintenance.
920	Capital Equipment	Amounts paid for the acquisition of non-vehicle related equipment costing more than $5,000.
930	Vehicles & Construction Equipment	Amounts paid for the acquisition of any and all types of vehicles costing more than $5,000.
940	Infrastructure	Amounts paid for County infrastructure, such as streets, roads, tunnels, drainage systems, water and sewer systems, dams and lighting systems.
950	Debt Service	Amounts paid to satisfy County debt financing obligations, including capital leases. A capital lease is a financing that transfers ownership of the property to the County at the end of the lease term, contains a bargain purchase option, covers a lease term that is equal to 75% or more of the leased asset's useful life, or requires lease payments equal to at least 90% of the leased asset's market value.

Statutory Requirements

The following sections of the Arizona Revised Statutes are relevant to Maricopa County's budget and budget process:

§42-17101. Annual county and municipal financial statement and estimate of expenses

On or before the third Monday in July each year the governing body of each county and incorporated city or town shall prepare:

1. A full and complete statement of the political subdivision's financial affairs for the preceding fiscal year.

2. An estimate of the different amounts that will be required to meet the political subdivision's public expense for the current fiscal year entered in the minutes of the governing body and containing the items prescribed by section 42-17102.

3. A summary schedule of estimated expenditures and revenues that shall be:

(a) Entered in the minutes of the governing body.

(b) Prepared according to forms supplied by the auditor general.

§42-17102. Contents of estimate of expenses

A. The annual estimate of expenses of each county, city and town shall include:

1. An estimate of the amount of money required for each item of expenditure necessary for county, city or town purposes.
2. The amounts necessary to pay the interest and principal of outstanding bonds.
3. The items and amounts of each special levy provided by law.
4. An amount for unanticipated contingencies or emergencies.
5. A statement of the receipts for the preceding fiscal year from sources other than direct property taxes.
6. The amounts that are estimated to be received during the current fiscal year from sources other than direct property taxes and voluntary contributions.
7. The amounts that were actually levied and the amounts that were actually collected for county, city or town purposes on the primary and secondary property tax rolls of the preceding fiscal year.
8. The amounts that were collected through primary property taxes and secondary property taxes levied for the years before the preceding fiscal year.
9. The amount that is proposed to be raised by direct property taxation for the current fiscal year for the general fund, bonds, special assessments and district levies.
10. The separate amounts to be raised by primary property tax levies and by secondary property tax levies for the current fiscal year.
11. The amount of voluntary contributions estimated to be received pursuant to section 48-242, based on the information transmitted to the governing body by the department of revenue.

12. The maximum amount that can be raised by primary property tax levies by the county, city or town pursuant to article 2 of this chapter for the current fiscal year.
13. The amount that the county, city or town proposes to raise by secondary property tax levies and the additional amounts, if any, that the county, city or town will levy pursuant to the authority given to the governing body by the voters at an election called pursuant to article 5 of this chapter.
14. The property tax rate for county, city or town purposes for the preceding fiscal year for the primary property tax and the secondary property tax.
15. The estimated property tax rate for county, city or town purposes for the current fiscal year for the primary property tax and the secondary property tax.
16. The expenditure limitation for the preceding fiscal year and the total amount that was proposed to be spent for the preceding fiscal year.
17. The total expenditure limitation for the current fiscal year.
18. The amount of monies received from primary property taxation in the preceding fiscal year in excess of the maximum allowable amount as computed pursuant to article 2 of this chapter.

B. The estimate shall be fully itemized according to forms supplied by the auditor general showing under separate headings:
   1. The amounts that are estimated as required for each department, public office or official.
   2. A complete disclosure and statement of the contemplated expenditures for the current fiscal year, showing the amount proposed to be spent from each fund and the total amount of proposed public expense.

C. The total of amounts proposed in the estimates to be spent shall not exceed the expenditure limitation established for the county, city or town.

§42-17103. Publication of estimates of expenses and notice of public hearing and special meeting

A. The governing body of each county, city or town shall publish the estimates of expenses, or a summary of the estimate of expenses and a notice of a public hearing and special meeting of the governing body to hear taxpayers and make tax levies at designated times and places. The summary shall set forth sources and uses of funds, and include consolidated revenues and expenditures by category, department and fund, truth in taxation calculations, and primary and secondary property tax levies. A complete copy of the estimate of expenses shall be made available at the city, town or county libraries, and city, town or county administrative offices.

B. The estimates and notice shall be published once a week for at least two consecutive weeks after the estimates are tentatively adopted in the official newspaper of the county, city or town, if there is one, and, if not, in a newspaper of general circulation in the county, city or town.

C. If a truth in taxation notice and hearing is required under section 42-17107, the governing body may combine the notice under this section with the truth in taxation notice.

§42-17104. Hearing and special meeting on expenditures and tax levy

A. The governing body of each county, city or town shall hold a public hearing and special meeting on or before the fourteenth day before the day on which it levies taxes as stated in the notice under section 42-17103. Any taxpayer may appear and be heard in favor of or against any proposed expenditure or tax levy.

B. If a truth in taxation notice and hearing is required under section 42-17107, the governing body may combine the hearing under this section with the truth in taxation hearing.

§42-17105. Adoption of budget

A. After the hearing on estimates under section 42-17104 is concluded, the governing body shall convene in a special meeting and finally determine and adopt estimates of proposed expenditures for the purposes stated in the published proposal.

B. The adopted estimates constitute the budget of the county, city or town for the current fiscal year.

C. The total amounts that are proposed to be spent in the budget shall not exceed the total of amounts that were proposed for expenditure in the published estimates.

§42-17106. Expenditures limited to budgeted purposes; transfer of monies

A. Except as provided in subsection B, a county, city or town shall not:
   1. Spend money for a purpose that is not included in its budget.
   2. Spend money or incur or create a debt, obligation or liability in a fiscal year in excess of the amount stated for each purpose in the finally adopted budget for that year, except as provided by law, regardless of whether the county, city or town has received at any time, or has on hand, monies or revenue in excess of the amount required to meet expenditures, debts, obligations and liabilities that are incurred under the budget.

B. A governing body may transfer monies between budget items if all of the following apply:
   1. The monies are available.
   2. The transfer is in the public interest and based on a demonstrated need.
   3. The transfer does not result in a violation of the limitations prescribed in article IX, sections 19 and 20, Constitution of Arizona.
   4. A majority of the members of the governing body votes affirmatively on the transfer at a public meeting.

§42-17107. Truth in taxation notice and hearing; roll call vote on tax increase; definition

A. On or before February 10 of the tax year, the county assessor shall transmit and certify to the property tax oversight commission and to the governing body of the county, city or town the total net primary assessed values that are required to compute the levy limit prescribed by section 42-17051. If the proposed primary property tax levy, excluding amounts that are attributable to new construction, is

greater than the amount levied by the county, city or town in the preceding tax year in the county, city or town:

1. The governing body shall publish a notice that meets the following requirements:
   (a) The notice shall be published twice in a newspaper of general circulation in the county, city or town. The first publication shall be at least fourteen but not more than twenty days before the date of the hearing. The second publication shall be at least seven but not more than ten days before the date of the hearing.
   (b) The notice shall be published in a location other than the classified or legal advertising section of the newspaper in which it is published.
   (c) The notice shall be at least one-fourth page in size and shall be surrounded by a solid black border at least one-eighth inch in width.
   (d) The notice shall be in the following form, with the "truth in taxation hearing notice of tax increase" headline in at least eighteen point type:

   Truth in Taxation Hearing

   Notice of Tax Increase

   In compliance with section 42-17107, Arizona Revised Statutes, _____ (name of county, city or town) is notifying its property taxpayers of _____'s (name of county, city or town) intention to raise its primary property taxes over last year's level. _____ (name of county, city or town) is proposing an increase in primary property taxes of $_____ or _____%.

   For example, the proposed tax increase will cause _____'s (name of county, city or town) primary property taxes on a $100,000 home to increase from $_____ (total taxes that would be owed without the proposed tax increase) to $_____ (total proposed taxes including the tax increase).

   This proposed increase is exclusive of increased primary property taxes received from new construction. The increase is also exclusive of any changes that may occur from property tax levies for voter approved bonded indebtedness or budget and tax overrides.

   All interested citizens are invited to attend the public hearing on the tax increase that is scheduled to be held _____ (date and time) at _____ (location).
2. In lieu of publishing the truth in taxation notice, the governing body may mail the truth in taxation notice prescribed by paragraph 1, subdivision (d) to all registered voters in the county, city or town at least ten but not more than twenty days before the date of the hearing on the estimates pursuant to section 42-17104.
3. In addition to publishing the truth in taxation notice under paragraph 1 or mailing the notice under paragraph 2, the governing body shall issue a press release containing the truth in taxation notice.
4. The governing body shall consider a motion to levy the increased property taxes by roll call vote.

5. Within three days after the hearing, the governing body shall mail a copy of the truth in taxation notice, a statement of its publication or mailing and the result of the governing body's vote under paragraph 4 to the property tax oversight commission.
6. The governing body shall hold the truth in taxation hearing on or before the adoption of the county, city or town budget under section 42-17105.

B. If the governing body fails to comply with the requirements of this section, the governing body shall not fix, levy or assess an amount of primary property taxes that exceeds the preceding year's amount, except for amounts attributable to new construction.

C. For the purposes of this section, "amount attributable to new construction" means the net assessed valuation of property added to the tax roll since the previous year multiplied by a property tax rate computed by dividing the primary property tax levy of the county, city or town in the preceding year by the estimate of the total net assessed valuation of the county, city or town for the current year, excluding the net assessed valuation attributable to new construction.

§42-17151. County, municipal, community college and school tax levy

A. On or before the third Monday in August each year the governing body of each county, city, town, community college district and school district shall:
   1. Fix, levy and assess the amount to be raised from primary property taxation and secondary property taxation. This amount, plus all other sources of revenue, as estimated, and unencumbered balances from the preceding fiscal year, shall equal the total of amounts proposed to be spent in the budget for the current fiscal year.
   2. Designate the amounts to be levied for each purpose appearing in the adopted budget.
   3. Fix and determine a primary property tax rate and a secondary property tax rate, each rounded to four decimal places on each one hundred dollars of taxable property shown by the finally equalized valuations of property, less exemptions, that appear on the tax rolls for the fiscal year and that when extended on those valuations will produce, in the aggregate, the entire amount to be raised by direct taxation for that year.

B. The governing body of a county, city, town or community college district shall not fix, levy or assess an amount of primary property taxes in excess of the amount permitted by section 42-17051, subsection A, paragraph 7 or section 42-17005 as determined by the property tax oversight commission.

C. Within three days after the final levies are determined for a county, city, town or community college district, the chief county fiscal officer shall notify the property tax oversight commission of the amount of the primary property tax levied.

Arizona State Auditor General Forms (Schedule A)

MARICOPA COUNTY
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2009

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2008	ACTUAL EXPENDITURES/ EXPENSES** 2008	FUND BALANCE/ NET ASSETS*** July 1,2008**	PROPERTY TAX REVENUES**** 2009	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2009	OTHER FINANCING 2009		INTERFUND TRANSFERS 2009		TOTAL FINANCIAL RESOURCES AVAILABLE 2009	BUDGETED EXPENDITURES/ EXPENSES 2009
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	$ 1,116,574,263	$ 901,401,461	$ 274,627,644	Primary: $ 456,457,388	$ 700,829,317	$	$	$ 11,246,745	$ 379,416,476	$ 1,063,744,618	$ 1,063,744,618
2. General Fund - Override Election				Secondary:							
3. Total General Fund	1,116,574,263	901,401,461	274,627,644	456,457,388	700,829,317			11,246,745	379,416,476	1,063,744,618	1,063,744,618
4. Special Revenue Funds	818,049,622	706,942,743	186,914,730	94,471,897	667,724,549	400,000		199,288,483	143,684,575	1,005,115,084	919,135,260
5. Debt Service Funds Available	27,153,110	20,643,450	21,724,034		9,227,487			11,529,657	492,750	41,988,428	28,821,952
6. Less: Designation for Future Debt Retirement											
7. Total Debt Service Funds	27,153,110	20,643,450	21,724,034		9,227,487			11,529,657	492,750	41,988,428	28,821,952
8. Capital Projects Funds	336,921,505	242,691,367	481,718,270		36,613,960			309,268,261	6,252,339	821,348,152	334,041,357
9. Internal Service Funds	198,447,694	186,560,817	64,867,634		213,847,479				1,487,006	277,228,107	214,090,687
10. Eliminations Funds	(163,366,891)	(159,582,268)	0		(206,914,282)			(531,333,146)	(531,333,146)	(206,914,282)	(206,914,282)
13. TOTAL ALL FUNDS	$ 2,333,779,303	$ 1,898,657,570	$ 1,029,852,312	$ 550,929,285	$ 1,421,328,510	$ 400,000	$	$	$	$ 3,002,510,107	$ 2,352,919,592

EXPENDITURE LIMITATION COMPARISON	2008	2009
1. Budgeted expenditures/expenses	$ 2,333,779,303	$ 2,352,919,592
2. Add/subtract: estimated net reconciling items	(286,088,838)	(295,664,501)
3. Budgeted expenditures/expenses adjusted for reconciling items	2,047,690,465	2,057,255,091
4. Less: estimated exclusions	(1,013,921,868)	(957,812,363)
5. Amount subject to the expenditure limitation	$ 1,033,768,597	$ 1,099,442,728
6. EEC expenditure limitation	$ 1,033,768,598	$ 1,099,442,729

* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts in this column represent Fund Balance/Net Asset amounts except for amounts invested in capital assets, net of related debt, and reserved/restricted amounts established as offsets to assets presented for informational purposes (i.e., prepaids, inventory, etc.).

**** Represents budgeted Property Tax Revenue. Property tax revenue is budgeted in FY 2008-09 based on prior years' collection trends, rather than on the actual levy amount. Each year, approximately 3.0% of levied taxes go unpaid. While a portion (approximately 2.0%) are paid in the following tax year, approximately 1.0% are never paid, or are not levied due to resolutions which actually reduce assessed value amounts. Levy for General Fund is $463,492,311; for Flood Control District is $74,674,333 and for Library District is $20,581,183.

Arizona State Auditor General Forms (Schedule B)

MARICOPA COUNTY
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2009

	2008	2009
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$ 430,023,735	$ 463,492,311
2. Amount received from primary property taxation in the **current** year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	$	
3. Property tax levy amounts		
A. Primary property taxes	$ 430,023,735	$ 463,492,311
B. Secondary property taxes		
General Fund - Override election	$	$
Flood Control District	70,422,870	74,674,333
Library District	19,368,018	20,581,183
Total secondary property taxes	$ 89,790,888	$ 95,255,516
C. Total property tax levy amounts	$ 519,814,623	$ 558,747,827
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$ 417,123,023	$ 449,587,542 **
(2) Prior years' levies	8,161,428	6,869,846 **
(3) Total primary property taxes	$ 425,284,451	$ 456,457,388 **
B. Secondary property taxes		
(1) **Current** year's levy	$ 87,097,161	$ 92,397,851 **
(2) Prior years' levies	1,815,010	2,074,046 **
(3) Total secondary property taxes	$ 88,912,171	$ 94,471,897 **
C. Total property taxes collected	$ 514,196,622	$ 550,929,285 **
5. Property tax rates		
A. County tax rate		
(1) Primary property tax rate	1.1046	1.0327
(2) Secondary property tax rate		
General Fund - Override election		
Flood Control District	0.1533	0.1367
Library District	0.0391	0.0353
(3) Total county tax rate	1.2970	1.2047
B. Special assessment district tax rates		
Secondary property tax rates		

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

** Represents budgeted Property Tax Revenue. Property tax revenue is budgeted in FY 2008-09 based on prior years' collection trends, rather than on the actual levy amount. Each year, approximately 3.0% of levied taxes go unpaid. While a portion (approximately 2.0%) are paid in the following tax year, approximately 1.0% are never paid, or are not levied due to resolutions which actually reduce assessed value amounts. Levy for General Fund is $463,492,311; for Flood Control District is $74,674,333 and for Library District is $20,581,183.

Arizona State Auditor General Forms (Schedule C)

MARICOPA COUNTY
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2009

SOURCE OF REVENUES	ESTIMATED REVENUES 2008	ACTUAL REVENUES* 2008	ESTIMATED REVENUES 2009
GENERAL FUND			
Taxes			
TAXES PENALTIES & INTEREST	$ 14,550,571	$ 12,202,301	$ 14,500,000
PAYMENT IN LIEU OF TAXES	7,953,924	7,153,712	7,661,044
STATE SHARED SALES TAX	497,453,141	468,401,652	459,033,619
STATE SHARED VEHICLE LICENSE	143,247,168	140,672,743	137,859,289
Licenses and permits			
LICENSES AND PERMITS	2,156,063	1,727,878	1,923,641
Intergovernmental			
OTHER INTERGOVERNMENTAL	4,405,339	5,239,883	5,307,848
GRANTS	85,000	185,000	
Charges for services			
INTERGOV CHARGES FOR SERVICES	15,569,538	15,749,404	13,731,038
OTHER CHARGES FOR SERVICES	25,845,071	23,663,496	25,175,329
INTERNAL SERVICE CHARGES	4,354,799	4,674,480	2,340,375
PATIENT SERVICES REVENUE	7,200	6,730	14,400
Fines and forfeits			
FINES & FORFEITS	16,433,137	17,426,500	16,669,467
Investments			
INTEREST EARNINGS	12,000,000	20,977,964	12,000,000
Miscellaneous			
MISCELLANEOUS REVENUE	3,383,498	4,864,372	4,613,267
Total General Fund	$ 747,444,449	$ 722,946,115	$ 700,829,317

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

SPECIAL REVENUE FUNDS			
Road Fund			
TRANSPORTATION OPERATIONS	$ 117,705,562	$ 118,833,322	$ 125,633,844
Total Road Fund	$ 117,705,562	$ 118,833,322	$ 125,633,844
Health Services Fund			
PATIENT SERVICES REVENUE	$ 959,563	$ 964,015	$ 1,368,585
Total Health Services Fund	$ 959,563	$ 964,015	$ 1,368,585
List Fund:			
GRANTS, MISC. REVENUE, ETC.	$ 455,306,435	426,456,030	538,322,120
Total	$ 455,306,435	$ 426,456,030	$ 538,322,120
Total Special Revenue Funds	$ 573,971,560	$ 546,253,367	$ 667,724,549

Arizona State Auditor General Forms (Schedule C) (continued)

MARICOPA COUNTY
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2009

SOURCE OF REVENUES	ESTIMATED REVENUES 2008	ACTUAL REVENUES* 2008	ESTIMATED REVENUES 2009
DEBT SERVICE FUNDS			
NON-DEPARTMENTAL	$ 4,931,907	$ 4,718,910	3,302,393
STADIUM DISTRICT	6,775,094	6,768,155	5,925,094
Total Debt Service Funds	$ 11,707,001	$ 11,487,065	$ 9,227,487
CAPITAL PROJECTS FUNDS			
PUBLIC WORKS	$ 23,135,263	28,051,059	$ 20,103,960
LIBRARY DISTRICT			300,000
STADIUM DISTRICT	550,000	1,007,025	1,300,000
NON DEPARTMENTAL		6,845,401	
FLOOD CONTROL DISTRICT			14,910,000
Total Capital Projects Funds	$ 23,685,263	$ 35,903,485	$ 36,613,960
INTERNAL SERVICE FUNDS			
EMPLOYEE HEALTH INITIATIVES	$ 133,796,882	127,713,896	144,601,554
ENTERPRISE TECHNOLOGY	16,557,997	17,450,546	16,557,997
MATERIALS MANAGEMENT	996,885	996,886	996,885
EQUIPMENT SERVICES	13,259,789	16,118,508	15,519,000
RISK MANAGEMENT	39,272,014	39,304,112	36,172,043
Total Internal Service Funds	$ 203,883,567	$ 201,583,948	$ 213,847,479
ELIMINATIONS FUNDS			
ELIMINATIONS	$ (163,366,891)	(159,582,268)	(206,914,282)
Total Eliminations Funds	$ (163,366,891)	$ (159,582,268)	$ (206,914,282)
TOTAL ALL FUNDS	$ 1,397,324,949	$ 1,358,591,712	$ 1,421,328,510

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

Arizona State Auditor General Forms (Schedule D)

MARICOPA COUNTY
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2009

FUND	OTHER FINANCING 2009 SOURCES	OTHER FINANCING 2009 <USES>	INTERFUND TRANSFERS 2009 IN	INTERFUND TRANSFERS 2009 <OUT>
GENERAL FUND				
SHERIFF	$	$	$	$ 49,838
MEDICAL EXAMINER				16,469
NON-DEPARTMENTAL			11,246,745	$ 379,305,169
PUBLIC HEALTH				45,000
Total General Fund	$	$	$ 11,246,745	$ 379,416,476
SPECIAL REVENUE FUNDS				
AIR QUALITY	$	$	$	$ 392,579
ANIMAL CARE & CONTROL				1,811,001
COMMUNITY DEVELOPMENT				39,292
EMERGENCY MANAGEMENT				73,659
ENVIRONMENTAL SERVICES				481,622
FLOOD CONTROL DISTRICT				44,709,458
HUMAN SERVICES				1,092,166
LIBRARY DISTRICT			1,233,438	8,641,753
NON-DEPARTMENTAL			197,452,665	951,000
PARKS & RECREATION			64,630	64,630
PLANNING & DEVELOPMENT				467,902
PUBLIC HEALTH			45,000	1,427,259
PUBLIC WORKS	400,000			79,991,106
STADIUM DISTRICT			492,750	1,660,000
SUPERINTENDENT OF SCHOOLS				1,881,148
Total Special Revenue Funds	$ 400,000	$	$ 199,288,483	$ 143,684,575
DEBT SERVICE FUNDS				
NON-DEPARTMENTAL	$	$	$ 11,529,657	$
STADIUM DISTRICT				492,750
Total Debt Service Funds	$	$	$ 11,529,657	$ 492,750
CAPITAL PROJECTS FUNDS				
FLOOD CONTROL DISTRICT	$	$	$ 44,709,458	$
LIBRARY DISTRICT			7,408,315	
NON-DEPARTMENTAL			180,741,504	6,252,339
PUBLIC WORKS			74,748,984	
STADIUM DISTRICT			1,660,000	
Total Capital Projects Funds	$	$	$ 309,268,261	$ 6,252,339

Arizona State Auditor General Forms (Schedule D) (continued)

MARICOPA COUNTY
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2009

FUND	OTHER FINANCING 2009 SOURCES	OTHER FINANCING 2009 <USES>	INTERFUND TRANSFERS 2009 IN	INTERFUND TRANSFERS 2009 <OUT>
INTERNAL SERVICE FUNDS				
EMPLOYEE HEALTH INITIATIVES	$	$	$	$ 172,936
ENTERPRISE TECHNOLOGY				422,470
EQUIPMENT SERVICES				667,146
MATERIALS MANAGEMENT				43,238
RISK MANAGEMENT				181,216
Total Internal Service Funds	$	$	$	$ 1,487,006
ELIMINATIONS FUNDS				
PARKS & RECREATION	$	$	$ (64,630)	$ (64,630)
LIBRARY DISTRICT			(8,641,753)	(8,641,753)
STADIUM DISTRICT			(2,152,750)	(2,152,750)
FLOOD CONTROL DISTRICT			(44,709,458)	(44,709,458)
PUBLIC WORKS			(74,748,984)	(74,748,984)
ELIMINATIONS			(401,015,571)	(401,015,571)
Total Eliminations Funds	$	$	$ (531,333,146)	$ (531,333,146)
TOTAL ALL FUNDS	$ 400,000	$	$ -	$ -

Arizona State Auditor General Forms (Schedule E)

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2009

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES* 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
GENERAL FUND				
ADULT PROBATION	$ 65,774,128	$ 377,114	$ 66,057,998	$ 60,982,903
ANIMAL CARE & CONTROL	361,432	(1,317)	360,115	322,919
ASSESSOR	25,446,423	30,960	24,389,273	24,923,302
BOARD OF SUPERVISORS DIST 1	391,686	(2,525)	361,066	372,646
BOARD OF SUPERVISORS DIST 2	391,686	(2,525)	366,984	372,649
BOARD OF SUPERVISORS DIST 3	391,686	(2,525)	334,481	372,649
BOARD OF SUPERVISORS DIST 4	391,686	(2,525)	327,808	372,648
BOARD OF SUPERVISORS DIST 5	391,686	(2,525)	372,634	372,643
CALL CENTER	1,759,134	4,074	1,732,366	1,628,190
CLERK OF THE BOARD	840,627	(57,556)	718,045	716,421
CLERK OF THE SUPERIOR COURT	34,177,630	(125,590)	33,708,852	32,343,816
COMMUNICATIONS	903,495	(45,554)	688,061	932,091
CONSTABLES	2,424,814	10,143	2,450,806	2,361,217
CORRECTIONAL HEALTH	3,570,368	506,574	3,705,345	3,581,457
COUNTY ATTORNEY	63,399,795	1,632,057	64,489,670	62,837,039
COUNTY ATTORNEY CIVIL	12,229,718	136,421	13,698,058	15,915,927
COUNTY MANAGER	1,439,173	2,916	1,485,088	1,429,968
ELECTIONS	12,157,522	(21,918)	13,439,207	20,096,904
EMERGENCY MANAGEMENT	268,636		267,247	234,996
ENTERPRISE TECHNOLOGY	10,052,098	540,568	10,287,827	10,785,417
ENVIRONMENTAL SERVICES	7,063,645	(4,437)	3,401,910	3,687,644
FACILITIES MANAGEMENT	14,078,935	99,060	13,457,086	12,908,663
FINANCE	4,048,897	42,600	4,000,794	3,787,037
HEALTH CARE PROGRAMS	229,499,543	(346,515)	222,657,832	234,768,067
HUMAN SERVICES	2,702,378		2,702,378	2,517,013
INTERNAL AUDIT	1,949,548	44,850	1,967,215	1,843,786
JUSTICE COURTS	13,458,934	(6)	14,069,992	14,115,672
JUSTICE SYSTEM PLANNING & INFC	846,536		725,245	542,057
JUVENILE PROBATION	4,367,355	275,696	4,479,248	3,654,409
JUVENILE DEFENDER	21,235,324	(44,927)	21,646,716	17,220,629
LEGAL ADVOCATE	8,402,717	291,968	8,217,853	9,529,764
LEGAL DEFENDER	9,495,990	303,442	9,394,856	10,511,194
MANAGEMENT & BUDGET	4,318,819	(106,696)	3,817,644	3,746,301
MATERIALS MANAGEMENT	2,071,136	52,725	2,103,372	2,029,600
MEDICAL EXAMINER	8,040,279	26,610	7,893,976	7,721,547
NON-DEPARTMENTAL	330,939,743	(19,235,349)	109,900,297	268,266,931
PARKS & RECREATION	1,772,629	(8,438)	1,677,480	1,426,304
PUBLIC DEFENDER	35,511,313	819,942	36,284,434	36,768,742
PUBLIC DEFENSE SERVICES	17,930,726	(683,083)	22,601,095	15,414,886
PUBLIC FIDUCIARY	2,762,148	51,231	2,792,374	2,612,944
PUBLIC HEALTH	12,833,580	42,567	11,493,765	12,417,708
RECORDER	2,638,611	(12,260)	2,445,374	2,279,710
RESEARCH & REPORTING	378,755	65,686	429,926	327,743
SHERIFF	71,067,426	1,062,280	71,538,212	72,479,875
SUPERINTENDENT OF SCHOOLS	2,461,627	(11,899)	2,298,942	2,320,833
SUPERIOR COURT	72,758,594	67,681	72,062,872	70,347,261
TREASURER	5,111,957	60,242	4,837,809	3,396,965
WORKFORCE MGT & DEVELOPMEN	3,249,295	2,985,163	3,261,833	6,145,531
Total General Fund	$ 1,127,759,863	$ (11,185,600)	$ 901,401,461	$ 1,063,744,618

Arizona State Auditor General Forms (Schedule E) (continued)

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2009

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES* 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
SPECIAL REVENUE FUNDS				
ADULT PROBATION	$ 17,815,999	$ 318,107	$ 17,414,434	$ 19,221,449
AIR QUALITY	16,128,750	8,205,673	22,507,997	26,453,587
ANIMAL CARE & CONTROL	8,668,035	537,715	9,633,913	10,429,971
CLERK OF THE SUPERIOR COURT	9,323,510	654,561	8,905,323	10,037,176
COMMUNICATIONS	63,000		51,599	75,000
COMMUNITY DEVELOPMENT	13,499,406	3,004	7,650,194	12,669,988
CORRECTIONAL HEALTH	49,149,070	5,127	48,814,986	49,262,767
COUNTY ATTORNEY	13,759,698	3,071,104	14,157,973	18,345,453
ELECTIONS	29,524		9,840	29,524
EMERGENCY MANAGEMENT	1,018,978	193,345	1,082,752	1,085,875
ENVIRONMENTAL SERVICES	18,607,773	(49,041)	17,757,869	22,256,257
FACILITIES MANAGEMENT	3,035,485	170,749	3,090,085	2,743,527
FLOOD CONTROL DISTRICT	35,884,484	270,699	36,064,977	35,962,288
HEALTH CARE PROGRAMS	6,435,504		6,221,924	7,594,722
HUMAN SERVICES	41,571,999	527,997	40,581,670	40,850,932
JUSTICE COURTS	3,711,907	(250)	3,180,368	4,433,985
JUSTICE SYSTEM PLANNING & INFC	1,983,802	(70,758)	1,665,765	1,695,804
JUVENILE PROBATION	48,030,623	428,064	44,697,179	46,979,456
LEGAL ADVOCATE	12,500		9,500	12,500
LEGAL DEFENDER	134,794		134,794	134,794
LIBRARY DISTRICT	20,731,201	555,149	21,223,397	22,540,035
MEDICAL EXAMINER		107,393	97,960	
NON-DEPARTMENTAL	109,256,269	(6,045,453)	32,765,057	166,691,384
PARKS & RECREATION	5,919,025	232,261	5,579,721	8,750,669
PLANNING & DEVELOPMENT	16,765,186	523,379	14,531,347	15,898,609
PUBLIC DEFENDER	2,589,341	(13,157)	2,312,299	3,089,347
PUBLIC HEALTH	36,699,218	4,843,494	38,015,166	41,680,462
PUBLIC WORKS	71,410,265	(47,170)	67,426,061	109,291,558
RECORDER	6,374,980	12,545	5,751,922	4,502,298
SHERIFF	216,975,448	6,640,372	217,039,404	216,216,990
STADIUM DISTRICT	2,726,759		2,509,528	2,570,842
SUPERINTENDENT OF SCHOOLS	3,435,071	29,543	2,835,435	2,797,583
SUPERIOR COURT	14,015,566	382,000	12,955,640	14,030,428
TREASURER	800,000		266,664	800,000
Total Special Revenue Funds	$ 796,563,170	$ 21,486,452	$ 706,942,743	$ 919,135,260
DEBT SERVICE FUNDS				
NON-DEPARTMENTAL	$ 21,710,516	$	$ 15,219,856	$ 23,389,608
STADIUM DISTRICT	5,442,594		5,423,594	5,432,344
Total Debt Service Funds	$ 27,153,110	$	$ 20,643,450	$ 28,821,952

Arizona State Auditor General Forms (Schedule E) (continued)

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2009

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES* 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
CAPITAL PROJECTS FUNDS				
FLOOD CONTROL DISTRICT	$ 61,000,000	$ (207,000)	$ 60,793,008	$ 60,000,000
LIBRARY DISTRICT				3,137,092
NON-DEPARTMENTAL	194,803,883	(33,484,312)	81,258,483	162,324,265
PUBLIC WORKS	98,605,934		85,705,900	104,677,000
STADIUM DISTRICT	4,203,000	12,000,000	14,933,976	3,903,000
Total Capital Projects Funds	$ 358,612,817	$ (21,691,312)	$ 242,691,367	$ 334,041,357
INTERNAL SERVICE FUNDS				
EMPLOYEE HEALTH INITIATIVES	$ 133,444,808	$ 40,349	$ 117,458,937	$ 143,913,553
ENTERPRISE TECHNOLOGY	15,341,240	890,895	18,206,188	17,478,683
EQUIPMENT SERVICES	11,962,936	10,443	14,596,417	13,314,861
MATERIALS MANAGEMENT	1,076,813	(28,345)	1,067,146	940,555
RISK MANAGEMENT	35,715,801	(7,246)	35,232,129	38,443,035
Total Internal Service Funds	$ 197,541,598	$ 906,096	$ 186,560,817	$ 214,090,687
ELIMINATIONS FUNDS				
ELIMINATIONS	$ (163,366,891)	$	$ (159,582,268)	$ (206,914,282)
Total Eliminations Funds	$ (163,366,891)	$	$ (159,582,268)	$ (206,914,282)
TOTAL ALL FUNDS	$ 2,344,263,667	$ (10,484,364)	$ 1,898,657,570	$ 2,352,919,592

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Arizona State Auditor General Forms (Schedule F)

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2009

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES * 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
ADULT PROBATION				
ADULT PROBATION FEES	$ 13,561,826	$ (5,192)	$ 13,176,906	$ 14,643,968
ADULT PROBATION GRANTS	4,254,173	323,299	4,237,528	4,577,481
GENERAL	65,774,128	377,114	66,057,998	60,982,903
Department Total	$ 83,590,127	$ 695,221	$ 83,472,432	$ 80,204,352
AIR QUALITY				
AIR QUALITY FEES	$ 12,393,623	$ 8,205,673	$ 19,103,167	$ 22,714,015
AIR QUALITY GRANT	4,010,023		3,679,726	4,132,151
Department Total	$ 16,403,646	$ 8,205,673	$ 22,782,893	$ 26,846,166
ANIMAL CARE & CONTROL				
ANIMAL CONTROL FIELD OPERATION	$ 3,213,071	$	$ 3,458,654	$ 3,154,071
ANIMAL CONTROL GRANTS	446,765	530,084	854,594	879,460
ANIMAL CONTROL LICENSE/SHELTER	6,905,589	7,631	7,154,849	8,207,441
GENERAL	361,432	(1,317)	360,115	322,919
Department Total	$ 10,926,857	$ 536,398	$ 11,828,212	$ 12,563,891
ASSESSOR				
GENERAL	$ 25,446,423	$ 30,960	$ 24,389,273	$ 24,923,302
Department Total	$ 25,446,423	$ 30,960	$ 24,389,273	$ 24,923,302
BOARD OF SUPERVISORS DIST 1				
GENERAL	$ 391,686	$ (2,525)	$ 361,066	$ 372,646
Department Total	$ 391,686	$ (2,525)	$ 361,066	$ 372,646
BOARD OF SUPERVISORS DIST 2				
GENERAL	$ 391,686	$ (2,525)	$ 366,984	$ 372,649
Department Total	$ 391,686	$ (2,525)	$ 366,984	$ 372,649
BOARD OF SUPERVISORS DIST 3				
GENERAL	$ 391,686	$ (2,525)	$ 334,481	$ 372,649
Department Total	$ 391,686	$ (2,525)	$ 334,481	$ 372,649
BOARD OF SUPERVISORS DIST 4				
GENERAL	$ 391,686	$ (2,525)	$ 327,808	$ 372,648
Department Total	$ 391,686	$ (2,525)	$ 327,808	$ 372,648
BOARD OF SUPERVISORS DIST 5				
GENERAL	$ 391,686	$ (2,525)	$ 372,634	$ 372,643
Department Total	$ 391,686	$ (2,525)	$ 372,634	$ 372,643
CALL CENTER				
GENERAL	$ 1,759,134	$ 4,074	$ 1,732,366	$ 1,628,190
Department Total	$ 1,759,134	$ 4,074	$ 1,732,366	$ 1,628,190

Arizona State Auditor General Forms (Schedule F) (continued)

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2009

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES * 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
CLERK OF THE BOARD				
GENERAL	$ 840,627	$ (57,556)	$ 718,045	$ 716,421
Department Total	$ 840,627	$ (57,556)	$ 718,045	$ 716,421
CLERK OF THE SUPERIOR COURT				
CHILD SUPPORT ENHANCEMENT	$ 75,000	$ -	$ 75,000	$ 157,500
CLERK OF COURT FILL THE GAP	1,962,909	654,561	2,352,892	2,430,862
CLERK OF THE COURT EDMS	3,330,000	-	2,965,848	3,450,005
CLERK OF THE COURT GRANTS	1,676,124	-	1,450,242	1,635,833
COURT DOCUMENT RETRIEVAL	1,150,243	-	1,109,877	1,150,236
GENERAL	34,177,630	(125,590)	33,708,852	32,343,816
JUDICIAL ENHANCEMENT	1,039,333	-	951,464	1,159,438
VICTIM LOCATION	89,901	-		53,302
Department Total	$ 43,501,140	$ 528,971	$ 42,614,175	$ 42,380,992
COMMUNICATIONS				
EVENTS CENTER OPERATIONS	$ 63,000	$ 24,050	$ 75,649	$ 75,000
GENERAL	903,495	(45,554)	688,061	932,091
Department Total	$ 966,495	$ (21,504)	$ 763,710	$ 1,007,091
COMMUNITY DEVELOPMENT				
CDBG HOUSING TRUST	$ 13,523,899	$ 3,004	$ 7,674,687	$ 12,709,280
Department Total	$ 13,523,899	$ 3,004	$ 7,674,687	$ 12,709,280
CONSTABLES				
GENERAL	$ 2,424,814	$ 10,143	$ 2,450,806	$ 2,361,217
Department Total	$ 2,424,814	$ 10,143	$ 2,450,806	$ 2,361,217
CORRECTIONAL HEALTH				
CORRECTIONAL HEALTH GRANT	$ 351,729	$ -	$ 358,451	$ 32,818
DETENTION OPERATIONS	48,797,341	5,127	48,456,535	49,229,949
GENERAL	3,570,368	506,574	3,705,345	3,581,457
Department Total	$ 52,719,438	$ 511,701	$ 52,520,331	$ 52,844,224
COUNTY ATTORNEY				
CHECK ENFORCEMENT PROGRAM	$ 600,000	$ -	$ 517,893	$ 599,997
COUNTY ATTORNEY FILL THE GAP	1,483,493	139,000	1,542,582	2,314,388
COUNTY ATTORNEY GRANTS	6,160,825	2,186,508	6,789,267	8,347,330
COUNTY ATTORNEY RICO	2,000,000	750,000	2,919,042	2,750,000
CRIM JUSTICE ENHANCEMENT	1,566,570	(4,404)	1,553,831	2,384,928
DIVERSION	1,008,810	-	815,358	1,008,810
GENERAL	63,399,795	1,632,057	64,489,670	62,837,039
VICTIM COMP AND ASSISTANCE	500,000	-	10,000	500,000
VICTIM COMP RESTITUTION INT	440,000	-	10,000	440,000
Department Total	$ 77,159,493	$ 4,703,161	$ 78,647,643	$ 81,182,492
COUNTY ATTORNEY CIVIL				
GENERAL	$ 12,229,718	$ 136,421	$ 13,698,058	$ 15,915,927
Department Total	$ 12,229,718	$ 136,421	$ 13,698,058	$ 15,915,927

Arizona State Auditor General Forms (Schedule F) (continued)

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2009

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES * 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
COUNTY MANAGER				
GENERAL	$ 1,439,173	$ 2,916	$ 1,485,088	$ 1,429,968
Department Total	$ 1,439,173	$ 2,916	$ 1,485,088	$ 1,429,968
ELECTIONS				
ELECTIONS GRANT	$ 29,524	$ -	$ 9,840	$ 29,524
GENERAL	12,157,522	(21,918)	13,439,207	20,096,904
Department Total	$ 12,187,046	$ (21,918)	$ 13,449,047	$ 20,126,428
EMERGENCY MANAGEMENT				
EMERGENCY MANAGEMENT	$ 750,269	$ 158,345	$ 782,754	$ 804,974
GENERAL	268,636	-	267,247	234,996
PALO VERDE	333,615	35,000	364,904	354,560
Department Total	$ 1,352,520	$ 193,345	$ 1,414,905	$ 1,394,530
EMPLOYEE HEALTH INITIATIVES				
40% STD	$ 465,815	$ -	$ 118,439	$ 594,994
50% STD	596,675	-	202,578	768,660
60% STD	547,974	-	258,548	651,142
70% STD	1,884,823	-	1,653,660	2,069,203
BEHAVIORAL HEALTH	2,289,637	-	1,449,594	2,658,521
BENEFIT ADMINISTRATION	2,796,091	52,074	2,553,633	3,026,622
CHOICE FUND H.S.A.	68,604	-	873,351	460,207
CIGNA FOR SENIORS	627,300	-	542,786	487,080
CMG HIGH OPTION	35,852,089	-	33,397,373	38,565,052
CMG LOW OPTION	1,045,601	-	1,367,921	1,736,357
COINSURANCE	15,647,088	-	11,697,354	15,586,712
CONSUMER CHOICE	2,358,585	-	1,574,628	2,550,358
CONTRACT ADMINISTRATION	469,017	(11,725)	277,508	419,092
DEPENDENT LIFE	641,505	-	422,263	394,414
EMPLOYEE ASSISTANCE	210,264	-	205,749	217,224
FI DENTAL PPO	5,722,570	-	5,674,396	5,942,253
FI LIFE & AD&D	986,813	-	894,663	1,065,588
FI PREPAID DENTAL	719,709	-	629,433	658,626
FLEX SPENDING DEP CARE	926,820	-	707,149	725,872
FLEX SPENDING HEALTH	2,160,460	-	1,771,875	1,994,563
HS SELF-INSURED TRUST FUND		-	3,000,000	
MEDICAL INCENTIVE/PENALTIES	1,001,088	-	1,000,000	1,000,000
OAP HIGH OPTION	27,583,057	-	25,494,630	32,384,265
OAP IN	19,367,538	-	15,589,805	18,217,871
OAP LOW OPTION	1,124,588	-	1,107,843	1,640,272
SI DENTAL	2,671,409	-	2,701,033	3,280,311
STAND ALONE VISION	92,524	-		94,074
SUPPLEMENTAL LIFE	3,452,646	-	2,985,520	4,105,572
VISION	1,346,502	-	1,268,965	1,477,962
VOLUNTARY BENEFITS	395,184	-	253,957	507,318
WELLNESS	392,832	-	784,283	806,304
Department Total	$ 133,444,808	$ 40,349	$ 120,458,937	$ 144,086,489

Arizona State Auditor General Forms (Schedule F) (continued)

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2009

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES * 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
ENTERPRISE TECHNOLOGY				
GENERAL	$ 10,052,098	$ 540,568	$ 10,287,827	$ 10,785,417
TELECOMMUNICATIONS	15,669,264	890,895	18,534,212	17,901,153
Department Total	$ 25,721,362	$ 1,431,463	$ 28,822,039	$ 28,686,570
ENVIRONMENTAL SERVICES				
ENVIRONMENTAL SERVICES GRANT	$ 1,334,878	$ -	$ 1,289,268	$ 907,998
ENVIRONMTL SVCS ENV HEALTH	17,653,685	(49,041)	16,849,391	21,829,881
GENERAL	7,063,645	(4,437)	3,401,910	3,687,644
Department Total	$ 26,052,208	$ (53,478)	$ 21,540,569	$ 26,425,523
EQUIPMENT SERVICES				
EQUIPMENT SERVICES	$ 12,388,440	$ 10,443	$ 15,021,921	$ 13,982,007
Department Total	$ 12,388,440	$ 10,443	$ 15,021,921	$ 13,982,007
FACILITIES MANAGEMENT				
DETENTION OPERATIONS	$ 3,035,485	$ 170,749	$ 3,090,085	$ 2,743,527
GENERAL	14,078,935	99,060	13,457,086	12,908,663
Department Total	$ 17,114,420	$ 269,809	$ 16,547,171	$ 15,652,190
FINANCE				
GENERAL	$ 4,048,897	$ 42,600	$ 4,000,794	$ 3,787,037
Department Total	$ 4,048,897	$ 42,600	$ 4,000,794	$ 3,787,037
FLOOD CONTROL DISTRICT				
FLOOD CONTROL	$ 94,512,737	$ -	$ 94,422,531	$ 80,671,746
FLOOD CONTROL CAPITAL PROJECTS	61,000,000	(207,000)	60,793,008	60,000,000
ELIMINATIONS	(58,628,253)	270,699	(58,357,554)	(44,709,458)
Department Total	$ 96,884,484	$ 63,699	$ 96,857,985	$ 95,962,288
HEALTH CARE PROGRAMS				
GENERAL	$ 229,499,543	$ (346,515)	$ 222,657,832	$ 234,768,067
PUBLIC HEALTH GRANTS	6,435,504	-	6,221,924	7,594,722
Department Total	$ 235,935,047	$ (346,515)	$ 228,879,756	$ 242,362,789
HUMAN SERVICES				
GENERAL	$ 2,702,378	$ -	$ 2,702,378	$ 2,517,013
HUMAN SERVICES GRANTS	42,509,831	527,997	41,519,502	41,943,098
Department Total	$ 45,212,209	$ 527,997	$ 44,221,880	$ 44,460,111
INTERNAL AUDIT				
GENERAL	$ 1,949,548	$ 44,850	$ 1,967,215	$ 1,843,786
Department Total	$ 1,949,548	$ 44,850	$ 1,967,215	$ 1,843,786

Arizona State Auditor General Forms (Schedule F) (continued)

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2009

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES * 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
JUSTICE COURTS				
GENERAL	$ 13,458,934	(6)	$ 14,069,992	$ 14,115,672
JUSTICE COURTS SPECIAL REVENUE	3,094,077	-	2,759,089	3,776,505
JUSTICE CT JUDICIAL ENHANCEMNT	657,982	(250)	462,120	657,480
Department Total	$ 17,210,993	$ (256)	$ 17,291,201	$ 18,549,657
JUSTICE SYSTEM PLANNING & INFO				
DETENTION OPERATIONS	$ 1,983,802	$ (70,758)	$ 1,665,765	$ 1,695,804
GENERAL	846,536	-	725,245	542,057
Department Total	$ 2,830,338	$ (70,758)	$ 2,391,010	$ 2,237,861
JUVENILE DEFENDER				
GENERAL	$ 4,367,355	$ 275,696	$ 4,479,248	$ 3,654,409
Department Total	$ 4,367,355	$ 275,696	$ 4,479,248	$ 3,654,409
JUVENILE PROBATION				
DETENTION OPERATIONS	$ 36,216,301	$ 175,038	$ 35,085,810	$ 35,714,330
GENERAL	21,235,324	(44,927)	21,646,716	17,220,629
JUVENILE PROBATION DIVERSION	316,633	-	325,334	316,635
JUVENILE PROBATION GRANTS	8,591,502	238,026	6,399,230	6,227,304
JUVENILE PROBATION SPECIAL FEE	2,896,187	-	2,867,595	4,696,187
JUVENILE RESTITUTION	10,000	15,000	19,210	25,000
Department Total	$ 69,265,947	$ 383,137	$ 66,343,895	$ 64,200,085
LEGAL ADVOCATE				
GENERAL	$ 8,402,717	$ 291,968	$ 8,217,853	$ 9,529,764
PUBLIC DEFENDER TRAINING	12,500	-	9,500	12,500
Department Total	$ 8,415,217	$ 291,968	$ 8,227,353	$ 9,542,264
LEGAL DEFENDER				
GENERAL	$ 9,495,990	$ 303,442	$ 9,394,856	$ 10,511,194
LEGAL DEFENDER FILL THE GAP	59,000	-	58,999	59,000
PUBLIC DEFENDER TRAINING	75,794	-	75,795	75,794
Department Total	$ 9,630,784	$ 303,442	$ 9,529,650	$ 10,645,988
LIBRARY DISTRICT				
LIBRARY DIST CAP IMPROVEMENT	$	$ -	$	$ 3,137,092
LIBRARY DISTRICT	20,706,201	518,149	21,161,397	26,486,859
LIBRARY DISTRICT GRANTS	25,000	37,000	62,000	-
LIBRARY INTERGOVERNMENTAL		-		4,694,929
ELIMINATIONS		-		(8,641,753)
Department Total	$ 20,731,201	$ 555,149	$ 21,223,397	$ 25,677,127
MANAGEMENT & BUDGET				
GENERAL	$ 4,318,819	$ (106,696)	$ 3,817,644	$ 3,746,301
Department Total	$ 4,318,819	$ (106,696)	$ 3,817,644	$ 3,746,301

Arizona State Auditor General Forms (Schedule F) (continued)

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2009

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES * 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
MATERIALS MANAGEMENT				
GENERAL	$ 2,071,136	$ 52,725	$ 2,103,372	$ 2,029,600
REPROGRAPHICS	1,133,790	(28,345)	1,124,123	983,793
Department Total	$ 3,204,926	$ 24,380	$ 3,227,495	$ 3,013,393
MEDICAL EXAMINER				
GENERAL	$ 8,056,892	$ 26,610	$ 7,910,589	$ 7,738,016
MEDICAL EXAMINER GRANT		107,393	97,960	
Department Total	$ 8,056,892	$ 134,003	$ 8,008,549	$ 7,738,016
NON-DEPARTMENTAL				
COUNTY IMPROVEMENT	$ 143,166	$ (60,285)	$ -	$
COUNTY IMPROVEMENT DEBT	13,810,516	-	9,669,696	15,976,228
COUNTY IMPROVEMENT DEBT 2	7,900,000	-	5,550,160	7,413,380
DETENTION CAPITAL PROJECTS	46,428,953	(6,900,958)	11,700,054	5,951,000
DETENTION OPERATIONS	125,941,202	254,702	64,768,348	150,966,653
FINANCING SERIES 2007	88,609,418	(26,384,707)	37,573,767	67,626,776
FINANCING SERIES 2008	23,418,046	1,766,383	7,227,815	67,122,027
GENERAL	544,664,295	(16,882,124)	325,978,074	647,572,100
GENERAL FUND CTY IMPROV	33,628,876	(514,185)	26,302,602	24,426,801
INTERGOVERNMENTAL CAP PROJ	9,351,324	2,793,402	9,414,107	3,450,000
NON DEPARTMENTAL GRANT	14,949,882	(6,300,155)	-	16,223,209
WASTE MANAGEMENT	477,981	-	109,505	452,522
Department Total	$ 909,323,659	$ (52,227,927)	$ 498,294,128	$ 1,007,180,696
PARKS & RECREATION				
GENERAL	$ 1,772,629	$ (8,438)	$ 1,677,480	$ 1,426,304
LAKE PLEASANT RECREATION SVCS	1,946,554	509,889	2,431,915	1,843,630
PARKS & REC. GRANTS	1,794,770	4,462	206,882	14,965
PARKS DONATIONS	160,000	836,104	900,639	108,000
PARKS ENHANCEMENT FUND	2,864,913	192,799	2,863,577	6,016,203
PARKS SOUVENIR	130,000	-	119,220	130,000
SPUR CROSS RANCH CONSERVATION	692,638	-	439,446	702,501
ELIMINATIONS	(69,850)	-	(70,965)	(64,630)
Department Total	$ 9,291,654	$ 1,534,816	$ 8,568,194	$ 10,176,973
PLANNING & DEVELOPMENT				
DEL WEBB	$ 132,555	$ -	$ 102,216	$ 77,236
PLANNING AND DEVELOPMENT FEES	17,061,480	523,379	14,857,980	16,289,275
Department Total	$ 17,194,035	$ 523,379	$ 14,960,196	$ 16,366,511
PUBLIC DEFENDER				
GENERAL	$ 35,511,313	$ 819,942	$ 36,284,434	$ 36,768,742
PUBLIC DEFENDER FILL THE GAP	1,630,600	-	1,505,143	2,156,743
PUBLIC DEFENDER GRANTS	387,261	-	379,103	387,251
PUBLIC DEFENDER TRAINING	571,480	(13,157)	428,053	545,353
Department Total	$ 38,100,654	$ 806,785	$ 38,596,733	$ 39,858,089

Arizona State Auditor General Forms (Schedule F) (continued)

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2009

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES * 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
PUBLIC DEFENSE SERVICES				
GENERAL	$ 17,930,726	$ (683,083)	$ 22,601,095	$ 15,414,886
Department Total	$ 17,930,726	$ (683,083)	$ 22,601,095	$ 15,414,886
PUBLIC FIDUCIARY				
GENERAL	$ 2,762,148	$ 51,231	$ 2,792,374	$ 2,612,944
Department Total	$ 2,762,148	$ 51,231	$ 2,792,374	$ 2,612,944
PUBLIC HEALTH				
GENERAL	$ 12,878,580	$ 42,567	$ 11,522,894	$ 12,462,708
PUBLIC HEALTH FEES	3,665,586	1,059,744	4,012,308	5,101,067
PUBLIC HEALTH GRANTS	34,184,711	3,783,750	35,153,937	38,006,654
Department Total	$ 50,728,877	$ 4,886,061	$ 50,689,139	$ 55,570,429
PUBLIC WORKS				
PUBLIC WORKS FLOOD CONTROL	$	$ -	$	$ 35,962,289
SOLID WASTE MANAGEMENT	1,557,209	(5,322)	1,350,745	7,622,369
TRANSPORTATION CAPITAL PROJECT	98,605,934	-	85,705,900	104,677,000
TRANSPORTATION GRANTS	1,170,760	-	563,225	665,308
TRANSPORTATION OPERATIONS	123,435,644	(156,602)	120,649,808	138,327,698
WASTE TIRE	6,844,916	-	6,345,793	6,705,000
ELIMINATIONS	(59,709,258)	114,754	(59,594,504)	(74,748,984)
Department Total	$ 171,905,205	$ (47,170)	$ 155,020,967	$ 219,210,680
RECORDER				
GENERAL	$ 2,638,611	$ (12,260)	$ 2,445,374	$ 2,279,710
RECORDERS SURCHARGE	6,374,980	12,545	5,751,922	4,502,298
Department Total	$ 9,013,591	$ 285	$ 8,197,296	$ 6,782,008
RESEARCH & REPORTING				
GENERAL	$ 378,755	$ 65,686	$ 429,926	$ 327,743
Department Total	$ 378,755	$ 65,686	$ 429,926	$ 327,743
RISK MANAGEMENT				
RISK MANAGEMENT	$ 35,893,572	$ (7,246)	$ 35,409,900	$ 38,624,251
Department Total	$ 35,893,572	$ (7,246)	$ 35,409,900	$ 38,624,251

Arizona State Auditor General Forms (Schedule F) (continued)

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2009

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES * 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
SHERIFF				
DETENTION OPERATIONS	$ 196,533,189	$ 445,592	$ 195,919,267	$ 185,870,904
GENERAL	71,117,264	1,062,280	71,588,050	72,529,713
INMATE HEALTH SERVICES	149,715	-	49,904	299,715
INMATE SERVICES	12,042,042	4,000,000	12,892,963	19,112,421
SHERIFF DONATIONS	16,400	-	10,914	25,800
SHERIFF GRANTS	5,084,102	2,194,780	5,855,806	7,548,150
SHERIFF JAIL ENHANCEMENT	2,050,000	-	1,244,389	2,205,000
SHERIFF RICO	1,100,000	-	1,066,161	1,155,000
Department Total	$ 288,092,712	$ 7,702,652	$ 288,627,454	$ 288,746,703
STADIUM DISTRICT				
BALLPARK OPERATIONS	$ 3,748,547	$ -	$ 2,495,319	$ 3,748,554
CACTUS LEAGUE OPERATIONS	482,288	-	1,035,969	482,288
LONG TERM PROJECT RESERVE	4,203,000	12,000,000	14,933,976	3,903,000
STADIUM DIST DEBT SERIES02	5,925,094	-	6,512,394	5,925,094
ELIMINATIONS	(1,986,576)	-	(2,110,560)	(2,152,750)
Department Total	$ 12,372,353	$ 12,000,000	$ 22,867,098	$ 11,906,186
SUPERINTENDENT OF SCHOOLS				
COUNTY SCHOOL INDIRECT COST	$	$ -	$	$ 1,881,148
GENERAL	2,461,627	(11,899)	2,298,942	2,320,833
SCHOOL COMMUNICATION	82,680	-	65,712	82,680
SCHOOL GRANT	2,559,504	29,543	2,212,470	1,812,016
SCHOOL TRANSPORTATION	792,887	-	557,253	792,887
SMALL SCHOOL SERVICE		-		110,000
Department Total	$ 5,896,698	$ 17,644	$ 5,134,377	$ 6,999,564
SUPERIOR COURT				
CHILDRENS ISSUES EDUCATION	$ 115,007	$ -	$ 92,633	$ 115,007
CONCILIATION COURT FEES	1,695,930	-	1,597,895	1,695,930
DOM REL MEDIATION EDUCATION	190,682	-	184,889	190,682
EXPEDITED CHILD SUPPORT	445,580	-	376,044	445,580
GENERAL	72,758,594	67,681	72,062,872	70,347,261
JUDICIAL ENHANCEMENT	433,277	207,000	448,610	433,286
JUSTICE COURTS SPECIAL REVENUE	-	-	-	-
JUSTICE CT JUDICIAL ENHANCEMNT	-	-	-	-
LAW LIBRARY FEES	885,000	-	839,590	940,000
PROBATE FEES	389,531	-	357,546	389,531
SPOUSAL MAINT ENF ENHANCEMENT	115,921	-	90,499	115,921
SUPERIOR COURT FILL THE GAP	2,010,456	-	1,797,339	2,010,454
TRIAL COURTS GRANTS	2,013,717	-	1,628,385	2,013,724
TRIAL COURTS SPECIAL REVENUE	5,680,313	175,000	5,501,369	5,680,313
Department Total	$ 86,734,008	$ 449,681	$ 84,977,671	$ 84,377,689

Arizona State Auditor General Forms (Schedule F) (continued)

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2009

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES * 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
TREASURER				
GENERAL	$ 5,111,957	$ 60,242	$ 4,837,809	$ 3,396,965
TAXPAYER INFORMATION	800,000	-	266,664	800,000
Department Total	$ 5,911,957	$ 60,242	$ 5,104,473	$ 4,196,965
WORKFORCE MGT & DEVELOPMENT				
GENERAL	$ 3,249,295	$ 2,985,163	$ 3,261,833	$ 6,145,531
Department Total	$ 3,249,295	$ 2,985,163	$ 3,261,833	$ 6,145,531
ELIMINATIONS				
ELIMINATIONS	$ (425,729,107)	$ (7,872,230)	$ (431,137,637)	$ (607,929,853)
Department Total	$ (425,729,107)	$ (7,872,230)	$ (431,137,637)	$ (607,929,853)
Total all Departments	$ 2,344,263,667	$ (10,484,364)	$ 1,898,657,570	$ 2,352,919,592

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Glossary

Activity: A set of services with a common purpose that produces Outputs and Results for customers.

AHCCCS: Arizona Health Care Cost Containment System. AHCCCS is Arizona's Medicaid program.

ALTCS: Arizona Long Term Care System. The Arizona Long Term Care System (ALTCS) offers an array of services including: acute medical, nursing facility, behavioral health, in-home, assisted living facility and case management services to residents of Arizona in need of ongoing services at a nursing facility level of care.

Balanced Budget: An annual budget in which expenditures or uses do not exceed available resources. Current year spending as well as future spending obligations must be taken into account.

Base Level Internal Service Charge: A base-level, fixed charge that is required by all agencies for normal business operations that cannot be controlled directly by department management. As an example, Telecommunications provides base-level services that include phone line administration, 506 and 372 exchange, voice mail, transmission systems, etc.

Base Level Request: An initial fiscal year's budget amount, with adjustments for program changes, grants, and departmental realignments, which are approved by the Maricopa County Board of Supervisors and annualized costs for previously funded budget issues (initiatives). A department's base budget request must be within the budget target provided.

Baseline: An established level of previous or current performance that could be used to set improvement goals and provide a comparison for assessing future progress.

Benchmarking: A process of collecting information on internal or external standards, processes, and/or best practices, evaluating why they are successful and applying what is learned.

Budgeting for Results: A budgeting strategy where decisions are based on or informed by performance information that describes the cost or efficiency of producing an activity and the results achieved for customers—those who receive or use the services or products of a department or program. This is accomplished by structuring the accounting and budgeting systems according to the structure of departments' strategic plans.

Capital Projects Budget: The first year of the Capital Improvement Program (CIP).

Capital Improvement Program (CIP) Project: A capital project that has been approved as part of the Capital Improvement Program.

Capital Project: A major, non-recurring project that includes one or more of the following:

1. Any acquisition of, or improvement of, land for a public purpose.
2. Any construction of a new facility (e.g., a public building, parking lot, road, or bridge etc.), or an addition to, or extension of, such a facility.
3. A nonrecurring rehabilitation that increases the service potential of the building (i.e., something which is infrequent and would not be considered annual or other recurrent maintenance) or major repair of all or a part of a building, its grounds, or a facility.
4. Any planning, feasibility, engineering, or design study related to an individual capital improvement project or to a program that is implemented through individual capital improvement projects.

Capital Outlay: An expenditure from a department operating budget for the acquisition of, or addition to, a fixed asset. A fixed asset is an item that costs $5,000 or more and has a useful life of at least one year. Fixed assets with costs over $5,000 should be budgeted and itemized in the capital object codes (900 series).

Capital Projects Fund: A fund established to account for the proceeds of bond issues and other financial resources for the acquisition, construction or reconstruction of major capital facilities.

Carryover Funding: An amount budgeted for FY 2008-09 to pay for a capital expenditure budgeted for FY 2007-07 for which an obligation has been incurred that cannot be paid by June 30, 2008. Note: Carryover items should be identified in the base budget submission.

Central Services Cost Allocation Plan: An allocation of General Fund Central Service department's costs (i.e., human resources, internal audit) to all non-General Fund departments through a consistent, logical methodology in proportion to the service or benefit received.

COPs (Certificates of Participation): A method of structuring and securitizing lease payments to investors by dividing the lease payments into fractionalized interests or shares for individual sale to investors. A formal certificate represents each share, much like a bond. However, unlike bonds, COPs are typically subject to annual appropriation and do not represent a "debt" of the issuer or other lessor, but rather a proportionate interest in a flow of lease payments that are pledged to a trust.

Debt Service Fund: A fund used to account for the accumulation of resources for and payment of general long-term debt principal and interest such as that associated with general obligation, special assessment, and stadium district bonds.

Demand Measure: The number of total units of Service requested/required/demanded by the customer; expressed as a number. Examples include, number of residents requesting job training or number of building inspection applications received.

Department: An organizational unit headed by a director or elected official. In terms of financial structure, departments can have multiple funding sources, (i.e., general fund, special revenue etc.) that are based on specified uses. The combinations of the various funds are consolidated at the department level.

Discretionary Internal Service Charge: A charge for a service above the base service level that can be controlled at the discretion of the requesting department, such as fuel use, motor pool, reprographic services, long distance, cellular phones, pagers, and telecom work orders.

Econometrics: A forecasting method that captures the behavioral relationships of many variables (called explanatory variables) on the variable being forecast. The method applies regression analysis to historical data to determine the marginal impact of the explanatory variable. Typically, the explanatory variables are related to the demography and/or economy of the community.

Efficiency Measure: A performance measure that measures the average activity expenditure per output or result expressed in dollars. Examples include cost per participant served (output efficiency) or cost per building inspection completed within seventy-two hours (result efficiency).

Eliminations: Eliminations are included in the budget to offset amounts budgeted as expenditures in one fund that are associated with offsetting revenues and expenditures in another fund. For example, interdepartmental charges are made to various County departments from the Reprographics (print shop) fund. Departments pay the print shop for services, and these costs are included in departments' budgeted expenditures, supported by revenues from sources external to the County. The print shop, in turn, budgets these payments as revenue, along with expenditures related to the cost of providing printing services.

Environmental Assessment: An analysis of the internal and external trends and issues that will have a major impact on the department and its customers over the next two to five years. Issue statements summarize the trends, their magnitude, and the impact on the customers. The environmental assessment is based on data-based information and reasoned professional judgment that describes changes anticipated both from inside and outside the department.

Family of Measures: A set of the four categories of performance measures that are used to measure the performance of an activity. The categories of measure are result, output, demand, and efficiency.

Financial Accounting Standards Board (FASB): Financial Accounting Standards Board. This private, non-profit organization is responsible for determining uniform standards for treatment of accounting items, referred to commonly as the Generally Accepted Accounting Principles (GAAP).

Full Time Equivalent (FTE): A value equivalent to the number of employees paid full time (forty hours per week, or from 2,080 to 2,096 hours per year, depending on the calendar). A half-time position that is paid 20 hours per week equates to 0.5 FTE; four half-time positions, each paid for 20 hours per week, equals 2.0 FTE, and so on. A single position may have an FTE value greater than zero, but not greater than 1.0. A group of positions has an aggregate FTE value based on the FTE values of the specific positions within the group.

Fund: A fund is used to account for revenues and expenditures with a specified purpose.

Fund Transfers: Transferring monies between funds is a tool for maintaining a structurally balanced budget.

Fund Balance/Equity: An amount composed of accumulated excess or deficiency of revenues less expenditures in a fund. This is measured at the beginning or end of a fiscal year.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

General Fund: A fund accounting for all financial resources of the County, except those required to be accounted for in other funds, that serves as the County's primary operating fund.

General Obligation (GO) Bond: General Obligation Bonds must be approved by a majority of Maricopa County residents that are sold to raise funding for capital expenditures. Funding for repayment would be provided by the County's secondary debt service property tax levy.

Governmental Accounting Standards Board (GASB): An independent not-for-profit organization formed in 1984 that is responsible for issuing accounting standards for state and local governments.

Indirect Cost: A cost that is necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service. The central service cost allocation is an example of the allocation of indirect costs.

Input: A volume of resources used to provide an activity. Inputs are typically stated in terms of dollars or hours, but are sometimes stated in terms of people or material resources.

Internal Charge: A cost billed to one County department by another County department for base level or discretionary services provided.

Internal Service Fund (ISF): A proprietary fund that may be used to report any activity that provides goods or services to other departments on a cost-reimbursement basis.

Issue Statement: A summary statement of an issue and trend that will have a major impact on the department's customers over the subsequent two to five years. Issue statements include what that impact will be to the customers. They are the products of the environmental assessment phase in strategic planning.

Key Result Measure: Key Result Measures for each Program comprise at least one Result Measure from each of the Activities within the Program so that a set of result measures is created that relates to the results portion of the Program Purpose Statement.

Major Maintenance: The periodic need to repair and rework building and infrastructure systems or components to maintain the original condition of the asset. This repair work does not usually make the building more useful or add to the estimated useful life of the building as a structure. Maintenance costs are normal costs that allow a capital asset to be used in a normal manner over its originally expected economic life. Examples of major maintenance include, but are not limited to: re-roofing, disassembling and rebuilding air-conditioning systems and water chillers, replacement of worn-out heating systems, and other major components.

Mandate: A program that meets constitutional, statutory or court-ordered requirements from either Federal or State entities.

MCSO: Maricopa County Sheriff's Office.

MFR (Managing for Results): Managing for Results is a comprehensive and integrated management system that focuses on achieving results for the customer. MFR provides a common framework under which strategic planning, budgeting, and performance measurement are aligned in a unified, cyclical process with five components that support the process: Planning for Results, Budgeting for Results, Delivering Services, Analyzing and Reporting Results, and Evaluating and Improving Results.

Mission: A clear, concise statement of purpose for the entire County or department. The mission focuses on the broad, yet distinct, results the County or department will achieve for its customers.

MMC: Maricopa Medical Center.

Object Code: Identifies the expenditure type (e.g., cash, accounts payable, real property taxes, salaries and wages).

OMB: Office of Management and Budget.

Output Measure: A performance measure that measures the number of units produced or delivered to the customer. Examples include number of participants enrolled in job training courses or number of building inspections completed.

Position Control Number (PCN): A position control number assigned to a position that has been when OMB has verified that it has been budgeted appropriately and that there is adequate funding to support the budget as a whole.

Performance Measure: An on-going, quantitative indicator of resources consumed, workload, productivity, efficiency, and effectiveness. Performance measures should relate directly to objectives and allow for measurement of the same thing over a period of time. (See Family of Measures)

Personal Services: A category of expenditures within the budget that includes salaries, benefits, temporary help, special pay, overtime, salary adjustments, and personnel allocations out/in.

Personal Services Allocation – Out/In: An object code (795 or 796) used to record payroll expenditures that will be charged/credited to a department for work performed on a special assignment basis. The department providing the personal services will record the expenditure as a credit, and the receiving department will record the expenditure as a debit.

Personnel Savings: A savings normally realized when positions are vacant or employees are paid at a lower rate than was budgeted.

Position: A single specific instance of a job class, whether occupied or vacant, involving duties requiring the services of one person. A position may be full or part-time as reflected in the FTE value.

Program: A set of activities that have a common purpose that produces results for customers. Programs are described in clear, results-oriented terms in a Program Purpose Statement; are aligned with the department's Mission and Goals.

Restatement: An adjustment in historical revenue or expenditure information to present it in the current format. An example would be to restate revenue and expenditure information following a reorganization.

Result Measure: A performance measure that measures the impact or benefit that customers experience as a consequence of receiving a department's services, stated as a percentage or rate. Examples include percentage of job trainees who had jobs for six months or longer, or percentage of building inspections completed within seventy-two hours.

Results Initiative: A request for funding above the budget base to support a program, activity and strategic goal identified in the strategic planning process. Results initiatives address mandates, demands for service caused by demographic changes, new programs, or expansion of existing programs. Results initiatives must clearly relate to the department's mission and be supported by relevant performance measures.

Services: A service is the deliverable or product that the customer receives from a department. Services are described as nouns, not verbs, thus defining services in terms of what the customer actually receives rather than in terms of what the department does. They should also be countable.

Special Revenue Fund: A fund that accounts for the proceeds of specific revenue sources (other than major capital projects) that is legally restricted to specific-purpose expenditures.

Strategic Goal: A strategic goal translates resources into significant results to be achieved over the next two to five years, providing the basis for evaluating the department as a whole.

Strategic Business Plan: A strategic business plan sets forth the purpose, strategic goals, operational organization, and performance expectations for a department. The strategic plan provides information to department staff, corporate decision makers, the Maricopa County Board of Supervisors, and the public about how the department is organized to deliver results to its customers and what results the department is accountable for achieving. The plan provides the opportunity for all department staff to see how they contribute at all levels in the organization.

Supplies: A category of expenditures within the budget for all standard costs of daily operations, including such items as office supplies, rent, contractual services, and travel.

Trend: A documented recurrence of a measurable event or circumstance over time that is increasing, decreasing or even staying the same. The size of the number of occurrences often determines whether the recurrences constitute a trend. If the number of recurrences is very small, such as number of floods in a year, it may take a number of years to document a trend in one direction or another. Conversely, a large number of events or occurrences, such as the number of court cases of a particular type, may reveal a trend within months or a few years.

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