

Maricopa County FY 2007-08 Annual Business Strategies



Maricopa County



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Cover Photo: Shawn Nau took the cover photograph at Maricopa County's Usery Mountain Regional Park. The Desert Lupine Flower is surrounded by Teddy Bear Cholla Cacti.

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

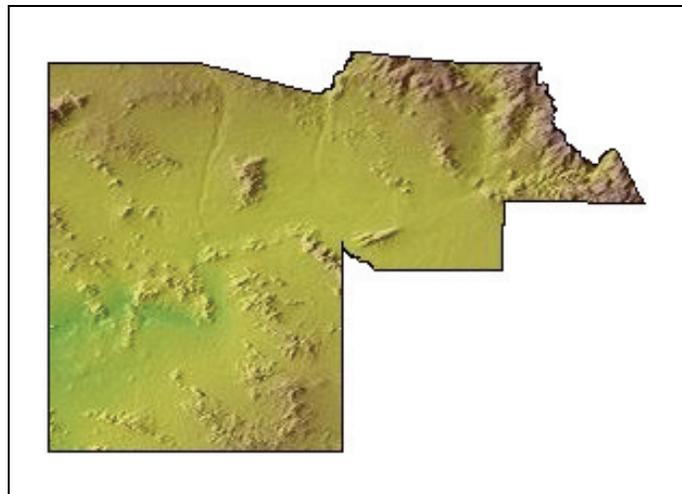


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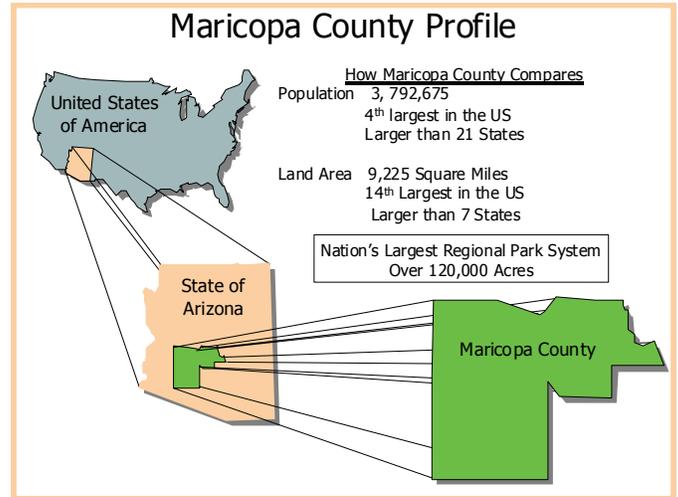
Maricopa County Profile

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-west and 102 miles north-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 named in honor of the Maricopa people, who inhabited the area as early as 1775. 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. The County's current geographical boundaries were set in 1881 and have not changed since.

Maricopa County continues to have one of the fastest growing populations in the United States. According to the Arizona Department of Economic Security, the County has grown from 2,122,101 residents in 1990 to 3,792,675 in 2006, a 77 percent increase in just 16 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.



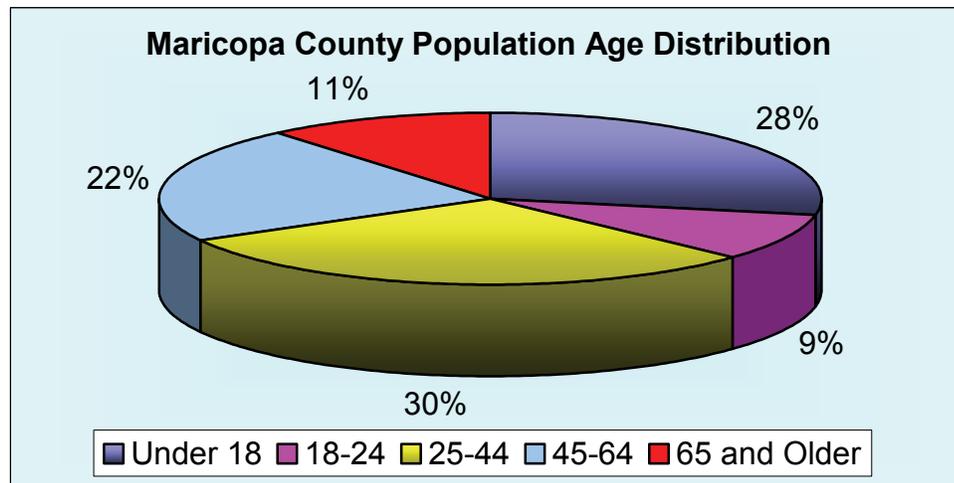


The County flag, like the State flag, is red, gold and blue. The Seal of Maricopa County is emblazoned on a block of red, symbolizing the striking beauty of the sunrises and sunsets and desert flowers. The central golden band signifies the great abundance of sunshine, as well as one of the first stimulants 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.

Population

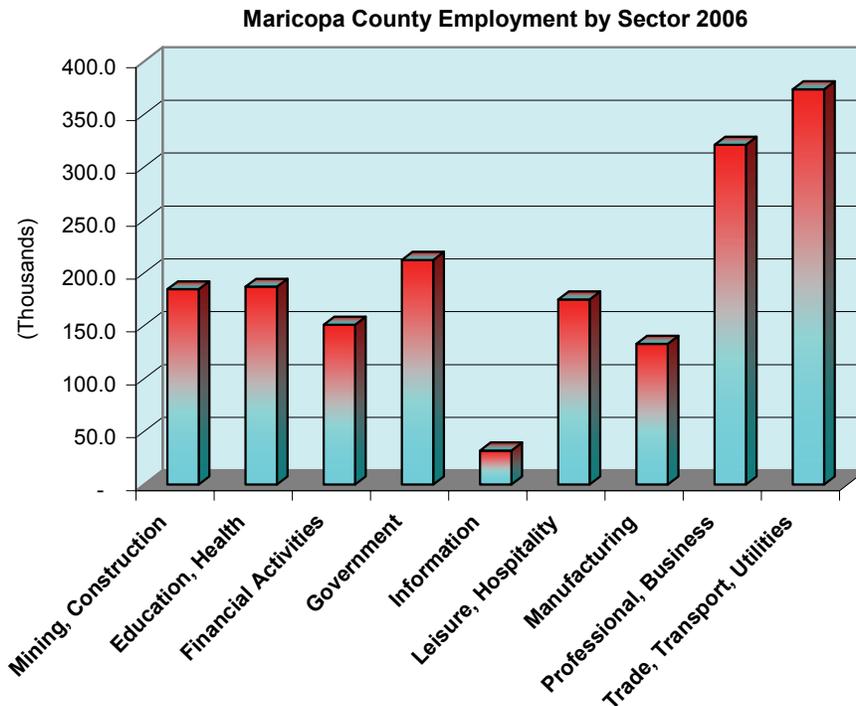
According to the U.S. Census Bureau, more than half of the state's population resides in Maricopa County. The 2005 mid-decade U.S. Census Bureau American Community Survey revealed that the population of Maricopa County was more than 3.7 million people in 2005. Between 2000 and 2005, the population of Maricopa County grew more than any other county in the United States, adding more than 628,000 people.

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 33.4 years, an increase from 33.0 years in 2000.



Local Economy

Maricopa County's economic base continues to evolve and become more diverse. Reliance on tourism is decreasing as other industries grow. 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.



Source: U.S. Bureau of Labor Statistics and Arizona Department of Economic Security.

2006 Maricopa County Top Employers			
Employer	Employees	Rank	Percentage of County Employment
State of Arizona	49,305	1	2.58%
Wal-Mart Stores	28,800	2	1.51%
Banner Health Systems	16,400	3	0.86%
City of Phoenix	14,166	4	0.74%
Maricopa County	13,274	5	0.70%
Wells Fargo & Company	11,800	6	0.62%
Fry's Food and Drug Stores	11,780	7	0.62%
US Postal Service	11,700	8	0.61%
Arizona State University	11,533	9	0.60%
Honeywell Aerospace	10,700	10	0.56%
Total for Major Employers	179,458		
Total Employment	1,907,700		

Source: Greater Phoenix Economic Council at www.gpec.org for major employers

Recreation

Maricopa County offers a broad range of community and cultural facilities and activities. Professional teams include the **Arizona Cardinals** (National Football League); **Arizona Diamondbacks** (National Baseball League); 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 outdoor soccer, as well as thoroughbred horse and greyhound racing. Sports fans can also enjoy a variety of inter-collegiate athletics. There are also golf tournaments like the FBR Open, and NASCAR racing is conducted at Phoenix International Raceway. The spring training baseball parks, located within the boundaries of Maricopa County, provide the majority of the Major League spring training games for Arizona's Cactus League. The City of Glendale is home to the new University of Phoenix Football Stadium, which opened in 2006. Maricopa County has one of nation's largest regional parks systems, extending over 120,000 acres. The Maricopa County Library District offers three Regional Libraries, eleven branch libraries, a bookmobile, outreach services and books-by-mail for the homebound and visually impaired.

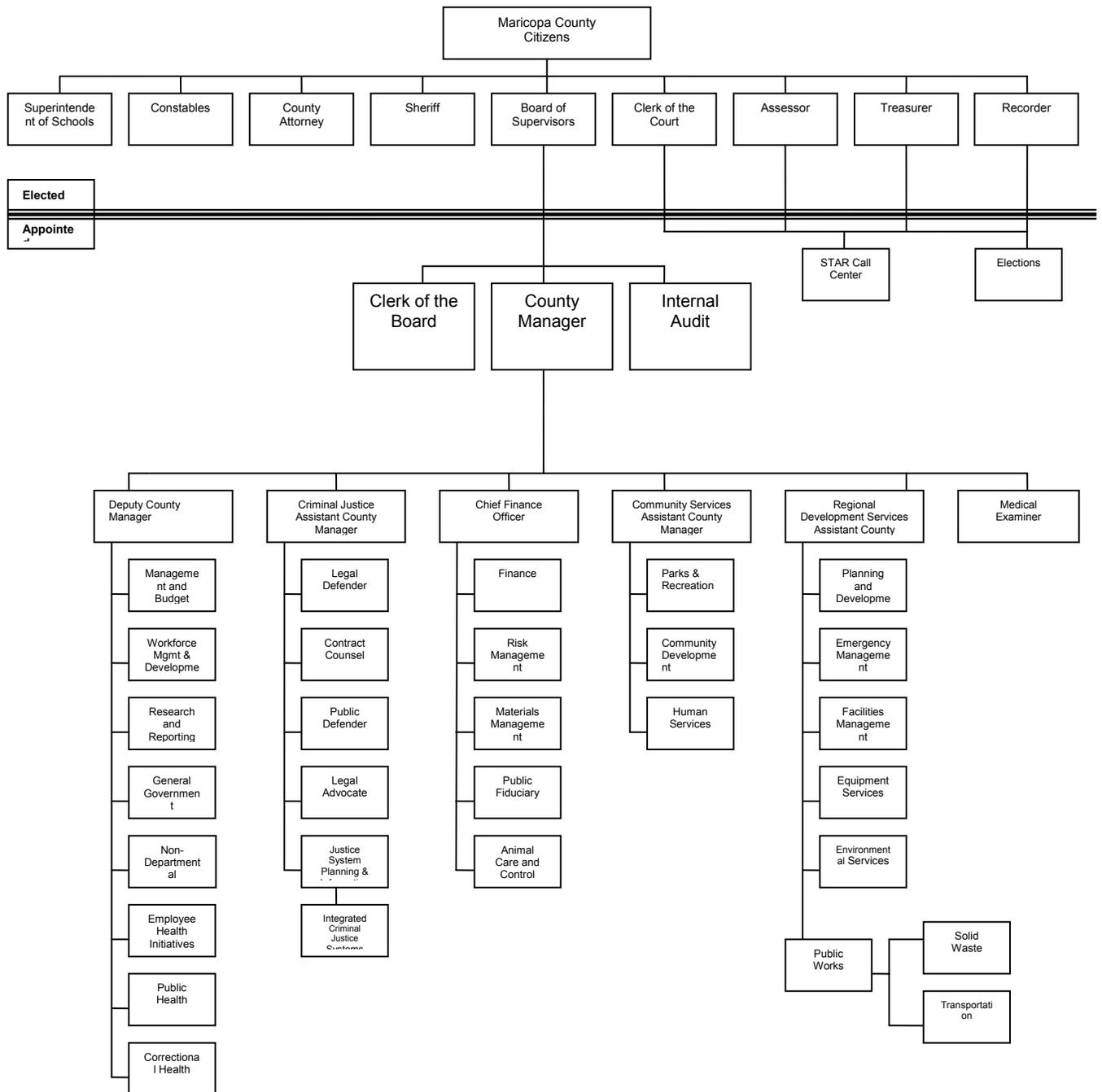


County Government

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.





Board of Supervisors

Maricopa County government in Arizona is an arm 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 – Chairman)



(Republican) R. Fulton Brock was elected to the Maricopa County Board of Supervisors in 1996 and was reelected to the office in 2000 and 2004. Supervisor Brock has twice served as Chairman of the Board of Supervisors and three times as Vice Chairman. He has served as Chairman of Maricopa County Hospital Board. He currently serves on the Greater Phoenix Economic Council Board of Directors, the Maricopa Association of Governments' (MAG) Regional Aviation System Planning Committee and the Phoenix & Valley of the Sun Convention & Visitors Bureau. A former member of the Arizona House of Representatives, he also served 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, Mesa Rotary Club, and advisor to United Food Bank. Mr. Brock is active in private business

as an investment advisor. Supervisor Brock, his wife of 25years, Susan, and their three daughters are residents of Chandler.

Don Stapley (District 2)



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 5 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 membership on the Maricopa Association of Governments (MAG) Regional Council, the group of mayors

and stakeholders who are responsible for planning, funding and implementing regional governmental programs and 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)



(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 and again in 2004. 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 forty-five 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, 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. Eight County offices are independently overseen by elected officials: Assessor, County Attorney, Clerk of the Superior Court, Constables, Recorder, Sheriff, Superintendent of Schools, and Treasurer. The Judicial Branch, headed by a Presiding Judge, includes the Superior Court, Justice Courts, 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 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. Andrew and his wife, Ann Estrada Thomas, have four children and reside in Phoenix, Arizona.

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 27 years of court/county management and policy experience, which include 20 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 third 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), elected to the office of Maricopa County Recorder in November 1988, is now serving her 5th term and is 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, advisory member of the Board of Directors of the Property Records Industry Association (PRIA), 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, Purcell received the National Kids Voting Excellence Award. In 2003 she was appointed by the President of NACo to the U.S. Election Assistance Commission Board of Advisors. In June, 2004 Helen was appointed by the Chairman of the US Election Assistance Commission (EAC) to the newly formed 15 member Technical Guidelines Development Committee – its purpose: to draft standards for all voting systems in the U.S. She was re-appointed June, 2006. She was appointed at NACo's 2005 Annual Conference as Vice Chair of NACo's Member Programs and Services Committee and Chair of the Technology Subcommittee of the Telecommunications & Technology Steering Committee. She has two grown sons, Mark and 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



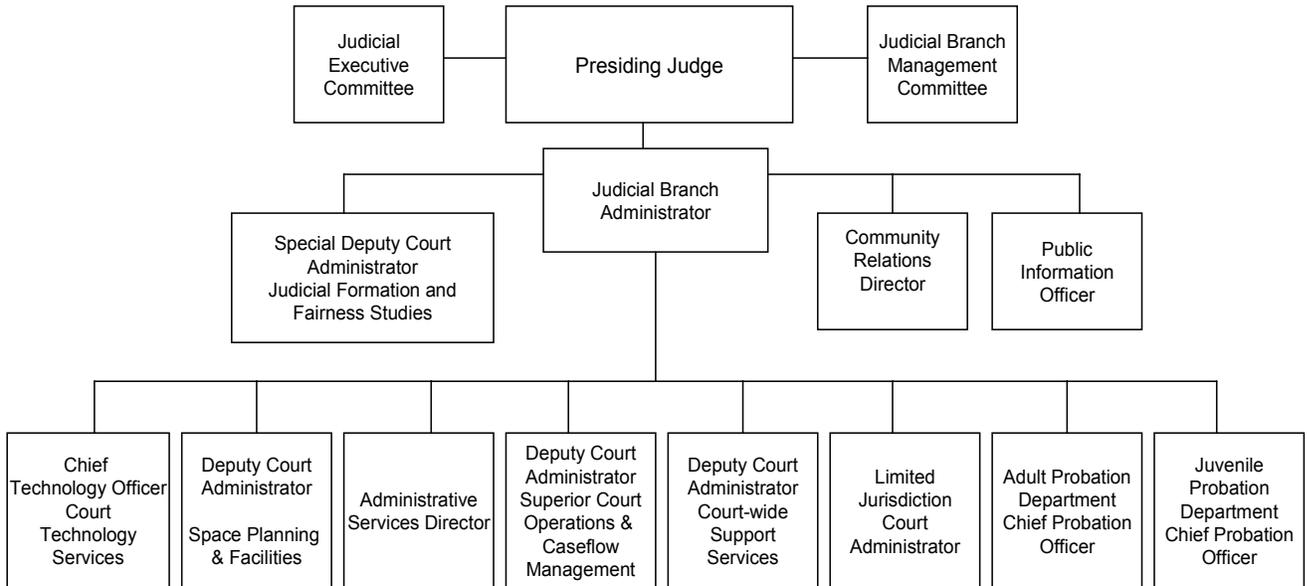
(Republican) was first elected School Superintendent in 1988. She was re-elected by a wide margin in 1992, 1996, 2000 & 2004. As Superintendent, her responsibilities include serving as fiscal agent for 40 school districts, providing educational programs, maintaining payroll services for 20,000 school 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.

David Schweikert, Treasurer



(Republican) Maricopa County is now the third most populated county in the United States, with over 1.5-million parcels. The Treasurer’s Office maintains an investment pool that exceeds 3-billion dollars. In December 2004, David Schweikert was sworn-in as Maricopa County Treasurer. He has both a Bachelor’s Degree in Finance/Real Estate and a MBA from W.P. Carey/Arizona State University. Before becoming Treasurer, David served as Chief Deputy Treasurer. Prior to that, he served as Chairman of the Arizona State Board of Equalization. David has worked as an investment analyst for numerous real estate projects. He has been involved in the Real Estate industry and property tax issues for 25 years. In 1990, David was elected to represent Northeast Maricopa County in the Arizona House of Representatives. In 1992 he was selected to the position of Majority Whip.

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 administrative authority of the Arizona Supreme Court.

Judges of the Superior Court

The Superior Court is comprised of 94 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	Judge
Thomas W. O'Toole	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 Creamer	Karen L. O'Connor	John Rea	
Daniel Martin	Warren J. Granville	Rosa Mroz	
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	
Department	Judicial Officer	Department	Judicial Officer
Trial Courts	Hon. B. Rodriguez Mundell	Associate	Hon. M. Downie
Juvenile	Hon. E. Willett	Civil	Hon Mark Aceto
Criminal	Hon. A. Baca	Family	Hon. Coleen McNally
Probate/Mental Health	Hon. K. O'Connor	Tax	Hon. T. Dunevant
Southeast	Hon. E. Ronan	Northwest	Hon Harriet 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	University Lakes	Elizabeth Rogers	Kyrene
Justice of the Peace			
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, Justice Courts, 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 Rodriguez 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 has served on a number of Arizona Supreme Court committees including the Committee on Keeping the Record, the Fiduciary Advisory Committee, the Committee on Superior Court, and as the past chair of the Commission on Judicial Conduct. She is a member of a number of civic and professional organizations including the Maricopa County Bar Association and the Los Abogados Hispanic Bar Association.

Budget at a Glance

Introduction

For the past 14 years, Maricopa County's Office of Management and Budget has received the Government Finance Officers Association (GFOA) *Distinguished Budget Presentation* award. GFOA awarded special recognition to the FY 2006-07 documents for performance measurements and Capital projects. These awards are 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 FY 2007-08 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, and internal charges and indirect cost allocations. These policies may be found 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 the 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 be creative in the delivery of services. Departments are held responsible for bottom-line performance and 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 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. 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 "identify and implement strategies that provide market appropriate salaries for employees, salary advancements commensurate with performance and experience, career development counseling, training and other employee benefits and work/personal life balance issues to reduce turnover," and 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." These goals describe 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 mandate to increase Maricopa County's contributions for the Arizona Long Term Care System, expenditure increases for the County court order 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 that 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

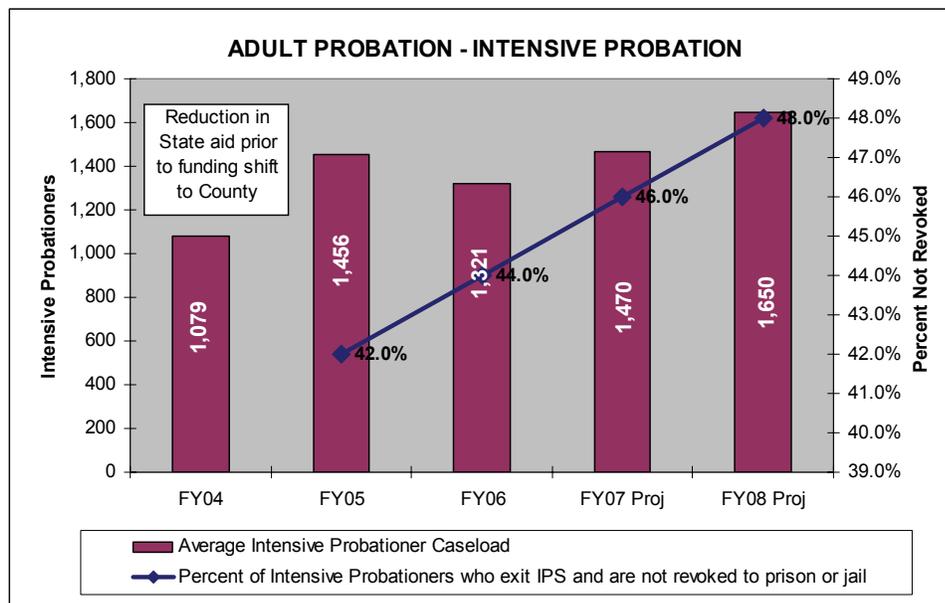
Program Purpose: The purpose of the Community Justice Program is to provide public safety through offender accountability and restoration to victims and community members so that they can live in Revitalized, restored and safer neighborhoods.

Program Results

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev.-Adopted)	%
Percent of Standard probationers who successfully complete probation.	60.6%	59.0%	59.0%	59.0%	62.0%	3.0%	5.1%
Percent of jailed probationers who receive services under the In-Custody Management Activity during the reporting period.	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of IPS probationers who exit IPS and are not revoked to prison or jail during the reporting period.	44.0%	46.0%	46.0%	46.0%	48.0%	2.0%	4.3%
Percent of probationers paying restitution and/or performing community work service during the reporting period.	66.0%	70.0%	70.0%	70.0%	70.0%	0.0%	0.0%
Percent of warrants cleared during the reporting period.	97.8%	106.0%	106.0%	106.0%	114.0%	8.0%	7.5%
Percent of probationers appropriately monitored according to Indirect Services standards during the reporting period.	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

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.



FY 2007-08 Budget Priorities and Issues

The *County Manager's Transmittal Letter* articulates budget priorities and issues for all funds, including significant priority changes from FY 2006-07, 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 2007-08 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

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. Funds are used to account for revenues and expenditures with a specific purpose. Examples of funds appropriated, with their description 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.
- 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 to be 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 (ARS 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 are provided in the *Revenue Sources and Variance Commentary* section, including the basis for the estimate and associated trends.

Revenue trends for the FY 2007-08 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 Collections		
Fiscal Year	General Fund	Growth Rate
1997-98	\$ 257,643,630	6.3%
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	28.0%
2006-07*	482,964,215	5.5%
2007-08**	497,453,141	3.0%

* Projected Actual
 ** Budget

Listed at the left are the actual state shared sales tax collections for the last nine fiscal years, projected totals for FY 2006-07 plus the budget for FY 2007-08. Revenues are now budgeted based on the pessimistic scenario. Collections for FY 2006-07 are projected to be below the Adopted budget amount, but ending 5.5% higher than in FY 2005-06. Given slowing economic trends, the FY 2007-08 budget for the General Fund estimates 3% growth, resulting in \$14,488,926 of additional revenue above FY 2006-07 projected actual collections.

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 balance for the upcoming fiscal year, and resulting estimated fund balances at the end of FY 2007-08.

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:

Durango Animal Care and Control Facility

User Department: Animal Care and Control
 Project Location: Durango Complex
 Supervisor District(s): 5
 Managing Department: Facilities Management
 Project Partner(s): Not Applicable
 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.

Funding/Cost Summary

Funding Source	Previous Actual	Projected FY 06-07	Year 1 FY 07-08	Year 2 FY 08-09	Year 3 FY 09-10	Year 4 FY 10-11	Year 5 FY 11-12	5-Year Total	Total Project
Financing Series 2007 (440)	\$ -	\$ 1,200,000	\$ 15,730,000	\$ -	\$ -	\$ -	\$ -	\$ 15,730,000	\$ 16,930,000
Project Total	\$ -	\$ 1,200,000	\$ 15,730,000	\$ -	\$ -	\$ -	\$ -	\$ 15,730,000	\$ 16,930,000

Operating Cost Summary

	FY 06-07	Year 1 FY 07-08	Year 2 FY 08-09	Year 3 FY 09-10	Year 4 FY 10-11	Year 5 FY 11-12
Current User Department Operating Costs						
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies & Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Post Construction User Department Operating Costs						
Personal Services	\$ -	\$ 49,305	\$ 50,784	\$ 52,308	\$ 53,877	\$ 55,493
Supplies & Services	-	380,827	392,252	404,019	416,140	428,624
Capital Outlay	-	-	-	-	-	-
Total	\$ -	\$ 430,132	\$ 443,036	\$ 456,327	\$ 470,017	\$ 484,117
Net User Department Operating Costs (post less current)						
Personal Services	\$ -	\$ 49,305	\$ 50,784	\$ 52,308	\$ 53,877	\$ 55,493
Supplies & Services	-	380,827	392,252	404,019	416,140	428,624
Capital Outlay	-	-	-	-	-	-
Total	\$ -	\$ 430,132	\$ 443,036	\$ 456,327	\$ 470,017	\$ 484,117

Associated Impacts of Capital Spending

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. This is a particularly important budgetary consideration with the new jail and juvenile detention 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 Financial Forecast.

Debt Service

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

Organization Structure

Maricopa County's organizational structure is by department. All programs, activities, and services carried out by those organizational units 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 of the Managing for Results cycle. Performance measures focus on results for customers. Along with results, focus on output and efficiency are also measured

Organization Charts

Detailed organization charts are provided throughout the *Departmental Strategic Business Plans and Budgets* 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. FTE's 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 FY 2005-06 to 2006-07, including variance explanations, are provided by department 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 FY 2006-07 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. Capital projects completed 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 FY 2007-08 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 message 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, 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 relationship 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.

GAAP: Generally Accepted Accounting Principles.

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 in such a way as to enhance understanding and utility to the reader's needs. 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 is done so at the request of management, Elected Officials, and the citizens of Maricopa County.

Charts and graphs are provided throughout the document with sufficient information as 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

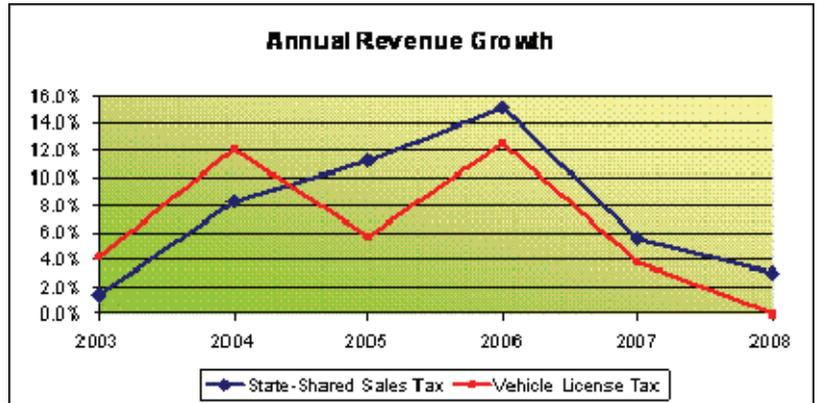
presentation and comprehension of the data provided. See the *County History, Mandates, and Departmental Strategic Business Plans and Budget* sections to view the areas containing the most charts and graphs.

Transmittal Letter

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

The 2007-08 budget marks a notable departure from the strong revenues enjoyed by the County for the last several years. Growth in two primary revenue sources, State-Shared Sales Tax and Vehicle License Tax, began to fall precipitously in the early part of FY 2006-07. By January 2007, it became clear that the County would not meet budgeted revenues in these areas, despite our conservative budgeting approach of utilizing the forecasted pessimistic scenario. General Fund revenues and expenditures were reduced mid-year by nearly \$10 million to account for slowed growth. This slow-down continues in FY 2007-08 with State-Shared Sales Tax projected to grow only 3% (the lowest growth rate since the recession following September 11, 2001), and no growth expected for Vehicle License Tax, as shown in the graph below.

Unfortunately, the revenue forecast does not anticipate a recovery until FY 2012. Paired with continued strong population growth (estimated to be approximately 3% annually), this will challenge us to operate more efficiently. Balancing the County's budget will become increasingly difficult over the next several years.

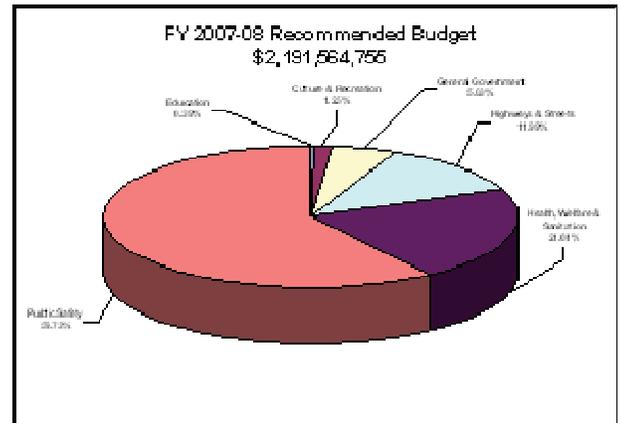


The recommended budget is \$2.192 billion, which is a 5.4% increase over the 2006-07 revised budget. The increase is primarily due to cash contributions to the Capital Improvement Program, enhancements in employee compensation and benefit packages, changes in budgeted revenues and expenses associated with the County self-funding employee benefits, minimal growth in the justice system, and increased contributions paid to the State of Arizona for mandated health care costs. Some of these increases were partially offset with base reductions of \$12 million. The overall increase in the budget is less than the combined increase in population and inflation of 6.0%.

Each year, the Board of Supervisors adopts the budget guidelines which provide policy direction for County departments and the Office of Management and Budget. As a result of slowing revenues, the guidelines for the 2007-08 budget allowed primarily for known fixed cost increases, such as employee health and retirement increases and mandatory payments to the State of Arizona. Requests for additional funding required Board approval before review by the Office of Management and Budget. Departments were encouraged to find ways to reduce expenditures while maintaining results. The Board of Supervisors continued the practice they began last year of voluntarily limiting the growth in our secondary property tax levies by self-imposing a 2% limit on taxes levied on existing properties. This parallels the constitutional limits that exist on the primary property tax levy.

Expenditure Uses

Maricopa County is not a chartered county providing for elements of home rule; therefore, most of our mission is set in statute by the State of Arizona. We are, essentially, a service delivery arm of State government. Every citizen in Maricopa County utilizes County services at some level. Public safety and justice services, such as those delivered by the Sheriff's Office, the Justice and Superior Courts, the probation offices, and legal departments, comprise the majority (nearly 60%) of our budget. Public health, welfare and sanitation make up the second largest piece of the County's overall budget (21.6%). Services in this category are delivered primarily by the Public Health, Correctional Health Services, Air Quality, Environmental Services, and Animal Care and Control departments. Social services are encompassed in this category, as well, and are delivered by the Community Development and Human Services departments. The remainder of the County's budget is devoted to highways and streets, general government (such as elections, recordings, property assessments, and treasury and tax collection for local governments), culture and recreation, and education. Although almost all of these services are mandated by the State of Arizona, the County strives to employ innovative service delivery strategies that reduce the burden on taxpayers while ensuring that programs are successful, customers are satisfied, and results are achieved. Budgetary decisions are based on program performance, and programs are aligned to the strategic priorities of Maricopa County as adopted by the Board of Supervisors.



Econometric and Demographic Trends

During the last fiscal year, the County's population grew by an estimated 3.7%. Although growth may decline as much as a full percentage point in the upcoming fiscal year, Maricopa County's growth will continue to outpace the national average by nearly 300%. Job growth follows a similar pattern, with Maricopa County exceeding the national average by nearly three times. However, the forecast over the next several years shows Maricopa County's job growth declining more dramatically than the projected slowdown in population. This can be expected to drive an increase in local unemployment rates, which generally increases demand for governmental services. Unfortunately, it is unlikely that the growing demand for services will be supported with increased revenues, as two of the County's three primary General Fund revenue sources naturally fluctuate with the employment rates and overall economic trends.

To that end, the Office of Management and Budget is carefully monitoring the economic indicators and tracking economic predictors to better prepare the County for the recession that is likely ahead. Growth in our revenue base is troublesome. In prior years, State-Shared Sales Taxes and Vehicle License Taxes had very strong increases and helped to drive the very high growth in revenues. In FY 2007-08, our forecast shows a projected growth in State-Shared Sales Taxes of 1.1%, as compared to a budgeted growth of 7.3% over the forecast last year. State-Shared Vehicle License Taxes are actually projected to be lower than the Fiscal Year 2006-07 Adopted budget by \$788,506. This is unprecedented. Economists are stating that the slowdown which has occurred with the housing market is beginning to spread to general sales and employment indicators. Since May of last year, sales have been relatively flat and employment indicators are slowing. According to Marshall J. Vest, the forecasting director of the University of Arizona's Eller College of Management:

“Spillover from the housing downturn is now clearly visible in both sales and employment data. Moreover, the slowdown extends beyond housing components into general merchandise and apparel as well as autos. As 2007 begins, Arizona’s high-flying economy is much closer to recession than most analysts realize.”

Property Taxes

Maricopa County has one of the lowest property tax rates in the State of Arizona and continues to be at its lowest rate in over 25 years. Our overall proposed property tax rate is \$1.2970 per \$100 of assessed valuation. This is a double-digit tax rate reduction of \$0.1378. The savings on the average Maricopa County home of \$250,000 is estimated to be \$34.45. The Property tax rate for the primary tax is recommended to be \$1.1046, which is a \$.0748 reduction. This is a very significant reduction. There has been a large increase in property tax assessment values and Maricopa County is offsetting that increase with a 9.6% reduction in the overall tax rate.

Maricopa County taxpayers are also fortunate because we do not have a secondary tax rate for debt service. Several years ago, Maricopa County paid off its 1986 bonds. It is unheard of for a jurisdiction of our size to operate without general obligation bonds being utilized for capital improvements. We do not have any outstanding general obligation bonds and the debt we do have is minimal. The Board of Supervisors has directed staff to pay cash whenever possible and if debt financing is necessary, to do so within the capacity of the primary property tax levy. However, in the future, it may be necessary to pursue other approaches for park improvements or other critical needs.

Finally, Maricopa County has limited our growth in the other secondary property tax rates through the imposition of a limit for both the Library and Flood Control districts. The Board of Supervisors, acting as the Board of Directors of these districts, imposed a 2% growth limit on existing property to ensure that the large increases in assessments did not result in a large tax increase in the secondary property levies. This was initially imposed last year and will continue in Fiscal Year 2007-08. The Flood Control District’s rate will drop \$.0514 per \$100 of assessed valuation, and the Library District’s rate will drop \$.0116 per \$100 of assessed valuation. This innovative approach to controlling property tax growth was heralded by the Arizona Tax Research Association in their support of a bill (HB 2565) in this legislative session. This bill mirrors our actions of last year and mandates the 2% limit on our and other similar secondary taxing districts. Maricopa County set the example in responsible controls on tax levies.

Technology Infrastructure

Maricopa County began its Desktop Refresh Program in FY 2003-04. This plan replaces personal computers used by County employees every three years in order to keep up with changes in technology. The plan has been very successful and in the coming fiscal year, \$36.5 million is budgeted to continue this program.

Recently, Maricopa County extended this to the County’s enterprise-wide technology infrastructure. Beginning in the fourth quarter of FY 2006-07, the County began an update of the data and telecommunications infrastructure and network environments that will initiate a regular refresh program of infrastructure technology. This update is in conjunction with an overarching strategic IT master plan for the County’s technology infrastructure. Phase I of the plan, which began in Fiscal Year 2006-07, included updating documentation of our data and telecommunication systems, eliminating the single points of failure, upgrading the Administration Building IT infrastructure, initiating a new wide area network (WAN) and internet blocks, procuring spare servers, and completing the technology strategic plan. Phase II will commence during Fiscal Year 2007-08 and continue to update the downtown campus infrastructure, complete the development of clustered data centers, finalize a regional disaster

recovery site, and achieve a comprehensive information security solution. In Fiscal Year 2007-08, \$14.2 million is budgeted for Phase I and II. Subsequent years will also have a financial commitment of approximately \$20 million for continuation of the IT infrastructure refresh program.

Planning for phase III will begin in Fiscal Year 2007-08 as well. The Office of Enterprise Technology will continue to document our data and telecommunications infrastructure at the two other main campuses at Durango and the Southeast Regional Center, as well as the hundred plus remote sites operated by Maricopa County. In addition, updates to the WAN backbone and an out-of-state disaster recovery site will be scoped. No cost estimates have been made for phase III at this point.

While the cost associated with improving our IT infrastructure is large, it is critical to providing superior services to our County residents. The future environment will provide a high performance and a secure network for County departments that will be ready and able to utilize the new technologies that will be available in the coming years. The future network design will be comprehensive and will ensure business continuity and disaster recovery so that disruption in County service will not occur. The infrastructure will be highly scalable, available and fault-tolerate. Once completed, the County will have 1 Gbps to the desktop, 10 Gbps backbone, high-speed wide area network links, and a wireless network overlay. This will allow us to proceed with automated solutions which improve services for our customers. Departments and functions that are planning for technological solutions include the Assessor, Treasurer, Clerk of the Board, and the County Manager's Office.

Managing For Results

Managing for Results (MFR) is the County's management system. It is customer-oriented, results-focused, and data-driven. This philosophy creates an environment in which every employee within the County knows:

- How their work contributes to the overall strategic direction of the County.
- The effectiveness or impact of their work on their customers.
- What it costs to deliver the programs they support effectively and efficiently.

This is accomplished through an annual cycle of planning for results, measuring results, budgeting for results, delivering results, analyzing and reporting results, and, lastly, evaluating and improving results.

The County first implemented MFR seven years ago. Understanding and applying MFR has grown tremendously over that time. Many departments have fully embraced the MFR philosophy. From a budgetary perspective, this means that they can articulate the financial impact of changes to demand and output levels, as well as quantify the cost of improving results.

This year we continued our budgeting for results efforts by requiring demand forecasts as a part of the budget request process. This greatly facilitated analysis, and allowed us to better align resources with need. In some instances, performance information helped to identify efficiencies and ultimately allowed for resources to be reallocated to other areas. Performance data is now routinely reported in conjunction with budgetary data (see Departmental Section for examples).

As the MFR philosophy became ingrained in the way we do business at the County, we began to realize that full implementation was impeded by our out-of-date technology. As a result, the Office of Enterprise Technology, with the consent of the Board of Supervisors, entered into a partnership with Microsoft to design a system that will support MFR at many different levels. At the most basic level, it will be a repository for departmental strategic plans – mission, vision, goals, programs, activities, and services, as well as performance metric data. This system will, whenever possible, feed directly from existing departmental systems, thereby eliminating time-consuming and error-prone duplicative data

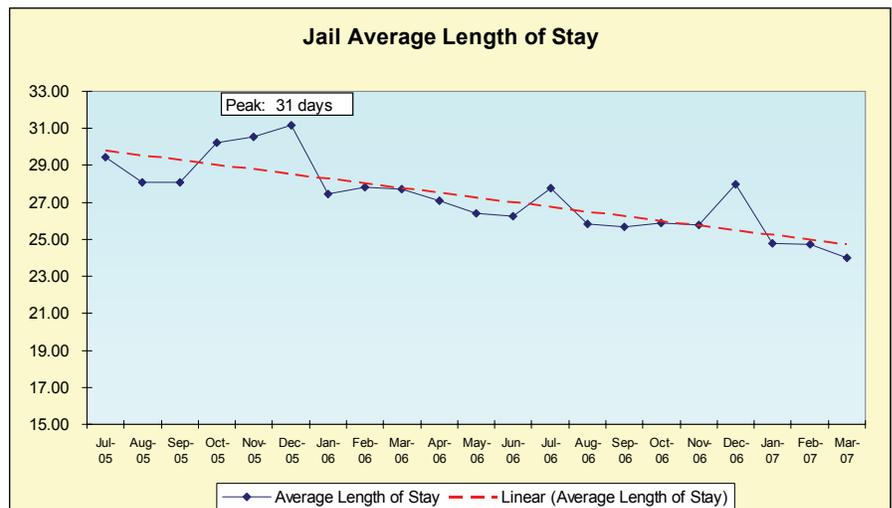
entry. The system will also provide customized dashboards and scorecards so that County executives, staff, and citizens can quickly and easily access information about the services provided by the County. It will support our data analysis needs by featuring forecasting, trending and other analytical tools, and interface with the County's budget system. This will support our need to develop financial forecasts that include assumptions about service delivery, both in terms of quality and quantity. Implementation of this system began in the latter half of FY 2006-07, and continuous enhancements are expected throughout FY 2007-08.

Migration to a new system provided a good opportunity to review our existing strategic plans and ensure that they are meeting the needs of management and County executives. With the assistance of Weidner, Inc., we have developed and begun to implement a strategy to review and improve existing plans, as well as train staff in how to develop and use plans and performance data, and how this information can and should be integrated with budget data to make management decisions. We are hopeful that many plans can be updated in the first half of FY 2007-08. Intensive training will continue throughout the year.

Detention Operations

Maricopa County has one of the largest adult jail detention systems in the United States. The system is funded in large part by a dedicated sales tax that was approved by the voters in 1998, and re-approved and extended in 2002. This dedicated tax, along with a "Maintenance of Effort" (MOE) allocation from the General Fund and other jail-related revenues, is maintained in a separate Detention Fund. Growth in the Detention Fund has slowed with the general downward trend in sales tax collections and a change in the MOE inflator. The FY 2007-08 revenue growth associated with sales tax is projected to be 4.2%, while the increase in the maintenance of effort transfer from the General Fund is projected to be 3.1%. The MOE is a required allocation from the General Fund that is outlined in statute. The MOE contribution is lower this year because of a change in the statutory requirement that occurred during the 2002 legislative update to the enabling statute. The MOE was originally tied to the growth in the secondary property tax rate.

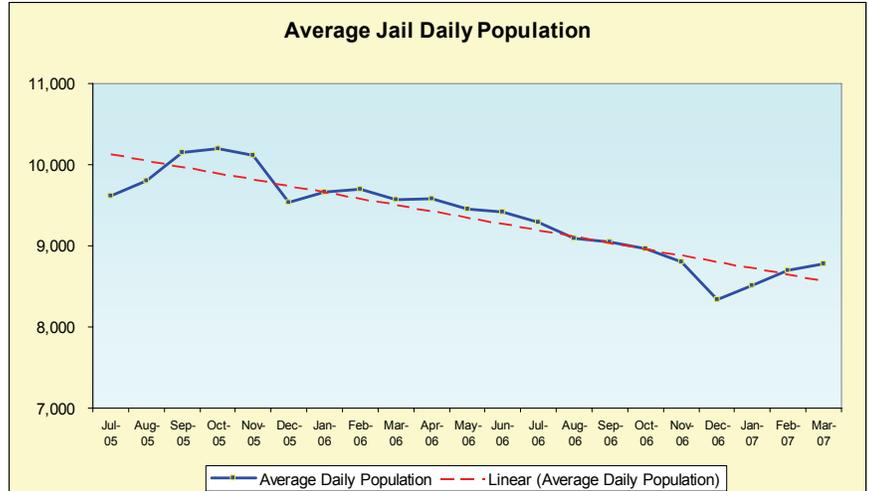
The new statutory language uses the GDP price deflator as the annual growth factor for the MOE contribution. (The GDP price deflator is a conservative inflation indicator.) This is favorable to the General Fund but is unfavorable to the Detention Fund. Since the Detention Fund has stronger revenues this fiscal year, this was a positive occurrence for the 2007-08 budget.



The largest expenditure increases in the budget being presented are due to market increases for the detention staff in adult and juvenile detention facilities and patient care staff in Correctional Health Services. Other expense increases include transfers to the capital improvement program, major maintenance on various facilities, and an average salary increase of 3.5 % for performance pay for all workers in this fund.

One of the focuses in the 2006-07 budget year was to lower the daily average inmate population and the average length of stay for inmates and it was successful. The jail inmate average length of stay

(ALOS), which had exceeded 30 days in late 2005, has been reduced to slightly more than 24 days in recent months, the lowest level in four years. This was accomplished through system-wide efforts to streamline court proceedings and transfer sentenced inmates to the State Department of Corrections on a timelier basis. Lowering the ALOS in the jails results in a lower jail population which in turn lowers the overall cost of operating the jails. It allows achievement of lower cost for food, clothing, medical expenses and overtime.



Correctional Health Services (CHS) is in the process of procuring an Electronic Health Record System. Preliminary estimates indicate that this system will have a return on investment of seven years. It is expected to lower overall medical costs for inmates by identifying repeat offenders' health concerns earlier, so that preventative health initiatives can be undertaken. It should also help the County to mitigate liability by enhancing early detection of diseases in the jail setting. The Board of Supervisors is expected to approve funding for this system by the end of Fiscal Year 2006-07.

Law Enforcement and Justice Issues

Public Safety, which includes law enforcement and other justice issues, makes up 59.73% of our County budget. This is the largest slice of County expenditures. The Board of Supervisor's strategic priority for criminal justice is, "Ensure safe communities and a streamlined, integrated justice system." As we develop the County budget, we keep in mind that criminal justice and other justice issues are critical to County operations. Handling these issues in the most cost effective manner will be key to our fiscal success today and into the future.

Last year, Maricopa County budgeted \$6.0 million for crime prevention grants in an effort to try to impact the steady increase in court case filings and to reduce the crime rate in our community. The County will continue to experiment with this approach to dealing with criminal justice. In Fiscal Year 2007-08, we will be carrying over \$5.0 million of the original \$6.0 million, and continue to look for evidence-based programs that will achieve results within our community.

Within Maricopa County there is a surplus of capital cases pending. This reached crisis levels during the Spring of 2007. As of April 2007, there are currently about 130 capital cases that need to be tried or otherwise disposed of. In order to deal with this dilemma, the County has completed an emergency procurement to hire contract mitigation specialists and capital case qualified attorneys. Because there is a backlog, we believe that there is not a need to add permanent staff to deal with capital cases. However, the County has also completed a market study of capital attorneys. The Board has approved a stipend of \$17,500 for attorneys who are first-chair qualified and willing to try these capital murder cases. The capital case processing items listed above have been funded in the 2007-08 budget. Additionally, the Trial Courts will be submitting a request for resources to deal with this issue on their end. The Office of Management and Budget has reserved contingency funds to deal with this issue once the courts have sized it.

Caseloads in our Adult Probation department continue on an upward trend. We anticipate having an average of approximately 32,000 individuals on various types of standard and intensive probation in Fiscal Year 2007-08. The recommended budget supports improved results for probation programs. The rate of successful completion of probation will improve to 62% for standard supervision, and the percentage of probationers under intensive supervision who are not revoked to jail or prison will increase to 48%. We monitor these results throughout the year as part of the Managing for Results initiative.

The recommended budget supports continued improvement in results in adult probation. Probation officers received a significant increase in their compensation due to a market study completed in Fiscal Year 2007, which will improve staff recruitment and retention. This budget also calls for adding staff and resources to adult probation at a cost of over \$1.2 million, supported by additional probation surcharge revenue. This additional non-General Fund revenue was made possible by the enactment last fall of House Bill 2819, which increased the surcharge to \$10 and corrected the allocation of funds to the counties.

Finally, the Maricopa County Sheriff's Office will be moving forward with a pilot program that will further automate computing within our patrol cars. The mobile data-computing pilot will update our technology and make our sheriff's deputies more efficient and effective. The cost of this pilot will be \$225,000 and is budgeted in the coming fiscal year.

Air Quality

Air Quality in Maricopa County continues to receive much attention as the County strives to improve its environment and clean up its air. Maricopa County officially had 27 days where at least one monitor exceeded the national ambient standard for particulate matter (PM10) in calendar year 2006. Since the region, which includes Maricopa County, did not attain the PM10 standard set by the Environmental Protection Agency (back in 1990) by December 31, 2006, the region needs to submit a Five Percent Reduction Plan for PM10 by December 31, 2007, that demonstrates five percent reductions per year in emissions from the date of submission to the Environmental Protection Agency (EPA).

During FY 2006-07, the Air Quality Department launched their "Bring Back Blue" media campaign to draw attention to the simple things each citizen can do to reclaim good air quality. Enforcement and related fines have been strong in the last fiscal year, with projected revenue from fines nearing \$3.3 million. The Department is in the process of securing a Mobile Air Monitoring Van which will have several distinct air monitoring capabilities that current air monitoring sites will never



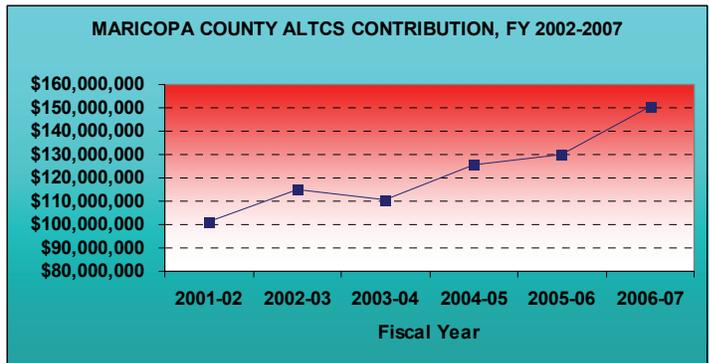
be able to offer. The van will enable the County to monitor a wider variety of pollutants, including toxic air contaminants, in any geographic location. The van will be used for handling concerns, complaints, or other reasons necessitating samplings that can be taken for air quality studies, cancer and asthma clusters, and airborne security threats.

Mandated Health Care

One of the Board of Supervisors' strategic goals is as follows: "Eliminate mandated fixed contributions to the State of Arizona in exchange for reductions in State funding of County programs with a goal of reducing such contributions to 15% or less of the total general fund expenditures by FY 2009-10." There are three large contributions that Maricopa County makes to State-managed programs: Arizona

Long-Term Care System (ALTCS), Arizona Health Care Cost Containment System (AHCCCS), and the contribution for 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 \$10.6 million to \$156.1 million, a 7.3% increase over the 2006-07 contribution. The *Arnold v. Sarn* and general mental health payments are estimated to increase by \$1.7 million to \$39.2 million, while the AHCCCS acute care contribution decreased by \$1.5 million to \$23.1 million. The reduction in the AHCCCS acute care contribution is the result of successful efforts to reduce this mandated



payment in exchange for the County taking full responsibility from the State for funding adult and juvenile probation. Nonetheless, these mandated fixed contributions still total \$218.4 million. While this is a positive development, mandated health care remains an uncontrollable component of our operating budget that needs to be reduced. Our strategic goal explains our position. We want a "good government" model that has the State responsible for State-managed programs, and the County responsible for County-managed programs. To that end, we continue to propose legislative solutions that can help us achieve our strategic goal.

The General Government Department continues to address several of the most challenging fiscal issues facing Maricopa County. Primary 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. General Government has successfully settled approximately one-third of the potential liability at less than five percent of billed charges. The remaining \$240 million is the subject of a court-mandated "sampled" litigation process. The first two of three trials under this process were conducted in April and November of 2006. The court decisions in these trials are being appealed by both parties. The final trial is scheduled for November of 2007.

Major Maintenance and Capital Improvement Programs

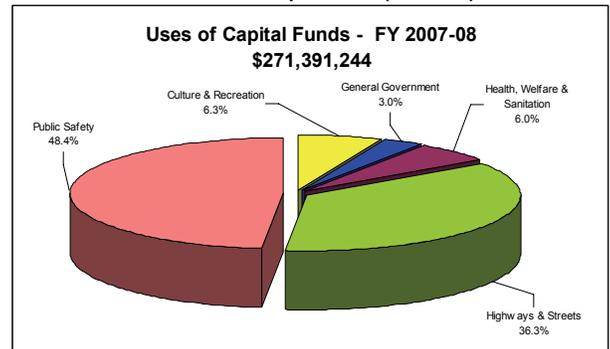
The FY 2007-08 Major Maintenance Program is made up of 93 individual maintenance, renovation, and remodel projects necessary to improve the condition and operation of County buildings. Major Maintenance projects are critical to protect County assets by prolonging the useful life and operating conditions of County facilities. These projects are organized into four (4) major categories: facility renovation, major maintenance, deferred maintenance, and deferred maintenance-FCI. (The definitions of these major categories are available in the major maintenance section of this document.)

The FY 2007-08 Major Maintenance Program budget includes \$10 million in the General Fund and \$7.5 million in the Detention Fund annually through FY 2011-12. Additional one-time funding is provided for Major Maintenance projects deferred in prior years as well as for uncompleted projects carried over from FY 2006-07. The total Major Maintenance Program expenditures in all funds is \$33.2 million.

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. This financial policy is used for the General Fund, Detention Fund, Intergovernmental Fund, and Transportation Fund. The County pays cash for most 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 the County's 1986 General

Obligation (GO) bond debt. The County currently has no General Obligation (GO) bond debt, and has very little long-term debt.

The debt that the County does have is in the form of Certificates of Participation (COPs) or 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. During FY 2006-07, funding was approved for the expansion of the Southeast Justice Center and the construction of the Southwest Justice Center. In the FY 2007-08 budget, operating capacity of \$23.7 million is reserved for future debt service payments on a proposed Court Tower project. In addition, \$10.2 million has been set aside to fund the ongoing maintenance and operations of the new Court Tower. This strategy will allow the County to meet its capital needs without requesting a new GO bond for the court master plan. If the Board of Supervisors approves the Court Tower Project at a budget of \$334 million, the County will complete the addition of 100 new courtrooms in a period of 7 years.



A number of major projects were completed in FY 2006-07. These include the purchase of the Chambers Building, Downtown Justice Center, Estrella Mountain Irrigation System, McDowell Track Comfort Station, Santan Consolidated Justice Courts, and Utery Mountain Water System projects. Continuing projects include a number of court projects and several other critical infrastructure items. They are listed below.

- Central Court Building Remodel
- Criminal Court Tower
- Detention Facility Renovations
- Southeast Justice Center
- Southwest Justice Center
- Buckeye Hills Shooting Range
- Durango Animal Care and Control Facility
- Human Services Campus – Phase 2
- Security Building Improvements
- Maricopa Regional Trails System
- Parks Comfort Stations and Improvements
- Parks Improvements Master Plan
- Parks Visitor Centers and Amphitheatres

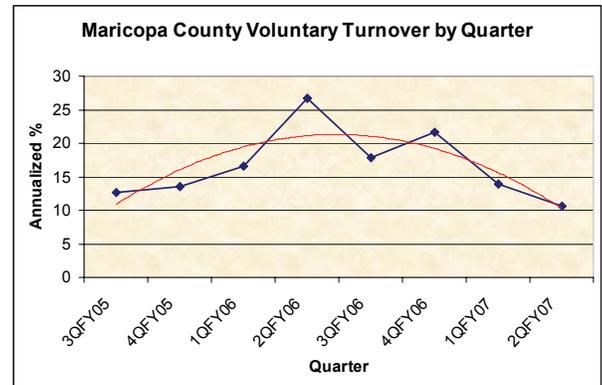
The Maricopa County's Department of Transportation employs an objective planning procedure for evaluating and ranking potential projects for inclusion in its five-year Transportation Improvement Program (TIP). This procedure includes using equally weighted, objective criteria to score and rank potential projects. The ranking criteria used by the department includes the following: safety, land use, current and future traffic volumes, cost/benefit analysis, and joint sponsorship. The process also utilizes bonus points for intelligent transportation systems, alternative modes and environmental enhancements. A separate ranking system exists for evaluating potential bridges, channel upgrades, bicycle, pedestrian, and other multi-modal improvements.

The primary source of funding for the TIP is State Shared Highway User Revenue Funds (HURF). The County must spend these funds only on transportation-related items. Other funds received that are applied to these projects include Federal Highway Administration (FHWA) funds, Maricopa Association of Governments funds, and Federal Emergency Management funds. The County also participates in partnerships with other local jurisdictions, state agencies, the federal government, and private corporations. This budget recommends a five-year TIP of \$412.1 million. Of that total, \$98.6 is budgeted for the 2007-08 fiscal year.

Unfunded capital improvement needs are constantly evaluated by the Facilities Management department and are closely monitored by the Office of Management and Budget. There are a number of capital items that must be addressed in the next several years. The projects that have been identified, but not yet funded, include the Downtown Office Building, Security Building 1st Floor Remodel, and Sheriff's Administrative Building, just to name a few. It may be necessary to find alternative funding sources for some of these projects, as the economic downturn will make it very difficult to fund these projects through the traditional primary property tax base.

Employee Issues and Concerns

Over the past year, Maricopa County has invested significantly in its employees. The Compensation Division of the Office of Management and Budget (OMB) has reviewed salaries and job descriptions for over 12,000 positions encompassing over 90% of all County employees within the last 24 months. This process has promoted uniformity in our job descriptions and titles, corrected FLSA status issues, and corrected salaries as compared to the local job market. Market-based salary increases have been implemented throughout the County over the last two fiscal years. As a result, the annualized voluntary rate of employee



attrition has begun to show dramatic improvement with a reduction of over eight percent since the beginning of FY 2006-07. Market studies will continue through the upcoming fiscal year. These studies are being conducted to complete a number of market ranges with relatively few positions and to adjust hiring ranges in a few markets that continue to demonstrate turnover in excess of ten percent. However, very limited funding is being set aside for market studies. Funding has been identified for performance increases at an average of 3.5% and will be effective on July 2, 2007. This percentage increase reflects the average increase in the Bureau of Labor Statistics' Employee Cost Index for state and local government wages during calendar year 2006.

Maricopa County is also concerned about providing a sound benefit package. Our employee health and dental benefits remain very competitive with both public and private sector employers. In addition, our programs promote healthy living and choices based on a family's needs. Our premiums and co-payments are reasonable and affordable. Our wellness programs are favorably received by the employees. The employee benefits satisfaction survey this year indicated that 97% of our employees are very satisfied or satisfied with their benefit package.

Other employee issues that have been budgeted are retirement system increases. Maricopa County participates in the Arizona State Retirement System (ASRS) and its various programs. All of the plans will have employer-based increases in the coming fiscal year. Maricopa County will need to contribute an additional \$5.8 million in the 2007-08 proposed budget for continued participation in these programs.

Conclusions

Maricopa County is a recognized leader in local government innovation. We take pride in our ability to think creatively to develop new ways of delivering results for our taxpayers. This past year, six County departments were awarded the Arizona Quality Award for continuous quality improvement. The Library District won the prestigious Pioneer Award. The Board of Supervisors has supported and continues to support funding and innovation within our community. This year, available funding is limited, but we will

still proceed with non-mandated programs that achieve results, such as our crime prevention program and our "Bring Back Blue" campaign. Maricopa County continues to lower the tax rate and use a "pay as you go" capital improvement plan. I want to thank the Board for their continued leadership, as well as the elected and appointed officials of Maricopa County. I am recommending a budget that I believe will sustain the County during this revenue slowdown and allow us to achieve excellent results for our County residents.

Sincerely,



David R. Smith
County Manager

On June 18, 2007, the Maricopa County Board of Supervisors adopted the FY 2007-08 Budget totaling \$2,214,275,629, with Expenditures of \$1,780,932,646 and Appropriated Beginning Fund Balance of \$433,342,983. This represents a \$22,710,874 increase from the tentatively adopted budget of \$2,191,564,755.



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 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. *Managing for Results* makes it possible to make good business decisions based on performance and makes it possible for a department to demonstrate accountability for results.

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 plan. This allows departments to collect expenditure and revenue data associated with their PAS. Integrating *Budgeting for Results* with strategic planning 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 problems in existing Activities, to try to identify the root causes of problems, and/or to develop service improvement efforts. 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 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 next five years. 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

Safe Communities	<ul style="list-style-type: none">• Ensure safe communities and a streamlined, integrated justice system.
Public Health	<ul style="list-style-type: none">• Promote and protect the public health of the community.
Regional Leadership	<ul style="list-style-type: none">• Provide regional leadership in critical public policy areas.
Sustainable Development	<ul style="list-style-type: none">• Carefully plan and manage land use in Maricopa County to promote sustainable development and to preserve and strengthen our environment.
Fiscal Strength	<ul style="list-style-type: none">• Continue to exercise sound financial management and build the County's fiscal strength while minimizing the property tax burden.
Quality Workforce	<ul style="list-style-type: none">• Maintain a quality workforce and equip County employees with the tools, skills, workspace and resources they need to do their jobs safely and well.
Citizen Satisfaction	<ul style="list-style-type: none">• 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 rapidly growing population in the County creates challenges, but law enforcement is doing a better job of reducing property crime rates in the County from previous years. The County continues to work with other local governments to develop strategies to address the high property crime rate. The Board of Supervisor's have established a number of goals related to reducing crime rates in the County.

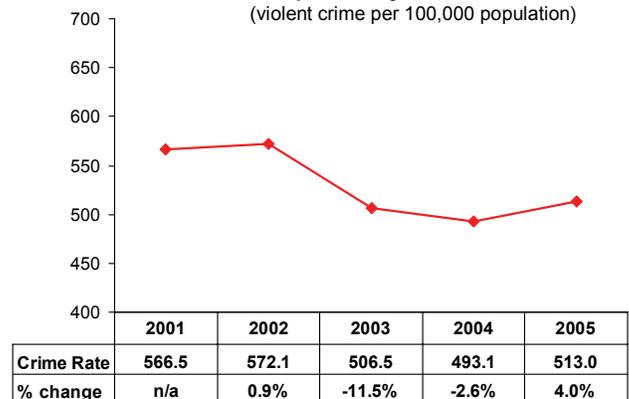
Safe Communities Strategic Goal 1

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.

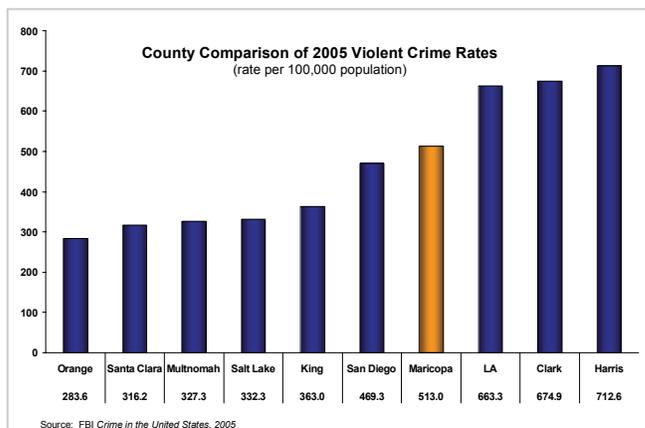
Violent Crime Rates

- The violent crime rate in Maricopa County had been declining since 2000, but in 2005 the rate increased by 4.0%, from 493 crimes per 100,000 inhabitants in 2004 to 513 crimes per 100,000 inhabitants in 2005.
- The national average in 2005 was 469.2 per 100,000 inhabitants, an increase of 2.3% from 2004. When compared to similar counties, Maricopa County's violent crime rate is higher than six of the benchmark counties.

Maricopa County Violent Crime Rate
 (violent crime per 100,000 population)

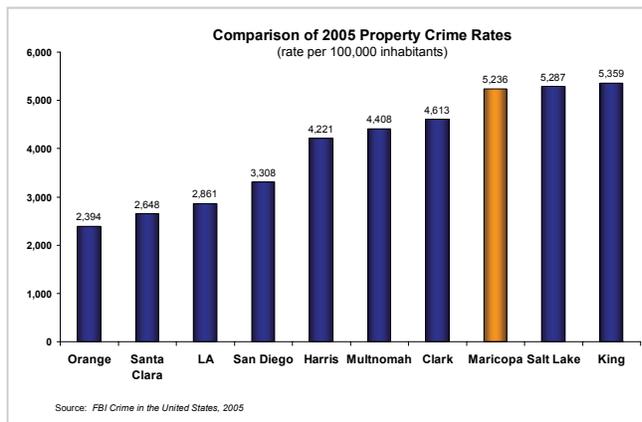
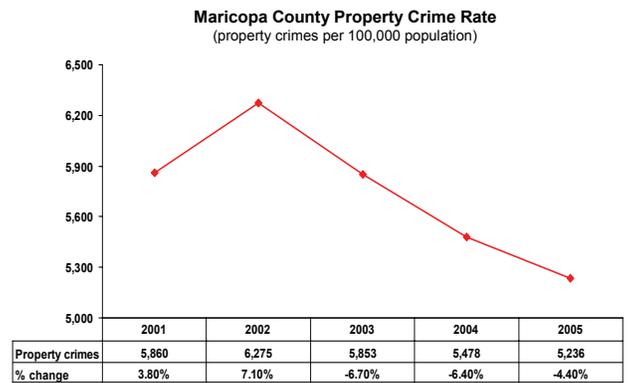


Source: FBI Crime in the United States, 2005



Property Crime Rates

- The property crime rate continued to decline in 2005, with a decrease of 4.4% from 2004. The property crime rate has decreased by more than 10% since 2001.
- The property crime rate of 5,236 per 100,000 inhabitants in Maricopa County is third highest among the benchmark counties and is higher than the national rate of 3,230 per 100,000 inhabitants.



FY07 Mid-Year County Progress/Achievements:

- The new Chief Juvenile Probation Officer and the new Assistant County Manager for Criminal Justice joined the County in August and September 2006, respectively. They are working in close collaboration with consultants hired to update the 1997 Jail Master Plan, whose report is due in June 2007. As the new staff begin to work with other County criminal justice staff on the recommendations in the Master Plan's update, more definition will be given to exactly how the County intends to address crime rates and implement evidence-based crime prevention initiatives.
- Maricopa County is funding a three-year, \$6 million Crime Prevention Grant, offering funding to cities, towns, and tribal governments to support and enhance their efforts in providing evidence-based crime prevention programs. In FY2007, the County funded three programs through the initial Crime Prevention Grants and is intending to open the application process again in the Spring 2007.
- Maricopa County is contributing \$2.5 million to cosponsor the Arizona Meth Project (AMP), an anti-methamphetamine media campaign modeled on the "Montana Meth" Education Program. The County is establishing an AMP Advisory Board comprising of domain experts, community leaders, and representatives from participating counties. AMP will launch a Phase I media campaign including television, radio, billboard, print, and website components by spring 2007.
- The Sheriff's Office continues to expand the successful ALPHA Program, an in-jail substance abuse treatment program, designed to reduce recidivism rates among offenders. The program helps slow growth of the daily inmate population by preventing repeat offenses and the revolving door syndrome.
- Juvenile Probation is working closely with the Administrative Offices of the Court on a method for evaluating juvenile justice and delinquency prevention programs against research-based best practices. The focus in Early Intervention and Prevention continues to follow research guidelines in the location, delivery, and assignment of consequences.
- Adult Probation continued implementation of evidence-based practices, including ongoing use of the Field Reassessment of the Offender Screening Tool (FROST) by field officers to assess probationers' risk and needs, and measure changes in offender behavior every six months; ongoing use of case plans focused on probationers' needs that are related to criminal behavior; focus groups with field officers and supervisors to help identify the strengths and weaknesses of the FROST and Case Plan; refresher training for the entire Presentence Division on the Offender Screening Tool (OST); and implementation of specialized assessment tools for the domestic violence and sex offender populations.
- The Fugitive Safe Surrender Program, held over four days in November 2006, was a huge success. The program was sponsored by the U.S. Marshals Office to encourage those with felony warrants to turn themselves in to authorities for favorable consideration. The program was held at Pilgrim Rest Baptist

Church. Over 1,300 people turned themselves in; 523 warrants were cleared, 114 of which were misdemeanors; approximately 40 were taken into custody. The program was a great success in many ways: warrants were cleared, public safety was addressed and protected, and County staff worked closely together as never before to accomplish a mutual goal.

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.

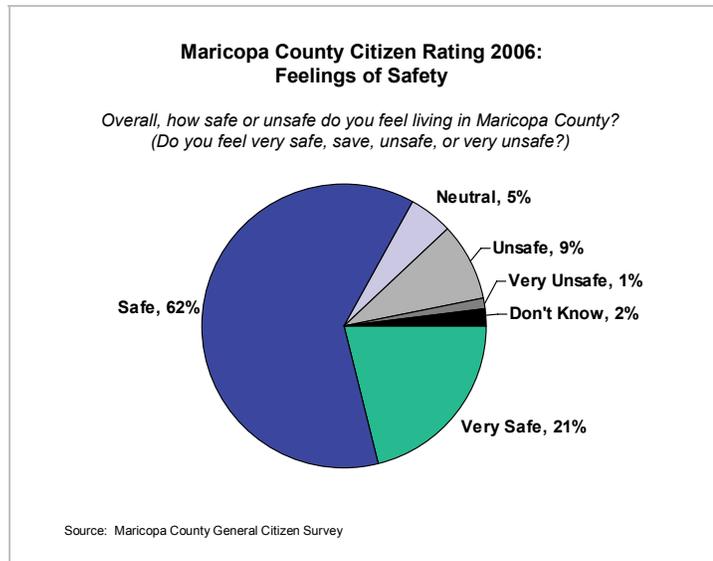
Percent of cases by type processed within standard

Case Type	Target	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006
Criminal	99%	78.0%	83.0%	86.0%	83.3%	83.4%	84.3%
Civil	95%	87.0%	86.0%	95.0%	93.9%	93.5%	95.0%
Family	99%	85.0%	85.0%	85.5%	85.2%	88.1%	93.2%
Juvenile Dependency	95%	na	na	88.4%	88.1%	78.2%	61.4%
Juvenile Delinquency	95%	na	na	87.5%	85.2%	80.9%	77.7%

na=not available

FY07 Mid-Year County Progress/Achievements:

- All McJustice workgroups are focused on managing the average length of stay (ALOS), which directly affects the amount of jail space needed in the County. A consultant group hired to update the 1997 Jail Master Plan is investigating the critical factors affecting average length of stay with a goal of identifying strategies for reducing ALOS or limiting increases in ALOS to avoid costly new jail construction.
- Integrated Criminal Justice Information System (ICJIS) has developed and implemented more than 31 data exchanges, resulting in the distribution of electronic transactions of criminal justice information. These electronic transfers replace prior exchanges that may have been time-consuming paper-based, manually processed, faxed or independently entered into multiple systems.



In 2004, 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.

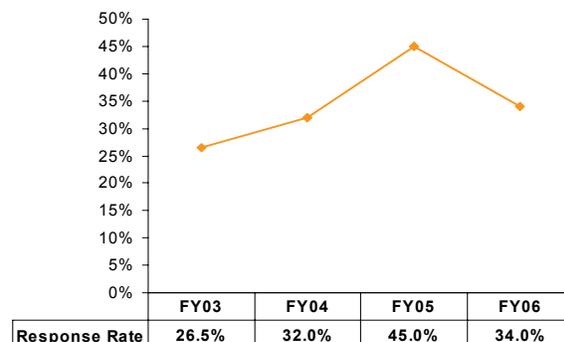
- During the summer of 2006, 83% of citizens responding to the survey indicated they felt very safe or safe, while 10% felt unsafe or very unsafe.
- Results from the same survey showed that 65% of respondents felt about the same or safer this year than last, and 31% felt less safe.

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 FY06, the Maricopa County Sheriff’s Office responded to 34% of Priority One calls within five minutes or less. This is down from 45% in FY05 but up from FY03 and FY04 levels. Priority One calls for service in FY06 increased 27% over FY05 levels.

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



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 2006 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 (56%) agreed with the statement, while 30% disagreed with the statement, and 4% strongly disagreed (9% answered Don't Know).

FY07 Mid-Year County Progress/Achievements:

- All NIMS compliance requirements for 2006 were met. According to Maricopa County Emergency Management, updating of the County emergency operations plan will be completed well in advance of the federal NIMS compliance target date of September 30, 2007. Maricopa County Emergency Management has initiated resource typing (categorization) for the 120 resources for which the federal government has provided guidance.
- Within Maricopa County Department of Public Health (MCDPH), of 434 staff requiring training, 414 (95%) were trained in NIMS as of September 2006. A formal evaluation of those trained rated 88% understanding of their roles and responsibilities in a public health emergency, while 93.3% of exercise evaluations rated the training itself as good or excellent.
- MCDPH has recruited and trained approximately 2,500 volunteers in the Incident Command System (ICS)/National Incident Management System (NIMS), as well as in their specific role at a mass dispensing/vaccination site under the Maricopa County Emergency Response Plan. This is an ongoing objective as 15,000-20,000 volunteers will be needed for all 100 dispensing points to become operational. MCDPH will continue to recruit and train 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.

FY07 Additional Efforts:

- Maricopa County Department of Public Health (MCDPH) has established a countywide Pandemic Influenza Coordinating Committee consisting of stakeholders (e.g., hospitals, local police and fire departments, school districts, private industry, etc.) to plan a coordinated response to an epidemic involving the H5N1 virus.

- Maricopa County Department of Emergency Management participated in individual and family preparedness days in the city of Mesa and Peoria. The department provided assistance to the Arizona Department of Education in the revision of state standards for school emergency response plans. Also, the department conceived and coordinated the development of an emergency readiness guide for the residents of Maricopa County, which will be printed in English and Spanish.
- MCDPH Community Health Nursing (CHN) has continued improving the tracking capabilities of the communicable disease database (involving working with outside entities), and has provided ongoing training in emergency response to CHN staff.

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.

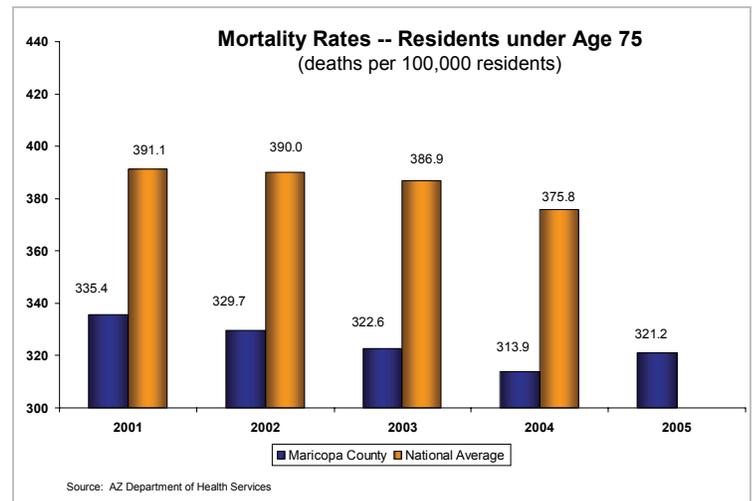
Public Health Strategic Goal 1

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 2005 show 321.2 deaths per 100,000 residents, an increase of 2.3% from 2004. This increase reverses the downward trend the County has been experiencing since 2001.



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 heart disease deaths in Maricopa County has fluctuated since 2001, but the rate of stroke deaths has consistently declined since 2001.
- The rate of cancer deaths in the County have fluctuated since 2001, as have diabetes-related deaths.
- The rate of respiratory disease deaths in Maricopa County had been declining since 2001, but the rate increased considerably in 2005, and continues to be considerably higher than the *Healthy People 2010* target.

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

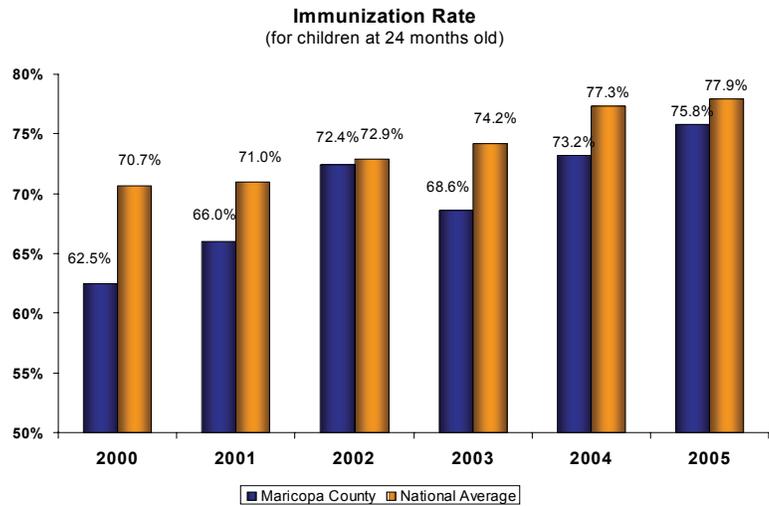
	<i>HP 2010 Target</i>	2001	2002	2003	2004	2005
Cancer	159.9	155.4	153.3	152.2	160.8	155.8
Heart Disease	166.0	158.3	170.4	166.8	157.3	158.6
Stroke	48	48.3	46.9	43.2	43.0	39.1
Diabetes-Related	45	45.8	41.7	48.4	44.5	47.7
Respiratory Disease	62.3	133.3	129.2	122.2	115.2	127.7

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

- In 2005, the child immunization rate in Maricopa County was lower than the national average, but the County is closing the gap to the national average. Information provided by the National Immunization Survey showed that in 2005 the percent of children ages 0-2 in Maricopa County who have received a full complement of immunizations increased to 75.8% from 73.2% in 2004.



FY07 Mid-Year County Progress/Achievements:

- Maricopa County Department of Public Health leadership is developing a revised strategic plan for the Department that will incorporate Countywide goals. The plan, expected to be completed in September 2007, includes an infrastructure component with objectives that include the centralization of Department services, review and revision of all Department policies and procedures, and strengthening the grants management process. The plan also will have components addressing Department services and the reduction of health disparities.
- During the first half of FY2007, nearly 20,000 4th- through 8th-grade students participated in multiple-session intensive tobacco prevention intervention, which includes at least eight tobacco use prevention presentations of 30 minutes or more.
- The Human Services Department Education Division, through its Head Start Zero-Five Program, ensures children are properly immunized and they maintain current with a schedule for well-child and dental exams to ensure health and dental needs are identified in a timely manner.

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.

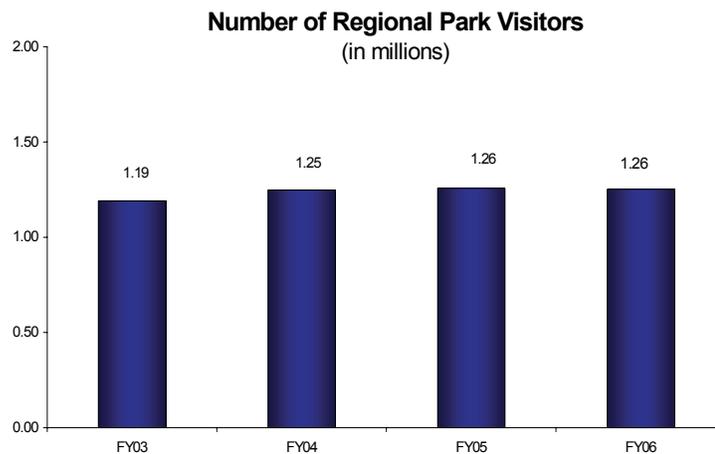
FY07 Mid-Year County Progress/Achievements:

- Development of the Maricopa County Air Quality Department's media campaign, Bring Back Blue, involved participation by the public, Maricopa Association of Governments (MAG), the Arizona Department of Environmental Quality, the City of Phoenix, and other agencies/organizations in the effort to better protect public health by improving air quality in the County.
- Maricopa County Animal Care and Control (MCACC) began a pilot program of working directly with U.S. Post Office branches to report strays, "close calls," and bites directly to the MCACC Field Supervision Team to reduce the response time to incidents involving mail carriers and to allow MCACC to remove threatening animals from the streets before they become a problem. This program is being monitored by the USPS and may be implemented nationwide.
- The Maricopa County Board of Supervisors has launched a discount card program to help consumers cope with the high price of prescription drugs. Maricopa County is making free prescription drug discount cards available under a program sponsored by the National Association of Counties (NACo) offering a substantial savings off the retail price of commonly prescribed drugs.

- Public Health Department is collaborating with St. Luke’s Health Initiatives and the “Alliance for Innovations in Healthcare” program to improve perinatal outcomes.
- The Environmental Services Department is leading an effort to develop partnerships between County community colleges and industry to increase food manager and food handler testing and certification sites and to develop food manager and food handler certification programs to help reduce the spread of food-borne disease.
- The Parks and Recreation, Public Health, and Transportation departments are working with the National Oceanic & Atmospheric Administration (NOAA) and Salt River Project to develop a heat advisory campaign.
- The Environmental Services Department partnered with Supervisor Wilcox, Industry (Union Pochteca), and the media to educate mobile peddler owners about food cart operating permit requirements. Peddler owners were notified of food-borne illness risks and the legal ramifications of not permitting their vehicles. This partnership educated and encouraged the mobile food industry to have peddler carts permitted by the Maricopa County Environmental Services Department.
- Public Health Emergency Management (PHEM) continues its mission to establish and nurture relationships with County agencies, academic institutions, and community leaders. In the past 12 months, collaborative efforts have resulted in formalized proposed plans for (1) a mass fatality response plan with the County Medical Examiner’s Office; (2) an Intergovernmental Agreement (IGA) with the Maricopa County Sheriff’s Office for the provision of security at emergency points of dispensing sites; (3) the purchase of diagnostic equipment for the Arizona State Laboratory; and (4) IGAs executed with 18 to 20 County school districts that commit those districts to cooperate with MCDPH in the event of a public health emergency.
- Maricopa County Environmental Services Department is working with Tribal Nations to address West Nile and mosquito issues around the 101-202 freeway interchange.

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.



Sources: Maricopa County Parks and Recreation Department

FY07 Mid-Year County Progress/Achievements:

- During the first half of FY07, 1,450 students participated in the P.L.A.Y. (Promoting Lifetime Activity for Youth) program, a teacher-directed physical activity program, sponsored by the Maricopa County Department of Public Health, which targets students in grades four through six to increase their involvement in moderate-intensity physical activity. Twenty-one percent (21%) of these students received the President’s Physical Activity Award.

- Maricopa County Department of Public Health (MCDPH) continues to meet with various media outlets, including Spanish-language media, to establish relationships that will assist MCDPH in reaching the community with health and prevention messages. The comprehensive communication plan is on target for June 2007.
- The Parks and Recreation and Public Health departments are collaborating on marketing and outreach opportunities to corporate sponsors so the County can become a preferred provider of their wellness programs. In the Fall 2006, the Parks and Recreation Department made presentations at the Honeywell Safety Fair and at the American Express Safety Fair.
- Parks and Recreation implemented a “water safety” campaign at Lake Pleasant Regional Park in June 2006 and is working to increase awareness of and participation in the program in FY2007. The Summer Aquatics Program at the Desert Outdoor Center at Lake Pleasant had a 12% increase in attendance over the summer 2005, and a 25% increase in merit badges earned.

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

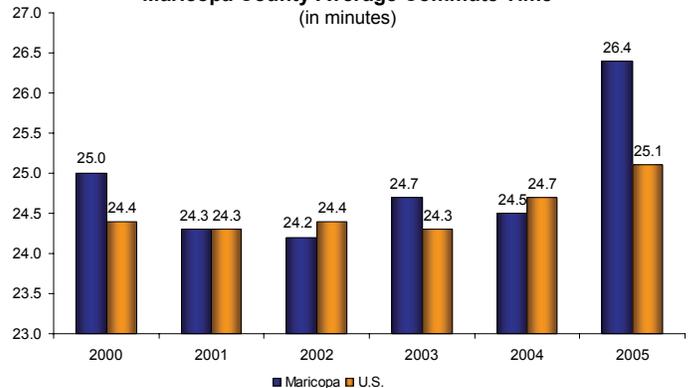
By June 2009, annually complete 85% of planned transportation infrastructure projects on-time and within budget.

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 measure of the effectiveness of regional transportation planning and other development activities.

Commute Times

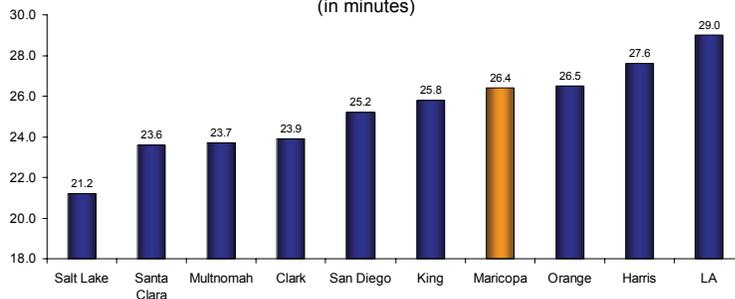
- Average commute time in Maricopa County rose in 2005 from 24.5 minutes to 26.4 minutes, adding nearly two full minutes to workers' drive time.
- The County's average commute time (26.4 minutes) was higher than the national average (25.1 minutes) and higher than six of the other nine benchmark counties.

Maricopa County Average Commute Time (in minutes)



Source: U.S. Census Bureau, American Community Survey

Comparison of Commute Times in 2005 (in minutes)



Source: U.S. Census Bureau, American Community Survey

Commuting to Work in Maricopa County 2005

- 75.5% Drove alone
- 14.4% Carpooled
- 2.2% Took public transportation
- 1.5% Walked to work
- 2.2% Used other means
- 4.2% Worked at home

FY07 Mid-Year County Progress/Achievements:

- According to the Maricopa County Department of Transportation (MCDOT), of the 37 projects planned to be completed on time and within budget this year, the goal is to complete 31 (84%). At the end of the second quarter of FY2007, 28 (76%) are under construction and are expected to be completed this year.

Of the remaining nine planned for completion this year, four will not be completed as planned but two of the four are expected to commence before the end of the year.

- MCDOT Project Management and Construction Division has identified factors affecting project success and have implemented appropriate Project Management Institute (PMI)-principled project management methodologies and tools to Transportation Improvement Program (TIP) projects to gain better control of project scope, schedule, and budget.
- In cooperation with representatives from Maricopa Association of Governments and the Arizona Department of Transportation, MCDOT provided support to the West Valley Transportation Committee to identify, analyze, and evaluate scenarios to accelerate widening of Interstate 10 between Loop 101 and SR 85 as identified in Proposition 400.

Regional Leadership Strategic Goal 2

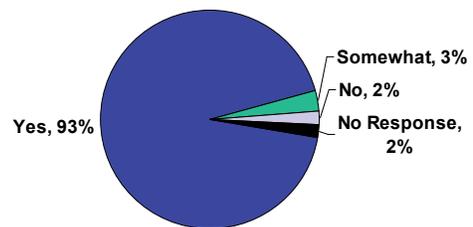
By January 2006, identify and recommend alternative strategies to increase the capacity and the ease of voting in the County.

Regional Leadership Strategic Goal 2 has been achieved, but the County continues to work toward increase 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.

According to the Maricopa County Elections Department, in the March 2006 elections, 112,662 ballots (regular and provisional) were cast; 63% were mail/early ballots. In the September 2006 elections, 293,947 ballots (regular and provisional) were cast; 39% were mail/early ballots.

**Maricopa County Elections
 Voter Satisfaction
 March 2006**

Voters' rating of satisfaction with ease of voting



Percent of total ballots cast by early voting

	March 2006	Sept 2006
Early voting	63%	39%

Source: Maricopa County Elections Department

In the March 2006 election, a post-voting survey was distributed to voters who cast ballots at the polls. Of the 1,707 responses received (4.3% response rate), 93% responded “yes” when asked “Were you satisfied with the ease of voting?”

Additional FY07 Efforts:

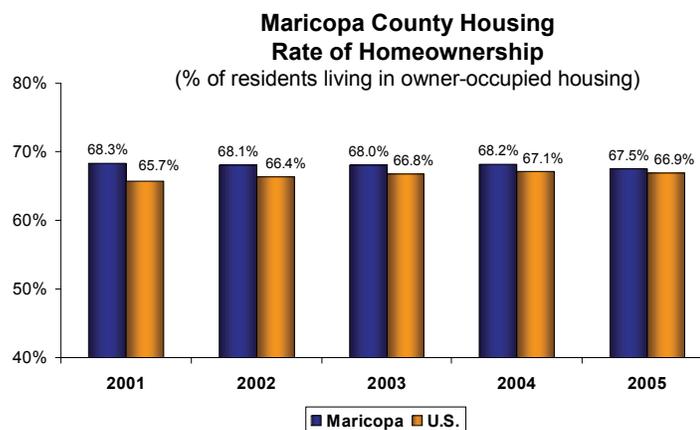
- ♦ In a survey of voters regarding satisfaction with the ease of voting in Maricopa County, 7,614 voters in the Primary Election (September 2006) responded to the survey, of which 93.4% indicated they were satisfied, 2.3% indicated they were somewhat satisfied, 2.2% indicated they were not satisfied, and 2.1% did not respond to the question. In the General Election (November 2006), 8,526 voters responded to the survey, 91.7% indicated they were satisfied with the ease of voting, 3.9% indicated they were somewhat satisfied, 2.5% indicated they were not satisfied, and 1.8% did not respond to the question.

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 and of Countywide efforts to support increased homeownership.

Homeownership in Maricopa County has been consistently higher than the national average indicating that Maricopa County has a relatively solid base of households who own their own homes. In 2005, the percent of residents living in owner-occupied housing was 67.5%, down from 68.2% in 2004.



Source: U.S. Census Bureau, American Community Survey

FY07 Mid-Year County Progress/Achievements:

- ◆ Phase II of the Human Services Campus (NOVA Safe Haven construction and renovation of the old Health Care for the Homeless Program facility) are on schedule with an anticipated completion date of April 2007.
- During Fiscal Year 2006, the Maricopa County Board of Supervisors signed a Memorandum of Understanding with Neighborhood Housing Services of the Southwest (NHS) to administer HUD's new American Dream Down-payment Initiative (ADDI). The Community Development Department continues to make ADDI funds up to \$10,000 available to partners for down-payment assistance.

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.

FY07 Mid-Year County Progress/Achievements:

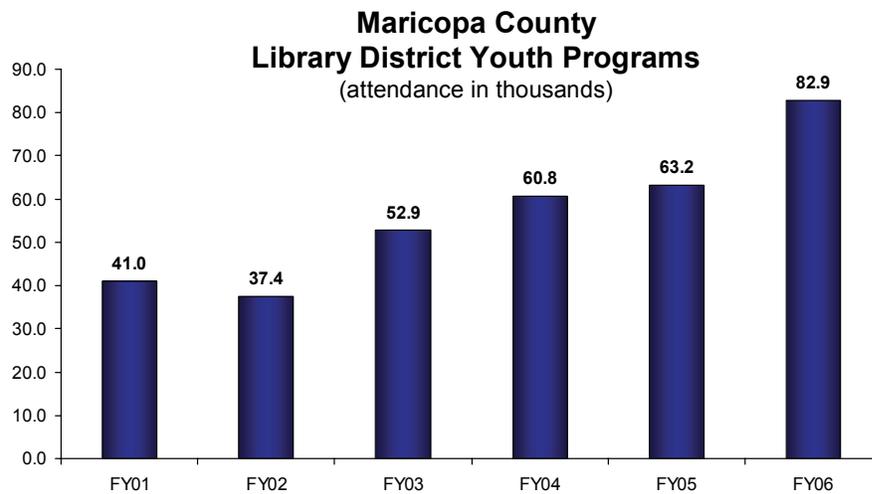
- Maricopa County partnered with the Gila River Indian Community (GRIC) to clean up an area bordering Chandler and the Indian Community. Volunteers from the County and GRIC worked together to eradicate litter and preserve the beauty of the shared space.
- During the 2nd half of FY2007, Maricopa County Animal Care and Control expanded its cooperation with all local governments by conducting joint field investigations, increased involvement in community events, participation in emergency response planning and exercises, and providing an expedited response to animal control complaints received through governmental offices.
- Maricopa County Department of Emergency Management continues to work closely with all Tribal Nations within the County to improve their emergency management programs and has designated a planner to serve as tribal liaison. Intergovernmental agreements have been established with all 24 cities and towns in Maricopa County to assist them with emergency plans preparation, training exercise programs, and other aspects of their emergency management programs.
- The Flood Control District provided regional leadership through the Digital Orthophotography Project. The District initiated a process of annually acquiring high-resolution aerial photography of the County and then sharing the images with local municipalities, Tribal Nations, state agencies, and the federal government on a reimbursement basis. By having a common base map using the same coordinate system, the District is ensuring that data used and developed by member jurisdictions are accurate and usable.
- Maricopa County has partnered with the City of Phoenix, Arizona State University, and the Downtown Phoenix Partnership (Copper Square) to complete a study to determine if there is a viable wireless network solution to service the 90-square-block area of downtown Phoenix better known as Copper Square.
- Maricopa County Internal Audit Department has partnered with the City of Phoenix Internal Audit Department to sponsor auditor training; and the Department continually participates with local and national professional audit organizations to share ideas among audit professionals.
- The Department of Transportation's Traffic Management Branch continues to play a leading role in the AZTech Program—a partnership between 12 local cities, Maricopa Association of Governments (MAG), Arizona Department of Transportation (ADOT), and the Federal Highway Administration (FHWA)—to enhance regional traveler mobility and decrease travel time across jurisdictional boundaries, and to provide safer and more efficient facilities for the traveling public. For example, the Department of Transportation provided leadership in the multi-jurisdictional Bell Road Intelligent Transportation Systems (ITS) Project. Completed in December 2006, the project integrated ITS system operations that included synchronized signals, camera monitoring, and traveler information.
- Maricopa County Facilities Management Department continues to build relationships with local governments—Surprise, Mesa, Phoenix, Avondale, and Chandler—to help further the development and/or improvement of regional sites, which improves the customer's ability to do business with Maricopa County.
- During the first half of FY2007, the Flood Control District continued to cultivate and support relationships with many local jurisdictions. The District's regional flood control cost-sharing projects include the cities of Phoenix, Mesa, and Peoria, and partners with smaller communities, such as Carefree, Buckeye, and Avondale, to provide Capital Improvement Program (CIP)-funded draining programs.
- The Maricopa County Department of Transportation is expanding its Adopt-A-Highway (AAH) Program and is actively seeking to link to other jurisdictions' AAH programs through an interactive website. Requests have been made to cities/towns and to the Arizona Department of Transportation to participate in a joint effort to include AAH information on the website.
- The Community Services Division of the Maricopa County Human Services Department partnered with the Housing Authority of Maricopa County, the Arizona Department of Commerce Energy Office, and Arizona Public Service to co-fund weatherization for low-income families. The first of its kind in the state, this partnership resulted in weatherization of a 20-unit apartment complex and 20 single family homes in Buckeye.

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. Maricopa County Library District offered more than 2,100 children's programs in FY2006. The level of participation in County-sponsored youth programs is an indicator of young people's community involvement.

In FY06, attendance at Library District youth programs topped 82,000, an increase of approximately 33% from the 63,000 attendance reported in FY05. Attendance at Library District youth programs has increased by more than 100% since FY01.



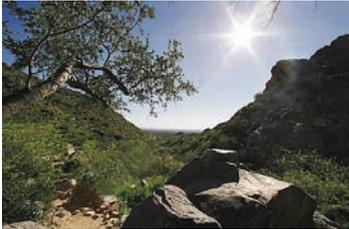
Source: Maricopa County Library District

FY07 Mid-Year County Progress/Achievements:

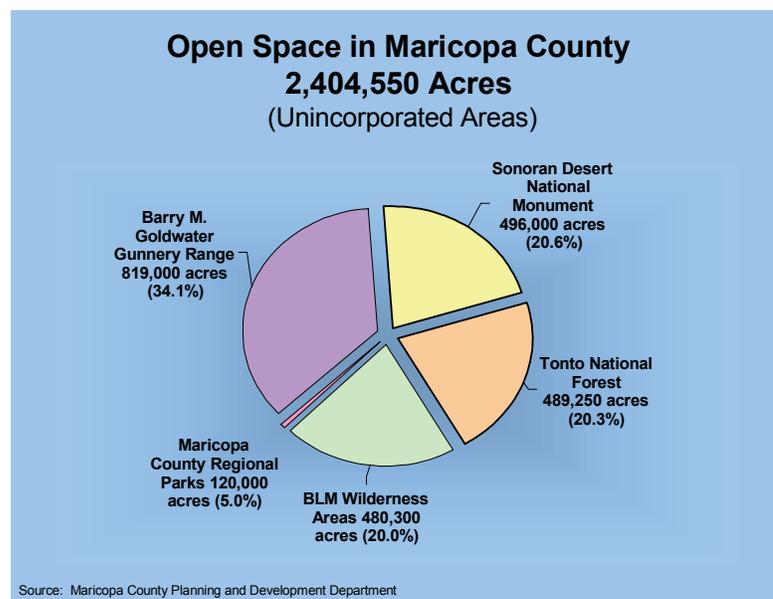
- In the first half of FY2007, more than 31,000 young people attended the 1,024 youth programs sponsored by the Library District.

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.

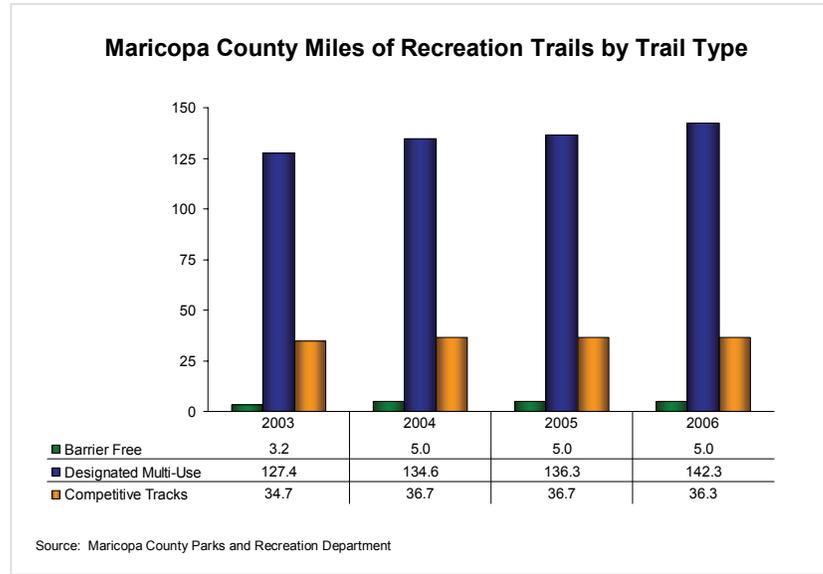
FY07 Mid-Year County Progress/Achievements:

- The Maricopa County Planning and Development is working with the State Attorney General's Office to define and interpret statutes for compliance and set-up a system to track case approvals' compliance with State laws.

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 owns and maintains approximately 184 miles of recreation trails in its Countywide system, and has consistently increased the miles of trails over the past few years. This includes 142.3 miles of multi-use trails, up from 136.3 miles (+4%) in 2005, 5 miles of barrier-free trails, and 36.3 miles of competitive tracks.



FY07 Mid-Year County Progress/Achievements:

- In December 2006, Maricopa County Parks and Recreation Department broke ground on the long-awaited Regional Trail System. The Regional Trail System, adopted by the Maricopa County Board of Supervisors in 2002, will provide a continuous trail system connecting County parks to recreational corridors around the Valley and help to preserve open space in the community.
- Maricopa County Parks Department implemented the *Protect Our Natural Resource Program* modeled after the Adopt-A-Highway campaign to engage volunteers to help maintain the parks and protect the natural resources.
- Air quality continues to be a major problem in the Valley. Currently, the U.S. Environmental Protection Agency has deemed Maricopa County to be in "serious non-attainment" of the particulate standard. Maricopa County, along with the state and other regulatory agencies, is developing a Rate of Progress plan to submit to the EPA. This plan will include ideas to reduce particulate emissions Countywide by 5% each year until the County reaches the federal standard.
- Maricopa County Air Quality Department has launched a media campaign to educate and bring awareness of air pollution issues to the general population of the County. This campaign provides a website (bringbackblue.org) specifically designed to provide easy access to interesting and useful information and data on air quality in the County.
- The Board of Supervisors approved \$10.4 million dollar capital improvement plan for the Parks and Recreation Department, which will jump-start the 10-year capital redevelopment plan for the parks.
- Maricopa County Planning and Development Department hosted a National Green Communities teleconference that included planners and building officials from various jurisdictions. The discussion focused on progressive and innovative building and community design.
- The playground shade structure installation projects at Cave Creek, Estrella, Lake Pleasant, McDowell, and White Tank Mountain regional parks were completed in January 2007. Entry stations, restrooms, and monument projects at Cave Creek, Estrella, McDowell, Usery, and White Tank Mountain Regional Parks will be completed in June 2007. Additionally, Cave Creek, McDowell, Usery, and White Tanks will get

visitor centers and amphitheaters, Estrella will get a visitor center, and Lake Pleasant will get an amphitheater.

Sustainable Development Strategic Goal 3

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

FY07 Mid-Year Progress/Achievements:

- Planning and Development complies with all reporting and noticing requirements for the State Attorney General's Office, Luke Air Force Base (LAFB), the State Department of Commerce, and other recognized stakeholders with regard to the State-defined "area in the vicinity of a military airport" and the "high noise and accident potential zones" around military airbases. In particular, staff has a very cooperative relationship with Luke Air Force Base's Community Initiatives Team and routes all application materials to various entities for review and comment prior to Technical Advisory Committee meetings. They incorporate all comments into the staff recommendations. LAFB sign-off is required for a staff recommendation of approval. All public hearing notices specifically state site location with proximity to the airbase. The State Attorney General's Office and LAFB are informed of any case approvals within two working days.

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.

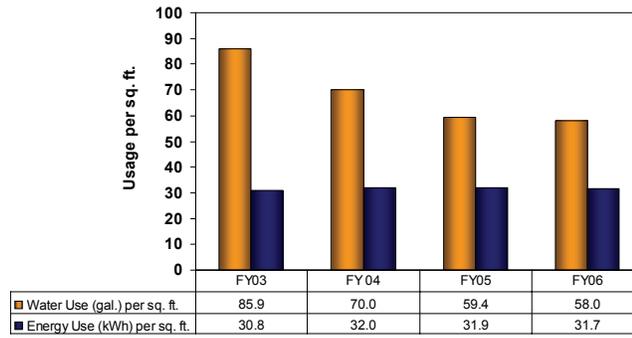
This goal has been achieved and is ongoing. Facilities Management and Equipment Services have integrated conservation strategies into on-going operations and factored them into capital projects, while balancing costs and benefits. Efforts to enhance and expand conservation programs will continue.



FY07 Mid-Year County Additional Efforts:

- On an on-going basis, Facilities Management is completing projects for lighting retrofits, window film, building commissioning, building automation control upgrades and replacements, *Leadership in Energy and Environmental Design (LEED)* Building programs, and water conservation projects with targeted conservation goals. Building automation control upgrades and replacements are expected to be completed by June 2007.
- During the first six months of FY2007, in an effort to mitigate energy consumption, the Board of Supervisors approved a Maricopa County Zoning Ordinance text amendment to allow certain shade structures without requirement for additional parking.
- In an effort to mitigate water consumption and loss of natural habitat due to development, the Maricopa County Planning and Development Department implemented an indigenous landscape palette for designated natural scenic corridors, and adopted new scenic corridor plans for Castle Hot Springs, McMickem Dam, and Olive Avenue. This effort promotes natural landscape preservation and landscaping with native plants.
- Equipment Services has formed a "Green Committee" to seek diverse alternative-fueled vehicles to include hydrogen- and ethanol-fueled vehicles and dispensing infrastructures.
- An irrigation system designed to increase efficiency and reduce waste is under construction at Estrella Mountain Regional Park; it is scheduled to be completed in February 2007. The Usery Mountain Regional Park water system improvement began in August 2006, and should be completed in February 2007.

Maricopa County Facilities Energy and Water Conservation



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 outcomes 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.

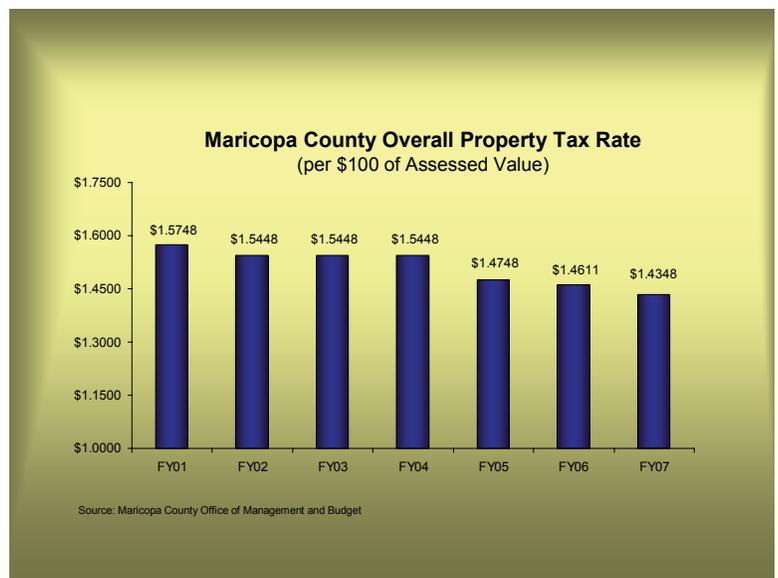
Prudent spending plans and responsible spending are keys in minimizing the overall tax burden of our citizens. Maricopa County's property taxes are charged for each \$100 of assessed value of property. The Primary Tax supports the County General Fund, which pays for the general operations of the County. 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.

FY07 Mid-Year County Progress/Achievements:

- Maricopa County's overall property tax rate—which includes the Primary Tax, and secondary tax rates for Flood Control District and the Library District—continues to decline, from \$1.45 per \$100 of assessed value in FY06 to \$1.43 per \$100 of assessed value in FY07.
- In December 2006, the Board of Supervisors, sitting as the Board of Directors for the Flood Control District and the Library District, 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 rates for F2007-08.



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.

FY07 Mid-Year County Progress/Achievements:

- In December 2006, the Board of Supervisors adopted the legislative proposal to exchange Judge/Justice of the Peace salaries for reductions in AHCCCS contributions.

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.

FY07 Mid-Year County Progress/Achievements:

- Office and Management and Budget (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.
- The Stadium District has completed the independent assessment of Chase Field and has identified the future capital needs of Chase Field. The Stadium District is currently developing and pursuing funding options for the identified capital needs.

CAPITAL PROJECTS COMPLETED IN FY2006
◆ Durango Juvenile Detention/ Treatment Center
◆ Fourth Avenue Jail
◆ Human Services Campus—Phase I
◆ Lower Buckeye Jail
◆ Northeast Superior Court/Justice Court Expansion
◆ Northwest Consolidated Justice Courts
◆ Parks Comfort Station Improvements
◆ Security Building—Phase III

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.

FY07 Mid-Year County Progress/Achievements:

- The County has awarded a contract to Front Row Marketing to investigate sponsorship opportunities in the form of naming rights, licensing of intellectual property, and commercial advertising on county sites, etc., that would result in additional revenue to the County.
- Through the first half of FY2007, the Stadium District hosted 30 non-baseball day-use events (events with less than 10,000 in attendance, such as receptions, corporate events, and company parties) at Chase Field, and has generated more than \$20,000 in day-use-event net revenue, an increase of more than 40% over the same period in FY06.
- In August 2006, Maricopa County Parks and Recreation opened a new Request for Proposals for Adobe Dam Regional Park for year round operation and revenue-generating recreational facilities. Proposals currently are being evaluated.

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

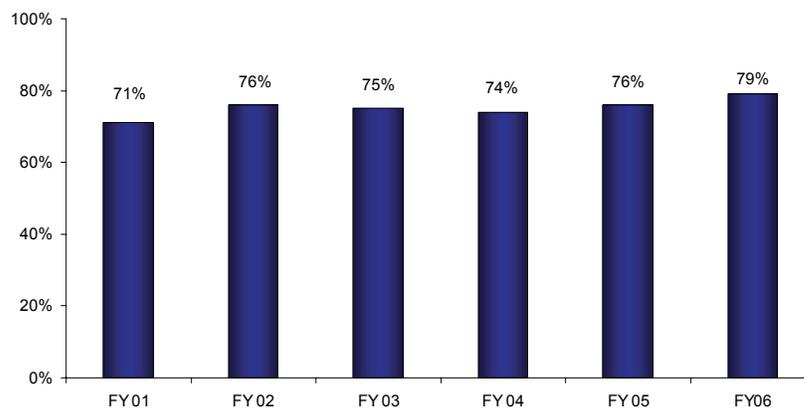
Maricopa County recognizes the important role its employees have in the success of its operation. The Maricopa County Board of Supervisors has adopted a strategic priority to maintain a quality workforce and to equip County employees with the tools, skills, workspace and resources they need to do their jobs safely and well. Through this strategic priority the County strives to become a “best place to work” 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.

Maricopa County Employee Satisfaction with Job



Source: Maricopa County 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 FY06. 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)

	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006
Management Practices	5.20	5.29	5.26	5.23	5.29	5.39
Working Conditions	5.94	6.08	5.91	6.07	6.10	6.22
Communication	5.26	5.34	5.32	5.32	5.32	5.44
Growth/Advancement	5.74	5.84	5.81	5.79	5.82	5.97
Pay and Benefits	4.98	5.28	5.18	5.18	5.28	5.45

Source: Maricopa County Research and Reporting

FY07 Mid-Year County Progress/Achievements:

- Through first half of FY2007, Employee Compensation completed a review of approximately 55% of current market range titles and working titles. Approximately 11,000 regular positions Countywide have been included in a market study since the third quarter of FY2005 bringing County positions into their established market ranges. This allows Maricopa County to recruit and retain qualified staff.
- Employee Health Initiatives is working on several new initiatives—Pharmacy Intervention Program, Free Generic Medications Program, Free Diabetic Medications Program, Health Savings Account Funding Program, Tobacco Incentive Program, and Enhance Voluntary Benefits Program—designed to improve the health status of Maricopa County Employees and their families and makes it possible for the County to offer a variety of benefits to meet the needs of the diverse employee population.
- Human Resources has launched a workforce succession planning pilot program to identify and prepare employees for critical positions that become vacant due to retirement, promotions, transfers, resignations, or other employee departures.
- During the first six months of FY2007, Employee Health Initiatives initiated a number events to benefit County employees: offered flu shots to employees, held a number of brown-bag lunches on alternative medicine, and sponsored a six-week chronic disease self-management program presented by CIGNA.

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.

FY07 Mid-Year County Progress/Achievements:

- During the first half of FY2007, the County Diversity Office sponsored a variety of diversity celebrations, including four separate celebration events for Hispanic Heritage Month, the inaugural Native American Heritage event, and the first Unity Day Celebration. The Diversity Office also is working with a group of Maricopa County Native American employees to explore the possibility of establishing a Native American Affinity Group similar to the Hispanic and African American Knowledge Networks.
- The Public Works Diversity Council, comprising employees from Transportation, Flood Control District, and Solid Waste Management, published a diversity questionnaire, have established Diversity suggestion

boxes at each location, and distributes a variety of diversity information to all Public Works sites. Public Works Diversity Training has been scheduled and attendance is mandatory.

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.

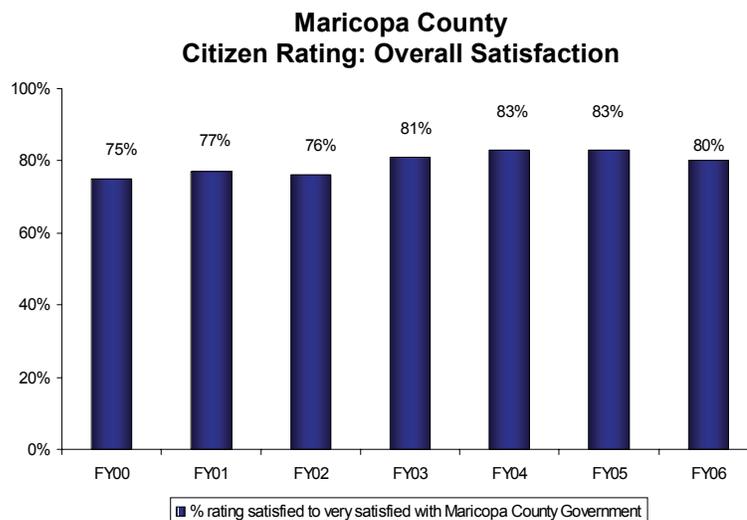
This goal has been achieved. In early FY2007, the County completed review of the employee suggestion program. Implementation of the recommendations is underway.

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 FY06, 80% of the respondents indicated they were satisfied or very satisfied with County government, which is down from the 83% in FY05.



Source: Maricopa County General Citizen Survey

Citizen Satisfaction Strategic Goal 1

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

FY07 Mid-Year County Progress/Achievements:

- In January 2007, the Board of Supervisors approved the purchase of a new business intelligence system that will provide the infrastructure necessary to collect, analyze, and report on performance and financial data so that the County can assess its progress toward meeting strategic goals and priorities and be accountable to the citizens of Maricopa County.
- In December 2006, the Office of Management and Budget published the *2006 Maricopa County Community Indicators Report*, which provides accountability to citizens by presenting information on how the County is doing in achieving its strategic goals and priorities based on a variety of indicators.
- In the Fall 2006, the Board of Supervisors approved a contract with Weidner, Inc. to provide consulting services on the County's strategic plans. Weidner will assess the current status of plans in terms of alignment with strategic priorities, departmental strategic goals, and results. This effort will ensure that

the information integrated into the new business intelligence system is relevant and comprehensive. In addition, Weidner will assist the County with developing performance planning tools that align individual employee performance with these elements.

Citizen Satisfaction Strategic Goal 2

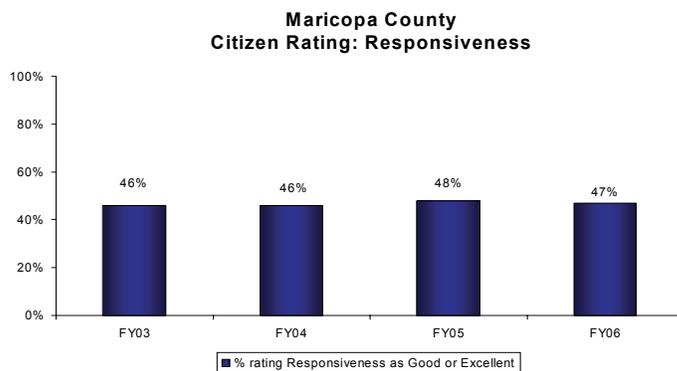
By April 2008, develop a Countywide Information Technology (IT) strategic plan, a set of Countywide IT architecture specifications, introduce an updated set of Countywide IT performance metrics, and develop and implement an IT governance review process.

FY07 Mid-Year County Progress/Achievements:

- In December 2006, Stephen Wetzel was appointed Chief Technology Officer heading the Office of Strategic Technology (OST), which will be responsible for infrastructure, information security, and technology strategy, providing a holistic view of the network from the switch to the desktop. As Chief Information Officer heading the Office of Enterprise Technology (OET), Chris Kozakis will focus on supporting enterprise business applications and decision support systems.
- The Office of Enterprise Technology and Office of Strategic Technology staff worked with the Office of Management and Budget to review and revise the IT Program performance metrics required in departmental Managing for Results plans. The new metrics were implemented in the first half of FY2007 and will provide a common framework for reporting IT metrics across all County departments.

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.



Source: Maricopa County General Citizen Survey

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 FY06, 47% of Citizen Survey respondents indicated that the County's responsiveness was good to excellent, a slight decrease from the FY05 (48%) rating.

FY07 Mid-Year County Progress/Achievements:

- Planning and Development has implemented a number of technological enhancements that have improved access to services offered by the department: bar code scanning, which expedites routing of paperwork and reduces key stroke errors when processing permits; Q-matic lobby management which reduces customer wait times; wireless service in waiting areas which allows customers to conduct business during wait times; and Project Dox, which manages documents and correspondence associated with a project through an easy-to-use, web browser interface. With Project Dox, customers can submit plans, upload drawings, and receive redlines instantly through email, which saves travel time for customers and provides a timely and accurate view to both customers and staff.
- Maricopa County Environmental Services Department is working to integrate Vector Control Management System (VCMS) with the truck tracking systems, and the web/phone complaint systems. This automation will result in quicker response to citizen concerns.

- In the first half of FY2007, Public Health Emergency Management (PHEM) hired a Special Populations Coordinator, who has the lead in establishing the needs of special populations during a public health emergency—populations that might have been traditionally overlooked or underrepresented in PHEM's planning and response efforts. These groups include the homeless, migrant workers, Native Americans, jail and prison inmates, long-term care center patients, and others.
- Individuals with disabilities can now access an Assistive Technology room in the Human Services Department's Workforce Development Gilbert One-Stop Career Center. This technology allows persons with visual, physical, audio, and other disabilities to fully utilize the resources of the Center.
- Maricopa County Department of Transportation actively encourages small business participation in procurements since the County's adoption of the Small Business Enterprise Program in December 2006.
- Maricopa County Internal Audit Department provides website access to all audit reports. Citizen oversight is provided by the Citizens' Advisory Audit Committee, comprising representatives of each County supervisory district and representatives of the County Finance Department, County Attorney, and State Auditor General.

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.

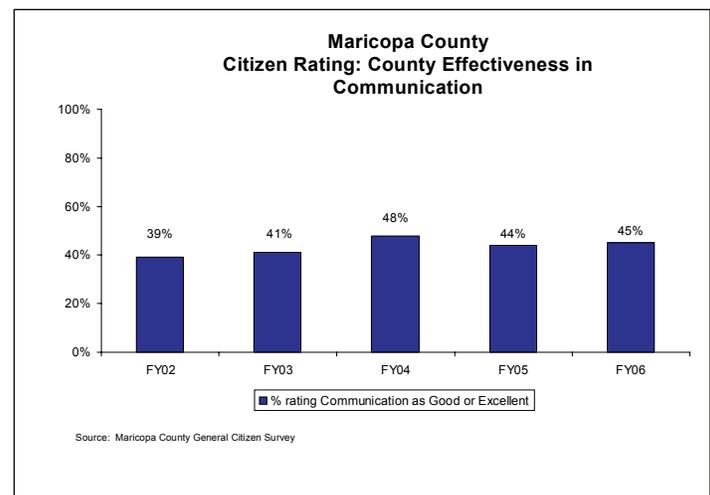
FY07 Mid-Year County Progress/Achievements:

- The Budgeting for Results Guidelines and Priorities approved by the Board of Supervisors for FY2007-2008 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.
- One of the key areas of focus for the Office of Management and Budget is process improvement—providing assistance in analyzing results, identifying areas for improvement, and engaging in structured process improvement efforts.

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 FY06, 45% of citizens responding to the General Citizen Survey rated the communication effectiveness of County government as good or excellent, an increase from the FY05 rating of 44%, but not quite to the 48% rating in FY04.



FY07 Mid-Year County Progress/Achievements:

- The Air Quality Department has updated its website to provide important air quality information with a user-friendly, interactive air quality monitoring station map and real-time data that provides the ability to check on the status of Notes of Violations. It also posts public notices, permit notices, draft rules, the emissions inventory, and other information, and offers links to the business assistance division and important contact information
- During the first half of 2007, Maricopa County Animal Care and Control (MCACC) began a “word-of-mouth” campaign to inform the public of the *Uno Por Uno* programs to be implemented during January and February 2007. The Department canvassed neighborhoods in the 85040 zip code to ensure residents are aware of service to be offered.
- Maricopa County Parks and Recreation Department is working with the Luke West Valley Area Recreation Sub-committee to heighten awareness of both city and county recreation programs and services with a passport program that encourages park usage.
- In December 2006, the Assessor’s Office conducted an open forum to discuss taxpayer concerns and questions regarding property valuations and the Appeal process. More than 200 taxpayers and tax agents attended the forum. The ideas, concerns, and suggestions from the open forum led to the establishment of an internal committee to review the current appeal process with a commitment to consistency.



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 set forth the guidelines for developing County budgets, with the goal of providing for responsible management of taxpayers’ resources while insuring 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 and the results achieved 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.
- 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 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 departments with flexibility in managing their allocated public resources to achieve program results while upholding accountability for spending within legal appropriations. 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, fund and, if applicable, capital project; nonetheless, departments develop and manage detailed revenue and expenditure budgets by Program/Activity, revenue source/object of expenditure, and organizational unit that are calendarized by month.
- Departments are responsible for bottom-line performance and are expected to absorb unanticipated cost increases and revenue shortfalls before requesting mid-year funding allocations.
- Departments have the authority to incur expenditures at variance with their detailed monthly budgets, so long as expenditures remain within appropriated budgets.
- If a department exceeds or is forecasted to exceed its appropriated budget, the Board of Supervisors may establish budgetary control at a more detailed level.
- Departments that are over budget year-to-date or are forecasted to be over budget by the end of the year are obliged to develop a corrective action plan.
- 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 so 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 balance, 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 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 is comprised of 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, or 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, or 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 or 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, or 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 based on the recommendation of 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 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 when 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 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 expensed 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:

TYPE OF ASSETS	ESTIMATED USEFUL LIFE (IN YEARS)	
	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 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 \$3,000 bonus. 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

The County is required by Arizona law to prepare and adopt a balanced budget annually 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 in excess of the amounts budgeted except as provided by law.

Appropriation levels are established by department, fund and (if applicable) capital project and lapse annually. Budget transfers during the year from the contingency account to a department's budget require approval by the Board of Supervisors. For the three departments of the Judicial Branch and the four departments of the Indigent Representation System, the budget is appropriated by fund for the departments as a group (see below). Budgeted amounts are reported as originally adopted or as adjusted or as amended 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.

County Judicial Branch

Adult Probation, Juvenile Probation and Trial Courts are known as the "Judicial Branch", and considered as one appropriation. Any and all appropriations in the "Judicial Branch" appropriation can be moved between any and all "Judicial Branch" departments by Fund, as requested and approved by the Presiding Judge, without any further Board approval.

Indigent Representation

Contract Counsel, Legal Advocate, Legal Defender and Public Defender are known as "Indigent Representation", and considered as one appropriation. Any and all appropriations in the "Indigent Representation" appropriation can be moved between any and all "Indigent Representation" departments by Fund, as requested and approved by the County Manager, without any further Board approval.

Budgets of Blended Component Units

Volume 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.

General Obligation - Debt Service Fund (312)

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 (Fund 312) to be reported in the General Fund (Fund 100).

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 2007-08 are listed in the following schedule:

Agency Supported	Program	FY 2006-07 Budget	FY 2007-08 Budget
Greater Phoenix Economic Council	Economic Development Action Plan	\$ 674,776	\$ 674,776
Phoenix Chamber of Commerce	Bid Source Program, APTAN	165,000	165,000
Greater Phoenix Convention & Visitors Bureau	Convention & Tourism Destination Marketing	250,000	250,000
Phoenix Regional Sports Commission	Enriching Our Community Through Sports	25,000	25,000
East Valley Partnership	Williams Gateway Area Urban Land Institute Advisory Services Panel Study	20,000	20,000
Western Maricopa Enterprise Zone	Economic Development Support	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
Senior Softball League World Championship	Senior League World Championship	25,000	-
International Genomics Consortium	To put Maricopa County in the forefront of the bio-industry (Year 5 of 5)	1,000,000	-
Total Economic Development Funding		\$ 2,199,776	\$ 1,174,776
University of Arizona Cooperative Extension	Maricopa County Cooperative Extension	\$ 230,000	\$ 230,000
Total Agricultural Extension Funding		\$ 230,000	\$ 230,000

The Budget Process

Annual Budget Process

Maricopa County's fiscal year begins July 1 and ends the following June 30, coinciding with the State of Arizona. 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.

Maricopa County Budget Process Timeline												
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Financial Forecasting	■	■	■	■	■	■	■	■	■	■	■	■
Planning for Results	■	■	■	■	■	■	■	■	■	■	■	■
Budget Guidelines & Priorities					■	■	■	■	■	■	■	■
Budget Preparation						■	■	■	■	■	■	■
Budget Review & Analysis								■	■	■	■	■
Budget Adoption:											■	■
Tentative Adoption												■
Final Adoption												■
Property Tax Levy Adoption		■	■	■	■	■	■	■	■	■	■	■
												(for current Fiscal Year)

This overview does not replace the actual FY 2007-08 and FY 2008-09 budget processes that follow, or the actual FY 2007-08 budget calendar 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 certain 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 2007-08 Budget Process

The FY 2007-08 budget process generally followed the normal timeline. The financial forecast was updated in November. 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 4, 2006, the Board of Supervisors approved the *FY 2007-08 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 December. Departments began to submit their budget requests to OMB and Budget in December.

OMB reviewed and analyzed department budget requests through the end of March. 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 14, and was Tentatively Adopted on May 16. Final Adoption of the budget took place on June 18, 2007. Property Tax levies and rates were adopted on August 20, 2007.

Fiscal Year 2008-09 Budget Process

FY 2008-09 is anticipated to follow the normal pattern. 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 2006-07. 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.

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.

Budget Adjustment Process

After final budget adoption, departments requesting a mid-year adjustment to their appropriated budgets must do so via a written request which 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, the transfer is in the public interest and based on a demonstrated need, and 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 object of expenditure (salaries, supplies, etc.) to the purpose of expenditures (prosecuting crimes, issuing permits, etc.).

- Services 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 gets from the County rather than in terms of what the department “does” for the customer.

- Services are grouped into Activities, 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, and is the focus of presentation in the *Department Strategic Business Plans and Budgets* section.



Maricopa County and Districts Overview

Summary Schedules

Consolidated Revenues and Expenditures by Category FY 2007-08 Adopted Budget

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	ALL FUNDS
UNRESERVED/UNDESIGNATED								
BEGINNING FUND BALANCE	\$ 164,614,794	\$ 194,604,900	\$ 11,543,046	\$ 456,879,082	\$ 38,681,080	\$ 866,322,902	\$ -	\$ 866,322,902
REVENUES								
PROPERTY TAXES	\$ 425,284,450	\$ 88,846,635	\$ -	\$ -	\$ -	\$ 514,131,085	\$ -	\$ 514,131,085
TAX PENALTIES & INTEREST	14,550,571	-	-	-	-	14,550,571	-	14,550,571
SALES TAXES	-	149,823,673	6,300,000	-	-	156,123,673	-	156,123,673
LICENSES AND PERMITS	2,156,000	42,909,399	-	-	-	45,065,399	-	45,065,399
GRANTS	-	126,197,530	-	-	-	126,197,530	-	126,197,530
OTHER INTERGOVERNMENTAL	4,465,841	38,986,898	-	22,404,868	-	65,857,607	-	65,857,607
PAYMENTS IN LIEU OF TAXES	7,953,924	352,411	-	-	-	8,306,335	-	8,306,335
STATE SHARED SALES TAX	497,453,141	-	-	-	-	497,453,141	-	497,453,141
STATE SHARED HIGHWAY USER REV	-	104,000,000	-	-	-	104,000,000	-	104,000,000
STATE SHARED VEHICLE LICENSE	143,247,168	9,249,088	-	-	-	152,496,256	-	152,496,256
INTERGOV CHARGES FOR SERVICE	13,508,317	33,104,666	2,970,149	-	14,211,394	-	-	63,794,516
OTHER CHARGES FOR SERVICES	25,844,692	56,659,923	-	-	29,265,342	111,769,957	-	111,769,957
INTERNAL SERVICE CHARGES	4,354,799	-	-	-	159,012,092	163,366,891	(163,366,891)	-
PATIENT SERVICE REVENUE	7,200	959,563	-	-	-	966,763	-	966,763
FINES & FORFEITS	16,433,137	11,465,153	-	-	-	27,898,290	-	27,898,290
INTEREST EARNINGS	12,000,000	8,067,290	1,549,452	300,000	1,300,000	23,216,742	-	23,216,742
MISCELLANEOUS REVENUE	2,883,415	40,505,451	887,400	250,000	42,665	44,568,931	-	44,568,931
GAIN ON FIXED ASSETS	-	900,000	-	-	-	900,000	-	900,000
PROCEEDS OF FINANCING	-	-	-	120,710,156	-	120,710,156	-	120,710,156
TRANSFERS IN	6,838,417	166,530,844	17,004,599	192,382,293	-	382,756,153	(382,756,153)	-
TOTAL REVENUE	\$ 1,176,981,072	\$ 878,558,514	\$ 28,711,600	\$ 336,047,317	\$ 203,831,493	\$ 2,624,129,996	\$ (546,123,044)	\$ 2,078,006,952
TOTAL SOURCES	\$ 1,341,595,866	\$ 1,073,163,414	\$ 40,254,646	\$ 792,926,399	\$ 242,512,573	\$ 3,490,452,898	\$ (546,123,044)	\$ 2,944,329,854
EXPENDITURES								
PERSONAL SERVICES	\$ 488,516,824	\$ 452,257,766	\$ -	\$ 6,110,534	\$ 11,697,197	\$ 958,582,321	\$ -	\$ 958,582,321
SUPPLIES & SERVICES	487,946,159	279,355,895	-	16,087,400	184,927,770	968,317,224	(163,366,891)	804,950,333
CAPITAL OUTLAY	25,509,996	29,913,899	27,153,110	141,611,000	916,631	225,104,636	-	225,104,636
TRANSFERS OUT	175,008,093	128,560,678	482,500	-	988,276	305,039,547	(382,756,153)	(77,716,606)
EXPENDITURES SUBTOTAL	\$ 1,176,981,072	\$ 890,088,238	\$ 27,635,610	\$ 163,808,934	\$ 198,529,874	\$ 2,457,043,728	\$ (546,123,044)	\$ 1,910,920,684
APPROPRIATED BEGINNING FUND BALANCE	\$ 164,614,794	\$ 67,148,406	\$ -	\$ 201,579,783	\$ -	\$ 433,342,983	\$ -	\$ 433,342,983
TOTAL USES	\$ 1,341,595,866	\$ 957,236,644	\$ 27,635,610	\$ 365,388,717	\$ 198,529,874	\$ 2,890,386,711	\$ (546,123,044)	\$ 2,344,263,667
UNRESERVED/UNDESIGNATED								
ENDING FUND BALANCE	\$ -	\$ 115,926,770	\$ 12,619,036	\$ 427,537,682	\$ 43,982,699	\$ 600,066,187	\$ -	\$ 600,066,187
TOTAL USES AND ENDING FUND BALANCE	\$ 1,341,595,866	\$ 1,073,163,414	\$ 40,254,646	\$ 792,926,399	\$ 242,512,573	\$ 3,490,452,898	\$ (546,123,044)	\$ 2,944,329,854

Consolidated Revenues and Expenditures by Category FY 2006-07 Revised Restated Budget

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	ALL FUNDS
UNRESERVED/UNDESIGNATED								
BEGINNING FUND BALANCE	\$ 212,381,047	\$ 158,135,257	\$ 16,124,463	\$ 111,090,626	\$ 43,144,724	\$ 540,876,117	\$ -	\$ 540,876,117
REVENUES								
PROPERTY TAXES	\$ 398,725,245	\$ 85,498,032	\$ -	\$ -	\$ -	\$ 484,223,277	\$ -	\$ 484,223,277
TAX PENALTIES & INTEREST	12,700,000	-	-	-	-	12,700,000	-	12,700,000
SALES TAXES	-	143,738,033	5,215,094	-	-	148,953,127	-	148,953,127
LICENSES AND PERMITS	2,066,000	44,075,518	-	-	-	46,141,518	-	46,141,518
GRANTS	117,988	128,657,812	-	-	-	128,775,800	-	128,775,800
OTHER INTERGOVERNMENTAL	7,183,930	45,465,408	-	40,206,461	938,579	93,794,378	-	93,794,378
PAYMENTS IN LIEU OF TAXES	8,782,492	460,086	-	-	-	9,242,578	-	9,242,578
STATE SHARED SALES TAX	482,964,215	-	-	-	-	482,964,215	-	482,964,215
STATE SHARED HIGHWAY USER REV	-	99,100,000	-	-	-	99,100,000	-	99,100,000
STATE SHARED VEHICLE LICENSE	143,247,168	9,300,000	-	-	-	152,547,168	-	152,547,168
INTERGOV CHARGES FOR SERVICE	13,341,732	29,121,738	3,297,754	-	10,332,898	-	-	56,094,122
OTHER CHARGES FOR SERVICES	25,020,388	53,256,884	-	-	6,502,080	84,779,352	-	84,779,352
INTERNAL SERVICE CHARGES	5,732,994	-	-	-	62,207,630	67,940,624	(67,940,624)	-
PATIENT SERVICE REVENUE	46,237	979,740	-	-	-	1,025,977	-	1,025,977
FINES & FORFEITS	14,777,378	8,449,011	-	-	-	23,226,389	-	23,226,389
INTEREST EARNINGS	10,003,314	6,165,846	1,353,612	243,683	1,125,000	18,891,455	-	18,891,455
MISCELLANEOUS REVENUE	2,907,839	45,757,119	690,000	15,552,914	12,885	64,920,757	-	64,920,757
GAIN ON FIXED ASSETS	-	204,800	-	-	-	204,800	-	204,800
PROCEEDS OF FINANCING	-	-	-	84,306,756	-	84,306,756	-	84,306,756
TRANSFERS IN	7,022,061	161,844,661	20,831,196	257,753,777	-	447,451,695	(447,451,695)	-
TOTAL REVENUE	\$ 1,134,638,981	\$ 862,074,688	\$ 31,387,656	\$ 398,063,591	\$ 81,119,072	\$ 2,507,283,988	\$ (515,392,319)	\$ 1,991,891,669
TOTAL SOURCES	\$ 1,347,020,028	\$ 1,020,209,945	\$ 47,512,119	\$ 509,154,217	\$ 124,263,796	\$ 3,048,160,105	\$ (515,392,319)	\$ 2,532,767,786
EXPENDITURES								
PERSONAL SERVICES	\$ 478,510,323	\$ 420,770,489	\$ -	\$ 6,117,534	\$ 8,969,350	\$ 914,367,696	\$ -	\$ 914,367,696
SUPPLIES & SERVICES	454,759,632	250,891,719	-	22,844,621	71,388,927	799,884,899	(67,940,624)	731,944,275
CAPITAL OUTLAY	28,814,801	30,765,736	34,627,894	152,950,084	1,290,907	248,449,422	-	248,449,422
TRANSFERS OUT	170,325,527	135,565,934	482,500	-	811,209	307,185,170	(447,451,695)	(140,266,525)
EXPENDITURES SUBTOTAL	\$ 1,132,410,283	\$ 837,993,878	\$ 35,110,394	\$ 181,912,239	\$ 82,460,393	\$ 2,269,887,187	\$ (515,392,319)	\$ 1,754,494,868
APPROPRIATED BEGINNING FUND								
BALANCE	\$ 214,179,020	\$ 73,048,819	\$ -	\$ 161,281,357	\$ -	\$ 448,509,196	\$ -	\$ 448,509,196
TOTAL USES	\$ 1,346,589,303	\$ 911,042,697	\$ 35,110,394	\$ 343,193,596	\$ 82,460,393	\$ 2,718,396,383	\$ (515,392,319)	\$ 2,203,004,064
UNRESERVED/UNDESIGNATED								
ENDING FUND BALANCE	\$ 430,725	\$ 109,167,248	\$ 12,401,725	\$ 165,960,621	\$ 41,803,403	\$ 329,763,722	\$ -	\$ 329,763,722
TOTAL USES AND ENDING FUND								
BALANCE	\$ 1,347,020,028	\$ 1,020,209,945	\$ 47,512,119	\$ 509,154,217	\$ 124,263,796	\$ 3,048,160,105	\$ (515,392,319)	\$ 2,532,767,786

Consolidated Revenues and Expenditures by Category FY 2006-07 Adopted Restated Budget

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	ALL FUNDS
UNRESERVED/UNDESIGNATED								
BEGINNING FUND BALANCE	\$ 212,381,047	\$ 158,135,257	\$ 16,124,463	\$ 111,090,626	\$ 43,144,724	\$ 540,876,117	\$ -	\$ 540,876,117
REVENUES								
PROPERTY TAXES	\$ 398,725,245	\$ 85,498,032	\$ -	\$ -	\$ -	\$ 484,223,277	\$ -	\$ 484,223,277
TAX PENALTIES & INTEREST	12,700,000	-	-	-	-	12,700,000	-	12,700,000
SALES TAXES	-	143,738,033	5,215,094	-	-	148,953,127	-	148,953,127
LICENSES AND PERMITS	2,066,000	42,238,635	-	-	-	44,304,635	-	44,304,635
GRANTS	-	120,936,696	-	-	-	120,936,696	-	120,936,696
OTHER INTERGOVERNMENTAL	5,259,639	45,737,452	-	39,510,191	878,579	91,385,861	-	91,385,861
PAYMENTS IN LIEU OF TAXES	8,782,492	460,086	-	-	-	9,242,578	-	9,242,578
STATE SHARED SALES TAX	491,811,670	-	-	-	-	491,811,670	-	491,811,670
STATE SHARED HIGHWAY USER REV	-	99,100,000	-	-	-	99,100,000	-	99,100,000
STATE SHARED VEHICLE LICENSE	144,035,674	9,300,000	-	-	-	153,335,674	-	153,335,674
INTERGOV CHARGES FOR SERVICE	12,605,790	28,843,850	3,297,754	-	10,332,414	-	-	55,079,808
OTHER CHARGES FOR SERVICES	24,869,084	52,411,889	-	-	6,562,564	83,843,537	-	83,843,537
INTERNAL SERVICE CHARGES	5,732,994	-	-	-	62,207,630	67,940,624	(67,940,624)	-
PATIENT SERVICE REVENUE	46,237	979,740	-	-	-	1,025,977	-	1,025,977
FINES & FORFEITS	15,044,128	7,785,969	-	-	-	22,830,097	-	22,830,097
INTEREST EARNINGS	10,003,265	5,942,332	1,353,612	243,683	1,125,000	18,667,892	-	18,667,892
MISCELLANEOUS REVENUE	2,618,383	68,336,097	690,000	3,550,000	12,885	75,207,365	-	75,207,365
GAIN ON FIXED ASSETS	-	204,800	-	-	-	204,800	-	204,800
PROCEEDS OF FINANCING	-	-	-	40,930,000	-	40,930,000	-	40,930,000
TRANSFERS IN	7,022,061	161,460,770	9,337,196	231,098,467	-	408,918,494	(408,918,494)	-
REVENUES SUBTOTAL	\$ 1,141,322,662	\$ 872,974,381	\$ 19,893,656	\$ 315,332,341	\$ 81,119,072	\$ 2,430,642,112	\$ (476,859,118)	\$ 1,953,782,994
TOTAL SOURCES	\$ 1,353,703,709	\$ 1,031,109,638	\$ 36,018,119	\$ 426,422,967	\$ 124,263,796	\$ 2,971,518,229	\$ (476,859,118)	\$ 2,494,659,111
EXPENDITURES								
PERSONAL SERVICES	\$ 474,413,144	\$ 414,342,986	\$ -	\$ 6,117,534	\$ 8,703,225	\$ 903,576,889	\$ -	\$ 903,576,889
SUPPLIES & SERVICES	467,908,749	259,481,753	-	24,393,500	70,651,071	822,435,073	(67,940,624)	754,494,449
CAPITAL OUTLAY	30,047,681	26,356,021	23,133,894	160,686,000	666,888	240,890,484	-	240,890,484
TRANSFERS OUT	168,953,088	153,011,645	482,500	-	811,209	323,258,442	(408,918,494)	(85,660,052)
EXPENDITURES SUBTOTAL	\$ 1,141,322,662	\$ 853,192,405	\$ 23,616,394	\$ 191,197,034	\$ 80,832,393	\$ 2,290,160,888	\$ (476,859,118)	\$ 1,813,301,770
APPROPRIATED BEGINNING FUND								
BALANCE	\$ 212,381,047	\$ 73,587,844	\$ -	\$ 97,675,894	\$ -	\$ 383,644,785	\$ -	\$ 383,644,785
TOTAL USES	\$ 1,353,703,709	\$ 926,780,249	\$ 23,616,394	\$ 288,872,928	\$ 80,832,393	\$ 2,673,805,673	\$ (476,859,118)	\$ 2,196,946,555
UNRESERVED/UNDESIGNATED								
ENDING FUND BALANCE	\$ -	\$ 104,329,389	\$ 12,401,725	\$ 137,550,039	\$ 43,431,403	\$ 297,712,556	\$ -	\$ 297,712,556
TOTAL USES AND ENDING FUND								
BALANCE	\$ 1,353,703,709	\$ 1,031,109,638	\$ 36,018,119	\$ 426,422,967	\$ 124,263,796	\$ 2,971,518,229	\$ (476,859,118)	\$ 2,494,659,111

Comparative Tax Data

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 District also levies these districts secondary property taxes.

FY 2007-08 PROPERTY TAX LEVY										
Description	Assessed Value	Salt River Proj. Effective Assessed Value	Total Assessed Value w/SRP	Revenue from 1-cent Levy	Tax Rates	Property Tax Levy	SRP Payments in Lieu (PILT)	Other Payments in Lieu (PILT)	Total Tax Levy & PILT	
MARICOPA COUNTY PRIMARY:										
FY 2007-08 Final	\$ 38,930,267,550	\$ 518,745,464	\$ 39,449,013,014	\$ 3,944,901	\$ 1.1046	\$ 430,023,735	\$ 5,730,062	\$ 2,303,960	\$ 438,057,757	
FY 2006-07 Adopted	\$ 33,807,465,267	\$ 542,156,376	\$ 34,349,621,643	\$ 3,434,962	\$ 1.1794	\$ 398,725,245	\$ 6,394,192	\$ 2,388,300	\$ 407,507,737	
Variance	\$ 5,122,802,283	\$ (23,410,912)	\$ 5,099,391,371	\$ 509,939	\$ (0.0748)	\$ 31,298,490	\$ (664,130)	\$ (84,340)	\$ 30,550,020	
FLOOD CONTROL DISTRICT:										
FY 2007-08 Final	\$ 45,937,944,910	\$ 97,574,499	\$ 46,035,519,409	\$ 4,603,552	\$ 0.1533	\$ 70,422,870	\$ 149,582	\$ -	\$ 70,572,452	
FY 2006-07 Adopted	\$ 32,778,027,362	\$ 90,480,096	\$ 32,868,507,458	\$ 3,286,851	\$ 0.2047	\$ 67,096,622	\$ 185,213	\$ -	\$ 67,281,835	
Variance	\$ 13,159,917,548	\$ 7,094,403	\$ 13,167,011,951	\$ 1,316,701	\$ (0.0514)	\$ 3,326,248	\$ (35,631)	\$ -	\$ 3,290,617	
LIBRARY DISTRICT:										
FY 2007-08 Final	\$ 49,534,573,831	\$ 518,745,464	\$ 50,053,319,295	\$ 5,005,332	\$ 0.0391	\$ 19,368,018	\$ 202,829	\$ -	\$ 19,570,847	
FY 2006-07 Adopted	\$ 36,294,693,601	\$ 542,156,376	\$ 36,836,849,977	\$ 3,683,685	\$ 0.0507	\$ 18,401,410	\$ 274,873	\$ -	\$ 18,676,283	
Variance	\$ 13,239,880,230	\$ (23,410,912)	\$ 13,216,469,318	\$ 1,321,647	\$ (0.0116)	\$ 966,608	\$ (72,044)	\$ -	\$ 894,564	
GRAND TOTALS:										
FY 2007-08 Final				\$ 1,2970	\$	\$ 519,814,623	\$ 6,082,473	\$ 2,303,960	\$ 528,201,056	
FY 2006-07 Adopted				\$ 1,4348	\$	\$ 484,223,277	\$ 6,854,278	\$ 2,388,300	\$ 493,465,855	
Variance				\$ (0.1378)	\$	\$ 35,591,346	\$ (771,805)	\$ (84,340)	\$ 34,735,201	

Summary Schedules

Consolidated Revenues and Expenditures by Category FY 2007-08 Adopted Budget

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	ALL FUNDS
UNRESERVED/UNDESIGNATED								
BEGINNING FUND BALANCE	\$ 164,614,794	\$ 178,405,267	\$ 11,388,287	\$ 430,168,591	\$ 38,681,080	\$ 823,258,019	\$ -	\$ 823,258,019
REVENUES								
PROPERTY TAXES	\$ 425,284,450	\$ -	\$ -	\$ -	\$ -	\$ 425,284,450	\$ -	\$ 425,284,450
TAX PENALTIES & INTEREST	14,550,571	-	-	-	-	14,550,571	-	14,550,571
SALES TAXES	-	149,823,673	-	-	-	149,823,673	-	149,823,673
LICENSES AND PERMITS	2,156,000	41,026,399	-	-	-	43,182,399	-	43,182,399
GRANTS	-	126,172,530	-	-	-	126,172,530	-	126,172,530
OTHER INTERGOVERNMENTAL	4,465,841	21,882,024	-	22,404,868	-	48,752,733	-	48,752,733
PAYMENTS IN LIEU OF TAXES	7,953,924	-	-	-	-	7,953,924	-	7,953,924
STATE SHARED SALES TAX	497,453,141	-	-	-	-	497,453,141	-	497,453,141
STATE SHARED HIGHWAY USER REV	-	104,000,000	-	-	-	104,000,000	-	104,000,000
STATE SHARED VEHICLE LICENSE	143,247,168	9,249,088	-	-	-	152,496,256	-	152,496,256
INTERGOV CHARGES FOR SERVICE	13,508,317	30,842,154	2,970,149	-	14,211,394	-	-	61,532,014
OTHER CHARGES FOR SERVICES	25,844,692	56,659,923	-	-	29,265,342	111,769,957	-	111,769,957
INTERNAL SERVICE CHARGES	4,354,799	-	-	-	159,012,092	163,366,891	(163,366,891)	-
PATIENT SERVICE REVENUE	7,200	959,563	-	-	-	966,763	-	966,763
FINES & FORFEITS	16,433,137	10,915,153	-	-	-	27,348,290	-	27,348,290
INTEREST EARNINGS	12,000,000	7,007,290	1,074,358	-	1,300,000	21,381,648	-	21,381,648
MISCELLANEOUS REVENUE	2,883,415	33,511,666	887,400	-	42,665	37,325,146	-	37,325,146
GAIN ON FIXED ASSETS	-	900,000	-	-	-	900,000	-	900,000
PROCEEDS OF FINANCING	-	-	-	120,710,156	-	120,710,156	-	120,710,156
TRANSFERS IN	6,838,417	166,048,344	17,004,599	132,249,964	-	322,141,324	(322,141,324)	-
TOTAL REVENUE	\$ 1,176,981,072	\$ 758,997,807	\$ 21,936,506	\$ 275,364,988	\$ 203,831,493	\$ 2,437,111,866	\$ (485,508,215)	\$ 1,951,603,651
TOTAL SOURCES	\$ 1,341,595,866	\$ 937,403,074	\$ 33,324,793	\$ 705,533,579	\$ 242,512,573	\$ 3,260,369,885	\$ (485,508,215)	\$ 2,774,861,670
EXPENDITURES								
PERSONAL SERVICES	\$ 488,516,824	\$ 427,163,734	\$ -	\$ 4,010,534	\$ 11,697,197	\$ 931,388,289	\$ -	\$ 931,388,289
SUPPLIES & SERVICES	487,946,159	246,638,030	-	16,009,400	184,927,770	935,521,359	(163,366,891)	772,154,468
CAPITAL OUTLAY	25,509,996	28,383,352	21,710,516	78,586,000	916,631	155,106,495	-	155,106,495
TRANSFERS OUT	175,008,093	68,428,349	-	-	988,276	244,424,718	(322,141,324)	(77,716,606)
EXPENDITURES SUBTOTAL	\$ 1,176,981,072	\$ 770,613,465	\$ 21,710,516	\$ 98,605,934	\$ 198,529,874	\$ 2,266,440,861	\$ (485,508,215)	\$ 1,780,932,646
APPROPRIATED BEGINNING FUND								
BALANCE	\$ 164,614,794	\$ 67,148,406	\$ -	\$ 201,579,783	\$ -	\$ 433,342,983	\$ -	\$ 433,342,983
TOTAL USES	\$ 1,341,595,866	\$ 837,761,871	\$ 21,710,516	\$ 300,185,717	\$ 198,529,874	\$ 2,699,783,844	\$ (485,508,215)	\$ 2,214,275,629

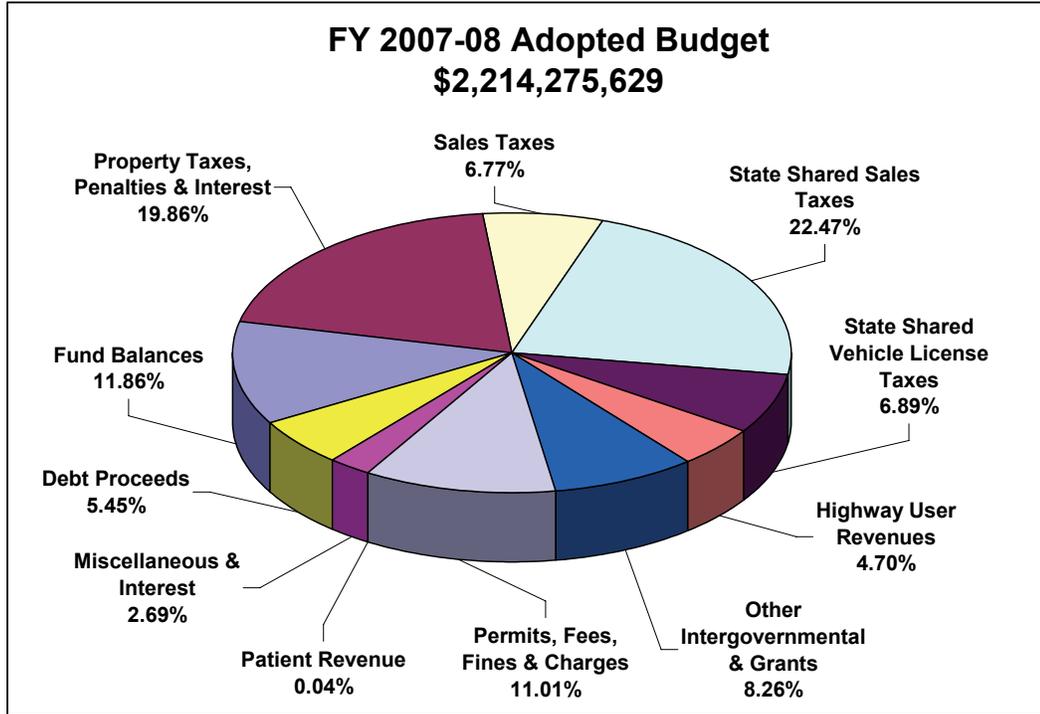
FY 2006-07 Revised Restated Budget

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	ALL FUNDS
UNRESERVED/UNDESIGNATED BEGINNING FUND BALANCE	\$ 212,381,047	\$ 140,902,872	\$ 14,582,325	\$ 78,731,692	\$ 43,144,724	\$ 489,742,660	\$ -	\$ 489,742,660
REVENUES								
PROPERTY TAXES	\$ 398,725,245	\$ -	\$ -	\$ -	\$ -	\$ 398,725,245	\$ -	\$ 398,725,245
TAX PENALTIES & INTEREST	12,700,000	-	-	-	-	12,700,000	-	12,700,000
SALES TAXES	-	143,738,033	-	-	-	143,738,033	-	143,738,033
LICENSES AND PERMITS	2,066,000	42,504,518	-	-	-	44,570,518	-	44,570,518
GRANTS	117,988	128,567,755	-	-	-	128,685,743	-	128,685,743
OTHER INTERGOVERNMENTAL	7,183,930	23,946,348	-	40,206,461	938,579	72,275,318	-	72,275,318
PAYMENTS IN LIEU OF TAXES	8,782,492	-	-	-	-	8,782,492	-	8,782,492
STATE SHARED SALES TAX	482,964,215	-	-	-	-	482,964,215	-	482,964,215
STATE SHARED HIGHWAY USER REV	-	99,100,000	-	-	-	99,100,000	-	99,100,000
STATE SHARED VEHICLE LICENSE	143,247,168	9,300,000	-	-	-	152,547,168	-	152,547,168
INTERGOV CHARGES FOR SERVICE	13,341,732	29,121,738	3,297,754	-	10,332,898	-	-	56,094,122
OTHER CHARGES FOR SERVICES	25,020,388	53,186,884	-	-	6,502,080	84,709,352	-	84,709,352
INTERNAL SERVICE CHARGES	5,732,994	-	-	-	62,207,630	67,940,624	(67,940,624)	-
PATIENT SERVICE REVENUE	46,237	979,740	-	-	-	1,025,977	-	1,025,977
FINES & FORFEITS	14,777,378	7,899,011	-	-	-	22,676,389	-	22,676,389
INTEREST EARNINGS	10,003,314	5,668,096	1,053,612	-	1,125,000	17,850,022	-	17,850,022
MISCELLANEOUS REVENUE	2,907,839	39,975,767	690,000	14,552,914	12,885	58,139,405	-	58,139,405
GAIN ON FIXED ASSETS	-	204,800	-	-	-	204,800	-	204,800
PROCEEDS OF FINANCING	-	-	-	84,306,756	-	84,306,756	-	84,306,756
TRANSFERS IN	7,022,061	161,362,161	20,831,196	198,344,080	-	387,559,498	(387,559,498)	-
TOTAL REVENUE	\$ 1,134,638,981	\$ 745,554,851	\$ 25,872,562	\$ 337,410,211	\$ 81,119,072	\$ 2,324,595,677	\$ (455,500,122)	\$ 1,869,095,555
TOTAL SOURCES	\$ 1,347,020,028	\$ 886,457,723	\$ 40,454,887	\$ 416,141,903	\$ 124,263,796	\$ 2,814,338,337	\$ (455,500,122)	\$ 2,358,838,215
PERSONAL SERVICES	\$ 478,510,323	\$ 395,514,471	\$ -	\$ 4,057,534	\$ 8,969,350	\$ 887,051,678	\$ -	\$ 887,051,678
SUPPLIES & SERVICES	454,759,632	221,451,928	-	22,841,621	71,388,927	770,442,108	(67,940,624)	702,501,484
CAPITAL OUTLAY	28,814,801	28,198,901	29,185,300	92,294,879	1,290,907	179,784,788	-	179,784,788
TRANSFERS OUT	170,325,527	76,156,237	-	-	811,209	247,292,973	(387,559,498)	(140,266,525)
EXPENDITURES SUBTOTAL	\$ 1,132,410,283	\$ 721,321,537	\$ 29,185,300	\$ 119,194,034	\$ 82,460,393	\$ 2,084,571,547	\$ (455,500,122)	\$ 1,629,071,425
APPROPRIATED BEGINNING FUND BALANCE	\$ 214,179,020	\$ 73,048,819	\$ -	\$ 161,281,357	\$ -	\$ 448,509,196	\$ -	\$ 448,509,196
TOTAL USES	\$ 1,346,589,303	\$ 794,370,356	\$ 29,185,300	\$ 280,475,391	\$ 82,460,393	\$ 2,533,080,743	\$ (455,500,122)	\$ 2,077,580,621
UNRESERVED/UNDESIGNATED ENDING FUND BALANCE	\$ 430,725	\$ 92,087,367	\$ 11,269,587	\$ 135,666,512	\$ 41,803,403	\$ 281,257,594	\$ -	\$ 281,257,594
TOTAL USES AND ENDING FUND BALANCE	\$ 1,347,020,028	\$ 886,457,723	\$ 40,454,887	\$ 416,141,903	\$ 124,263,796	\$ 2,814,338,337	\$ (455,500,122)	\$ 2,358,838,215

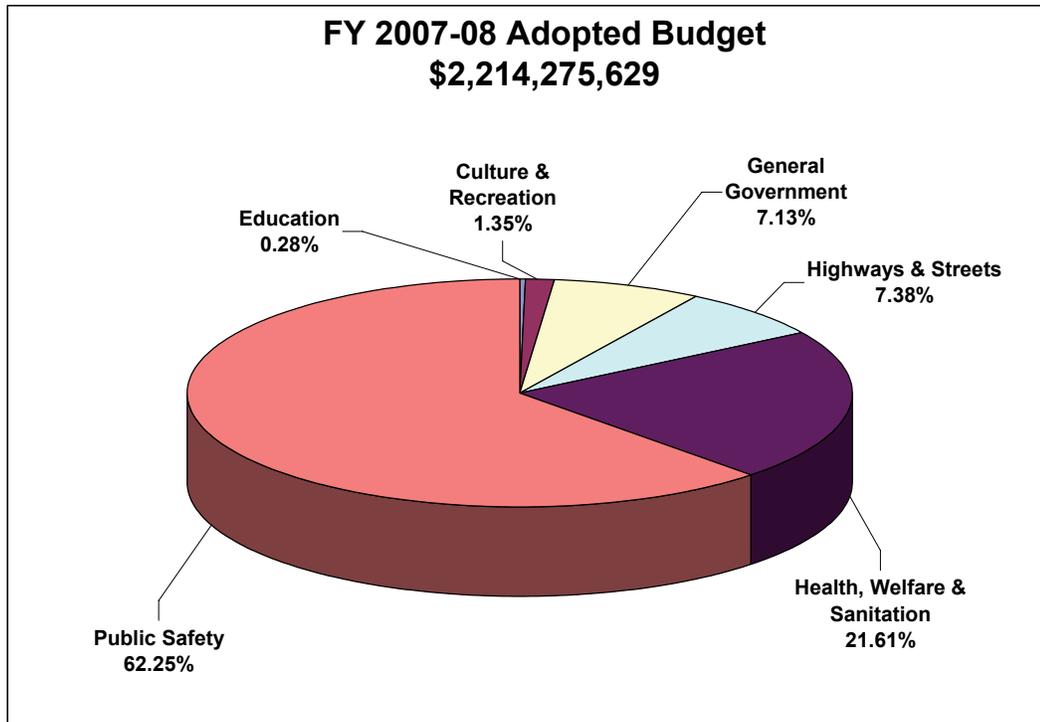
FY 2006-07 Adopted Restated Budget

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	ALL FUNDS
UNRESERVED/UNDESIGNATED BEGINNING FUND BALANCE	\$ 212,381,047	\$ 140,902,872	\$ 14,582,325	\$ 78,731,692	\$ 43,144,724	\$ 489,742,660	\$ -	\$ 489,742,660
REVENUES								
PROPERTY TAXES	\$ 398,725,245	\$ -	\$ -	\$ -	\$ -	\$ 398,725,245	\$ -	\$ 398,725,245
TAX PENALTIES & INTEREST	12,700,000	-	-	-	-	12,700,000	-	12,700,000
SALES TAXES	-	143,738,033	-	-	-	143,738,033	-	143,738,033
LICENSES AND PERMITS	2,066,000	41,238,635	-	-	-	43,304,635	-	43,304,635
GRANTS	-	120,911,696	-	-	-	120,911,696	-	120,911,696
OTHER INTERGOVERNMENTAL	5,259,639	24,593,392	-	39,510,191	878,579	70,241,801	-	70,241,801
PAYMENTS IN LIEU OF TAXES	8,782,492	-	-	-	-	8,782,492	-	8,782,492
STATE SHARED SALES TAX	491,811,670	-	-	-	-	491,811,670	-	491,811,670
STATE SHARED HIGHWAY USER REV	-	99,100,000	-	-	-	99,100,000	-	99,100,000
STATE SHARED VEHICLE LICENSE	144,035,674	9,300,000	-	-	-	153,335,674	-	153,335,674
INTERGOV CHARGES FOR SERVICE	12,605,790	28,843,850	3,297,754	-	10,332,414	-	-	55,079,808
OTHER CHARGES FOR SERVICES	24,869,084	52,341,889	-	-	6,562,564	83,773,537	-	83,773,537
INTERNAL SERVICE CHARGES	5,732,994	-	-	-	62,207,630	67,940,624	(67,940,624)	-
PATIENT SERVICE REVENUE	46,237	979,740	-	-	-	1,025,977	-	1,025,977
FINES & FORFEITS	15,044,128	7,235,969	-	-	-	22,280,097	-	22,280,097
INTEREST EARNINGS	10,003,265	5,444,582	1,053,612	-	1,125,000	17,626,459	-	17,626,459
MISCELLANEOUS REVENUE	2,618,383	42,673,495	690,000	3,300,000	12,885	49,294,763	-	49,294,763
GAIN ON FIXED ASSETS	-	204,800	-	-	-	204,800	-	204,800
PROCEEDS OF FINANCING	-	-	-	40,930,000	-	40,930,000	-	40,930,000
TRANSFERS IN	7,022,061	160,978,270	9,337,196	152,222,613	-	329,560,140	(329,560,140)	-
TOTAL REVENUE	\$ 1,141,322,662	\$ 737,584,351	\$ 14,378,562	\$ 235,962,804	\$ 81,119,072	\$ 2,210,367,451	\$ (397,500,764)	\$ 1,812,866,687
TOTAL SOURCES	\$ 1,353,703,709	\$ 878,487,223	\$ 28,960,887	\$ 314,694,496	\$ 124,263,796	\$ 2,700,110,111	\$ (397,500,764)	\$ 2,302,609,347
EXPENDITURES								
PERSONAL SERVICES	\$ 474,413,144	\$ 390,343,596	\$ -	\$ 4,057,534	\$ 8,703,225	\$ 877,517,499	\$ -	\$ 877,517,499
SUPPLIES & SERVICES	467,908,749	229,504,822	-	21,419,500	70,651,071	789,484,142	(67,940,624)	721,543,518
CAPITAL OUTLAY	30,047,681	24,213,992	17,691,300	93,717,000	666,888	166,336,861	-	166,336,861
TRANSFERS OUT	168,953,088	74,135,791	-	-	811,209	243,900,088	(329,560,140)	(85,660,052)
EXPENDITURES SUBTOTAL	\$ 1,141,322,662	\$ 718,198,201	\$ 17,691,300	\$ 119,194,034	\$ 80,832,393	\$ 2,077,238,590	\$ (397,500,764)	\$ 1,679,737,826
APPROPRIATED BEGINNING FUND BALANCE	\$ 212,381,047	\$ 73,587,844	\$ -	\$ 97,675,894	\$ -	\$ 383,644,785	\$ -	\$ 383,644,785
TOTAL USES	\$ 1,353,703,709	\$ 791,786,045	\$ 17,691,300	\$ 216,869,928	\$ 80,832,393	\$ 2,460,883,375	\$ (397,500,764)	\$ 2,063,382,611
UNRESERVED/UNDESIGNATED ENDING FUND BALANCE	\$ -	\$ 86,701,178	\$ 11,269,587	\$ 97,824,568	\$ 43,431,403	\$ 239,226,736	\$ -	\$ 239,226,736
TOTAL USES AND ENDING FUND BALANCE	\$ 1,353,703,709	\$ 878,487,223	\$ 28,960,887	\$ 314,694,496	\$ 124,263,796	\$ 2,700,110,111	\$ (397,500,764)	\$ 2,302,609,347

Sources of Funds



Uses of Funds



Reconciliation of Expenditures

FY 2006-07 Adopted to FY 2006-07 Adopted Restated Budget

FUND	FY 2006-07 ADOPTED			FY 2006-07 ADOPTED RESTATED			\$ VARIANCE	% VARIANCE
	GROSS	ELIM.	NET	GROSS	ELIM.	NET		
General Fund	\$ 1,416.2	\$ (7.1)	\$ 1,409.1	\$ 1,353.7	\$ (7.1)	\$ 1,346.6	\$ 62.5	4.44%
Special Revenue Funds	791.8	(161.0)	630.8	791.8	(161.0)	630.8	-	0.00%
Debt Service Funds	17.7	(9.3)	8.4	17.7	(9.3)	8.4	-	0.00%
Capital Projects Funds	216.9	(152.2)	64.7	216.9	(152.2)	64.7	-	0.00%
Internal Service Funds	80.8	(67.9)	12.9	80.8	(67.9)	12.9	-	0.00%
	\$ 2,523.4	\$ (397.6)	\$ 2,125.8	\$ 2,460.9	\$ (397.6)	\$ 2,063.3	\$ 62.5	2.94%

Fund Type							
Description	General	Special Revenue	Debt Service	Capital Projects	Internal Service	All Funds	
<i>Restatement of Disproportionate Share</i>	\$ 63.4	\$ -	\$ -	\$ -	\$ -	\$ 63.4	
<i>Restatement of Allocations as Revenue and Expenditures</i>	(0.9)	-	-	-	-	(0.9)	
	\$ 62.5	\$ -	\$ -	\$ -	\$ -	\$ 62.5	

FY 2006-07 Adopted Restated to FY 2006-07 Revised Restated Budget

FUND	FY 2006-07 ADOPTED RESTATED			FY 2006-07 REVISED RESTATED			\$ VARIANCE	% VARIANCE
	GROSS	ELIM.	NET	GROSS	ELIM.	NET		
General Fund	\$ 1,353.7	\$ (7.1)	\$ 1,346.6	\$ 1,346.6	\$ (7.0)	\$ 1,339.6	\$ 7.0	0.52%
Special Revenue Funds	791.8	(161.0)	630.8	794.4	(161.4)	633.0	(2.2)	(0.35%)
Debt Service Funds	17.7	(9.3)	8.4	29.2	(20.8)	8.4	-	0.00%
Capital Projects Funds	216.9	(152.2)	64.7	280.5	(198.3)	82.2	(17.5)	(27.03%)
Internal Service Funds	80.8	(67.9)	12.9	82.5	(67.9)	14.6	(1.7)	(13.17%)
	\$ 2,460.9	\$ (397.6)	\$ 2,063.3	\$ 2,533.2	\$ (455.5)	\$ 2,077.6	\$ (14.3)	(0.70%)

Fund Type							
Description	General	Special Revenue	Debt Service	Capital Projects	Internal Service	All Funds	
<i>Reduction in Expenditures Related to Reduced State Shared Sales Tax and Vehicle License Tax</i>	\$ 9.6	-	\$ -	\$ -	\$ -	\$ 9.6	
<i>Sheriff IGA's</i>	(0.7)	-	-	-	-	(0.7)	
<i>Meth Project IGA's</i>	(2.1)	-	-	-	-	(2.1)	
<i>Grant Awards and Carryovers</i>		(6.0)				(6.0)	
<i>Carryover Projects</i>	0.3	(0.3)	-	-	-	-	
<i>Capital Projects Transfers and Expenditures</i>	-	2.4	-	(17.5)		(15.1)	
<i>Telecommunication Capital Equipment</i>	\$ -	\$ 1.7			\$ (1.7)	-	
TOTAL	\$ 7.0	\$ (2.2)	\$ -	\$ (17.5)	\$ (1.7)	\$ (14.3)	

FY 2006-07 Revised Restated to FY 2007-08 Adopted Budget

FUND	FY 2006-07 REVISED RESTATED			FY 2007-08 ADOPTED			\$ VARIANCE	% VARIANCE
	GROSS	ELIM.	NET	GROSS	ELIM.	NET		
General Fund	\$ 1,346.6	\$ (7.0)	\$ 1,339.6	\$ 1,341.6	\$ (5.9)	\$ 1,335.7	\$ 3.9	0.3%
Special Revenue Funds	794.4	(161.4)	633.0	837.8	(165.6)	672.2	(39.2)	(6.2%)
Debt Service Funds	29.2	(20.8)	8.4	21.7	(17.0)	4.7	3.7	43.8%
Capital Projects Funds	280.5	(198.3)	82.2	300.2	(132.7)	167.5	(85.3)	(103.8%)
Internal Service Funds	82.5	(67.9)	14.5	198.5	(164.3)	34.3	(19.7)	(135.9%)
	\$ 2,533.1	\$ (455.4)	\$ 2,077.6	\$ 2,699.8	\$ (485.5)	\$ 2,214.3	\$ (136.7)	(6.6%)

Source of Change	All Funds \$		General Fund \$	
	Variance	% Variance	Variance	% Variance
Non-Recurring				
Appropriated Fund Balance	\$ (4.7)	(0.2%)	\$ (4.0)	(0.3%)
Capital Equipment	(0.2)	(0.0%)	-	0.0%
Capital Improvement Programs	(109.7)	5.3%	(27.4)	(2.1%)
Fund Transfers	72.1	(3.5%)	59.3	4.4%
Other	15.9	0.8%	5.5	0.4%
Primary/General Election Costs	2.9	0.1%	2.9	0.2%
Technology Reserve	(9.0)	(0.4%)	(9.0)	(0.7%)
Transportation Equipment	(2.7)	(0.1%)	-	0.0%
Non-Recurring Total	\$ (35.3)	(1.7%)	\$ 27.3	2.0%
Recurring				
Non-Discretionary				
Mandated Health Care	\$ 20.5	1.0%	\$ 20.5	1.5%
Other Mandates	(5.9)	(0.3%)	(8.8)	(0.7%)
Non-Discretionary Total	\$ 14.6	0.7%	\$ 11.7	0.9%
Discretionary				
Annualizations and Rate/Volume Adjustments	\$ (3.3)	(0.2%)	\$ 11.6	0.9%
Compensation	(58.7)	(2.8%)	(34.5)	(2.6%)
Other Adjustments	(35.8)	(1.7%)	1.9	0.1%
Technology	(18.2)	(0.9%)	(14.1)	(1.1%)
Discretionary Total	\$ (115.9)	(5.6%)	\$ (35.1)	(2.6%)
Recurring Total	\$ (101.3)	(4.9%)	\$ (23.4)	(1.8%)
Total	\$ (136.7)	(6.6%)	\$ 3.9	0.3%

FY 2006-07 Revised Restated to FY 2007-08 Adopted Budget (cont'd)

Description	Fund Type						All Funds
	General	Special Revenue	Debt Service	Capital Projects	Internal Service		
Annualizations and Rate/Volume Adjustments							
Air Quality Services	\$ -	\$ (0.5)	\$ -	\$ -	\$ -	\$ -	(0.5)
Animal Care and Control Services	-	0.5	-	-	-	-	0.5
Base-Level Operating Adjustments	(1.0)	(4.4)	-	-	-	-	(5.4)
Base-Level Reductions	4.7	2.1	-	-	-	-	6.8
Capital Case Representation	(1.1)	-	-	-	-	-	(1.1)
Child Sexual Assault Interviews	(0.1)	-	-	-	-	-	(0.1)
Contract Counsel for Criminal Cases	(1.1)	-	-	-	-	-	(1.1)
Court Security	0.4	-	-	-	-	-	0.4
FY 2007 Initiatives	0.5	(2.3)	-	-	-	-	(1.8)
Homeless Campus Security	0.1	-	-	-	-	-	0.1
Intergovernmental Agreements	(0.1)	(0.2)	-	-	-	-	(0.3)
Juror Activity	(0.4)	-	-	-	-	-	(0.4)
Juvenile Pre-Disposition Investigations	-	(0.6)	-	-	-	-	(0.6)
Juvenile Standard Probation	-	(1.4)	-	-	-	-	(1.4)
Medical Examiner Programs	(0.2)	-	-	-	-	-	(0.2)
Mid-Year Adjustments	-	(0.7)	-	-	-	-	(0.7)
Network Security Officer	-	(0.1)	-	-	-	-	(0.1)
Probation Report and Review Activity	-	(0.9)	-	-	-	-	(0.9)
Proposition 201 Smoking Compliance	-	(1.3)	-	-	-	-	(1.3)
Real Property Inspections	(0.5)	-	-	-	-	-	(0.5)
Rule 11 Mental Health Exams	0.2	-	-	-	-	-	0.2
Salary Savings	7.8	(0.3)	-	-	-	-	7.5
Sex Offender Supervision	-	(0.3)	-	-	-	-	(0.3)
Utilities	4.4	(3.9)	-	-	-	-	0.5
Vector Control	(1.8)	-	-	-	-	-	(1.8)
Victim Advocate Assistance	(0.2)	-	-	-	-	-	(0.2)
Waste Management Services	-	(0.2)	-	-	-	-	(0.2)
Waste Tire Services	-	(0.4)	-	-	-	-	(0.4)
Annualizations and Rate/Volume Adjustments Total	\$ 11.6	\$ (14.9)	\$ -	\$ -	\$ -	\$ -	(3.3)
Capital Improvement Projects							
Capital Improvement Projects (See Schedule)	\$ -	\$ -	\$ -	\$ (59.9)	\$ -	\$ -	(59.9)
CIP-Related Debt Service	3.7	-	3.7	-	-	-	7.4
Court Tower	(30.9)	-	-	(25.4)	-	-	(56.4)
Lease Terminations	(0.2)	-	-	-	-	-	(0.2)
Parks Capital Projects	-	(0.7)	-	-	-	-	(0.7)
Capital Improvement Projects Total	\$ (27.4)	\$ (0.7)	\$ 3.7	\$ (85.3)	\$ -	\$ -	(109.7)
Compensation							
Attorney Loan Repayment	\$ (1.4)	\$ -	\$ -	\$ -	\$ -	\$ -	(1.4)
Employee Benefits Rate/Volume Changes	(5.0)	(4.7)	-	-	-	-	(9.8)
Market-Based Salary Adjustments	(15.6)	(9.1)	-	-	-	-	(24.6)
Nurse Loan Repayment	-	(0.7)	-	-	-	-	(0.7)
Pay for Performance	(12.6)	(9.7)	-	-	-	-	(22.2)
Compensation Total	\$ (34.5)	\$ (24.2)	\$ -	\$ -	\$ -	\$ -	(58.7)
Mandated Health Care							
AHCCCS Contribution Change	\$ 2.4	\$ -	\$ -	\$ -	\$ -	\$ -	2.4
ALTCS Contribution Change	(5.8)	-	-	-	-	-	(5.8)
Arnold vs. Sarn IGA Increase	(1.1)	-	-	-	-	-	(1.1)
Pre-AHCCCS Liability	25.0	-	-	-	-	-	25.0
Mandated Health Care Total	\$ 20.5	\$ -	\$ -	\$ -	\$ -	\$ -	20.5

FY 2006-07 Revised to FY 2007-08 Adopted Budget (cont'd)

Description	Fund Type					All Funds
	General	Special Revenue	Debt Service	Capital Projects	Internal Service	
Other Adjustments						
Central Service Cost Allocation	\$ (0.2)	\$ 0.3	\$ -	\$ -	\$ -	\$ 0.1
Contingencies - Reserved	12.6	(9.1)	-	-	-	3.5
Contingencies - Unreserved	(22.1)	(6.7)	-	-	-	(28.8)
Cost Allocations	0.1	(0.2)	-	-	-	(0.1)
Fund Transfers (See Schedule)	(1.0)	-	-	-	-	(1.0)
Grant Awards and Carry-Over	-	7.1	-	-	-	7.1
Managed Care Run-Out Team	2.0	-	-	-	-	2.0
Other Non-Departmental Adjustments (See Schedule)	5.8	(8.4)	-	-	-	(2.6)
Recategorization of Exp. Associated with Self-Funded Benefits	2.5	-	-	-	(2.5)	-
Self-Funding of Employee Benefits	-	-	-	-	(16.2)	(16.2)
Transfer Operating Expenditures Between Funds	2.2	(2.2)	-	-	-	-
Other Adjustments Total	\$ 1.9	\$ (19.0)	\$ -	\$ -	\$ (18.6)	\$ (35.8)
Other Mandates						
Elected Official Pay Increases	\$ (0.2)	\$ (0.1)	\$ -	\$ -	\$ -	\$ (0.3)
Jail Excise Tax Maintenance of Effort	(5.0)	5.0	-	-	-	-
Retirement Plan Increases	(3.5)	(2.1)	-	-	-	(5.6)
Other Mandates	\$ (8.8)	\$ 2.9	\$ -	\$ -	\$ -	\$ (5.9)
Other Non-Recurring Adjustments						
Capital Equipment	\$ -	\$ -	\$ -	\$ -	\$ (0.2)	\$ (0.2)
Non-Recurring Expenditures	5.5	10.4	-	-	-	15.9
Non-Recurring Fund Transfers for Capital	59.3	12.8	-	-	-	72.1
Other Appropriated Fund Balance Adjustments (See Schedule)	(4.0)	(0.7)	-	-	-	(4.7)
Primary/General Election Costs	2.9	-	-	-	-	2.9
Technology Reserve	(9.0)	-	-	-	-	(9.0)
Transportation Equipment	-	(2.7)	-	-	-	(2.7)
Other Non-Recurring Adjustments Total	\$ 54.7	\$ 19.9	\$ -	\$ -	\$ (0.2)	\$ 74.4
Technology						
Correctional Health Records System	\$ -	\$ (0.8)	\$ -	\$ -	\$ -	\$ (0.8)
Data Closet Security (Telecom)	-	-	-	-	(0.9)	(0.9)
Planning and Development Software	-	0.2	-	-	-	0.2
Recorder's Office IT System	-	(2.6)	-	-	-	(2.6)
Technology Purchases and Maintenance	(14.1)	-	-	-	-	(14.1)
Technology Total	\$ (14.1)	\$ (3.1)	\$ -	\$ -	\$ (0.9)	\$ (18.2)
Total	\$ 3.9	\$ (39.2)	\$ 3.7	\$ (85.3)	\$ (19.7)	\$ (136.7)

Consolidated Revenues by Fund Type / Department

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE	REVISED %
ALL FUNDS							
JUDICIAL BRANCH							
110 ADULT PROBATION	\$ 16,124,081	\$ 14,742,007	\$ 15,586,925	\$ 15,314,945	\$ 16,703,318	\$ 1,116,393	7.2%
270 JUVENILE PROBATION	15,665,319	7,421,459	11,131,560	8,294,115	11,883,050	751,490	6.8%
800 TRIAL COURTS	33,792,578	35,220,627	35,400,911	35,291,122	34,641,746	(759,165)	-2.1%
SUBTOTAL	\$ 65,581,979	\$ 57,384,093	\$ 62,119,396	\$ 58,900,182	\$ 63,228,114	\$ 1,108,718	1.8%
ELECTED OFFICIAL							
120 ASSESSOR	\$ 209,355	\$ 150,000	\$ 150,000	\$ 200,280	\$ 150,000	\$ -	0.0%
160 CLERK OF THE SUPERIOR COURT	17,513,515	16,073,385	16,170,908	17,210,973	18,681,276	2,510,368	15.5%
190 COUNTY ATTORNEY	17,552,179	17,760,612	18,030,130	18,463,612	17,895,273	(134,857)	-0.7%
210 ELECTIONS	2,437,501	2,579,500	2,579,500	9,926,341	2,617,695	38,195	1.5%
250 CONSTABLES	1,729,505	1,985,000	1,985,000	1,842,456	1,843,000	(142,000)	-7.2%
360 RECORDER	25,590,965	19,546,000	19,546,000	20,527,205	19,546,000	-	0.0%
370 SUPERINTENDENT OF SCHOOLS	187,388	3,858,304	3,858,304	3,957,561	4,761,962	903,658	23.4%
430 TREASURER	2,250	4,000	4,000	2,466	804,000	800,000	20000.0%
500 SHERIFF	52,837,531	58,163,904	59,521,140	55,653,253	57,674,418	(1,846,722)	-3.1%
SUBTOTAL	\$ 118,060,189	\$ 120,120,705	\$ 121,844,982	\$ 127,784,147	\$ 123,973,624	\$ 2,128,642	1.7%
APPOINTED DEPARTMENT							
150 EMERGENCY MANAGEMENT	\$ 1,193,026	\$ 1,203,087	\$ 1,252,250	\$ 1,244,928	\$ 1,083,884	\$ (168,366)	-13.4%
170 COMMUNITY DEVELOPMENT	14,747,100	13,544,325	13,544,325	8,963,824	13,523,899	(20,426)	-0.2%
180 FINANCE	535,771	375,932	375,932	716,668	523,185	147,253	39.2%
200 COUNTY MANAGERS OFFICE	75	-	-	-	-	-	-
220 HUMAN SERVICES	37,562,325	37,826,442	37,924,142	38,332,346	42,509,831	4,585,689	12.1%
230 INTERNAL AUDIT	595	85	85	85	85	-	0.0%
260 CORRECTIONAL HEALTH	225,835	708,360	749,644	544,214	358,229	(391,415)	-52.2%
290 MEDICAL EXAMINER	390,383	123,974	123,974	140,315	302,768	178,794	144.2%
300 PARKS & RECREATION	5,502,496	5,146,355	6,885,483	5,550,071	6,937,387	51,904	0.8%
310 WORKFORCE MANAGEMENT AND DEVEL	4,852	19,410	19,410	11,677	7,100	(12,310)	-63.4%
340 PUBLIC FIDUCIARY	771,721	750,000	750,000	781,926	750,000	-	0.0%
350 EMPLOYEE HEALTH INITIATIVES	35,006,758	25,114,253	25,114,253	25,495,179	133,744,808	108,630,555	432.5%
410 OFFICE OF ENTERPRISE TECHNOLOGY	17,165,498	16,557,997	16,557,997	17,152,123	16,557,997	-	0.0%
440 PLANNING & DEVELOPMENT	16,425,582	18,276,178	18,536,277	15,422,487	17,227,710	(1,308,567)	-7.1%
450 GENERAL GOVERNMENT	6,818,361	6,526,352	6,526,352	5,523,926	6,480,804	(45,548)	-0.7%
460 RESEARCH & REPORTING	306,178	-	-	67,782	-	-	-
470 NON-DEPARTMENTAL	1,308,390,843	1,425,488,701	1,424,641,200	1,406,427,726	1,468,945,594	44,304,394	3.1%
480 APPROPRIATED FUND BALANCE	35,108,709	130,069,052	227,297,721	555,678,555	193,250,862	(34,046,859)	-15.0%
520 PUBLIC DEFENDER	2,303,481	2,652,570	2,652,570	2,663,079	2,722,602	70,032	2.6%
540 LEGAL DEFENDER	117,851	151,594	151,594	151,490	151,594	-	0.0%
550 LEGAL ADVOCATE	29,287	37,500	37,500	123,783	32,500	(5,000)	-13.3%
560 CONTRACT COUNSEL	32,442	419,900	419,900	266,465	419,900	-	0.0%
640 TRANSPORTATION	123,142,894	155,149,452	161,848,636	156,852,332	142,181,190	(19,667,446)	-12.2%
670 SOLID WASTE	5,661,836	5,644,500	5,644,500	6,230,130	6,050,000	405,500	7.2%
700 FACILITIES MANAGEMENT	381,602	430,696	593,922	433,031	617,670	23,748	4.0%
730 MATERIALS MANAGEMENT	1,299,537	1,018,844	1,018,844	978,290	1,113,844	95,000	9.3%
740 EQUIPMENT SERVICES	14,329,562	12,280,301	12,280,301	13,907,439	13,259,789	979,488	8.0%
750 RISK MANAGEMENT	25,730,318	26,750,000	26,750,000	26,558,364	39,272,014	12,522,014	46.8%
790 ANIMAL CARE & CONTROL	9,682,853	10,639,396	10,639,396	9,762,342	10,306,425	(332,971)	-3.1%
850 AIR QUALITY	14,362,254	15,946,494	15,946,494	15,482,475	14,496,373	(1,450,121)	-9.1%
860 PUBLIC HEALTH	41,379,352	41,266,941	41,266,941	34,349,349	37,850,297	(3,416,644)	-8.3%
880 ENVIRONMENTAL SERVICES	13,021,034	12,322,401	14,703,540	13,079,299	19,452,679	4,749,139	32.3%
980 ELIMINATIONS	(302,594,538)	(331,079,203)	(389,122,006)	(667,245,771)	(425,729,107)	(36,607,101)	-9.4%
SUBTOTAL	\$ 1,547,453,273	\$ 1,635,361,889	\$ 1,685,131,177	\$ 1,695,645,928	\$ 1,764,401,913	\$ 79,270,736	4.7%
MARICOPA COUNTY	\$ 1,731,095,440	\$ 1,812,866,687	\$ 1,869,095,555	\$ 1,882,330,256	\$ 1,951,603,651	\$ 82,508,096	4.4%

Consolidated Revenues by Fund Type / Department (cont'd)

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE	REVISED %
GENERAL FUND							
JUDICIAL BRANCH							
110 ADULT PROBATION	\$ 71,887	\$ -	\$ -	\$ -	\$ -	-	
270 JUVENILE PROBATION	113,586	14,000	14,000	28,468	29,000	15,000	107.1%
800 TRIAL COURTS	16,188,998	18,162,083	18,162,083	17,942,777	16,914,273	(1,247,810)	-6.9%
SUBTOTAL	\$ 16,374,470	\$ 18,176,083	\$ 18,176,083	\$ 17,971,245	\$ 16,943,273	\$ (1,232,810)	-6.8%
ELECTED OFFICIAL							
120 ASSESSOR	\$ 209,355	\$ 150,000	\$ 150,000	\$ 200,280	\$ 150,000	-	0.0%
160 CLERK OF THE SUPERIOR COURT	9,339,716	7,766,749	7,766,749	9,015,309	10,215,000	2,448,251	31.5%
190 COUNTY ATTORNEY	4,799,417	5,842,476	5,842,476	5,999,008	4,935,575	(906,901)	-15.5%
210 ELECTIONS	2,309,293	2,579,500	2,579,500	2,709,237	2,617,695	38,195	1.5%
250 CONSTABLES	1,729,505	1,985,000	1,985,000	1,842,456	1,843,000	(142,000)	-7.2%
360 RECORDER	17,668,044	13,246,000	13,246,000	14,010,932	13,246,000	-	0.0%
370 SUPERINTENDENT OF SCHOOLS	187,388	210,000	210,000	145,629	218,550	8,550	4.1%
430 TREASURER	2,250	4,000	4,000	2,466	4,000	-	0.0%
500 SHERIFF	7,325,152	9,648,261	10,384,205	10,973,705	10,636,912	252,707	2.4%
SUBTOTAL	\$ 43,570,120	\$ 41,431,986	\$ 42,167,930	\$ 44,899,022	\$ 43,866,732	\$ 1,698,802	4.0%
APPOINTED DEPARTMENT							
150 EMERGENCY MANAGEMENT	\$ 212	\$ -	\$ -	\$ -	\$ -	-	
180 FINANCE	535,771	375,932	375,932	716,668	523,185	147,253	39.2%
200 COUNTY MANAGERS OFFICE	75	-	-	-	-	-	
230 INTERNAL AUDIT	595	85	85	85	85	-	0.0%
260 CORRECTIONAL HEALTH	8,001	-	-	-	-	-	
290 MEDICAL EXAMINER	129,599	123,974	123,974	140,363	302,768	178,794	144.2%
300 PARKS & RECREATION	-	-	-	-	-	-	
310 WORKFORCE MANAGEMENT AND DEVEL	4,852	19,410	19,410	11,677	7,100	(12,310)	-63.4%
340 PUBLIC FIDUCIARY	771,721	750,000	750,000	781,926	750,000	-	0.0%
350 EMPLOYEE HEALTH INITIATIVES	904,258	485,364	485,364	506,726	-	(485,364)	-100.0%
450 GENERAL GOVERNMENT	91,038	90,848	90,848	64,491	45,300	(45,548)	
460 RESEARCH & REPORTING	-	-	-	67,782	-	-	
470 NON-DEPARTMENTAL	1,014,761,619	1,078,737,888	1,069,101,927	1,080,328,563	1,113,217,039	44,115,112	4.1%
480 APPROPRIATED FUND BALANCE	111,975	-	2,053,110	73,054,928	-	(2,053,110)	-100.0%
520 PUBLIC DEFENDER	118,088	125,737	125,737	168,529	133,261	7,524	6.0%
540 LEGAL DEFENDER	14,700	16,800	16,800	30,100	16,800	-	0.0%
550 LEGAL ADVOCATE	14,727	20,000	20,000	111,283	20,000	-	0.0%
560 CONTRACT COUNSEL	32,442	419,900	419,900	266,465	419,900	-	0.0%
700 FACILITIES MANAGEMENT	381,602	430,696	593,922	433,031	617,670	23,748	4.0%
730 MATERIALS MANAGEMENT	300,430	116,959	116,959	118,533	116,959	-	0.0%
850 AIR QUALITY	-	-	-	7,800	-	-	
860 PUBLIC HEALTH	2,576	-	-	-	-	-	
880 ENVIRONMENTAL SERVICES	113,591	1,000	1,000	49,092	1,000	-	0.0%
SUBTOTAL	\$ 1,018,297,872	\$ 1,081,714,593	\$ 1,074,294,968	\$ 1,156,858,043	\$ 1,116,171,067	\$ 41,876,099	3.9%
MARICOPA COUNTY	\$ 1,078,242,462	\$ 1,141,322,662	\$ 1,134,638,981	\$ 1,219,728,309	\$ 1,176,981,072	\$ 42,342,091	3.7%

Consolidated Revenues by Fund Type / Department (cont'd)

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPT. VS. REVISED VARIANCE	%
SPECIAL REVENUE							
JUDICIAL BRANCH							
110 ADULT PROBATION	\$ 16,052,194	\$ 14,742,007	\$ 15,586,925	\$ 15,314,945	\$ 16,703,318	\$ 1,116,393	7.2%
270 JUVENILE PROBATION	15,551,734	7,407,459	11,117,560	8,265,647	11,854,050	736,490	6.6%
800 TRIAL COURTS	17,603,580	17,058,544	17,238,828	17,348,345	17,727,473	488,645	2.8%
SUBTOTAL	\$ 49,207,508	\$ 39,208,010	\$ 43,943,313	\$ 40,928,937	\$ 46,284,841	\$ 2,341,528	5.3%
ELECTED OFFICIAL							
160 CLERK OF THE SUPERIOR COURT	\$ 8,173,800	\$ 8,306,636	\$ 8,404,159	\$ 8,195,664	\$ 8,466,276	\$ 62,117	0.7%
190 COUNTY ATTORNEY	12,752,762	11,918,136	12,187,654	12,464,604	12,959,698	772,044	6.3%
210 ELECTIONS	128,208	-	-	7,217,104	-	-	-
360 RECORDER	7,922,920	6,300,000	6,300,000	6,516,273	6,300,000	-	0.0%
370 SUPERINTENDENT OF SCHOOLS	-	3,648,304	3,648,304	3,811,932	4,543,412	895,108	24.5%
500 SHERIFF	45,512,379	48,515,643	49,136,935	44,679,549	47,037,506	(2,099,429)	-4.3%
SUBTOTAL	\$ 74,490,068	\$ 78,688,719	\$ 79,677,052	\$ 82,885,125	\$ 80,106,892	\$ 429,840	0.5%
APPOINTED DEPARTMENT							
150 EMERGENCY MANAGEMENT	\$ 1,192,813	\$ 1,203,087	\$ 1,252,250	\$ 1,244,928	\$ 1,083,884	\$ (168,366)	-13.4%
170 COMMUNITY DEVELOPMENT	14,747,100	13,544,325	13,544,325	8,963,824	13,523,899	(20,426)	-0.2%
220 HUMAN SERVICES	37,562,325	37,826,442	37,924,142	38,332,346	42,509,831	4,585,689	12.1%
260 CORRECTIONAL HEALTH	217,833	708,360	749,644	544,214	358,229	(391,415)	-52.2%
290 MEDICAL EXAMINER	260,785	-	-	(48)	-	-	-
300 PARKS & RECREATION	5,571,665	5,184,355	6,923,483	5,625,071	7,007,237	83,754	1.2%
440 PLANNING & DEVELOPMENT	16,425,582	18,276,178	18,536,277	15,422,487	17,227,710	-	0.0%
450 GENERAL GOVERNMENT	6,727,323	6,435,504	6,435,504	5,459,435	6,435,504	(1,308,567)	-20.3%
460 RESEARCH & REPORTING	306,178	-	-	-	-	-	-
470 NON-DEPARTMENTAL	287,039,673	332,372,251	329,666,711	313,144,978	333,792,049	4,125,338	1.3%
480 APPROPRIATED FUND BALANCE	1,297,752	-	383,891	383,891	-	(383,891)	-100.0%
520 PUBLIC DEFENDER	2,185,393	2,526,833	2,526,833	2,494,550	2,589,341	62,508	2.5%
540 LEGAL DEFENDER	103,151	134,794	134,794	121,390	134,794	-	0.0%
550 LEGAL ADVOCATE	14,560	17,500	17,500	12,500	12,500	(5,000)	-28.6%
640 TRANSPORTATION	112,242,125	115,639,261	115,639,261	117,587,699	119,776,322	4,137,061	3.6%
670 SOLID WASTE	5,661,836	5,644,500	5,644,500	6,230,130	6,050,000	405,500	7.2%
790 ANIMAL CARE & CONTROL	9,682,853	10,639,396	10,639,396	9,762,342	10,306,425	(332,971)	-3.1%
850 AIR QUALITY	14,362,254	15,946,494	15,946,494	15,474,675	14,496,373	(1,450,121)	-9.1%
860 PUBLIC HEALTH	41,376,775	41,266,941	41,266,941	34,349,349	37,850,297	(3,416,644)	-8.3%
880 ENVIRONMENTAL SERVICES	12,907,443	12,321,401	14,702,540	13,030,207	19,451,679	4,749,139	32.3%
SUBTOTAL	\$ 569,885,419	\$ 619,687,622	\$ 621,934,486	\$ 588,183,967	\$ 632,606,074	\$ 10,671,588	1.7%
MARICOPA COUNTY	\$ 693,582,996	\$ 737,584,351	\$ 745,554,851	\$ 711,998,029	\$ 758,997,807	\$ 13,442,956	1.8%

	FY 2005-06 ACTUAL	FY2006-07 ADOPTED	FY2006-07 REVISED	FY2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPT. VS. REVISED VARIANCE	%
DEBT SERVICE							
APPOINTED DEPARTMENT							
470 NON-DEPARTMENTAL	\$ 6,589,550	\$ 14,378,562	\$ 25,872,562	\$ 12,954,184	\$ 21,936,506	\$ (3,936,056)	-15.2%
SUBTOTAL	\$ 6,589,550	\$ 14,378,562	\$ 25,872,562	\$ 12,954,184	\$ 21,936,506	\$ (3,936,056)	-15.2%
MARICOPA COUNTY	\$ 6,589,550	\$ 14,378,562	\$ 25,872,562	\$ 12,954,184	\$ 21,936,506	\$ (3,936,056)	-15.2%

Consolidated Revenues by Fund Type / Department (cont'd)

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPT. VS. REVISED VARIANCE	%
CAPITAL PROJECTS							
APPOINTED DEPARTMENT							
480 APPROPRIATED FUND BALANCE	\$ 33,698,982	\$ 130,069,052	\$ 224,860,720	\$ 482,239,736	\$ 193,250,862	(31,609,858)	-14.1%
640 TRANSPORTATION	77,628,212	105,893,752	112,549,491	105,604,749	82,114,126	(30,435,365)	-27.0%
SUBTOTAL	\$ 111,327,194	\$ 235,962,804	\$ 337,410,211	\$ 587,844,485	\$ 275,364,988	(62,045,223)	-18.4%
MARICOPA COUNTY	\$ 111,327,194	\$ 235,962,804	\$ 337,410,211	\$ 587,844,485	\$ 275,364,988	(62,045,223)	-18.4%

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPT. VS. REVISED VARIANCE	%
ENTERPRISE							
APPOINTED DEPARTMENT							
600 MARICOPA MANAGED CARE	\$ 118,417,401	\$ -	\$ -	\$ -	\$ -	\$ -	-
SUBTOTAL	\$ 118,417,401	\$ -	\$ -	\$ -	\$ -	\$ -	-
MARICOPA COUNTY	\$ 118,417,401	\$ -	\$ -	\$ -	\$ -	\$ -	-

	FY2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
INTERNAL SERVICE							
APPOINTED DEPARTMENT							
350 EMPLOYEE HEALTH INITIATIVES	\$ 34,102,500	\$ 24,628,889	\$ 24,628,889	\$ 24,988,452	\$ 133,744,808	109,115,919	443.0%
410 OFFICE OF ENTERPRISE TECHNOLOGY	17,165,498	16,557,997	16,557,997	17,152,123	16,557,997	-	0.0%
730 MATERIALS MANAGEMENT	999,106	901,885	901,885	859,757	996,885	95,000	10.5%
740 EQUIPMENT SERVICES	14,329,562	12,280,301	12,280,301	13,907,439	13,259,789	979,488	8.0%
750 RISK MANAGEMENT	25,730,318	26,750,000	26,750,000	26,558,364	39,272,014	12,522,014	46.8%
SUBTOTAL	\$ 92,326,985	\$ 81,119,072	\$ 81,119,072	\$ 83,466,136	\$ 203,831,493	\$ 122,712,421	151.3%
MARICOPA COUNTY	\$ 92,326,985	\$ 81,119,072	\$ 81,119,072	\$ 83,466,136	\$ 203,831,493	\$ 122,712,421	151.3%

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPT. VS. REVISED VARIANCE	%
ELIMINATIONS							
APPOINTED DEPARTMENT							
300 PARKS & RECREATION	\$ (69,169)	\$ (38,000)	\$ (38,000)	\$ (75,000)	\$ (69,850)	(31,850)	-83.8%
640 TRANSPORTATION	(66,727,442)	(66,383,561)	(66,340,116)	(66,340,116)	(59,709,258)	6,630,858	10.0%
980 ELIMINATIONS	(302,594,538)	(331,079,203)	(389,122,006)	(667,245,771)	(425,729,107)	(36,607,101)	-9.4%
SUBTOTAL	\$ (369,391,149)	\$ (397,500,764)	\$ (455,500,122)	\$ (733,660,887)	\$ (485,508,215)	\$ (30,008,093)	-6.6%
MARICOPA COUNTY	\$ (369,391,149)	\$ (397,500,764)	\$ (455,500,122)	\$ (733,660,887)	\$ (485,508,215)	\$ (30,008,093)	-6.6%

Consolidated Revenues by Department and Fund Type

	FY 2007-08 ADOPTED							
	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	ALL FUNDS
JUDICIAL								
110 ADULT PROBATION	\$ -	\$ 16,703,318	\$ -	\$ -	\$ -	\$ 16,703,318	\$ -	\$ 16,703,318
270 JUVENILE PROBATION	29,000	11,883,050	-	-	-	11,883,050	-	11,883,050
800 TRIAL COURTS	16,914,273	17,727,473	-	-	-	34,641,746	-	34,641,746
SUBTOTAL	\$ 16,943,273	\$ 46,284,841	\$ -	\$ -	\$ -	\$ 63,228,114	\$ -	\$ 63,228,114
ELECTED								
120 ASSESSOR	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000
160 CLERK OF THE SUPERIOR COURT	10,215,000	8,466,276	-	-	-	18,681,276	-	18,681,276
190 COUNTY ATTORNEY	4,935,575	12,959,698	-	-	-	17,895,273	-	17,895,273
210 ELECTIONS	2,617,695	-	-	-	-	2,617,695	-	2,617,695
250 CONSTABLES	1,843,000	-	-	-	-	1,843,000	-	1,843,000
360 RECORDER	13,246,000	6,300,000	-	-	-	19,546,000	-	19,546,000
370 SUPERINTENDENT OF SCHOOLS	218,550	4,543,412	-	-	-	4,761,962	-	4,761,962
430 TREASURER	4,000	800,000	-	-	-	804,000	-	804,000
500 SHERIFF	10,636,912	47,037,506	-	-	-	57,674,418	-	57,674,418
SUBTOTAL	\$ 43,866,732	\$ 80,106,892	\$ -	\$ -	\$ -	\$ 123,973,624	\$ -	\$ 123,973,624
APPOINTED								
150 EMERGENCY MANAGEMENT	\$ -	\$ 1,083,884	\$ -	\$ -	\$ -	\$ 1,083,884	\$ -	\$ 1,083,884
170 COMMUNITY DEVELOPMENT	-	13,523,899	-	-	-	13,523,899	-	13,523,899
180 FINANCE	523,185	-	-	-	-	523,185	-	523,185
220 HUMAN SERVICES	-	42,509,831	-	-	-	42,509,831	-	42,509,831
230 INTERNAL AUDIT	85	-	-	-	-	85	-	85
260 CORRECTIONAL HEALTH	-	358,229	-	-	-	358,229	-	358,229
290 MEDICAL EXAMINER	302,768	-	-	-	-	302,768	-	302,768
300 PARKS & RECREATION	-	7,007,237	-	-	-	7,007,237	(69,850)	6,937,387
310 WORKFORCE MANAGEMENT AND DEVEL	7,100	-	-	-	-	7,100	-	7,100
340 PUBLIC FIDUCIARY	750,000	-	-	-	-	750,000	-	750,000
350 EMPLOYEE HEALTH INITIATIVES	-	-	-	-	133,744,808	133,744,808	-	133,744,808
410 OFFICE OF ENTERPRISE TECHNOLOGY	-	-	-	-	16,557,997	16,557,997	-	16,557,997
440 PLANNING & DEVELOPMENT	-	17,227,710	-	-	-	17,227,710	-	17,227,710
450 GENERAL GOVERNMENT	45,300	6,435,504	-	-	-	-	-	6,480,804
470 NON-DEPARTMENTAL	1,113,217,039	333,792,049	21,936,506	-	-	1,468,945,594	-	1,468,945,594
480 APPROPRIATED FUND BALANCE	-	-	-	193,250,862	-	193,250,862	-	193,250,862
520 PUBLIC DEFENDER	133,261	2,589,341	-	-	-	2,722,602	-	2,722,602
540 LEGAL DEFENDER	16,800	134,794	-	-	-	151,594	-	151,594
550 LEGAL ADVOCATE	20,000	12,500	-	-	-	32,500	-	32,500
560 CONTRACT COUNSEL	419,900	-	-	-	-	419,900	-	419,900
640 TRANSPORTATION	-	119,776,322	-	82,114,126	-	201,890,448	(59,709,258)	142,181,190
670 SOLID WASTE	-	6,050,000	-	-	-	6,050,000	-	6,050,000
700 FACILITIES MANAGEMENT	617,670	-	-	-	-	617,670	-	617,670
730 MATERIALS MANAGEMENT	116,959	-	-	-	996,885	1,113,844	-	1,113,844
740 EQUIPMENT SERVICES	-	-	-	-	13,259,789	13,259,789	-	13,259,789
750 RISK MANAGEMENT	-	-	-	-	39,272,014	39,272,014	-	39,272,014
790 ANIMAL CARE & CONTROL	-	10,306,425	-	-	-	10,306,425	-	10,306,425
850 AIR QUALITY	-	14,496,373	-	-	-	14,496,373	-	14,496,373
860 PUBLIC HEALTH	-	37,850,297	-	-	-	37,850,297	-	37,850,297
880 ENVIRONMENTAL SERVICES	1,000	19,451,679	-	-	-	19,452,679	-	19,452,679
980 ELIMINATIONS	-	-	-	-	-	-	(425,729,107)	(425,729,107)
SUBTOTAL	\$ 1,116,171,067	\$ 632,606,074	\$ 21,936,506	\$ 275,364,988	\$ 203,831,493	\$ 2,249,910,128	\$ (485,508,215)	\$ 1,764,401,913
MARICOPA COUNTY	\$ 1,176,981,072	\$ 758,997,807	\$ 21,936,506	\$ 275,364,988	\$ 203,831,493	\$ 2,437,111,866	\$ (485,508,215)	\$ 1,951,603,651

Revenue Sources and Variance Commentary

Maricopa County collects revenues within the following general categories:

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

Basis for Estimating Revenue

According to 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 2007-08.

MARICOPA COUNTY								
	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	ALL FUNDS
REVENUES								
PROPERTY TAXES	\$ 425,284,450	\$ -	\$ -	\$ -	\$ -	\$ 425,284,450	\$ -	\$ 425,284,450
TAX PENALTIES & INTEREST	14,550,571	-	-	-	-	14,550,571	-	14,550,571
SALES TAXES	-	149,823,673	-	-	-	149,823,673	-	149,823,673
LICENSES AND PERMITS	2,156,000	41,026,399	-	-	-	43,182,399	-	43,182,399
GRANTS	-	126,172,530	-	-	-	126,172,530	-	126,172,530
OTHER INTERGOVERNMENTAL	4,465,841	21,882,024	-	22,404,868	-	48,752,733	-	48,752,733
PAYMENTS IN LIEU OF TAXES	7,953,924	-	-	-	-	7,953,924	-	7,953,924
STATE SHARED SALES TAX	497,453,141	-	-	-	-	497,453,141	-	497,453,141
STATE SHARED HIGHWAY USER REV	-	104,000,000	-	-	-	104,000,000	-	104,000,000
STATE SHARED VEHICLE LICENSE	143,247,168	9,249,088	-	-	-	152,496,256	-	152,496,256
INTERGOV CHARGES FOR SERVICE	13,508,317	30,842,154	2,970,149	-	14,211,394	-	-	61,532,014
OTHER CHARGES FOR SERVICES	25,844,692	56,659,923	-	-	29,265,342	111,769,957	-	111,769,957
INTERNAL SERVICE CHARGES	4,354,799	-	-	-	159,012,092	163,366,891	(163,366,891)	-
PATIENT SERVICE REVENUE	7,200	959,563	-	-	-	966,763	-	966,763
FINES & FORFEITS	16,433,137	10,915,153	-	-	-	27,348,290	-	27,348,290
INTEREST EARNINGS	12,000,000	7,007,290	1,074,358	-	1,300,000	21,381,648	-	21,381,648
MISCELLANEOUS REVENUE	2,883,415	33,511,666	887,400	-	42,665	37,325,146	-	37,325,146
GAIN ON FIXED ASSETS	-	900,000	-	-	-	900,000	-	900,000
PROCEEDS OF FINANCING	-	-	-	120,710,156	-	120,710,156	-	120,710,156
TRANSFERS IN	6,838,417	166,048,344	17,004,599	132,249,964	-	322,141,324	(322,141,324)	-
TOTAL REVENUE	\$ 1,176,981,072	\$ 758,997,807	\$ 21,936,506	\$ 275,364,988	\$ 203,831,493	\$ 2,437,111,866	\$ (485,508,215)	\$ 1,951,603,651

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. Prior to FY 2004-05, the County also assessed a secondary tax to finance repayment of outstanding voter-approved General Obligation bonds. These bonds were fully repaid at the end of FY 2003-04. The table on the next page contains information on historical property tax levies.

Revenue Sources and Variance Commentary (continued)

Property Tax Levy			
Fiscal Year	Primary	Secondary	Total
	General Fund	Debt Service	
1997-98	\$169,045,638	\$ 21,446,852	\$190,492,490
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

Note: Excludes Payments in Lieu of Taxes

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 constitutionally. 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.

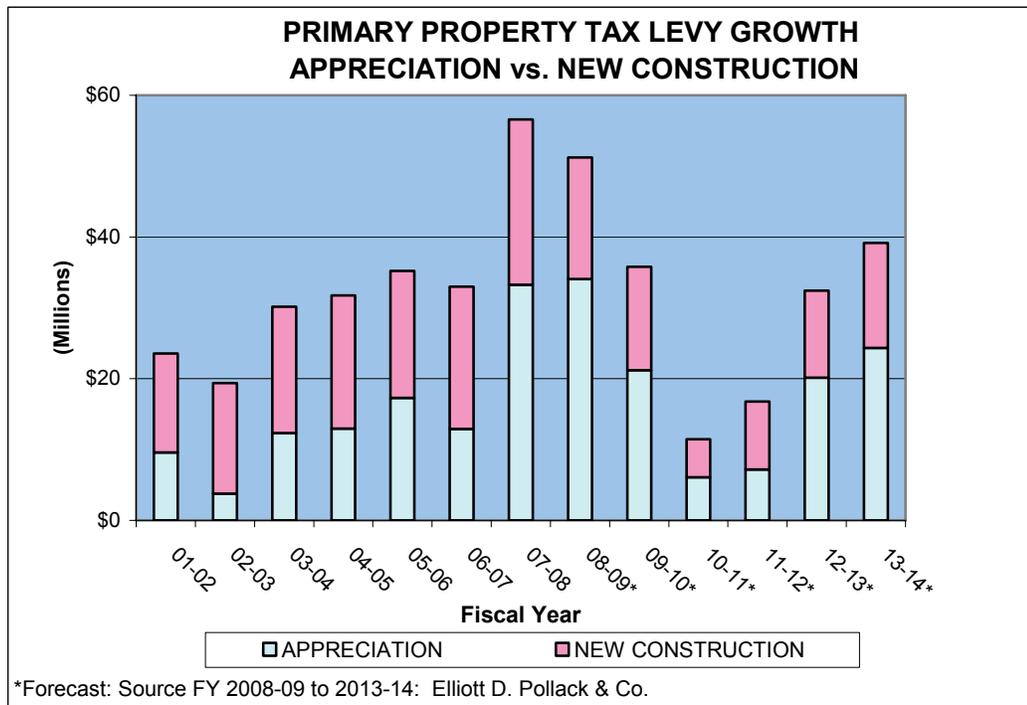
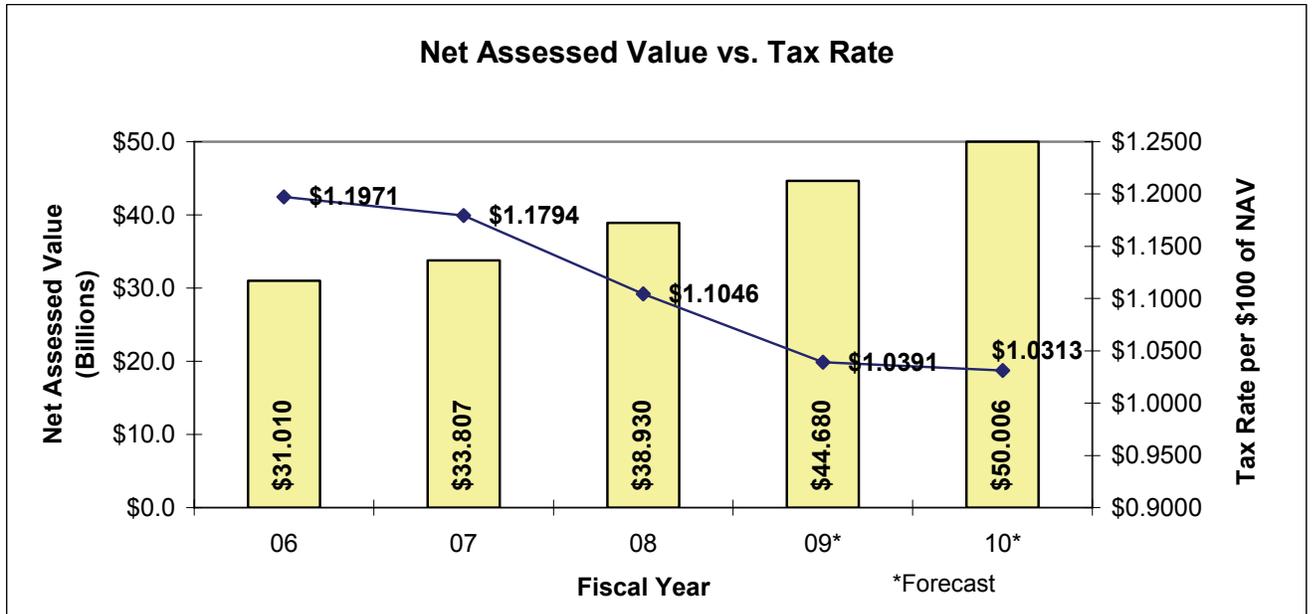
The following schedule lists the overall primary net assessed values and tax rates for the last ten fiscal years, plus the assessed values and the adopted tax rates for FY 2007-08.

Net Assessed Values and Tax Rates					
Fiscal Year	Primary		Secondary		Combined Rate
	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.)	
1997-98	\$ 15,006,270	\$ 1.1265	\$ 15,723,498	\$ 0.1364	\$ 1.2629
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

The FY 2007-08 primary property tax rate for Maricopa County was reduced to \$1.1046 per \$100 net assessed value as a result of the constitutional levy limit.

Revenue Sources and Variance Commentary (continued)

The chart below illustrates that although assessed values will continue to increase, the tax rate will naturally decline as a result of the constitutional limitation.



As reflected in the graph above, appreciation will account for approximately 59% of the increase to the FY 2007-08 levy. This trend will continue through FY 2009-10, after which growth for both new and existing construction is projected to decline.

Revenue Sources and Variance Commentary (continued)

The FY 2007-08 primary property tax levy (excluding Salt River Project) is \$430,023,735, an increase of \$31,298,490 (7.8%) from the FY 2006-07 adopted primary levy. The increase is due to the growth in net assessed value, of which 41% is a result of new construction. The remaining change in net assessed value is on existing property, which is valued annually by the County Assessor. Forecasts indicate a continued upward trend in Net Assessed Value annual growth rates over the next several years.

Property tax revenue is budgeted in FY 2007-08 based on prior years' collection trends, in relation to the adopted levy. Each year, approximately 3.0% of levied property taxes go unpaid. While approximately 2% is paid the following tax year, approximately 1% are never paid or are reduced from the levy due to resolutions which actually reduce assessed value amounts. The chart below reflects the budgeted collections for FY 2007-08.

Property Tax Collection Analysis Maricopa County Primary		
FY	Levy Amount	Estimated Collections
2007-08	\$ 430,023,735	\$ 417,224,137
2006-07	398,725,245	8,060,313
Total Estimated Revenue:		\$ 425,284,450

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. FY 2006-07 projections are higher than the budget for the same period. The FY 2007-08 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 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. Total budgeted revenue from the Jail Excise Tax is \$149,823,673 in FY 2007-08, an increase of \$4,363,797 (3.0%) from the FY 2006-07 projected amount. Jail Excise Tax revenue is budgeted based on the pessimistic forecast.

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 *	145,459,876
2007-08 **	149,823,673

* Projected Actual
 ** Budget

Revenue Sources and Variance Commentary (continued)

Jail Excise Tax Forecasts				
Fiscal Year	Pessimistic Scenario		Most Likely Scenario	
	Annual Collections	% Chg.	Annual Collections	% Chg.
2007-08	\$ 149,823,673	3.0%	\$ 154,904,428	5.0%
2008-09	151,321,909	1.0%	159,551,560	3.0%
2009-10	154,348,348	2.0%	161,944,834	1.5%
2010-11	161,757,068	4.8%	165,183,731	2.0%
2011-12	169,844,922	5.0%	177,076,959	7.2%
2012-13	178,337,168	5.0%	189,826,500	7.2%
2013-14	187,254,026	5.0%	203,494,008	7.2%
2014-15	196,616,728	5.0%	218,145,577	7.2%
2015-16	206,447,564	5.0%	233,852,058	7.2%

Source: Elliott D. Pollack & Co.

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 below are the actual license and permit revenues recorded for the last nine fiscal years, along with projected actual collections for FY 2006-07 and estimated revenues for FY 2007-08.

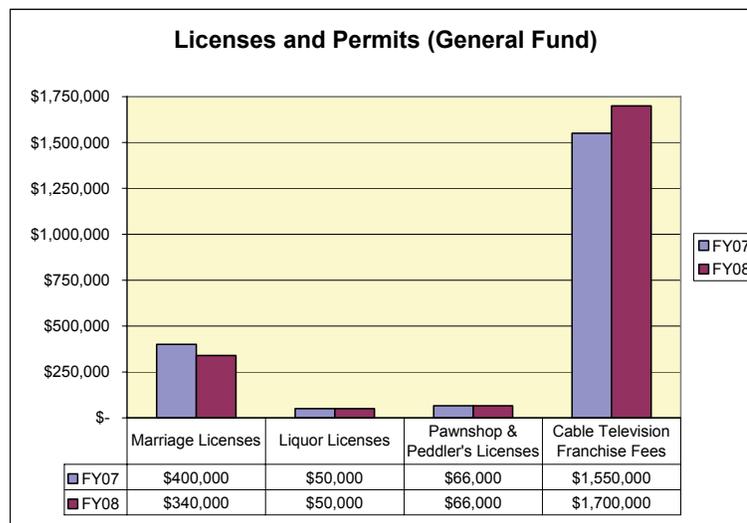
Licenses & Permits Revenues			
Fiscal Year	General Fund	Special Revenue	Total
		Fund	
1997-98	\$ 2,248,372	\$ 12,258,022	\$ 14,506,394
1998-99	2,839,905	13,641,882	16,481,787
1999-00	271,025	21,014,930	21,285,955
2000-01	501,811	22,004,141	22,505,952
2001-02	415,821	23,930,149	24,345,970
2002-03	52,000	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	36,276,379	38,625,604
2006-07*	2,156,704	36,107,591	38,264,295
2007-08**	2,156,000	41,026,399	43,182,399

* Projected Actual
 ** Budget

Revenue Sources and Variance Commentary (continued)

General Fund license and permit revenues 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 2006-07 Budget	FY 2007-08 Budget	Description
Non-Departmental	\$ 50,000	\$ 50,000	Liquor Licenses
Non-Departmental	1,550,000	1,700,000	Cable Television Franchise Fees
Clerk of Superior Court	400,000	340,000	Marriage Licenses
Sheriff	66,000	66,000	Pawnshop & Peddler's Licenses
Total General Fund Licenses and Permits	\$ 2,066,000	\$ 2,156,000	



The Planning and Development permit revenue is lower than the prior year as permits for new housing construction have declined. Environmental Health permit revenue is increasing due recent revisions to the fee. The fees, which had not been updated since 1996, will now fully recover all the costs associated with permit issuance.

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, projected actual collections for FY 2006-07, and the amounts budgeted for FY 2007-08.

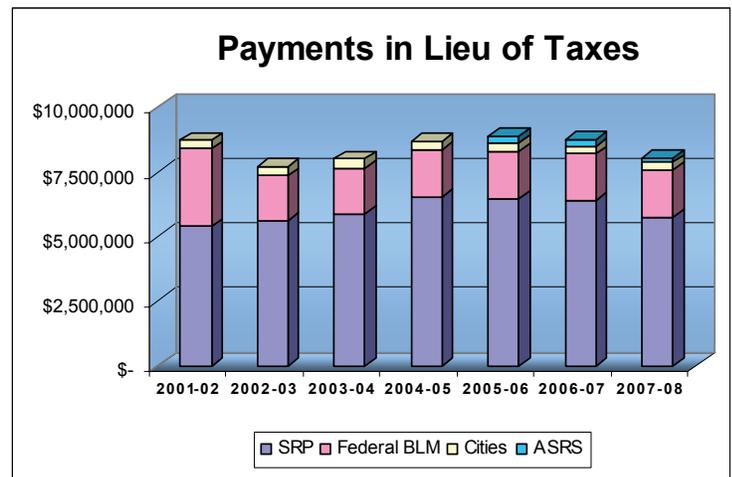
Revenue Sources and Variance Commentary (continued)

Fiscal Year	Intergovernmental Revenues							Total
	General Fund	Special Revenue Funds	Debt Service	Capital Projects Funds	Enterprise Funds	Internal Service Funds		
1997-98	\$ 342,821,757	\$ 163,585,398	\$ 262,793	\$ 42,238,451	\$ 13,010,680	\$ -	\$ 561,919,079	
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	-	278,259	8,093,439	34,434	691,236,457	
2001-02	439,548,553	270,074,384	399,224	12,784,358	93,391,643	873,340	817,071,502	
2002-03	486,655,500	257,064,915	339,376	7,320,885	3,062,855	1,118,844	755,562,375	
2003-04	489,807,845	259,928,320	339,376	9,384,689	5,302,492	1,215,513	765,978,235	
2004-05	626,232,433	250,103,881	2,036,360	8,820,531	-	9,647,024	896,840,230	
2005-06	609,525,491	257,065,803	-	8,847,363	-	586,975	876,025,631	
2006-07*	642,003,564	245,496,597	-	39,241,548	-	642,015	927,383,724	
2007-08**	653,120,074	261,176,264	-	22,404,868	-	-	936,701,206	

* Projected Actual
 ** 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.



Payments in Lieu of Taxes		
	FY 2006-07 Budget	FY 2007-08 Budget
Salt River Project	\$ 6,394,192	\$ 5,730,062
Federal Bureau of Land Management	1,813,162	1,858,155
Cities	315,287	283,903
Arizona State Retirement System	259,851	161,902
	\$ 8,782,492	\$ 8,034,022

Revenue Sources and Variance Commentary (continued)

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.

State Shared Sales Tax Collections		
Fiscal Year	General Fund	Growth Rate
1997-98	\$ 257,643,630	6.3%
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	28.0%
2006-07*	482,964,215	5.5%
2007-08**	497,453,141	3.0%

* Projected Actual
 ** Budget

Listed above are the actual State Shared Sales Tax collections for the last nine fiscal years, projected totals for FY 2006-07 plus the budget for FY 2007-08. State Shared Sales Tax collections had increased dramatically in FY 2003-04, FY 2004-05 and FY 2005-06 due to consumer spending driven by capital gains and construction sales tax, both of which are transitory in nature. In FY 2006-07, this trend reversed, causing sales tax growth to slow considerably. The slow growth pattern is projected to continue into FY2007-08. State Shared Sales Taxes are budgeted for the upcoming fiscal year at the "pessimistic" forecast scenario of 3.0% growth rate over FY 2006-07; resulting in \$14,488,926 additional revenue. This is the lowest rate of growth since the recession of FY 2001-02.

The 10-year forecast for State Shared Sales Tax revenue is shown in the following table. Sluggish growth is expected for the next four to five fiscal years.

State Shared Sales Tax Forecast				
Fiscal Year	Pessimistic Scenario		Most Likely Scenario	
	Annual Collections	% Chg.	Annual Collections	% Chg.
2007-08	\$ 497,453,141	3.0%	\$ 512,399,854	5.0%
2008-09	502,427,673	1.0%	527,771,849	3.0%
2009-10	512,476,226	2.0%	535,688,427	1.5%
2010-11	537,075,085	4.8%	546,402,196	2.0%
2011-12	563,928,839	5.0%	585,743,154	7.2%
2012-13	592,125,281	5.0%	627,916,661	7.2%
2013-14	621,731,545	5.0%	673,126,660	7.2%
2014-15	652,818,123	5.0%	721,591,780	7.2%
2015-16	685,459,029	5.0%	773,546,388	7.2%

Source: Elliott D. Pollack & Company

Revenue Sources and Variance Commentary (continued)

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 vehicles 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 right shows actual and projected vehicle license tax collections from FY 1997-98 to FY 2007-08.

In FY 2006-07, VLT collections have been weak. The FY 2007-08 budget reflects no growth in VLT collections based on the pessimistic forecast, as consumer spending growth is expected to continue to slow. Revenues are not expected to rebound until FY 2009-10, as shown in the following table.

Fiscal Year	General Fund	Growth Rate
1997-98	\$ 67,164,259	4.0%
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*	143,247,168	3.8%
2007-08**	143,247,168	0.0%

* Projected Actual
 ** Budget

Fiscal Year	Pessimistic Scenario		Most Likely Scenario	
	Annual Collections	% Chg.	Annual Collections	% Chg.
2007-08	\$ 143,247,168	0.0%	\$ 148,397,442	3.0%
2008-09	148,977,055	4.0%	155,965,712	5.1%
2009-10	156,425,908	5.0%	166,883,311	7.0%
2010-11	162,682,944	4.0%	178,565,143	7.0%
2011-12	169,190,262	4.0%	191,064,703	7.0%
2012-13	175,957,872	4.0%	204,439,232	7.0%
2013-14	182,996,187	4.0%	218,749,979	7.0%
2014-15	190,316,034	4.0%	234,062,477	7.0%
2015-16	197,928,676	4.0%	250,446,851	7.0%

Source: Elliott D. Pollack & Co.

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.

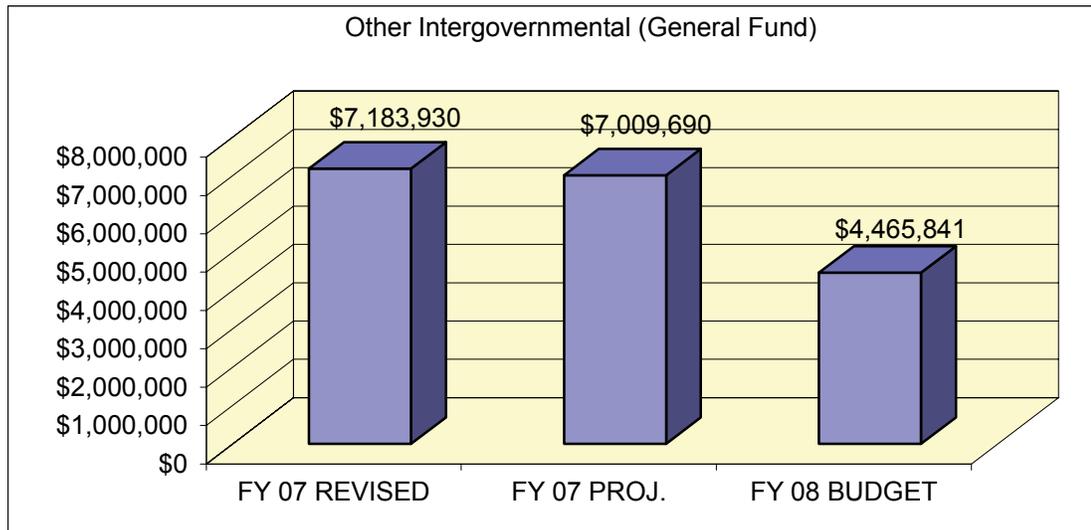
Listed below are the actual collections of the highway user revenues for the last nine fiscal years, projected totals for FY 2006-07, and the budget for FY 2007-08.

Fiscal Year	State Shared Highway User Revenues	Growth Rate
1997-98	\$ 67,408,288	-8.0%
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	12.0%
2006-07*	101,918,110	5.1%
2007-08**	104,000,000	2.0%

* Projected Actual
 ** Budget

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.



Revenue Sources and Variance Commentary (continued)

Detail of General Fund Other Intergovernmental Revenue is shown in the following table. Revenue is projected to decrease by \$2,718,089 (37.84%) in FY 2007-08 from the FY 2006-07 Revised budget is due to the one-time funding received from the State of Arizona and other Arizona Counties to fund crime prevention projects.

Other Intergovernmental Revenue General Fund			
Department	FY 2006-07 Budget	FY 2007-08 Budget	Description
Appropriated Fund Balance	\$ 1,935,122	\$ -	State and other counties' participation in Meth Project
Contract Counsel	419,900	419,900	State Grand Jury reimbursements
County Attorney	529,076	529,076	Legal services to Housing Authority and Special Health Care District
Elections	2,550,004	2,595,085	Election Services
Environmental Services	1,000	-	IGA with City of Peoria
Non-Departmental	249,773	249,773	Shared State Lottery Sales
Juvenile Probation	5,999	20,999	Reimbursement from U.S. Marshals for housing of federal juvenile prisoners
Legal Defender	16,800	16,800	State Grand Jury reimbursements
Legal Advocate	20,000	20,000	State Grand Jury reimbursements
Public Defender	48,600	49,232	State Grand Jury Reimbursements
Sheriff's Office	500,002	500,000	Social Security Administration pay for inmate information
Trial Courts	907,654	64,976	IGA with City of El Mirage for use of court space; State reimbursement for JP salaries and IGA revenue from Gila Bend for use of County space
Total	\$7,183,930	\$4,465,841	

Charges for Services

Charges for Services is a broad category of program revenues that includes charges to customers, applicants, other governments or others 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 on the next page are the revenues recorded for the last nine fiscal years, projected revenue for FY 2006-07, and the budget amount for FY 2007-08 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 creation of the Special Health Care District and the termination of the County's long-term health care plans. In FY 2007-08, the County will be self-funding employee health and dental benefits, which will increase Internal Service Fund revenue. This increase is almost exclusively due to budgeting and accounting procedural changes necessitated by the transition from insured benefits to self-insurance, rather than actual rate increases.

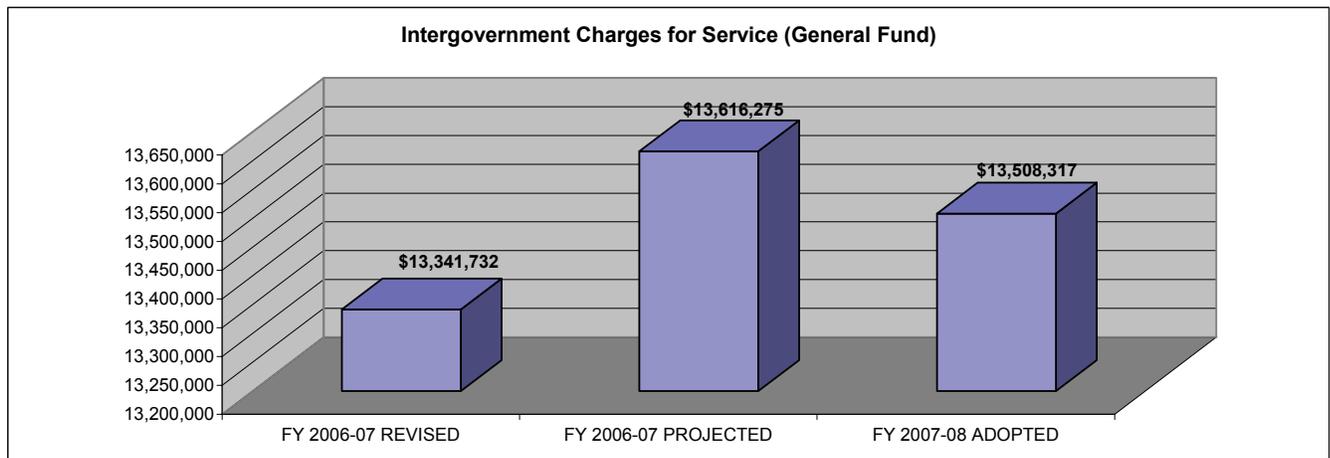
Revenue Sources and Variance Commentary (continued)

Fiscal Year	Charges for Service							Total
	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Eliminations	
1997-98	\$ 23,285,414	\$ 30,598,649	\$ 180,180	\$231,215	\$ 465,456,904	\$ 66,587,939	\$ -	\$586,340,301
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	33,156,417	54,838,880	-	-	78,480,454	74,861,879	(72,564,571)	168,773,061
2006-07*	31,957,619	54,665,550	-	-	-	73,713,693	(73,361,532)	86,975,330
2007-08**	30,206,691	57,619,486	-	-	-	188,277,434	(164,273,792)	111,829,819

* Projected Actual
 ** Budget
 Includes Fees, Charges for Service and Patient Revenue

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 2006-07 Budget	FY 2007-08 Budget	Description
Finance	\$ 331,559	\$ 523,185	Lease revenue, reimbursement from Industrial Development Authority
Workforce Management and Development	18,300	6,500	Training purchased by Housing Authority and Special Health Care District
Employee Health Initiatives	8,064	-	Contract Premium, administrative fee
Superintendent of Schools	120,000	127,500	National Forest Fees for Schools
Non-Departmental	1,980,973	2,032,095	District reimbursements
Sheriff	9,271,103	9,563,214	Patrol services
Facilities	335,141	335,141	Security Services to Library District
Trial Courts	1,276,092	920,682	IGAs for Court Security
Total	\$ 13,341,232	\$ 13,508,317	

Revenue Sources and Variance Commentary (continued)

Patient Charges

Patient Charges and Patient Care – Revenue Allowances						
Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Eliminations	Total
1997-98	\$2,444,637	\$ 532,007	\$ 323,663,351	\$ -	\$ (54,232,273)	\$ 272,408,322
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*	8,409	878,248	-	-	-	886,657
2007-08**	7,200	959,563	-	-	-	966,763

* Projected Actual
 ** 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 creation of the Special Health Care District. 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

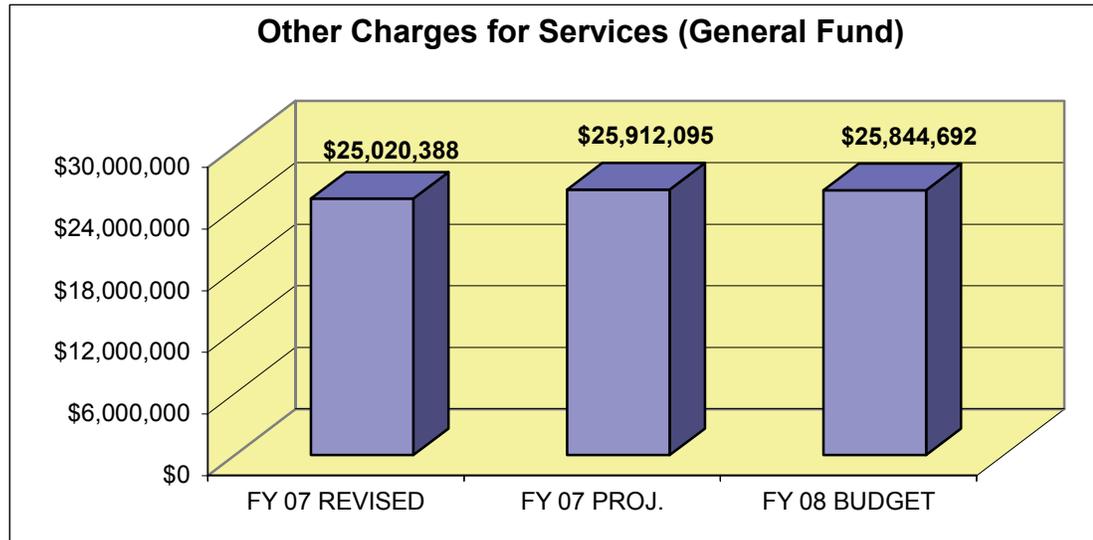
Internal Service Charges are established during the budget process. The internal service fee rates are intended to recover from the appropriate user the full cost of the services provided. Internal charges for service are recorded in the Internal Service Funds. The largest increase in FY 2007-08 Internal Service Charges is the Employee Health Initiatives, resulting from self-funding employee benefits. Internal service charges for Risk Management are increasing due to an increase in legal fees and judgments.

Internal Service Charges		
	FY 07	FY 08
Equipment Services	\$ 10,384,400	\$ 11,276,188
Materials Management	898,100	995,000
Employee Health Initiatives	15,637,577	100,946,039
Telecom	15,670,318	15,861,733
Public Information Officer	-	-
Risk Management	20,088,529	29,932,672
County Attorney- Civil	5,261,700	5,261,700

Other Charges for Services

Actual collections of Other Charges for Service are anticipated to exceed budget in FY 2006-07 by \$891,707. FY 2007-08 General Fund Other Charges for Services are budgeted conservatively and are anticipated to increase \$824,304 above the FY 2006-07 budget.

Revenue Sources and Variance Commentary (continued)



The table below identifies the sources of Other Charges for Services revenue. While most of the charges will remain constant as compared to the FY 2007-08 budget, the Clerk of the Superior Court is anticipating an increase of \$588,744 (14.32%) in Court filing fees and the Medical Examiner is expecting an increase of \$178,794 (144%) in Cremation Certificate and Transport Fees due to a revision to their fee structure.

FY 2007-08 Other Charges for Service Summary General Fund			
Department	FY 2006-07	FY 2007-08	Description
Clerk of the Superior Court	\$ 4,111,256	\$ 4,700,000	Filing fees
Constables	1,985,000	1,843,000	Writ & restitution collection fees
Elections	2,498	1,602	Certifications
Non-Departmental	1,730,000	1,742,500	Tax Sale Fees
Facilities	-	186,974	Security Services for Homeless Campus
General Government	38,210	38,100	Garnishments, Copies and Lost Bus Card Fees
Juvenile Probation	8,001	8,001	Miscellaneous charges and Indian Ward Custody Reimbursements
Medical Examiner	123,925	302,768	Cremation Certificate Fees and Transport Fees
Public Defender	77,137	84,029	Reimbursement for Legal Services
Public Fiduciary	750,000	750,000	Fiduciary Fees and Probate Fees
Recorder	12,000,002	12,000,002	Document Recording Fees
Sheriff	466,000	409,000	Other tax sales fees and various civil fees
Superintendent of Schools	90,000	91,050	Garnishment & Support Processing Fees
Employee Health Initiatives	6,006	-	Employee contributions for contract administration
Treasurer	4,000	4,000	Miscellaneous charges
Trial Courts	3,628,353	3,683,666	Defensive Driving fees, Civil Trial Jury fees and other miscellaneous court fees
Total	\$ 25,020,388	\$ 25,844,692	

Revenue Sources and Variance Commentary (continued)

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
1997-98	\$ 10,552,336	\$ 1,762,158	\$ 12,314,494
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	7,098,113	22,744,322
2006-07*	15,677,078	9,349,858	25,026,936
2007-08**	16,433,137	10,915,153	27,348,290

* Projected Actual
 ** Budget

The largest source of General Fund fine revenue is in Trial Courts, where budgeted revenue is decreasing based on recent collection trends. The budgeted Fines and Forfeits for the Clerk of the Superior Court are anticipated to increase in FY 2007-08 based on the projected increase in the number of cases filed. The table below summarizes the sources of General Fund Fines and Forfeits:

FY 2007-08 Fines and Forfeits Summary			
General Fund			
Department	FY 2006-07 Budget	FY 2007-08 Budget	Description
Clerk of the Superior Court	\$ 3,217,228	\$ 4,990,000	Superior Court Fines
Elections	15,000	15,600	Campaign Finance Penalty Fees
Environmental Services	-	1,000	Code Enforcement Fines
Sheriff	700	1,000	Civil Sanctions and Traffic Fines
Trial Courts	11,811,200	11,425,537	Justice Court Traffic and Misdemeanor Fines
Total	\$ 15,044,128	\$ 16,433,137	

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.

Revenue Sources and Variance Commentary (continued)

Listed below are the combined miscellaneous revenues and interest earnings recorded for the last nine fiscal years, projected amounts for FY 2006-07, plus the budget for FY 2007-08. Miscellaneous revenues are recorded in all fund types.

Fiscal Year	Miscellaneous Revenue						
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
1997-98	\$ 10,170,063	\$ 18,290,032	\$ 524,591	\$ 100,241,220	\$ 1,292,308	\$ 269,866	\$ 130,788,080
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	25,656,788	1,077,601	3,229,748	(1,626)	4,101,900	56,778,586
2006-07*	28,811,764	30,078,020	1,643,612	7,735,602	-	1,794,924	70,063,922
2007-08**	14,883,415	41,418,237	1,961,758	-	-	1,342,665	59,606,075

* Projected Actual; interest earnings forecasted to greatly exceed budgeted revenue
 ** 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 2007-08. In addition, as a result of providing additional services to other entities, miscellaneous revenue in Facilities Management is increasing.

FY 2007-08 Miscellaneous Revenue General Fund			
Department	FY 2006-07	FY 2007-08	Description
Assessor	\$ 150,000	\$ 150,000	Sale of maps, copies, etc.
Clerk of the Superior Court	35,000	185,000	Sale of copies & bad check fees, interest
County Attorney	51,700	51,700	Fees to private defense for discovery information
Elections	11,998	5,408	Sale of copies and maps
Facilities Management	258,781	95,555	Parking fees
Finance	47,687	-	Security building rental
Non-Departmental	10,100,000	12,115,000	Interest income
General Government Department	6,611	500	Restitution payments
Workforce Mangement and Development	400	100	Sale of copies, W-2 fees
Internal Audit	85	85	Sale of instructional videos
Materials Management	116,959	116,959	Vendor rebates & copy sales
Recorder	1,245,998	1,245,998	Micrographics & photocopy sales
Sheriff	80,400	97,698	Sale of copies and reimbursement for ID cards
Trial Courts	805,534	819,412	Sale of copies
Total General Fund Miscellaneous Revenue	\$ 12,911,153	\$ 14,883,415	

Other Financing Sources

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

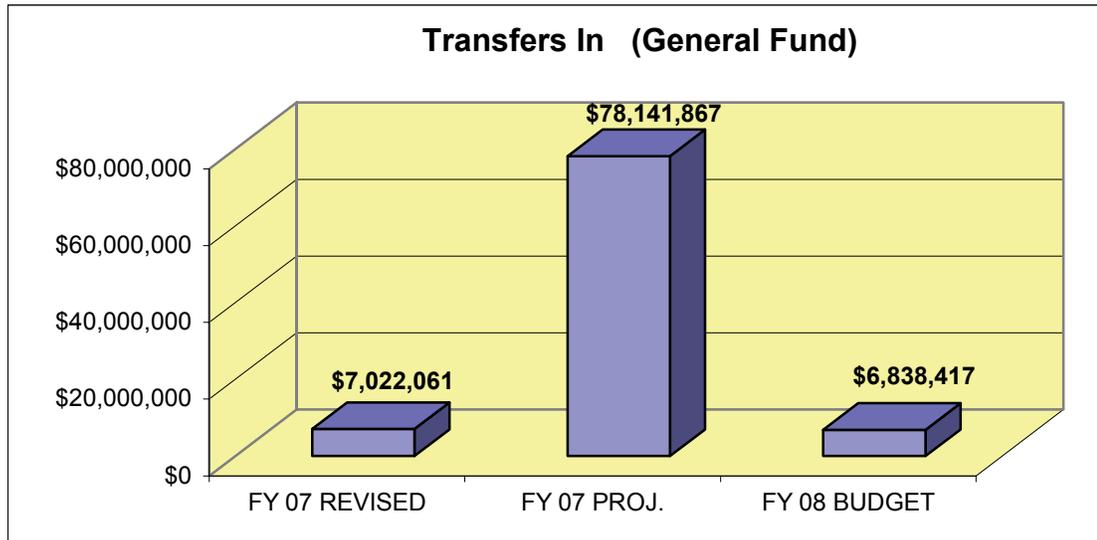
Proceeds of Financing

In FY 2007-08, \$120,710,156 in Proceeds of Financing is budgeted for capital projects. These funds will be generated from a new debt issuance. Please refer to the *Debt Service* section of this document for a discussion of Maricopa County's debt policies and the *Major Maintenance and Capital Improvement Program* section for additional information on the uses of the proceeds of financing.

Revenue Sources and Variance Commentary (continued)

Fund Transfers In

Details on Fund Transfers In and Out are included later in this document. In FY 2007-08, budgeted fund transfers in to the General Fund are comprised solely of Central Service Allocation charges to non-General Fund departments. For further detail refer to the *Fund Transfer* section.



Comparative Tax Data

As discussed in detail in the Revenue Sources and Variance Commentary, Maricopa County levies primary property taxes based on assessed valuations of personal and real property. The primary tax levy is limited by A.R.S. §42-17051. Each year the primary tax levy limit is computed by the Assessor's Office and is confirmed by the State Property Tax Oversight Commission. The primary property tax may be used to support any type or level of service within the legal purview of the County, and therefore is the major revenue source for the County General Fund.

FY 2007-08 PROPERTY TAX LEVY Primary Levy										
Description	Assessed Value	Salt River Proj. Effective Assessed Value	Total Assessed Value w/SRP	Revenue from 1-cent Levy	Tax Rates	Property Tax Levy	SRP Payments in Lieu (PILT)	Other Payments in Lieu (PILT)	Total Tax Levy & PILT	
MARICOPA COUNTY PRIMARY:										
FY 2007-08 Final	\$ 38,930,267,550	\$ 518,745,464	\$ 39,449,013,014	\$ 3,944,901	\$ 1.1046	\$ 430,023,735	\$ 5,730,062	\$ 2,303,960	\$ 438,057,757	
FY 2006-07 Adopted	\$ 33,807,465,267	\$ 542,156,376	\$ 34,349,621,643	\$ 3,434,962	\$ 1.1794	\$ 398,725,245	\$ 6,394,192	\$ 2,388,300	\$ 407,507,737	
Variance	\$ 5,122,802,283	\$ (23,410,912)	\$ 5,099,391,371	\$ 509,939	\$ (0.0748)	\$ 31,298,490	\$ (664,130)	\$ (84,340)	\$ 30,550,020	

Levy Limit and Truth-In-Taxation Comparisons

PRELIMINARY LEVY VS. FY 2007-08 LIMIT	
FY 2007-08 Adjusted Allowable Levy Limit	\$ 430,023,735
<i>Maximum Rate</i>	\$ 1.1046
FY 2007-08 Preliminary Primary Levy (excluding SRP):	\$ 430,023,735
<i>Primary Levy Rate</i>	\$ 1.1046
Amount Under/(Over) Limit:	\$ -

PRELIMINARY FY 2007-08 LEVY VS. TRUTH-IN-TAXATION LEVY	
Current NAV Subject to Taxation in Prior Year	\$ 36,818,140,592
FY 2006-07 Primary Levy	\$ 398,725,245
FY 2007-08 Truth-in-Taxation Rate	\$ 1.0830
FY 2007-08 Current Net Assessed Value	\$ 38,930,267,550
FY 2007-08 Truth-in-Taxation Levy	\$ 421,614,798
FY 2007-08 Preliminary Primary Levy (excluding SRP)	\$ 430,023,735
FY 2007-08 Preliminary Primary Rate	\$ 1.1046
Amount Under/(Over) Truth-in-Taxation Levy	\$ (8,408,937)
Amount Under/(Over) Truth-in-Taxation Rate	\$ (0.0216)
Truth-in-Taxation Assessment on a \$250,000 Home:	\$ 270.75
Recommended Primary Levy on a \$250,000 Home:	\$ 276.15
(Increase)/Decrease	\$ (5.40)
	-2.0%
Impact of County Rate on a \$250,000 home:	
FY 2006-07	\$ 294.85
FY 2007-08	\$ 276.15
Net Impact on Taxpayer	\$ 18.70
	6.3%

Beginning Fund Balance 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 2007-08:

Emergency Management (215)

The Emergency Management Fund (215) receives grant and fee revenue. Grant revenue received after 60 days following the close of the fiscal year has resulted in a deficit balance.

Financing Series 2008 (441)

The projected cash flow deficiency in the Financing Series 2008 Fund is due to planning and construction-related costs for the new Court Tower that will precede the issuance of new bonds tentatively planned for FY 2008-09

Sheriff RICO Fund (212)

Projections supplied by the Sheriff's office indicated a negative balance, which will be monitored and corrected by FY 2008-09.

Beginning Fund Balance and Variance Commentary (cont'd)

	Unreserved/ Undesignated Beginning Fund Balance	Revenue & Transfers In	Expenditures & Transfers Out	Appropriated Fund Balance	Operating Expenditures	Unreserved/ Undesignated Ending Fund Balance	
GENERAL FUND	\$ 164,614,794	\$ 1,176,981,072	\$ 1,341,595,866	\$ 164,614,794	\$ 1,176,981,072	\$ -	*1,*2
SPECIAL REVENUE							
<i>NON-GRANT FUNDS</i>							
201 ADULT PROBATION FEES	\$ 4,163,457	\$ 12,449,145	\$ 13,561,826	\$ -	\$ 13,561,826	\$ 3,050,776	*1
203 SHERIFF DONATIONS	50,966	16,400	16,400	-	16,400	50,966	
204 JUSTICE CT JUDICIAL ENHANCEMNT	2,279,297	657,982	657,982	-	657,982	2,279,297	
205 COURT DOCUMENT RETRIEVAL	52,207	1,150,243	1,150,243	-	1,150,243	52,207	
207 PALO VERDE	234,936	333,615	333,615	-	333,615	234,936	
208 JUDICIAL ENHANCEMENT	970,650	1,247,277	1,472,610	-	1,472,610	745,317	*1
209 PUBLIC DEFENDER TRAINING	114,812	659,774	659,774	-	659,774	114,812	
210 WASTE MANAGEMENT	459,160	85,000	477,981	-	477,981	66,179	*1
212 SHERIFF RICO FUND	(41,492)	1,100,000	1,100,000	-	1,100,000	(41,492)	
213 COUNTY ATTORNEY RICO	1,940,178	2,000,000	2,000,000	-	2,000,000	1,940,178	
214 SHERIFF JAIL ENHANCEMENT FUND	765,155	2,050,000	2,050,000	-	2,050,000	765,155	
215 EMERGENCY MANAGEMENT	(218,577)	750,269	750,269	-	750,269	(218,577)	
218 CLERK OF COURT FILL THE GAP	805,797	1,847,909	1,962,909	-	1,962,909	690,797	*1
220 DIVERSION	1,221,940	1,008,810	1,008,810	-	1,008,810	1,221,940	
221 COUNTY ATTORNEY FILL THE GAP	1,023,935	1,483,493	1,483,493	-	1,483,493	1,023,935	
225 SPUR CROSS RANCH CONSERVATION	447,692	452,500	692,638	-	692,638	207,554	*1
226 PLANNING AND DEVELOPMENT FEES	6,492,773	17,188,856	17,061,480	-	17,061,480	6,620,149	
228 JUVENILE PROBATION SPECIAL FEE	1,764,217	2,896,187	2,896,187	-	2,896,187	1,764,217	
229 JUVENILE RESTITUTION FUND	51,577	25,000	10,000	-	10,000	66,577	
232 TRANSPORTATION OPERATIONS	4,830,082	118,605,562	123,435,644	-	123,435,644	-	*2
235 DEL WEBB SPECIAL FUND	545,679	38,854	132,555	-	132,555	451,978	*1
236 RECORDERS SURCHARGE	8,288,904	6,300,000	6,374,980	-	6,374,980	8,213,924	
239 PARKS SOUVENIR FUND	736	130,000	130,000	-	130,000	736	
240 LAKE PLEASANT RECREATION SVCS	2,127,849	1,564,554	1,946,554	-	1,946,554	1,745,849	*1
241 PARKS ENHANCEMENT FUND	2,542,347	2,830,413	2,864,913	-	2,864,913	2,507,847	
243 PARKS DONATIONS FUND	1,483,407	160,000	160,000	-	160,000	1,483,407	
245 JUSTICE COURTS SPECIAL REVENUE	3,646,064	3,094,077	3,094,077	-	3,094,077	3,646,064	
252 INMATE SERVICES	25,621,489	12,042,042	12,042,042	-	12,042,042	25,621,489	
254 INMATE HEALTH SERVICES	281,993	149,715	149,715	-	149,715	281,993	
255 DETENTION OPERATIONS	70,551,542	345,358,914	412,507,320	67,148,406	345,358,914	3,403,136	*1
256 PROBATE FEES	278,243	389,531	389,531	-	389,531	278,243	
257 CONCILIATION COURT FEES	649,639	1,695,930	1,695,930	-	1,695,930	649,639	
259 TRIAL COURTS SPECIAL REVENUE	2,407,534	5,680,313	5,680,313	-	5,680,313	2,407,534	
260 RESEARCH & REPORTING	-	-	-	-	-	-	
261 LAW LIBRARY FEES	519,516	885,000	885,000	-	885,000	519,516	
262 PUBLIC DEFENDER FILL THE GAP	307,011	1,630,600	1,630,600	-	1,630,600	307,011	
263 LEGAL DEFENDER FILL THE GAP	13,334	59,000	59,000	-	59,000	13,334	
264 SUPERIOR COURT FILL THE GAP	236,874	2,010,456	2,010,456	-	2,010,456	236,874	
265 PUBLIC HEALTH FEES	3,837,273	3,665,586	3,665,586	-	3,665,586	3,837,273	
266 CHECK ENFORCEMENT PROGRAM	274,508	600,000	600,000	-	600,000	274,508	
267 CRIM JUSTICE ENHANCEMENT	1,734,153	1,566,570	1,566,570	-	1,566,570	1,734,153	
268 VICTIM COMP AND ASSISTANCE	491,169	100,000	500,000	-	500,000	91,169	*1
269 VICTIM COMP RESTITUTION INT	410,124	40,000	440,000	-	440,000	10,124	*1
270 CHILD SUPPORT ENHANCEMENT	254,290	60,000	75,000	-	75,000	239,290	
271 EXPEDITED CHILD SUPPORT	337,030	445,580	445,580	-	445,580	337,030	
273 VICTIM LOCATION	89,521	18,000	89,901	-	89,901	17,620	*1
274 CLERK OF THE COURT EDMS	736,032	2,900,000	3,330,000	-	3,330,000	306,032	*1
275 JUVENILE PROBATION DIVERSION	695,001	316,633	316,633	-	316,633	695,001	
276 SPOUSAL MAINT ENF ENHANCEMENT	110,274	115,921	115,921	-	115,921	110,274	
281 CHILDRENS ISSUES EDUCATION	228,585	115,007	115,007	-	115,007	228,585	
282 DOM REL MEDIATION EDUCATION	221,989	190,682	190,682	-	190,682	221,989	
290 WASTE TIRE	6,100,974	5,455,000	6,844,916	-	6,844,916	4,711,058	*1
292 CORRECTIONAL HEALTH GRANT	120,405	351,729	351,729	-	351,729	120,405	
376 EVENTS CENTER OPERATIONS	12,796	75,000	63,000	-	63,000	24,796	
504 AIR QUALITY FEES	6,931,214	10,486,350	12,393,623	-	12,393,623	5,023,941	
506 ENVIRONMTL SVCS ENV HEALTH	4,827,735	18,116,801	17,653,685	-	17,653,685	5,290,851	*3
572 ANIMAL CONTROL LICENSE/SHELTER	2,006,537	6,905,589	6,905,589	-	6,905,589	2,006,537	
574 ANIMAL CONTROL FIELD OPERATION	726,209	2,954,071	3,213,071	-	3,213,071	467,209	*1
580 SOLID WASTE MANAGEMENT	13,009,350	595,000	1,557,209	-	1,557,209	12,047,141	
741 TAXPAYER INFORMATION FUND	-	800,000	800,000	-	800,000	-	
780 SCHOOL TRANSPORTATION FUND	19,338	792,887	792,887	-	792,887	19,338	
782 SCHOOL COMMUNICATION FUND	9,852	82,680	82,680	-	82,680	9,852	
795 COUNTY SCHOOL INDIRECT COST	1,497,412	609,491	-	-	-	2,106,903	
SUBTOTAL NON-GRANT FUNDS	\$ 191,592,694	\$ 607,385,998	\$ 686,644,116	\$ 67,148,406	\$ 619,495,710	\$ 112,334,576	

Beginning Fund Balance and Variance Commentary (cont'd)

	Unreserved/ Undesignated Beginning Fund Balance	Revenue & Transfers In	Expenditures & Transfers Out	Appropriated Fund Balance	Operating Expenditures	Unreserved/ Undesignated Ending Fund Balance	
SPECIAL REVENUE (continued)							
<i>GRANT FUNDS</i>							
211 ADULT PROBATION GRANTS	\$ (162,955)	\$ 4,254,173	\$ 4,254,173	\$ -	\$ 4,254,173	\$ (162,955)	
216 CLERK OF THE COURT GRANTS	(93,087)	1,676,124	1,676,124	-	1,676,124	(93,087)	
217 CDBG, HOUSING TRUST	398,697	13,523,899	13,523,899	-	13,523,899	398,697	
219 COUNTY ATTORNEY GRANTS	13,902	6,160,825	6,160,825	-	6,160,825	13,902	
222 HUMAN SERVICES GRANTS	(3,968,892)	42,509,831	42,509,831	-	42,509,831	(3,968,892)	
223 TRANSPORTATION GRANTS	(451,497)	1,170,760	1,170,760	-	1,170,760	(451,497)	
224 MEDICAL EXAMINER GRANT FUND	(48)	-	-	-	-	(48)	
227 JUVENILE PROBATION GRANTS	(487,664)	8,616,230	8,591,502	-	8,591,502	(462,936)	
230 PARKS & REC. GRANTS	(86,072)	1,794,770	1,794,770	-	1,794,770	(86,072)	
233 PUBLIC DEFENDER GRANTS	(25,442)	387,261	387,261	-	387,261	(25,442)	
238 TRIAL COURTS GRANTS	180,307	2,013,717	2,013,717	-	2,013,717	180,307	
248 ELECTIONS GRANT	29,524	-	29,524	-	29,524	-	
249 GENERAL GOVERNMENT GRANTS	(304)	14,949,882	14,949,882	-	14,949,882	(304)	
251 SHERIFF GRANTS	(373,931)	5,084,102	5,084,102	-	5,084,102	(373,931)	
503 AIR QUALITY GRANT	(58,013)	4,010,023	4,010,023	-	4,010,023	(58,013)	
505 ENVIRONMENTAL SERVICES GRANT	16,290	1,334,878	1,334,878	-	1,334,878	16,290	
532 PUBLIC HEALTH GRANTS	(8,996,316)	40,620,215	40,620,215	-	40,620,215	(8,996,316)	
573 ANIMAL CONTROL GRANTS	542,744	446,765	446,765	-	446,765	542,744	
715 SCHOOL GRANT FUND	335,334	3,058,354	2,559,504	-	2,559,504	834,184	
<i>SUBTOTAL GRANTS</i>	<i>(13,187,423)</i>	<i>151,611,809</i>	<i>151,117,755</i>	<i>-</i>	<i>151,117,755</i>	<i>(12,693,369)</i>	
SPECIAL REVENUE	\$ 178,405,271	\$ 758,997,807	\$ 837,761,871	\$ 67,148,406	\$ 770,613,465	\$ 99,641,207	
DEBT SERVICE							
320 COUNTY IMPROVEMENT DEBT	\$ 11,388,287	\$ 13,961,506	\$ 13,810,516	\$ -	\$ 13,810,516	\$ 11,539,277	
321 COUNTY IMPROVEMENT DEBT 2	-	7,975,000	7,900,000	-	7,900,000	75,000	
DEBT SERVICE	\$ 11,388,287	\$ 21,936,506	\$ 21,710,516	\$ -	\$ 21,710,516	\$ 11,614,277	
CAPITAL PROJECTS							
234 TRANSPORTATION CAPITAL PROJECT	\$ 23,638,558	\$ 82,114,126	\$ 98,605,934	\$ -	\$ 98,605,934	\$ 7,146,750	*4
422 INTERGOVERNMENTAL CAP PROJ	10,187,854	1,600,000	9,351,324	9,351,324	-	2,436,530	*4
435 COUNTY IMPROVEMENT FUND	13,805,332	-	143,166	143,166	-	13,662,166	
440 FINANCING SERIES 2007	90,903,949	120,710,156	88,609,418	88,609,418	-	123,004,687	*4
441 FINANCING SERIES 2008	-	-	23,418,046	23,418,046	-	(23,418,046)	*4
445 GENERAL FUND CTY IMPROV	232,799,481	38,827,910	33,628,876	33,628,876	-	237,998,515	*4
455 DETENTION CAPITAL PROJECTS	58,833,417	32,112,796	46,428,953	46,428,953	-	44,517,260	*4
CAPITAL PROJECTS	\$ 430,168,591	\$ 275,364,988	\$ 300,185,717	\$ 201,579,783	\$ 98,605,934	\$ 405,347,862	
INTERNAL SERVICE							
601 CMG HIGH OPTION	\$ -	\$ 36,152,089	\$ 35,852,089	\$ -	\$ 35,852,089	\$ 300,000	
602 CMG LOW OPTION	-	1,045,601	1,045,601	-	1,045,601	-	
603 IPA	-	19,367,538	19,367,538	-	19,367,538	-	
604 OAP HIGH OPTION	-	27,583,057	27,583,057	-	27,583,057	-	
605 OAP LOW OPTION	-	1,124,588	1,124,588	-	1,124,588	-	
606 CHOICE FUND H.S.A.	-	68,604	68,604	-	68,604	-	
607 FI DENTAL PPO	-	5,722,570	5,722,570	-	5,722,570	-	
608 COINSURANCE	-	15,647,088	15,647,088	-	15,647,088	-	
609 CONSUMER CHOICE	-	2,358,585	2,358,585	-	2,358,585	-	
610 70% STD	-	1,884,823	1,884,823	-	1,884,823	-	
611 60% STD	-	547,974	547,974	-	547,974	-	
612 50% STD	-	596,675	596,675	-	596,675	-	
613 40% STD	-	465,815	465,815	-	465,815	-	
614 BEHAVIORAL HEALTH	-	2,289,637	2,289,637	-	2,289,637	-	
615 WELLNESS	-	392,832	392,832	-	392,832	-	
616 CONTRACT ADMINISTRATION	-	469,017	469,017	-	469,017	-	
617 MEDICAL INCENTIVE/PENALTIES	-	1,001,088	1,001,088	-	1,001,088	-	
618 BENEFIT ADMINISTRATION	-	2,796,091	2,796,091	-	2,796,091	-	
621 FLEX SPENDING HEALTH	-	2,160,460	2,160,460	-	2,160,460	-	
622 FLEX SPENDING DEP CARE	-	926,820	926,820	-	926,820	-	
623 VISION	-	1,346,502	1,346,502	-	1,346,502	-	
624 STAND ALONE VISION	-	92,524	92,524	-	92,524	-	
625 FI PREPAID DENTAL	-	719,709	719,709	-	719,709	-	
626 FI LIFE & AD&D	-	986,813	986,813	-	986,813	-	
627 SUPPLEMENTAL LIFE	-	3,452,646	3,452,646	-	3,452,646	-	
628 EMPLOYEE ASSISTANCE(EAP)	-	210,264	210,264	-	210,264	-	

Beginning Fund Balance and Variance Commentary (cont'd)

	Unreserved/ Undesignated Beginning Fund Balance	Revenue & Transfers In	Expenditures & Transfers Out	Appropriated Fund Balance	Operating Expenditures	Unreserved/ Undesignated Ending Fund Balance	
629 SI DENTAL	-	2,671,409	2,671,409	-	2,671,409	-	
630 DEPENDENT LIFE	-	641,505	641,505	-	641,505	-	
631 VOLUNTARY BENEFITS	-	395,184	395,184	-	395,184	-	
632 CIGNA FOR SENIORS	-	627,300	627,300	-	627,300	-	
652 HS SELF-INSURED TRUST FUND	3,001,000	-	-	-	-	3,001,000	
654 EQUIPMENT SERVICES	(796,571)	13,259,789	12,388,440	-	12,388,440	74,778	*5
673 REPROGRAPHICS	511,867	996,885	1,133,790	-	1,133,790	374,962	
675 RISK MANAGEMENT	3,865,154	39,272,014	35,893,572	-	35,893,572	7,243,596	*5
681 TELECOMMUNICATIONS	6,728,260	16,557,997	15,669,264	-	15,669,264	7,616,993	*3
685 BENEFITS TRUST	25,371,369	-	-	-	-	25,371,369	
INTERNAL SERVICE	\$ 38,681,079	\$ 203,831,493	\$ 198,529,874	\$ -	\$ 198,529,874	\$ 43,982,698	
ELIMINATIONS	\$ -	\$ (485,508,215)	\$ (485,508,215)	\$ -	\$ (485,508,215)	\$ -	
ALL FUNDS	\$ 823,258,022	\$ 1,951,603,651	\$ 2,214,275,629	\$ 433,342,983	\$ 1,780,932,646	\$ 560,586,044	

Notes:

- *1: Decrease due to planned one-time expenditures from fund balance.
- *2: Transfer remaining balance of funds to capital fund and a decrease in revenue.
- *3: Revenue growth exceeding expenditures.
- *4: Expenditures based on 5-year Capital Spending plan.
- *5: Recovery of prior period deficit.

Beginning Fund Balance and Variance Commentary (cont'd)

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 18% of the operating budget. The designation in the Detention Fund includes funds for years 2-5 of the Detention Capital Improvement Program. Amounts are also designated in Planning and Development, Public Health, and Air Quality Special Revenue funds for capital improvement projects spending that will not occur until after FY 2007-08.

FY 2007-08 Fund Balance Designations			
Fund/Designation	FY 2006-07	FY 2007-08	(Inc.)/Dec.
General Fund (Fund 100)			
Budget Stabilization:			
Cash Flow/Property Tax	\$ 94,019,106	\$ 54,000,000	\$ 40,019,106 (1)
Reserve	86,231,942	157,809,663	(71,577,721) (2)
Budget Stabilization Total	\$ 180,251,048	\$ 211,809,663	\$ (31,558,615)
Benefits Self-Funding Reserve	34,300,000	34,300,000	-
Future Capital Projects	107,968,183	-	107,968,183 (4)
Sheriff Court Remodel Major Maintenance Project	-	3,433,900	(3,433,900)
	\$ 322,519,231	\$ 249,543,563	\$ 72,975,668
Planning and Development Fees (Fund 226)			
Future Capital Projects	\$ 10,000,000	\$ 10,000,000	\$ - (4)
Detention Fund (Fund 255)			
Future Capital Projects	\$ 75,000,000	\$ 75,000,000	\$ - (4)
Public Health Fees (Fund 265)			
Future Capital Projects	\$ 634,000	\$ 634,000	\$ - (4)
Air Quality Fees (Fund 504)			
Future Capital Projects	\$ 3,000,000	\$ 3,000,000	\$ - (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 has been established to be utilized for economic downturns or unexpected financial losses, as endorsed and encouraged by both the National Advisory Committee on State and Local Budgeting and the Government Finance Officers' Association			
(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 2007-08 Expenditure Limitation	\$ 1,033,768,598
FY 2007-08 Expenditures Subject to Limitation	\$ 1,033,768,597
Expenditures (Over)/Under Limitation	\$ 1

Consolidated Expenditures by Fund Type / Department / Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPT. VS. REVISED VARIANCE	REVISED %
ALL FUNDS							
JUDICIAL BRANCH							
110 ADULT PROBATION	\$ 64,769,772	\$ 71,413,272	\$ 77,805,547	\$ 71,626,777	\$ 83,590,127	\$ (5,784,580)	-7.4%
270 JUVENILE PROBATION	53,332,436	59,917,639	66,913,828	58,941,455	69,265,947	(2,352,119)	-3.5%
800 TRIAL COURTS	89,729,724	97,049,161	98,205,896	96,459,908	103,945,001	(5,739,105)	-5.8%
SUBTOTAL	\$ 207,831,933	\$ 228,380,072	\$ 242,925,271	\$ 227,028,140	\$ 256,801,075	\$ (13,875,804)	-5.7%
ELECTED OFFICIAL							
010 BOARD OF SUPERVISORS DIST 1	\$ 303,068	\$ 341,043	\$ 391,021	\$ 375,593	\$ 391,686	\$ (665)	-0.2%
020 BOARD OF SUPERVISORS DIST 2	318,221	341,043	391,021	351,671	391,686	(665)	-0.2%
030 BOARD OF SUPERVISORS DIST 3	273,268	341,043	391,021	370,920	391,686	(665)	-0.2%
040 BOARD OF SUPERVISORS DIST 4	271,655	341,043	391,021	343,679	391,686	(665)	-0.2%
050 BOARD OF SUPERVISORS DIST 5	289,234	341,043	391,021	362,618	391,686	(665)	-0.2%
120 ASSESSOR	19,715,013	22,979,361	22,979,361	22,468,047	25,446,423	(2,467,062)	-10.7%
140 CALL CENTER	1,471,927	1,686,973	1,686,973	1,731,527	1,759,134	(72,161)	-4.3%
160 CLERK OF THE SUPERIOR COURT	36,973,228	41,651,484	41,701,699	40,739,707	43,501,140	(1,799,441)	-4.3%
190 COUNTY ATTORNEY	71,726,920	79,491,588	79,977,891	73,699,387	84,389,211	(4,411,320)	-5.5%
210 ELECTIONS	7,875,346	19,040,514	19,127,871	28,366,149	12,187,046	6,940,825	36.3%
250 CONSTABLES	1,973,694	2,126,145	2,126,145	2,102,798	2,424,814	(298,669)	-14.0%
360 RECORDER	8,909,399	8,784,277	8,942,187	11,823,362	9,013,591	(71,404)	-0.8%
370 SUPERINTENDENT OF SCHOOLS	1,981,912	5,781,100	5,782,509	3,885,640	5,896,698	(114,189)	-2.0%
430 TREASURER	4,276,788	4,668,836	4,732,671	4,724,618	5,911,957	(1,179,286)	-24.9%
500 SHERIFF	234,006,941	257,391,746	269,079,159	248,233,829	288,092,712	(19,013,553)	-7.1%
SUBTOTAL	\$ 390,366,615	\$ 445,307,239	\$ 458,091,571	\$ 439,579,545	\$ 480,581,156	\$ (22,489,585)	-4.9%
APPOINTED DEPARTMENT							
060 CLERK OF THE BOARD	\$ 542,762	\$ 623,410	\$ 783,304	\$ 720,502	\$ 840,627	\$ (57,323)	-7.3%
150 EMERGENCY MANAGEMENT	1,494,262	1,560,667	1,614,023	1,552,013	1,352,520	261,503	16.2%
170 COMMUNITY DEVELOPMENT	9,739,305	13,544,325	13,544,325	8,375,848	13,523,899	20,426	0.2%
180 FINANCE	3,196,071	4,209,665	4,227,887	3,882,029	4,048,897	178,990	4.2%
200 COUNTY MANAGERS OFFICE	1,925,360	2,105,110	2,164,029	2,241,775	2,342,668	(178,639)	-8.3%
220 HUMAN SERVICES	40,390,160	40,528,820	40,626,520	41,235,089	45,212,209	(4,585,689)	-11.3%
230 INTERNAL AUDIT	1,327,833	1,897,474	1,897,474	1,837,306	1,949,548	(52,074)	-2.7%
260 CORRECTIONAL HEALTH	42,632,651	45,557,676	50,913,336	48,968,614	52,719,438	(1,806,102)	-3.5%
290 MEDICAL EXAMINER	5,796,923	6,677,385	7,510,614	7,072,221	8,056,892	(546,278)	-7.3%
300 PARKS & RECREATION	6,407,369	7,374,829	9,724,083	7,044,468	9,354,654	369,429	3.8%
310 WORKFORCE MANAGEMENT AND DEVEL	1,411,061	1,376,403	1,400,720	1,266,021	1,228,147	172,573	12.3%
340 PUBLIC FIDUCIARY	2,461,281	2,656,900	2,668,533	2,503,621	2,762,148	(93,615)	-3.5%
350 EMPLOYEE HEALTH INITIATIVES	30,059,566	26,711,848	26,728,069	26,650,251	133,444,808	(106,716,739)	-399.3%
410 OFFICE OF ENTERPRISE TECHNOLOGY	20,863,628	21,823,343	23,500,673	22,798,689	25,721,362	(2,220,689)	-0.8%
420 JUSTICE SYSTEM PLANNING & INFORMATION	1,713,740	2,380,175	2,380,175	2,188,142	2,830,338	(450,163)	-1.9%
440 PLANNING & DEVELOPMENT	15,460,001	17,803,060	18,063,159	16,428,249	17,194,035	869,124	36.5%
450 GENERAL GOVERNMENT	223,681,371	272,565,067	272,707,656	237,792,945	251,214,805	21,492,851	119.0%
460 RESEARCH & REPORTING	423,578	349,072	370,739	355,413	378,755	(8,016)	-2.2%
470 NON-DEPARTMENTAL	234,393,716	450,611,980	410,786,618	289,313,477	468,903,093	(58,116,475)	-14.1%
480 APPROPRIATED FUND BALANCE	144,755,776	383,644,785	448,509,196	524,463,791	433,342,983	15,166,213	3.4%
490 MANAGEMENT & BUDGET	2,764,583	3,145,451	3,198,882	2,906,727	3,137,792	61,090	1.9%
520 PUBLIC DEFENDER	37,696,881	39,135,824	39,583,536	39,683,358	42,468,009	(2,884,473)	-7.3%
540 LEGAL DEFENDER	7,722,039	8,618,377	8,624,448	8,565,963	9,630,784	(1,006,336)	-11.7%
550 LEGAL ADVOCATE	7,293,897	7,769,803	7,785,726	7,752,319	8,415,217	(629,491)	-8.1%
560 CONTRACT COUNSEL	17,246,006	16,768,051	16,775,737	16,259,112	17,930,726	(1,154,989)	-6.9%
600 MARICOPA MANAGED CARE SYSTEMS	94,104,120	-	-	-	-	-	-
640 TRANSPORTATION	134,397,951	179,205,980	179,249,425	171,799,809	163,503,080	15,746,345	8.8%
670 SOLID WASTE	6,255,020	8,014,749	8,216,688	7,889,701	8,402,125	(185,437)	-2.3%
700 FACILITIES MANAGEMENT	13,133,676	16,351,828	16,522,363	15,718,457	17,114,420	(592,057)	-3.6%
730 MATERIALS MANAGEMENT	2,733,840	3,017,581	3,024,793	2,882,231	3,204,926	(180,133)	-6.0%
740 EQUIPMENT SERVICES	13,537,803	12,160,677	12,160,677	13,011,290	12,388,440	(227,763)	-1.9%
750 RISK MANAGEMENT	33,866,031	29,284,590	29,284,590	34,685,375	35,893,572	(6,608,982)	-22.6%
790 ANIMAL CARE & CONTROL	8,594,952	10,862,575	10,862,575	9,731,554	10,926,857	(64,282)	-0.6%
850 AIR QUALITY	11,530,928	14,361,087	15,907,845	13,591,837	16,403,646	(495,801)	-3.1%
860 PUBLIC HEALTH	47,637,264	53,338,218	53,587,754	48,897,312	50,728,877	2,858,877	5.3%
880 ENVIRONMENTAL SERVICES	13,789,820	14,737,718	20,779,613	15,135,860	26,052,208	(5,272,595)	-25.4%
980 ELIMINATIONS	(302,594,538)	(331,079,203)	(389,122,006)	(667,245,771)	(425,729,107)	36,607,101	9.4%
SUBTOTAL	\$ 938,386,686	\$ 1,389,695,300	\$ 1,376,563,779	\$ 987,955,595	\$ 1,476,893,398	\$ (100,329,619)	-7.3%
MARICOPA COUNTY	\$ 1,536,585,234	\$ 2,063,382,611	\$ 2,077,580,621	\$ 1,654,563,280	\$ 2,214,275,629	\$ (136,695,008)	-6.6%

Consolidated Expenditures by Fund Type / Department / Fund (cont'd)

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPT. VS. REVISED VARIANCE	REVISED %
GENERAL FUND							
JUDICIAL BRANCH							
110 ADULT PROBATION	\$ 50,180,541	\$ 55,280,402	\$ 59,277,759	\$ 54,384,990	65,774,128	\$ (6,496,369)	-11.0%
270 JUVENILE PROBATION	10,790,573	19,979,824	21,485,618	19,197,508	21,235,324	250,294	1.2%
800 TRIAL COURTS	73,962,305	79,156,617	79,633,068	78,955,933	86,217,528	(6,584,460)	-8.3%
SUBTOTAL	\$ 134,933,419	\$ 154,416,843	\$ 160,396,445	\$ 152,538,431	173,226,980	\$ (12,830,535)	-8.0%
ELECTED OFFICIAL							
010 BOARD OF SUPERVISORS DIST 1	\$ 303,068	\$ 341,043	\$ 391,021	\$ 375,593	\$ 391,686	\$ (665)	-0.2%
020 BOARD OF SUPERVISORS DIST 2	318,221	341,043	391,021	351,671	391,686	(665)	-0.2%
030 BOARD OF SUPERVISORS DIST 3	273,268	341,043	391,021	370,920	391,686	(665)	-0.2%
040 BOARD OF SUPERVISORS DIST 4	271,655	341,043	391,021	343,679	391,686	(665)	-0.2%
050 BOARD OF SUPERVISORS DIST 5	289,234	341,043	391,021	362,618	391,686	(665)	-0.2%
120 ASSESSOR	19,715,013	22,979,361	22,979,361	22,468,047	25,446,423	(2,467,062)	-10.7%
140 CALL CENTER	1,471,927	1,686,973	1,686,973	1,731,527	1,759,134	(72,161)	-4.3%
160 CLERK OF THE SUPERIOR COURT	29,118,747	32,090,197	32,107,147	31,953,641	34,177,630	(2,070,483)	-6.4%
190 COUNTY ATTORNEY	60,072,131	67,573,452	67,690,237	62,807,895	70,629,513	(2,939,276)	-4.3%
210 ELECTIONS	7,815,367	19,040,514	19,127,871	21,110,341	12,157,522	6,970,349	36.4%
250 CONSTABLES	1,973,694	2,126,145	2,126,145	2,102,798	2,424,814	(298,669)	-14.0%
360 RECORDER	2,169,774	2,349,174	2,507,084	2,336,900	2,638,611	(131,527)	-5.2%
370 SUPERINTENDENT OF SCHOOLS	1,981,912	2,132,796	2,134,205	1,641,596	2,461,627	(327,422)	-15.3%
430 TREASURER	4,276,788	4,668,836	4,732,671	4,724,618	5,111,957	(379,286)	-8.0%
500 SHERIFF	59,990,396	68,092,509	72,244,594	68,011,901	71,117,264	1,127,330	1.6%
SUBTOTAL	\$ 190,041,195	\$ 224,445,172	\$ 229,291,393	\$ 220,693,744	229,882,925	\$ (591,532)	-0.3%
APPOINTED DEPARTMENT							
060 CLERK OF THE BOARD	\$ 542,762	\$ 623,410	\$ 783,304	\$ 720,502	\$ 840,627	\$ (57,323)	-7.3%
150 EMERGENCY MANAGEMENT	234,376	235,773	239,966	228,576	268,636	(28,670)	-11.9%
180 FINANCE	3,196,071	4,209,665	4,227,887	3,882,029	4,048,897	178,990	4.2%
200 COUNTY MANAGERS OFFICE	1,925,360	2,105,110	2,164,029	2,241,775	2,342,668	(178,639)	-8.3%
220 HUMAN SERVICES	2,645,578	2,702,378	2,702,378	3,705,864	2,702,378	-	0.0%
230 INTERNAL AUDIT	1,327,833	1,897,474	1,897,474	1,837,306	1,949,548	(52,074)	-2.7%
260 CORRECTIONAL HEALTH	2,348,101	3,719,176	3,719,176	3,312,419	3,570,368	148,808	4.0%
290 MEDICAL EXAMINER	5,785,151	6,677,385	7,510,614	7,072,221	8,056,892	(546,278)	-7.3%
300 PARKS & RECREATION	1,490,551	1,781,029	1,811,155	1,674,297	1,772,629	38,526	2.1%
310 WORKFORCE MANAGEMENT AND DEVEL	1,411,061	1,376,403	1,400,720	1,266,021	1,228,147	172,573	12.3%
340 PUBLIC FIDUCIARY	2,461,281	2,656,900	2,668,533	2,503,621	2,762,148	(93,615)	-3.5%
350 EMPLOYEE HEALTH INITIATIVES	2,030,468	2,457,959	2,474,180	2,474,180	-	2,474,180	100.0%
410 OFFICE OF ENTERPRISE TECHNOLOGY	5,331,743	7,746,422	7,795,752	6,877,097	10,052,098	(2,256,346)	-28.9%
420 JUSTICE SYSTEM PLANNING & INFORMATION	128,112	562,243	562,243	371,027	846,536	(284,293)	-50.6%
450 GENERAL GOVERNMENT	218,480,179	266,129,563	266,272,152	232,462,400	244,779,301	21,492,851	8.1%
460 RESEARCH & REPORTING	-	349,072	370,739	355,413	378,755	(8,016)	-2.2%
470 NON-DEPARTMENTAL	197,542,673	353,824,317	328,565,771	253,366,608	372,971,918	(44,406,147)	-13.5%
480 APPROPRIATED FUND BALANCE	76,076,499	212,381,047	214,179,020	345,627,367	164,614,794	49,564,226	23.1%
490 MANAGEMENT & BUDGET	2,764,583	3,145,451	3,198,882	2,906,727	3,137,792	61,090	1.9%
520 PUBLIC DEFENDER	35,703,773	36,608,991	36,906,703	37,170,814	39,878,668	(2,971,965)	-8.1%
540 LEGAL DEFENDER	7,616,826	8,483,583	8,489,654	8,445,813	9,495,990	(1,006,336)	-11.9%
550 LEGAL ADVOCATE	7,281,897	7,752,303	7,768,226	7,739,819	8,402,717	(634,491)	-8.2%
560 CONTRACT COUNSEL	17,246,006	16,768,051	16,775,737	16,259,112	17,930,726	(1,154,989)	-6.9%
700 FACILITIES MANAGEMENT	11,456,171	13,270,018	13,440,553	13,094,203	14,078,935	(638,382)	-4.7%
730 MATERIALS MANAGEMENT	1,672,128	1,961,265	1,968,477	1,835,813	2,071,136	(102,659)	-5.2%
790 ANIMAL CARE & CONTROL	370,128	375,982	375,982	390,828	361,432	14,550	3.9%
850 AIR QUALITY	411,692	546,899	546,899	513,914	-	546,899	100.0%
860 PUBLIC HEALTH	8,456,471	12,074,428	12,323,964	10,567,712	12,878,580	(554,616)	-4.5%
880 ENVIRONMENTAL SERVICES	1,541,847	2,419,397	5,761,295	3,055,635	7,063,645	(1,302,350)	-22.6%
SUBTOTAL	\$ 617,479,320	\$ 974,841,694	\$ 956,901,465	\$ 971,959,113	\$ 938,485,961	\$ 18,415,504	1.9%
MARICOPA COUNTY	\$ 942,453,934	\$ 1,353,703,709	\$ 1,346,589,303	\$ 1,345,191,288	\$ 1,341,595,866	\$ 4,993,437	0.4%

Consolidated Expenditures by Fund Type / Department / Fund (cont'd)

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE	REVISED %
SPECIAL REVENUE							
JUDICIAL BRANCH							
110 ADULT PROBATION							
201 ADULT PROBATION FEES	\$ 9,755,813	\$ 11,986,437	\$ 14,140,944	\$ 13,501,442	\$ 13,561,826	\$ 579,118	4.1%
211 ADULT PROBATION GRANTS	4,833,418	4,146,433	4,386,844	3,740,346	4,254,173	132,671	3.0%
DEPT. TOTAL	\$ 14,589,231	\$ 16,132,870	\$ 18,527,788	\$ 17,241,787	\$ 17,815,999	\$ 711,789	3.8%
270 JUVENILE PROBATION							
227 JUVENILE PROBATION GRANTS	\$ 14,108,677	\$ 6,212,830	\$ 9,922,931	\$ 6,250,758	\$ 8,591,502	\$ 1,331,429	13.4%
228 JUVENILE PROBATION SPECIAL FEE	765,688	900,000	1,030,000	937,738	2,896,187	(1,866,187)	-181.2%
229 JUVENILE RESTITUTION FUND	29,925	50,000	50,000	29,285	10,000	40,000	80.0%
255 DETENTION OPERATIONS	27,436,494	32,490,356	34,140,650	32,276,792	36,216,301	(2,075,651)	-6.1%
275 JUVENILE PROBATION DIVERSION	201,078	284,629	284,629	249,373	316,633	(32,004)	-11.2%
DEPT. TOTAL	\$ 42,541,864	\$ 39,937,815	\$ 45,428,210	\$ 39,743,947	\$ 48,030,623	\$ (2,602,413)	-5.7%
800 TRIAL COURTS							
204 JUSTICE CT JUDICIAL ENHANCEMNT	\$ 372,878	\$ 1,484,000	\$ 944,000	\$ 707,359	\$ 657,982	\$ 286,018	30.3%
208 JUDICIAL ENHANCEMENT	545,899	500,000	500,000	425,406	433,277	66,723	13.3%
238 SUPERIOR COURT GRANTS	1,711,283	1,930,131	1,955,131	1,761,987	2,013,717	(58,586)	-3.0%
245 JUSTICE COURTS SPECIAL REVENUE	2,251,948	3,000,000	3,540,000	3,285,785	3,094,077	445,923	12.6%
256 PROBATE FEES	346,595	372,000	372,000	356,221	389,531	(17,531)	-4.7%
257 CONCILIATION COURT FEES	1,499,635	1,630,000	1,630,000	1,616,174	1,695,930	(65,930)	-4.0%
259 SUPERIOR COURT SPECIAL REVENUE	5,763,859	5,478,677	5,978,677	5,855,689	5,680,313	298,364	5.0%
261 LAW LIBRARY FEES	785,005	885,000	885,000	865,164	885,000	-	0.0%
264 SUPERIOR COURT FILL THE GAP	1,738,407	1,783,651	1,938,935	1,846,609	2,010,456	(71,521)	-3.7%
271 EXPEDITED CHILD SUPPORT	428,923	425,000	425,000	413,087	445,580	(20,580)	-4.8%
276 SPOUSAL MAINT ENF ENHANCEMENT	73,006	111,750	111,750	96,869	115,921	(4,171)	-3.7%
281 CHILDREN'S ISSUES EDUCATION	83,029	110,000	110,000	105,863	115,007	(5,007)	-4.6%
282 DOM REL MEDIATION EDUCATION	166,953	182,335	182,335	167,763	190,682	(8,347)	-4.6%
DEPT. TOTAL	\$ 15,767,419	\$ 17,892,544	\$ 18,572,828	\$ 17,503,975	\$ 17,727,473	\$ 845,355	4.6%
JUDICIAL BRANCH TOTAL	\$ 72,898,514	\$ 73,963,229	\$ 82,528,826	\$ 74,489,709	\$ 83,574,095	\$ (1,045,269)	-1.3%
ELECTED							
160 CLERK OF THE SUPERIOR COURT							
205 COURT DOCUMENT RETRIEVAL	\$ 1,086,011	\$ 1,218,377	\$ 1,218,377	\$ 1,218,377	\$ 1,150,243	\$ 68,134	5.6%
208 JUDICIAL ENHANCEMENT	1,003,439	1,546,784	1,546,784	1,453,784	1,039,333	507,451	32.8%
216 CLERK OF THE COURT GRANTS	1,560,334	1,592,568	1,625,833	1,480,118	1,676,124	(50,291)	-3.1%
218 CLERK OF COURT FILL THE GAP	1,439,255	1,892,222	1,892,222	1,442,222	1,962,909	(70,687)	-3.7%
270 CHILD SUPPORT ENHANCEMENT	17,708	145,000	145,000	65,000	75,000	70,000	48.3%
273 VICTIM LOCATION	7,441	39,901	39,901	130	89,901	(50,000)	-125.3%
274 CLERK OF THE COURT EDMS	2,740,294	3,126,435	3,126,435	3,126,435	3,330,000	(203,565)	-6.5%
DEPT. TOTAL	\$ 7,854,481	\$ 9,561,287	\$ 9,594,552	\$ 8,786,066	\$ 9,323,510	\$ 271,042	2.8%
190 COUNTY ATTORNEY							
213 COUNTY ATTORNEY RICO	\$ 1,288,588	\$ 1,600,000	\$ 1,600,000	\$ 1,353,030	\$ 2,000,000	\$ (400,000)	-25.0%
219 COUNTY ATTORNEY GRANTS	6,355,880	5,702,781	5,972,299	5,531,754	6,160,825	(188,526)	-3.2%
220 DIVERSION	901,334	1,000,000	1,000,000	567,759	1,008,810	(8,810)	-0.9%
221 COUNTY ATTORNEY FILL THE GAP	1,266,624	1,266,624	1,266,624	1,296,905	1,483,493	(216,869)	-17.1%
266 CHECK ENFORCEMENT PROGRAM	614,572	720,031	720,031	564,751	600,000	120,031	16.7%
267 CRIM JUSTICE ENHANCEMENT	1,227,791	1,488,700	1,488,700	1,400,347	1,566,570	(77,870)	-5.2%
268 VICTIM COMP AND ASSISTANCE	-	100,000	100,000	41,665	500,000	(400,000)	-400.0%
269 VICTIM COMP RESTITUTION INT	-	40,000	140,000	135,281	440,000	(300,000)	-214.3%
DEPT. TOTAL	\$ 11,654,789	\$ 11,918,136	\$ 12,287,654	\$ 10,891,492	\$ 13,759,698	\$ (1,472,044)	-12.0%
210 ELECTIONS							
248 ELECTIONS GRANT	\$ 59,979	\$ -	\$ -	\$ 7,255,809	\$ 29,524	\$ (29,524)	
DEPT. TOTAL	\$ 59,979	\$ -	\$ -	\$ 7,255,809	\$ 29,524	\$ (29,524)	
360 RECORDER							
236 RECORDER'S SURCHARGE	\$ 6,739,625	\$ 6,435,103	\$ 6,435,103	\$ 9,486,462	\$ 6,374,980	\$ 60,123	0.9%
DEPT. TOTAL	\$ 6,739,625	\$ 6,435,103	\$ 6,435,103	\$ 9,486,462	\$ 6,374,980	\$ 60,123	0.9%
370 SUPERINTENDENT OF SCHOOLS							
715 SMALL SCHOOL SERVICE	\$ -	\$ 2,540,717	\$ 2,540,717	\$ 1,471,800	\$ 2,559,504	\$ (18,787)	-0.7%
780 SCHOOL-SPECIAL COUNTY RESERVE	-	702,258	702,258	792,828	792,887	(90,629)	-12.9%
782 SCHOOL-COMMUNICATION EXPENSE	-	24,795	24,795	44,017	82,680	(57,885)	-233.5%
795 COUNTY SCHOOL INDIRECT COST	-	380,534	380,534	158,555	-	380,534	100.0%
DEPT. TOTAL	\$ -	\$ 3,648,304	\$ 3,648,304	\$ 2,244,044	\$ 3,435,071	\$ 213,233	5.8%
430 TREASURER							
741 TAXPAYER INFORMATION	\$ -	\$ -	\$ -	\$ -	\$ 800,000	\$ (800,000)	
DEPT. TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 800,000	\$ (800,000)	
500 SHERIFF							
203 SHERIFF DONATIONS	\$ 10,285	\$ 16,400	\$ 16,400	\$ 8,056	\$ 16,400	\$ -	0.0%
212 SHERIFF RICO FUND	1,028,046	1,100,000	1,100,000	916,836	1,100,000	-	0.0%
214 SHERIFF JAIL ENHANCEMENT FUND	1,588,240	2,050,000	2,050,000	1,487,828	2,050,000	-	0.0%
251 SHERIFF GRANTS	4,351,984	6,303,635	6,924,927	4,805,979	5,084,102	1,840,825	26.6%
252 INMATE SERVICES	6,376,360	11,192,105	11,192,105	6,280,153	12,042,042	(849,937)	-7.6%
254 INMATE HEALTH SERVICES	-	489,187	489,187	163,060	149,715	339,472	69.4%
255 DETENTION OPERATIONS	160,661,630	168,147,910	175,061,946	166,560,016	196,533,189	(21,471,243)	-12.3%
DEPT. TOTAL	\$ 174,016,545	\$ 189,299,237	\$ 196,834,565	\$ 180,221,928	\$ 216,975,448	\$ (20,140,883)	-10.2%
ELECTED TOTAL	\$ 200,325,420	\$ 220,862,067	\$ 228,800,178	\$ 218,885,801	\$ 250,698,231	\$ (21,898,053)	-9.6%

Consolidated Expenditures by Fund Type / Department / Fund (cont'd)

APPOINTED													
150 EMERGENCY MANAGEMENT													
207 PALO VERDE	\$	293,491	\$	309,161	\$	309,161	\$	312,704	\$	333,615	\$	(24,454)	-7.9%
215 EMERGENCY MANAGEMENT		966,395		1,015,733		1,064,896		1,010,732		750,269		314,627	29.5%
DEPT. TOTAL	\$	1,259,886	\$	1,324,894	\$	1,374,057	\$	1,323,436	\$	1,083,884	\$	290,173	21.1%
170 COMMUNITY DEVELOPMENT													
217 CDBG, HOUSING TRUST	\$	9,739,305	\$	13,544,325	\$	13,544,325	\$	8,375,848	\$	13,523,899	\$	20,426	0.2%
DEPT. TOTAL	\$	9,739,305	\$	13,544,325	\$	13,544,325	\$	8,375,848	\$	13,523,899	\$	20,426	0.2%
220 HUMAN SERVICES													
222 HUMAN SERVICES GRANTS	\$	37,744,582	\$	37,826,442	\$	37,924,142	\$	37,529,225	\$	42,509,831	\$	(4,585,689)	-12.1%
DEPT. TOTAL	\$	37,744,582	\$	37,826,442	\$	37,924,142	\$	37,529,225	\$	42,509,831	\$	(4,585,689)	-12.1%
260 CORRECTIONAL HEALTH													
255 DETENTION OPERATIONS	\$	40,106,527	\$	41,139,040	\$	46,453,416	\$	45,238,662	\$	48,797,341	\$	(2,343,925)	-5.0%
292 CORRECTIONAL HEALTH GRANT		178,024		699,460		740,744		417,534		351,729		389,015	52.5%
DEPT. TOTAL	\$	40,284,551	\$	41,838,500	\$	47,194,160	\$	45,656,196	\$	49,149,070	\$	(1,954,910)	-4.1%
290 MEDICAL EXAMINER													
224 MEDICAL EXAMINER GRANT FUND	\$	11,772	\$	-	\$	-	\$	-	\$	-	\$	-	-
DEPT. TOTAL	\$	11,772	\$	-	-								
300 PARKS & RECREATION													
225 SPUR CROSS RANCH CONSERVATION	\$	394,709	\$	699,359	\$	699,359	\$	474,624	\$	692,638	\$	6,721	1.0%
230 PARKS & REC. GRANTS		400,728		563,291		2,163,291		510,320		1,794,770		368,521	17.0%
239 PARKS SOUVENIR FUND		120,688		105,000		105,000		132,805		130,000		(25,000)	-23.8%
240 LAKE PLEASANT RECREATION SVCS		1,295,262		1,418,033		1,967,196		1,593,343		1,946,554		20,642	1.0%
241 PARKS ENHANCEMENT FUND		2,601,132		2,611,117		2,781,082		2,561,727		2,864,913		(83,831)	-3.0%
243 PARKS DONATIONS FUND		149,468		160,000		160,000		109,351		160,000		-	0.0%
376 EVENTS CENTER OPERATIONS		24,001		75,000		75,000		63,000		63,000		12,000	16.0%
DEPT. TOTAL	\$	4,985,987	\$	5,631,800	\$	7,950,928	\$	5,445,170	\$	7,651,875	\$	299,053	3.8%
420 JUSTICE SYSTEM PLANNING & INFORMAT													
255 DETENTION OPERATIONS	\$	1,585,628	\$	1,817,932	\$	1,817,932	\$	1,817,115	\$	1,983,802	\$	(165,870)	-9.1%
DEPT. TOTAL	\$	1,585,628	\$	1,817,932	\$	1,817,932	\$	1,817,115	\$	1,983,802	\$	(165,870)	-9.1%
440 PLANNING & DEVELOPMENT													
226 PLANNING AND DEVELOPMENT FEES	\$	15,282,111	\$	17,608,732	\$	17,868,831	\$	16,271,577	\$	17,061,480	\$	807,351	4.5%
235 DEL WEBB SPECIAL FUND		177,890		194,328		194,328		156,671		132,555		61,773	31.8%
DEPT. TOTAL	\$	15,460,001	\$	17,803,060	\$	18,063,159	\$	16,428,249	\$	17,194,035	\$	869,124	4.8%
450 GENERAL GOVERNMENT													
532 PUBLIC HEALTH GRANTS	\$	5,201,192	\$	6,435,504	\$	6,435,504	\$	5,330,545	\$	6,435,504	\$	-	0.0%
DEPT. TOTAL	\$	5,201,192	\$	6,435,504	\$	6,435,504	\$	5,330,545	\$	6,435,504	\$	-	0.0%
460 RESEARCH & REPORTING													
260 RESEARCH & REPORTING	\$	423,578	\$	-	\$	-	\$	-	\$	-	\$	-	-
DEPT. TOTAL	\$	423,578	\$	-	-								
470 NON-DEPARTMENTAL													
210 WASTE MANAGEMENT	\$	129,993	\$	555,007	\$	555,007	\$	106,383	\$	477,981	\$	77,026	13.9%
249 GENERAL GOVERNMENT GRANTS		785,701		21,094,004		8,927,047		1,115,724		14,949,882		(6,022,835)	-67.5%
255 DETENTION OPERATIONS		10,858,083		57,447,352		43,553,493		17,033,461		58,792,796		(15,239,303)	-35.0%
DEPT. TOTAL	\$	11,773,778	\$	79,096,363	\$	53,035,547	\$	18,255,568	\$	74,220,659	\$	(21,185,112)	-39.9%
480 APPROPRIATED FUND BALANCE													
255 DETENTION OPERATIONS	\$	22,694,986	\$	73,587,844	\$	73,048,819	\$	48,883,166	\$	67,148,406	\$	5,900,413	8.1%
DEPT. TOTAL	\$	22,694,986	\$	73,587,844	\$	73,048,819	\$	48,883,166	\$	67,148,406	\$	5,900,413	8.1%
520 PUBLIC DEFENDER													
209 PUBLIC DEFENDER TRAINING	\$	415,821	\$	571,480	\$	571,480	\$	419,079	\$	571,480	\$	-	0.0%
233 PUBLIC DEFENDER GRANTS		353,441		373,288		373,288		373,288		387,261		(13,973)	-3.7%
262 PUBLIC DEFENDER FILL THE GAP		1,223,846		1,582,065		1,732,065		1,720,177		1,630,600		101,465	5.9%
DEPT. TOTAL	\$	1,993,108	\$	2,526,833	\$	2,676,833	\$	2,512,544	\$	2,589,341	\$	87,492	3.3%
540 LEGAL DEFENDER													
209 PUBLIC DEFENDER TRAINING	\$	52,411	\$	75,794	\$	75,794	\$	61,608	\$	75,794	\$	-	0.0%
263 LEGAL DEFENDER FILL THE GAP		52,801		59,000		59,000		58,542		59,000		-	0.0%
DEPT. TOTAL	\$	105,212	\$	134,794	\$	134,794	\$	120,150	\$	134,794	\$	-	0.0%
550 LEGAL ADVOCATE													
209 PUBLIC DEFENDER TRAINING	\$	12,000	\$	12,500	\$	12,500	\$	12,500	\$	12,500	\$	-	0.0%
233 PUBLIC DEFENDER GRANTS		-		5,000		5,000		-		-		5,000	100.0%
DEPT. TOTAL	\$	12,000	\$	17,500	\$	17,500	\$	12,500	\$	12,500	\$	5,000	28.6%
640 TRANSPORTATION													
223 TRANSPORTATION GRANTS	\$	471,836	\$	1,984,222	\$	1,984,222	\$	475,207	\$	1,170,760	\$	813,462	41.0%
232 TRANSPORTATION OPERATIONS		117,289,276		124,411,285		124,411,285		123,558,013		123,435,644		975,641	0.8%
DEPT. TOTAL	\$	117,761,112	\$	126,395,507	\$	126,395,507	\$	124,033,220	\$	124,606,404	\$	1,789,103	1.4%
670 SOLID WASTE													
290 WASTE TIRE	\$	3,858,626	\$	6,327,487	\$	6,348,704	\$	6,026,225	\$	6,844,916	\$	(496,212)	-7.8%
580 SOLID WASTE MANAGEMENT		2,396,394		1,687,262		1,867,984		1,863,476		1,557,209		310,775	16.6%
DEPT. TOTAL	\$	6,255,020	\$	8,014,749	\$	8,216,688	\$	7,889,701	\$	8,402,125	\$	(185,437)	-2.3%
700 FACILITIES MANAGEMENT													
255 DETENTION OPERATIONS	\$	1,677,505	\$	3,081,810	\$	3,081,810	\$	2,624,254	\$	3,035,485	\$	46,325	1.5%
DEPT. TOTAL	\$	1,677,505	\$	3,081,810	\$	3,081,810	\$	2,624,254	\$	3,035,485	\$	46,325	1.5%
790 ANIMAL CARE & CONTROL													
572 ANIMAL CONTROL LICENSE/SHELTER	\$	5,256,695	\$	7,045,839	\$	7,045,839	\$	5,751,753	\$	6,905,589	\$	140,250	2.0%
573 ANIMAL CONTROL GRANTS		295,385		446,168		446,168		433,378		446,765		(597)	-0.1%
574 ANIMAL CONTROL FIELD OPERATION		2,672,745		2,994,586		2,994,586		3,155,595		3,213,071		(218,485)	-7.3%
DEPT. TOTAL	\$	8,224,824	\$	10,486,593	\$	10,486,593	\$	9,340,725	\$	10,565,425	\$	(78,832)	-0.8%

Consolidated Expenditures by Fund Type / Department / Fund (cont'd)

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE	REVISED %
SPECIAL REVENUE (Continued)							
APPOINTED (Continued)							
850 AIR QUALITY							
504 AIR QUALITY FEES	\$ 7,753,016	\$ 9,665,175	\$ 11,211,933	\$ 9,504,716	\$ 12,393,623	\$ (1,181,690)	-10.5%
503 AIR QUALITY GRANT	3,366,220	4,149,013	4,149,013	3,573,207	4,010,023	138,990	3.3%
DEPT. TOTAL	\$ 11,119,236	\$ 13,814,188	\$ 15,360,946	\$ 13,077,923	\$ 16,403,646	\$ (1,042,700)	-6.8%
860 PUBLIC HEALTH							
265 PUBLIC HEALTH FEES	\$ 3,508,999	\$ 3,520,656	\$ 3,520,656	\$ 3,302,197	\$ 3,665,586	\$ (144,930)	-4.1%
532 PUBLIC HEALTH GRANTS	35,671,794	37,743,134	37,743,134	35,027,403	34,184,711	3,558,423	9.4%
DEPT. TOTAL	\$ 39,180,792	\$ 41,263,790	\$ 41,263,790	\$ 38,329,600	\$ 37,850,297	\$ 3,413,493	8.3%
880 ENVIRONMENTAL SERVICES							
505 ENVIRONMENTAL SERVICES GRANT	\$ (100,217)	\$ -	\$ -	\$ -	\$ 1,334,878	\$ (1,334,878)	
506 ENVIRONMTL SVCS ENV HEALTH	12,348,190	12,318,321	15,018,318	12,080,224	17,653,685	(2,635,367)	-17.5%
DEPT. TOTAL	\$ 12,247,973	\$ 12,318,321	\$ 15,018,318	\$ 12,080,224	\$ 18,988,563	\$ (3,970,245)	-26.4%
APPOINTED TOTAL	\$ 349,742,029	\$ 496,960,749	\$ 483,041,352	\$ 399,065,360	\$ 503,489,545	\$ (20,448,193)	-4.2%
TOTAL SPECIAL REVENUE	\$ 622,965,962	\$ 791,786,045	\$ 794,370,356	\$ 692,440,870	\$ 837,761,871	\$ (43,391,515)	-5.5%

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE	REVISED %
DEBT SERVICE FUNDS							
APPOINTED							
470 NON-DEPARTMENTAL							
320 COUNTY IMPROVEMENT DEBT	\$ 25,077,265	\$ 17,691,300	\$ 17,691,300	\$ 17,691,300	\$ 13,810,516	\$ 3,880,784	21.9%
321 COUNTY IMPROVEMENT DEBT 2	-	-	11,494,000	-	7,900,000	3,594,000	31.3%
DEPT. TOTAL	\$ 25,077,265	\$ 17,691,300	\$ 29,185,300	\$ 17,691,300	\$ 21,710,516	\$ 7,474,784	25.6%
APPOINTED TOTAL	\$ 25,077,265	\$ 17,691,300	\$ 29,185,300	\$ 17,691,300	\$ 21,710,516	\$ 7,474,784	25.6%
TOTAL DEBT SERVICE	\$ 25,077,265	\$ 17,691,300	\$ 29,185,300	\$ 17,691,300	\$ 21,710,516	\$ 7,474,784	25.6%

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE	REVISED %
CAPITAL PROJECT FUNDS							
APPOINTED							
480 APPROPRIATED FUND BALANCE							
422 INTERGOVERNMENTAL CAP PROJ	\$ 516,969	\$ 7,954,616	\$ 13,304,270	\$ 6,853,619	\$ 9,351,324	\$ 3,952,946	29.7%
435 COUNTY IMPROVEMENT FUND	32,591,436	34,489,709	38,287,192	5,873,873	143,166	38,144,026	99.6%
440 FINANCING SERIES 2007	-	-	9,594,000	22,179,145	88,609,418	(79,015,418)	-823.6%
441 FINANCING SERIES 2008	-	-	-	-	23,418,046	(23,418,046)	
445 GENERAL FUND CTY IMPROV	7,294,513	35,680,782	80,291,708	92,937,029	33,628,876	46,662,832	58.1%
455 DETENTION CAPITAL PROJECTS	5,581,373	19,550,787	19,804,187	2,109,592	46,428,953	(26,624,766)	-134.4%
DEPT. TOTAL	\$ 45,984,291	\$ 97,675,894	\$ 161,281,357	\$ 129,953,259	\$ 201,579,783	\$ (40,298,426)	-25.0%
640 TRANSPORTATION							
234 TRANSPORTATION CAPITAL PROJECT	\$ 83,364,282	\$ 119,194,034	\$ 119,194,034	\$ 114,106,705	\$ 98,605,934	\$ 20,588,100	17.3%
DEPT. TOTAL	\$ 83,364,282	\$ 119,194,034	\$ 119,194,034	\$ 114,106,705	\$ 98,605,934	\$ 20,588,100	17.3%
APPOINTED TOTAL	\$ 129,348,573	\$ 216,869,928	\$ 280,475,391	\$ 244,059,964	\$ 300,185,717	\$ (19,710,326)	-7.0%
TOTAL CAPITAL PROJECTS	\$ 129,348,573	\$ 216,869,928	\$ 280,475,391	\$ 244,059,964	\$ 300,185,717	\$ (19,710,326)	-7.0%

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE	REVISED %
ENTERPRISE FUNDS							
APPOINTED							
600 MARICOPA MANAGED CARE SYSTEMS							
541 HEALTH PLAN	\$ 43,737,586	\$ -	\$ -	\$ -	\$ -	\$ -	-
551 LONG TERM CARE PLAN	48,228,166	-	-	-	-	-	-
561 HEALTH SELECT	2,138,367	-	-	-	-	-	-
DEPT. TOTAL	\$ 94,104,120	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL ENTERPRISE FUNDS	\$ 94,104,120	\$ -	\$ -	\$ -	\$ -	\$ -	-

Consolidated Expenditures by Fund Type / Department / Fund (cont'd)

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
INTERNAL SERVICE FUNDS							
APPOINTED							
350 EMPLOYEE HEALTH INITIATIVES							
601 CMG HIGH OPTION	\$ -	\$ -	\$ -	\$ -	\$ 35,852,089	\$ (35,852,089)	
602 CMG LOW OPTION	-	-	-	-	1,045,601	(1,045,601)	
603 IPA	-	-	-	-	19,367,538	(19,367,538)	
604 OAP HIGH OPTION	-	-	-	-	27,583,057	(27,583,057)	
605 OAP LOW OPTION	-	-	-	-	1,124,588	(1,124,588)	
606 CHOICE FUND H.S.A.	-	-	-	-	68,604	(68,604)	
607 FI DENTAL PPO	-	-	-	-	5,722,570	(5,722,570)	
608 COINSURANCE	-	-	-	-	15,647,088	(15,647,088)	
609 CONSUMER CHOICE	-	-	-	-	2,358,585	(2,358,585)	
610 70% STD	-	-	-	-	1,884,823	(1,884,823)	
611 60% STD	-	-	-	-	547,974	(547,974)	
612 50% STD	-	-	-	-	596,675	(596,675)	
613 40% STD	-	-	-	-	465,815	(465,815)	
614 BEHAVIORAL HEALTH	-	-	-	-	2,289,637	(2,289,637)	
615 WELLNESS	-	-	-	-	392,832	(392,832)	
616 CONTRACT ADMINISTRATION	-	-	-	-	469,017	(469,017)	
617 MEDICAL INCENTIVE/PENALTIES	-	-	-	-	1,001,088	(1,001,088)	
618 BENEFIT ADMINISTRATION	-	-	-	-	2,796,091	(2,796,091)	
621 FLEX SPENDING HEALTH	-	-	-	-	2,160,460	(2,160,460)	
622 FLEX SPENDING DEP CARE	-	-	-	-	926,820	(926,820)	
623 VISION	-	-	-	-	1,346,502	(1,346,502)	
624 STAND ALONE VISION	-	-	-	-	92,524	(92,524)	
625 FI PREPAID DENTAL	-	-	-	-	719,709	(719,709)	
626 FI LIFE & AD&D	-	-	-	-	986,813	(986,813)	
627 SUPPLEMENTAL LIFE	-	-	-	-	3,452,646	(3,452,646)	
628 EMPLOYEE ASSISTANCE(EAP)	-	-	-	-	210,264	(210,264)	
629 SI DENTAL	-	-	-	-	2,671,409	(2,671,409)	
630 DEPENDENT LIFE	-	-	-	-	641,505	(641,505)	
631 VOLUNTARY BENEFITS	-	-	-	-	395,184	(395,184)	
632 CIGNA FOR SENIORS	-	-	-	-	627,300	(627,300)	
652 HS SELF-INSURED TRUST FUND	7,998,988	2,854,163	2,854,163	2,852,617	-	2,854,163	100.0%
685 BENEFITS TRUST	20,030,110	21,399,726	21,399,726	21,323,454	-	21,399,726	100.0%
DEPT. TOTAL	\$ 28,029,099	\$ 24,253,889	\$ 24,253,889	\$ 24,176,071	\$ 133,444,808	\$ (109,190,919)	-450.2%
410 OFFICE OF ENTERPRISE TECHNOLOGY							
681 TELECOMMUNICATIONS	\$ 15,531,884	\$ 14,076,921	\$ 15,704,921	\$ 15,921,592	\$ 15,669,264	\$ 35,657	0.2%
DEPT. TOTAL	\$ 15,531,884	\$ 14,076,921	\$ 15,704,921	\$ 15,921,592	\$ 15,669,264	\$ 35,657	0.2%
740 EQUIPMENT SERVICES							
654 EQUIPMENT SERVICES	\$ 13,537,803	\$ 12,160,677	\$ 12,160,677	\$ 13,011,290	\$ 12,388,440	\$ (227,763)	-1.9%
DEPT. TOTAL	\$ 13,537,803	\$ 12,160,677	\$ 12,160,677	\$ 13,011,290	\$ 12,388,440	\$ (227,763)	-1.9%
730 MATERIALS MANAGEMENT							
673 REPROGRAPHICS	\$ 1,061,712	\$ 1,056,316	\$ 1,056,316	\$ 1,046,418	\$ 1,133,790	\$ (77,474)	-7.3%
DEPT. TOTAL	\$ 1,061,712	\$ 1,056,316	\$ 1,056,316	\$ 1,046,418	\$ 1,133,790	\$ (77,474)	-7.3%
750 RISK MANAGEMENT							
675 RISK MANAGEMENT	\$ 33,866,031	\$ 29,284,590	\$ 29,284,590	\$ 34,685,375	\$ 35,893,572	\$ (6,608,982)	-22.6%
DEPT. TOTAL	\$ 33,866,031	\$ 29,284,590	\$ 29,284,590	\$ 34,685,375	\$ 35,893,572	\$ (6,608,982)	-22.6%
APPOINTED TOTAL	\$ 92,026,529	\$ 80,832,393	\$ 82,460,393	\$ 88,840,745	\$ 198,529,874	\$ (116,069,481)	-140.8%
TOTAL INTERNAL SERVICE	\$ 92,026,529	\$ 80,832,393	\$ 82,460,393	\$ 88,840,745	\$ 198,529,874	\$ (116,069,481)	-140.8%

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE	%
ELIMINATIONS							
APPOINTED							
300 PARKS & RECREATION							
900 ELIMINATIONS	\$ (69,169)	\$ (38,000)	\$ (38,000)	\$ (75,000)	\$ (69,850)	\$ 31,850	83.8%
DEPT. TOTAL	\$ (69,169)	\$ (38,000)	\$ (38,000)	\$ (75,000)	\$ (69,850)	\$ 31,850	83.8%
640 TRANSPORTATION							
900 ELIMINATIONS	\$ (66,727,442)	\$ (66,383,561)	\$ (66,340,116)	\$ (66,340,116)	\$ (59,709,258)	\$ (6,630,858)	-10.0%
DEPT. TOTAL	\$ (66,727,442)	\$ (66,383,561)	\$ (66,340,116)	\$ (66,340,116)	\$ (59,709,258)	\$ (6,630,858)	-10.0%
980 ELIMINATIONS							
900 ELIMINATIONS	\$ (302,594,538)	\$ (331,079,203)	\$ (389,122,006)	\$ (667,245,771)	\$ (425,729,107)	\$ 36,607,101	9.4%
DEPT. TOTAL	\$ (302,594,538)	\$ (331,079,203)	\$ (389,122,006)	\$ (667,245,771)	\$ (425,729,107)	\$ 36,607,101	9.4%
APPOINTED TOTAL	\$ (369,391,149)	\$ (397,500,764)	\$ (455,500,122)	\$ (733,660,887)	\$ (485,508,215)	\$ 30,008,093	6.6%
TOTAL ELIMINATIONS	\$ (369,391,149)	\$ (397,500,764)	\$ (455,500,122)	\$ (733,660,887)	\$ (485,508,215)	\$ 30,008,093	6.6%

Consolidated Expenditures by Department and Fund Type

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	ALL FUNDS
JUDICIAL								
110 ADULT PROBATION	\$ 65,774,128	\$ 17,815,999	\$ -	\$ -	\$ -	\$ 83,590,127	\$ -	\$ 83,590,127
270 JUVENILE PROBATION	21,235,324	48,030,623	-	-	-	69,265,947	-	69,265,947
800 TRIAL COURTS	86,217,528	17,727,473	-	-	-	103,945,001	-	103,945,001
Subtotal	\$ 173,226,980	\$ 83,574,095	\$ -	\$ -	\$ -	\$ 256,801,075.00	\$ -	\$ 256,801,075
ELECTED								
010 BOARD OF SUPERVISORS DIST 1	\$ 391,686	\$ -	\$ -	\$ -	\$ -	\$ 391,686	\$ -	\$ 391,686
020 BOARD OF SUPERVISORS DIST 2	391,686	-	-	-	-	391,686	-	391,686
030 BOARD OF SUPERVISORS DIST 3	391,686	-	-	-	-	391,686	-	391,686
040 BOARD OF SUPERVISORS DIST 4	391,686	-	-	-	-	391,686	-	391,686
050 BOARD OF SUPERVISORS DIST 5	391,686	-	-	-	-	391,686	-	391,686
120 ASSESSOR	25,446,423	-	-	-	-	25,446,423	-	25,446,423
140 CALL CENTER	1,759,134	-	-	-	-	1,759,134	-	1,759,134
160 CLERK OF THE SUPERIOR COURT	34,177,630	9,323,510	-	-	-	43,501,140	-	43,501,140
190 COUNTY ATTORNEY	70,629,513	13,759,698	-	-	-	84,389,211	-	84,389,211
210 ELECTIONS	12,157,522	29,524	-	-	-	12,187,046	-	12,187,046
250 CONSTABLES	2,424,814	-	-	-	-	2,424,814	-	2,424,814
360 RECORDER	2,638,611	6,374,980	-	-	-	9,013,591	-	9,013,591
370 SUPERINTENDENT OF SCHOOLS	2,461,627	3,435,071	-	-	-	5,896,698	-	5,896,698
430 TREASURER	5,111,957	800,000	-	-	-	5,911,957	-	5,911,957
500 SHERIFF	71,117,264	216,975,448	-	-	-	288,092,712	-	288,092,712
Subtotal	\$ 229,882,925	\$ 250,698,231	\$ -	\$ -	\$ -	\$ 480,581,156.00	\$ -	\$ 480,581,156
APPOINTED								
060 CLERK OF THE BOARD	\$ 840,627	\$ -	\$ -	\$ -	\$ -	\$ 840,627	\$ -	\$ 840,627
150 EMERGENCY MANAGEMENT	268,636	1,083,884	-	-	-	1,352,520	-	1,352,520
170 COMMUNITY DEVELOPMENT	-	13,523,899	-	-	-	13,523,899	-	13,523,899
180 FINANCE	4,048,897	-	-	-	-	4,048,897	-	4,048,897
200 COUNTY MANAGERS OFFICE	2,342,668	-	-	-	-	2,342,668	-	2,342,668
220 HUMAN SERVICES	2,702,378	42,509,831	-	-	-	45,212,209	-	45,212,209
230 INTERNAL AUDIT	1,949,548	-	-	-	-	1,949,548	-	1,949,548
260 CORRECTIONAL HEALTH	3,570,368	49,149,070	-	-	-	52,719,438	-	52,719,438
290 MEDICAL EXAMINER	8,056,892	-	-	-	-	8,056,892	-	8,056,892
300 PARKS & RECREATION	1,772,629	7,651,875	-	-	-	9,424,504	(69,850)	9,354,654
310 WORKFORCE MANAGEMENT AND DE	1,228,147	-	-	-	-	1,228,147	-	1,228,147
340 PUBLIC FIDUCIARY	2,762,148	-	-	-	-	2,762,148	-	2,762,148
350 EMPLOYEE HEALTH INITIATIVES	-	-	-	-	133,444,808	133,444,808	-	133,444,808
410 OFFICE OF ENTERPRISE TECHNOLO	10,052,098	-	-	-	15,669,264	25,721,362	-	25,721,362
420 JUSTICE SYSTEM PLANNING & INFO	846,536	1,983,802	-	-	-	2,830,338	-	2,830,338
440 PLANNING & DEVELOPMENT	-	17,194,035	-	-	-	17,194,035	-	17,194,035
450 GENERAL GOVERNMENT	244,779,301	6,435,504	-	-	-	251,214,805	-	251,214,805
460 RESEARCH & REPORTING	378,755	-	-	-	-	378,755	-	378,755
470 NON-DEPARTMENTAL	372,971,918	74,220,659	21,710,516	-	-	468,903,093	-	468,903,093
480 APPROPRIATED FUND BALANCE	164,614,794	67,148,406	-	201,579,783	-	433,342,983	-	433,342,983
490 MANAGEMENT & BUDGET	3,137,792	-	-	-	-	3,137,792	-	3,137,792
520 PUBLIC DEFENDER	39,878,668	2,589,341	-	-	-	42,468,009	-	42,468,009
540 LEGAL DEFENDER	9,495,990	134,794	-	-	-	9,630,784	-	9,630,784
550 LEGAL ADVOCATE	8,402,717	12,500	-	-	-	8,415,217	-	8,415,217
560 CONTRACT COUNSEL	17,930,726	-	-	-	-	17,930,726	-	17,930,726
640 TRANSPORTATION	-	124,606,404	-	98,605,934	-	223,212,338	(59,709,258)	163,503,080
670 SOLID WASTE	-	8,402,125	-	-	-	8,402,125	-	8,402,125
700 FACILITIES MANAGEMENT	14,078,935	3,035,485	-	-	-	17,114,420	-	17,114,420
730 MATERIALS MANAGEMENT	2,071,136	-	-	-	1,133,790	3,204,926	-	3,204,926
740 EQUIPMENT SERVICES	-	-	-	-	-	12,388,440	-	12,388,440
750 RISK MANAGEMENT	-	-	-	-	35,893,572	35,893,572	-	35,893,572
790 ANIMAL CARE & CONTROL	361,432	10,565,425	-	-	-	10,926,857	-	10,926,857
850 AIR QUALITY	-	16,403,646	-	-	-	16,403,646	-	16,403,646
860 PUBLIC HEALTH	12,878,580	37,850,297	-	-	-	50,728,877	-	50,728,877
880 ENVIRONMENTAL SERVICES	7,063,645	18,988,563	-	-	-	26,052,208	-	26,052,208
980 ELIMINATIONS	-	-	-	-	-	-	(425,729,107)	(425,729,107)
APPOINTED NO DISTRICT	\$ 938,485,961	\$ 503,489,545	\$ 21,710,516	\$ 300,185,717	\$ 198,529,874	\$ 1,962,401,613	\$ (485,508,215)	\$ 1,476,893,398
MARICOPA COUNTY	\$ 1,341,595,866	\$ 837,761,871	\$ 21,710,516	\$ 300,185,717	\$ 198,529,874	\$ 2,699,783,844	\$ (485,508,215)	\$ 2,214,275,629

Consolidated Expenditures by Fund Type / Object Code

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPT. VS. REVISED VARIANCE	%
ALL FUNDS							
PERSONAL SERVICES							
701 REGULAR PAY	\$ 530,587,777	\$ 598,316,670	\$ 623,378,197	\$ 572,304,195	\$ 664,503,191	\$ (41,124,994)	-7%
705 TEMPORARY PAY	5,817,847	7,133,223	7,492,146	6,825,844	5,874,791	1,617,355	22%
710 OVERTIME	14,723,292	7,231,854	7,945,848	16,734,253	10,538,688	(2,592,840)	-33%
750 FRINGE BENEFITS	167,837,778	202,215,718	202,223,517	188,260,864	226,665,965	(24,442,448)	-12%
790 OTHER PERSONNEL SERVICES	12,217,779	66,929,878	52,062,559	41,184,344	29,203,314	22,859,245	44%
795 PERSONNEL SERVICES ALLOC OUT	(45,889,405)	(42,632,850)	(48,625,887)	(45,032,298)	(71,588,739)	22,962,852	47%
796 PERSONNEL SERVICES ALLOC IN	44,678,530	41,528,574	46,097,360	43,037,948	67,968,607	(21,871,247)	-47%
SUBTOTAL	\$ 729,973,598	\$ 880,723,067	\$ 890,573,740	\$ 823,315,149	\$ 933,165,817	\$ (42,592,077)	-5%
SUPPLIES & SERVICES							
801 GENERAL SUPPLIES	\$ 41,424,370	\$ 36,526,305	\$ 35,724,115	\$ 43,435,269	\$ 38,110,892	\$ (2,386,777)	-7%
802 MEDICAL SUPPLIES	19,997,204	17,593,311	17,521,824	12,266,264	12,677,000	4,844,824	28%
803 FUEL	7,240,811	5,742,587	5,805,347	6,725,728	5,998,885	(193,538)	-3%
804 NON-CAPITAL EQUIPMENT	5,205,436	29,071,510	28,259,434	6,299,000	31,572,775	(3,313,341)	-12%
805 SUPPLIES - ALLOCATION OUT	(2,955,209)	(3,191,603)	(3,187,609)	(3,284,641)	(4,503,334)	1,315,725	41%
806 SUPPLIES - ALLOCATION IN	2,863,632	3,121,495	3,107,773	3,467,041	4,078,136	(970,363)	-31%
810 LEGAL SERVICES	36,578,917	63,306,819	63,275,177	38,192,260	40,353,632	22,921,545	36%
811 HEALTH CARE SERVICES	104,283,531	26,849,476	29,312,924	25,628,599	42,161,518	(12,848,594)	-44%
812 OTHER SERVICES	111,522,725	343,755,345	269,919,573	140,055,190	399,529,577	(129,610,004)	-48%
820 RENT & OPERATING LEASES	20,840,552	23,719,651	24,590,405	22,249,767	19,304,035	5,286,370	21%
825 REPAIRS AND MAINTENANCE	31,068,436	54,717,675	57,120,942	40,375,435	44,758,034	12,362,908	22%
830 INTERGOVERNMENTAL PAYMENTS	218,371,473	241,749,903	244,085,373	223,526,813	239,649,995	4,435,378	2%
839 INTERNAL SERVICE CHARGES	(8,579,177)	(7,689,959)	(7,630,936)	(7,080,554)	(4,022,014)	(3,608,922)	-47%
841 TRAVEL	-	1,374,739	3,926,743	4,188,742	4,645,280	(718,537)	-18%
842 EDUCATION & TRAINING	8,177,315	7,802,704	6,166,183	4,803,003	5,268,038	898,145	15%
843 POSTAGE/FREIGHT/SHIPPING	5,400,873	6,133,409	5,673,656	6,013,722	5,350,305	323,351	6%
845 SUPPORT AND CARE OF PERSONS	1,637,619	959,000	1,000,077	1,140,614	779,232	220,845	22%
850 UTILITIES	23,162,343	30,943,575	30,807,444	27,601,905	29,090,599	1,716,845	6%
855 INTEREST EXPENSE	472,326	-	-	-	-	-	-
865 DEPRECIATION	149,162	-	-	-	-	-	-
872 SERVICES - ALLOCATION OUT	(10,916,788)	(9,673,803)	(9,724,594)	(9,135,897)	(6,425,470)	(3,299,124)	-34%
873 SERVICES - ALLOCATION IN	11,585,247	9,796,282	9,831,453	9,170,997	6,096,016	3,735,437	38%
880 TRANSFERS OUT	(2,119,228)	-	-	-	-	-	-
890 LOSS ON FIXED ASSETS	(956)	-	-	-	-	-	-
SUBTOTAL	\$ 625,410,614	\$ 882,608,421	\$ 815,585,304	\$ 595,639,259	\$ 914,473,131	\$ (98,887,827)	-12%
CAPITAL OUTLAY							
910 LAND	\$ 5,582,114	\$ 4,140,000	\$ 4,356,000	\$ 9,712,741	\$ 5,516,500	\$ (1,160,500)	-27%
915 BUILDINGS AND IMPROVEMENTS	58,840,958	149,587,080	206,956,393	96,274,206	225,600,651	(18,644,258)	-9%
920 CAPITAL EQUIPMENT	6,781,635	5,888,740	7,840,872	5,570,451	5,657,698	2,183,174	28%
930 VEHICLES & CONSTRUCTION EQUIP	11,652,858	11,188,424	12,134,610	9,320,201	13,778,630	(1,644,020)	-14%
940 INFRASTRUCTURE	66,805,660	91,379,000	89,740,879	84,928,200	75,529,500	14,211,379	16%
950 DEBT SERVICE	31,537,798	37,818,423	50,405,008	29,050,737	40,547,185	9,857,823	20%
955 CAPITAL - ALLOCATION OUT	(243,135)	(892,763)	(2,515,734)	(1,685,517)	(864,847)	(1,650,887)	-66%
956 CAPITAL - ALLOCATION IN	243,135	942,219	2,503,549	2,437,854	871,364	1,632,185	65%
SUBTOTAL	\$ 181,201,022	\$ 300,051,123	\$ 371,421,577	\$ 235,608,872	\$ 366,636,681	\$ 4,784,896	1%
FUND TOTAL	\$ 1,536,585,234	\$ 2,063,382,611	\$ 2,077,580,621	\$ 1,654,563,280	\$ 2,214,275,629	\$ (136,695,008)	-7%

Consolidated Expenditures by Fund Type / Object Code (cont'd)

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPT. VS. REVISED VARIANCE	%
GENERAL FUND							
PERSONAL SERVICES							
701 REGULAR PAY	\$ 292,205,899	\$ 337,272,409	\$ 347,330,600	\$ 324,973,556	\$ 376,868,511	\$ (29,537,911)	-8.5%
705 TEMPORARY PAY	3,953,477	4,670,008	4,778,020	4,909,273	4,046,528	731,492	15.3%
710 OVERTIME	5,011,745	3,189,512	3,395,713	7,120,856	3,376,812	18,901	0.6%
750 FRINGE BENEFITS	89,448,430	110,524,855	110,349,676	104,077,826	125,469,705	(15,120,029)	-13.7%
790 OTHER PERSONNEL SERVICES	3,877,409	39,334,314	30,656,416	30,911,449	13,205,642	17,450,774	56.9%
795 PERSONNEL SERVICES ALLOC OUT	(28,225,243)	(28,521,213)	(29,523,571)	(29,301,105)	(44,022,384)	14,498,813	49.1%
796 PERSONNEL SERVICES ALLOC IN	9,582,529	10,006,259	13,836,542	10,888,114	10,072,010	3,764,532	27.2%
SUBTOTAL	\$ 375,854,247	\$ 476,476,144	\$ 480,823,396	\$ 453,579,969	\$ 489,016,824	\$ (8,193,428)	-1.7%
SUPPLIES & SERVICES							
801 GENERAL SUPPLIES	\$ 14,535,064	\$ 10,935,569	\$ 11,125,755	\$ 11,594,640	\$ 12,797,407	\$ (1,671,652)	-15.0%
802 MEDICAL SUPPLIES	786,219	690,911	688,650	620,493	765,419	(76,769)	-11.1%
803 FUEL	2,795,818	2,209,256	2,236,037	2,680,230	2,477,705	(241,668)	-10.8%
804 NON-CAPITAL EQUIPMENT	1,345,435	26,209,544	24,849,631	2,740,756	30,398,362	(5,548,731)	-22.3%
805 SUPPLIES - ALLOCATION OUT	(1,803,167)	(1,679,171)	(1,654,076)	(2,127,579)	(2,835,271)	1,181,195	71.4%
806 SUPPLIES - ALLOCATION IN	243,482	202,154	177,059	853,717	903,477	(726,418)	-410.3%
810 LEGAL SERVICES	30,063,471	57,052,048	57,038,708	31,870,042	32,946,500	24,092,208	42.2%
811 HEALTH CARE SERVICES	3,280,635	3,698,765	3,873,098	2,530,199	3,462,797	410,301	10.6%
812 OTHER SERVICES	26,451,887	198,040,681	136,182,092	41,927,837	228,063,024	(91,880,932)	-67.5%
820 RENT & OPERATING LEASES	10,631,695	14,054,268	14,739,567	12,714,123	9,472,081	5,267,486	35.7%
825 REPAIRS AND MAINTENANCE	13,720,981	30,290,542	31,882,397	13,968,883	19,154,051	12,728,346	39.9%
830 INTERGOVERNMENTAL PAYMENTS	204,854,454	224,636,634	224,305,361	212,211,321	223,060,697	1,244,664	0.6%
839 INTERNAL SERVICE CHARGES	20,046,609	21,554,285	21,608,069	24,618,777	28,402,727	(6,794,658)	-31.4%
841 TRAVEL	-	430,624	1,153,792	1,730,919	1,722,071	(568,279)	-49.3%
842 EDUCATION & TRAINING	4,248,389	3,766,366	3,425,652	2,986,474	2,913,089	512,563	15.0%
843 POSTAGE/FREIGHT/SHIPPING	4,588,738	5,036,038	4,939,257	5,340,354	4,577,997	361,260	7.3%
845 SUPPORT AND CARE OF PERSONS	406,922	728,000	746,377	541,238	564,621	181,756	24.4%
850 UTILITIES	10,894,242	14,541,298	14,523,233	12,032,662	8,636,946	5,886,287	40.5%
872 SERVICES - ALLOCATION OUT	(2,721,466)	(2,925,455)	(2,925,455)	(2,810,745)	(2,969,964)	44,509	1.5%
873 SERVICES - ALLOCATION IN	208,095	293,026	321,325	244,198	1,250,065	(928,740)	-289.0%
880 TRANSFERS OUT	205,464,001	215,942,665	271,921,577	485,921,604	213,836,003	58,085,574	21.4%
SUBTOTAL	\$ 550,041,503	\$ 825,708,048	\$ 821,158,106	\$ 862,190,143	\$ 819,599,804	\$ 1,558,302	0.2%
CAPITAL OUTLAY							
910 LAND	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ (10,000)	
915 BUILDINGS AND IMPROVEMENTS	6,594,717	29,746,836	23,195,561	17,529,211	14,518,575	8,676,986	37.4%
920 CAPITAL EQUIPMENT	1,583,499	279,697	835,641	996,312	551,745	283,896	34.0%
930 VEHICLES & CONSTRUCTION EQUIP	4,827,394	4,832,750	5,226,705	5,041,176	4,827,000	399,705	7.6%
950 DEBT SERVICE	3,760,320	16,931,721	17,221,381	6,965,640	13,610,030	3,611,351	21.0%
955 CAPITAL - ALLOCATION OUT	(223,663)	(303,876)	(1,904,911)	(1,145,860)	(540,661)	(1,364,250)	-71.6%
956 CAPITAL - ALLOCATION IN	15,917	32,389	33,424	34,697	2,549	30,875	92.4%
SUBTOTAL	\$ 16,558,185	\$ 51,519,517	\$ 44,607,801	\$ 29,421,176	\$ 32,979,238	\$ 11,628,563	26.1%
FUND TOTAL	\$ 942,453,934	\$ 1,353,703,709	\$ 1,346,589,303	\$ 1,345,191,288	\$ 1,341,595,866	\$ 4,993,437	0.4%

Consolidated Expenditures by Fund Type / Object Code (cont'd)

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPT. VS. REVISED VARIANCE	%
SPECIAL REVENUE							
PERSONAL SERVICES							
701 REGULAR PAY	\$ 228,757,225	\$ 254,670,050	\$ 269,548,492	\$ 241,389,160	\$ 279,179,073	\$ (9,630,581)	-3.6%
705 TEMPORARY PAY	1,778,698	2,409,046	2,618,954	1,865,803	1,820,771	798,183	30.5%
710 OVERTIME	9,525,699	3,904,212	4,412,757	9,506,031	7,085,501	(2,672,744)	-60.6%
750 FRINGE BENEFITS	75,230,965	89,672,500	89,867,513	82,232,367	98,470,460	(8,602,947)	-9.6%
790 OTHER PERSONNEL SERVICES	7,230,237	27,558,063	21,374,390	10,230,421	15,921,051	5,453,339	25.5%
795 PERSONNEL SERVICES ALLOC OUT	(15,837,490)	(14,111,637)	(19,102,316)	(15,731,194)	(26,449,164)	7,346,848	38.5%
796 PERSONNEL SERVICES ALLOC IN	28,761,038	27,354,930	27,970,570	27,997,857	52,348,470	(24,377,900)	-87.2%
SUBTOTAL	\$ 335,446,371	\$ 391,457,164	\$ 396,690,360	\$ 357,490,446	\$ 428,376,162	\$ (31,685,802)	-8.0%
SUPPLIES & SERVICES							
801 GENERAL SUPPLIES	\$ 22,299,583	\$ 22,909,649	\$ 21,930,953	\$ 28,208,942	\$ 23,122,443	\$ (1,191,490)	-5.4%
802 MEDICAL SUPPLIES	17,693,696	16,902,400	16,833,174	11,645,772	11,911,581	4,921,593	29.2%
803 FUEL	2,938,822	2,614,593	2,650,722	2,916,023	3,107,287	(456,565)	-17.2%
804 NON-CAPITAL EQUIPMENT	3,777,016	2,820,652	3,368,538	3,518,534	1,130,948	2,237,590	66.4%
805 SUPPLIES - ALLOCATION OUT	(1,145,169)	(1,512,432)	(1,533,533)	(1,158,712)	(1,645,837)	112,304	0.0%
806 SUPPLIES - ALLOCATION IN	2,613,278	2,919,341	2,930,714	2,613,324	3,148,856	(218,142)	0.0%
810 LEGAL SERVICES	296,748	936,939	850,156	691,650	1,046,899	(196,743)	-23.1%
811 HEALTH CARE SERVICES	18,002,227	15,486,229	18,010,164	18,044,598	17,190,105	820,059	4.6%
812 OTHER SERVICES	47,706,900	103,831,155	89,144,080	52,019,677	119,565,190	(30,421,110)	-34.1%
820 RENT & OPERATING LEASES	7,280,908	7,813,282	8,104,484	7,439,988	8,207,717	(103,233)	-1.3%
825 REPAIRS AND MAINTENANCE	15,159,831	21,856,549	22,787,142	23,932,788	23,113,346	(326,204)	-1.4%
830 INTERGOVERNMENTAL PAYMENTS	12,584,252	16,661,269	19,325,144	10,744,537	15,913,562	3,411,582	17.7%
839 INTERNAL SERVICE CHARGES	14,794,766	15,291,196	15,302,297	16,118,664	23,387,220	(8,084,923)	-52.8%
841 TRAVEL	-	944,115	2,763,869	2,451,049	2,903,247	(139,378)	-5.0%
842 EDUCATION & TRAINING	3,840,589	3,987,228	2,697,503	1,782,731	2,295,926	401,577	14.9%
843 POSTAGE/FREIGHT/SHIPPING	738,795	1,089,171	729,164	667,971	731,608	(2,444)	-0.3%
845 SUPPORT AND CARE OF PERSONS	1,230,697	231,000	253,700	599,376	214,611	39,089	15.4%
850 UTILITIES	6,762,374	11,175,847	11,199,591	10,226,552	14,406,448	(3,206,857)	-28.6%
855 INTEREST EXPENSE	9,816	-	-	-	-	-	-
872 SERVICES - ALLOCATION OUT	(7,503,643)	(6,748,348)	(6,799,139)	(6,325,152)	(3,237,435)	(3,561,704)	-52.4%
873 SERVICES - ALLOCATION IN	10,815,116	9,503,256	9,510,128	8,859,663	4,625,329	4,884,799	51.4%
880 TRANSFERS OUT	88,197,865	112,806,266	114,826,712	113,940,736	100,541,145	14,285,567	12.4%
890 LOSS ON FIXED ASSETS	(956)	-	-	-	-	-	-
SUBTOTAL	\$ 268,093,510	\$ 361,519,357	\$ 354,885,563	\$ 308,938,711	\$ 371,680,196	\$ (16,794,633)	-4.7%
CAPITAL OUTLAY							
915 BUILDINGS AND IMPROVEMENTS	\$ 5,978,556	\$ 22,193,350	\$ 21,912,575	\$ 11,342,881	\$ 16,343,293	\$ 5,569,282	25.4%
920 CAPITAL EQUIPMENT	4,310,933	5,384,248	6,780,436	3,382,466	4,924,658	1,855,778	27.4%
930 VEHICLES & CONSTRUCTION EQUIP	6,552,912	6,299,274	6,847,505	4,200,259	8,951,630	(2,104,125)	-30.7%
940 INFRASTRUCTURE	-	1,802,000	1,802,000	1,281,000	2,450,000	(648,000)	-36.0%
950 DEBT SERVICE	2,375,934	2,809,709	3,592,615	3,941,607	4,491,385	(898,770)	-25.0%
955 CAPITAL - ALLOCATION OUT	(19,472)	(588,887)	(610,823)	(539,657)	(304,999)	(305,824)	-50.1%
956 CAPITAL - ALLOCATION IN	227,218	909,830	2,470,125	2,403,157	849,546	1,620,579	65.6%
SUBTOTAL	\$ 19,426,081	\$ 38,809,524	\$ 42,794,433	\$ 26,011,713	\$ 37,705,513	\$ 5,088,920	11.9%
FUND TOTAL	\$ 622,965,962	\$ 791,786,045	\$ 794,370,356	\$ 692,440,870	\$ 837,761,871	\$ (43,391,515)	-5.5%

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPT. VS. REVISED VARIANCE	%
DEBT SERVICE							
CAPITAL OUTLAY							
950 DEBT SERVICE	\$ 25,077,265	\$ 17,691,300	\$ 29,185,300	\$ 17,691,300	\$ 21,710,516	\$ 7,474,784	25.6%
SUBTOTAL	\$ 25,077,265	\$ 17,691,300	\$ 29,185,300	\$ 17,691,300	\$ 21,710,516	\$ 7,474,784	25.6%
FUND TOTAL	\$ 25,077,265	\$ 17,691,300	\$ 29,185,300	\$ 17,691,300	\$ 21,710,516	\$ 7,474,784	25.6%

Consolidated Expenditures by Fund Type / Object Code (cont'd)

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPT. VS. REVISED VARIANCE	%
CAPITAL PROJECTS							
PERSONAL SERVICES							
710 OVERTIME	\$ (3,045)	\$ -	\$ -	\$ -	\$ -	-	
750 FRINGE BENEFITS	(358)	-	4,100	-	-	4,100	100.0%
790 OTHER PERSONNEL SERVICES	-	-	-	-	35,100	(35,100)	
796 PERSONNEL SERVICES ALLOC IN	4,488,615	4,086,534	4,086,534	4,095,779	4,040,534	46,000	1.1%
SUBTOTAL	\$ 4,485,213	\$ 4,086,534	\$ 4,090,634	\$ 4,095,779	\$ 4,075,634	\$ 15,000	0.4%
SUPPLIES & SERVICES							
801 GENERAL SUPPLIES	\$ 583,941	\$ -	\$ -	\$ (75,475)	\$ -	-	
812 OTHER SERVICES	5,478,477	21,004,500	22,426,621	19,544,476	16,009,400	6,417,221	28.6%
825 REPAIRS AND MAINTENANCE	(6,004)	-	-	-	-	-	
830 INTERGOVERNMENTAL PAYMENTS	-	-	-	107,325	-	-	
839 INTERNAL SERVICE CHARGES	-	415,000	415,000	-	-	415,000	100.0%
880 TRANSFERS OUT	63,045	-	-	59,625,806	6,775,900	(6,775,900)	
SUBTOTAL	\$ 6,119,459	\$ 21,419,500	\$ 22,841,621	\$ 79,202,131	\$ 22,785,300	\$ 56,321	0.2%
CAPITAL OUTLAY							
910 LAND	\$ 5,582,114	\$ 4,140,000	\$ 4,356,000	\$ 9,712,741	\$ 5,506,500	(1,150,500)	-26.4%
915 BUILDINGS AND IMPROVEMENTS	46,267,684	97,646,894	161,248,257	67,402,114	194,738,783	(33,490,526)	-20.8%
930 VEHICLES & CONSTRUCTION EQUIP	88,443	-	-	-	-	-	
940 INFRASTRUCTURE	66,805,660	89,577,000	87,938,879	83,647,200	73,079,500	14,859,379	16.9%
SUBTOTAL	\$ 118,743,901	\$ 191,363,894	\$ 253,543,136	\$ 160,762,054	\$ 273,324,783	\$ (19,781,647)	-7.8%
FUND TOTAL	\$ 129,348,573	\$ 216,869,928	\$ 280,475,391	\$ 244,059,964	\$ 300,185,717	\$ (19,710,326)	-7.0%

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPT. VS. REVISED VARIANCE	%
ENTERPRISE							
PERSONAL SERVICES							
701 REGULAR PAY	\$ 4,229,641	\$ -	\$ -	\$ -	\$ -	-	
705 TEMPORARY PAY	76,293	-	-	-	-	-	
710 OVERTIME	55,195	-	-	-	-	-	
750 FRINGE BENEFITS	1,530,900	-	-	-	-	-	
790 OTHER PERSONNEL SERVICES	1,028,084	-	-	-	-	-	
795 PERSONNEL SERVICES ALLOC OUT	(1,826,671)	-	-	-	-	-	
796 PERSONNEL SERVICES ALLOC IN	1,784,141	-	-	-	-	-	
SUBTOTAL	\$ 6,877,583	\$ -	\$ -	\$ -	\$ -	\$ -	-
SUPPLIES & SERVICES							
801 GENERAL SUPPLIES	\$ 41,497	\$ -	\$ -	\$ -	\$ -	-	
802 MEDICAL SUPPLIES	1,517,289	-	-	-	-	-	
803 FUEL	199	-	-	-	-	-	
805 SUPPLIES - ALLOCATION OUT	(6,872)	-	-	-	-	-	
806 SUPPLIES - ALLOCATION IN	6,872	-	-	-	-	-	
811 HEALTH CARE SERVICES	78,347,037	-	-	-	-	-	
812 OTHER SERVICES	5,477,947	-	-	-	-	-	
820 RENT & OPERATING LEASES	705,259	-	-	-	-	-	
825 REPAIRS AND MAINTENANCE	1,613	-	-	-	-	-	
830 INTERGOVERNMENTAL PAYMENTS	328,664	-	-	-	-	-	
839 INTERNAL SERVICE CHARGES	153,260	-	-	-	-	-	
842 EDUCATION & TRAINING	51,371	-	-	-	-	-	
843 POSTAGE/FREIGHT/SHIPPING	67,828	-	-	-	-	-	
850 UTILITIES	17,920	-	-	-	-	-	
855 INTEREST EXPENSE	381,271	-	-	-	-	-	
865 DEPRECIATION	149,162	-	-	-	-	-	
872 SERVICES - ALLOCATION OUT	(691,679)	-	-	-	-	-	
873 SERVICES - ALLOCATION IN	560,319	-	-	-	-	-	
880 TRANSFERS OUT	117,581	-	-	-	-	-	
SUBTOTAL	\$ 87,226,537	\$ -	\$ -	\$ -	\$ -	\$ -	-
FUND TOTAL	\$ 94,104,120	\$ -	\$ -	\$ -	\$ -	\$ -	-

Consolidated Expenditures by Fund Type / Object Code (cont'd)

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPT. VS. REVISED VARIANCE	%
INTERNAL SERVICE							
PERSONAL SERVICES							
701 REGULAR PAY	\$ 5,395,012	\$ 6,374,211	\$ 6,499,105	\$ 5,941,479	\$ 8,455,607	(1,956,502)	-30.1%
705 TEMPORARY PAY	9,379	54,169	95,172	50,767	7,492	87,680	92.1%
710 OVERTIME	133,697	138,130	137,378	107,366	76,375	61,003	44.4%
750 FRINGE BENEFITS	1,627,840	2,018,363	2,002,228	1,950,671	2,725,800	(723,572)	-36.1%
790 OTHER PERSONNEL SERVICES	82,050	37,501	31,753	42,474	41,521	(9,768)	-30.8%
795 PERSONNEL SERVICES ALLOC OUT	-	-	-	-	(1,117,191)	1,117,191	-
796 PERSONNEL SERVICES ALLOC IN	62,206	80,851	203,714	56,199	1,507,593	(1,303,879)	-640.1%
SUBTOTAL	\$ 7,310,185	\$ 8,703,225	\$ 8,969,350	\$ 8,148,956	\$ 11,697,197	(2,727,847)	-30.4%
SUPPLIES & SERVICES							
801 GENERAL SUPPLIES	\$ 3,964,285	\$ 2,681,087	\$ 2,667,407	\$ 3,707,162	\$ 2,191,042	\$ 476,365	17.9%
803 FUEL	6,801,438	5,990,336	5,990,186	6,479,958	6,032,253	(42,067)	-0.7%
804 NON-CAPITAL EQUIPMENT	82,984	41,314	41,265	39,711	43,465	(2,200)	-5.3%
805 SUPPLIES - ALLOCATION OUT	-	-	-	1,650	(22,226)	22,226	-
806 SUPPLIES - ALLOCATION IN	-	-	-	-	25,803	(25,803)	-
810 LEGAL SERVICES	6,218,699	5,317,832	5,386,313	5,630,568	6,360,233	(973,920)	-18.1%
811 HEALTH CARE SERVICES	26,461,169	23,302,059	23,067,239	23,037,419	121,064,328	(97,997,089)	-424.8%
812 OTHER SERVICES	26,407,514	20,879,009	22,166,780	26,563,199	35,891,963	(13,725,183)	-61.9%
820 RENT & OPERATING LEASES	2,222,690	1,852,101	1,746,354	2,095,656	1,624,237	122,117	7.0%
825 REPAIRS AND MAINTENANCE	2,192,016	2,570,584	2,451,403	2,473,764	2,490,637	(39,234)	-1.6%
830 INTERGOVERNMENTAL PAYMENTS	604,102	452,000	454,868	463,631	675,736	(220,868)	-48.6%
839 INTERNAL SERVICE CHARGES	1,887,756	2,281,009	2,275,147	2,209,439	2,380,858	(105,711)	-4.6%
841 TRAVEL	-	-	9,082	6,774	19,962	(10,880)	-119.8%
842 EDUCATION & TRAINING	36,967	49,110	43,028	33,797	59,023	(15,995)	-37.2%
843 POSTAGE/FREIGHT/SHIPPING	5,512	8,200	5,235	5,397	40,700	(35,465)	-677.5%
850 UTILITIES	5,487,807	5,226,430	5,084,620	5,342,691	6,047,205	(962,585)	-18.9%
855 INTEREST EXPENSE	81,240	-	-	-	-	-	-
872 SERVICES - ALLOCATION OUT	-	-	-	-	(218,071)	218,071	-
873 SERVICES - ALLOCATION IN	1,717	-	-	-	220,622	(220,622)	-
880 TRANSFERS OUT	864,858	811,209	811,209	811,209	988,276	(177,067)	-21.8%
SUBTOTAL	\$ 83,320,754	\$ 71,462,280	\$ 72,200,136	\$ 78,969,162	\$ 185,916,046	(113,715,910)	-157.5%
CAPITAL OUTLAY							
915 BUILDINGS AND IMPROVEMENTS	\$ -	\$ -	\$ 600,000	\$ -	\$ -	\$ 600,000	100.0%
920 CAPITAL EQUIPMENT	887,203	224,795	224,795	1,191,673	181,295	43,500	19.4%
930 VEHICLES & CONSTRUCTION EQUIP	184,109	56,400	60,400	78,765	-	60,400	100.0%
950 DEBT SERVICE	324,278	385,693	405,712	452,190	735,254	(329,542)	-81.2%
955 CAPITAL - ALLOCATION OUT	-	-	-	-	(19,187)	19,187	-
956 CAPITAL - ALLOCATION IN	-	-	-	-	19,269	(19,269)	-
SUBTOTAL	\$ 1,395,590	\$ 666,888	\$ 1,290,907	\$ 1,722,628	\$ 916,631	\$ 374,276	29.0%
FUND TOTAL	\$ 92,026,529	\$ 80,832,393	\$ 82,460,393	\$ 88,840,745	\$ 198,529,874	(116,069,481)	-140.8%

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPT. VS. REVISED VARIANCE	%
ELIMINATIONS							
SUPPLIES & SERVICES							
803 FUEL	\$ (5,295,466)	\$ (5,071,598)	\$ (5,071,598)	\$ (5,350,482)	\$ (5,618,360)	\$ 546,762	10.8%
811 HEALTH CARE SERVICES	(21,807,537)	(15,637,577)	(15,637,577)	(17,983,616)	(99,555,712)	83,918,135	536.6%
839 INTERNAL SERVICE CHARGES	(45,461,568)	(47,231,449)	(47,231,449)	(50,027,434)	(58,192,819)	10,961,370	23.2%
880 TRANSFERS OUT	(296,826,578)	(329,560,140)	(387,559,498)	(660,299,355)	(322,141,324)	(65,418,174)	-16.9%
SUBTOTAL	\$ (369,391,149)	\$ (397,500,764)	\$ (455,500,122)	\$ (733,660,887)	\$ (485,508,215)	\$ 30,008,093	6.6%
FUND TOTAL	\$ (369,391,149)	\$ (397,500,764)	\$ (455,500,122)	\$ (733,660,887)	\$ (485,508,215)	\$ 30,008,093	6.6%

Non-Departmental Expenditure Summary

Description	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE
General Fund (100)					
<u>4711 - Unreserved Contingency</u>	\$ 23,410,172	\$ 7,925,579	\$ -	\$ 29,409,489	\$ (21,483,910)
<u>4711 - Reserved Contingency</u>					
Compensation Reserve	\$ 33,561,414	\$ 23,386,718	\$ 23,386,718	\$ 8,903,455	\$ 14,483,263
Court Tower Debt Reserve	-	-	-	20,699,542	(20,699,542)
Court Tower Maintenance and Operating Reserve	-	-	-	10,895,804	(10,895,804)
Debt Service Reserve	33,312,867	33,312,867	-	-	33,312,867
Dental Rate Change Reserve	-	195,506	-	-	195,506
FMLA Post Employment Health Plan Payout	-	-	-	800,000	(800,000)
Justice Reserve	1,882,928	1,589,754	-	3,004,056	(1,414,302)
Medical Examiner: Critical Physician Coverage	142,000	142,000	-	-	142,000
Pappas Debt Service	78,464	78,464	-	-	78,464
Public Fiduciary Computer Software	14,000	14,000	-	-	14,000
Reserve for Future Year Operating Expenses	-	-	-	26,717,521	(26,717,521)
Risk Management Reserve	-	-	-	-	-
Special Needs Transportation	230,000	230,000	-	-	230,000
Technology Reserve	18,166,850	18,080,418	-	4,063,613	14,016,805
Subtotal	\$ 110,798,695	\$ 84,955,306	\$ 23,386,718	\$ 104,493,480	\$ (19,538,174)
<u>4712 - Other Programs</u>					
AARIN Project	\$ -	\$ 137,500	\$ 137,500	\$ -	\$ 137,500
Article V Procurement/SBE	193,366	193,366	-	-	193,366
Board NW Regional Service Charges	5,280	5,280	5,280	5,280	-
Citizens Tax Education	200,000	200,000	200,000	200,000	-
County Single Audit	144,000	144,000	144,000	165,000	(21,000)
Countywide Emergency Issues Fund	50,000	50,000	-	100,000	(50,000)
Desktop/Laptop Refresh Program	920,025	920,025	-	-	920,025
Downtown Juror/Employee Shuttle	230,000	230,000	230,000	240,000	(10,000)
Human Resources Peak Performers	650,000	650,000	385,872	650,000	-
Improvement District Allocation	129,566	129,566	129,566	141,079	(11,513)
Jail Excise Tax, Maintenance of Effort (MOE) Above Base	10,797,173	10,797,173	10,797,173	11,135,273	(338,100)
Jail Excise Tax, Maintenance of Effort (MOE) Base	150,098,097	150,098,097	150,098,097	154,798,221	(4,700,124)
Master Plans	900,000	900,000	900,000	500,000	400,000
New Facility Operating Costs	5,500,000	5,500,000	1,000,000	-	5,500,000
Orthophotography Program	288,579	288,579	288,579	288,579	-
Probation Recruitment	200,000	200,000	-	-	200,000
Public Defender - Mesa Lease	-	-	-	237,784	(237,784)
Real Estate Evaluation, Acquisition & Divestiture	119,275	119,275	80,000	100,000	19,275
Regional Development Services	71,443	71,443	-	-	71,443
Relocations/New Facility Startup	-	-	-	500,000	(500,000)
Ryan White Counsel Background Checks	-	-	-	7,500	(7,500)
Sheriff Defendant Calls for Bail Project	-	10,512	-	10,512	-
Sheriff Mobile Data Computer Program	-	411,831	186,815	225,015	186,816
Special Health Care District Performance Bond	50,000	50,000	46,882	50,000	-
Staff Development Training Room PC's	-	-	-	110,000	(110,000)
Vehicle Replacement	4,383,700	4,383,700	4,383,700	4,682,100	(298,400)
Subtotal	\$ 174,930,504	\$ 175,490,347	\$ 169,013,464	\$ 174,146,343	\$ 1,344,004
<u>4714 - Central Service Costs</u>					
Annual County Wide Operation Maintenance Program	\$ 4,094,500	\$ 4,094,500	\$ 3,844,500	\$ 3,705,000	\$ 389,500
Automated Inventory Management	180,000	180,000	170,100	180,000	-
Base-Level Internal Service Charges	18,079,938	18,079,938	18,079,938	23,115,814	(5,035,876)
Combined Charitable Campaign	6,500	6,500	6,500	-	6,500
Enterprise Software License	2,339,967	2,339,967	2,164,480	2,339,967	-
Internet Search Engine	30,000	30,000	30,000	-	30,000
IT Infrastructure	-	-	-	12,619,413	(12,619,413)
It Infrastructure Future Years	-	-	-	13,366,577	(13,366,577)
Lobbyist Contracts	397,727	397,727	397,727	517,730	(120,003)
Maintenance Contracts	6,239,456	6,239,456	6,135,500	7,814,059	(1,574,603)
New Building Utilities	1,667,273	1,667,273	1,401,842	-	1,667,273
Ombudsman	43,489	43,489	34,486	43,489	-
Security Building Parking Spaces	124,700	124,700	-	-	124,700
Utilities	12,174,359	12,174,359	8,822,439	7,812,000	4,362,359
Subtotal	\$ 45,377,909	\$ 45,377,909	\$ 41,087,512	\$ 71,514,049	\$ (26,136,140)

Non-Departmental Expenditure Summary (continued)

Description	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE
4716 - Debt Service/Cap. Lease					
Admin. Fee	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ -
Arbitrage	25,000	25,000	25,000	25,000	-
Bond Attorney	40,000	40,000	40,000	40,000	-
Current CIP Debt	4,742,824	4,742,824	4,742,824	5,785,964	(1,043,140)
Debt Financing	-	1,372,439	1,372,439	-	1,372,439
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 16.8m	1,001,243	1,001,243	1,001,243	977,184	24,059
Subtotal	\$ 8,084,067	\$ 9,456,506	\$ 9,456,506	\$ 9,103,148	\$ 353,358
4721 - Dues and Memberships					
Arizona Association of Counties	\$ 57,467	\$ 57,467	\$ 54,730	\$ 73,770	\$ (16,303)
Arizona-Mexican Commission	10,000	10,000	10,000	10,000	-
County Supervisors Association	158,797	158,797	125,436	125,436	33,361
Maricopa Association of Government	44,855	44,855	44,855	43,447	1,408
National Association of Counties	44,778	44,778	45,000	45,000	(222)
Subtotal	\$ 315,897	\$ 315,897	\$ 280,021	\$ 297,653	\$ 18,244
4722 - Taxes and Assessments					
City of Phx. Downtown Mun. Serv. Dist.	\$ 162,469	\$ 162,469	\$ 162,469	\$ 162,469	\$ -
Subtotal	\$ 162,469	\$ 162,469	\$ 162,469	\$ 162,469	\$ -
4726 - Tuition Reimbursement	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,850,000	\$ (100,000)
4732 - Major Maintenance	\$ 10,000,000	\$ 8,627,561	\$ 5,800,143	\$ 10,000,000	\$ (1,372,439)
4774 - Non-Profit Funding	\$ 2,174,776	\$ 2,199,776	\$ 2,199,776	\$ 1,174,776	\$ 1,025,000
4776 - Cooperative Extension	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000	\$ -
Total General Fund	\$ 353,824,317	\$ 328,565,771	\$ 253,366,608	\$ 372,971,918	\$ (44,406,147)
Waste Management Fund (210)					
District 1	\$ 73,540	\$ 73,540	\$ 21,481	\$ 56,950	\$ 16,590
District 2	47,515	47,515	47,515	52,406	(4,891)
District 3	72,636	72,636	-	77,527	(4,891)
District 4	126,717	126,717	-	131,608	(4,891)
District 5	80,853	80,853	18,000	72,744	8,109
Dust Control	73,472	73,472	-	-	73,472
Illegal Dumping Program	26,528	26,528	-	30,000	(3,472)
Mobile Comm. Council Requests	53,746	53,746	-	56,746	(3,000)
Total Waste Management Fund	\$ 555,007	\$ 555,007	\$ 106,383	\$ 477,981	\$ 77,026
General Government Grants (249)					
4711 - Expenditure Authority Reserve					
Combined Charitable Campaign	\$ -	\$ -	\$ -	\$ 6,500	\$ (6,500)
Compensation Reserve	5,168,534	4,273,586	-	3,000,000	1,273,586
Dental Rate Change Reserve	-	90,916	-	-	90,916
Juvenile Probation	-	-	-	15,000	(15,000)
Maricopa Events Center	-	-	-	2,500,000	(2,500,000)
Materials Management	-	-	-	327,000	(327,000)
P&D Accella Automation	-	-	-	1,066,850	(1,066,850)
Potential Fee Increases	15,872,970	3,446,821	-	8,034,532	(4,587,711)
Risk Management Reserve	-	-	-	-	-
Subtotal	\$ 21,041,504	\$ 7,811,323	\$ -	\$ 14,949,882	\$ (7,138,559)

Non-Departmental Expenditure Summary (continued)

Description	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE
4712 - Pass Through Grants					
Ace Program	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ 200,000
Arizona Masonic	-	12,000	12,000	-	12,000
Florence Crittenden Group Home	50,000	50,000	50,000	-	50,000
Hoop of Learning	-	100,000	100,000	-	100,000
IEP/AIS	-	150,000	150,000	-	150,000
MIHS	-	100,000	100,000	-	100,000
Move SCAAP Revenue	-	383,891	383,891	-	383,891
NACO for SMI	2,500	2,500	2,500	-	2,500
Native American Community Services	-	100,000	100,000	-	100,000
Sun Lakes Fire Department	-	17,333	17,333	-	17,333
Subtotal	\$ 52,500	\$ 1,115,724	\$ 1,115,724	\$ -	\$ 1,115,724
Total Grant Fund	\$ 21,094,004	\$ 8,927,047	\$ 1,115,724	\$ 14,949,882	\$ (6,022,835)
Detention Fund (255)					
4711 - Unreserved Contingency					
	\$ 14,084,233	\$ 8,416,194	\$ -	\$ 13,915,000	\$ (5,498,806)
4711 - Reserved Contingency					
Compensation Reserve	\$ 14,918,882	\$ 6,462,721	\$ -	\$ 3,000,000	\$ 3,462,721
Dental Rate Change Reserve	-	75,037	-	-	75,037
Detention Related Risk Management	-	-	-	85,000	-
Detention Utility Increase Contingency	1,110,584	1,110,584	-	-	1,110,584
Justice Reserve	5,000,000	4,876,678	-	4,266,767	609,911
Risk Management Reserve	-	-	-	-	-
Technology Reserve	1,000,000	1,000,000	-	11,949,336	(10,949,336)
Subtotal	\$ 36,113,699	\$ 21,941,214	\$ -	\$ 33,216,103	\$ (11,274,889)
4712 - Other Programs					
Master Plans	\$ 600,000	\$ 878,626	\$ 878,626	\$ 175,000	\$ 703,626
Sheriff Recruiting	500,000	500,000	500,000	-	500,000
Vehicle Replacement	283,600	283,600	283,600	503,000	(219,400)
Youth Supervisor Recruitment	50,000	50,000	-	-	50,000
Subtotal	\$ 1,433,600	\$ 1,712,226	\$ 1,662,226	\$ 678,000	\$ 1,034,226
4714 - Central Service Costs					
Annual Detention Facilities Operational Program	\$ 2,725,000	\$ 2,725,000	\$ 2,425,000	\$ 3,865,000	\$ (1,140,000)
FMD - Electrical Technicians for Security Maintenance	150,000	150,000	150,000	-	150,000
Maintenance Contracts	1,196,510	1,196,510	1,045,510	1,349,693	(153,183)
Utilities	8,328,543	8,328,543	8,218,234	12,184,000	(3,855,457)
Subtotal	\$ 12,400,053	\$ 12,400,053	\$ 11,838,744	\$ 17,398,693	\$ (4,998,640)
4732 - Major Maintenance					
	\$ 7,500,000	\$ 7,500,000	\$ 3,532,491	\$ 7,500,000	\$ -
Total Detention Fund	\$ 57,447,352	\$ 43,553,493	\$ 17,033,461	\$ 58,792,796	\$ (15,239,303)
County Improvement Debt Fund (320)					
4710 - County Improvement Debt					
	\$ 17,691,300	\$ 17,691,300	\$ 17,691,300	\$ 13,810,516	\$ 3,880,784
County Improvement Debt Fund #2 (321)					
4710 - County Improvements Debt #2					
	\$ -	\$ 11,494,000	\$ -	\$ 7,900,000	\$ 3,594,000

Appropriated Fund Balance Expenditure Summary

DESCRIPTION	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE
General Fund (100)					
4811 - General Contingency (unreserved)					
General Contingency	\$ 24,811,916	\$ 21,939,463	\$ -	\$ 14,588,454	\$ 7,351,009
4811 - Reserved Contingency Items					
FMLA Post Employment Health Plan Payout	\$ 1,000,000	\$ 1,000,000	\$ 200,000	\$ -	\$ 1,000,000
Probation Office Security Modifications	1,200,000	1,200,000	-	-	1,200,000
Property Acquisition	20,000,000	2,750,000	-	-	2,750,000
Regional Schools Deficit Transfer	4,514,269	4,514,269	-	-	4,514,269
Technology Reserve	25,000,000	20,975,216	-	30,000,000	(9,024,784)
Subtotal	\$ 76,526,185	\$ 52,378,948	\$ 200,000	\$ 44,588,454	\$ 7,790,494
4812 - Other Programs					
ASRS Contributions Not Withheld	\$ 1,500,000	\$ 1,500,000	\$ 400,000	\$ 500,000	\$ 1,000,000
Assessor West Tempe Relocation	-	-	-	300,000	(300,000)
Clerk of the Board Imaging System	-	328,525	80,000	248,525	80,000
County Contribution: Mid-Decade Special Census Survey	231,600	231,600	-	-	231,600
Crime Prevention Grants	6,000,000	5,650,000	628,100	5,021,900	628,100
DRP	-	328,525	328,525	-	328,525
Dust Control Staffing Pilot	-	-	-	544,980	(544,980)
Glendale EDC/RCC	-	-	-	330,000	(330,000)
International Genomics Consortium	-	-	-	5,000,000	(5,000,000)
Juvenile Probation Pre-Paid Lease	-	350,000	350,000	-	350,000
Maricopa HMIS Project	-	25,000	25,000	-	25,000
Meth Project	2,500,000	4,435,122	1,313,887	3,121,235	1,313,887
One-Time Performance Awards	500,000	500,000	-	-	500,000
Parks & Rec: Guadalupe Road Bridge Grant Match	56,809	56,809	-	56,809	-
PeopleSoft Programmer	-	200,000	200,000	-	200,000
Pest Abatement	188,084	188,084	-	109,788	78,296
Pre-AHCCCS Indigent Healthcare Liability	-	-	-	50,000,000	(50,000,000)
Public Defender - Mesa Relocation	-	-	-	550,000	(550,000)
Public Health Preventative Medicine Residency	63,000	63,000	-	63,000	-
Public Health Relocation	347,763	347,763	94,000	17,130	330,633
Relocations/New Facility Start-Up	1,500,000	1,300,000	1,006,393	-	1,300,000
School Board Advertising	-	5,000	5,000	-	5,000
Staff Development Center Equipment	-	-	-	110,000	(110,000)
Sheriff 911 System Update	-	-	-	200,000	(200,000)
Sheriff Carryover Vehicles	-	-	-	207,450	(207,450)
Sheriff Central Service Complex Voice System	614,433	614,433	50,000	564,433	50,000
Sheriff Helicopter Overhaul/FLIR Replacement	598,523	398,064	337,039	61,025	337,039
Sheriff Property and Evidence Bar Coding System	-	-	-	281,200	(281,200)
Sheriff Records Management System	191,178	191,178	55,972	135,206	55,972
Sheriff Vehicles	-	-	-	146,000	(146,000)
Succession Planning Program	150,000	150,000	52,832	97,168	52,832
Superintendent of Schools	-	200,000	200,000	-	200,000
Superintendent of Schools Move	211,000	211,000	211,000	-	211,000
Superintendent of Schools Move Related Costs (Furniture)	120,000	120,000	120,000	-	120,000
Transfer for Parks Capital Projects	10,457,765	10,457,765	10,457,765	-	10,457,765
Transfer to CIP funds	36,531,812	79,416,724	293,431,724	38,827,910	40,588,814
Unfunded Liabilities	39,542,235	10,525,311	-	-	10,525,311
Video Production Studio	-	49,728	-	-	49,728
West Nile Virus	3,289,122	3,289,122	3,289,122	-	3,289,122
Subtotal	\$ 104,593,324	\$ 121,132,753	\$ 312,636,359	\$ 106,493,759	\$ 14,638,994

Appropriated Fund Balance Expenditure Summary (continued)

DESCRIPTION	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE
4813 - Infrastructure/CIP					
CIO Chambers Lease	\$ 274,306	\$ 274,306	\$ 49,067	\$ -	\$ 274,306
Corporate Sponsorships	-	10,000	10,000	-	10,000
Debt Service Transfer	-	10,121,561	10,121,561	-	10,121,561
Glendale RCC/EDC	786,791	786,791	786,791	-	786,791
Lease Terminations	3,490,806	3,730,806	3,730,806	359,328	3,371,478
Public Health Lease	2,027,954	2,027,954	575,000	1,452,954	575,000
San Tan Justice Courts	-	1,600,000	1,600,000	-	1,600,000
Subtotal	\$ 6,579,857	\$ 18,551,418	\$ 16,873,225	\$ 1,812,282	\$ 16,739,136
4814 - Technology Projects					
Assessor CAMA	\$ -	\$ 300,000	\$ 60,000	\$ 240,000	\$ 60,000
Assessor GDAC	200,000	200,000	200,000	-	200,000
Clerk of the Board - Agenda System	-	283,189	192,298	90,891	192,298
Clerk of the Superior Court Financial System	509,955	509,955	98,143	411,812	98,143
DRP Shortage	-	-	-	354,667	(354,667)
HR Imaging System	215,525	160,847	23,889	136,958	23,889
Improvement District Software	-	-	-	42,850	(42,850)
MFR/Budget System	-	1,590,445	813,805	776,640	813,805
PeopleSoft Stabilization	-	994,100	500,889	493,211	500,889
Schools New Financial System	284,365	284,365	79,670	204,695	79,670
Subtotal	\$ 1,209,845	\$ 4,322,901	\$ 1,968,694	\$ 2,751,724	\$ 1,571,177
4824 - Consultants	\$ 2,000,000	\$ 2,000,000	\$ 632,377	\$ 2,000,000	\$ -
4832 - Major Maintenance	\$ 21,471,836	\$ 15,793,000	\$ 13,316,712	\$ 6,968,575	\$ 8,824,425
Total General Fund	\$ 212,381,047	\$ 214,179,020	\$ 345,627,367	\$ 164,614,794	\$ 49,564,226
Detention Fund (255)					
4811 - General Contingency (unreserved)					
General Contingency	\$ 14,885,300	\$ 13,532,161	\$ -	\$ 15,000,000	\$ (1,467,839)
4811 - Reserved Contingency Items					
Technology Reserve	\$ -	\$ -	\$ -	\$ 5,000,000	\$ (5,000,000)
Subtotal	\$ 14,885,300	\$ 13,532,161	\$ -	\$ 20,000,000	\$ (6,467,839)
4812 - Other Programs					
Correctional Health New Facility Start-Up	\$ 600,000	\$ 600,000	\$ 100,000	\$ 500,000	\$ 100,000
Detention Fund CIP Transfer	38,670,475	38,670,475	38,670,475	32,112,796	6,557,679
DRP Warranty	-	2,380	2,380	-	2,380
FMD - Electrical Technicians for Security Maintenance	114,700	114,700	114,700	-	114,700
Jail and Detention Facilities Staffing Study	-	350,000	160,000	-	350,000
Lease Terminations	-	99,679	99,679	-	99,679
Sheriff Carryover Vehicles	398,000	398,000	-	558,611	(160,611)
Sheriff Central Service Complex Voice System	1,630,106	1,075,928	63,085	1,012,843	63,085
Sheriff JMS Migration	-	901,080	3,876	1,057,764	(156,684)
Sheriff New Detention Facility Start-Up	546,052	546,052	45,387	-	546,052
Sheriff Records Management System	451,016	451,016	8,000	443,016	8,000
Subtotal	\$ 42,410,349	\$ 43,209,310	\$ 39,267,582	\$ 35,685,030	\$ 7,524,280
4832 - Major Maintenance	\$ 14,115,600	\$ 14,115,600	\$ 7,703,605	\$ 8,759,044	\$ 5,356,556
4834 - ICJIS					
Data Exchanges	\$ 1,410,948	\$ 1,410,948	\$ 1,189,942	\$ 1,929,428	\$ (518,480)
Project Overhead	765,647	780,800	722,036	774,904	5,896
Subtotal	\$ 2,176,595	\$ 2,191,748	\$ 1,911,979	\$ 2,704,332	\$ (512,584)
Total Detention Fund	\$ 73,587,844	\$ 73,048,819	\$ 48,883,166	\$ 67,148,406	\$ 5,900,413

Appropriated Fund Balance Expenditure Summary (continued)

DESCRIPTION	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE
Intergovernmental Capital Projects (422)					
4813 - Intergovernmental Capital Projects	\$ 7,775,616	\$ 13,041,170	\$ 6,757,522	\$ 9,351,324	\$ 3,689,846
Parks/Rec Infrastructure (422)					
4833 - Parks	\$ 179,000	\$ 263,100	\$ 96,097	\$ -	\$ 263,100
Total Fund 422	\$ 7,954,616	\$ 13,304,270	\$ 6,853,619	\$ 9,351,324	\$ 3,952,946
County Improvement Fund (435)					
Total Fund 435	\$ 34,489,709	\$ 38,287,192	\$ 5,873,873	\$ 143,166	\$ 38,144,026
Financing Series 2007 (440)					
Total Fund 440	\$ -	\$ 9,594,000	\$ 22,179,145	\$ 88,609,418	\$ (79,015,418)
Financing Series 2008 (441)					
Total Fund 441	\$ -	\$ -	\$ -	\$ 23,418,046	\$ (23,418,046)
Capital Improvement Fund (445)					
4813 - Capital Projects	\$ 21,420,983	\$ 66,027,767	\$ 85,081,795	\$ 24,626,709	\$ 41,401,058
Parks/Rec Infrastructure (445)					
4833 - Parks	\$ 14,259,799	\$ 14,263,941	\$ 7,855,234	\$ 9,002,167	\$ 5,261,774
Total Fund 445	\$ 35,680,782	\$ 80,291,708	\$ 92,937,029	\$ 33,628,876	\$ 46,662,832
Detention Capital Projects (455)					
	\$ 19,550,787	\$ 19,804,187	\$ 2,109,592	\$ 46,428,953	\$ (26,624,766)
Total All Funds	\$ 383,644,785	\$ 448,509,196	\$ 524,463,791	\$ 433,342,983	\$ 15,166,213

General Government Revenue and Expenditure Summary Report

Description	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE
REVENUES					
General Fund (100)					
<u>4510 - Health Finance Administration</u>					
Indigent Long-Term Care					
County Residual Long Term Care	\$ 52,848	\$ 52,848	\$ 11,163	\$ 7,200	\$ 45,648
<u>4514 - MMCS Run Out Operations</u>					
Administrative Services Program	\$ -	\$ -	\$ 14,416	\$ -	\$ -
<u>4540 - Employment Services</u>					
Recruiting and Staffing	\$ 500	\$ 500	\$ 527	\$ 500	\$ -
<u>4545 - Payroll and Records Management</u>					
Payroll	\$ 37,300	\$ 37,300	\$ 37,834	\$ 37,200	\$ -
Records management	200	200	331	400	-
General Government	-	-	220	-	-
Total General Fund Revenue	\$ 90,848	\$ 90,848	\$ 64,491	\$ 45,300	\$ (200)
Public Health Grant Fund (532)					
<u>4519 - Ryan White</u>					
HIV/HCV Services					
Services For People With HIV/AIDS	\$ 6,435,504	\$ 6,435,504	\$ 5,459,435	\$ 6,435,504	\$ 6,435,504
Total Public Health Grant Fund	\$ 6,435,504	\$ 6,435,504	\$ 5,459,435	\$ 6,435,504	\$ -
Total Revenue	\$ 6,526,352	\$ 6,526,352	\$ 5,523,926	\$ 6,480,804	\$ 45,548
EXPENDITURES					
General Fund (100)					
<u>4510 - Health Finance Administration</u>					
Indigent Behavioral Health					
Arnold V. Sam	\$ 33,232,833	\$ 33,232,833	\$ 32,673,917	\$ 34,300,000	\$ (1,067,167)
Gen Mental Health	4,856,580	4,856,580	4,856,580	4,856,580	-
Subtotal	\$ 38,089,413	\$ 38,089,413	\$ 37,530,497	\$ 39,156,580	\$ (1,067,167)
Indigent Health Care					
AHCCCS Contribution	\$ 24,523,800	\$ 24,523,800	\$ 23,756,800	\$ 22,175,500	\$ 2,348,300
Indigent Long-Term Care					
ALTCS Contribution	150,313,300	150,313,300	145,459,800	156,100,800	(5,787,500)
County Residual Long Term Care	250,000	250,463	204,637	200,000	50,463
Subtotal	\$ 150,563,300	\$ 150,563,763	\$ 145,664,437	\$ 156,300,800	\$ (5,737,037)
Medical Education	\$ 3,547,900	\$ 3,547,900	\$ 3,547,896	\$ 3,547,900	\$ -
Trial Delivery					
Mental Health Orders	50,000	50,000	26,955	50,000	-
Mental Health Testimony	643,547	643,547	665,935	774,961	(131,414)
Subtotal	\$ 693,547	\$ 693,547	\$ 692,890	\$ 824,961	\$ (131,414)
Infectious Disease Control					
Tuberculosis Services	\$ 500,000	\$ 500,000	\$ 300,000	\$ 500,000	\$ -
Total Health Care Mandates	\$ 217,917,960	\$ 217,918,423	\$ 211,492,520	\$ 222,505,741	\$ (4,587,318)

General Government Revenue and Expenditure Detail Report (cont'd)

Description	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE
Pre-AHCCCS Liability Management					
Litigation Support	\$ 5,132,855	\$ 5,307,235	\$ 5,108,203	\$ 279,664	\$ 5,027,571
Pre-AHCCCS Liability	25,000,000	25,000,000	-	-	25,000,000
Subtotal	\$ 30,132,855	\$ 30,307,235	\$ 5,108,203	\$ 279,664	\$ 30,027,571
Administrative Service Program	\$ 2,599,125	\$ 2,682,899	\$ 3,181,937	\$ 454,737	\$ 2,228,162
General Government	5,111	5,111	2,129	6,936	(1,825)
Total Health Finance Administration	\$ 250,655,051	\$ 250,913,668	\$ 219,784,788	\$ 223,247,078	\$ 27,666,590
4513 - Litigation					
Pre-AHCCCS Liability Management					
Litigation Support	\$ 1,310,105	\$ 990,810	\$ 939,543	\$ 6,084,346	\$ (5,093,536)
Indigent long term Care					
County Residual Long Term Care	26,388	26,513	28,088	26,759	(246)
Administrative Services Program	266,997	364,995	305,684	386,510	(21,515)
Litigation Subtotal	\$ 1,603,490	\$ 1,382,318	\$ 1,273,314	\$ 6,497,615	\$ (5,115,297)
4514 - MMCS Run Out Operations					
Administrative Services Program	\$ 2,271,550	\$ 2,263,829	\$ 2,263,829	\$ 216,523	\$ 2,047,306
4518 - Compensation					
Administrative Services Program	\$ 826,463	\$ 814,582	\$ 717,279	\$ 719,354	\$ 95,228
4524 - Consultants					
Audit Services					
High Risk Audits	\$ 190,000	\$ 190,000	\$ 163,024	\$ 190,000	\$ -
Budget Management					
Budgeting	82,996	-	-	-	-
Multi-Year Planning Program					
Forecasting	85,000	-	-	-	-
Employment Services					
Recruiting and Staffing	300,000	300,000	126,479	165,000	135,000
Administrative Services Program	(477,996)	521,303	608,113	3,487,820	(2,966,517)
General Government	3,287,003	2,545,700	149,731	2,734,763	(189,063)
Consultants Subtotal	\$ 3,467,003	\$ 3,557,003	\$ 1,047,347	\$ 6,577,583	\$ (3,020,580)
4540 - Employment Services					
Employment Services					
Recruiting and Staffing	\$ 40,931	\$ 40,931	\$ 40,931	\$ 40,931	\$ -
Payroll and Records management					
Payroll	367,327	413,982	459,524	-	413,982
Records Management	421,522	379,453	376,130	-	379,453
Administrative Services Program	-	-	-	18,784	(18,784)
General Government	-	-	-	4,117	(4,117)
Employment Service Subtotal	\$ 829,780	\$ 835,008	\$ 874,297	\$ 1,075,138	\$ (240,130)

General Government Revenue and Expenditure Detail Report (cont'd)

Description	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE
4541 - Tax Appeals					
Property Assessment					
Exchange of Data	\$ 2,600,000	\$ 2,600,000	\$ 2,600,000	\$ -	\$ 2,600,000
Real Prop Characteristics					
4542 - Judgments					
Property Assessment					
Exchange of Data	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ 500,000
Real Prop Characteristics					
4543 - Outside legal Counsel					
Civil Legal Services					
Legal Advice Activity	\$ 2,400,000	\$ 2,400,000	\$ 2,400,000	\$ 2,400,000	\$ -
4545 - Employee Records and Payroll					
Employment Services					
Recruiting and Staffing	\$ 927,338	\$ 956,463	\$ 948,161	\$ 927,338	\$ 29,125
Payroll and Records Management					
Payroll	35,867	36,053	40,814	35,867	186
Records Management	13,021	13,228	12,571	13,021	207
General Government	-	-	-	4,117	(4,117)
Employee Records and Payroll Subtotal	\$ 976,226	\$ 1,005,744	\$ 1,001,546	\$ 946,010	\$ 59,734
Total General Fund	\$ 266,129,563	\$ 266,272,152	\$ 232,462,400	\$ 244,779,301	\$ 21,492,851
Public Health Grant Fund (532)					
4519 - Ryan White					
HIV/HCV Services					
Services For People With HIV/AIDS	\$ 6,435,504	\$ 6,435,504	\$ 5,330,545	\$ 6,430,854	\$ 4,650
Administrative Services	-	-	-	4,650	(4,650)
Total Public Health Grant Fund	\$ 6,435,504	\$ 6,435,504	\$ 5,330,545	\$ 6,435,504	\$ -
Total All Funds	\$ 272,565,067	\$ 272,707,656	\$ 237,792,945	\$ 251,214,805	\$ 21,492,851

Eliminations Summary

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:

DESCRIPTION	FY 2006-07	FY 2006-07	FY 2006-07	FY 2007-08	ADOPTED VS. REVISED	
	ADOPTED	REVISED	PROJECTED	ADOPTED	VARIANCE	%
Fund Transfers (see schedule)	\$ 329,560,140	\$ 387,559,498	\$ 660,299,355	\$ 322,141,324	\$ (65,418,174)	-16.9%
Internal Service Charges	67,940,624	67,940,624	73,361,532	163,366,891	95,426,267	140.5%
Total	\$ 397,500,764	\$ 455,500,122	\$ 733,660,887	\$ 485,508,215	\$ 30,008,093	6.6%

Transfers In by Fund

	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
GENERAL FUND	\$ 7,022,061	\$ 7,022,061	\$ 78,141,867	\$ 6,838,417
Central Service Allocation	7,022,061	7,022,061	7,022,061	6,838,417
Transfer from Appropriated Fund Balance to Debt Service and back to General Fund	-	-	11,494,000	-
Transfer from Intergovernmental Capital Projects Fund	-	-	1,385,321	-
Transfer from General Fund County Improvement Fund	-	-	58,240,485	-
SPECIAL REVENUE	\$ 160,978,270	\$ 161,362,161	\$ 163,414,590	\$ 166,048,344
241 PARKS ENHANCEMENT FUND	\$ 38,000	\$ 38,000	\$ 75,000	\$ 69,850
Transfer from Parks Souvenir Fund	38,000	38,000	75,000	69,850
255 DETENTION OPERATIONS	\$ 160,895,270	\$ 161,279,161	\$ 161,279,161	\$ 165,933,494
Jail Excise Tax Maintenance of Effort	160,895,270	160,895,270	160,895,270	165,933,494
Transfer of SCAAP Interest from General Government Grants Fund	-	383,891	383,891	-
265 PUBLIC HEALTH FEES	\$ 45,000	\$ 45,000	\$ 2,060,429	\$ 45,000
Vital Statistics	45,000	45,000	2,060,429	45,000
DEBT SERVICE	\$ 9,337,196	\$ 20,831,196	\$ 8,012,818	\$ 17,004,599
320 COUNTY IMPROVEMENT DEBT	\$ 9,337,196	\$ 9,337,196	\$ 8,012,818	\$ 9,029,599
COPS and Capital Lease Refinancing	1,069,994	1,069,994	1,069,994	1,043,635
CIP Debt Service	8,267,202	8,267,202	6,942,824	7,985,964
321 COUNTY IMPROVEMENT DEBT 2	\$ -	\$ 11,494,000	\$ -	\$ 7,975,000
Transfer from General Fund from Non-Departmental	-	1,372,439	-	-
Transfer from General Fund County Improvement Fund	-	10,121,561	-	6,775,900
Transfer from General Fund County Improvement Fund	-	-	-	-
Transfer from Animal Care and Control License/Shelter Fund	-	-	-	1,087,154
Transfer from Animal Care and Control Field Operation	-	-	-	111,946
CAPITAL PROJECTS	\$ 152,222,613	\$ 198,344,080	\$ 410,730,080	\$ 132,249,964
234 TRANSPORTATION CAPITAL PROJECT	\$ 66,383,561	\$ 66,340,116	\$ 66,340,116	\$ 59,709,258
Transfer from Transportaiton Operating Fund	66,383,561	66,340,116	66,340,116	59,709,258
422 INTERGOVERNMENTAL CAP PROJ	\$ 179,000	\$ 1,859,000	\$ 230,000	\$ 1,600,000
Transfer from Parks Grant Fund	150,000	1,750,000	150,000	1,600,000
Transfer from Parks Enhancement Fund	29,000	109,000	80,000	-
445 GENERAL FUND CTY IMPROV	\$ 46,989,577	\$ 91,474,489	\$ 305,489,489	\$ 38,827,910
Transfer from General Fund Project Reserve	46,989,577	91,474,489	91,474,489	-
Transfer from General Fund Appropriated Fund Balance	-	-	214,015,000	38,827,910
455 DETENTION CAPITAL PROJECTS	\$ 38,670,475	\$ 38,670,475	\$ 38,670,475	\$ 32,112,796
Transfer from Detention Operations Fund	38,670,475	38,670,475	38,670,475	32,112,796
TOTAL BEFORE ELIMINATIONS	\$ 329,560,140	\$ 387,559,498	\$ 660,299,355	\$ 322,141,324
ELIMINATIONS	\$ (329,560,140)	\$ (387,559,498)	\$ (660,299,355)	\$ (322,141,324)
ALL FUNDS	\$ -	\$ -	\$ -	\$ -

Transfers Out by Fund

	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
GENERAL FUND	\$ 215,942,665	\$ 271,921,577	\$ 485,921,604	\$ 213,836,003
<i>Jail Excise Tax Maintenance of Effort</i>	160,895,270	160,895,270	160,895,270	165,933,494
<i>Public Health Vital Statistics</i>	45,000	45,000	30,027	45,000
<i>General Govn't COPS/Capital Lease Refinancing</i>	1,001,243	1,001,243	1,001,243	977,184
<i>MCSO COPS/Capital Lease Refinancing</i>	51,563	51,563	51,563	49,838
<i>Medical Examiner COPS/Capital Lease Refinancing</i>	17,188	17,188	17,188	16,613
<i>Transfer to Debt Service/Human Service Campus</i>	2,200,000	2,200,000	2,200,000	2,200,000
<i>Transfer to Debt Service/Current CIP</i>	4,742,824	4,742,824	4,742,824	5,785,964
<i>Transfer for Debt Financing from Non-Departmental</i>	-	1,372,439	1,372,439	-
<i>Transfer for Debt Service from Appropriated Fund Balance</i>	-	10,121,561	10,121,561	-
<i>Transfer to San Tan Justice Courts CIP from Appropriated Fund Balance</i>	-	1,600,000	1,600,000	-
<i>Transfer to Gen. Fund County Improvement/Parks CIP</i>	10,457,765	10,457,765	10,457,765	-
<i>Transfer to County Improvement Fund for Capital Projects</i>	36,531,812	79,416,724	293,431,724	38,827,910
SPECIAL REVENUE	\$ 112,806,266	\$ 114,826,712	\$ 113,940,736	\$ 100,541,145
207 PALO VERDE	\$ 17,646	\$ 17,646	\$ 17,646	\$ 15,190
<i>Central Service Allocation - General Fund</i>	17,646	17,646	17,646	15,190
215 EMERGENCY MANAGEMENT	\$ 57,101	\$ 57,101	\$ 57,101	\$ 49,716
<i>Central Service Allocation - General Fund</i>	57,101	57,101	57,101	49,716
217 CDBG, HOUSING TRUST	\$ 25,380	\$ 25,380	\$ 25,380	\$ 24,493
<i>Central Service Allocation - General Fund</i>	25,380	25,380	25,380	24,493
222 HUMAN SERVICES GRANTS	\$ 934,317	\$ 934,317	\$ 934,317	\$ 937,832
<i>Central Service Allocation - General Fund</i>	934,317	934,317	934,317	937,832
226 PLANNING AND DEVELOPMENT FEES	\$ 369,758	\$ 369,758	\$ 369,758	\$ 422,434
<i>Central Service Allocation - General Fund</i>	369,758	369,758	369,758	422,434
230 PARKS & REC. GRANTS	\$ 150,000	\$ 1,750,000	\$ 150,000	\$ 1,600,000
<i>Transfer to Intergovernmental Cap. Projects</i>	150,000	1,750,000	150,000	1,600,000
232 TRANSPORTATION OPERATIONS	\$ 68,093,970	\$ 68,050,525	\$ 68,050,525	\$ 61,520,005
<i>Central Service Allocation - General Fund</i>	1,710,409	1,710,409	1,710,409	1,810,747
<i>Transportation CIP Transfer</i>	66,383,561	66,340,116	66,340,116	59,709,258
235 DEL WEBB SPECIAL FUND	\$ 5,147	\$ 5,147	\$ 5,147	\$ 6,415
<i>Central Service Allocation - General Fund</i>	5,147	5,147	5,147	6,415
239 PARKS SOUVENIR FUND	\$ 38,000	\$ 38,000	\$ 75,000	\$ 69,850
<i>Transfer to Parks Enhancement Fund</i>	38,000	38,000	75,000	69,850
241 PARKS ENHANCEMENT FUND	\$ 29,000	\$ 109,000	\$ 80,000	\$ -
<i>Transfer to Intergovernmental Cap. Projects</i>	29,000	109,000	80,000	-
249 GENERAL GOVERNMENT GRANTS	\$ -	\$ 383,891	\$ 383,891	\$ -
<i>SCAAP Interest Transfer to Detention Fund</i>	-	383,891	383,891	-
255 DETENTION OPERATIONS	\$ 38,670,475	\$ 38,670,475	\$ 38,670,475	\$ 32,112,796
<i>Transfer to Detention Capital Projects</i>	38,670,475	38,670,475	38,670,475	32,112,796
265 PUBLIC HEALTH FEES	\$ 186,278	\$ 186,278	\$ 186,278	\$ 186,984
<i>Central Service Allocation - General Fund</i>	186,278	186,278	186,278	186,984
290 WASTE TIRE	\$ 39,845	\$ 39,845	\$ 39,845	\$ 38,491
<i>Central Service Allocation - General Fund</i>	39,845	39,845	39,845	38,491
503 AIR QUALITY GRANT	\$ 69,018	\$ 69,018	\$ 69,018	\$ 66,468
<i>Central Service Allocation - General Fund</i>	69,018	69,018	69,018	66,468
504 AIR QUALITY FEES	\$ 234,784	\$ 234,784	\$ 234,784	\$ 208,428
<i>Central Service Allocation - General Fund</i>	234,784	234,784	234,784	208,428
506 ENVIRONMTL SVCS ENV HEALTH	\$ 378,412	\$ 378,412	\$ 378,412	\$ 380,790
<i>Central Service Allocation - General Fund</i>	378,412	378,412	378,412	380,790

Transfers Out by Fund (continued)

	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
532 PUBLIC HEALTH GRANTS <i>Central Service Allocation - General Fund</i>	\$ 1,512,162 1,512,162	\$ 1,512,162 1,512,162	\$ 3,542,564 3,542,564	\$ 964,095 964,095
572 ANIMAL CONTROL LICENSE/SHELTER <i>Central Service Allocation - General Fund</i> <i>Transfer to Debt Service Fund</i>	\$ 1,683,050 436,898 1,246,152	\$ 1,683,050 436,898 1,246,152	\$ 436,898 436,898 -	\$ 1,572,119 484,965 1,087,154
573 ANIMAL CONTROL GRANTS <i>Central Service Allocation - General Fund</i>	\$ 14,168 14,168	\$ 14,168 14,168	\$ 14,168 14,168	\$ 19,017 19,017
574 ANIMAL CONTROL FIELD OPERATION <i>Central Service Allocation - General Fund</i> <i>Transfer to Debt Service Fund</i>	\$ 261,917 183,691 78,226	\$ 261,917 183,691 78,226	\$ 183,691 183,691 -	\$ 306,254 194,308 111,946
580 SOLID WASTE MANAGEMENT <i>Central Service Allocation - General Fund</i>	\$ 35,838 35,838	\$ 35,838 35,838	\$ 35,838 35,838	\$ 39,768 39,768
CAPITAL PROJECTS	\$ -	\$ -	\$ 59,625,806	\$ 6,775,900
422 INTERGOVERNMENTAL CAP PROJ <i>Transfer to General Fund</i>	\$ - -	\$ - -	\$ 1,385,321 1,385,321	\$ - -
445 GENERAL FUND CTY IMPROV <i>Transfer to General Fund</i> <i>Transfer to Debt Service Fund</i>	\$ - - -	\$ - - -	\$ 58,240,485 58,240,485 -	\$ 6,775,900 - 6,775,900
INTERNAL SERVICE	\$ 811,209	\$ 811,209	\$ 811,209	\$ 988,276
654 EQUIPMENT SERVICES <i>Central Service Allocation - General Fund</i>	\$ 356,086 356,086	\$ 356,086 356,086	\$ 356,086 356,086	\$ 425,504 425,504
673 REPROGRAPHICS <i>Central Service Allocation - General Fund</i>	\$ 50,483 50,483	\$ 50,483 50,483	\$ 50,483 50,483	\$ 56,977 56,977
675 RISK MANAGEMENT <i>Central Service Allocation - General Fund</i>	\$ 117,932 117,932	\$ 117,932 117,932	\$ 117,932 117,932	\$ 177,771 177,771
681 TELECOMMUNICATIONS <i>Central Service Allocation - General Fund</i>	\$ 286,708 286,708	\$ 286,708 286,708	\$ 286,708 286,708	\$ 328,024 328,024
TOTAL BEFORE ELIMINATIONS	\$ 329,560,140	\$ 387,559,498	\$ 660,299,355	\$ 322,141,324
ELIMINATIONS	\$ (329,560,140)	\$ (387,559,498)	\$ (660,299,355)	\$ (322,141,324)
ALL FUNDS	\$ -	\$ -	\$ -	\$ -

Personnel Summary by Department

DEPARTMENT	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2007-08 ADOPTED	ADOPTED VS. REVISED VARIANCE
JUDICIAL				
110 ADULT PROBATION	1,237.00	1,224.00	1,249.00	25.00
270 JUVENILE PROBATION	951.00	984.00	957.00	(27.00)
800 TRIAL COURTS	1,523.51	1,534.78	1,572.28	37.50
SUBTOTAL	3,711.51	3,742.78	3,778.28	35.50
ELECTED				
010 BOARD OF SUPERVISORS DIST 1	3.00	3.00	3.00	-
020 BOARD OF SUPERVISORS DIST 2	3.00	3.00	3.00	-
030 BOARD OF SUPERVISORS DIST 3	3.00	3.00	3.00	-
040 BOARD OF SUPERVISORS DIST 4	3.00	3.00	3.00	-
050 BOARD OF SUPERVISORS DIST 5	3.00	3.00	3.00	-
120 ASSESSOR	358.00	360.00	365.00	5.00
140 CALL CENTER	33.00	33.00	33.00	-
160 CLERK OF THE SUPERIOR COURT	771.50	772.00	776.00	4.00
190 COUNTY ATTORNEY	1,036.65	1,038.90	1,032.90	(6.00)
210 ELECTIONS	58.00	58.00	58.00	-
250 CONSTABLES	31.00	31.00	31.00	-
360 RECORDER	84.25	84.25	84.25	-
370 SUPERINTENDENT OF SCHOOLS	49.00	49.00	40.00	(9.00)
430 TREASURER	62.75	64.00	64.00	-
500 SHERIFF	3,835.00	3,850.50	3,849.50	(1.00)
SUBTOTAL	6,334.15	6,355.65	6,348.65	(7.00)
APPOINTED				
060 CLERK OF THE BOARD	9.00	11.00	12.00	1.00
150 EMERGENCY MANAGEMENT	14.50	14.50	14.50	-
170 COMMUNITY DEVELOPMENT	7.00	8.00	7.00	(1.00)
180 FINANCE	56.00	56.00	56.00	-
200 COUNTY MANAGERS OFFICER	25.50	24.99	19.99	(5.00)
220 HUMAN SERVICES	470.75	461.25	461.25	-
230 INTERNAL AUDIT	20.00	20.00	20.00	-
260 CORRECTIONAL HEALTH	367.95	473.40	471.40	(2.00)
290 MEDICAL EXAMINER	73.00	90.00	90.90	0.90
300 PARKS & RECREATION	90.00	90.98	91.98	1.00
310 WORKFORCE MANAGEMENT AND DEVEL	17.00	21.00	17.00	(4.00)
340 PUBLIC FIDUCIARY	36.00	36.00	36.00	-
350 EMPLOYEE HEALTH INITIATIVES	24.00	24.00	30.00	6.00
410 ENTERPRISE TECHNOLOGY	109.00	113.00	117.00	4.00
420 JUSTICE SYSTEM PLANNING & INFORMATION	16.00	16.00	22.00	6.00
440 PLANNING & DEVELOPMENT	214.00	206.00	205.00	(1.00)
450 GENERAL GOVERNMENT	79.00	84.00	91.30	7.30
460 RESEARCH & REPORTING	6.50	6.50	6.50	-
490 MANAGEMENT & BUDGET	35.30	41.30	26.50	(14.80)
520 PUBLIC DEFENDER	476.60	481.95	498.45	16.50
540 LEGAL DEFENDER	96.00	96.00	102.00	6.00
550 LEGAL ADVOCATE	82.00	82.00	83.00	1.00
560 CONTRACT COUNSEL	11.50	12.75	13.75	1.00
640 TRANSPORTATION	484.00	484.00	515.00	31.00
670 SOLID WASTE	18.00	18.00	23.00	5.00
700 FACILITIES MANAGEMENT	264.00	263.50	270.50	7.00
730 MATERIALS MANAGEMENT	37.00	37.00	37.00	-
740 EQUIPMENT SERVICES	55.00	56.00	55.00	(1.00)
750 RISK MANAGEMENT	21.00	21.00	24.25	3.25
790 ANIMAL CARE & CONTROL	158.00	159.00	156.00	(3.00)
850 AIR QUALITY	164.00	165.00	165.00	-
860 PUBLIC HEALTH	587.46	570.30	555.55	(14.75)
880 ENVIRONMENTAL SERVICES	204.75	300.75	306.75	6.00
SUBTOTAL	4,329.81	4,545.17	4,601.57	56.40
MARICOPA COUNTY	14,375.47	14,643.60	14,728.50	84.90

Personnel Summary by Department (continued)

Significant Staffing Variances

Adult Probation: Standard Probation Activity is increasing by 2 staff due to annualization of an FY 2006-07 initiative. The Sex Offender Supervision Activity is increasing by 6.0 FTE due to a base adjustment in FY 2007-08. The Report & Review Activity is increasing by 17.0 FTE due to a base adjustment in FY 2007-08 due to caseload growth, supported by increased special revenue.

Assessor: Five (5) Area Manager positions were added late in FY 2006-07 to support the Assessor's satellite offices. The recommended budget includes the annualized costs for these positions.

County Manager's Office: The Criminal Justice Division of the County Manager's Office has been moved to the Justice System Planning and Information department.

Facilities Management: Seven FTE were added to address increase in demand for Security services at the Human Services Campus.

General Government: Increase in staff is due to the transfer of Compensation unit from Management and Budget to General Government and the transfer of the Ryan White fund related activity from Public Health.

Justice System Planning and Information: The Criminal Justice Division of the County Manager's Office has been moved to the Justice System Planning and Information department.

Juvenile Probation: Pre-Disposition Secure Care decreased by 27.0 FTE due to a technical correction related to teaching positions.

Legal Defender: Addition of 6.0 FTE Capital Activity positions to improve capital case processing and increase capacity.

Management and Budget: Decrease in staff due to the transfer of the Compensation unit from Management and Budget to General Government.

Office of Enterprise Technology (OET): Staff restructured to meet OET's needs in the current and near future environment. FTEs were eliminated and the funding redistributed to attract better qualified candidates.

Public Defender: Addition of 7.0 FTE Capital Activity positions to improve capital case processing and increase capacity. Replacement of existing temporary positions with the addition of 9.5 FTE clerical staff positions.

Public Health: Staff is decreasing due to the transfer of Ryan White grant fund related activity and staff to General Government.

Solid Waste: Two FTEs are recommended to the Waste Tire activity for new facilities and three FTEs added to the Landfill Post-Closure Monitoring activity to address demand.

Personnel Summary by Department (continued)

Superintendent of Schools: The Department reduced grant-funded positions in conjunction with expiring grants for which the positions were originally intended.

Trial Courts:

- 8.0 FTE were transferred into the Juvenile Delinquency Activity and Administrative Services Program due to the centralization of court services.
- 5.5 FTE were decreased in the Security Activity due to the discontinuance of intergovernmental agreements.
- 12.0 FTE Justice Clerks were added in Civil and Criminal Justice Programs due to an increase in Justice Court case filings.
- 4.0 FTE, including a Commissioner, were added to the Downtown Regional Court Center to improve case processing.

Workforce Management and Development: Reduction in staff is a result of efficiencies gained through reorganization.

Mandates

Introduction

Although approximately 91.75% 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 *Budget Summary Schedules* section of this *Annual Business Strategies* document. Please refer to the table of contents to find specific department information.

Summary

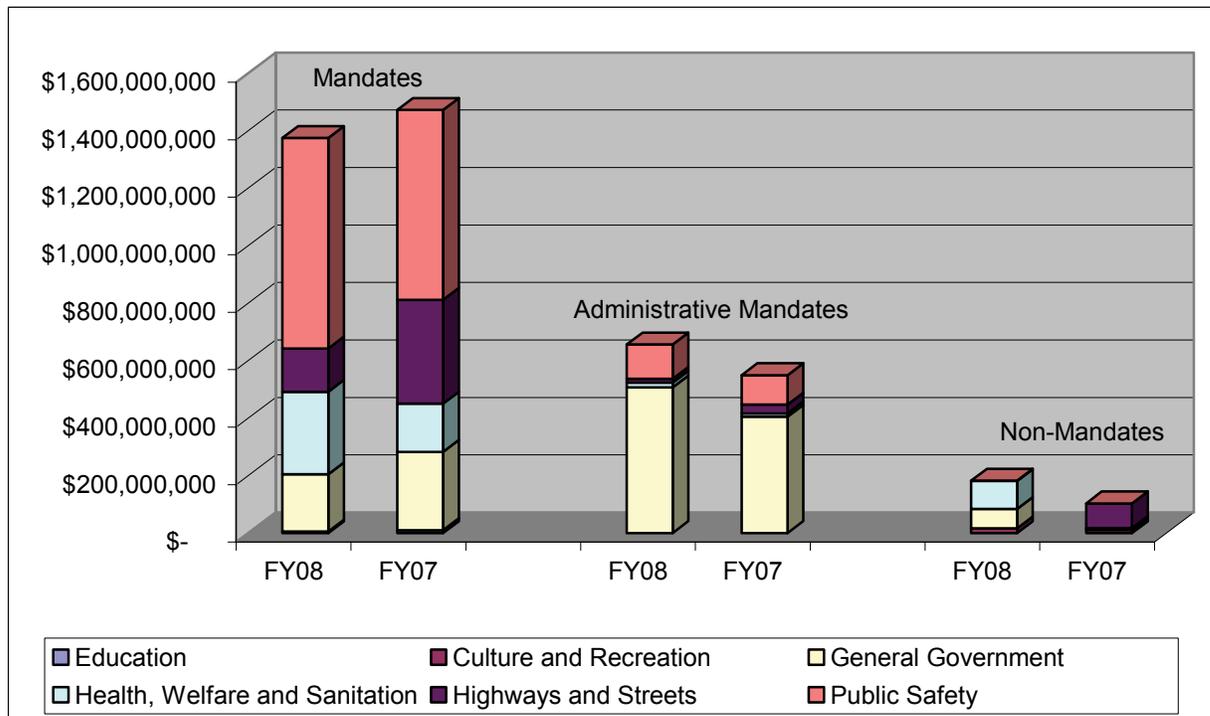
Maricopa County remains one of the fastest growing counties in the nation in terms of population, employment and personal income. While the population growth, which hovers around 3.0 % annually, directly impacts the demand for County services, its impact on primary County revenues (such as property, 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 2007-08 is projected at around 3.0%. During that same period, total expenditures are increasing 6.41% and mandated expenditures are anticipated to increase 4.7%. 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. Detailed descriptions of specific services provided by County departments can be found in Program and Activity Purpose Statements schedule in the Attachments section, which lists the purpose statements for all of the County's programs and activities.

As illustrated in the table below, over \$1.37 billion (62%) of Maricopa County's budget directly supports mandated services. \$657 million (30%) in expenditures is associated with administrative mandates and only 8% of the County's budget (\$183 million) supports non-mandated services.

Summary of FY 2007-08 Mandated and Non-Mandated Expenditures							
Category	Mandates	% of Budget	Administrative Mandates	% of Budget	Non-Mandates	% of Budget	
Education	\$ 5,368,724	0.24%	\$ 527,974	0.02%	\$ -	0.00%	
Culture and Recreation	-	0.00%	-	0.00%	16,756,821	0.76%	
General Government	201,370,007	9.17%	456,610,806	20.80%	97,668,169	4.45%	
Health, Welfare and Sanitation	287,408,340	13.09%	19,976,727	0.91%	93,399,188	4.25%	
Highways and Streets	150,369,658	6.85%	13,274,501	0.60%	-	0.00%	
Public Safety	732,195,600	33.35%	119,629,776	5.45%	1,159,116	0.05%	
Total	\$ 1,376,712,328	62.70%	\$ 610,019,784	27.78%	\$ 208,983,294	9.52%	

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 health, welfare and sanitation. 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 Highways and Streets. 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 \$6.2 million, less than 0.3% of the County's total mandated expenditures. The distribution of mandated versus non-mandated expenditures for Education in FY 2006-07 and FY 2007-08 is shown in the table below.

Education	FY 2006-07	FY 2007-08	% Change
Mandates	\$ 10,577,651	\$ 5,646,522	-47%
Administrative Mandates	457,766	527,974	15%
Non-Mandates	105,317	156,897	49%
Total	\$ 11,140,734	\$ 6,331,393	-43%

Overall expenditures in the Education area are decreasing due to the decision to eliminate contingencies planned for the Maricopa Regional School District that were budgeted in FY 2006-07. The contingencies planned for the prior year were never needed and there is no expectation that the contingencies will be needed for FY 2007-08. This reduction constitutes the entirety of the 43% reduction in Education.

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 .08% of the County's total budget is spent in this functional area. The table below reflects the FY 2006-07 and FY 2007-08 expenditures for Culture and Recreation.

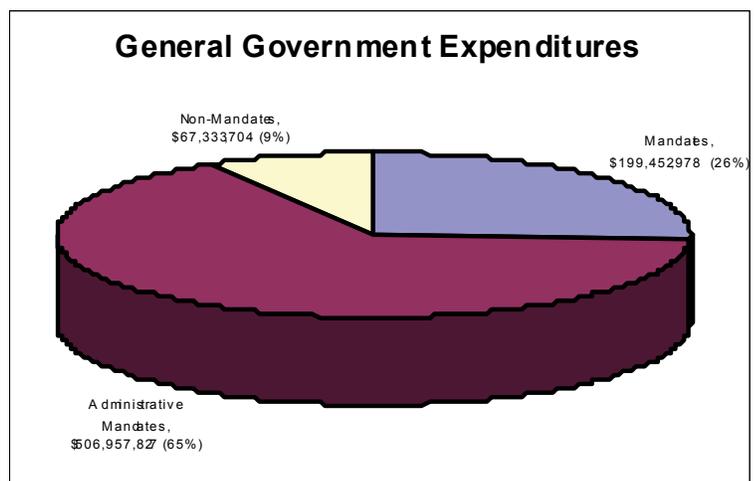
Culture & Recreation	FY 2006-07	FY 2007-08	% Change
Mandates	\$ -	\$ -	0%
Administrative Mandates	-	-	0%
Non-Mandates	11,161,863	16,756,821	50%
Total	\$ 11,161,863	\$ 16,756,821	50%

While planned operations expenditures for the Culture and Recreation activities have actually decreased, the increase in Culture and Recreation activities budgets is due mostly to minor capital improvements on Parks facilities. Significant changes are also a result of reclassification of activities accompanying the creation or redetermination of the Non-Departmental and General Government budgets.

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 \$774 million budgeted for General Government expenditures, \$706 million is mandated. General Government mandates comprise 34.7% of the total County Mandates. The table below illustrates the mandated versus non-mandated expenditures in FY 2006-07 and FY 2007-08.



General Government			
	FY 2006-07	FY 2007-08	% Change
Mandates	\$ 272,375,466	\$ 199,452,978	-27%
Administrative Mandates	404,657,935	506,957,827	25%
Non-Mandates	6,797,244	67,333,704	891%
Total	\$ 683,830,644	\$ 773,744,509	13%

Increases in planned General Government expenditures have resulted from the Board's decision to self-insure County employee health and dental benefits and due to increases in capital projects. Significant changes have also occurred with the reclassification of activities accompanying the creation or redetermination of the Non-Departmental and General Government budgets.

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 \$163 million, or 8% of the County's mandated expenditures. The table below reflects the FY 2006-07 and FY 2007-08 expenditures for Highways and Streets.

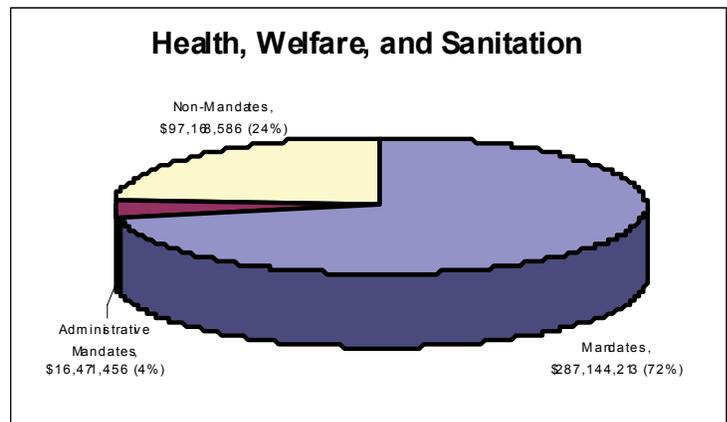
Highways & Streets			
	FY 2006-07	FY 2007-08	% Change
Mandates	\$ 167,648,467	\$ 150,369,658	-10%
Administrative Mandates	11,687,079	13,274,501	14%
Non-Mandates	-	-	0%
Total	\$ 179,335,546	\$ 163,644,159	-9%

The Highways and Streets mandates have decreased due to early completion of transportation projects. Many major construction and refurbishment projects that were mid-project in FY 2006-07 are planned to be completed this fiscal year, resulting in a decrease in planned expenditures for Maricopa County's Highways and Streets.

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, and the General Government Department, which provides indigent and inmate health-related risk management services, are also included in this category.



The FY 2007-08 budget includes over \$97 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 \$303.6 million or 14.9% of the County's total mandated expenditures. The distribution of mandates versus non-mandates for Health, Welfare & Sanitation in the FY 2006-07 and FY 2007-08 budgets is shown in the table below.

Health, Welfare & Sanitation			
	FY 2006-07	FY 2007-08	% Change
Mandates	\$ 361,472,347	\$ 287,144,213	-21%
Administrative Mandates	30,765,099	16,471,456	-46%
Non-Mandates	85,565,636	97,168,586	14%
Total	\$ 477,803,082	\$ 400,784,255	-16%

Health, Welfare and Sanitation mandates decreased in FY 2007-08 due mostly to fluctuations in participation in many health-related activities. The most significant decrease in demand for health related activities includes reductions in the Public Health Pharmacy activity. Significant changes are also a result of reclassification of activities accompanying the creation or redetermination of the Non-Departmental and General Government budgets.

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 \$851.9 million or 41.9% of total the County's mandated expenditures. Less than 0.14% of Public Safety expenditures are for non-mandated activities. The table below illustrates the distribution of Public Safety expenditures for FY 2006-07 and FY 2007-08.

Public Safety			
	FY 2006-07	FY 2007-08	% Change
Mandates	\$ 660,225,928	\$ 732,225,600	11%
Administrative Mandates	102,110,134	119,629,776	17%
Non-Mandates	224,594	1,159,116	416%
Total	\$ 762,560,656	\$ 853,014,492	12%

The 12% increase in expenditures for Public Safety is partly due to a large number of compensation increases amongst Public Safety personnel. Beginning in FY 2006-07, the Office of Management and Budget has conducted extensive compensation studies to try to address high levels of employee turnover and to bring County employee salaries into compliance with market ranges. These studies showed that the County's Public Safety personnel were generally paid below market rates. The Board subsequently increased the salaries of these critical personnel. These salary increases have resulted in higher quality candidates for job postings, lower turn-over rates, and higher levels of proficiency amongst new hires. Other significant increases in this category include the incorporation of a new Attorney Loan Repayment activity.

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 2007-08 Adopted Budget. The forecast reflects a "Most Likely" scenario, in which expenditures and revenues 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.

The overall 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.

Overall Fiscal Position

The latest five-year financial forecast paints a less-rosy picture than in recent years. The forecast includes several significant trends:

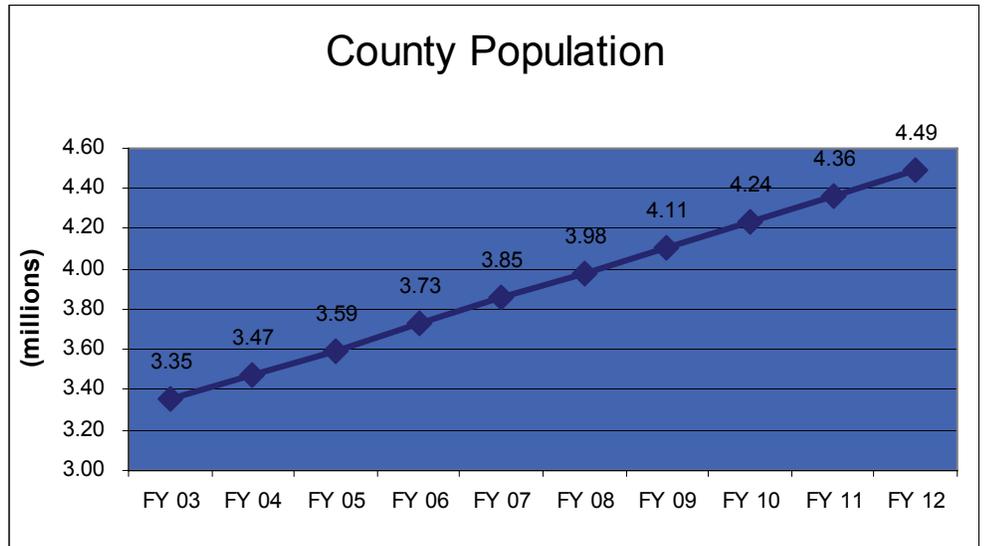
- Declining growth in property tax assessed values due to the slowdown in the housing market is fully reflected in the property tax base. Maricopa County's primary (general operating) property tax levy is limited to 2% annual increases on existing property, plus taxes on new properties.
- Significantly lower growth in State Shared Sales Tax, Vehicle License Tax, and Jail Excise Tax revenues. These revenue sources experienced unprecedented growth in FY 2005-06, but this growth was not sustainable. Revenues will continue to grow, but at a much lower rate.
- Sizable increases in mandated payments to the State of Arizona for health care, in particular the ALTCS program.
- Steady increases in employee compensation and health benefits and retirement contributions.

As a result, the forecast indicates that Maricopa County will face challenges in maintaining structurally-balanced budgets as demands for ever-higher expenditures exceed growth in revenues. Operating deficits are forecast beginning in FY 2008-09 in the Detention Fund, and in FY 2010-11 in the General Fund. No deficits are forecast in the Transportation Fund.

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.

Significant County population growth is forecasted to continue, and will drive ever greater demands for County services. Population growth in Maricopa County is expected to continue to outpace the State of Arizona and the nation. While the rate of population increase is forecasted to slow to 3.2%, down from a peak of 3.7% in FY 2005-06, the lower percentage still equates to an annual increase of over 123,000 new residents. Population growth is forecasted to level off at 3.0% per year through FY 2011-12.

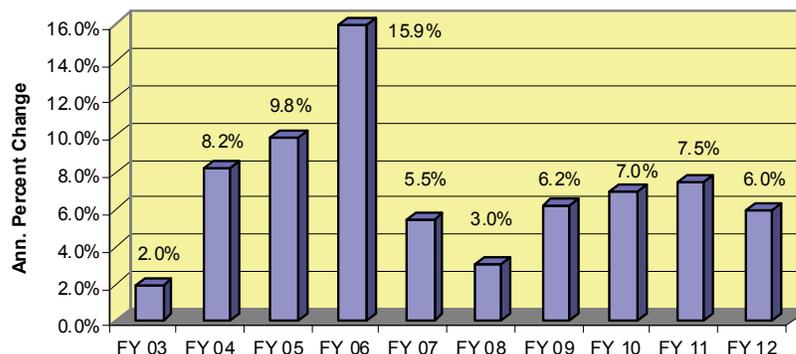


By year five of the forecast, the total County population will reach nearly 4.5 million, an increase of almost 640,000 new residents.

Inflationary pressures will also drive up the cost of service delivery for Maricopa County. The forecast assumes annual percentage increases in the general Consumer Price Index of 2.0-2.5%. At the same time, the cost of health care, as measured by the Medical CPI, is forecasted to 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.

Despite continuing increases in population and inflation, growth in retail sales is forecasted to drop to 3.0% in FY 2007-08 before growth recovers in FY 2008-09. 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.

Retail Sales Growth



After increasing at record levels, Maricopa County housing permits are forecasted to drop by 35%-50% in FY 2006-07. The five-year forecast assumes that housing permits will drop to 28,500 in FY 2007-08, but will start to recover in FY 2008-09 as continued population growth draws down the inventory of new housing.

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, will subside to 17.9% in FY 2008-09 and drop to a low of 2.5% in FY 2009-10. Nonetheless, 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's continued policy of "pay-as-you-go" financing of capital improvements. In the Most Likely scenario, a substantial portion of General Fund operating surpluses are applied to debt service payments associated with funding the Capital Improvement Program in lieu of a bond issue supported by dedicated taxes.
- No changes in the rates of fees and charges, unless already approved by the Board of Supervisors or the State Legislature.

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 2007-08 NAV reflected the tremendous increases in residential market values that peaked in 2005. The forecast for FY 2008-08 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.

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 growing more than 15% in FY 2005-06, growth is forecasted to slow to 6.6% in FY 2006-07. The forecast reflects State-shared sales tax revenue growth declining further to 5% in FY 2007-08. 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. The forecast indicates growth dropping to 3% in FY 2008-09 before reaching a low

of 1.5% the following year, and not regaining a pattern of growth consistent with population and inflation until the fifth year of the forecast.

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 hit a low of 3% in FY 2007-08, with recovery starting in FY 2008-09.

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 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 include performance pay increases of 3.5% in FY 2006-07, and similar levels annually thereafter. Higher salary increases are forecast for health care delivery personnel. Staffing growth is not forecast except for public safety positions, 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.

Major Maintenance: Ongoing major maintenance for current facilities continues through the end of the forecast period at current levels.

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	7,963,924	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	25,861,892	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
<i>Net Growth Rate</i>		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
<i>Net Growth Rate</i>		6.1%	4.2%	5.6%	5.4%
Operating Surplus/Deficit:					
	\$ -	\$ 9,650,069	\$ 12,968,159	\$ (14,289,948)	\$ (13,371,438)
<i>Percent of Total Uses</i>	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
<i>Designation/Cash Flow</i>	(54,000,000)	(83,200,000)	(89,500,000)	(93,200,000)	(97,300,000)
<i>Designation/Budget Stab.</i>	(157,809,663)	(130,930,007)	(77,598,166)	-	-
<i>Other Designations</i>	(37,733,900)	-	-	-	-
Beg. Unres/Unresig. Balance	\$ 164,614,794	\$ 50,349,931	\$ 47,031,841	\$ 73,898,166	\$ (4,491,782)
<i>Net Surplus/Deficit</i>	-	9,650,069	12,968,159	(14,289,948)	(13,371,438)
<i>Appropriated Fund Balance</i>	(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
<i>Net Growth Rate</i>		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
<i>Net Growth Rate</i>		4.1%	4.2%	4.2%	4.3%
Operating Surplus/Deficit:					
	\$ -	\$ (695,420)	\$ (9,518,348)	\$ (17,573,830)	\$ (17,773,511)
<i>Percent of Total Uses</i>	0.0%	-0.2%	-2.5%	-4.5%	-4.4%
Fund Balance:					
Reg. Unreserved Balance	\$ 145,551,542	\$ 108,376,615	\$ 87,681,195	\$ 58,162,847	\$ 20,589,017
<i>Desig. for Future CIP</i>	(75,000,000)	(75,000,000)	(75,000,000)	(75,000,000)	(75,000,000)
Reg. Unres./Undesig. Balance	\$ 70,551,542	\$ 32,694,350	\$ 11,998,930	\$ (17,519,418)	\$ (55,093,248)
<i>Net Surplus/Deficit</i>	-	(695,420)	(9,518,348)	(17,573,830)	(17,773,511)
<i>Appropriated Fund Balance</i>	(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 Ju v. Det/Itm t 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

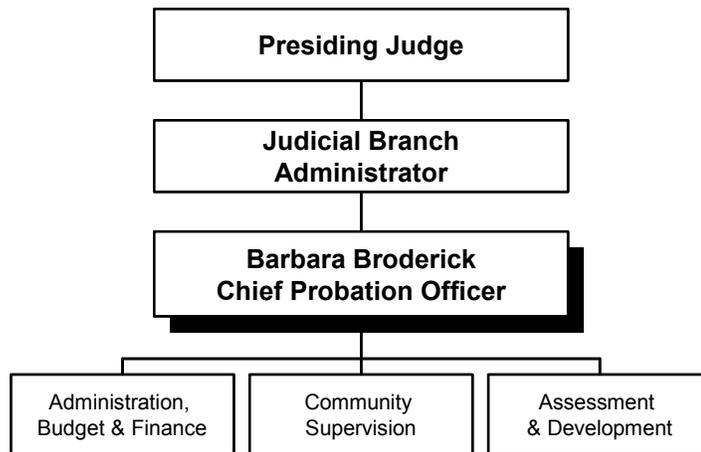
TRANSPORTATION FUND	Adopted FY 2007-08	2 FY 2008-09	3 FY 2009-10	4 FY 2010-11	5 FY 2011-12
MOST LIKELY SCENARIO					
OPERATIONS FUND					
Sources of Funds:					
Revenue					
Licenses & Permits	\$ 2,691,313	\$ 2,777,435	\$ 2,866,313	\$ 2,952,302	\$ 3,040,871
Other Intergovernmental	140,000	140,000	140,000	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 Wendy Johnson, Management & Budget Analyst

Summary

Organizational Chart



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: For FY 2005-06, the Department of Corrections (DOC) commitment rate, for individuals revoked on all case numbers and counts, was 22% which is down from 25% in FY 2004-05. The Department projects the commitment rate to remain at 22% in FY 2006-07. The

Department anticipates meeting the stated goal of reducing the number of probationer committed to DOC to 20% in FY 2007-08. The new felony conviction rate was 13% for FY 2005-06, which is up from 11% in FY 2004-05. It is expected that the rate will remain at 13% in FY 2006-07; however, with Probation Officer market increases, there are less vacancies and therefore less cases per Probation Officer, allowing more time to be spent supervising each probationer. Over time, this will cause the new felony conviction rate to decrease. Through the first two quarters of FY 2007, the rate of successful completions from standard probation was 59%, which is down from 65% in FY 2005-06. It is expected that the rate will remain at 59% in FY 2006-07; however, with Probation Officer market increases, there are less vacancies and therefore less cases per Probation Officer, allowing more time to be spent supervising each probationer. Over time, this will cause the rate of successful completions from standard probation to increase. Through the first two quarters of FY 2007, the rate of successful completions from pretrial supervision was 81%, which is up from 80% in FY 2005-06.

- **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: Currently, 51% of employees state that pay is the reason for their resignation. The budget supports the attainment of this goal by funding market increases for Probation Officers, Adult Educators, Counselors, Dispatchers, Administrative and Information Technology positions.

- **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: The budget supports the attainment of this goal by funding additional probation officers in the Sex Offender Supervision and Report and Review Activities. In FY 2006, 88% of the restitution owed during the Fiscal Year was paid, which reflects achievement of the stated goal to increase the rate of collection to 80%. The Financial Compliance Program was a 2006 recipient of a Showcase in Excellence Award by the Arizona Quality Alliance. 43% of the community restitution hours ordered were completed. Through the first two quarters of FY 2007, the Pre-sentence Division submitted 98% of pre-sentence reports on time without a continuance.

- **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: The satisfaction rate for victims was 57%. The satisfaction rate for community and criminal justice partners was 82%. In the first quarter of FY 2007 the satisfaction of criminal court judges was assessed. The satisfaction rate was 95%. The overall staff satisfaction score, based on participation in the FY 2006 County's Employee Satisfaction Survey was 5.47.

- **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 scale 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: The budget supports the attainment of this goal by providing carryover capital dollars to complete the security enhancements to the probation offices as approved in mid-fiscal year 2006-07. The MCAPD Master Plan has been approved by the County Facilities Review Committee. Officers continue to participate in Defensive Tactics Courses.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
11BC - BEHAVIORAL CHANGE	\$ 4,660,319	\$ 3,821,403	\$ 3,777,415	\$ 3,257,384	\$ 3,483,094	\$ (294,321)	-7.8%
EDUC - EDUCATION ACTIVITY	541,634	455,926	333,667	329,594	326,167	(7,500)	-2.2%
PRES - PRESENTENCE ACTIVITY	883,947	888,435	559,550	158,309	158,310	(401,240)	-71.7%
PTRI - PRETRIAL INIT AP RELEASE INFO	123,858	150,000	176,972	118,915	176,972	-	0.0%
PTSV - PRETRIAL SUPERVISION ACTIVITY	150,805	175,000	192,500	134,609	200,000	7,500	3.9%
TTAC - TRANSITION & TREATMNT ACTIVITY	2,960,076	2,152,042	2,514,726	2,515,957	2,621,645	106,919	4.3%
11CJ - COMMUNITY JUSTICE	\$ 10,802,034	\$ 10,168,291	\$ 10,452,718	\$ 10,911,197	\$ 11,185,963	\$ 733,245	7.0%
CMRS - COMMUNITY RESTORATION ACTIVITY	126,626	72,000	101,352	229,793	97,000	(4,352)	-4.3%
ICMA - IN-CUSTODY MANAGEMENT ACTIVITY	956,955	1,035,000	1,035,000	1,097,473	1,210,620	175,620	17.0%
INPB - INTENSIVE PROBATION ACTIVITY	1,801,635	1,763,000	1,763,000	1,841,070	1,792,000	29,000	1.6%
SOFF - SEX OFFENDER	-	-	275,056	101,000	311,368	36,312	13.2%
STDP - STANDARD PROBATION	7,916,818	7,296,660	7,264,848	7,628,086	7,767,713	502,865	6.9%
WARR - FUGITIVE APPREHENSION ACTIVITY	-	1,631	13,462	13,774	7,262	(6,200)	-46.1%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 541,004	\$ 56,739	\$ 56,711	\$ 40,667	\$ 73,563	\$ 16,852	29.7%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 45,375	\$ -	\$ -	\$ -	\$ -	\$ -	-
99GV - GENERAL GOVERNMENT	\$ 75,349	\$ 695,574	\$ 1,300,081	\$ 1,105,697	\$ 1,960,698	\$ 660,617	50.8%
TOTAL PROGRAMS	\$ 16,124,081	\$ 14,742,007	\$ 15,586,925	\$ 15,314,945	\$ 16,703,318	\$ 1,116,393	7.2%
EXPENDITURES							
11BC - BEHAVIORAL CHANGE	\$ 15,329,778	\$ 16,407,400	\$ 17,642,399	\$ 16,068,581	\$ 18,445,562	\$ (803,163)	-4.6%
EDUC - EDUCATION ACTIVITY	815,650	762,840	827,622	754,970	916,349	(88,727)	-10.7%
PRES - PRESENTENCE ACTIVITY	6,808,663	7,974,683	7,410,593	7,400,579	8,180,414	(769,821)	-10.4%
PTBB - PRETRIAL BAIL/BOND REVIEW	93,027	183,396	222,173	208,574	250,454	(28,281)	-12.7%
PTRI - PRETRIAL INIT AP RELEASE INFO	1,174,991	1,263,726	1,429,589	1,285,145	1,662,930	(233,341)	-16.3%
PTSV - PRETRIAL SUPERVISION ACTIVITY	2,858,978	3,125,255	3,299,752	3,007,081	3,463,361	(163,609)	-5.0%
TTAC - TRANSITION & TREATMNT ACTIVITY	3,578,470	3,097,500	4,452,670	3,412,232	3,972,054	480,616	10.8%
11CJ - COMMUNITY JUSTICE	\$ 45,191,788	\$ 49,861,381	\$ 55,157,007	\$ 50,890,458	\$ 59,977,854	\$ (4,820,847)	-8.7%
CMRS - COMMUNITY RESTORATION ACTIVITY	2,669,226	2,979,265	3,210,594	3,149,594	3,321,386	(110,792)	-3.5%
DVIO - DOMESTIC VIOLENCE	-	-	952,091	509,173	1,150,786	(198,695)	-20.9%
ICMA - IN-CUSTODY MANAGEMENT ACTIVITY	2,458,007	2,571,764	2,792,632	2,540,999	3,233,950	(441,318)	-15.8%
INDS - INDIRECT SERVICES ACTIVITY	660,612	695,775	752,681	739,973	814,672	(61,991)	-8.2%
INPB - INTENSIVE PROBATION ACTIVITY	9,143,800	10,322,791	10,972,221	9,615,225	11,518,822	(546,601)	-5.0%
RPRT - REPORT & REVIEW	-	-	1,756,756	887,516	2,812,348	(1,055,592)	-60.1%
SMIL - SERIOUS MENTALLY ILL	-	-	1,111,532	591,318	1,292,732	(181,200)	-16.3%
SOFF - SEX OFFENDER	-	-	2,796,368	1,500,146	3,528,150	(731,782)	-26.2%
STDP - STANDARD PROBATION	29,137,474	31,640,822	28,970,811	29,783,109	30,178,733	(1,207,922)	-4.2%
TYTH - TRANSFER YOUTH	-	-	260,049	141,167	335,269	(75,220)	-28.9%
WARR - FUGITIVE APPREHENSION ACTIVITY	1,122,669	1,650,964	1,581,272	1,432,238	1,791,006	(209,734)	-13.3%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 2,611,242	\$ 3,231,524	\$ 3,093,132	\$ 2,742,138	\$ 2,522,767	\$ 570,365	18.4%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 1,636,964	\$ 1,609,212	\$ 1,609,254	\$ 1,618,303	\$ 1,653,596	\$ (44,342)	-2.8%
99GV - GENERAL GOVERNMENT	\$ -	\$ 303,755	\$ 303,755	\$ 307,297	\$ 990,348	\$ (686,593)	-226.0%
TOTAL PROGRAMS	\$ 64,769,772	\$ 71,413,272	\$ 77,805,547	\$ 71,626,777	\$ 83,590,127	\$ (5,784,580)	-7.4%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
11BC - BEHAVIORAL CHANGE	275.90	275.90	-	0.0%
EDUC - EDUCATION ACTIVITY	14.60	14.60	-	0.0%
PRES - PRESENTENCE ACTIVITY	123.60	123.60	-	0.0%
PTBB - PRETRIAL BAIL/BOND REVIEW	4.50	4.50	-	0.0%
PTRI - PRETRIAL INIT AP RELEASE INFO	25.00	25.00	-	0.0%
PTSV - PRETRIAL SUPERVISION ACTIVITY	48.00	48.00	-	0.0%
TTAC - TRANSITION & TREATMNT ACTIVITY	60.20	60.20	-	0.0%
11CJ - COMMUNITY JUSTICE	906.50	931.50	25.00	2.8%
CMRS - COMMUNITY RESTORATION ACTIVITY	58.72	58.72	-	0.0%
DVIO - DOMESTIC VIOLENCE	17.60	17.60	-	0.0%
ICMA - IN-CUSTODY MANAGEMENT ACTIVITY	50.40	50.40	-	0.0%
INDS - INDIRECT SERVICES ACTIVITY	14.05	14.05	-	0.0%
INPB - INTENSIVE PROBATION ACTIVITY	179.73	179.73	-	0.0%
RPRT - REPORT & REVIEW	33.05	50.05	17.00	51.4%
SMIL - SERIOUS MENTALLY ILL	18.25	18.25	-	0.0%
SOFF - SEX OFFENDER	53.34	59.34	6.00	11.2%
STDP - STANDARD PROBATION	448.26	450.26	2.00	0.4%
TYTH - TRANSFER YOUTH	4.50	4.50	-	0.0%
WARR - FUGITIVE APPREHENSION ACTIVITY	28.60	28.60	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	33.35	33.35	-	0.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	8.25	8.25	-	0.0%
TOTAL PROGRAMS	1,224.00	1,249.00	25.00	2.0%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ 4,548,089	\$ 3,805,009	\$ 3,966,332	\$ 3,412,335	\$ 3,897,538	\$ (68,794)	-1.7%
Charges For Service	10,531,611	10,026,424	10,105,512	10,514,944	10,650,082	544,570	5.4%
Fines & Forfeits	655,920	800,574	1,405,081	1,197,903	2,055,698	650,617	46.3%
Miscellaneous Revenues	388,461	110,000	110,000	189,763	100,000	(10,000)	-9.1%
Total Revenue	\$ 16,124,081	\$ 14,742,007	\$ 15,586,925	\$ 15,314,945	\$ 16,703,318	\$ 1,116,393	7.2%
EXPENDITURES							
Personal Services	\$ 58,128,401	\$ 65,358,634	\$ 68,427,615	\$ 62,773,737	\$ 77,324,818	\$ (8,897,203)	-13.0%
Supplies	1,182,089	1,248,848	1,405,880	1,791,865	1,321,573	84,307	6.0%
Services	4,591,424	3,771,843	5,388,105	4,479,489	4,020,421	1,367,684	25.4%
Capital Outlay	867,858	1,033,947	2,583,947	2,581,686	923,315	1,660,632	64.3%
Total Expenditures	\$ 64,769,772	\$ 71,413,272	\$ 77,805,547	\$ 71,626,777	\$ 83,590,127	\$ (5,784,580)	-7.4%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 71,887	\$ -	\$ -	\$ -	\$ -	\$ -	-
201 ADULT PROBATION FEES	10,917,971	10,595,574	11,200,081	11,573,638	12,449,145	1,249,064	11.2%
211 ADULT PROBATION GRANTS	5,134,223	4,146,433	4,386,844	3,741,307	4,254,173	(132,671)	-3.0%
TOTAL FUNDS	\$ 16,124,081	\$ 14,742,007	\$ 15,586,925	\$ 15,314,945	\$ 16,703,318	\$ 1,116,393	7.2%
EXPENDITURES							
100 GENERAL	\$ 50,180,541	\$ 55,280,402	\$ 59,277,759	\$ 54,384,990	\$ 65,774,128	\$ (6,496,369)	-11.0%
201 ADULT PROBATION FEES	9,755,813	11,986,437	14,140,944	13,501,442	13,561,826	579,118	4.1%
211 ADULT PROBATION GRANTS	4,833,418	4,146,433	4,386,844	3,740,346	4,254,173	132,671	3.0%
TOTAL FUNDS	\$ 64,769,772	\$ 71,413,272	\$ 77,805,547	\$ 71,626,777	\$ 83,590,127	\$ (5,784,580)	-7.4%

General Adjustments

Personnel Savings Rate

Increase the budgeted salary savings rate from 6.5% to 7%, resulting in an expenditure reduction of \$718,552 (allocated to all activities).

Probation Surcharge Revenue

An increase in revenue of \$1,015,124, as a result of additional proceeds of a ten dollar probation surcharge assessed on civil and criminal traffic violations, allows budgeted expenditures for the Standard Probation, Intensive Probation and In-Custody Management Activities to be shifted from the General Fund to the Adult Probation Fees Fund.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev.-Adopted)	%
Percent of defendants who successfully complete release conditions without termination during the reporting period.	80.0%	79.0%	79.0%	79.0%	78.0%	-1.0%	-1.3%
Percent of Pretrial Initial Appearance Defendant Packets submitted to the Court within the 24-hour statutory mandate.	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period.	53.0%	54.0%	54.0%	54.0%	55.0%	1.0%	1.9%
Percent of students who successfully complete MCAPD operated education classes during the reporting period.	66.0%	66.0%	66.0%	66.0%	66.0%	0.0%	0.0%
Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period.	97.3%	97.0%	97.0%	93.0%	93.0%	-4.0%	-4.1%

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	66.0%	66.0%	66.0%	66.0%	66.0%	0.0%	0.0%
Percent of students who successfully complete MCAPD operated education classes during the reporting period.							
Demand	496	600	600	470	520	(80)	-13.3%
Average number of students in need (assessed, ordered, or referred) of MCAPD operated education services.							
Output	368	550	550	410	455	(95)	-17.3%
Average number of students who participate in MCAPD operated education classes during the reporting period.							
Percent of Demand met	74.2%	91.7%	91.7%	87.2%	87.5%	-4.2%	-4.5%
Efficiency	\$ 2,216.44	\$ 1,386.98	\$ 1,504.77	\$ 1,841.39	\$ 2,013.95	\$ (509.19)	-33.8%
Expenditures per unit of Output							
Revenues by Fund							
Adult Probation Grants	\$ 541,634	\$ 455,926	\$ 333,667	\$ 329,594	\$ 326,167	\$ (7,500)	-2.2%
Totals	\$ 541,634	\$ 455,926	\$ 333,667	\$ 329,594	\$ 326,167	\$ (7,500)	-2.2%
Expenditures by Fund							
General	\$ 140,701	\$ 94,253	\$ 102,765	\$ 98,495	\$ 340,423	\$ (237,658)	-231.3%
Adult Probation Fees	86,069	126,458	186,111	163,574	3,705	182,406	98.0%
Adult Probation Grants	588,880	542,129	538,746	492,901	572,221	(33,475)	-6.2%
Totals	\$ 815,650	\$ 762,840	\$ 827,622	\$ 754,970	\$ 916,349	\$ (88,727)	-10.7%
Staffing (FTEs)	NA	NA	14.60	NA	14.60	-	0.0%

The FY 2006-07 adopted budget assumed an increase of 21% in demand; however, FY 2006-07 projected demand declined by almost 5% when compared with FY 2005-06 actual. The department attributes this to inconsistencies in data reporting starting with FY 2003-04; therefore, FY 2007-08 demand of 520 students was based on the average annual increase over the last three fiscal years. FY 2007-08 output is budgeted consistent with the increase in demand.

Output does not meet demand as students stop participating prior to course completion for various reasons, including warrants, unwillingness to attend classes, etc. As a result, only 66% of students are expected to complete education classes in FY 2006-07. This trend has remained flat over the last several fiscal years.

FY 2007-08 budgeted expenditures increased by \$88,727 (10.7%) from FY 2006-07 due to an increase in employee benefits and market increases, resulting in a higher rate of expenditure per unit of output.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	97.0%	97.0%	97.0%	93.0%	93.0%	-4.0%	-4.1%
Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period.							
Results	93.0%	93.0%	93.0%	93.0%	93.0%	0.0%	0.0%
Percent of Presentence recommendations matching actual sentencings during the reporting period (i.e. probation, prison, terminal disposition).							
Demand	17,093	17,500	17,500	18,100	19,200	1,700	9.7%
Number of presentence investigation reports ordered by the court to be completed during the reporting period.							
Output	17,093	17,500	17,500	18,100	19,200	1,700	9.7%
Number of presentence investigation reports completed during the reporting period.							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 398.33	\$ 455.70	\$ 423.46	\$ 408.87	\$ 426.06	\$ (2.60)	-0.6%
Expenditures per unit of Output							
Revenues by Fund							
Adult Probation Grants	\$ 883,947	\$ 888,435	\$ 559,550	\$ 158,309	\$ 158,310	\$ (401,240)	-71.7%
Totals	\$ 883,947	\$ 888,435	\$ 559,550	\$ 158,309	\$ 158,310	\$ (401,240)	-71.7%
Expenditures by Fund							
General	\$3,898,128	\$5,089,578	\$ 5,183,766	\$ 4,919,142	\$ 7,845,595	\$ (2,661,829)	-51.3%
Adult Probation Fees	2,028,781	2,001,243	2,007,929	1,992,819	100,556	1,907,373	95.0%
Adult Probation Grants	881,753	883,862	218,898	488,618	234,263	(15,365)	-7.0%
Totals	\$6,808,663	\$7,974,683	\$ 7,410,593	\$ 7,400,579	\$ 8,180,414	\$ (769,821)	-10.4%
Staffing (FTEs)	NA	NA	123.60	NA	123.60	-	0.0%

The FY 2007-08 budget reflects an increase of 9.7% for demand and output when compared with the FY 2006-07 revised budget. FY 2007-08 budgeted demand and output was based on an average annual increase of 6% over the last three years. The continuance result has been sustained at 97% since FY 2005-06; however, continuances are increasing and will continue if staffing does not keep pace with expected increases to demand and output.

FY 2007-08 budgeted expenditures increased by \$769,821 (10.4%) from FY 2006-07 due to an increase in employee benefits and market increases. The increased cost in addition to the increased volume result in a higher rate of expenditure per unit of output.

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 a judicial officer any person who is charged with a public offense that is bailable 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	25.0%	25.0%	36.0%	36.0%	11.0%	44.0%
Percent of defendants released from custody following a Pretrial Bail/Bond Review.							
Demand	NA	2,000	2,000	1,800	1,930	(70)	-3.5%
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).							
Output	NA	2,000	2,000	1,800	1,930	(70)	-3.5%
Number of Bail/Bond Reviews completed.							
Percent of Demand met	NA	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	\$ 91.70	\$ 111.09	\$ 115.87	\$ 129.77	\$ (18.68)	-16.8%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ 93,027	\$ 183,396	\$ 222,173	\$ 208,574	\$ 250,454	\$ (28,281)	-12.7%
Totals	\$ 93,027	\$ 183,396	\$ 222,173	\$ 208,574	\$ 250,454	\$ (28,281)	-12.7%
Staffing (FTEs)	NA	NA	4.50	NA	4.50	-	0.0%

This was a new activity in FY 2006-07 so historical data is not available; therefore, average annual growth of 7% in the Pre-trial Supervision and Pre-Trial Initial Appearance Activities was used as an indicator to forecast demand and output for the Pre-Trial/Bail Bond Review Activity. The result is increasing based on first and second quarter FY 2006-07 projections which are believed to be a more accurate reflection of expected outcomes than initially forecast.

FY 2007-08 budgeted expenditures increased by \$28,281 (12.7%) from FY 2006-07 due to an increase in employee benefits and market increases, resulting in a higher rate of expenditure per unit of output.

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 a judicial officer any person who is charged with a public offense that is bailable 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Pretrial Initial Appearance Defendant Packets submitted to the Court within the 24-hour statutory mandate.							
Demand	49,126	56,100	56,100	52,600	56,300	200	0.4%
Number of Initial Appearance Defendant Packets ordered by the court.							
Output	49,126	56,100	56,100	52,600	56,300	200	0.4%
Number of Initial Appearance Defendant Packets presented to the court.							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 23.92	\$ 22.53	\$ 25.48	\$ 24.43	\$ 29.54	\$ (4.05)	-15.9%
Expenditures per unit of Output							
Revenues by Fund							
Adult Probation Grants	\$ 123,858	\$ 150,000	\$ 176,972	\$ 118,915	176,972	-	0.0%
Totals	\$ 123,858	\$ 150,000	\$ 176,972	\$ 118,915	\$ 176,972	\$ -	0.0%
Expenditures by Fund							
General	\$ 1,041,180	\$ 1,136,915	\$ 1,297,055	\$ 1,163,699	\$ 1,500,480	\$ (203,425)	-15.7%
Adult Probation Fees	-	1,800	1,800	1,200	-	1,800	100.0%
Adult Probation Grants	133,811	125,011	130,734	120,246	162,450	(31,716)	-24.3%
Totals	\$ 1,174,991	\$ 1,263,726	\$ 1,429,589	\$ 1,285,145	\$ 1,662,930	\$ (233,341)	-16.3%
Staffing (FTEs)	NA	NA	25.00	NA	25.00	-	0.0%

The FY 2007-08 increase in demand and output is based on a 7% annual increase, which has been the trend over the last three years. FY 2007-08 budgeted expenditures increased by \$233,341 (16.3%) from FY 2006-07 due to an increase in employee benefits and market increases. The increased cost in addition to the increased volume result in a higher rate of expenditure per unit of output.

The result is based on trend data over the last three years.

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 a judicial officer any person who is charged with a public offense that is bailable 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	80.0%	79.0%	79.0%	79.0%	78.0%	-1.0%	-1.3%
Percent of defendants who successfully complete release conditions without termination during the reporting period.							
Results	10.0%	11.0%	11.0%	11.0%	12.0%	1.0%	9.1%
Percent of defendants who fail to initially appear to Pretrial Services during the reporting period.							
Demand	2,217	2,575	2,575	2,325	2,830	255	9.9%
Average daily number of defendants ordered into pretrial supervision during the reporting period.							
Output	2,033	2,400	2,575	2,325	2,830	255	9.9%
Average daily number of defendants who receive pretrial supervision services during the reporting period.							
Percent of Demand met	91.7%	93.2%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 1,406.29	\$ 1,302.19	\$ 1,281.46	\$ 1,293.37	\$ 1,223.80	\$ 57.65	4.5%
Expenditures per unit of Output							
Revenues by Fund							
Adult Probation Grants	\$ 150,805	\$ 175,000	\$ 192,500	\$ 134,609	200,000	7,500	3.9%
Totals	\$ 150,805	\$ 175,000	\$ 192,500	\$ 134,609	\$ 200,000	\$ 7,500	3.9%
Expenditures by Fund							
General	\$ 2,672,948	\$ 2,960,162	\$ 3,138,402	\$ 2,837,431	\$ 3,285,578	\$ (147,176)	-4.7%
Adult Probation Fees	12,270	-	-	-	-	-	-
Adult Probation Grants	173,759	165,093	161,350	169,650	177,783	(16,433)	-10.2%
Totals	\$ 2,858,978	\$ 3,125,255	\$ 3,299,752	\$ 3,007,081	\$ 3,463,361	\$ (163,609)	-5.0%
Staffing (FTEs)	NA	NA	48.00	NA	48.00	-	0.0%

FY 2006-07 demand and output have increased less than originally forecasted by the Department. The actual increase in demand and output is projected to be approximately 14%, whereas the adopted budget included an increase of approximately 16%. The FY 2007-08 budget assumes a more modest increase of 10% over FY 2006-07. With staffing and resources keeping pace with the population, continuous improvement will be shown by defendants who successfully complete release conditions without termination; however, as demand continues to increase, existing staffing levels will not be sufficient to ensure defendants initially appear to Pre-trial Services.

FY 2007-08 budgeted expenditures increased by \$163,609 (5%) from FY 2006-07 due to an increase in employee benefits and market increases.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period.	53.0%	54.0%	54.0%	54.0%	55.0%	1.0%	1.9%
Results Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period.	16.0%	15.0%	15.0%	15.0%	14.0%	-1.0%	-6.7%
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.	1,961	1,850	1,850	2,080	2,200	350	18.9%
Output Average daily number of probationers who participate in MCAPD operated and/or funded treatment and residential service during the reporting period.	1,206	1,250	1,250	1,280	1,360	110	8.8%
Percent of Demand met	61.5%	67.6%	67.6%	61.5%	61.8%	-5.7%	-8.5%
Efficiency Expenditures per unit of Output	\$ 2,967.22	\$ 2,478.00	\$ 3,562.14	\$ 2,665.81	\$ 2,920.63	\$ 641.51	18.0%
Revenues by Fund							
Adult Probation Fees	\$ 212,251	\$ -	\$ -	\$ -	\$ -	\$ -	-
Adult Probation Grants	2,747,825	2,152,042	2,514,726	2,515,957	2,621,645	106,919	4.3%
Totals	\$ 2,960,076	\$ 2,152,042	\$ 2,514,726	\$ 2,515,957	\$ 2,621,645	\$ 106,919	4.3%
Expenditures by Fund							
General	\$ 1,196,306	\$ 1,179,367	\$ 1,533,294	\$ 1,248,024	\$ 1,476,598	\$ 56,696	3.7%
Adult Probation Fees	59,125	110,295	180,053	91,267	56,404	123,649	68.7%
Adult Probation Grants	2,323,039	1,807,838	2,739,323	2,072,941	2,439,052	300,271	11.0%
Totals	\$ 3,578,470	\$ 3,097,500	\$ 4,452,670	\$ 3,412,232	\$ 3,972,054	\$ 480,616	10.8%
Staffing (FTEs)	NA	NA	60.20	NA	60.20	-	0.0%

Demand and output are increasing based on a 6% annual growth trend; however if the department is unable to secure additional funding sources or vendors, output will decrease as less treatment beds will be available. Successful completion of treatment is based on the previous three year's data. The result for jail days saved is based on availability of community-based residential treatment as an alternative to incarceration.

FY 2007-08 budgeted expenditures decreased by \$480,616 (10.8%) from FY 2006-07 due to grant funding, resulting in a lower rate of expenditure per unit of output.

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.

Program Results

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev.-Adopted)	%
Percent of Standard probationers who successfully complete probation.	60.6%	59.0%	59.0%	59.0%	62.0%	3.0%	5.1%
Percent of jailed probationers who receive services under the In-Custody Management Activity during the reporting period.	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of IPS probationers who exit IPS and are not revoked to prison or jail during the reporting period.	44.0%	46.0%	46.0%	46.0%	48.0%	2.0%	4.3%
Percent of probationers paying restitution and/or performing community work service during the reporting period.	66.0%	70.0%	70.0%	70.0%	70.0%	0.0%	0.0%
Percent of warrants cleared during the reporting period.	97.8%	106.0%	106.0%	106.0%	114.0%	8.0%	7.5%
Percent of probationers appropriately monitored according to Indirect Services standards during the reporting period.	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

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

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07		FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
			REVISED	PROJ ACT			
Results	66.0%	70.0%	70.0%	70.0%	70.0%	0.0%	0.0%
Percent of probationers paying restitution and/or performing community work service.							
Results	57.0%	55.0%	55.0%	55.0%	54.0%	-1.0%	-1.8%
Percent of opted-in victims satisfied with Victim Assistance Services during the reporting period.							
Demand	14,437	16,560	16,560	14,300	14,150	(2,410)	-14.6%
Average number of probationers ordered to pay restitution and/or perform community work service during the reporting period.							
Output	14,437	16,560	16,560	14,300	14,150	(2,410)	-14.6%
Average number of probationers monitored to pay restitution and/or performing community work service during the reporting period.							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 184.89	\$ 179.91	\$ 193.88	\$ 220.25	\$ 234.73	\$ (40.85)	-21.1%
Expenditures per unit of Output							
Revenues by Fund							
Adult Probation Fees	\$ 59,681	\$ 72,000	\$ 72,000	\$ 200,441	\$ 97,000	\$ 25,000	34.7%
Adult Probation Grants	66,945	-	29,352	29,352	-	(29,352)	-100.0%
Totals	\$ 126,626	\$ 72,000	\$ 101,352	\$ 229,793	\$ 97,000	\$ (4,352)	-4.3%
Expenditures by Fund							
General	\$ 1,694,800	\$ 1,841,284	\$ 1,969,341	\$ 1,987,121	\$ 3,215,240	\$ (1,245,899)	-63.3%
Adult Probation Fees	810,211	1,053,154	1,156,225	1,067,588	27,633	1,128,592	97.6%
Adult Probation Grants	164,216	84,827	85,028	94,885	78,513	6,515	7.7%
Totals	\$ 2,669,226	\$ 2,979,265	\$ 3,210,594	\$ 3,149,594	\$ 3,321,386	\$ (110,792)	-3.5%
Staffing (FTEs)	NA	NA	58.72	NA	58.72	-	0.0%

Demand varies based on the number of individuals ordered by the Court to pay victim restitution and/or perform community work service. The FY 2006-07 adopted budget assumed an increase of 15% in both demand and output; however, FY 2006-07 projected demand and output have actually declined by almost 1% when compared with FY 2005-06. The FY 2007-08 budget reflects a decline in demand and output consistent with these trends. Probationers paying restitution or performing community service is based on the previous three year's data. The department will be offering an ongoing refresher training regarding victim's issues in order to increase satisfaction with Victim Assistance Services.

FY 2007-08 budgeted expenditures increased by \$65,335 (2%) from FY 2006-07 due to an increase in employee benefits and market increases, resulting in a higher rate of expenditure per unit of output.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
<u>Results</u> Percent of active domestic violence probationers sentenced for a new felony offense while supervised.	NA	NA	8.0%	8.0%	8.0%	0.0%	0.0%
<u>Results</u> Percent of domestic violence probationers who successfully complete probation.	NA	NA	NA	59.0%	58.0%		
<u>Demand</u> Average number o active domestic violence probationers ordered to be supervised during the reporting period.	NA	NA	601	595	590	(11)	-1.8%
<u>Output</u> Average number of active domestic violence probationers supervised during the reporting period.	NA	NA	601	595	590	(11)	-1.8%
Percent of Demand met	NA	NA	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u> Expenditures per unit of Output	NA	NA	\$ 1,584.18	\$ 855.75	\$ 1,950.48	\$ (366.31)	-23.1%
<u>Expenditures by Fund</u>							
General	NA	NA	\$ 834,371	\$ 435,583	\$ 1,112,377	\$ (278,006)	-33.3%
Adult Probation Fees	NA	NA	86,449	51,865	-	86,449	100.0%
Adult Probation Grants	NA	NA	31,271	21,725	38,409	(7,138)	-22.8%
Totals	NA	NA	\$ 952,091	\$ 509,173	\$ 1,150,786	\$ (198,695)	-20.9%
Staffing (FTEs)	NA	NA	17.60	NA	17.60	-	0.0%

This was a new activity in FY 2006-07; therefore, historical data is not available. The FY 2007-08 budget reflects a minor decrease (1%) in demand and output when compared with FY 2006-07 projections. This decrease is based on department assumptions and current trends. Until recently, historical data did not include Limited Jurisdiction cases; however, now that it is included, the percent of active domestic violence probationers sentenced for a new felony offense while supervised may increase.

FY 2007-08 budgeted expenditures increased by \$198,695 (20.9%) from FY 2006-07 due to an increase in employee benefits and market increases, resulting in a higher rate of expenditure per unit of output.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results Percent of jailed probationers who receive services under the In-Custody Management Activity during the reporting period.	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Results Percent of jail days saved through Court Liaison during the reporting period.	37.0%	38.0%	38.0%	38.0%	39.0%	1.0%	2.6%
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.	2,813	3,500	3,500	3,100	3,400	(100)	-2.9%
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.	2,813	3,500	3,500	3,100	3,400	(100)	-2.9%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency Expenditures per unit of Output	\$ 873.80	\$ 734.79	\$ 797.89	\$ 819.68	\$ 951.16	\$ (153.27)	-19.2%
Revenues by Fund							
Adult Probation Fees	\$ 956,955	\$ 1,035,000	\$ 1,035,000	\$ 997,163	\$ 1,010,000	\$ (25,000)	-2.4%
Adult Probation Grants	-	-	-	100,310	200,620	200,620	
Totals	\$ 956,955	\$ 1,035,000	\$ 1,035,000	\$ 1,097,473	\$ 1,210,620	\$ 175,620	17.0%
Expenditures by Fund							
General	\$ 2,097,795	\$ 2,242,681	\$ 2,143,919	\$ 2,090,963	\$ 1,959,063	\$ 184,856	8.6%
Adult Probation Fees	306,061	264,418	452,736	381,004	1,028,737	(576,001)	-127.2%
Adult Probation Grants	54,151	64,665	195,977	69,033	246,150	(50,173)	-25.6%
Totals	\$ 2,458,007	\$ 2,571,764	\$ 2,792,632	\$ 2,540,999	\$ 3,233,950	\$ (441,318)	-15.8%
Staffing (FTEs)	NA	NA	50.40	NA	50.40	-	0.0%

FY 2006-07 demand and output have increased less than originally forecasted by the Department. The actual increase in demand and output is projected to be approximately 10%, whereas the adopted budget included an increase of approximately 24%. The FY 2007-08 budget assumes a more modest increase of 10% over FY 2006-07. The result is based on an average length of incarceration and the time it takes for the probation violation process. The FY 2007-08 budget assumes a modest increase of 1% for this result.

FY 2007-08 budgeted expenditures increased by \$441,318 (15.8%) from FY 2006-07 due to an increase in employee benefits and market increases, resulting in a higher rate of expenditure per unit of output.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of probationers appropriately monitored according to Indirect Services standards during the reporting period.							
Demand	11,982	13,500	13,500	12,700	13,500	-	0.0%
Average daily number of probationers assigned to Indirect Services during the reporting period.							
Output	11,982	13,500	13,500	12,700	13,500	-	0.0%
Average daily number of probationers monitored by Indirect Services during the reporting period.							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 55.13	\$ 51.54	\$ 55.75	\$ 58.27	\$ 60.35	\$ (4.59)	-8.2%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ 369,269	\$ 404,577	\$ 447,224	\$ 427,173	\$ 810,635	\$ (363,411)	-81.3%
Adult Probation Fees	291,343	291,198	305,457	312,800	4,037	301,420	98.7%
Totals	\$ 660,612	\$ 695,775	\$ 752,681	\$ 739,973	\$ 814,672	\$ (61,991)	-8.2%
Staffing (FTEs)	NA	NA	14.05	NA	14.05	-	0.0%

FY 2006-07 demand and output have increased less than originally forecasted by the Department. The actual increase in demand and output is projected to be approximately 6%, whereas the adopted budget included an increase of approximately 13%. Consistent with current trends, the FY 2007-08 budget assumes an increase of 6% over FY 2006-07.

FY 2007-08 budgeted expenditures increased by \$61,991 (8.2%) from FY 2006-07 due to an increase in employee benefits and market increases, resulting in a higher rate of expenditure per unit of output.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	12.0%	11.0%	11.0%	11.0%	10.0%	-1.0%	-9.1%
Percent of active IPS probationers convicted of a new felony offense while supervised during the reporting period.							
Results	44.0%	46.0%	46.0%	46.0%	48.0%	2.0%	4.3%
Percent of IPS probationers who exit IPS and are not revoked to prison or jail during the reporting period.							
Demand	1,321	1,750	1,750	1,470	1,650	(100)	-5.7%
Average number of active IPS probationers ordered supervised during the reporting period.							
Output	1,321	1,750	1,750	1,470	1,650	(100)	-5.7%
Average number of active IPS probationers supervised during the reporting period.							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 6,921.88	\$ 5,898.74	\$ 6,269.84	\$ 6,540.97	\$ 6,981.10	\$ (711.26)	-11.3%
Expenditures per unit of Output							
Revenues by Fund							
Adult Probation Fees	\$ 1,801,635	\$ 1,763,000	\$ 1,763,000	\$ 1,841,070	\$ 1,792,000	\$ 29,000	1.6%
Totals	\$ 1,801,635	\$ 1,763,000	\$ 1,763,000	\$ 1,841,070	\$ 1,792,000	\$ 29,000	1.6%
Expenditures by Fund							
General	\$ 8,682,386	\$ 9,676,312	\$ 10,150,918	\$ 8,991,385	\$ 10,901,581	\$ (750,663)	-7.4%
Adult Probation Fees	461,414	612,314	821,303	609,394	617,241	204,062	24.8%
Adult Probation Grants	-	34,165	-	14,447	-	-	-
Totals	\$ 9,143,800	\$ 10,322,791	\$ 10,972,221	\$ 9,615,225	\$ 11,518,822	\$ (546,601)	-5.0%
Staffing (FTEs)	NA	NA	179.73	NA	179.73	-	0.0%

FY 2006-07 demand and output have increased less than originally forecasted by the Department. The actual increase in demand and output is projected to be approximately 11%, whereas the adopted budget included an increase of approximately 32%. Consistent with current trends, the FY 2007-08 budget assumes an increase of 12% over FY 2006-07. Percent of IPS probationers convicted of a new felony offense while supervised is based on a decline over the last three years. Percent of IPS probationers who are not revoked is based on a 4% annual increase since FY 2004-05.

FY 2007-08 budgeted expenditures increased by \$546,601 (5%) from FY 2006-07 due to an increase in employee benefits and market increases. The increased cost in addition to the increase volume result in a higher rate of expenditure per unit of output.

Base Adjustment: Supplies and Services were reduced by \$100,000 consistent with the projected decline in output.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07		FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	
			REVISED	PROJ ACT			%
Results	NA	NA	75.0%	75.0%	80.0%	5.0%	6.7%
Percent of Report and Review probationers who successfully complete Report and Review supervision during the reporting period.							
Results	NA	NA	3.0%	3.0%	3.0%	0.0%	0.0%
Percent of active Report and Review probationers sentenced for a new felony offense while							
Demand	NA	NA	6,000	6,000	8,360	2,360	39.3%
Average number of Report and Review probationers ordered to be supervised by the Court during the reporting period.							
Output	NA	NA	6,000	6,000	8,360	2,360	39.3%
Average number of Report and Review probationers supervised during the reporting period.							
Percent of Demand met	NA	NA	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	NA	\$ 292.79	\$ 147.92	\$ 336.41	\$ (43.61)	-14.9%
Expenditures per unit of Output							
Expenditures by Fund							
General	NA	NA	\$ 1,631,072	\$ 808,607	\$ 1,937,810	\$ (306,738)	-18.8%
Adult Probation Fees	NA	NA	125,684	78,909	874,538	(748,854)	-595.8%
Totals	NA	NA	\$ 1,756,756	\$ 887,516	\$ 2,812,348	\$ (1,055,592)	-60.1%
Staffing (FTEs)	NA	NA	33.05	NA	50.05	17.00	51.4%

This was a new activity in FY 2006-07; therefore, historical data is not available. The FY 2007-08 increase in demand and output is based on a 6% annual increase over the last three years and an increase of 2,000 cases being transferred from the Standard Probation Activity as the result of a base adjustment, which adds additional resources to move approximately 2,000 low risk probationers from Standard to this Activity. This transfer is in keeping with evidence-based practices and will positively influence the percent of probationers who successfully complete their supervision.

FY 2007-08 budgeted expenditures increased by \$1,055,592 (60.1%) from FY 2006-07 due to an increase in staffing, employee benefits and market increases. The increased cost in addition to the increase volume result in a higher rate of expenditure per unit of output.

Base Adjustment: The FY 2007-08 budget includes an increase of \$874,538 for 17.0 FTE positions, including supplies, supported by the increase in surcharge fee revenue. These positions will have a positive effect on results.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	12.0%	12.0%	13.0%	14.0%	11.0%	-2.0%	-15.4%
Percent of active Standard probationers sentenced for a new felony offense while supervised.							
Results	61.0%	59.0%	59.0%	59.0%	62.0%	3.0%	5.1%
Percent of Standard probationers who successfully complete probation.							
Demand	27,896	29,500	22,000	22,000	20,660	(1,340)	-6.1%
Average number of active Standard probationers ordered to be supervised by the court during the reporting period.							
Output	27,896	29,500	22,000	22,000	20,660	(1,340)	-6.1%
Average number of active Standard probationers supervised during the reporting period.							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 1,044.50	\$ 1,072.57	\$ 1,316.86	\$ 1,353.78	\$ 1,460.73	\$ (143.88)	-10.9%
Expenditures per unit of Output							
Revenues by Fund							
General	\$ 71,887	\$ -	\$ -	\$ -	\$ -	\$ -	
Adult Probation Fees	7,341,163	7,030,000	7,030,000	7,429,266	7,589,447	559,447	8.0%
Adult Probation Grants	503,769	266,660	234,848	198,820	178,266	(56,582)	-24.1%
Totals	\$ 7,916,818	\$ 7,296,660	\$ 7,264,848	\$ 7,628,086	\$ 7,767,713	\$ 502,865	6.9%
Expenditures by Fund							
General	\$ 24,813,636	\$ 26,788,134	\$ 23,080,530	\$ 23,462,927	\$ 19,947,865	\$ 3,132,665	13.6%
Adult Probation Fees	3,892,281	4,496,647	5,798,545	6,228,825	10,155,371	(4,356,826)	-75.1%
Adult Probation Grants	431,558	356,041	91,736	91,358	75,497	16,239	17.7%
Totals	\$ 29,137,474	\$ 31,640,822	\$ 28,970,811	\$ 29,783,109	\$ 30,178,733	\$ (1,207,922)	-4.2%
Staffing (FTEs)	NA	NA	448.26	NA	450.26	2.00	0.4%

***The Standard Probation Activity was split into multiple activities in FY 2006-07; therefore, the FY 2005-06 actual and FY 2006-07 adopted data is no longer accurate.**

The FY 2007-08 decrease in demand and output is based on a 3% annual increase over the last three years and a decrease of 2,000 cases being transferred to the Report and Review Activity as the result of a base adjustment, which added resources to move approximately 2,000 low risk probationers from Standard Probation to Report and Review. This transfer is in keeping with evidence-based practices and will positively influence the percent of probationers who successfully complete their supervision.

FY 2007-08 budgeted expenditures increased by \$1,253,379 (4.3%) from FY 2006-07 due to an increase in staffing, supplies and services, employee benefits, market increases and non-recurring expenditures, resulting in a higher cost per unit of output.

Base Adjustment: Supplies and Services were increased by \$100,000 in the General Fund consistent with projected increases in output. The Adult Probation Special Fees Fund was increased by \$500,000 for non-recurring expenditures from fund balance.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	5.0%	5.0%	5.0%	0.0%	0.0%
Percent of active seriously mentally ill probationers sentenced for a new felony offense while supervised.							
Results	NA	NA	NA	65.0%	65.0%		
Percent of seriously mentally ill who successfully complete probation.							
Demand	NA	NA	487	480	470	(17)	-3.5%
Average number of active seriously mentally ill probationers ordered to be supervised by the Court during the reporting period.							
Output	NA	NA	487	480	470	(17)	-3.5%
Average number of active seriously mentally ill probationers supervised during the reporting period.							
Percent of Demand met	NA	NA	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	NA	\$ 2,282.41	\$ 1,231.91	\$ 2,750.49	\$ (468.09)	-20.5%
Expenditures per unit of Output							
Expenditures by Fund							
General	NA	NA	\$1,092,574	\$ 579,844	\$ 1,292,732	\$ (200,158)	-18.3%
Adult Probation Fees	NA	NA	18,958	11,473	-	18,958	100.0%
Totals	NA	NA	\$1,111,532	\$ 591,318	\$ 1,292,732	\$ (181,200)	-16.3%
Staffing (FTEs)	NA	NA	18.25	NA	18.25	-	0.0%

This was a new activity that was previously part of the Standard Probation Activity; therefore, historical data is not available. The FY 2007-08 decrease in demand and output is based on a 2% annual decrease over the last three years. Demand has been limited to the capacities of these caseloads and therefore may be higher if more of this population can be shifted from Standard Supervision.

FY 2007-08 budgeted expenditures increased by \$181,200 (16.3%) from FY 2006-07 due to an increase in employee benefits and market increases, resulting in a higher rate of expenditure per unit of output.

Sex Offender Probation Supervision Activity

The purpose of the Sex Offender Supervision Activity is to provide community supervision of sex offenders 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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	4.0%	3.0%		
Percent of active sex offenders sentenced for a new felony offense while supervised.							
Demand	NA	NA	1,512	1,600	1,730	218	14.4%
Average number of active sex offenders ordered to be supervised during the reporting period.							
Output	NA	NA	1,512	1,600	1,730	218	14.4%
Average number of active sex offenders supervised during the reporting period.							
Percent of Demand met	NA	NA	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	NA	\$ 1,849.45	\$ 937.59	\$ 2,039.39	\$ (189.94)	-10.3%
Expenditures per unit of Output							
Revenues by Fund							
Adult Probation Grants	NA	NA	\$ 275,056	\$ 101,000	\$ 311,368	\$ 36,312	13.2%
Totals	NA	NA	\$ 275,056	\$ 101,000	\$ 311,368	\$ 36,312	13.2%
Expenditures by Fund							
General	NA	NA	\$ 1,988,072	\$ 1,072,074	\$ 3,066,809	\$ (1,078,737)	-54.3%
Adult Probation Fees	NA	NA	713,915	409,113	349,142	364,773	51.1%
Adult Probation Grants	NA	NA	94,381	18,958	112,199	(17,818)	-18.9%
Totals	NA	NA	\$ 2,796,368	\$ 1,500,146	\$ 3,528,150	\$ (731,782)	-26.2%
Staffing (FTEs)	NA	NA	53.34	NA	59.34	6.00	11.2%

This was a new activity that was previously part of the Standard Probation Activity; therefore, historical data is not available. FY 2006-07 projected demand and output reflect an increase of 6% over the initial budgeted demand and output. The FY 2007-08 budget assumes an increase of 8% for both demand and output. Demand has been limited to the capacities of these caseloads and therefore may be higher if more of this population can be shifted from Standard Supervision.

FY 2007-08 budgeted expenditures increased by \$731,782 (26.2%) from FY 2006-07 due to an increase in staffing, employee benefits and market increases. The increased cost in addition to the increase volume result in a higher rate of expenditure per unit of output.

Base Adjustment: The FY 2007-08 budget includes an increase of \$349,142 for 6.0 FTE positions, including supplies, supported by the increase in surcharge fee revenue. These positions will have a positive effect on the probationer to probation officer caseload.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED PROJ ACT		FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results Percent of active transferred youth sentenced for a new felony offense while supervised.	NA	NA	27.0%	27.0%	28.0%	1.0%	3.7%
Results Percent of transferred youth who successfully complete probation.	NA	NA	0.0%	59.0%	58.0%	58.0%	
Demand Average number of active transferred youth ordered to be supervised by the Court during the reporting period.	NA	NA	152	160	170	18	11.8%
Output Average number of active transferred youth supervised during the reporting period.	NA	NA	152	160	170	18	11.8%
Percent of Demand met	NA	NA	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency Expenditures per unit of Output	NA	NA	\$ 1,710.85	\$ 882.30	\$ 1,972.17	\$ (261.32)	-15.3%
Expenditures by Fund							
General	NA	NA	\$ 204,987	\$ 108,781	\$ 335,269	\$ (130,282)	-63.6%
Adult Probation Fees	NA	NA	55,062	32,387	-	55,062	100.0%
Totals	NA	NA	\$ 260,049	\$ 141,167	\$ 335,269	\$ (75,220)	-28.9%
Staffing (FTEs)	NA	NA	4.50	NA	4.50	-	0.0%

This was a new activity that was previously part of the Standard Probation Activity; therefore, historical data is not available. FY 2006-07 projected demand and output reflect an increase of 5% over the initial budgeted demand and output. The FY 2007-08 budget assumes an increase of 6% for both demand and output. Demand has been limited to the capacities of these caseloads and therefore may be higher if more of this population can be shifted from Standard Supervision.

FY 2007-08 budgeted expenditures increased by \$75,220 (28.9%) from FY 2006-07 due to an increase in employee benefits and market increases, resulting in a higher rate of expenditure per unit of output.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07		FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
			REVISED	PROJ ACT			
Results	98.0%	106.0%	106.0%	106.0%	114.0%	8.0%	7.5%
Percent of outstanding warrants cleared during the reporting period.							
Results	NA	15.0%	15.0%	10.0%	20.0%	5.0%	33.3%
Percent of warrants cleared by arrest with either a class 2, 3 or 4 person or property offense during the reporting period.							
Demand	8,848	9,994	9,994	9,470	10,100	106	1.1%
Average daily number of probationers on warrant status ordered by the Court who are being sought by Adult Probation during the reporting period.							
Output	8,848	9,994	9,994	9,470	10,100	106	1.1%
Average number of total probationers on warrant status who are being sought by the Adult Probation Department during the reporting period.							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 126.88	\$ 165.20	\$ 158.22	\$ 151.24	\$ 177.33	\$ (19.11)	-12.1%
Expenditures per unit of Output							
Revenues by Fund							
Adult Probation Grants	\$ -	\$ 1,631	\$ 13,462	\$ 13,774	\$ 7,262	\$ (6,200)	-46.1%
Totals	\$ -	\$ 1,631	\$ 13,462	\$ 13,774	\$ 7,262	\$ (6,200)	-46.1%
Expenditures by Fund							
General	\$ 626,250	\$ 953,091	\$ 1,015,007	\$ 848,732	\$ 1,780,704	\$ (765,697)	-75.4%
Adult Probation Fees	496,419	697,873	543,631	582,172	10,302	533,329	98.1%
Adult Probation Grants	-	-	22,634	1,333	-	22,634	100.0%
Totals	\$ 1,122,669	\$ 1,650,964	\$ 1,581,272	\$ 1,432,238	\$ 1,791,006	\$ (209,734)	-13.3%
Staffing (FTEs)	NA	NA	28.60	NA	28.60	-	0.0%

FY 2006-07 demand and output have increased less than originally forecasted by the Department. The actual increase in demand and output is projected to be approximately 7%, whereas the adopted budget included an increase of approximately 13%. The FY 2007-08 budget assumes a more consistent increase of 6.6% over FY 2006-07.

FY 2007-08 budgeted expenditures increased by \$209,734 (13.3%) from FY 2006-07 due to an increase in employee benefits and market increases, resulting in a higher rate of expenditure per unit of output.

Administrative Services Program

The purpose of the Administrative Services Program is to compile cost information and standardized performance data on a variety of internal administrative and support services for County departments, OMB and the Board of Supervisors so they can conduct comparative analyses and track program performance and costs.

Security Enhancements: The FY 2007-08 budget includes an increase in the Executive Management Activity by \$205,000 to cover the carryover cost of security enhancements in the probation offices. This increase is supported by fund balance in the Adult Probation Fees Fund.

Worker's Compensation / Unemployment Insurance: As a technical adjustment, the Internal Service Fund Charges Activity was increased by \$190,249 to fully fund Workers' Compensation and Unemployment Insurance for FY 2007-08.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 55,280,402	\$ -
MID-YEAR ADJUSTMENTS:		
Executive Compensation Increase (12 months) <i>Agenda C-49-05-015-6-00</i>	\$ 18,796	\$ -
Subtotal	\$ 18,796	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 55,299,198	\$ -
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 634,555	\$ -
Retirement Contributions	82,602	-
FY 2007-08 Pay for Performance	1,451,468	-
Annualization of FY 2007 Initiatives	456,824	-
Annualization of FY 2006-07 LRP (12 month)	9,656	-
Lease Terminations	(133,026)	-
Subtotal	\$ 2,502,079	\$ -
FY 2007-08 BUDGET TARGET	\$ 57,801,277	\$ -
BASE ADJUSTMENTS:		
Market Increases (12 months) <i>(Probation Officers, Dispatchers, Adult Education Instructors, Administrative Phase I, IT positions)</i>	\$ 9,210,409	\$ -
Right-size Intensive Probation Activity	(100,000)	-
Right-size Standard Probation Activity	100,000	-
Increased Allocation out to Probation Fees Fund <i>(Intensive Probation, Standard Probation, and In- Custody Management Activities)</i>	(709,255)	-
Right-size Personnel Savings	(718,552)	-
Subtotal	\$ 7,782,602	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 65,774,128	\$ -

Adult Probation Fees Fund (201) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 11,986,437	\$ 10,595,574
MID-YEAR ADJUSTMENTS:		
Security Modifications <i>Agenda C-49-07-003-8-00</i>	\$ 1,550,000	\$ -
Subtotal	\$ 1,550,000	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 13,536,437	\$ 10,595,574
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 127,045	\$ -
Retirement Contributions	23,964	-
FY 2007-08 Pay for Performance	279,757	-
Structural Balance	-	838,447
Annualization of FY 2007 Initiatives	(483,182)	-
One Time Expenses	(2,050,000)	-
Subtotal	\$ (2,102,416)	\$ 838,447
FY 2007-08 BUDGET TARGET	\$ 11,434,021	\$ 11,434,021
BASE ADJUSTMENTS:		
Request Under Target	\$ (510,130)	\$ -
Increased Probation Surcharge Fee Revenue	-	1,015,124
Security Modifications (carryover) - Fund Balance	205,000	-
Non-Recurring Expenditures from Fund Balance	500,000	-
Increased Allocation in for Various Activities <i>(Intensive Probation, Standard Probation, and In-Custody Management Activities)</i>	709,255	-
Right-size Sex Offender Supervision Activity	349,142	-
Right-size Report & Review Activity	874,538	-
Subtotal	\$ 2,127,805	\$ 1,015,124
FY 2007-08 ADOPTED BUDGET:	\$ 13,561,826	\$ 12,449,145

Adult Probation Fees (201) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 4,929,104	\$ 5,438,900	\$ 5,438,900	\$ 6,091,261	\$ 4,163,457
Revenue	\$ 10,917,971	\$ 10,595,574	\$ 11,200,081	\$ 11,573,638	\$ 12,449,145
Expenditures	9,755,813	11,986,437	14,140,944	13,501,442	13,561,826
Net Operating	\$ 1,162,158	\$ (1,390,863)	\$ (2,940,863)	\$ (1,927,804)	\$ (1,112,681)
Ending Fund Balance	\$ 6,091,262	\$ 4,048,037	\$ 2,498,037	\$ 4,163,457	\$ 3,050,776

Adult Probation Grant Fund (211) Appropriated Budget Reconciliation

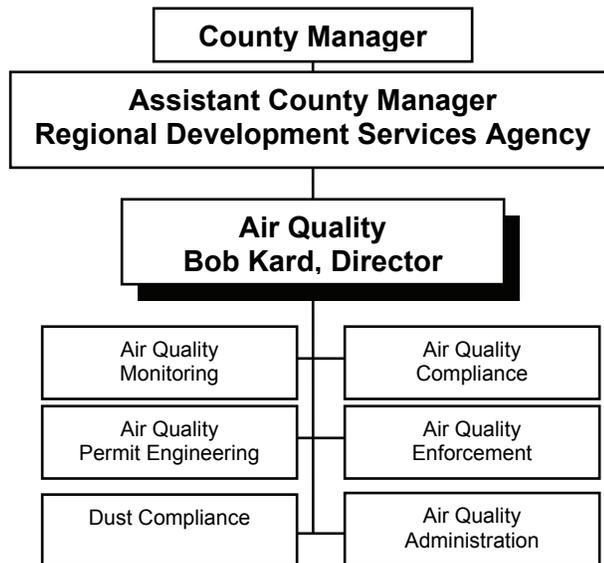
	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 4,146,433	\$ 4,146,433
FY 2006-07 REVISED RESTATED BUDGET:	\$ 4,146,433	\$ 4,146,433
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 48,812	\$ -
Retirement Contributions	10,698	-
FY 2007-08 Pay for Performance	83,632	-
Structural Balance	-	143,142
Subtotal	\$ 143,142	\$ 143,142
FY 2007-08 BUDGET TARGET	\$ 4,289,575	\$ 4,289,575
BASE ADJUSTMENTS:		
Request under Target	\$ (35,402)	\$ (35,402)
Subtotal	\$ (35,402)	\$ (35,402)
FY 2007-08 ADOPTED BUDGET:	\$ 4,254,173	\$ 4,254,173

Air Quality

Analysis by Angie Flick, Management & Budget Analyst

Summary

Organizational Chart



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, 2007, provide an effective outreach program to ensure public and business awareness of air quality programs, issues, regulations and necessary improvements.**

Status: Many activities in Air Quality are designed to attain this goal in addition to the 2007 Air Quality media campaign "Bring Back Blue" which was launched January 16, 2007. The FY 2007-08 budget continues to support the attainment of this goal.

- **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: According to the department, the Air Quality needs assessment is still in progress. This assessment is on target to be completed by June 30, 2008. The FY 2007-08 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 Air Quality needs assessment is still in progress. There is currently no update to this goal.

- **By June 20, 2007, secure a funding source for the vacant lot dust inspection program to relieve the general fund obligation.**

Status: The department has accomplished this goal. The Dust Control Vacant Lot Activity is funded through the Air Quality Grant and Fee Funds in the FY 2007-08 budget.

- **By June 30, 2008, have air monitoring vehicle in service to provide instantaneous tests to assess air pollution levels in Maricopa County.**

Status: The department is working with Material Management to procure a mobile van and associated equipment. The FY 2007-08 budget includes funding for this procurement.

- **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: The Department has defined requirements and obtained funding in the FY 2007-08 budget. Implementation and maintenance is expected to be completed in FY 2007-08.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
85AQ - AIR QUALITY PROGRAM	\$ 13,445,334	\$ 13,613,889	\$ 13,613,889	\$ 14,253,549	\$ 14,478,719	\$ 864,830	6.4%
CAQM - COUNTYWIDE AQ MONITORING	1,085,628	1,088,689	1,088,689	1,563,830	641,976	(446,713)	-41.0%
DCPC - DUST CNTRL PERMIT COMPLIANCE	3,333,289	2,908,009	2,908,009	3,015,922	2,908,009	-	0.0%
DCPE - DUST CNTRL PERMIT ENFORCEMENT	599,709	283,453	283,453	1,497,255	796,973	513,520	181.2%
DCVL - DUST CNTRL VACANT LOT COMPL	-	-	-	7,800	784,472	784,472	
LSPC - LARGE SOURCE PERMIT COMPLIANCE	1,014,339	1,046,304	1,046,304	720,576	1,200,000	153,696	14.7%
LSPE - LARGE SOURCE PERMIT ENFRMENT	902,598	800,000	800,000	461,958	467,734	(332,266)	-41.5%
LSPR - LARGE SOURCE PRMT ENG REVIEW	716,229	1,396,956	1,396,956	740,169	1,468,406	71,450	5.1%
SSPC - SMALL SOURCE PERMIT COMPLIANCE	3,225,547	2,678,192	2,678,192	3,008,017	3,008,017	329,825	12.3%
SSPE - SMALL SOURCE PERMIT ENFRMENT	211,291	244,573	244,573	491,560	134,557	(110,016)	-45.0%
SSPR - SMALL SOURCE PRMT ENG REVIEW	197,559	484,713	484,713	358,751	485,000	287	0.1%
TRDA - TRIP REDUCTION ACTIVITY	1,149,216	1,858,000	1,858,000	2,038,298	1,858,575	575	0.0%
VVRR - VOL VEHICLE REPAIR & RETROFIT	1,009,929	825,000	825,000	349,412	725,000	(100,000)	-12.1%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 191,658	\$ 2,332,605	\$ 2,332,605	\$ 1,228,927	\$ 17,654	\$ (2,314,951)	-99.2%
99GV - GENERAL GOVERNMENT	\$ 725,262	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL PROGRAMS	\$ 14,362,254	\$ 15,946,494	\$ 15,946,494	\$ 15,482,475	\$ 14,496,373	\$ (1,450,121)	-9.1%
EXPENDITURES							
85AQ - AIR QUALITY PROGRAM	\$ 8,941,661	\$ 11,386,264	\$ 11,961,736	\$ 10,372,693	\$ 13,503,599	\$ (1,541,863)	-12.9%
CAQM - COUNTYWIDE AQ MONITORING	1,539,063	1,302,393	1,800,602	1,208,911	1,854,898	(54,296)	-3.0%
DCPC - DUST CNTRL PERMIT COMPLIANCE	1,237,463	1,546,187	1,956,163	1,712,742	2,576,133	(619,970)	-31.7%
DCPE - DUST CNTRL PERMIT ENFORCEMENT	76,287	174,275	171,038	161,542	161,777	9,261	5.4%
DCVL - DUST CNTRL VACANT LOT COMPL	732,613	543,310	543,310	510,447	758,326	(215,016)	-39.6%
LSPC - LARGE SOURCE PERMIT COMPLIANCE	701,655	566,482	585,249	553,240	615,870	(30,621)	-5.2%
LSPE - LARGE SOURCE PERMIT ENFRMENT	150,431	507,451	171,877	347,376	164,997	6,880	4.0%
LSPR - LARGE SOURCE PRMT ENG REVIEW	433,824	1,057,728	923,081	787,254	968,290	(45,209)	-4.9%
MAMV - MOBILE AIR MONITORING VAN	-	-	-	-	500,000	(500,000)	
PLAA - PLANNING AND ANALYSIS	286,755	877,515	914,445	761,525	988,278	(73,833)	-8.1%
SBRC - BUSINESS RESOURCE CENTER	321,762	454,137	387,567	433,789	391,239	(3,672)	-0.9%
SSPC - SMALL SOURCE PERMIT COMPLIANCE	875,158	1,036,531	1,014,060	959,326	1,121,511	(107,451)	-10.6%
SSPE - SMALL SOURCE PERMIT ENFRMENT	86,186	95,325	87,909	89,428	90,333	(2,424)	-2.8%
SSPR - SMALL SOURCE PRMT ENG REVIEW	436,968	541,930	719,514	589,058	747,515	(28,001)	-3.9%
TRDA - TRIP REDUCTION ACTIVITY	1,442,927	1,858,000	1,861,655	1,587,851	1,839,432	22,223	1.2%
VVRR - VOL VEHICLE REPAIR & RETROFIT	620,571	825,000	825,266	670,204	725,000	100,266	12.1%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 2,260,643	\$ 2,639,775	\$ 3,613,586	\$ 2,885,361	\$ 2,531,983	\$ 1,081,603	29.9%
99GV - GENERAL GOVERNMENT	\$ 328,624	\$ 335,048	\$ 332,523	\$ 333,782	\$ 368,064	\$ (35,541)	-10.7%
TOTAL PROGRAMS	\$ 11,530,928	\$ 14,361,087	\$ 15,907,845	\$ 13,591,837	\$ 16,403,646	\$ (495,801)	-3.1%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
85AQ - AIR QUALITY PROGRAM	149.00	150.00	1.00	0.7%
CAQM - COUNTYWIDE AQ MONITORING	16.00	16.00	-	0.0%
DCPC - DUST CNTRL PERMIT COMPLIANCE	31.00	31.00	-	0.0%
DCPE - DUST CNTRL PERMIT ENFORCEMENT	2.70	2.70	-	0.0%
DCVL - DUST CNTRL VACANT LOT COMPL	10.00	10.00	-	0.0%
LSPC - LARGE SOURCE PERMIT COMPLIANCE	8.15	8.65	0.50	6.1%
LSPE - LARGE SOURCE PERMIT ENFRMENT	2.80	2.80	-	0.0%
LSPR - LARGE SOURCE PRMT ENG REVIEW	15.00	15.00	-	0.0%
PLAA - PLANNING AND ANALYSIS	14.00	14.00	-	0.0%
SBRC - BUSINESS RESOURCE CENTER	5.00	5.00	-	0.0%
SSPC - SMALL SOURCE PERMIT COMPLIANCE	16.85	17.35	0.50	3.0%
SSPE - SMALL SOURCE PERMIT ENFRMENT	1.50	1.50	-	0.0%
SSPR - SMALL SOURCE PRMT ENG REVIEW	11.00	11.00	-	0.0%
TRDA - TRIP REDUCTION ACTIVITY	12.50	12.50	-	0.0%
VVRR - VOL VEHICLE REPAIR & RETROFIT	2.50	2.50	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	16.00	15.00	(1.00)	-6.3%
TOTAL PROGRAMS	165.00	165.00	-	

Revenue and Expenditures by Category

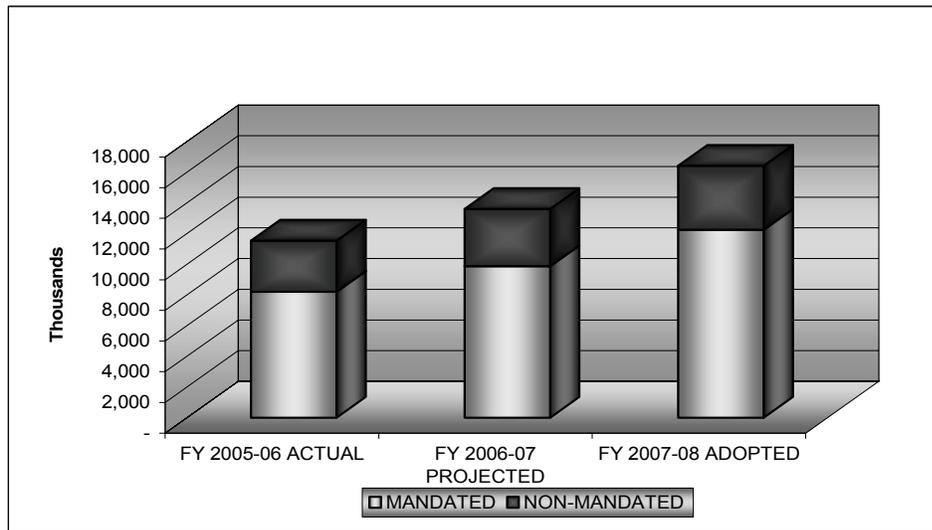
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Licenses & Permits	\$ 8,488,143	\$ 10,454,455	\$ 10,454,455	\$ 8,813,572	\$ 9,069,432	\$ (1,385,023)	-13.2%
Intergovernmental	3,968,338	4,149,013	4,149,013	4,140,200	4,010,023	(138,990)	-3.3%
Fines & Forfeits	1,709,788	1,328,026	1,328,026	2,458,573	1,399,264	71,238	5.4%
Miscellaneous Revenues	195,984	15,000	15,000	70,131	17,654	2,654	17.7%
Total Revenue	\$ 14,362,254	\$ 15,946,494	\$ 15,946,494	\$ 15,482,475	\$ 14,496,373	\$ (1,450,121)	-9.1%
EXPENDITURES							
Personal Services	\$ 6,848,159	\$ 9,598,724	\$ 9,574,184	\$ 9,001,610	\$ 11,048,725	\$ (1,474,541)	-15.4%
Supplies	688,345	469,377	615,426	645,343	361,010	254,416	41.3%
Services	2,626,741	3,103,281	4,436,586	3,098,439	3,499,027	937,559	21.1%
Other Financing Uses	328,624	303,802	303,802	303,802	274,896	28,906	9.5%
Capital Outlay	1,039,059	885,903	977,847	542,643	1,219,988	(242,141)	-24.8%
Total Expenditures	\$ 11,530,928	\$ 14,361,087	\$ 15,907,845	\$ 13,591,837	\$ 16,403,646	\$ (495,801)	-3.1%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ -	\$ -	\$ -	\$ 7,800	\$ -	\$ -	-
503 AIR QUALITY GRANT	3,973,093	4,149,013	4,149,013	4,129,873	4,010,023	(138,990)	-3.3%
504 AIR QUALITY FEES	10,389,160	11,797,481	11,797,481	11,344,802	10,486,350	(1,311,131)	-11.1%
TOTAL FUNDS	\$ 14,362,254	\$ 15,946,494	\$ 15,946,494	\$ 15,482,475	\$ 14,496,373	\$ (1,450,121)	-9.1%
EXPENDITURES							
100 GENERAL	\$ 411,692	\$ 546,899	\$ 546,899	\$ 513,914	\$ -	\$ 546,899	100.0%
503 AIR QUALITY GRANT	3,366,220	4,149,013	4,149,013	3,573,207	4,010,023	138,990	3.3%
504 AIR QUALITY FEES	7,753,016	9,665,175	11,211,933	9,504,716	12,393,623	(1,181,690)	-10.5%
TOTAL FUNDS	\$ 11,530,928	\$ 14,361,087	\$ 15,907,845	\$ 13,591,837	\$ 16,403,646	\$ (495,801)	-3.1%

In Fund 504, there is \$500,000 in one-time fund balance carry-over that is for the purchase of an air quality monitoring van. The Air Quality Department is moving forward with the acquisition of a Mobile Air Quality Monitoring unit. The van will take approximately 18 months to build and place into operation because of its highly technical, state of the art design. The requested van will have several distinct air monitoring capabilities that the Air Quality Department's air monitoring sites will never be able to offer. The van will enable the County to monitor a wider variety of pollutants - including toxic air contaminants in any geographic location where there are concerns, complaints, or other reasons necessitating sampling such as air quality studies, cancer and asthma clusters.

Mandated vs. Non-Mandated Expenditures



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

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
		ADOPTED	REVISED	PROJ ACT			
Percent of air monitoring readings found to be valid.	97.7%	97.0%	97.0%	90.0%	90.0%	-7.0%	-7.2%
Percent of inspected Title V (Large Source) operations in compliance.	N/A	35.0%	35.0%	60.0%	60.0%	25.0%	71.4%
Percent of inspected Dust Control operations in compliance.	49.0%	55.0%	55.0%	55.0%	60.0%	5.0%	9.1%
Percent of Dust Control permits issued within federal and state standards.	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of inspected Non-Title V and General (Small Source) permit operations in compliance.	N/A	65.0%	65.0%	60.0%	65.0%	0.0%	0.0%

Activities that comprise this program include:

- Countywide Air Quality Monitoring
- Mobile Air Monitoring Van
- Large Source Permit Compliance
- Small Source Permit Compliance
- Business Resource Center
- Dust Control Permit Compliance
- Dust control Vacant Lot
- Large Source Permit Enforcement
- Small Source Permit Enforcement
- Dust Control Permit Enforcement
- Large Source Permit Engineering Review
- Small Source Permit Engineering Review
- Air Quality Planning and Analysis Activity
- Voluntary Vehicle Repair & Retrofit
- Trip Reduction Program

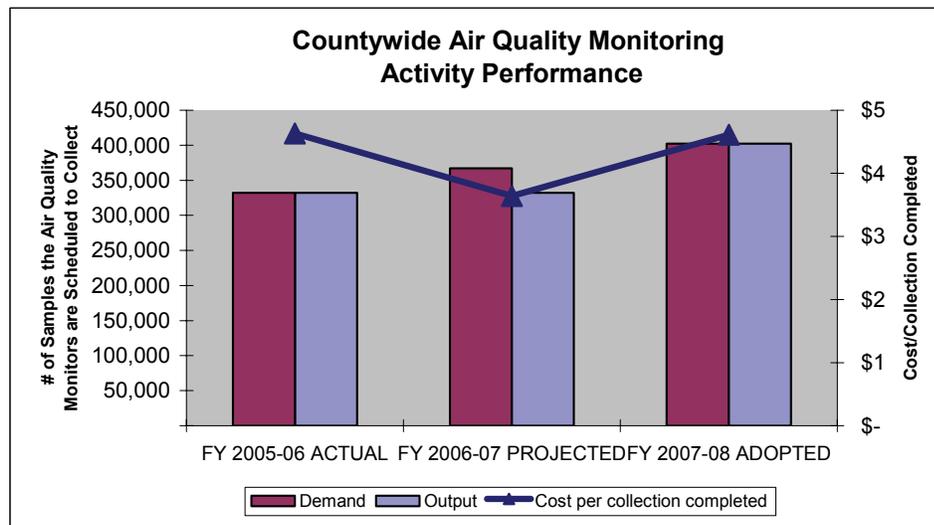
Countywide Air Quality Monitoring Activity

The purpose of the Air Quality Monitoring Activity is to sample and measure the air pollution levels throughout Maricopa County to determine compliance with Environmental Protection Agency’s national ambient air quality standards for Maricopa County air quality stakeholders including the public, industry and internal and external agencies.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand <i>Number of samples the air quality monitors are scheduled to collect</i>	332,164	275,201	275,201	367,164	402,164	126,963	46.1%
Output <i>Number of valid samples collected</i>	332,164	247,500	247,500	332,164	402,164	154,664	62.5%
Percent of Demand met	100.0%	89.9%	89.9%	90.5%	100.0%	10.1%	11.2%
Efficiency <i>Expenditures per unit of Output</i>	\$ 4.63	\$ 5.26	\$ 7.28	\$ 3.64	\$ 4.61	\$ 2.66	36.6%
Revenues by Fund							
Air Quality Grant	\$ 1,083,932	\$ 1,088,689	\$ 1,088,689	\$ 1,563,830	\$ 641,976	\$ (446,713)	-41.0%
Air Quality Fees	1,695	-	-	-	-	-	-
Totals	\$ 1,085,628	\$ 1,088,689	\$ 1,088,689	\$ 1,563,830	\$ 641,976	\$ (446,713)	-41.0%
Expenditures by Fund							
Air Quality Grant	\$ 1,217,023	\$ 1,086,559	\$ 1,084,768	\$ 1,090,924	\$ 611,926	\$ 472,842	43.6%
Air Quality Fees	322,039	215,834	715,834	117,987	1,242,972	(527,138)	-73.6%
Totals	\$ 1,539,063	\$ 1,302,393	\$ 1,800,602	\$ 1,208,911	\$ 1,854,898	\$ (54,296)	-3.0%
Staffing (FTEs)	-	-	16.00	-	16.00	-	0.0%



The FY 2007-08 budget for the Countywide Air Quality Monitoring Activity meets projected demand of 402,164 annual inspections required at an average cost of \$4.61 per inspection completed in order to achieve the result of 100%.

The FY 2006-07 budget assumed a 10.5% increase in demand compared to FY 2005-06. The increase in demand reflects new federal standards that require the installation of new instruments at monitoring locations. The additional instruments are designed to provide more samples with better data. The

department anticipates an additional four instruments will be added per year. The FY 2007-08 budget assumes a 9.5% increase in demand.

Total FY 2007-08 expenditures will increase by \$54,296 (3.0%) compared to the FY 2006-07 revised budget. The change is due to the Instrumentation Market Study implementation, increases in fixed/variable benefit rates, pay for performance and one time building improvements for a new leased space offset by a decrease in capital equipment expenditures.

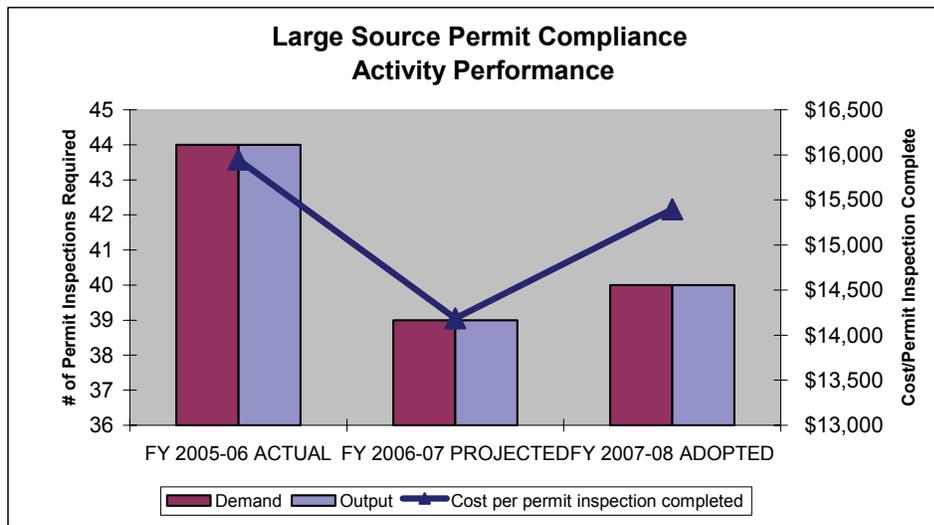
Large Source Permit Compliance Activity

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:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08	Variance	
		ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Demand	44	93	93	39	40	(53)	-57.0%
<i>Number of Title V (Large Source) inspections required</i>							
Output	44	93	93	39	40	(53)	-57.0%
<i>Number of Title V (Large Source) inspections completed</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 15,946.71	\$ 6,091.20	\$ 6,293.00	\$ 14,185.63	\$ 15,396.75	\$ (9,103.75)	-144.7%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Air Quality Fees	\$ 1,014,339	\$ 1,046,304	\$ 1,046,304	\$ 720,576	\$ 1,200,000	\$ 153,696	14.7%
Totals	\$ 1,014,339	\$ 1,046,304	\$ 1,046,304	\$ 720,576	\$ 1,200,000	\$ 153,696	14.7%
Expenditures by Fund							
Air Quality Fees	\$ 701,655	\$ 566,482	\$ 585,249	\$ 553,240	\$ 615,870	\$ (30,621)	-5.2%
Totals	\$ 701,655	\$ 566,482	\$ 585,249	\$ 553,240	\$ 615,870	\$ (30,621)	-5.2%
Staffing (FTEs)	-	-	8.15	-	8.65	0.50	6.1%



The FY 2007-08 budget for the Large Source Permit Compliance Activity meets projected demand of 40 inspections required at an average cost of \$15,396.75 per inspection completed in order to achieve the result of 100%.

The FY 2006-07 budget assumed an 11.4% decrease in demand compared to FY 2005-06. The decrease in demand is based upon the department’s count of permits received in the first half of FY 2006-07 and is consistent with the County’s economic forecast. The FY 2007-08 budget assumes a 2.6% increase in demand compared to FY 2006-07 projected demand.

The FY 2007-08 expenditures will be budgeted to increase by \$30,621 (5.2%) compared to the FY 2006-07 revised budget. The change is due to a reallocation of staff (.5 FTE), pay for performance and fixed/variable benefits rate increases.

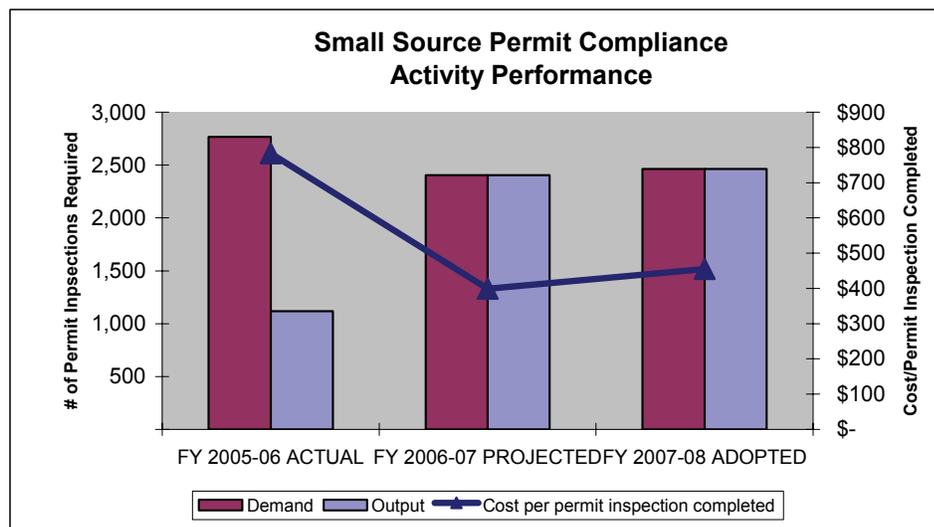
Small Source Permit Compliance Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand <i>Number of Non-Title V and General (Small Source) permit inspections required</i>	2,767	4,669	4,669	2,405	2,464	(2,205)	-47.2%
Output <i>Number of Non-Title V and General (Small Source) permit inspections completed</i>	1,117	4,669	4,669	2,405	2,464	(2,205)	-47.2%
Percent of Demand met	40.4%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 783.49	\$ 222.00	\$ 217.19	\$ 398.89	\$ 455.16	\$ (237.97)	-109.6%
Revenues by Fund							
Air Quality Fees	\$ 3,225,547	\$ 2,678,192	\$ 2,678,192	\$ 3,008,017	\$ 3,008,017	\$ 329,825	12.3%
Totals	\$ 3,225,547	\$ 2,678,192	\$ 2,678,192	\$ 3,008,017	\$ 3,008,017	\$ 329,825	12.3%
Expenditures by Fund							
Air Quality Fees	\$ 875,158	\$ 1,036,531	\$ 1,014,060	\$ 959,326	\$ 1,121,511	\$ (107,451)	-10.6%
Totals	\$ 875,158	\$ 1,036,531	\$ 1,014,060	\$ 959,326	\$ 1,121,511	\$ (107,451)	-10.6%
Staffing (FTEs)	-	-	16.85	-	17.35	0.50	3.0%



The FY 2007-08 budget for the Small Source Permit Compliance Activity meets projected demand of 2,464 permit inspections required at an average cost of \$455.16 per inspection in order to achieve the result of 100%.

The FY 2006-07 budget assumed a 13.1% decrease in demand compared to FY 2005-06. The decrease in demand reflects the actual number of inspections anticipated given the permits submitted this year, inspections required and anticipated re-inspections to complete the permit compliance process. The FY 2007-08 budget assumes a 2.5% increase in demand compared to FY 2006-07 which is consistent with County population and small source business growth.

The FY 2007-08 expenditures will be budgeted to increase by \$107,451 (10.6%) compared to the FY 2006-07 revised budget. The change is due to a reallocation of staff (.5 FTE), pay for performance and fixed/variable benefits rate increases.

Business Resource Center Activity

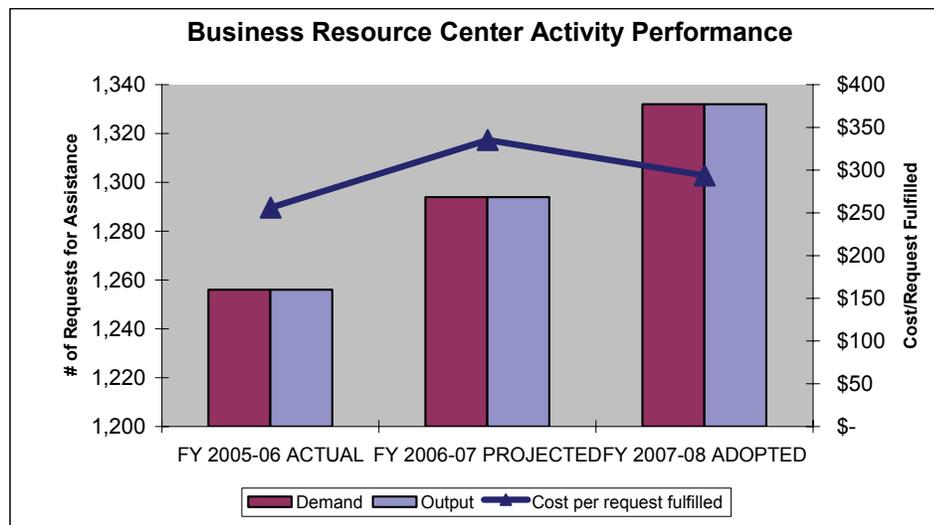
The purpose of the Business Resource Center Activity is to provide air quality technical assistance to the public, businesses and internal and external agencies, to help them understand what a business is

required to do to protect air quality according to the federal, state and local air quality laws, rules and regulations.

Mandates: A.R.S. §49-507 provides for technical assistance for small businesses.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand <i>Number of requests for technical assistance</i>	1,256	1,256	1,256	1,294	1,332	76	6.1%
Output <i>Number of requests for technical assistance fulfilled</i>	1,256	1,256	1,256	1,294	1,332	76	6.1%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 256.18	\$ 361.57	\$ 308.57	\$ 335.23	\$ 293.72	\$ 14.85	4.8%
Expenditures by Fund							
Air Quality Grant	\$ 1,316	\$ 1,500	\$ -	\$ 750	\$ -	\$ -	
Air Quality Fees	320,446	452,637	387,567	433,039	391,239	(3,672)	-0.9%
Totals	\$ 321,762	\$ 454,137	\$ 387,567	\$ 433,789	\$ 391,239	\$ (3,672)	-0.9%
Staffing (FTEs)	-	-	5.00	-	5.00	-	0.0%



The FY 2007-08 budget for the Business Resource Center Activity meets projected demand of 1,332 requests for technical assistance at an average cost of \$293.72 per request fulfilled in order to achieve the result of 100%.

The FY 2006-07 projected budget assumed a 3.0% increase in demand compared to FY 2005-06. The increase in demand reflects an increase in small businesses growing and becoming aware of their air quality responsibilities as well as increased media coverage of non-compliance fines. This increase in demand is also consistent with population growth in the County.

The FY 2007-08 expenditures will be budgeted to increase by \$3,672 (0.9%) compared to the FY 2006-07 revised budget. The change is due to pay for performance and fixed/variable benefits rate increases.

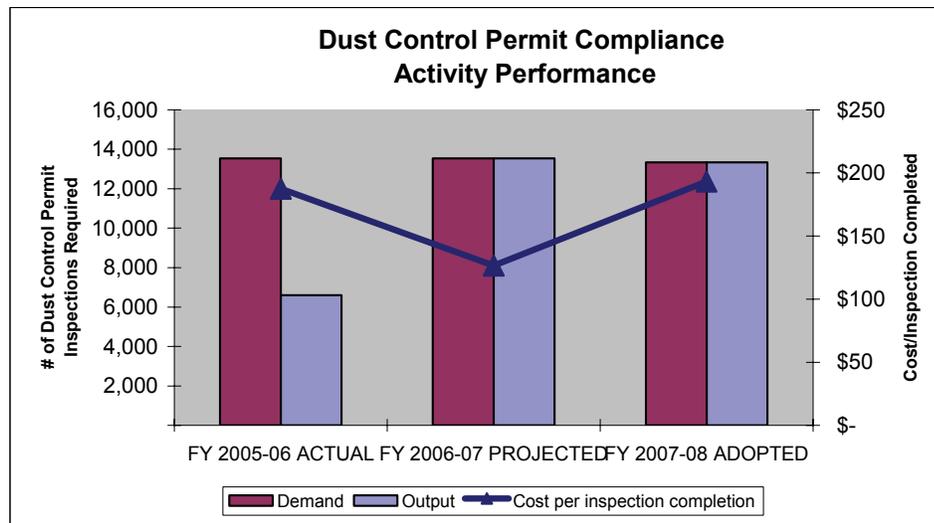
Dust Control Permit Compliance Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand <i>Number of Dust Control Permit inspections required by the State Implementation Plan.</i>	13,535	13,535	13,535	13,535	13,336	(199)	-1.5%
Output <i>Number of Dust Control Permit inspections completed.</i>	6,599	13,535	13,535	13,535	13,336	(199)	-1.5%
Percent of Demand met	48.8%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 187.52	\$ 114.24	\$ 144.53	\$ 126.54	\$ 193.17	\$ (48.65)	-33.7%
Revenues by Fund							
Air Quality Fees	\$ 3,333,289	\$ 2,908,009	\$ 2,908,009	\$ 3,015,922	\$ 2,908,009	\$ -	0.0%
Totals	\$ 3,333,289	\$ 2,908,009	\$ 2,908,009	\$ 3,015,922	\$ 2,908,009	\$ -	0.0%
Expenditures by Fund							
Air Quality Fees	\$ 1,237,463	\$ 1,546,187	\$ 1,956,163	\$ 1,712,742	\$ 2,576,133	\$ (619,970)	-31.7%
Totals	\$ 1,237,463	\$ 1,546,187	\$ 1,956,163	\$ 1,712,742	\$ 2,576,133	\$ (619,970)	-31.7%
Staffing (FTEs)	-	-	31.00	-	31.00	-	0.0%



The FY 2007-08 budget for the Dust Control Permit Compliance Activity meets projected demand of 13,336 permit inspections required at an average cost of \$193.17 per inspection completed in order to achieve the result of 100%.

The FY 2006-07 projected budget assumed no change in demand compared to FY 2005-06. The demand reflects consistency in the number of permits, the associated acreage and complaints received that determine the number of inspections required. The FY 2007-08 budget assumes a slight (1.5%) decrease in demand.

The FY 2007-08 expenditures will be budgeted to increase by \$619,970 (31.7%) compared to the FY 2006-07 revised budget. The change is due to pay for performance and fixed/variable benefits rate increases as well as the one-time pilot program for inspections.

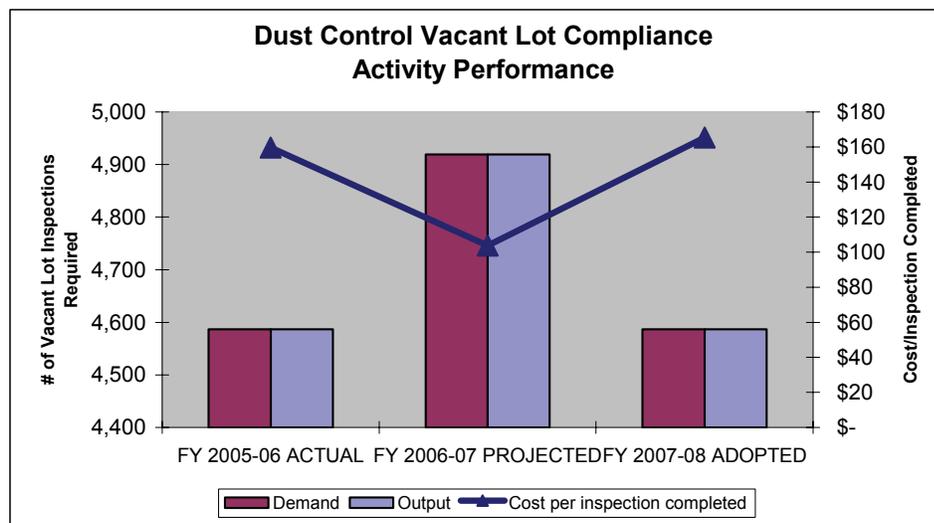
Dust Control Vacant Lot Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand <i>Number of vacant lot inspections required.</i>	4,587	5,383	5,383	4,919	4,587	(796)	-14.8%
Output <i>Number of vacant lot inspections conducted.</i>	4,587	5,383	5,383	4,919	4,587	(796)	-14.8%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 159.72	\$ 100.93	\$ 100.93	\$ 103.77	\$ 165.32	\$ (64.39)	-63.8%
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ 7,800	\$ -	\$ -	
Air Quality Grant	-	-	-	-	784,472	784,472	
Totals	\$ -	\$ -	\$ -	\$ 7,800	\$ 784,472	\$ 784,472	
Expenditures by Fund							
General	\$ 411,692	\$ 543,310	\$ 543,310	\$ 510,447	\$ -	\$ 543,310	100.0%
Air Quality Grant	-	-	-	-	758,326	(758,326)	
Air Quality Fees	320,921	-	-	-	-	-	
Totals	\$ 732,613	\$ 543,310	\$ 543,310	\$ 510,447	\$ 758,326	\$ (215,016)	-39.6%
Staffing (FTEs)	-	-	10.00	-	10.00	-	0.0%



The FY 2007-08 budget for the Dust Control Vacant Lot Activity meets projected demand of 4,587 inspections required at an average cost of \$165.32 per inspection completed in order to achieve the result of 100%.

The FY 2007-08 expenditures will be budgeted to increase by \$215,016 (39.6%) from the FY 2006-07 revised budget. The change is due to increased allocations of indirect activities, pay for performance, and fixed/variable benefits rate increases.

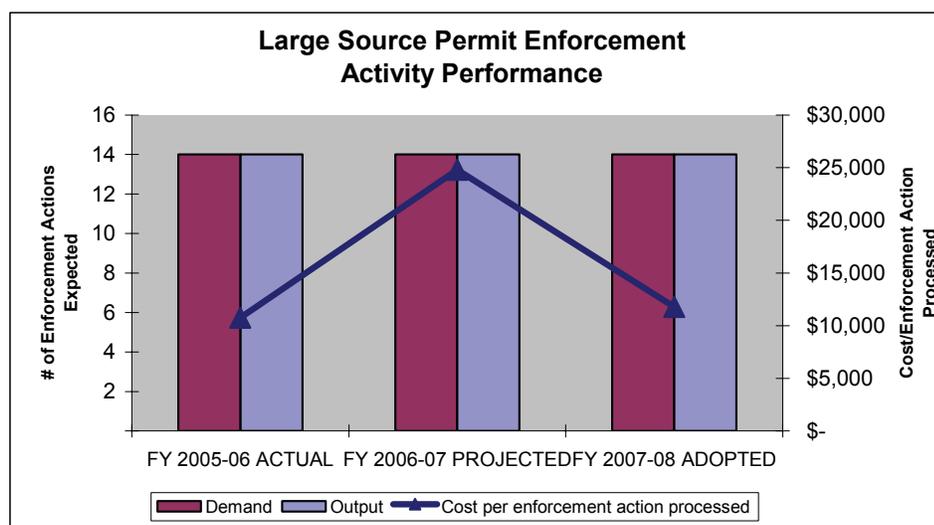
Large Source Permit Enforcement Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand <i>Number of enforcement actions expected to be requested.</i>	14	10	10	14	14	4	40.0%
Output <i>Number of enforcement actions processed.</i>	14	10	10	14	14	4	40.0%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 10,745.09	\$ 50,745.10	\$ 17,187.70	\$ 24,812.54	\$ 11,785.50	\$ 5,402.20	31.4%
Revenues by Fund							
Air Quality Fees	\$ 902,598	\$ 800,000	\$ 800,000	\$ 461,958	\$ 467,734	\$ (332,266)	-41.5%
Totals	\$ 902,598	\$ 800,000	\$ 800,000	\$ 461,958	\$ 467,734	\$ (332,266)	-41.5%
Expenditures by Fund							
Air Quality Fees	\$ 150,431	\$ 507,451	\$ 171,877	\$ 347,376	\$ 164,997	\$ 6,880	4.0%
Totals	\$ 150,431	\$ 507,451	\$ 171,877	\$ 347,376	\$ 164,997	\$ 6,880	4.0%
Staffing (FTEs)	-	-	2.80	-	2.80	-	0.0%



The FY 2007-08 budget for the Large Source Permit Enforcement Activity meets projected demand of 14 enforcement actions requested at an average cost of \$11,785.50 per enforcement action processed in order to achieve the result of 100%.

The FY 2006-07 projected budget assumed no increase in demand compared to FY 2005-06. The demand reflects the consistent levels of large source businesses in the County. The FY 2007-08 budget also assumes no change in demand.

The FY 2007-08 expenditures will be budgeted to decrease by \$6,880 (4.0%) from the FY 2006-07 revised budget. The change is due to decreases in outside services.

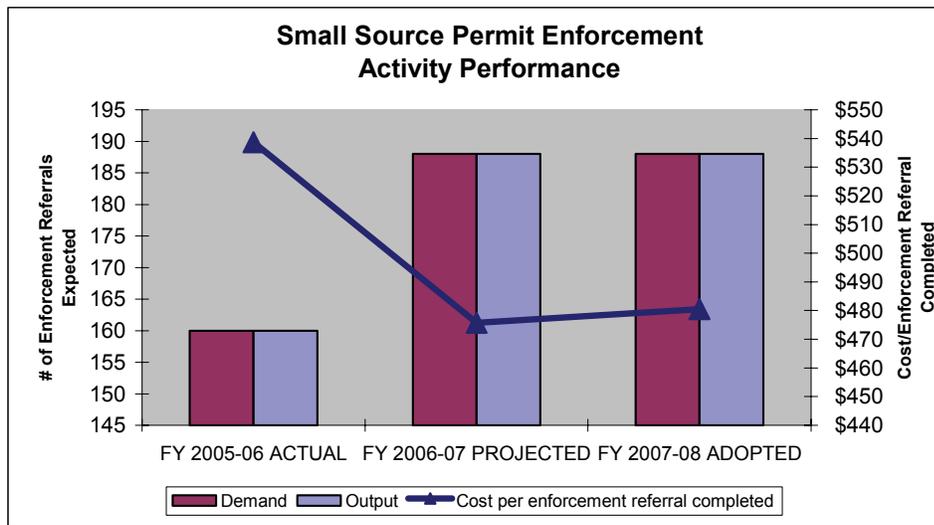
Small Source Permit Enforcement Activity

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Demand	160	93	93	188	188	95	102.2%
<i>Number of enforcement actions expected to be requested.</i>							
Output	160	93	93	188	188	95	102.2%
<i>Number of enforcement actions processed.</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 538.66	\$ 1,025.00	\$ 945.26	\$ 475.68	\$ 480.49	\$ 464.76	49.2%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Air Quality Fees	\$ 211,291	\$ 244,573	\$ 244,573	\$ 491,560	\$ 134,557	\$ (110,016)	-45.0%
Totals	\$ 211,291	\$ 244,573	\$ 244,573	\$ 491,560	\$ 134,557	\$ (110,016)	-45.0%
Expenditures by Fund							
Air Quality Fees	\$ 86,186	\$ 95,325	\$ 87,909	\$ 89,428	\$ 90,333	\$ (2,424)	-2.8%
Totals	\$ 86,186	\$ 95,325	\$ 87,909	\$ 89,428	\$ 90,333	\$ (2,424)	-2.8%
Staffing (FTEs)	-	-	1.50	-	1.50	-	0.0%



The FY 2007-08 budget for the Small Source Permit Enforcement Activity meets projected demand of 188 enforcement actions requested at an average cost of \$480.49 per enforcement processed in order to achieve the result of 100%.

The FY 2006-07 budget assumed a 17.5% increase in demand compared to FY 2005-06. The increase in demand reflects the actual number of enforcement requested in the first half of the fiscal year and continued through the remainder of the fiscal year. The FY 2007-08 budget conservatively assumes no change in demand as the enforcements are generated internally from compliance activities which are not anticipated to grow substantially in FY 2007-08.

The FY 2007-08 expenditures will be budgeted to increase by \$2,424 (2.8%) from the FY 2006-07 revised budget. The change is due to pay for performance and fixed/variable benefits rate increases.

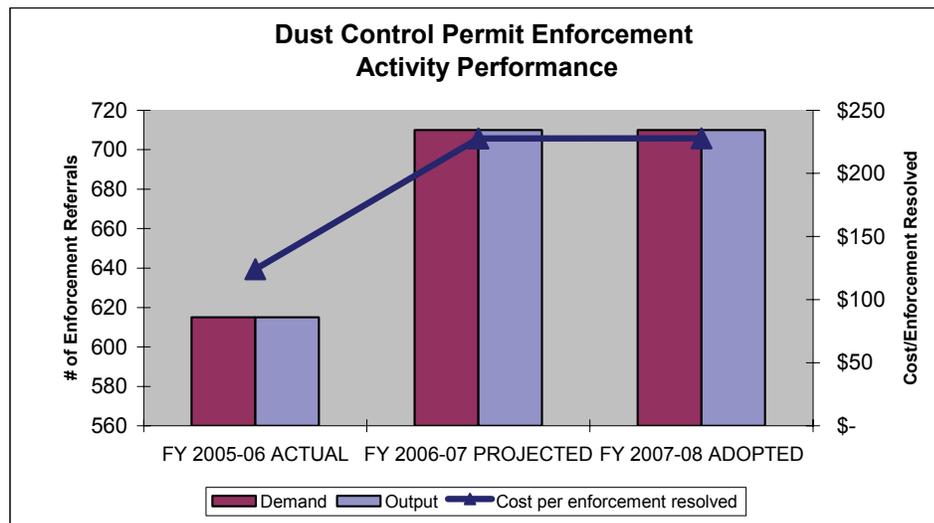
Dust Control Permit Enforcement Activity

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Demand <i>Number of Dust Control permitted source referrals for enforcement action.</i>	615	615	615	710	710	95	15.4%
Output <i>Number of Dust control permitted source enforcement actions resolved.</i>	615	615	615	710	710	95	15.4%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 124.04	\$ 283.37	\$ 278.11	\$ 227.52	\$ 227.85	\$ 50.26	18.1%
Revenues by Fund							
Air Quality Fees	\$ 599,709	\$ 283,453	\$ 283,453	\$ 1,497,255	\$ 796,973	\$ 513,520	181.2%
Totals	\$ 599,709	\$ 283,453	\$ 283,453	\$ 1,497,255	\$ 796,973	\$ 513,520	181.2%
Expenditures by Fund							
Air Quality Fees	\$ 76,287	\$ 174,275	\$ 171,038	\$ 161,542	\$ 161,777	\$ 9,261	5.4%
Totals	\$ 76,287	\$ 174,275	\$ 171,038	\$ 161,542	\$ 161,777	\$ 9,261	5.4%
Staffing (FTEs)	-	-	2.70	-	2.70	-	0.0%



The FY 2007-08 budget for the Dust Control Permit Enforcement Activity meets projected demand of 710 enforcement referrals at an average cost of \$227.85 per enforcement resolved in order to achieve the result of 100%.

The FY 2006-07 projected budget assumed a 15.4% increase in demand compared to FY 2005-06. The demand reflects an increase in the compliance activity's inspections and findings of non-compliance, which drive the need for enforcement referrals. The FY 2007-08 budget conservatively assumes no change in demand as the enforcements are generated internally from compliance activities which are not anticipated to grow substantially in FY 2007-08.

The FY 2007-08 expenditures will be budgeted to decrease by \$9,261 (5.4%) compared to the FY 2006-07 revised budget. The change is due to decreases in supplies and outside services.

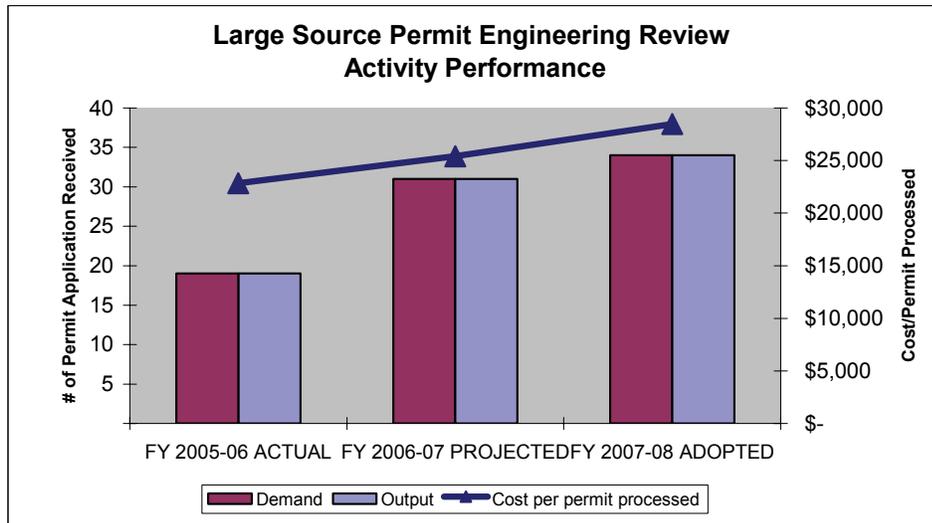
Large Source Permit Engineering Review Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand <i>Number of permit applications received.</i>	19	53	53	31	34	(19)	-35.8%
Output <i>Number of permits processed and renewed.</i>	19	53	53	31	34	(19)	-35.8%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 22,832.84	\$ 19,957.13	\$ 17,416.62	\$ 25,395.30	\$ 28,479.12	\$ (11,062.50)	-63.5%
Revenues by Fund							
Air Quality Fees	\$ 716,229	\$ 1,396,956	\$ 1,396,956	\$ 740,169	\$ 1,468,406	\$ 71,450	5.1%
Totals	\$ 716,229	\$ 1,396,956	\$ 1,396,956	\$ 740,169	\$ 1,468,406	\$ 71,450	5.1%
Expenditures by Fund							
Air Quality Fees	\$ 433,824	\$ 1,057,728	\$ 923,081	\$ 787,254	\$ 968,290	\$ (45,209)	-4.9%
Totals	\$ 433,824	\$ 1,057,728	\$ 923,081	\$ 787,254	\$ 968,290	\$ (45,209)	-4.9%
Staffing (FTEs)	-	-	15.00	-	15.00	-	0.0%



The FY 2007-08 budget for the Large Source Permit Engineering Review Activity meets projected demand of 34 permit applications received at an average cost of \$28,479.12 per application processed in order to achieve the result of 100%.

The FY 2006-07 projected budget assumes a 63.2% increase in demand compared to FY 2005-06. The demand assumes all current permits will be renewed, and that new and modification permits will continue to be submitted at the historical average rate. Therefore, the FY 2007-08 budget assumes a 9.7% increase in demand compared to the FY 2006-07 projected demand based on the same methodology.

The FY 2007-08 expenditures will be budgeted to increase by \$45,209 (4.9%) from the FY 2006-07 revised budget. The change is due to pay for performance, fixed/variable benefits rate increases and decreases in salary savings and outside services.

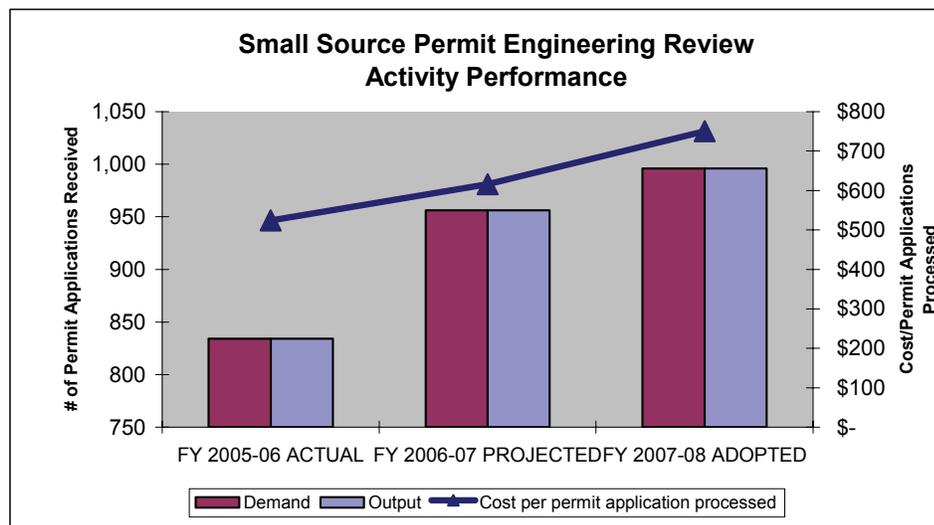
Small Source Permit Engineering Review Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
<u>Demand</u> <i>Number of permit applications received.</i>	834	826	826	956	996	170	20.6%
<u>Output</u> <i>Number of permits processed and renewed.</i>	834	826	826	956	996	170	20.6%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u> <i>Expenditures per unit of Output</i>	\$ 523.94	\$ 656.09	\$ 871.08	\$ 616.17	\$ 750.52	\$ 120.57	13.8%
<u>Revenues by Fund</u>							
Air Quality Fees	\$ 197,559	\$ 484,713	\$ 484,713	\$ 358,751	\$ 485,000	\$ 287	0.1%
Totals	\$ 197,559	\$ 484,713	\$ 484,713	\$ 358,751	\$ 485,000	\$ 287	0.1%
<u>Expenditures by Fund</u>							
Air Quality Fees	\$ 436,968	\$ 541,930	\$ 719,514	\$ 589,058	\$ 747,515	\$ (28,001)	-3.9%
Totals	\$ 436,968	\$ 541,930	\$ 719,514	\$ 589,058	\$ 747,515	\$ (28,001)	-3.9%
Staffing (FTEs)	-	-	11.00	-	11.00	-	0.0%



The FY 2007-08 budget for the Small Source Permit Engineering Review Activity meets projected demand of 996 permit applications received at an average cost of \$750.52 per application processed in order to achieve the result of 100%.

The FY 2006-07 budget assumed a 14.6% increase in demand compared to FY 2005-06. The demand assumes all current permits will be renewed, and that new and modification permits will continue to be submitted at the same rate as the historical average. Therefore, the FY 2007-08 budget assumes a 4.2% increase in demand compared to the FY 2006-07 projected demand based on the same methodology.

The FY 2007-08 expenditures will be budgeted to increase by \$28,001 (3.9%) from the FY 2006-07 revised budget. The change is due to pay for performance and fixed/variable benefits rate increases.

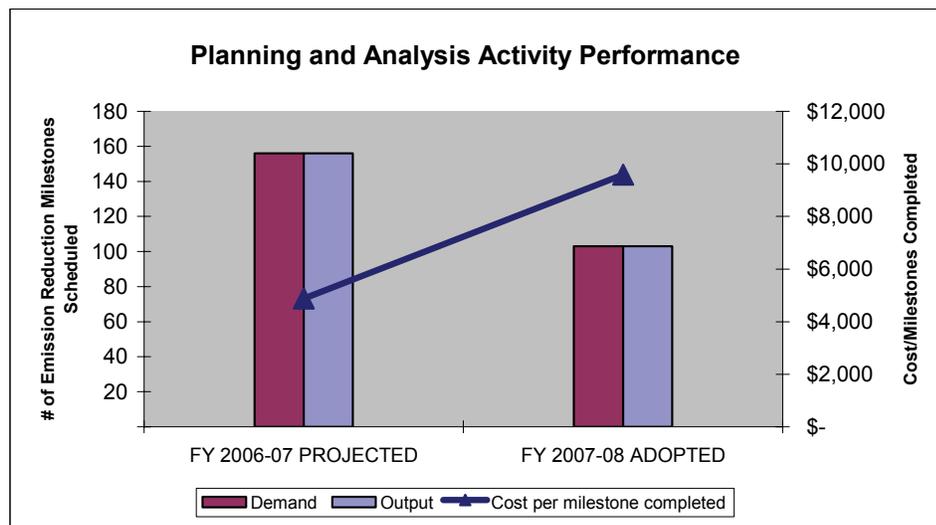
Air Quality Planning and Analysis Activity

The purpose of the Air Quality Planning and Analysis Activity (PLAA) is to provide emission reduction strategies (ERS) to stakeholders and citizens to help Maricopa County meet clean air 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:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. -Adopted) %	
<u>Demand</u> <i>Number of emission reduction strategy milestones scheduled for completion</i>	11	11	156	103	92	836.4%
<u>Output</u> <i>Number of emission reduction strategy milestones completed</i>	11	11	156	103	92	836.4%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u> <i>Expenditures per unit of Output</i>	\$ 79,774.09	\$ 83,131.36	\$ 4,881.57	\$ 9,594.93	\$ 73,536.43	88.5%
<u>Expenditures by Fund</u>						
Air Quality Fees	\$ 877,515	\$ 914,445	\$ 761,525	\$ 988,278	\$ (73,833)	-8.1%
Totals	\$ 877,515	\$ 914,445	\$ 761,525	\$ 988,278	\$ (73,833)	-8.1%
Staffing (FTEs)	-	14.00	-	14.00	-	0.0%



The FY 2007-08 budget for the Air Quality Planning and Analysis Activity meets projected demand of 103 milestones to be completed at an average cost of \$9,594.93 per request fulfilled in order to achieve the result of 100%.

The FY 2006-07 projected budget assumed 156 milestones to be completed in the baseline year of this activity. As the milestones (program management milestones) are set by the planning manager, they are arbitrary based on the work to be completed in the fiscal year. The FY 2007-08 budget assumes a 34.0% decrease in milestones.

The FY 2007-08 expenditures will be budgeted to increase by \$73,833 (8.1%) from the FY 2006-07 revised budget. The change is due to pay for performance and fixed/variable benefits rate increase.

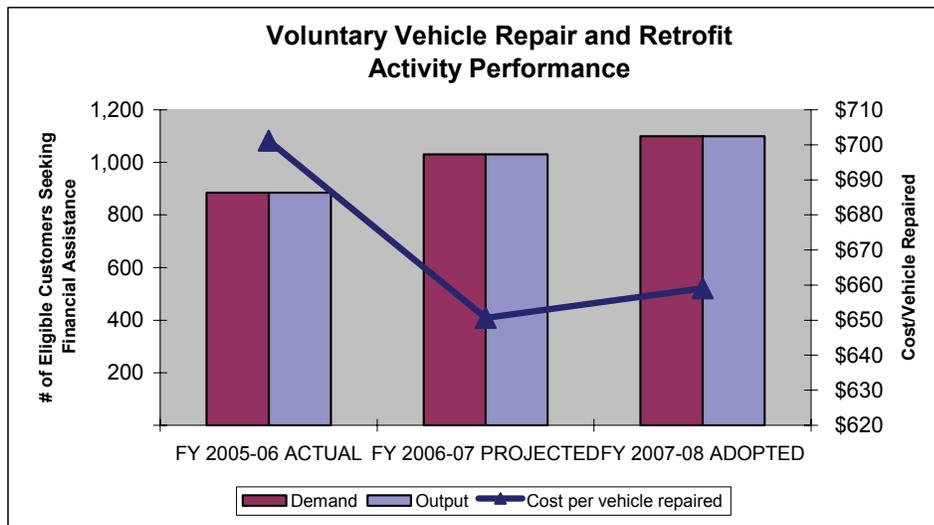
Voluntary Vehicle Repair and Retrofit Activity

The purpose of the Voluntary Vehicle Repair & Retrofit (VRR) Activity is to provide financial assistance for vehicle emission repairs that will bring eligible vehicles into compliance with air quality standards and reduce air pollution.

Mandates: A.R.S. § 49-471.03 establishing the opportunity for correction of vehicle deficiencies.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand	885	18	18	1,030	1,100	1,082	6011.1%
<i>Number of eligible customers seeking financial assistance for vehicle repair or retrofit</i>							
Output	885	850	850	1,030	1,100	250	29.4%
<i>Number of eligible customers whose vehicles were repaired or retrofitted</i>							
Percent of Demand met	100.0%	4722.2%	4722.2%	100.0%	100.0%	-4622.2%	-97.9%
Efficiency	\$ 701.21	\$ 970.59	\$ 970.90	\$ 650.68	\$ 659.09	\$ 311.81	32.1%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Air Quality Grant	\$ 1,009,929	\$ 825,000	\$ 825,000	\$ 349,412	\$ 725,000	\$ (100,000)	-12.1%
Totals	\$ 1,009,929	\$ 825,000	\$ 825,000	\$ 349,412	\$ 725,000	\$ (100,000)	-12.1%
Expenditures by Fund							
Air Quality Grant	\$ 620,571	\$ 825,000	\$ 825,266	\$ 670,204	\$ 725,000	\$ 100,266	12.1%
Totals	\$ 620,571	\$ 825,000	\$ 825,266	\$ 670,204	\$ 725,000	\$ 100,266	12.1%
Staffing (FTEs)	-	-	2.50	-	2.50	-	0.0%



The FY 2007-08 budget for the Voluntary Vehicle Repair and Retrofit Activity meets projected demand of 1,100 customers eligible for financial assistance for vehicle repairs at an average cost of \$659.09 per vehicle repaired in order to achieve the result of 100%.

The FY 2006-07 projected budget assumed 16.4% increase in demand compared to FY 2005-06. The increase reflects changes in the State eligibility and funding standards from year to year. The FY 2007-08 budget assumes a 6.8% increase in eligible customers seeking financial assistance.

The FY 2007-08 expenditures will be budgeted to decrease by \$100,266 (12.1%) compared to the FY 2006-07 revised budget. The change is due to a reduction in outside services as a result of a reduction in grant funding.

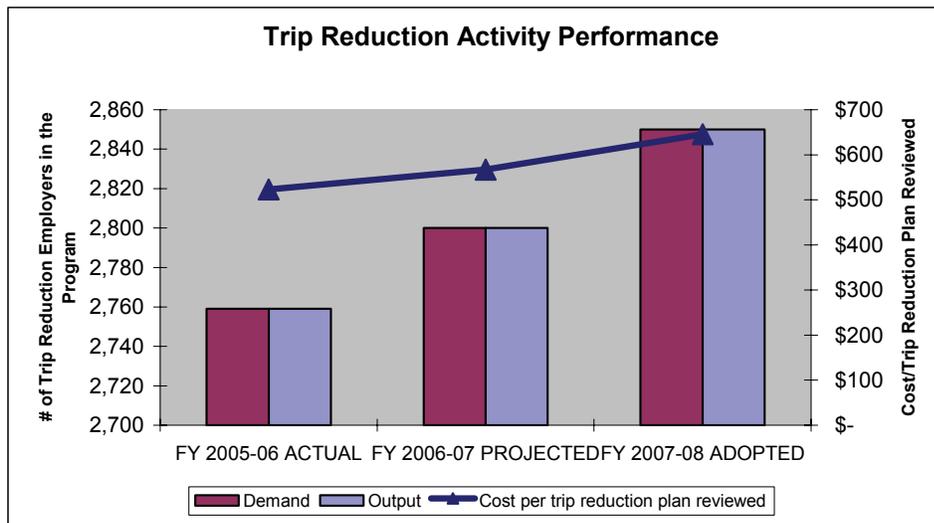
Trip Reduction Activity

The purpose of the Trip Reduction Program Activity is to assist companies with 50 or more employees to assure they develop and implement trip reduction plans that encourage their employees to help reduce emissions.

Mandates: A.R.S. § 49-581 which defines the travel reduction program.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Demand <i>Number of Trip Reduction Employers in Program</i>	2,759	1,172	1,172	2,800	2,850	1,678	143.2%
Output <i>Number of Trip Reduction Plans Reviewed</i>	2,759	1,130	1,130	2,800	2,850	1,720	152.2%
Percent of Demand met	100.0%	96.4%	96.4%	100.0%	100.0%	3.6%	3.7%
Efficiency <i>Expenditures per unit of Output</i>	\$ 522.99	\$ 1,644.25	\$ 1,647.48	\$ 567.09	\$ 645.41	\$ 1,002.07	60.8%
Revenues by Fund							
Air Quality Grant	\$ 1,149,216	\$ 1,858,000	\$ 1,858,000	\$ 2,038,298	\$ 1,858,575	\$ 575	0.0%
Totals	\$ 1,149,216	\$ 1,858,000	\$ 1,858,000	\$ 2,038,298	\$ 1,858,575	\$ 575	0.0%
Expenditures by Fund							
Air Quality Grant	\$ 1,442,825	\$ 1,858,000	\$ 1,861,655	\$ 1,587,851	\$ 1,839,432	\$ 22,223	1.2%
Air Quality Fees	102	-	-	-	-	-	-
Totals	\$ 1,442,927	\$ 1,858,000	\$ 1,861,655	\$ 1,587,851	\$ 1,839,432	\$ 22,223	1.2%
Staffing (FTEs)	-	-	12.50	-	12.50	-	0.0%



The FY 2007-08 budget for the Trip Reduction Activity meets projected demand of 2,850 employers in the trip reduction program at an average cost of \$645.41 per trip reduction program plan reviewed in order to achieve the result of 100%.

The FY 2006-07 projected budget assumed a 1.5% increase in demand compared to FY 2005-06. The increase reflects the growth in businesses with fifty or more employees in a single location in the County. The FY 2007-08 budget assumes a 1.8% increase in businesses required to participate in the trip reduction program.

The FY 2007-08 expenditures will be budgeted to decrease by \$22,223 (1.2%) compared to the FY 2006-07 revised budget. The change is due to a reduction of capital expenditures.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 546,899	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 546,365	\$ -
FY 2007-08 BUDGET TARGET:	\$ (534)	\$ -
BASE ADJUSTMENTS:		
RDS Allocation	\$ 534	\$ -
Subtotal	\$ 534	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ -	\$ -

Air Quality Grant Fund (503) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 4,149,013	\$ 4,149,013
FY 2006-07 REVISED RESTATED BUDGET:	\$ 4,149,013	\$ 4,149,013
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 27,877	\$ -
Retirement Contributions	8,023	-
FY 2007-08 Pay for Performance	59,932	-
Annualization of Compensation Adjustments	32,905	-
Structural Balance	-	123,565
Central Service Cost Allocation	(5,172)	-
Subtotal	\$ 123,565	\$ 123,565
FY 2007-08 BUDGET TARGET:	\$ 4,272,578	\$ 4,272,578
BASE ADJUSTMENTS:		
Reduction in Grants	\$ (262,555)	\$ (262,555)
Subtotal	\$ (262,555)	\$ (262,555)
FY 2007-08 ADOPTED BUDGET:	\$ 4,010,023	\$ 4,010,023

Air Quality Grant Fund (503) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ (1,221,550)	\$ (1,308,244)	\$ (1,308,244)	\$ (614,677)	\$ (58,011)
Revenue	\$ 3,973,093	\$ 4,149,013	\$ 4,149,013	\$ 4,129,873	\$ 4,010,023
Expenditures	3,366,220	4,149,013	4,149,013	3,573,207	4,010,023
Net Operating	\$ 606,873	\$ -	\$ -	\$ 556,666	\$ -
Ending Fund Balance	\$ (614,677)	\$ (1,308,244)	\$ (1,308,244)	\$ (58,011)	\$ (58,011)

The Air Quality Grant Fund balance is negative because of the timing of revenue received from grants.

Air Quality Fees Fund (504) Appropriated Budget Reconciliation

	EXPENDITURES		REVENUE	
FY 2006-07 ADOPTED BUDGET:	\$	9,665,175	\$	11,797,481
MID-YEAR ADJUSTMENTS:				
Media Campaign	\$	1,025,000	\$	-
Air Quality Monitoring Van		500,000		-
Admin Market Study Phase I		21,758		-
Subtotal	\$	1,546,758	\$	-
FY 2006-07 REVISED RESTATED BUDGET:	\$	11,211,933	\$	11,797,481
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)	\$	83,634	\$	-
Retirement Contributions		30,674		-
FY 2007-08 Pay for Performance		203,043		-
Annualization of Compensation Adjustments		27,522		-
Annualization of FY 2007 Initiatives		620,371		-
One Time Expenses		(1,896,356)		-
Central Service Cost Allocation		(15,674)		-
Subtotal	\$	(946,786)	\$	-
FY 2007-08 BUDGET TARGET:	\$	10,265,147	\$	11,797,481
BASE ADJUSTMENTS:				
Carry over for Air Quality Monitoring Van	\$	500,000	\$	-
Document Management RIR		47,506		-
Revenue adjustment for fines		-		(1,311,131)
Electrician Technician Market Study		150,000		-
Planner Senior position from Planner		23,697		-
Air Quality Back-scanning One-Time Costs		242,382		-
Tenant Improvement & Furniture for Air Quality Monitoring Lease		437,485		-
DCVL One-Time Pilot Program		713,555		-
Risk Management Cost Increase		13,851		-
Subtotal	\$	2,128,476	\$	(1,311,131)
FY 2007-08 ADOPTED BUDGET:	\$	12,393,623	\$	10,486,350

Air Quality Fees Fund (504) Fund Balance Summary

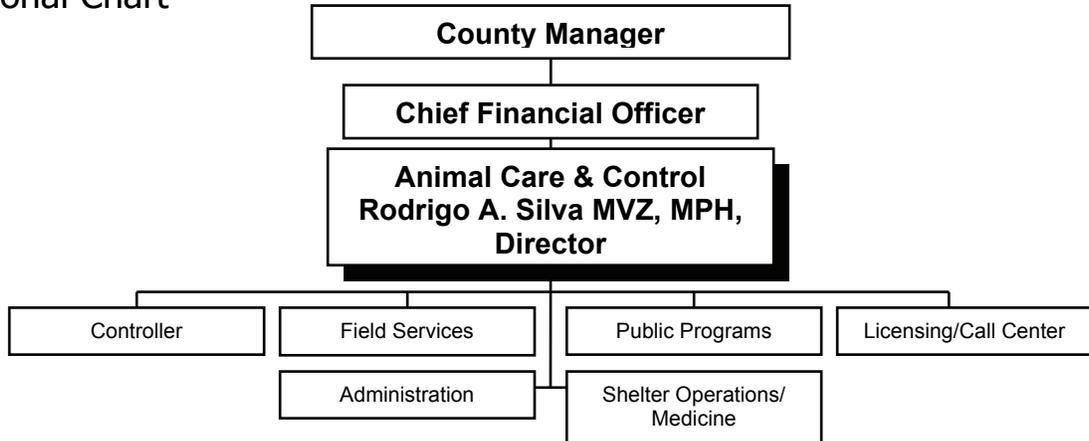
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 3,054,982	\$ 5,102,082	\$ 5,102,082	\$ 5,691,127	\$ 7,531,213
Revenue	\$ 10,389,160	\$ 11,797,481	\$ 11,797,481	\$ 11,344,802	\$ 10,486,350
Expenditures	7,753,016	9,665,175	11,211,933	9,504,716	12,393,623
Net Operating	\$ 2,636,145	\$ 2,132,306	\$ 585,548	\$ 1,840,086	\$ (1,907,273)
Ending Fund Balance	\$ 5,691,127	\$ 7,234,388	\$ 5,687,630	\$ 7,531,213	\$ 5,623,940

Animal Care & Control

Analysis by Maria Tutelman, Management & Budget Analyst

Departmental Information

Organizational Chart



Mission

The mission of the Animal Care & Control department 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 & Control strives to reduce the dangers and nuisances caused by irresponsible pet ownership and to protect pets from abuse, neglect, and homelessness.

Strategic Goals

- **Increased Licensing Compliance: 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: At the end of second quarter FY 2006-07, compliance rate is 30%, and there are 249,980 dogs with a current license.

- **Reduced Euthanasia Rate: Maintain the euthanasia rate of “healthy adoptable” animals at 0% while eliminating the euthanasia rate of “treatables/manageables” by fiscal year 2010.**

Status: Animal Care & Control has maintained a 0% euthanasia rate of healthy animals. In December of 2007, Animal Care & Control saved 42% of treatable/manageable animals.

- **Increased Spay/Neuter Efforts: Increase spay and neuter efforts by 2% each fiscal year through fiscal year 2010.**

Status: Spay/Neuter rate of increase or decrease will be reported beginning in FY 2007-08 as the majority of the spay/neuter programs were implemented less than one year ago. The spay/neuter programs consist of the feral cat spay/neuter program (initiated 1/2007), voucher spay/neuter program (initiated 4/2006) and the mobile spay/neuter program (restarted second quarter FY 2006-07). At the end of third quarter FY 2006-07, totals are 1,450 spay/neuters from all three programs. Resources have been allocated to all three programs to increase the number of surgeries performed in the community for owned animals of low-income residents.

- **Reduction in Animal Bites: Reduce animal bites by 2% each fiscal year through fiscal year 2010.**

Status: At the end of second quarter FY 2006-07, there is a 1.5% reduction in bites. Animal Care & Control has provided educational sweeps through neighborhoods with high incidents of strays and bite cases; talked to residents and informed them of the laws regarding dogs at large; and conducted the Uno Por Uno campaign which provided no charge spay/neuter and rabies vaccination clinics to low-income residents.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
79AC - ANIMAL CONTROL PROGRAM	\$ 3,062,634	\$ 2,994,586	\$ 2,994,586	\$ 3,007,291	\$ 2,954,071	\$ (40,515)	-1.4%
ACEF - ANML CTRL ENFORCEMENT ACTIVITY	3,049,359	2,994,586	2,994,574	2,998,759	2,946,071	(48,503)	-1.6%
KPMT - KENNEL PERMIT ACTIVITY	13,275	-	12	8,532	8,000	7,988	66566.7%
79AP - PET ADOPTION PROGRAM	\$ 494,618	\$ 1,734,972	\$ 1,734,923	\$ 631,371	\$ 697,500	\$ (1,037,423)	-59.8%
CATA - CAT ADOPTION ACTIVITY	41,072	795,965	795,939	54,734	66,650	(729,289)	-91.6%
DOGA - DOG ADOPTION ACTIVITY	453,546	939,007	938,984	576,637	630,850	(308,134)	-32.8%
79PL - PET LICENSING PROGRAM	\$ 4,153,394	\$ 5,457,826	\$ 5,457,898	\$ 4,753,744	\$ 5,152,439	\$ (305,459)	-5.6%
DOGL - DOG LICENSING ACTIVITY	4,153,394	5,457,826	5,457,898	4,753,744	5,152,439	(305,459)	-5.6%
79SH - ANIMAL SHELTERING PROGRAM	\$ 1,263,005	\$ 150,100	\$ 150,130	\$ 977,270	\$ 1,062,500	\$ 912,370	607.7%
IMPD - IMPOUNDMENT ACTIVITY	1,237,931	147,000	147,030	977,270	1,062,500	915,470	622.6%
QUAR - QUARANTINE ACTIVITY	25,074	3,100	3,100	-	-	(3,100)	-100.0%
79SN - ANIMAL WELFARE SAFETY NET PRG	\$ 705,013	\$ 301,912	\$ 301,859	\$ 392,666	\$ 439,915	\$ 138,056	45.7%
ACVL - ANIMAL CARE VOLUNTEER ACTIVITY	-	10,000	10,001	-	-	(10,001)	-100.0%
LCSN - LOW-COST SPAY/NEUTER ACTIVITY	705,013	291,912	291,858	392,666	439,915	148,057	50.7%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 4,188	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL PROGRAMS	\$ 9,682,853	\$10,639,396	\$10,639,396	\$ 9,762,342	\$10,306,425	\$ (332,971)	-3.1%
EXPENDITURES							
79AC - ANIMAL CONTROL PROGRAM	\$ 2,587,882	\$ 2,788,012	\$ 2,787,988	\$ 3,034,719	\$ 2,980,431	\$ (192,443)	-6.9%
ACEF - ANML CTRL ENFORCEMENT ACTIVITY	2,576,684	2,788,012	2,787,988	3,034,719	2,980,431	(192,443)	-6.9%
ACIA - ANIMAL CRUELTY INVESTIGATION	11,199	-	-	-	-	-	-
79AP - PET ADOPTION PROGRAM	\$ 1,561,821	\$ 1,802,258	\$ 1,756,558	\$ 1,894,434	\$ 1,572,076	\$ 184,482	10.5%
CATA - CAT ADOPTION ACTIVITY	473,959	564,703	557,318	751,541	496,100	61,218	11.0%
DOGA - DOG ADOPTION ACTIVITY	1,087,863	1,237,555	1,199,240	1,142,893	1,075,976	123,264	10.3%
79PL - PET LICENSING PROGRAM	\$ 865,855	\$ 1,300,675	\$ 1,273,017	\$ 1,007,501	\$ 1,194,716	\$ 78,301	6.2%
DOGL - DOG LICENSING ACTIVITY	865,855	1,300,675	1,273,017	1,007,501	1,194,716	78,301	6.2%
79SH - ANIMAL SHELTERING PROGRAM	\$ 1,890,195	\$ 1,706,126	\$ 1,869,042	\$ 1,941,270	\$ 1,894,101	\$ (25,059)	-1.3%
FOST - FOSTERING ACTIVITY	46,814	14,689	62,737	55,885	47,820	14,917	23.8%
IMPD - IMPOUNDMENT ACTIVITY	1,756,046	1,579,033	1,702,782	1,781,578	1,743,274	(40,492)	-2.4%
QUAR - QUARANTINE ACTIVITY	87,334	112,404	103,523	103,807	103,007	516	0.5%
79SN - ANIMAL WELFARE SAFETY NET PRG	\$ 289,272	\$ 342,578	\$ 265,265	\$ 275,043	\$ 264,127	\$ 1,138	0.4%
ACBE - ANL CARE & BEHVR EDUC ACTIVITY	52,167	-	-	-	-	-	-
ACVL - ANIMAL CARE VOLUNTEER ACTIVITY	665	10,000	-	-	-	-	-
LCSN - LOW-COST SPAY/NEUTER ACTIVITY	236,440	332,578	265,265	275,043	264,127	1,138	0.4%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 919,339	\$ 868,704	\$ 853,781	\$ 807,487	\$ 861,823	\$ (8,042)	-0.9%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 62,964	\$ 47,913	\$ 49,538	\$ 56,364	\$ 50,835	\$ (1,297)	-2.6%
99GV - GENERAL GOVERNMENT	\$ 417,623	\$ 2,006,309	\$ 2,007,386	\$ 714,737	\$ 2,108,748	\$ (101,362)	-5.0%
TOTAL PROGRAMS	\$ 8,594,952	\$10,862,575	\$10,862,575	\$ 9,731,554	\$10,926,857	\$ (64,282)	-0.6%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 RECOMM.	FY 2007-08 ADOPTED	REVISED TO VARIANCE	ADOPTED %
FULL TIME EQUIVALENT (FTE)					
79AC - ANIMAL CONTROL PROGRAM	52.00	52.00	52.00	-	0.0%
ACEF - ANML CTRL ENFORCEMENT ACTIVITY	52.00	52.00	52.00	-	0.0%
79AP - PET ADOPTION PROGRAM	36.00	35.00	35.00	(1.00)	-2.8%
CATA - CAT ADOPTION ACTIVITY	10.80	10.50	10.50	(0.30)	-2.8%
DOGA - DOG ADOPTION ACTIVITY	25.20	24.50	24.50	(0.70)	-2.8%
79PL - PET LICENSING PROGRAM	21.00	21.00	21.00	-	0.0%
DOGL - DOG LICENSING ACTIVITY	21.00	21.00	21.00	-	0.0%
79SH - ANIMAL SHELTERING PROGRAM	35.00	35.00	35.00	-	0.0%
FOST - FOSTERING ACTIVITY	1.00	1.00	1.00	-	0.0%
IMPD - IMPOUNDMENT ACTIVITY	32.30	32.30	32.30	-	0.0%
QUAR - QUARANTINE ACTIVITY	1.70	1.70	1.70	-	0.0%
79SN - ANIMAL WELFARE SAFETY NET PRG	2.00	1.00	1.00	(1.00)	-50.0%
LCSN - LOW-COST SPAY/NEUTER ACTIVITY	2.00	1.00	1.00	(1.00)	-50.0%
99AS - ADMINISTRATIVE SERVICES PROG	12.00	11.00	11.00	(1.00)	-8.3%
99IT - INFORMATION TECHNOLOGY PROGRAM	1.00	1.00	1.00	-	0.0%
TOTAL PROGRAMS	159.00	156.00	156.00	(3.00)	-1.9%

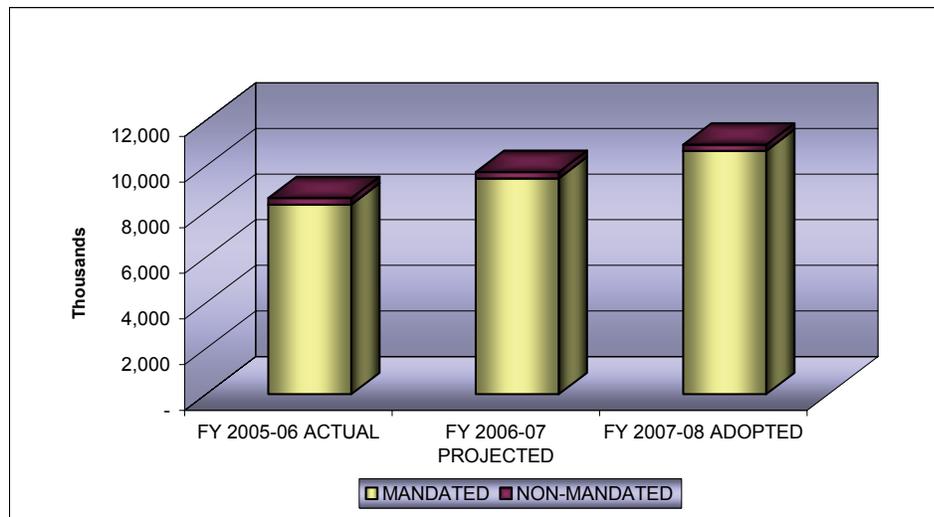
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO VARIANCE	ADOPTED %
REVENUE							
Licenses & Permits	\$ 4,154,070	\$ 5,457,826	\$ 5,457,922	\$ 4,739,692	\$ 5,160,439	\$ (297,483)	-5.5%
Intergovernmental	-	-	-	-	597	597	
Charges For Service	4,752,978	4,728,325	4,728,268	4,570,547	4,667,226	(61,042)	-1.3%
Fines & Forfeits	6,106	7,077	7,077	5,815	5,000	(2,077)	-29.3%
Miscellaneous Revenues	769,699	446,168	446,129	446,289	473,163	27,034	6.1%
Total Revenue	\$ 9,682,853	\$ 10,639,396	\$ 10,639,396	\$ 9,762,342	\$ 10,306,425	\$ (332,971)	-3.1%
EXPENDITURES							
Personal Services	\$ 5,735,714	\$ 6,717,728	\$ 6,794,162	\$ 6,609,800	\$ 6,677,189	\$ 116,973	1.7%
Supplies	908,319	714,288	707,032	667,231	709,484	(2,452)	-0.3%
Services	1,192,264	1,126,542	1,057,359	1,106,187	1,296,811	(239,452)	-22.6%
Other Financing Uses	552,104	1,959,135	1,959,135	634,757	1,897,390	61,745	3.2%
Capital Outlay	206,551	344,882	344,887	713,579	345,983	(1,096)	-0.3%
Total Expenditures	\$ 8,594,952	\$ 10,862,575	\$ 10,862,575	\$ 9,731,554	\$ 10,926,857	\$ (64,282)	-0.6%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
572 ANIMAL CONTROL LICENSE/SHELTER	\$ 5,913,893	\$ 7,198,642	\$ 7,198,642	\$ 6,309,335	\$ 6,905,589	\$ (293,053)	-4.1%
573 ANIMAL CONTROL GRANTS	705,013	446,168	446,168	445,716	446,765	597	0.1%
574 ANIMAL CONTROL FIELD OPERATION	3,063,947	2,994,586	2,994,586	3,007,291	2,954,071	(40,515)	-1.4%
TOTAL FUNDS	\$ 9,682,853	\$ 10,639,396	\$ 10,639,396	\$ 9,762,342	\$ 10,306,425	\$ (332,971)	-3.1%
100 GENERAL	\$ 370,128	\$ 375,982	\$ 375,982	\$ 390,828	\$ 361,432	\$ 14,550	3.9%
572 ANIMAL CONTROL LICENSE/SHELTER	5,256,695	7,045,839	7,045,839	5,751,753	6,905,589	140,250	2.0%
573 ANIMAL CONTROL GRANTS	295,385	446,168	446,168	433,378	446,765	(597)	-0.1%
574 ANIMAL CONTROL FIELD OPERATION	2,672,745	2,994,586	2,994,586	3,155,595	3,213,071	(218,485)	-7.3%
TOTAL FUNDS	\$ 8,594,952	\$ 10,862,575	\$ 10,862,575	\$ 9,731,554	\$ 10,926,857	\$ (64,282)	-0.6%

Mandated vs. Non-Mandated Expenditures



For further information on mandates, refer to the [Programs and Activities](#) section.

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

	FY 2005-06 ACTUAL	FY 2006-07		FY 2007-08 ADOPTED	Variance (Rev.-Adopted)	
		ADOPTED	REVISED	PROJ ACT		%
Percent of bite cases responded to	NA	NA	NA	NA	95.0%	NA

Activities that comprise this program include:

- Animal Control Enforcement
- Kennel Permit

General Adjustment: Adjusted intergovernmental revenue, for one-time payment to purchase trucks from fund balance.

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 mandates that the Director of the Maricopa County Animal Care and Control Department enforce the provisions included in A.R.S. Title 11, Article 6, provide citations for violations, and follow criminal procedures for arrest involving specified misdemeanors.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	95.0%		
<i>Percent of bite cases responded to.</i>							
Demand	NA	57,000	57,000	50,000	50,000	(7,000)	-12.3%
<i>Number of cases generated.</i>							
Output	NA	50,000	50,000	49,000	50,000	-	0.0%
<i>Number of cases responded to.</i>							
<i>Percent of Demand met</i>	NA	87.7%	87.7%	98.0%	100.0%	12.3%	14.0%
Efficiency	NA	\$ 55.76	\$ 55.76	\$ 61.93	\$ 59.61	\$ (3.85)	-6.9%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Animal Control Field Operation	\$ 3,049,359	\$ 2,994,586	\$ 2,994,574	\$ 2,998,759	\$ 2,946,071	\$ (48,503)	-1.6%
Totals	\$ 3,049,359	\$ 2,994,586	\$ 2,994,574	\$ 2,998,759	\$ 2,946,071	\$ (48,503)	-1.6%
Expenditures by Fund							
General	\$ 306,444	\$ 312,298	\$ 312,298	\$ 318,388	\$ 308,770	\$ 3,528	1.1%
Animal Control Grants	97	-	-	-	-	-	-
Animal Control Field Operation	2,270,143	2,475,714	2,475,690	2,716,331	2,671,661	(195,971)	-7.9%
Totals	\$ 2,576,684	\$ 2,788,012	\$ 2,787,988	\$ 3,034,719	\$ 2,980,431	\$ (192,443)	-6.9%
Staffing (FTEs)	NA	NA	52.00	NA	52.00	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget due to proactive educational, program and enforcement activities. Total budgeted expenditures are increased by \$192,443 (6.9%) from the FY 2006-07, reflecting a flat volume of output, and a higher rate of expenditure per unit of output.

Base Adjustment: Right-sized personal services, to correct allocation of budgeted funds to the General Fund.

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 mandates that Maricopa County Animal Care and Control properly license all kennels within the county.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	0.0%		
<i>To be determined</i>							
Demand	NA	120	120	76	76	(44)	-36.7%
<i>Number of kennel permit applications.</i>							
Output	NA	100	100	60	63	(37)	-37.0%
<i>Number of kennel permits issued.</i>							
Percent of Demand met	NA	83.3%	83.3%	78.9%	82.9%	-0.4%	-0.5%
Efficiency	NA	NA	NA	NA	\$ -		
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Animal Control Field Operation	13,275	NA	12	8,532	8,000	7,988	66566.7%
Totals	\$ 13,275	NA	\$ 12	\$ 8,532	\$ 8,000	\$ 7,988	66566.7%
Staffing (FTEs)	NA	NA	NA	NA	-		

FY 2007-08 projected demand is lower than the FY 2006-07 revised budget due to a new fee schedule implemented in January 2006, increasing the kennel permit fee from \$25 to \$326. No expenditure budget impact.

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.

Activities that comprise this program include:

- Cat Adoption
- Dog Adoption

Cat Adoption

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 mandates that the county either operate a self-established pound or enter into an agreement with an outside entity for the establishment of a county pound. A.R.S. §11-1021 establishes requirements for euthanasia of animals contained in a county pound facility. A.R.S. §11-1021 establishes requirements for the sterilization of animals impounded in a county pound as well as specified fee and discharge requirements for animals regarding sterilization.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	0.0%		
<i>To be determined</i>							
Demand	NA	7,204	7,204	6,877	7,044	(160)	-2.2%
<i>Number of adoptable cats in shelter population.</i>							
Output	NA	5,264	5,264	4,560	5,264	-	0.0%
<i>Number of cats adopted to citizens/New Hope groups.</i>							
Percent of Demand met	NA	73.1%	73.1%	66.3%	74.7%	1.7%	2.3%
Efficiency	NA	\$ 107.28	\$ 105.87	\$ 164.81	\$ 94.24	\$ 11.63	11.0%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Animal Control License/Shelter	\$ 41,072	\$ 795,965	\$ 795,915	\$ 53,691	\$ 66,000	\$ (729,915)	-91.7%
Animal Control Grants	-	-	24	1,043	650	626	2608.3%
Totals	\$ 41,072	\$ 795,965	\$ 795,939	\$ 54,734	\$ 66,650	\$ (729,289)	-91.6%
Expenditures by Fund							
Animal Control License/Shelter	\$ 463,625	\$ 539,203	\$ 535,904	\$ 686,255	\$ 482,909	\$ 52,995	9.9%
Animal Control Grants	10,334	25,500	21,414	65,286	13,191	8,223	38.4%
Totals	\$ 473,959	\$ 564,703	\$ 557,318	\$ 751,541	\$ 496,100	\$ 61,218	11.0%
Staffing (FTEs)	NA	NA	10.80	NA	10.50	(0.30)	-2.8%

FY 2007-08 budgeted expenditures meet 74.7% of projected demand, which is lower than the FY 2006-07 revised budget due to implementation of a new evaluation method to determine adoptability. Total budgeted expenditures are decreased by \$61,218 (11.0%) from the FY 2006-07, reflecting no change in the volume of output, and a lower rate of expenditure per unit of output.

Base Adjustment: Right-sized personal services.

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 mandates that the county either operate a self-established pound or enter into an agreement with an outside entity for the establishment of a county pound. A.R.S. §11-1021 establishes requirements for euthanasia of animals contained in a county pound facility. A.R.S. §11-1021 establishes requirements for the sterilization of animals impounded in a county pound as well as specified fee and discharge requirements for animals regarding sterilization.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	0.0%		
<i>To be determined</i>							
Demand	NA	20,200	20,200	16,067	16,459	(3,741)	-18.5%
<i>Number of adoptable dogs in shelter population.</i>							
Output	NA	11,764	11,764	12,250	12,250	486	4.1%
<i>Number of dogs adopted to citizens/New Hope groups.</i>							
Percent of Demand met	NA	58.2%	58.2%	76.2%	74.4%	16.2%	27.8%
Efficiency	NA	\$ 105.20	\$ 101.94	\$ 93.30	\$ 87.83	\$ 14.11	13.8%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Animal Control License/Shelter	\$ 453,546	\$ 879,751	\$ 879,716	\$ 546,611	\$ 625,850	\$ (253,866)	-28.9%
Animal Control Grants	-	59,256	59,268	30,026	5,000	(54,268)	-91.6%
Totals	\$ 453,546	\$ 939,007	\$ 938,984	\$ 576,637	\$ 630,850	\$ (308,134)	-32.8%
Expenditures by Fund							
Animal Control License/Shelter	\$ 1,077,528	\$ 1,178,055	\$ 1,149,735	\$ 1,109,554	\$ 1,045,638	\$ 104,097	9.1%
Animal Control Grants	10,334	59,500	49,505	33,340	30,338	19,167	38.7%
Totals	\$ 1,087,863	\$ 1,237,555	\$ 1,199,240	\$ 1,142,893	\$ 1,075,976	\$ 123,264	10.3%
Staffing (FTEs)	NA	NA	25.20	NA	24.50	(0.70)	-2.8%

FY 2007-08 budgeted expenditures meet 74.4% of projected demand, which is lower than the FY 2006-07 revised budget due to the number of unadoptable and quarantined dogs in the shelter population. Total budgeted expenditures are decreased by \$123,264 (10.3%) from the FY 2006-07, reflecting increased volume of output offset by a lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Dog Adoption revenue based on lower revenue forecast, and a decrease in personal services from an increase in personnel savings.

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

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev.-Adopted.) %	
Percent of dog licenses issued within two weeks of application/renewal	NA	100.0%	100.0%	NA	94.0%	-6.0%	-6.0%

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 mandates that Maricopa County Animal Care and Control license all dogs that reside within the state for over 30 consecutive days and also mandates that the department fine individual owners that fail to properly license their dogs.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	100.0%	100.0%	NA	94.0%	-6.0%	-0.06
<i>Percent of dog licenses issued within two weeks of application/renewal</i>							
Demand	NA	771,788	771,788	812,426	851,841	80,053	10.4%
<i>Population of dogs in Maricopa County.</i>							
Output	NA	240,000	307,200	274,031	307,200	-	0.0%
<i>Number of dog licenses issued</i>							
Percent of Demand met	NA	31.1%	39.8%	33.7%	36.1%	-3.7%	-9.4%
Efficiency	NA	\$ 5.42	\$ 4.14	\$ 3.68	\$ 3.89	\$ 0.25	6.2%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Animal Control License/Shelter	\$ 4,153,394	\$ 5,457,826	\$ 5,457,880	\$ 4,731,763	\$ 5,151,239	\$ (306,641)	-5.6%
Animal Control Grants	-	-	18	21,981	1,200	1,182	6566.7%
Totals	\$ 4,153,394	\$ 5,457,826	\$ 5,457,898	\$ 4,753,744	\$ 5,152,439	\$ (305,459)	-5.6%
Expenditures by Fund							
Animal Control License/Shelter	\$ 865,855	\$ 1,300,675	\$ 1,273,017	\$ 1,007,501	\$ 1,194,716	\$ 78,301	6.2%
Totals	\$ 865,855	\$ 1,300,675	\$ 1,273,017	\$ 1,007,501	\$ 1,194,716	\$ 78,301	6.2%
Staffing (FTEs)	NA	NA	21.00	NA	21.00	-	0.0%

FY 2007-08 budgeted expenditures meet 36.1% of projected demand, which is higher than the FY 2006-07 revised budget due to increase in the dog population as forecasted by the American Veterinary Medical Association according to their formula. Total budgeted expenditures are decreased by \$78,301 (6.2%) from the FY 2006-07, reflecting a flat level volume of output, and a lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Dog Licensing revenue based on lower revenue forecast, and a decrease in personal services from an increase in personnel savings.

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.

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. §11-1013 mandates that the county either operate a self-established pound or enter into an agreement with an outside entity for the establishment of a county pound. A.R.S. §11-1021 establishes requirements for euthanasia of animals contained in a county pound facility. A.R.S. §11-1021 establishes requirements for the sterilization of animals impounded in a county pound as well as specified fee and discharge requirements for animals regarding sterilization.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	0.0%		
<i>To be determined</i>							
Demand	NA	12,248	12,248	12,142	12,138	(110)	-0.9%
<i>Number of adoptable shelter animals needing foster care.</i>							
Output	NA	772	772	667	772	-	0.0%
<i>Number of animals fostered.</i>							
Percent of Demand met	NA	6.3%	6.3%	5.5%	6.4%	0.1%	0.9%
Efficiency	NA	\$ 19.03	\$ 81.27	\$ 83.79	\$ 61.94	\$ 19.32	23.8%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
Animal Control License/Shelter	\$ 46,814	\$ 14,689	\$ -	\$ 12,801	\$ -	\$ -	
Animal Control Grants	-	-	62,737	43,084	47,820	14,917	23.8%
Totals	\$ 46,814	\$ 14,689	\$ 62,737	\$ 55,885	\$ 47,820	\$ 14,917	23.8%
Staffing (FTEs)	NA	NA	1.00	NA	1.00	-	0.0%

FY 2007-08 budgeted expenditures meet 6.4% of projected demand, which is lower than the FY 2006-07 revised budget due to the number of unadoptable and quarantined dogs in the shelter population. Total budgeted expenditures are decreased by \$14,917 (23.8%) from the FY 2006-07, reflecting flat level volume of output, and a lower rate of expenditure per unit of output.

Impoundment Activity

The purpose of the Impoundment activity is to receive animals from MCACC Field Services, other animal control agencies and the public so that these animals can be sheltered and cared for.

Mandates: A.R.S. §11-1003 mandates that the county either operate a self-established pound or enter into an agreement with an outside entity for the establishment of a county pound.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	0.0%		
<i>To be determined</i>							
Demand	NA	1,599,122	1,599,122	1,745,815	1,830,514	231,392	14.5%
<i>Population of dogs and cats in Maricopa County.</i>							
Output	NA	50,000	50,000	54,282	54,000	4,000	8.0%
<i>Number of animals impounded at MCACC facilities.</i>							
Percent of Demand met	NA	3.1%	3.1%	3.1%	2.9%	-0.2%	-5.7%
Efficiency	NA	\$ 31.58	\$ 34.06	\$ 32.82	\$ 32.28	\$ 1.77	5.2%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Animal Control License/Shelter	\$ 1,237,931	\$ 62,000	\$ 62,031	\$ 977,270	\$ 1,062,500	\$ 1,000,469	1612.9%
Animal Control Grants	-	85,000	84,999	-	-	(84,999)	-100.0%
Totals	\$ 1,237,931	\$ 147,000	\$ 147,030	\$ 977,270	\$ 1,062,500	\$ 915,470	622.6%
Expenditures by Fund							
Animal Control License/Shelter	\$ 1,756,046	\$ 1,579,033	\$ 1,702,782	\$ 1,781,578	\$ 1,743,274	\$ (40,492)	-2.4%
Totals	\$ 1,756,046	\$ 1,579,033	\$ 1,702,782	\$ 1,781,578	\$ 1,743,274	\$ (40,492)	-2.4%
Staffing (FTEs)	NA	NA	32.30	NA	32.30	-	0.0%

FY 2007-08 budgeted expenditures meet 2.9% of projected demand, which is higher than the FY 2006-07 revised budget due to increases in the dog and cat population as forecasted by American Veterinary Medical Association according to their formula. Total budgeted expenditures are increased by \$40,492

(2.4%) from the FY 2006-07, reflecting increased volume of output offset by a lower rate of expenditure per unit of output.

Base Adjustment: Right-sized personal services.

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 mandates that Animal Care and Control ensure that any unvaccinated animal that bites a human be impounded, monitor that animal for clinical signs of rabies, and also destroy any animal throughout the county that exhibits clinical signs of rabies.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	0.0%		
<i>To be determined</i>							
Demand	NA	3,176	3,176	3,748	3,746	570	17.9%
<i>Total number of animals that need to be quarantined.</i>							
Output	NA	2,192	2,192	2,000	2,192	-	0.0%
<i>Number of animals quarantined at MCACC facilities</i>							
Percent of Demand met	NA	69.0%	69.0%	53.4%	58.5%	-10.5%	-15.2%
Efficiency	NA	\$ 51.28	\$ 47.23	\$ 51.90	\$ 46.99	\$ 0.24	0.5%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Animal Control License/Shelter	\$ 25,074	\$ 3,100	\$ 3,100	\$ -	\$ -	\$ (3,100)	-100.0%
Totals	\$ 25,074	\$ 3,100	\$ 3,100	\$ -	\$ -	\$ (3,100)	-100.0%
Expenditures by Fund							
Animal Control License/Shelter	\$ 87,334	\$ 112,404	\$ 103,523	\$ 103,807	\$ 103,007	\$ 516	0.5%
Totals	\$ 87,334	\$ 112,404	\$ 103,523	\$ 103,807	\$ 103,007	\$ 516	0.5%
Staffing (FTEs)	NA	NA	1.70	NA	1.70	-	0.0%

FY 2007-08 budgeted expenditures meet 58.5% of projected demand, which is higher than the FY 2006-07 revised budget due to increased efforts to have more owners quarantine their own animals within their own homes. Total budgeted expenditures are decreased by \$516 (0.5%) from the FY 2006-07, reflecting flat level volume of output, and a lower rate of expenditure per unit of output.

Base Adjustment: Right-sized personal services.

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.

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: This is a non-mandated activity.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	0.0%		
<i>To be determined</i>							
Demand	NA	526,012	526,012	526,012	558,044	32,032	6.1%
<i>Number of dogs and cats owned within low income population.</i>							
Output	NA	2,750	2,750	NA	2,750	-	0.0%
<i>Number of animals sterilized.</i>							
<i>Percent of Demand met</i>	NA	0.5%	0.5%		0.5%	0.0%	-5.7%
Efficiency	NA	\$ 120.94	\$ 96.46	NA	\$ 96.05	\$ 0.41	0.4%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Animal Control Grants	\$ 705,013	\$ 291,912	\$ 291,858	\$ 392,666	\$ 439,915	\$ 148,057	50.7%
Totals	\$ 705,013	\$ 291,912	\$ 291,858	\$ 392,666	\$ 439,915	\$ 148,057	50.7%
Expenditures by Fund							
Animal Control License/Shelter	\$ 76	\$ -	\$ -	\$ -	\$ -	\$ -	
Animal Control Grants	236,364	332,578	265,265	275,043	264,127	1,138	0.4%
Totals	\$ 236,440	\$ 332,578	\$ 265,265	\$ 275,043	\$ 264,127	\$ 1,138	0.4%
Staffing (FTEs)	NA	NA	2.00	NA	1.00	(1.00)	-50.0%

FY 2007-08 budgeted expenditures meet 0.5% of projected demand, which is higher than the FY 2006-07 revised budget due to increases in the dog and cat population owned within low income population forecasted using American Veterinary Medical Association and U.S. Census Bureau information. Total budgeted expenditures are decreased by \$1,138 (0.4%) from the FY 2006-07, reflecting flat level volume of output, and a lower rate of expenditure per unit of output.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 375,982	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 375,982	\$ -
FY 2007-08 BUDGET TARGET	\$ 375,982	\$ -
BASE ADJUSTMENTS:		
Right-size Indirect Cost Allocation	\$ (11,022)	\$ -
Right-size Animal Control Enforcement Activity	(3,528)	-
Subtotal	\$ (14,550)	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 361,432	\$ -

Animal Control License Shelter (572) Appropriated Budget Reconciliation

	EXPENDITURES		REVENUE	
FY 2006-07 ADOPTED BUDGET:	\$	7,045,839	\$	7,198,642
FY 2006-07 REVISED RESTATED BUDGET:	\$	7,045,839	\$	7,198,642
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)	\$	65,848	\$	-
Retirement Contributions		16,979		-
FY 2007-08 Pay for Performance		118,705		-
Annualization of Compensation Adjustments		269,261		269,261
Structural Balance		-		48,415
Central Service Cost Allocation		(314)		-
Subtotal	\$	470,479	\$	317,676
FY 2007-08 BUDGET TARGET	\$	7,516,318	\$	7,516,318
BASE ADJUSTMENTS:				
Right-size Dog Licensing Activity	\$	(122,059)	\$	(317,856)
Right-size Dog Adoption Activity		(159,929)		(345,999)
Right-size Quarantine Activity		(9,105)		-
Right-size Cat Adoption Activity		(66,780)		-
Right-size Impound Activity		(157,222)		-
Right-size Debt Service Payments for Admin		(40,000)		-
Revised Interest Rate Estimate for Debt Service		(108,760)		-
Subtotal	\$	(663,855)	\$	(663,855)
FY 2007-08 TENTATIVE BUDGET:	\$	6,852,463	\$	6,852,463
BASE ADJUSTMENTS:				
Change to Worker's Compensation & Unemployment Charges	\$	20,088	\$	-
Change to Risk Management Charges		33,038		-
Dog Licensing Revenue		-		53,126
Subtotal	\$	53,126	\$	53,126
FY 2007-08 ADOPTED BUDGET:	\$	6,905,589	\$	6,905,589

Animal Control License/Shelter (572) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 691,757	\$ 1,212,255	\$ 1,212,255	\$ 1,448,955	\$ 2,006,537
Revenue	\$ 5,913,893	\$ 7,198,642	\$ 7,198,642	\$ 6,309,335	\$ 6,905,589
Expenditures	5,256,695	7,045,839	7,045,839	5,751,753	6,905,589
Net Operating	\$ 657,198	\$ 152,803	\$ 152,803	\$ 557,582	\$ -
Ending Fund Balance	\$ 1,348,955	\$ 1,365,058	\$ 1,365,058	\$ 2,006,537	\$ 2,006,537

Animal Control Grants (573) Appropriated Budget Reconciliation

	EXPENDITURES		REVENUE	
FY 2006-07 ADOPTED BUDGET:	\$	446,168	\$	446,168
FY 2006-07 REVISED RESTATED BUDGET:	\$	446,168	\$	446,168
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)	\$	1,956	\$	-
Retirement Contributions		617		-
FY 2007-08 Pay for Performance		1,446		-
Central Service Cost Allocation		(15,041)		-
Subtotal	\$	(11,022)	\$	-
FY 2007-08 BUDGET TARGET	\$	435,146	\$	446,168
BASE ADJUSTMENTS:				
Right-size Indirect Cost Allocation	\$	11,022	\$	-
Subtotal	\$	11,022	\$	-
FY 2007-08 TENTATIVE BUDGET:	\$	446,168	\$	446,168
BASE ADJUSTMENTS:				
Change to Worker's Compensation & Unemployment Charges	\$	597	\$	-
Low Cost Spay/Neuter Revenue		-		597
Subtotal	\$	597	\$	597
FY 2007-08 ADOPTED BUDGET:	\$	446,765	\$	446,765

Animal Control Grants (573) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 120,780	\$ 222,785	\$ 222,785	\$ 530,406	\$ 542,744
Revenue	\$ 705,013	\$ 446,168	\$ 446,168	\$ 445,716	\$ 446,765
Expenditures	295,385	446,168	446,168	433,378	446,765
Net Operating	\$ 409,629	\$ -	\$ -	\$ 12,338	\$ -
Ending Fund Balance	\$ 530,409	\$ 222,785	\$ 222,785	\$ 542,744	\$ 542,744

Animal Control Field Operation (574) Appropriated Budget Reconciliation

	EXPENDITURES		REVENUE	
FY 2006-07 ADOPTED BUDGET:	\$	2,994,586	\$	2,994,586
FY 2006-07 REVISED RESTATED BUDGET:	\$	2,994,586	\$	2,994,586
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)	\$	33,902	\$	-
Retirement Contributions		8,430		-
FY 2007-08 Pay for Performance		64,521		-
Annualization of Compensation Adjustments		75,645		-
Annualization of Mid-Year Adjustments		-		75,645
Structural Balance		-		98,778
Central Service Cost Allocation		(8,075)		-
Subtotal	\$	174,423	\$	174,423
FY 2007-08 BUDGET TARGET	\$	3,169,009	\$	3,169,009
BASE ADJUSTMENTS:				
Animal Control Program - Adjust Intergovernmental Revenue	\$	-	\$	(259,000)
Right-size Debt Service Payments for Admin		33,720		33,720
Subtotal	\$	33,720	\$	(225,280)
FY 2007-08 TENTATIVE BUDGET:	\$	3,202,729	\$	2,943,729
BASE ADJUSTMENTS:				
Change to Worker's Compensation & Unemployment	\$	10,342	\$	-
Animal Control Enforcement Revenue		-		10,342
Subtotal	\$	10,342	\$	10,342
FY 2007-08 ADOPTED BUDGET:	\$	3,213,071	\$	2,954,071

Animal Control Field Operations (574) Fund Balance Summary

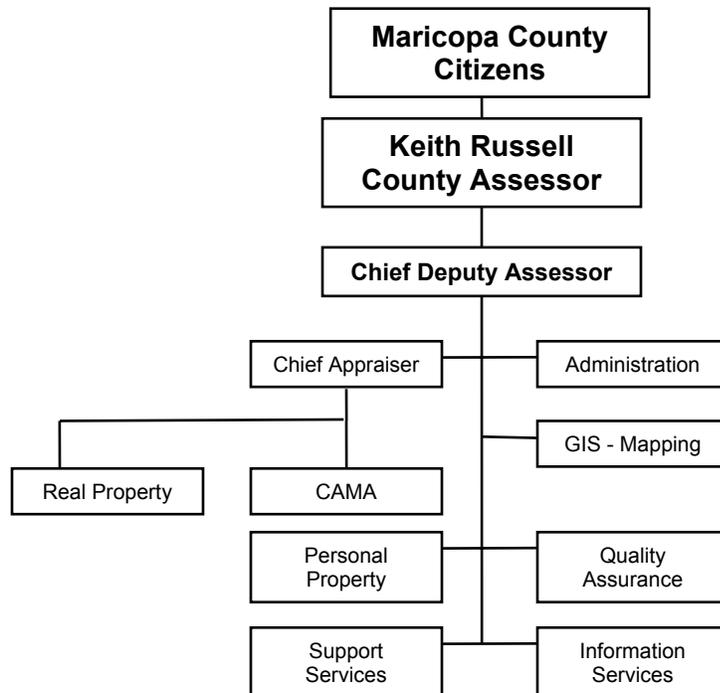
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 413,307	\$ 761,663	\$ 761,663	\$ 874,513	\$ 726,209
Revenue	\$ 3,063,947	\$ 2,994,586	\$ 2,994,586	\$ 3,007,291	\$ 2,954,071
Expenditures	2,672,745	2,994,586	2,994,586	3,155,595	3,213,071
Net Operating	\$ 391,203	\$ -	\$ -	\$ (148,304)	\$ (259,000)
Ending Fund Balance	\$ 804,510	\$ 761,663	\$ 761,663	\$ 726,209	\$ 467,209

Assessor

Analysis by Monica Staats, Management & Budget Analyst

Summary

Organizational Chart



Mission

The Mission of the Maricopa County Assessor's Office is to efficiently and effectively administer all laws and regulations for Maricopa County property owners so that all ad valorem property is fairly and equitably valued.

Vision

To be a recognized national leader in the property tax assessment and administration field.

Strategic Goals

- **By June 30, 2007, eliminate all current splits and mapping backlogs to ensure a more accurate tax roll.**

Status: The department is coordinating research on the redesign of deeds processing and the resolution of splits and subdivisions. The Human Resource division of the Assessor's office is serving as an internal change management consultant and is working with the Splits/Subdivision

project team to develop a plan for the elimination of the backlog. Eliminating the backlog will ensure a more accurate tax roll, minimize exposure, and potentially result in the capture of more tax revenue as a result of more accurate values.

- **By December 31, 2008, reduce future document paper dependency by office-wide implementation of Electronic Data Management workflow.**

Status: The department has begun efforts of this goal by currently working on a plan to reduce paper. Efforts include identifying specific business units for future Electronic Data Management (EDM) implementation.

- **By March 30, 2009, operate with new office Computer Assisted Mass Appraisal software with improved GIS functionality and improved sketch programs.**

Status: The department continues to progress researching a new computer assisted mass appraisal system.

- **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 department has begun efforts of this goal by currently working on a plan to reduce paper. Efforts include identifying specific business units for future Electronic Data Management (EDM) implementation

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
12PA - PROPERTY ASSESSMENT	\$ 209,355	\$ 150,000	\$ 150,000	\$ 200,280	\$ 150,000	\$ -	0.0%
CUST - CUSTOMER SERVICE	209,355	150,000	150,000	200,280	150,000	-	0.0%
TOTAL PROGRAMS	\$ 209,355	\$ 150,000	\$ 150,000	\$ 200,280	\$ 150,000	\$ -	0.0%
EXPENDITURES							
12PA - PROPERTY ASSESSMENT	\$ 16,171,942	\$ 19,935,019	\$ 18,885,834	\$ 18,157,601	\$ 20,886,367	\$ (2,000,533)	-10.6%
CUST - CUSTOMER SERVICE	1,138,845	2,135,537	1,549,790	1,449,416	2,468,442	(918,652)	-59.3%
EDAT - EXCHANGE OF DATA	5,017,929	2,563,645	2,758,899	2,807,950	-	2,758,899	100.0%
MOBI - MOBILE HOMES	-	-	-	-	764,078	(764,078)	
PERS - PERSONAL PROP CHARACTERISTICS	-	2,229,502	2,160,419	2,067,054	1,537,310	623,109	28.8%
REAL - REAL PROP CHARACTERISTICS	10,015,168	13,006,335	12,416,726	11,833,181	16,116,537	(3,699,811)	-29.8%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 1,225,127	\$ 1,738,706	\$ 1,089,824	\$ 1,433,928	\$ 1,143,283	\$ (53,459)	-4.9%
99GV - GENERAL GOVERNMENT	\$ -	\$ 11,301	\$ 57,313	\$ 48,307	\$ 104,401	\$ (47,088)	-82.2%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 2,317,945	\$ 1,294,335	\$ 2,946,390	\$ 2,828,211	\$ 3,312,372	\$ (365,982)	-12.4%
TOTAL PROGRAMS	\$ 19,715,013	\$ 22,979,361	\$ 22,979,361	\$ 22,468,047	\$ 25,446,423	\$ (2,467,062)	-10.7%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE %	
FULL TIME EQUIVALENT (FTE)				
12PA - PROPERTY ASSESSMENT	313.50	317.50	4.00	1.3%
CUST - CUSTOMER SERVICE	29.40	48.50	19.10	65.0%
EDAT - EXCHANGE OF DATA	48.55	-	(48.55)	-100.0%
MOBI - MOBILE HOMES	-	14.00	14.00	
PERS - PERSONAL PROP CHARACTERISTICS	36.75	23.00	(13.75)	-37.4%
REAL - REAL PROP CHARACTERISTICS	198.80	232.00	33.20	16.7%
99IT - INFORMATION TECHNOLOGY PROGRAM	31.50	32.50	1.00	3.2%
BUAS - BUSINESS APPLICATION DEVELOP	16.50	16.50	-	0.0%
DACR - DATA CENTER	6.00	6.00	-	0.0%
DESK - DESKTOP SUPPORT	4.00	4.00	-	0.0%
GISA - GIS APPLICATION DEVELOPMENT	5.00	6.00	1.00	20.0%
TOTAL PROGRAMS	360.00	365.00	5.00	1.4%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE %	
REVENUE							
Miscellaneous Revenues	\$ 209,355	\$ 150,000	\$ 150,000	\$ 200,280	\$ 150,000	\$ -	0.0%
Total Revenue	\$ 209,355	\$ 150,000	\$ 150,000	\$ 200,280	\$ 150,000	\$ -	0.0%
EXPENDITURES							
Personal Services	\$ 16,355,952	\$ 20,465,593	\$ 20,292,840	\$ 20,024,633	\$ 22,599,600	\$ (2,306,760)	-11.4%
Supplies	487,031	510,775	569,232	479,118	484,398	84,834	14.9%
Services	2,548,916	1,762,809	1,900,140	1,747,148	2,085,247	(185,107)	-9.7%
Capital Outlay	323,115	240,184	217,149	217,148	277,178	(60,029)	-27.6%
Total Expenditures	\$ 19,715,013	\$ 22,979,361	\$ 22,979,361	\$ 22,468,047	\$ 25,446,423	\$ (2,467,062)	-10.7%

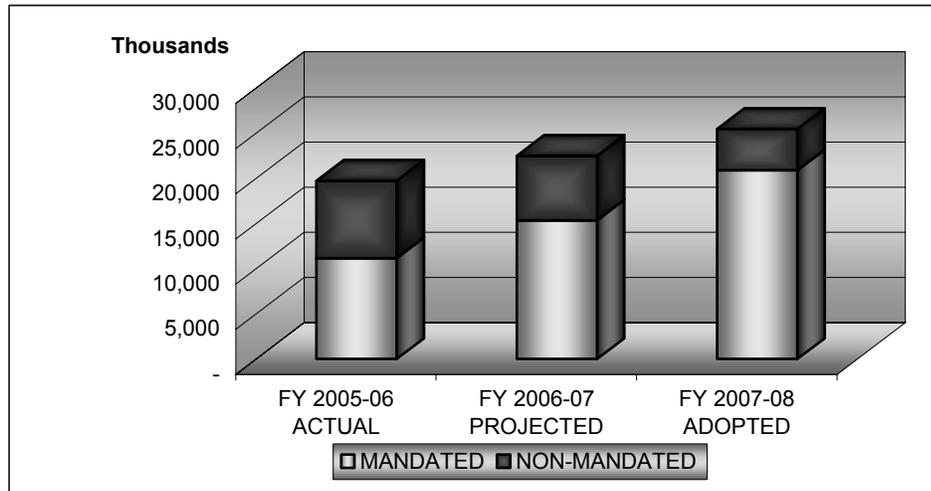
Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE %	
REVENUE							
100 GENERAL	\$ 209,355	\$ 150,000	\$ 150,000	\$ 200,280	\$ 150,000	\$ -	0.0%
TOTAL FUNDS	\$ 209,355	\$ 150,000	\$ 150,000	\$ 200,280	\$ 150,000	\$ -	0.0%
EXPENDITURES							
100 GENERAL	\$ 19,715,013	\$ 22,979,361	\$ 22,979,361	\$ 22,468,047	\$ 25,446,423	\$ (2,467,062)	-10.7%
TOTAL FUNDS	\$ 19,715,013	\$ 22,979,361	\$ 22,979,361	\$ 22,468,047	\$ 25,446,423	\$ (2,467,062)	-10.7%

In FY 2006 – 07, the Maricopa County Assessor’s Office developed a plan to ensure vital and correct data was being gathered and measured in the Budgeting for Results format. As a result, the department’s strategic plan was updated and the department’s activities were revised and re-organized to better report and measure the progress of the department’s goals and services. In doing so, FY 2005-06 data is limited, if available at all.

Efforts between the Compensation Division of the Office of Management and Budget and the Assessor’s Office to complete analysis and market studies of employees to identify their proper salary ranges has resulted in a positive effect on recruitment and staff retention. OMB is recommending salary and benefit savings be adjusted accordingly in the budget for FY 2007-08.

Mandated vs. Non-Mandated Expenditures



Programs and Activities

Property Assessment & Valuation Program

The purpose of the Property Assessment & Valuation Program is to provide ownership, mapping, property characteristics, and valuation information to external and internal customers to ensure valuations comply with Arizona Revised Statutes.

Program Results

	FY 2005-06 ACTUAL	FY 2006-07		FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
		ADOPTED	REVISED PROJ ACT			
Percent of Real Property valued fairly and equitably	0.0%	0.0%	0.0%	98.0%	98.0%	98.0% 0.0%
Percent of Business Personal Property valued fairly and equitably	0.0%	0.0%	0.0%	99.0%	99.0%	99.0% 0.0%
Percent of public and other government agencies that rate our quality of customer service as "satisfied" or better	98.8%	0.0%	0.0%	98.8%	99.0%	99.0% 0.0%

Activities that comprise this program include:

- Customer Service
- Mobile Homes
- Personal Property
- Real Property

Customer Service Activity

The purpose of the Customer Service Activity is to provide quality and timely customer service to the public and government agencies so that they receive the information requested.

Mandates: A.R.S. §42-11009 requires public access to valuation and assessment information.

Performance Analysis:

	FY 2007-08 ADOPTED
Results	99.0%
<i>Percentage of public and other government agencies that rate our quality customer service as "satisfied" or better.</i>	
<u>Demand</u>	760,000
<i>Number of owners demanding service</i>	
<u>Output</u>	760,000
<i>Number of Property Owners served</i>	
<i>Percent of Demand met</i>	100.0%
<u>Efficiency</u>	\$ 3.25
<i>Expenditures per unit of Output</i>	
<u>Revenues by Fund</u>	
General	\$ 150,000
Totals	\$ 2,618,442
<u>Expenditures by Fund</u>	
General	\$ 2,468,442
Totals	\$ 2,468,442
<u>Staffing (FTEs)</u>	48.50

The FY 2007-08 budget for the Customer Service Activity meets the projected demand of 760,000 Maricopa County property owners requesting service at a cost per customer served at \$3.25. The demand is based on a projected 3.0% population increase in Maricopa County for FY 2007-08.

Mobile Home Activity

The purpose of the Mobile Home 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. §15-053 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:

	FY 2007-08 ADOPTED
<u>Demand</u>	124,000
<i>Number of Mobile Homes to be assessed</i>	
<u>Output</u>	124,000
<i>Number of Mobile Homes assessed.</i>	
<i>Percent of Demand met</i>	100.0%
<u>Efficiency</u>	\$ 6.16
<i>Expenditures per unit of Output</i>	
<u>Expenditures by Fund</u>	
General	\$ 764,078
Totals	\$ 764,078
<u>Staffing (FTEs)</u>	14.00

The FY 2007-08 budget for the Mobile Homes Activity meets the projected demand of 124,000 mobile homes to be assessed at a cost per request of \$6.16. Although the County experienced significant

growth in real estate over the past few years, growth of mobile homes grew at a consistent rate of 1.0%.

The Mobile Home Activity is a new activity for FY 2007-08 so the prior year information on the cost per mobile home assessed is not available and was previously a service included within the Real Property Activity.

Personal Property 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:

	FY 2007-08 ADOPTED
Results	99.0%
<i>Percent of Business Personal Property accounts valued fairly and equitably.</i>	
Results	13.0%
<i>Percent of Business Personal Property accounts where taxpayers E-Filed.</i>	
<u>Demand</u>	34,300
<i>Number of Value to be processed</i>	
<u>Output</u>	34,300
<i>Number of Value processed.</i>	
<i>Percent of Demand met</i>	100.0%
<u>Efficiency</u>	\$ 44.82
<i>Expenditures per unit of Output</i>	
<u>Expenditures by Fund</u>	
General	\$ 1,537,310
Totals	\$ 1,537,310
<u>Staffing (FTEs)</u>	23.00

The FY 2007-08 budget for the Business Personal Property Assessment Activity meets the projected demand of 34,300. Personal Property is defined as all property not classified as real estate, including portable and tangible objects, and is movable without damage to itself or the real estate. In Arizona, businesses must also be valued at \$450,000 or greater of personal property to qualify for taxation. The number of businesses that meet the criteria for taxable personal property is growing at a rate of 1.0%

Real Property Activity

The purpose of the Real Property Inspection and Collection Characteristics 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. §142-15052 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:

	FY 2007-08 ADOPTED
Results	98.0%
<i>Percent of Real Property valued fairly and equitably.</i>	
Demand	1,812,260
<i>Number of Real Property service requests received.</i>	
Output	1,812,260
<i>Number of Real Property service requests completed.</i>	
<i>Percent of Demand met</i>	100.0%
Efficiency	\$ 8.89
<i>Expenditures per unit of Output</i>	
Expenditures by Fund	
General	\$ 16,116,537
Totals	\$ 16,116,537
Staffing (FTEs)	232.00

The FY 2007-08 budget for the Real Property Inspection and Collection Characteristics Assessment Activity meets the projected demand of 1,812,260 service requests. The FY 2007-08 expenditure budget of \$16,075,051 (an increase of \$3,734,582) is due to the consolidation of three activities (Exchange of Data, Valuation Notification, Real Property Inspection and Collection) as a result of an organizational restructure.

The primary driver of real property is the number of parcels and the creation of parcels. In FY 2005-06, the County had 12.3% growth in Real Property. Using the population forecast data and understanding that land was purchased and split into residential and commercial parcels at record levels over the past few years, the FY 2007-08 budget projects a lower growth rate of 4% compared to FY 2006-07.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 22,979,361	\$ 150,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 22,979,361	\$ 150,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 238,119	\$ -
Retirement Contributions	87,797	-
FY 2007-08 Pay for Performance	606,446	-
Annualization of Compensation Adjustments	17,241	-
Annualization of Mid-Year Adjustments	55,000	-
One Time Expenses	(100,000)	-
Subtotal	\$ 904,603	\$ -
FY 2007-08 BUDGET TARGET	\$ 23,883,964	\$ 150,000
BASE ADJUSTMENTS:		
Salary Savings Adjustment	\$ 842,766	\$ -
IT Market Study Implementation	188,373	-
Increase in Real Property Inspection Activity, Staff		
Increase Five (5) Area Managers	493,105	-
Personnel Services Allocation - CAMA Project Manager	(9,304)	-
Reduction for Overbudgeted Position(s)	(12,766)	-
Risk Management Cost Increase	18,799	-
Increase in Real Property Inspection Activity, Tempe		
Office Rent Increase	41,486	-
Subtotal	\$ 1,562,459	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 25,446,423	\$ 150,000

Board of Supervisors, District 1

Analysis by Marc Kuffner, Management & Budget Supervisor

Summary

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.

Strategic Goals

Not Applicable

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
99AS - ADMINISTRATIVE SERVICES PROG	\$ 303,068	\$ 341,043	\$ 391,021	\$ 375,593	\$ 391,021	\$ -	0.0%
99GV - GENERAL GOVERNMENT	-	-	-	-	665	(665)	
TOTAL PROGRAMS	\$ 303,068	\$ 341,043	\$ 391,021	\$ 375,593	\$ 391,686	\$ (665)	-0.2%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
99AS - ADMINISTRATIVE SERVICES PROG	3.00	3.00	-	0.0%
TOTAL PROGRAMS	3.00	3.00	-	0.0%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
Personal Services	\$ 275,139	\$ 312,141	\$ 364,707	\$ 352,532	\$ 354,460	\$ 10,247	2.8%
Supplies	5,125	9,744	8,100	8,470	9,744	(1,644)	-20.3%
Services	20,897	18,210	17,266	13,643	25,134	(7,868)	-45.6%
Capital Outlay	1,907	948	948	948	2,348	(1,400)	-147.7%
Total Expenditures	\$ 303,068	\$ 341,043	\$ 391,021	\$ 375,593	\$ 391,686	\$ (665)	-0.2%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
100 GENERAL	\$ 303,068	\$ 341,043	\$ 391,021	\$ 375,593	\$ 391,686	(665)	-0.2%
TOTAL FUNDS	\$ 303,068	\$ 341,043	\$ 391,021	\$ 375,593	\$ 391,686	(665)	-0.2%

The Board of Supervisors has worked on a financial plan that will allow them to reallocate current resources in order to absorb most of the increases in Health/Dental insurance and retirement contributions.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 341,043	\$ -
MID-YEAR ADJUSTMENTS:		
Market Study Adjustment	\$ 32,348	\$ -
FY 2006-07 Pay for Performance (ECP)	17,630	-
Subtotal	\$ 49,978	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 391,021	\$ -
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 2,956	\$ -
Retirement Contributions	7,201	-
Subtotal	\$ 10,157	\$ -
FY 2007-08 BUDGET TARGET	\$ 401,178	\$ -
BASE ADJUSTMENTS:		
Budget Submission Under Target	\$ (9,492)	\$ -
Subtotal	\$ (9,492)	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 391,686	\$ -

Board of Supervisors, District 2

Analysis by Marc Kuffner, Management & Budget Supervisor

Summary

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.

Strategic Goals

Not Applicable

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
99AS - ADMINISTRATIVE SERVICES PROG	\$ 318,221	\$ 341,043	\$ 391,021	\$ 351,671	\$ 391,021	-	0.0%
99GV - GENERAL GOVERNMENT	-	-	-	-	665	(665)	
TOTAL PROGRAMS	\$ 318,221	\$ 341,043	\$ 391,021	\$ 351,671	\$ 391,686	(665)	-0.2%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
99AS - ADMINISTRATIVE SERVICES PROG	3.00	3.00	-	0.0%
TOTAL PROGRAMS	3.00	3.00	-	0.0%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
Personal Services	\$ 299,283	\$ 312,981	\$ 362,348	\$ 325,108	\$ 365,406	(3,058)	-0.8%
Supplies	6,369	7,850	7,850	6,964	5,333	2,517	32.1%
Services	10,622	19,467	19,467	18,500	19,467	-	0.0%
Capital Outlay	1,947	745	1,356	1,098	1,480	(124)	-9.1%
Total Expenditures	\$ 318,221	\$ 341,043	\$ 391,021	\$ 351,671	\$ 391,686	(665)	-0.2%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
100 GENERAL	\$ 318,221	\$ 341,043	\$ 391,021	\$ 351,671	\$ 391,686	\$ (665)	-0.2%
TOTAL FUNDS	\$ 318,221	\$ 341,043	\$ 391,021	\$ 351,671	\$ 391,686	\$ (665)	-0.2%

The Board of Supervisors has worked on a financial plan that will allow them to reallocate current resources in order to absorb most of the increases in Health/Dental insurance and retirement contributions.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 341,043	\$ -
MID-YEAR ADJUSTMENTS:		
Market Study Adjustment	\$ 32,348	\$ -
FY 2006-07 Pay for Performance (ECP)	17,630	-
Subtotal	\$ 49,978	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 391,021	\$ -
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 2,956	\$ -
Retirement Contributions	7,201	-
Subtotal	\$ 10,157	\$ -
FY 2007-08 BUDGET TARGET	\$ 401,178	\$ -
BASE ADJUSTMENTS:		
Budget Submission Under Target	\$ (9,492)	\$ -
Subtotal	\$ (9,492)	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 391,686	\$ -

Board of Supervisors, District 3

Analysis by Marc Kuffner, Management & Budget Supervisor

Summary

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.

Strategic Goals

Not Applicable

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
99AS - ADMINISTRATIVE SERVICES PROG	\$ 273,268	\$ 341,043	\$ 391,021	\$ 370,920	\$ 391,021	\$ -	0.0%
99GV - GENERAL GOVERNMENT	-	-	-	-	665	(665)	
TOTAL PROGRAMS	\$ 273,268	\$ 341,043	\$ 391,021	\$ 370,920	\$ 391,686	\$ (665)	-0.2%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
99AS - ADMINISTRATIVE SERVICES PROG	3.00	3.00	-	0.0%
TOTAL PROGRAMS	3.00	3.00	-	0.0%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
Personal Services	\$ 261,754	\$ 323,058	\$ 372,797	\$ 346,952	\$ 372,744	\$ 53	0.0%
Supplies	200	6,852	7,102	3,566	7,102	-	0.0%
Services	10,339	10,158	10,147	19,429	10,147	-	0.0%
Capital Outlay	975	975	975	974	1,693	(718)	-73.6%
Total Expenditures	\$ 273,268	\$ 341,043	\$ 391,021	\$ 370,920	\$ 391,686	\$ (665)	-0.2%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
100 GENERAL	\$ 273,268	\$ 341,043	\$ 391,021	\$ 370,920	\$ 391,686	\$ (665)	-0.2%
TOTAL FUNDS	\$ 273,268	\$ 341,043	\$ 391,021	\$ 370,920	\$ 391,686	\$ (665)	-0.2%

The Board of Supervisors has worked on a financial plan that will allow them to reallocate current resources in order to absorb most of the increases in Health/Dental insurance and retirement contributions.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 341,043	\$ -
MID-YEAR ADJUSTMENTS:		
Market Study Adjustment	\$ 32,348	\$ -
FY 2006-07 Pay for Performance (ECP)	17,630	-
Subtotal	\$ 49,978	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 391,021	\$ -
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 2,956	\$ -
Retirement Contributions	7,201	-
Subtotal	\$ 10,157	\$ -
FY 2007-08 BUDGET TARGET	\$ 401,178	\$ -
BASE ADJUSTMENTS:		
Budget Submission Under Target	\$ (9,492)	\$ -
Subtotal	\$ (9,492)	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 391,686	\$ -

Board of Supervisors, District 4

Analysis by Marc Kuffner, Management & Budget Supervisor

Summary

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.

Strategic Goals

Not Applicable

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
99AS - ADMINISTRATIVE SERVICES PROG	\$ 271,655	\$ 341,043	\$ 391,021	\$ 343,679	\$ 391,021	\$ -	0.0%
99GV - GENERAL GOVERNMENT	-	-	-	-	665	(665)	
TOTAL PROGRAMS	\$ 271,655	\$ 341,043	\$ 391,021	\$ 343,679	\$ 391,686	\$ (665)	-0.2%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
99AS - ADMINISTRATIVE SERVICES PROG	3.00	3.00	-	0.0%
TOTAL PROGRAMS	3.00	3.00	-	0.0%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
Personal Services	\$ 266,088	\$ 307,257	\$ 357,233	\$ 323,950	\$ 357,183	\$ 50	0.0%
Supplies	1,034	8,085	8,085	5,869	8,085	-	0.0%
Services	3,788	24,956	24,956	13,115	24,956	-	0.0%
Capital Outlay	745	745	747	744	1,462	(715)	-95.7%
Total Expenditures	\$ 271,655	\$ 341,043	\$ 391,021	\$ 343,679	\$ 391,686	\$ (665)	-0.2%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
100 GENERAL	\$ 271,655	\$ 341,043	\$ 391,021	\$ 343,679	\$ 391,686	\$ (665)	-0.2%
TOTAL FUNDS	\$ 271,655	\$ 341,043	\$ 391,021	\$ 343,679	\$ 391,686	\$ (665)	-0.2%

The Board of Supervisors has worked on a financial plan that will allow them to reallocate current resources in order to absorb most of the increases in Health/Dental insurance and retirement contributions.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 341,043	\$ -
MID-YEAR ADJUSTMENTS:		
Market Study Adjustment	\$ 32,348	\$ -
FY 2006-07 Pay for Performance (ECP)	17,630	-
Subtotal	\$ 49,978	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 391,021	\$ -
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 2,956	\$ -
Retirement Contributions	7,201	-
Subtotal	\$ 10,157	\$ -
FY 2007-08 BUDGET TARGET	\$ 401,178	\$ -
BASE ADJUSTMENTS:		
Budget Submission Under Target	\$ (9,492)	\$ -
Subtotal	\$ (9,492)	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 391,686	\$ -

Board of Supervisors, District 5

Analysis by Marc Kuffner, Management & Budget Supervisor

Summary

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.

Strategic Goals

Not Applicable

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
99AS - ADMINISTRATIVE SERVICES PROG	\$ 289,234	\$ 341,043	\$ 391,021	\$ 362,618	\$ 391,021	\$ -	0.0%
99GV - GENERAL GOVERNMENT	-	-	-	-	665	(665)	
TOTAL PROGRAMS	\$ 289,234	\$ 341,043	\$ 391,021	\$ 362,618	\$ 391,686	\$ (665)	-0.2%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
99AS - ADMINISTRATIVE SERVICES PROG	3.00	3.00	-	0.0%
TOTAL PROGRAMS	3.00	3.00	-	0.0%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
Personal Services	\$ 263,000	\$ 313,522	\$ 362,987	\$ 338,011	\$ 364,912	\$ (1,925)	-0.5%
Supplies	4,914	7,514	7,704	4,324	6,704	1,000	13.0%
Services	19,226	18,003	19,090	18,724	17,907	1,183	6.2%
Capital Outlay	2,094	2,004	1,240	1,559	2,163	(923)	-74.4%
Total Expenditures	\$ 289,234	\$ 341,043	\$ 391,021	\$ 362,618	\$ 391,686	\$ (665)	-0.2%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
100 GENERAL	\$ 289,234	\$ 341,043	\$ 391,021	\$ 362,618	\$ -	\$ 391,021	100.0%
TOTAL FUNDS	\$ 289,234	\$ 341,043	\$ 391,021	\$ 362,618	\$ -	\$ 391,021	100.0%

The Board of Supervisors has worked on a financial plan that will allow them to reallocate current resources in order to absorb most of the increases in Health/Dental insurance and retirement contributions.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 341,043	\$ -
MID-YEAR ADJUSTMENTS:		
Market Study Adjustment	\$ 32,348	\$ -
FY 2006-07 Pay for Performance (ECP)	17,630	-
Subtotal	\$ 49,978	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 391,021	\$ -
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 2,956	\$ -
Retirement Contributions	7,201	-
Subtotal	\$ 10,157	\$ -
FY 2007-08 BUDGET TARGET	\$ 401,178	\$ -
BASE ADJUSTMENTS:		
Budget Submission Under Target	\$ (9,492)	\$ -
Subtotal	\$ (9,492)	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 391,686	\$ -

Clerk of the Board of Supervisors

Analysis by Marc Kuffner, Management & Budget Supervisor

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 April 2008, update and implement new agenda routing, tracking and compiling process with optional citizen viewing and research functions. By June 2006, compile results from surveys to sample users/departments to determine strengths and weaknesses of current system, needs, and features that would be helpful and make the system more user-friendly. By August 2006, define system requirements based on survey results and departmental goals and determine budget requirements. By January 2007, complete analysis of system options available and potential vendors. By July 2007, begin installation and implementation of system and procedures. By November 2007, begin testing the new system. By March 2008, complete training to user groups. By April 2008, complete training and go live with new system.**

Status: The Department completed a Request for Proposal for a new Agenda Management System and is currently working with vendors on specifics and evaluations.

- **By April 30, 2008, improve access for all County employees and Citizens to Board Actions, Minutes and supporting documentation via electronic search functionality.**

Status: The Department is exploring options for immediate results of Board actions to be posted on the Clerk of the Board website. They are also exploring options of converting paper archived minutes to a searchable medium.

- **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: The Department continues to work with the Information Technology group and Arizona State Library and Public Records to move toward a conversion of documents available for electronic retrieval and microfilm as the medium for permanent storage of records. The

Department is also working to develop a business plan for this process, including equipment and personnel. The FY 2007-08 budget continues to support the attainment of this goal.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
Expenditures							
06IS - INFORMATION SERVICES	\$ 85,061	\$ 54,213	\$ 56,775	\$ 80,792	\$ 64,769	(7,994)	-14.1%
RCRD - RECORDS MANAGEMENT	85,061	54,213	56,775	80,792	64,769	(7,994)	-14.1%
06MM - MEETING MANAGEMENT	\$ 232,518	\$ 217,024	\$ 203,823	\$ 279,012	\$ 203,986	(163)	-0.1%
MTNG - MEETING MANAGEMENT	232,518	217,024	203,823	279,012	203,986	(163)	-0.1%
06SD - SPECIAL DISTRICTS	\$ 24,875	\$ 21,262	\$ 37,628	\$ 36,689	\$ 32,749	4,879	13.0%
SDIS - SPECIAL DISTRICTS	24,875	21,262	37,628	36,689	32,749	4,879	13.0%
06SS - STATUTORY SERVICES	\$ 19,019	\$ 60,507	\$ 25,053	\$ 45,357	\$ 26,796	(1,743)	-7.0%
LICP - LICENSES & PERMITS	-	4,088	5,567	11,774	5,955	(388)	-7.0%
BORD - BOARDS AND COMMISSIONS	19,019	56,419	19,486	33,583	20,841	(1,355)	-7.0%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 181,288	\$ 270,404	\$ 460,025	\$ 278,651	\$ 511,775	(51,750)	-11.2%
99GV - GENERAL GOVERNMENT	\$ -	\$ -	\$ -	\$ -	\$ 552	(51,750)	
TOTAL PROGRAMS	\$ 542,762	\$ 623,410	\$ 783,304	\$ 720,502	\$ 840,627	(57,323)	-7.3%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
06IS - INFORMATION SERVICES	1.00	1.00	-	0.0%
RCRD - RECORDS MANAGEMENT	1.00	1.00	-	0.0%
06MM - MEETING MANAGEMENT	5.00	5.00	-	0.0%
MTNG - MEETING MANAGEMENT	5.00	5.00	-	0.0%
06SD - SPECIAL DISTRICTS	0.55	0.90	0.35	63.6%
SDIS - SPECIAL DISTRICTS	0.55	0.55	-	0.0%
06SS - STATUTORY SERVICES	0.45	0.10	(0.35)	-77.8%
LICP - LICENSES & PERMITS	0.10	0.10	-	0.0%
BORD - BOARDS AND COMMISSIONS	0.35	0.35	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	4.00	5.00	1.00	25.0%
TOTAL PROGRAMS	11.00	12.00	1.00	9.1%

The increase in staff is attributed to the Agenda Management replacement project. A project manager has been added to the department for a period of eighteen (18) months. In FY 2007-08, the position is budgeted for the entire fiscal year as the 18 month period goes through July 31, 2008. Funding for this position resides in Appropriated Fund Balance.

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
Personal Services	\$ 471,162	\$ 544,311	\$ 675,157	\$ 604,555	\$ 733,924	(58,767)	-8.7%
Supplies	36,341	10,398	26,941	19,410	10,398	16,543	61.4%
Services	32,445	66,581	77,023	91,519	89,157	(12,134)	-15.8%
Capital Outlay	2,814	2,120	4,183	5,018	7,148	(2,965)	-70.9%
Total Expenditures	\$ 542,762	\$ 623,410	\$ 783,304	\$ 720,502	\$ 840,627	(57,323)	-7.3%

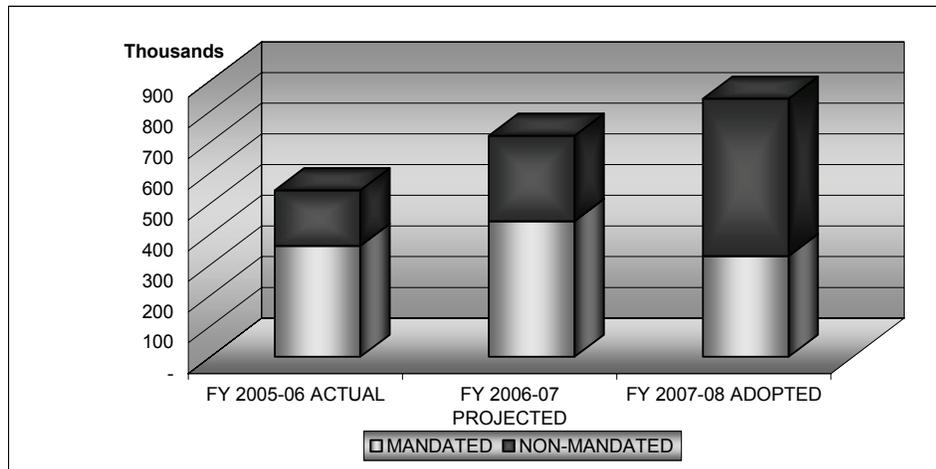
Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
100 GENERAL	\$ 542,762	\$ 623,410	\$ 783,304	\$ 720,502	\$ 840,627	(57,323)	-7.3%
TOTAL FUNDS	\$ 542,762	\$ 623,410	\$ 783,304	\$ 720,502	\$ 840,627	(57,323)	-7.3%

The Clerk of the Board of Supervisors has worked on a financial plan that will allow them to reallocate current resources in order to absorb the increases in Health/Dental insurance and retirement contributions. In all activities, there are minor shifts in costs between the activities due to minor personnel reallocations to better reflect the actual time spent by staff on each activity.

In FY 2006-07, the Arizona State Legislature amended statutes related to the State Board of Equalization (SBOE) regarding the number of appointed County hearing officers and the rate of pay for these officers. The FY 2007-08 budgeted amount for the SBOE is \$44,762 which is consistent with current year and historical expenditures. If there is an increase in the amount required for the SBOE, the Office of Management and Budget will recommend the use of contingency funds to support an increase.

Mandated vs. Non-Mandated Expenditures



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

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Percent of records requests completed	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Records Management

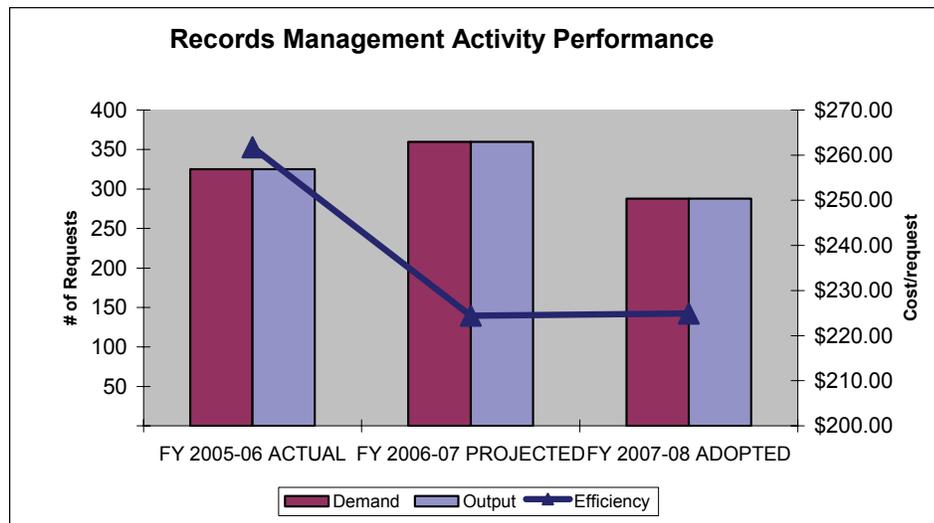
Records Management Activity

Records Management ensures 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand <i>Number of record requests received.</i>	325	360	360	360	288	(72)	-20.0%
Output <i>Number of record requests processed</i>	325	360	360	360	288	(72)	-20.0%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 261.73	\$ 150.59	\$ 157.71	\$ 224.42	\$ 224.89	\$ (67.18)	-42.6%
Expenditures by Fund							
General	\$ 85,061	\$ 54,213	\$ 56,775	\$ 80,792	\$ 64,769	\$ (7,994)	-14.1%
Totals	\$ 85,061	\$ 54,213	\$ 56,775	\$ 80,792	\$ 64,769	\$ (7,994)	-14.1%
Staffing (FTEs)	-	-	1.00	-	1.00	-	0.0%



The FY 2007-08 budget for the Records Management Activity meets projected demand of 288 actions requested at an average cost of \$224.89 per request completed in order to achieve the result of 100%. The FY 2007-08 expenditure budget is an increase of \$7,994 compared to the FY 2006-07 revised budget due to minor personnel reallocations to better reflect the actual time spent by staff on this activity.

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 the 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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	RECOMM	(Rev. - Adopted)	%
Percent of requested meetings held.	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Meeting Management

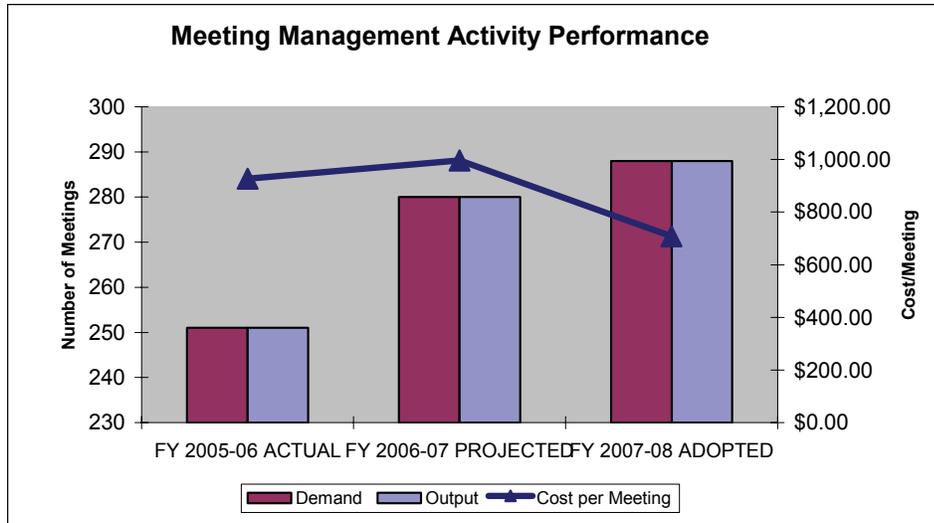
Meeting Management Activity

Meeting Management includes the functions of the meeting including posting notices, agendas, minutes, and facilitation of 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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
<u>Demand</u>							
Number of meetings requested.	251	265	280	280	288	8	2.9%
<u>Output</u>							
Number of meetings held.	251	265	280	280	288	8	2.9%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u>							
Expenditures per unit of Output	\$ 926.37	\$ 818.96	\$ 727.94	\$ 996.47	\$ 708.28	\$ 19.65	2.7%
<u>Expenditures by Fund</u>							
General	\$ 232,518	\$ 217,024	\$ 203,823	\$ 279,012	\$ 203,986	\$ (163)	-0.1%
Totals	\$ 232,518	\$ 217,024	\$ 203,823	\$ 279,012	\$ 203,986	\$ (163)	-0.1%
Staffing (FTEs)	-	-	5.00	-	5.00	-	0.0%



The FY 2007-08 budget for the Meeting Management Activity meets projected demand of 288 actions requested at an average cost of \$708.28 per meeting in order to achieve the result of 100%. The FY 2007-08 expenditure budget is an increase of \$163 compared to the FY 2006-07 revised budget due to minor personnel reallocations to better reflect the actual time spent by staff on each activity.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	RECOMM	(Rev. - Adopted)	%
Percent of special district projects/actions completed	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Special Districts

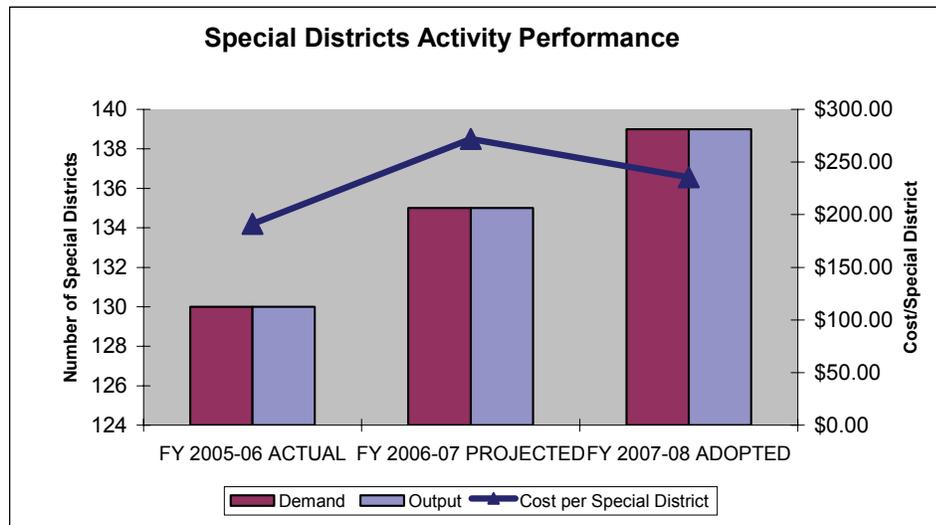
Special Districts Activity

This activity provides support to Special Districts by providing 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand	130	135	135	135	139	4	3.0%
<i>Number of requests for creation, annexation, dissolutions, and special actions for special districts.</i>							
Output	130	135	135	135	139	4	3.0%
<i>Number of special districts projects/actions completed, denied or withdrawn.</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 191.35	\$ 157.50	\$ 278.73	\$ 271.77	\$ 235.60	\$ 43.12	15.5%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	\$ 24,875	\$ 21,262	\$ 37,628	\$ 36,689	\$ 32,749	\$ 4,879	13.0%
Totals	\$ 24,875	\$ 21,262	\$ 37,628	\$ 36,689	\$ 32,749	\$ 4,879	13.0%
Staffing (FTEs)	-	-	0.55	-	0.55	-	0.0%



The FY 2007-08 budget for the Special Districts Activity meets the projected demand of 139 actions requested at an average cost of \$235.60 per request in order to achieve the result of 100%. The FY 2007-08 expenditure budget is decreased in the amount of \$4,879 compared to the FY 2006-07 revised budget due to minor personnel reallocations to better reflect the actual time spent by staff on each activity.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	RECOMM	(Rev. - Adopted)	%
Percent of permits processed.	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of vacancies reported to required departments.	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Licenses and Permits
- Boards and Commissions

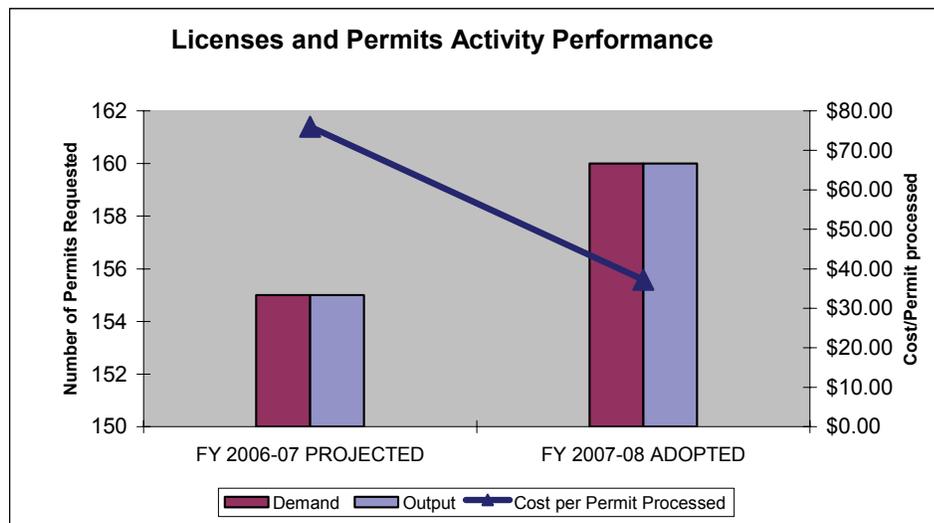
Licenses and Permits Activity

The purpose of the Licenses Activity is to provide applications, application 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:

	FY 2006-07			FY 2007-08	Variance	
	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Demand	155	155	155	160	5	3.2%
<i>Number of permits requested</i>						
Output	155	155	155	160	5	3.2%
<i>Number of permits processed.</i>						
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 26.37	\$ 35.92	\$ 75.96	\$ 37.22	\$ (1.30)	-3.6%
<i>Expenditures per unit of Output</i>						
Expenditures by Fund						
General	\$ 4,088	\$ 5,567	\$ 11,774	\$ 5,955	\$ (388)	-7.0%
Totals	\$ 4,088	\$ 5,567	\$ 11,774	\$ 5,955	\$ (388)	-7.0%
Staffing (FTEs)	-	0.10	-	0.10	-	0.0%



The FY 2007-08 budget for the Licenses and Permits Activity meets the projected demand of 160 requests at an average cost of \$37.22 per request in order to achieve the result of 100%. The FY 2007-08 expenditure budget is an increase of \$388 compared to the FY 2006-07 revised budget due to minor personnel reallocations to better reflect the actual time spent by staff on each activity.

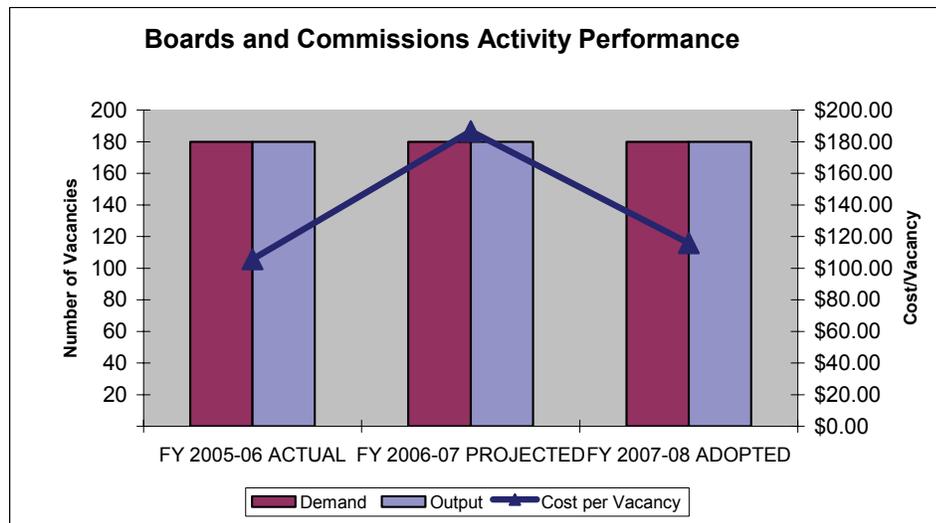
Boards and Commissions Activity

The purpose of the Boards and Commissions Activity is to provide information regarding vacancies on Boards and Commissions and to deliver open meeting law information and oath packets to appointees.

Mandates: Administratively mandated by the Board of Supervisors

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand	180	180	180	180	180	-	0.0%
<i>Number of Boards and Commissions vacancies</i>							
Output	180	180	180	180	180	-	0.0%
<i>Number of appointments</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 105.66	\$ 313.44	\$ 108.26	\$ 186.57	\$ 115.78	\$ (7.53)	-7.0%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	\$ 19,019	\$ 56,419	\$ 19,486	\$ 33,583	\$ 20,841	\$ (1,355)	-7.0%
Totals	\$ 19,019	\$ 56,419	\$ 19,486	\$ 33,583	\$ 20,841	\$ (1,355)	-7.0%
Staffing (FTEs)	-	-	0.35	-	0.35	-	0.0%



The FY 2007-08 budget for the Boards and Commission Activity meets the projected demand of 180 vacancies at an average cost of \$115.78 per reported vacancy in order to achieve the result of 100%. The FY 2007-08 expenditure budget is an increase of \$1,355 compared to the FY 2006-07 revised budget due to minor personnel reallocations to better reflect the actual time spent by staff on each activity.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 623,410	\$ -
MID-YEAR ADJUSTMENTS:		
<i>Additional Staffing - Executive Services</i>	\$ 46,521	\$ -
<i>Document Imaging Project</i>	75,920	-
<i>FY 2006-07 Pay For Performance (ECP)</i>	6,927	-
<i>Admin Market Phase 1</i>	8,516	-
<i>FY 2006-07 Pay For Performance (ECP)</i>	32,340	-
Subtotal	\$ 170,224	\$ -
FY 2006-07 REVISED BUDGET:	\$ 793,634	\$ -
Restatements	(10,330)	-
FY 2006-07 REVISED RESTATED BUDGET:	\$ 783,304	\$ -
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 7,059	\$ -
Retirement Contributions	2,742	-
FY 2007-08 Pay for Performance	13,008	-
Annualization of Compensation Adjustments	4,257	-
Annualization of Mid-Year Adjustments	40,501	-
Subtotal	\$ 67,567	\$ -
FY 2007-08 BUDGET TARGET	\$ 850,871	\$ -
BASE ADJUSTMENTS:		
Budget Submission Under Target	\$ (10,244)	\$ -
Subtotal	\$ (10,244)	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 840,627	\$ -

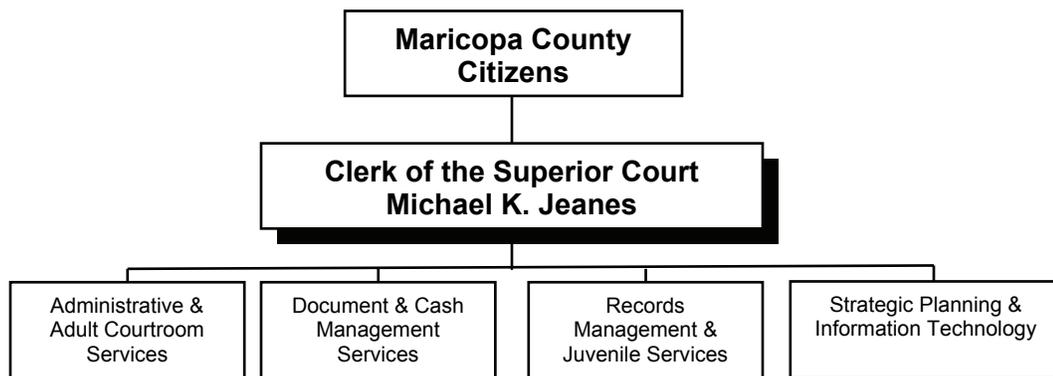
The Clerk of the Board of Supervisors has worked on a financial plan that will allow them to reallocate current resources in order to absorb most of the increases in Health/Dental insurance and retirement contributions.

Clerk of the Superior Court

Analysis by Scott Rothe, Principal Management & Budget Analyst

Summary

Organizational Chart



Mission

The Mission of the Clerk of the Superior Court is to provide progressive and efficient court-related records management and financial services for the justice system, legal community and public so that they have fair and timely access to accurate court records and services.

Vision

The vision of the Clerk of the Superior Court is to anticipate, meet, and exceed the expectations of our customers.

Strategic Goals

- **By October 2007, the Clerk of the Superior Court will have Electronic Court Record images available to end users of adult court records within one day (24 hours) of accepting the document for electronic processing.**

Status: The budget supports the attainment of this goal by funding a number of Electronic Court Record (ECR - eFiling enhancement) projects. These include File A-CASE (\$70,000) and eFiling Appeals (\$45,000), both from the Fill the Gap Fund, eFiling Multi-Vendor Integration (\$70,000 from the Electronic Document Management System Fund), eFiling Family Court (\$50,000 from the Child Support Enhancement Fund), and workflow enhancement projects (\$35,000 from the Judicial Enhancement Fund). ECR also has many small / multi-year project

enhancements that are funded as part of ongoing operations from the General Fund and the Electronic Document Management System Fund.

- **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: The budget supports the attainment of this goal by funding the Juvenile eFiling Project (\$90,000 from the Judicial Enhancement Fund). This project is also supported by ongoing operations from the General Fund.

- **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: The Judicial Enhancement Fund supports the attainment of this goal by funding several projects and initiatives: Cash Receipting Replacement (\$261,000), Department of Corrections electronic payments (\$15,000), ICIS / Restitution, Fines and Reimbursements Financials (\$80,000), and IFIS Development (\$52,000). The Victim Location Fund is supporting the USPS Automatic Address project (\$50,000). This goal is also supported by ongoing operations, supported by the General Fund.

- **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 budget supports the attainment of this multi-year goal by funding specific program efforts to improve recruitment, retention, training, and mentoring. This goal extends throughout the department in the form of management efforts in the areas identified.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
16CR - COURT RECORDS	\$ 6,911,374	\$ 7,936,336	\$ 8,033,859	\$ 7,716,120	\$ 8,174,776	\$ 140,917	1.8%
COUR - MEMORIALIZE COURT PROCEEDINGS	3,053,485	3,937,411	4,034,234	3,477,195	4,124,533	90,299	2.2%
EDOC - ELECTRONIC DOCUMENT	3,857,889	3,998,925	3,999,625	4,238,925	4,050,243	50,618	1.3%
16FS - FIDUCIARY SERVICES	\$ 8,372,524	\$ 7,206,877	\$ 7,206,877	\$ 8,192,704	\$ 9,086,000	\$ 1,879,123	26.1%
COCL - COURT ORDERED RECEIVABLES	8,184,653	7,206,877	7,206,877	8,192,497	8,993,000	1,786,123	24.8%
CODS - COURT ORDERED DISBURSEMENT	187,871	-	-	206	93,000	93,000	
16PR - PUBLIC RECORDS	\$ 1,158,802	\$ 749,172	\$ 749,172	\$ 932,037	\$ 1,240,000	\$ 490,828	65.5%
PURE - PUBLIC REGISTRATIONS	1,158,802	749,172	749,172	932,037	1,240,000	490,828	65.5%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 102,484	\$ -	\$ -	\$ -	\$ -	\$ -	-
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 591,664	\$ 181,000	\$ 181,000	\$ 370,112	\$ 180,500	\$ (500)	-0.3%
99GV - GENERAL GOVERNMENT	\$ 376,667	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL PROGRAMS	\$ 17,513,515	\$ 16,073,385	\$ 16,170,908	\$ 17,210,973	\$ 18,681,276	\$ 2,510,368	15.5%
EXPENDITURES							
16CR - COURT RECORDS	\$ 25,263,401	\$ 30,139,508	\$ 29,870,986	\$ 28,981,601	\$ 25,085,204	\$ 4,785,782	16.0%
APLS - APPEALS	-	-	-	-	567,006	(567,006)	
CASE - CASE INITIATION	-	-	-	-	3,398,185	(3,398,185)	
DIST - DISTRIBUTION	-	-	-	-	429,991	(429,991)	
DRPT - DISPOSITION REPORT	-	-	-	-	255,883	(255,883)	
COUR - MEMORIALIZE COURT PROCEEDINGS	12,774,774	14,235,968	14,559,548	13,925,833	14,483,031	76,517	0.5%
EDOC - ELECTRONIC DOCUMENT	12,488,627	15,903,540	15,311,438	15,055,768	4,711,472	10,599,966	69.2%
EXCC - EXHIBIT CARE & CUSTODY	-	-	-	-	927,209	(927,209)	
JDOC - JUVENILE SUBSEQUENT DOCUMENT	-	-	-	-	205,824	(205,824)	
SOFR - SUPPORT ORDER FINANCIAL REPORT	-	-	-	-	106,603	(106,603)	
16FS - FIDUCIARY SERVICES	\$ 1,924,153	\$ 2,027,126	\$ 2,182,817	\$ 1,951,606	\$ 2,631,459	\$ (448,642)	-20.6%
COCL - COURT ORDERED RECEIVABLES	693,705	30,443	522,100	333,539	439,562	82,538	15.8%
CODS - COURT ORDERED DISBURSEMENT	1,004,364	1,903,670	1,325,484	1,410,115	1,616,458	(290,974)	-22.0%
COSO - COURT SUPPORT ORDERS	226,084	93,013	335,233	207,951	575,439	(240,206)	-71.7%
16PR - PUBLIC RECORDS	\$ 872,236	\$ 745,306	\$ 597,494	\$ 677,694	\$ 5,364,672	\$ (4,767,178)	-797.9%
CDOC - COURT DOCUMENT COPY	-	-	-	-	1,497,056	(1,497,056)	
CDPS - COURT DOCUMENT PRESERVATION	507,658	272,848	207,236	234,831	1,415,992	(1,208,756)	-583.3%
CTFD - COURT FILE DELIVERY	-	-	-	-	1,543,756	(1,543,756)	
PURE - PUBLIC REGISTRATIONS	364,578	472,458	390,258	442,863	907,868	(517,610)	-132.6%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 3,721,532	\$ 3,560,938	\$ 3,890,605	\$ 4,027,754	\$ 4,981,807	\$ (1,091,202)	-28.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 5,191,906	\$ 5,119,157	\$ 5,100,348	\$ 5,070,236	\$ 5,345,339	\$ (244,991)	-4.8%
99GV - GENERAL GOVERNMENT	\$ -	\$ 59,449	\$ 59,449	\$ 30,817	\$ 92,659	\$ (33,210)	-55.9%
TOTAL PROGRAMS	\$ 36,973,228	\$ 41,651,484	\$ 41,701,699	\$ 40,739,707	\$ 43,501,140	\$ (1,799,441)	-4.3%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
16CR - COURT RECORDS	624.00	500.00	(124.00)	-19.9%
APLS - APPEALS	-	14.00	14.00	
CASE - CASE INITIATION	-	79.50	79.50	
DIST - DISTRIBUTION	-	10.00	10.00	
DRPT - DISPOSITION REPORT	-	6.00	6.00	
COUR - MEMORIALIZE COURT PROCEEDINGS	280.50	257.50	(23.00)	-8.2%
EDOC - ELECTRONIC DOCUMENT	343.50	103.00	(240.50)	-70.0%
EXCC - EXHIBIT CARE & CUSTODY	-	19.00	19.00	
JDOC - JUVENILE SUBSEQUENT DOCUMENT	-	5.00	5.00	
SOFR - SUPPORT ORDER FINANCIAL REPORT	-	6.00	6.00	
16FS - FIDUCIARY SERVICES	40.00	56.00	16.00	40.0%
COCL - COURT ORDERED RECEIVABLES	10.00	7.00	(3.00)	-30.0%
CODS - COURT ORDERED DISBURSEMENT	26.00	30.00	4.00	15.4%
COSO - COURT SUPPORT ORDERS	4.00	19.00	15.00	375.0%
16PR - PUBLIC RECORDS	11.00	115.00	104.00	945.5%
CDOC - COURT DOCUMENT COPY	-	33.00	33.00	
CDPS - COURT DOCUMENT PRESERVATION	2.00	25.00	23.00	1150.0%
CTFD - COURT FILE DELIVERY	-	37.00	37.00	
PURE - PUBLIC REGISTRATIONS	9.00	20.00	11.00	122.2%
99AS - ADMINISTRATIVE SERVICES PROG	56.00	65.00	9.00	16.1%
99IT - INFORMATION TECHNOLOGY PROGRAM	41.00	40.00	(1.00)	-2.4%
TOTAL PROGRAMS	772.00	776.00	4.00	0.5%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Licenses & Permits	\$ 650,470	\$ 400,000	\$ 400,000	\$ 361,456	\$ 340,000	\$ (60,000)	-15.0%
Intergovernmental	2,740,819	2,647,935	2,591,742	2,417,644	2,489,033	(102,709)	-4.0%
Charges For Service	9,455,438	9,765,033	9,898,549	10,087,707	10,636,143	737,594	7.5%
Fines & Forfeits	4,272,135	3,217,228	3,217,228	4,174,874	4,990,000	1,772,772	55.1%
Miscellaneous Revenues	394,653	43,189	63,389	169,292	226,100	162,711	256.7%
Total Revenue	\$ 17,513,515	\$ 16,073,385	\$ 16,170,908	\$ 17,210,973	\$ 18,681,276	\$ 2,510,368	15.5%
EXPENDITURES							
Personal Services	\$ 32,663,816	\$ 37,110,865	\$ 37,458,739	\$ 36,320,862	\$ 39,309,161	\$ (1,850,422)	-4.9%
Supplies	1,155,648	1,094,245	925,702	972,393	929,023	(3,321)	-0.4%
Services	2,144,546	2,765,815	2,405,942	2,693,022	2,524,645	(118,703)	-4.9%
Capital Outlay	1,009,218	680,559	911,316	753,430	738,311	173,005	19.0%
Total Expenditures	\$ 36,973,228	\$ 41,651,484	\$ 41,701,699	\$ 40,739,707	\$ 43,501,140	\$ (1,799,441)	-4.3%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 9,339,716	\$ 7,766,749	\$ 7,766,749	\$ 9,015,309	\$ 10,215,000	\$ 2,448,251	31.5%
205 COURT DOCUMENT RETRIEVAL	1,072,504	1,098,925	1,098,925	1,098,925	1,150,243	51,318	4.7%
208 JUDICIAL ENHANCEMENT	905,281	868,192	868,192	775,192	814,000	(54,192)	-6.2%
216 CLERK OF THE COURT GRANTS	1,602,864	1,592,568	1,625,833	1,480,118	1,676,124	50,291	3.1%
218 CLERK OF COURT FILL THE GAP	1,730,803	1,783,651	1,847,909	1,847,909	1,847,909	-	0.0%
270 CHILD SUPPORT ENHANCEMENT	74,983	60,000	60,000	77,088	60,000	-	0.0%
273 VICTIM LOCATION	5,610	3,300	3,300	16,432	18,000	14,700	445.5%
274 CLERK OF THE COURT EDMS	2,781,755	2,900,000	2,900,000	2,900,000	2,900,000	-	0.0%
TOTAL FUNDS	\$ 17,513,515	\$ 16,073,385	\$ 16,170,908	\$ 17,210,973	\$ 18,681,276	\$ 2,510,368	15.5%
EXPENDITURES							
100 GENERAL	\$ 29,118,747	\$ 32,090,197	\$ 32,107,147	\$ 31,953,641	\$ 34,177,630	\$ (2,070,483)	-6.4%
205 COURT DOCUMENT RETRIEVAL	1,086,011	1,218,377	1,218,377	1,218,377	1,150,243	68,134	5.6%
208 JUDICIAL ENHANCEMENT	1,003,439	1,546,784	1,546,784	1,453,784	1,039,333	507,451	32.8%
216 CLERK OF THE COURT GRANTS	1,560,334	1,592,568	1,625,833	1,480,118	1,676,124	(50,291)	-3.1%
218 CLERK OF COURT FILL THE GAP	1,439,255	1,892,222	1,892,222	1,442,222	1,962,909	(70,687)	-3.7%
270 CHILD SUPPORT ENHANCEMENT	17,708	145,000	145,000	65,000	75,000	70,000	48.3%
273 VICTIM LOCATION	7,441	39,901	39,901	130	89,901	(50,000)	-125.3%
274 CLERK OF THE COURT EDMS	2,740,294	3,126,435	3,126,435	3,126,435	3,330,000	(203,565)	-6.5%
TOTAL FUNDS	\$ 36,973,228	\$ 41,651,484	\$ 41,701,699	\$ 40,739,707	\$ 43,501,140	\$ (1,799,441)	-4.3%

General Adjustments

Worker's Compensation / Unemployment Insurance

As a technical adjustment, add \$18,442 to the Internal Service Fund Charges Activity to fully fund Worker's Compensation and Unemployment Insurance in FY 2007-08.

General Fund Personnel Savings Rate

Increase the budgeted General Fund (100) personnel savings rate from 6.6% to 6.9%, resulting in an expenditure reduction of \$151,925 (allocated to 25 activities).

Information Technology Market Study

Add \$247,102 in FY 2007-08 to fund salary adjustments.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev.-Adpt)	%
Percent of records transmitted to Appellate Courts	NA	NA	NA	NA	100.0%		
Percent of customers satisfied with Case Initiation process	NA	NA	NA	NA	95.0%		
Percent of new cases initiated	NA	NA	NA	NA	100.0%		
Percent of received court-created documents distributed	NA	NA	NA	NA	100.0%		
Percent of Disposition Reports / Abstracts prepared	NA	NA	NA	NA	100.0%		
Percent of minute entries completed within established timeline	85.0%	80.0%	93.0%	85.0%	85.0%	-8.0%	-8.6%
Percent of required minute entries completed	NA	NA	NA	NA	100.0%		
Percent of requested documents accessible through the Electronic Court Repository	100.0%	93.0%	93.0%	100.0%	85.0%	-8.0%	-8.6%
Percent of documents added to the Electronic Court Repository	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of received exhibits processed for intake	NA	NA	NA	NA	100.0%		
Percent of Juvenile subsequent documents docketed	NA	NA	NA	NA	100.0%		
Percent of requested financial reports prepared	NA	NA	NA	NA	100.0%		

Prior to FY 2007-08, the Court Records Program included just two activities (Memorialize Court Proceedings Activity and Case and Document Filing Activity). The latter activity has been eliminated. The Program now includes the following nine activities:

- Appeals
- Case Initiation
- Distribution
- Disposition Report
- Memorialize Ct. 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) & 32 (Post-Conviction Relief), Juvenile Rules of Procedure 88, Civil Rules of Procedure 76 and Rules of Appellate Procedure 11.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.) %
Results	NA	NA	NA	NA	TBD	
<i>TBD</i>						
Demand	NA	NA	NA	NA	2,012	
<i>Number of records to be transmitted to an Appellate Court</i>						
Output	NA	NA	NA	NA	2,012	
<i>Number of records transmitted to an Appellate Court</i>						
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%	
Efficiency	NA	NA	NA	NA	\$ 281.81	
<i>Expenditures per unit of Output</i>						
Expenditures by Fund						
General	NA	NA	NA	NA	\$ 486,602	
Clerk Of Court Fill The Gap	NA	NA	NA	NA	80,404	
Totals	NA	NA	NA	NA	\$ 567,006	
Staffing (FTEs)	NA	NA	NA	NA	14.00	

The FY 2007-08 expenditure budget for the Appeals Activity meets projected demand of 2,012 records to be transmitted to an Appellate Court at an average cost of \$281.81 per record. As this is a new activity, no historical data is available for prior fiscal years.

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 and petitions, and submission of subsequent documents are set out in Arizona Rules of Civil Procedure (Ch. 3, 4), Rules of Family Law Procedure (Ch. 2), and Rules of Criminal Procedure (Ch. 2). Case initiation regarding juveniles are set out in A.R.S. 8-105 and 109 (adoption certification and petition), 108 (child custody), 301 (transfer of juvenile delinquency case), 533 (terminating parent-child relationship), and 841 (dependency); and 14-5207 (appointment of guardianship). Filing fees collected for the initiation of cases are established by A.R.S. 12-284. The Clerk's Office also completes various mandated processes to support ongoing litigation, including providing proof of the service of process (Rule of Civil Procedure, Rule 45), transcript preparation for appeals (A.R.S. 22, Ch. 2, Article 4), issuance of preliminary injunction pursuant to the dissolution of marriage (A.R.S. 25-315), issue change of venue orders and copies of associated transcripts (A.R.S. 12-407), issuance of warrants or summons (A.R. Crim. P. 3), and providing conditions of release bonds (A.R. Crim. P. 7).

Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %
		ADOPTED	REVISED	PROJ ACT		
Results	NA	NA	NA	NA	95.0%	
<i>Percent of customers satisfied with case initiation process</i>						
Demand	NA	NA	NA	NA	140,676	
<i>Number of new cases to be initiated</i>						
Output	NA	NA	NA	NA	140,676	
<i>Number of new cases initiated</i>						
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%	
Efficiency	NA	NA	NA	NA	\$ 24.16	
<i>Expenditures per unit of Output</i>						
Expenditures by Fund						
General	NA	NA	NA	NA	\$ 2,949,957	
Clerk Of Court Fill The Gap	NA	NA	NA	NA	244,721	
Clerk Of The Court Edms	NA	NA	NA	NA	203,507	
Totals	NA	NA	NA	NA	\$ 3,398,185	
Staffing (FTEs)	NA	NA	NA	NA	79.50	

The FY 2007-08 budget for the Case Initiation Activity meets projected demand of 140,676 new cases to be initiated at an average cost of \$24.16 per case initiated. The Clerk of the Superior Court is also anticipating a 95% customer satisfaction rating in FY 2007-08. As this is a new activity, no historical data is available for prior fiscal years.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %
		ADOPTED	REVISED	PROJ ACT		
Results	NA	NA	NA	NA	TBD	
<i>TBD</i>						
Demand	NA	NA	NA	NA	819,860	
<i>Number of court-created documents received for distribution</i>						
Output	NA	NA	NA	NA	819,860	
<i>Number of court created documents distributed</i>						
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%	
Efficiency	NA	NA	NA	NA	\$ 0.52	
<i>Expenditures per unit of Output</i>						
Expenditures by Fund						
General	NA	NA	NA	NA	\$ 429,991	
Totals	NA	NA	NA	NA	\$ 429,991	
Staffing (FTEs)	NA	NA	NA	NA	10.00	

The FY 2007-08 budget for the Distribution Activity meets projected demand of 819,960 court-created documents distributed at an average cost of \$0.52 per document. As this is a new activity, no historical data is available for prior fiscal years.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %
<u>Results</u>	NA	NA	NA	NA	TBD	
<i>TBD</i>						
<u>Demand</u>	NA	NA	NA	NA	74,112	
<i>Number of Disposition Reports / Abstracts to be prepared</i>						
<u>Output</u>	NA	NA	NA	NA	74,112	
<i>Number of Disposition Reports / Abstracts prepared</i>						
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%	
<u>Efficiency</u>	NA	NA	NA	NA	\$ 3.45	
<i>Expenditures per unit of Output</i>						
<u>Expenditures by Fund</u>						
General	NA	NA	NA	NA	\$ 217,154	
Clerk Of The Court Edms	NA	NA	NA	NA	38,729	
Totals	NA	NA	NA	NA	\$ 255,883	
<u>Staffing (FTEs)</u>	NA	NA	NA	NA	6.00	

The FY 2007-08 expenditure budget for the Disposition Report Activity meets projected demand of 74,112 disposition reports/abstracts to be prepared at an average cost of \$3.45 per report. As this is a new activity, no historical data is available for prior fiscal years.

Memorialization of Court Proceedings Activity

The purpose of the Memorialization of Court Proceedings Activity is 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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	85.0%	80.0%	93.0%	85.0%	85.0%	-8.0%	-8.6%
<i>Percentage of minute entries completed within established timeframe.</i>							
Demand	529,187	588,190	588,190	521,727	610,381	22,191	3.8%
<i>Number of minute entries required.</i>							
Output	529,187	598,233	598,233	521,727	610,381	12,148	2.0%
<i>Number of minute entries completed.</i>							
Percent of Demand met	100.0%	101.7%	101.7%	100.0%	100.0%	-1.7%	-1.7%
Efficiency	\$ 24.14	\$ 23.80	\$ 24.34	\$ 26.69	\$ 23.73	\$ 0.61	2.5%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Judicial Enhancement	\$ 21,502	\$ 501,192	\$ 500,492	\$ 72,080	\$ 540,500	\$ 40,008	8.0%
Clerk Of The Court Grants	1,226,196	1,592,568	1,625,833	1,480,118	1,676,124	50,291	3.1%
Clerk Of Court Fill The Gap	1,730,803	1,783,651	1,847,909	1,847,909	1,847,909	-	0.0%
Child Support Enhancement	74,983	60,000	60,000	77,088	60,000	-	0.0%
Totals	\$ 3,053,485	\$ 3,937,411	\$ 4,034,234	\$ 3,477,195	\$ 4,124,533	\$ 90,299	2.2%
Expenditures by Fund							
General	\$ 10,326,464	\$ 11,417,785	\$ 11,818,046	\$ 11,503,270	\$ 11,755,079	\$ 62,967	0.5%
Court Document Retrieval	-	24,359	-	-	-	-	-
Judicial Enhancement	-	91,300	10,000	30,432	-	10,000	100.0%
Clerk Of The Court Grants	1,560,161	1,592,568	1,625,833	1,480,118	1,675,605	(49,772)	-3.1%
Clerk Of Court Fill The Gap	888,149	1,067,956	1,010,669	912,013	1,047,347	(36,678)	-3.6%
Child Support Enhancement	-	42,000	95,000	-	5,000	90,000	94.7%
Totals	\$ 12,774,774	\$ 14,235,968	\$ 14,559,548	\$ 13,925,833	\$ 14,483,031	\$ 76,517	0.5%
Staffing (FTEs)	NA	NA	280.50	NA	257.50	(23.00)	-8.2%

The Memorialization of Court Proceedings Activity is the sole Court Records Program activity that is not new for FY 2007-08. The FY 2007-08 budget for the activity meets projected demand of 610,381 minute entries completed at an average cost of \$23.35 per entry. The projected percent of minute entries completed within an established timeframe declined to 85% in FY 2006-07, the same result estimated for FY 2007-08.

The FY 2006-07 budget assumed an 11% increase in demand, with results of 100% of entries completed; the number of entries expected to be completed has actually increased by 7.4% (to 568,270 entries required). The FY 2007-08 budget assumes a 7.4% increase in demand above the projected demand for FY 2006-07.

Add 1.0 FTE Clerk – New Civil Division: Allocate \$48,738 from the General Fund for the addition of 1.0 FTE Courtroom Clerk (New Civil Division). Other adjustments in the Memorialize Court Proceedings Activity include reallocations of Personal Services Allocations-In, and right-sizing of Overtime and Other Pay.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	100.0%	93.0%	93.0%	100.0%	85.0%	-8.0%	-8.6%
<i>Percent of requested documents accessible through the ECR</i>							
Demand	2,480,323	2,643,503	2,643,503	2,529,929	2,999,268	355,765	13.5%
<i>Number of electronic documents to be added to the Electronic Court Record (ECR) Repository</i>							
Output	2,480,323	2,643,503	2,643,503	2,529,929	2,999,268	355,765	13.5%
<i>Number of electronic documents added to the ECR Repository</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 5.04	\$ 6.02	\$ 5.79	\$ 5.95	\$ 1.57	\$ 4.22	72.9%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Court Document Retrieval	\$ 1,072,504	\$ 1,098,925	\$ 1,098,925	\$ 1,098,925	\$ 1,150,243	\$ 51,318	4.7%
Clerk Of The Court Edms	2,785,385	2,900,000	2,900,000	2,900,000	2,900,000	-	0.0%
Totals	\$ 3,857,889	\$ 3,998,925	\$ 3,999,625	\$ 4,238,925	\$ 4,050,243	\$ 50,618	1.3%
Expenditures by Fund							
General	\$ 9,712,364	\$ 11,980,901	\$ 11,291,353	\$ 11,001,761	\$ 2,382,188	\$ 8,909,165	78.9%
Court Document Retrieval	979,421	1,194,018	1,218,377	1,218,377	86,853	1,131,524	92.9%
Judicial Enhancement	-	155,693	141,369	291,896	4,497	136,872	96.8%
Clerk Of Court Fill The Gap	563,369	623,807	744,401	530,009	318,738	425,663	57.2%
Clerk Of The Court Edms	1,233,474	1,949,121	1,915,938	2,013,725	1,919,196	(3,258)	-0.2%
Totals	\$ 12,488,627	\$ 15,903,540	\$ 15,311,438	\$ 15,055,768	\$ 4,711,472	\$ 10,599,966	69.2%
Staffing (FTEs)	NA	NA	343.50	NA	103.00	(240.50)	-70.0%

The FY 2007-08 budget for the Electronic Document Activity meets projected demand of 2,999,268 documents to be added to the Electronic Court Record (ECR) Repository at an average cost of \$1.57 per document which reflects that 100% of electronic documents were added to the repository. The budget also provides for 93% of requested documents accessible through the ECR, the same as budgeted for FY 2006-07.

The Electronic Document Activity is new for FY 2007-08, one of several Activities that were created from the eliminated Case and Document Filing Activity. Although the Clerk of the Superior Court has elected to maintain the historical data associated with the former Case and Document Filing Activity within the new Electronic Document Activity, little performance analysis can be gleaned from the remaining data until the new Activities have garnered their own activity-related data.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %
		ADOPTED	REVISED	PROJ ACT		
Results	NA	NA	NA	NA	85.0%	
<i>TBD</i>						
Demand	NA	NA	NA	NA	176,965	
<i>Number of exhibits received for intake</i>						
Output	NA	NA	NA	NA	176,965	
<i>Number of exhibits processed for intake</i>						
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%	
Efficiency	NA	NA	NA	NA	\$ 5.24	
<i>Expenditures per unit of Output</i>						
Expenditures by Fund						
General	NA	NA	NA	NA	\$ 927,209	
Totals	NA	NA	NA	NA	\$ 927,209	
Staffing (FTEs)	NA	NA	NA	NA	19.00	

The FY 2007-08 expenditure budget for the Exhibit Care and Custody Activity meets projected demand of 176,965 received exhibits processed for intake at an average cost of \$5.24 per record. As this is a new activity, no historical data is available for prior fiscal years.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %
		ADOPTED	REVISED	PROJ ACT		
Results	NA	NA	NA	NA	TBD	
<i>TBD</i>						
Demand	NA	NA	NA	NA	239,468	
<i>Number of Juvenile subsequent documents to be docketed</i>						
Output	NA	NA	NA	NA	239,468	
<i>Number of Juvenile subsequent documents</i>						
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%	
Efficiency	NA	NA	NA	NA	\$ 0.86	
<i>Expenditures per unit of Output</i>						
Expenditures by Fund						
General	NA	NA	NA	NA	\$ 205,824	
Totals	NA	NA	NA	NA	\$ 205,824	
Staffing (FTEs)	NA	NA	NA	NA	5.00	

The FY 2007-08 expenditure budget for the Juvenile Subsequent Document Activity meets projected demand of 239,468 Juvenile subsequent documents to be docketed at an average cost of \$0.86 per document. As this is a new activity, no historical data is available for prior fiscal years.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
		ADOPTED	REVISED	PROJ ACT			
Results	NA	NA	NA	NA	TBD		
<i>TBD</i>							
Demand	NA	NA	NA	NA	5,372		
<i>Number of requests for financial reports received</i>							
Output	NA	NA	NA	NA	5,372		
<i>Number of financial reports prepared</i>							
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%		
Efficiency	NA	NA	NA	NA	\$ 19.84		
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	NA	NA	NA	NA	\$ 106,603		
Totals	NA	NA	NA	NA	\$ 106,603		
Staffing (FTEs)	NA	NA	NA	NA	6.00		

The FY 2007-08 expenditure budget for the Support Order Financial Report Activity meets projected demand of 5,372 received reports prepared at an average cost of \$19.84 per report. As this is a new activity, no historical data is available for prior fiscal years.

Fiduciary Services Program

The purpose of the Clerk of the 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 received, accounted for and disbursed.

Program Results

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
		ADOPTED	REVISED	PROJ ACT			
Percent of payment requests resulting in a payment	85.0%	85.0%	85.0%	85.0%	85.0%	0.0%	0.0%
Percent of payments posted	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of checks issued within established time frame	85.0%	85.0%	85.0%	85.0%	95.0%	10.0%	11.8%
Percent of checks issued	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of support orders processed within established time frame	85.0%	85.0%	85.0%	85.0%	99.0%	14.0%	16.5%
Percent of received support orders processed	100.9%	98.6%	98.6%	100.2%	97.5%	-1.1%	-1.1%

Activities that comprise this program include:

- Court Ordered Receivables
- Court Ordered Disbursement
- Court Support Orders

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	85.0%	85.0%	85.0%	85.0%	85.0%	0.0%	0.0%
<i>Percentage of payment requests resulting in a payment</i>							
Demand	44,232	75,984	75,984	75,984	42,601	(33,383)	-43.9%
<i>Number of payments needed to be posted</i>							
Output	44,232	75,984	75,984	75,984	42,601	(33,383)	-43.9%
<i>Number of payments posted</i>							
Efficiency	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<i>Percent of Demand met</i>							
Efficiency	\$ 15.68	\$ 0.40	\$ 6.87	\$ 4.39	\$ 10.32	\$ (3.45)	-50.2%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ 8,180,914	\$ 7,017,577	\$ 7,017,577	\$ 8,083,065	\$ 8,975,000	\$ 1,957,423	27.9%
Judicial Enhancement	-	186,000	186,000	93,000	-	(186,000)	-100.0%
Victim Location	3,739	3,300	3,300	16,432	18,000	14,700	445.5%
Totals	\$ 8,184,653	\$ 7,206,877	\$ 7,206,877	\$ 8,192,497	\$ 8,993,000	\$ 1,786,123	24.8%
Expenditures by Fund							
General	\$ 698,458	\$ 30,443	\$ 428,717	\$ 333,539	\$ 346,179	\$ 82,538	19.3%
Judicial Enhancement	-	-	93,383	-	93,383	-	0.0%
Clerk Of Court Fill The Gap	(12,194)	-	-	-	-	-	-
Victim Location	7,441	-	-	-	-	-	-
Totals	\$ 693,705	\$ 30,443	\$ 522,100	\$ 333,539	\$ 439,562	\$ 82,538	15.8%
Staffing (FTEs)	NA	NA	10.00	NA	7.00	(3.00)	-30.0%

The FY 2007-08 budget for the Court Ordered Receivables Activity meets projected demand of 42,601 payments to be posted at an average cost of \$10.32 per posted payment. The percentage of payment requests resulting in a payment is expected to continue at a rate of 85%.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
		ADOPTED	REVISED	PROJ ACT			
Results	85.0%	85.0%	85.0%	85.0%	95.0%	10.0%	11.8%
<i>Percentage of checks issued within established time frame.</i>							
Demand	101,564	95,400	95,400	85,528	107,732	12,332	12.9%
<i>Number of checks to be issued</i>							
Output	101,564	95,400	95,400	85,528	107,732	12,332	12.9%
<i>Number of checks issued</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 9.89	\$ 19.95	\$ 13.89	\$ 16.49	\$ 15.00	\$ (1.11)	-8.0%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ 206	\$ -	\$ -	
Judicial Enhancement	186,000	-	-	-	93,000	93,000	
Victim Location	1,871	-	-	-	-	-	
Totals	\$ 187,871	\$ -	\$ -	\$ 206	\$ 93,000	\$ 93,000	
Expenditures by Fund							
General	\$ 1,004,364	\$ 1,767,874	\$ 1,187,799	\$ 1,378,029	\$ 1,428,773	\$ (240,974)	-20.3%
Judicial Enhancement	-	95,895	97,784	31,956	97,784	-	0.0%
Victim Location	-	39,901	39,901	130	89,901	(50,000)	-125.3%
Totals	\$ 1,004,364	\$ 1,903,670	\$ 1,325,484	\$ 1,410,115	\$ 1,616,458	\$ (290,974)	-22.0%
Staffing (FTEs)	NA	NA	26.00	NA	30.00	4.00	15.4%

The FY 2007-08 budget for the Court Ordered Disbursement Activity meets projected demand of 107,732 checks to be issued at an average cost of \$15.00 per check issued. The percentage of checks issued within an established timeframe is expected to increase to 95% in FY 2007-08.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
		ADOPTED	REVISED	PROJ ACT			
Results	85.0%	85.0%	85.0%	85.0%	99.0%	14.0%	16.5%
<i>Percentage of support orders processed within established time frame.</i>							
Demand	27,910	30,132	30,132	25,408	26,888	(3,244)	-10.8%
<i>Number of support orders received</i>							
Output	28,167	29,712	29,712	25,462	26,219	(3,493)	-11.8%
<i>Number of support orders processed</i>							
Percent of Demand met	100.9%	98.6%	98.6%	100.2%	97.5%	-1.1%	-1.1%
Efficiency	\$ 8.03	\$ 3.13	\$ 11.28	\$ 8.17	\$ 21.95	\$ (10.66)	-94.5%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	\$ 226,084	\$ 93,013	\$ 335,233	\$ 207,951	\$ 575,439	\$ (240,206)	-71.7%
Totals	\$ 226,084	\$ 93,013	\$ 335,233	\$ 207,951	\$ 575,439	\$ (240,206)	-71.7%
Staffing (FTEs)	NA	NA	4.00	NA	19.00	15.00	375.0%

The FY 2007-08 budget for the Court Support Orders Activity meets projected demand of 26,888 received support orders to be processed at an average cost of \$21.95 per processed order. The

percentage of support orders processed within an established time frame is expected to increase to 99% in FY 2007-08.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Percent of pages reproduced	NA	NA	NA	NA	100.0%		
Percent of images archived	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of requested files delivered	NA	NA	NA	NA	100.0%		
Percent of applications processed within established time frame	90.0%	90.0%	90.0%	90.0%	100.0%	10.0%	11.1%
Percent of requested applications processed	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

The activities that comprise this program include:

- Court Document Copy
- Court Document Preservation
- Distribution
- Disposition Report

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.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Results	NA	NA	NA	NA	TBD		
<i>TBD</i>							
Demand	NA	NA	NA	NA	914,698		
<i>Number of pages to be reproduced</i>							
Output	NA	NA	NA	NA	914,698		
<i>Number of pages reproduced</i>							
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%		
Efficiency	NA	NA	NA	NA	\$ 1.64		
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	NA	NA	NA	NA	\$ 1,495,230		
Court Document Retrieval	NA	NA	NA	NA	1,826		
Totals	NA	NA	NA	NA	\$ 1,497,056		
Staffing (FTEs)	NA	NA	NA	NA	33.00		

The FY 2007-08 budget for the Court Document Copy Activity meets projected demand of 914,698 pages to be copied at an average cost of \$1.64 per copied page. As this is a new activity, no historical data is available for prior fiscal years.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	NA	NA	NA	NA	TBD		
<i>TBD</i>							
Demand	1,088,501	1,126,696	1,126,696	974,650	4,056,000	2,929,304	260.0%
<i>Number of images to be archived</i>							
Output	1,088,501	1,126,696	1,126,696	974,650	4,056,000	2,929,304	260.0%
<i>Number of images archived</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 0.47	\$ 0.24	\$ 0.18	\$ 0.24	\$ 0.35	\$ (0.17)	-89.8%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	\$ 404,850	\$ 272,848	\$ 207,236	\$ 234,831	\$ 853,195	\$ (645,959)	-311.7%
Court Document Retrieval	102,808	-	-	-	562,797	(562,797)	
Totals	\$ 507,658	\$ 272,848	\$ 207,236	\$ 234,831	\$ 1,415,992	\$ (1,208,756)	-583.3%
Staffing (FTEs)	NA	NA	2.00	NA	25.00	23.00	1150.0%

The FY 2007-08 budget for the Court Document Preservation Activity meets projected demand of 4,056,000 documents to be archived at an average cost of \$0.35 per image.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	NA	NA	NA	NA	TBD		
<i>TBD</i>							
Demand	NA	NA	NA	NA	494,316		
<i>Number of files requested</i>							
Output	NA	NA	NA	NA	494,316		
<i>Number of files delivered</i>							
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%		
Efficiency	NA	NA	NA	NA	\$ 3.12		
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	NA	NA	NA	NA	\$ 1,168,522		
Court Document Retrieval	NA	NA	NA	NA	375,234		
Totals	NA	NA	NA	NA	\$ 1,543,756		
Staffing (FTEs)	NA	NA	NA	NA	37.00		

The FY 2007-08 budget for the Court File Delivery Activity meets projected demand of 494,316 requested files to be delivered at an average cost of \$3.12 per delivered file. As this is a new activity, no historical data is available for prior fiscal years.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	90.0%	90.0%	90.0%	90.0%	100.0%	10.0%	11.1%
<i>Percentage of applications processed within established timeframe.</i>							
Demand	32,913	24,480	24,480	38,486	46,985	22,505	91.9%
<i>Number of applications requested</i>							
Output	32,913	24,480	24,480	38,486	46,985	22,505	91.9%
<i>Number of applications processed</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<i>Efficiency</i>	\$ 11.08	\$ 19.30	\$ 15.94	\$ 11.51	\$ 19.32	\$ (3.38)	-21.2%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ 1,158,802	\$ 749,172	\$ 749,172	\$ 932,037	\$ 1,240,000	\$ 490,828	65.5%
Totals	\$ 1,158,802	\$ 749,172	\$ 749,172	\$ 932,037	\$ 1,240,000	\$ 490,828	65.5%
Expenditures by Fund							
General	\$ 364,578	\$ 472,458	\$ 390,258	\$ 442,863	\$ 786,664	\$ (396,406)	-101.6%
Court Document Retrieval	-	-	-	-	121,204	(121,204)	
Totals	\$ 364,578	\$ 472,458	\$ 390,258	\$ 442,863	\$ 907,868	\$ (517,610)	-132.6%
Staffing (FTEs)	NA	NA	9.00	NA	20.00	11.00	122.2%

The FY 2007-08 budget for the Public Registration Activity meets projected demand of 46,985 requested applications at an average cost of \$19.32 per application processed. The percentage of applications processed within an established timeframe is also expected to increase to 100% in FY 2007-08.

Administrative Services Program

The purpose of the Administrative Services Program is to compile cost information and standardized performance data on a variety of internal administrative and support services for County departments, OMB and the Board of Supervisors so they can conduct comparative analyses and track program performance and costs.

Executive Management Activity: Add \$17,520 from the General Fund to fully fund the elected official salary increase (\$10,439) and retirement adjustment (\$7,081).

Information Technology Market Study: Add \$78,383 from the General Fund associated with the I.T. Market Study in the Executive Management Activity.

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.

Add 0.5 FTE PC LAN Technician – Juvenile Night Court: Add \$10,439 from the General Fund to increase an existing 0.5 FTE PC LAN Technician to full-time status associated with an increase in the number of extended-hour Juvenile Court sessions.

Information Technology Market Study: Add \$168,719 from the General Fund associated with the I.T. Market Study, including \$101,996 in the Business Application Development and Support Activity, \$18,534 in the Help Desk Support Activity, \$19,534 in the Data Center Activity, and \$28,655 in the Desktop Support Activity.

General Government Program

Worker's Compensation / Unemployment Insurance: Add \$33,210 to the Internal Service Fund Charges (ISFC) Activity to fully fund Worker's Compensation and Unemployment Insurance in FY 2007-08. A technical correction totaling \$18,442 includes a net increase from the General Fund of \$324, and reallocations to the ISFC Activity totaling \$18,118 from the following activities: Executive Management, Business Application Development Services, Memorialize Court Proceedings, Court Document Copy, Court Document Presentation, Court File Delivery, and Public Registrations. Prior to the adoption of the base budget, an additional \$14,768 was allocated to the General Fund.

Results Initiatives

The following Results Initiative was requested by the Clerk of the Superior Court for FY 2007-08, and is included in the Adopted Budget.

- **Capital Case Adjudication -- \$229,640 (\$213,840 Annualized) General Fund:** The FY 2007-08 Adopted Budget for the Trial Courts (800) includes the addition of four Capital Case Judges (three retired and one permanent). To support the new judges, the FY 2007-08 Adopted Budget for the Clerk of the Superior Court includes \$229,640 (\$213,840 Annualized) in the Memorialize Court Proceedings Activity to add 1.0 FTE Courtroom Clerk (and associated supplies and equipment) for each of the four new judges. Expected Result: This will allow the department to meet additional demand for minute entries as the result of additional Capital cases.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 32,090,197	\$ 7,766,749
MID-YEAR ADJUSTMENTS:		
Executive Compensation Increase (12 months)	\$ 16,950	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 32,107,147	\$ 7,766,749
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 442,052	\$ -
Retirement Contributions	126,974	-
FY 2007-08 Pay for Performance	934,123	-
Annualization of FY 2007 Initiatives	55,382	-
Annualization of FY 2006-07 LRP (12 month)	2,541	-
Subtotal	\$ 1,561,072	\$ -
FY 2007-08 BUDGET TARGET	\$ 33,668,219	\$ 7,766,749
BASE ADJUSTMENTS:		
Revenue Request Above Target (Court-Ordered Receivables Activity \$1,957,423 & Public Registrations Activity \$490,828)	\$ -	\$ 2,448,251
Shift of 12.0 FTE to Ct. Doc Retrieval Fund (Less Salary Savings)	-	-
Add 1.0 FTE Clerk - New Civil Division - (Memorialize Ct Proc. Act.)	48,738	-
Add 0.5 FTE Tech - Juv Ct Extended Hours (Desktop Supp. Activity)	24,289	-
Elected Official Salary Increase (Executive Management Activity)	10,439	-
Elected Official Retirement Adjustment (Exec Management Activity)	7,081	-
Increase in Non-Personnel Operating Expenditures (Mult. Activities)	-	-
Right-Size Revised PAS Structure Allocations	155,839	-
Reallocate Other Pay (Multiple Activity Impact)	(77,040)	-
Budget I.T. Market Study (full year) in Other Pay (Mult. Act. Impact)	247,102	-
Re-Allocation of Pay for Performance Amount (Mult. Activity Impact)	324	-
Corrected PS Allocation-In (Bus. Applications Dev't Activity)	155	-
Increase Personnel Savings from 6.6% to 6.9%	(151,925)	-
Subtotal	\$ 265,002	\$ 2,448,251
FY 2007-08 TENTATIVE BUDGET:	\$ 33,933,221	\$ 10,215,000
BASE ADJUSTMENTS:		
Workers' Compensation / Unemployment Insurance	\$ 14,768	\$ -
Subtotal	\$ 14,768	\$ -
FY 2007-08 ADOPTED BASE:	\$ 33,947,989	\$ 10,215,000
RESULTS INITIATIVES:		
Capital Case Adjudication	\$ 229,641	\$ -
Subtotal	\$ 229,641	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 34,177,630	\$ 10,215,000

Court Document Retrieval (205) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,218,377	\$ 1,098,925
FY 2006-07 REVISED RESTATED BUDGET:	\$ 1,218,377	\$ 1,098,925
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 15,594	\$ -
Retirement Contributions	3,880	-
FY 2007-08 Pay for Performance	31,844	-
Structural Balance	-	51,318
One Time Expenses	(119,452)	-
Subtotal	\$ (68,134)	\$ 51,318
FY 2007-08 ADOPTED BUDGET:	\$ 1,150,243	\$ 1,150,243

Court Document Retrieval (205) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 185,166	\$ 119,452	\$ 119,452	\$ 171,659	\$ 52,207
Revenue	\$ 1,072,504	\$ 1,098,925	\$ 1,098,925	\$ 1,098,925	\$ 1,150,243
Expenditures	1,086,011	1,218,377	1,218,377	1,218,377	1,150,243
Net Operating	\$ (13,507)	\$ (119,452)	\$ (119,452)	\$ (119,452)	\$ -
Ending Fund Balance	\$ 171,659	\$ -	\$ -	\$ 52,207	\$ 52,207

Judicial Enhancement (208) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,546,784	\$ 868,192
FY 2006-07 REVISED RESTATED BUDGET:	\$ 1,546,784	\$ 868,192
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 2,712	\$ -
Retirement Contributions	1,357	-
FY 2007-08 Pay for Performance	11,140	-
One Time Expenses	(696,345)	-
Subtotal	\$ (681,136)	\$ -
FY 2007-08 BUDGET TARGET	\$ 865,648	\$ 868,192
BASE ADJUSTMENTS:		
Non-Recurring Expenditures from Fund Balance	\$ 173,685	\$ -
Net Reduction in Multiple Activity Revenue	-	(54,192)
Subtotal	\$ 173,685	\$ (54,192)
FY 2007-08 ADOPTED BUDGET:	\$ 1,039,333	\$ 814,000

Judicial Enhancement (208) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 1,640,279	\$ 1,503,418	\$ 1,503,418	\$ 1,628,261	\$ 970,650
Clerk of the Superior Court (160)					
Revenue	\$ 905,281	\$ 868,192	\$ 868,192	\$ 775,192	\$ 814,000
Expenditures	1,003,439	1,546,784	1,546,784	1,453,784	1,039,333
Net Operating	\$ (98,158)	\$ (678,592)	\$ (678,592)	\$ (678,592)	\$ (225,333)
Trial Courts (800)					
Revenue	\$ 436,508	\$ 500,000	\$ 500,000	\$ 446,387	\$ 433,277
Expenditures	545,899	500,000	500,000	425,406	433,277
Net Operating	\$ (109,391)	\$ -	\$ -	\$ 20,981	\$ -
Ending Fund Balance	\$ 1,628,257	\$ 824,826	\$ 824,826	\$ 970,650	\$ 745,317

Clerk of the Superior Court Grants (216) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,592,568	\$ 1,592,568
MID-YEAR ADJUSTMENTS:		
Grant Reconciliation	\$ 33,265	\$ -
Grant Reconciliation	-	33,265
Subtotal	\$ 33,265	\$ 33,265
FY 2006-07 REVISED RESTATED BUDGET:	\$ 1,625,833	\$ 1,625,833
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 3,390	\$ -
Retirement Contributions	923	-
FY 2007-08 Pay for Performance	7,578	-
Structural Balance	-	11,891
Subtotal	\$ 11,891	\$ 11,891
FY 2007-08 BUDGET TARGET	\$ 1,637,724	\$ 1,637,724
BASE ADJUSTMENTS:		
Additional Grant Revenue in Memorialize Ct. Proceedings Activity	\$ 38,400	\$ 38,400
Subtotal	\$ 38,400	\$ 38,400
FY 2007-08 ADOPTED BUDGET:	\$ 1,676,124	\$ 1,676,124

Clerk of the Superior Court Grants (216) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ (135,620)	\$ (144,277)	\$ (144,277)	\$ (93,087)	\$ (93,087)
Revenue	\$ 1,602,864	\$ 1,592,568	\$ 1,625,833	\$ 1,480,118	\$ 1,676,124
Expenditures	1,560,334	1,592,568	1,625,833	1,480,118	1,676,124
Net Operating	\$ 42,530	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ (93,090)	\$ (144,277)	\$ (144,277)	\$ (93,087)	\$ (93,087)

Clerk of the Superior Court Fill the Gap (218) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,892,222	\$ 1,783,651
MID-YEAR ADJUSTMENTS:		
Annualization of Prior Year Initiatives	\$ -	\$ 64,258
FY 2006-07 REVISED RESTATED BUDGET:	\$ 1,892,222	\$ 1,847,909
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 24,408	\$ -
Retirement Contributions	6,205	-
FY 2007-08 Pay for Performance	43,036	-
Structural Balance	-	9,391
One Time Expenses	(108,571)	-
Subtotal	\$ (34,922)	\$ 9,391
FY 2007-08 BUDGET TARGET	\$ 1,857,300	\$ 1,857,300
BASE ADJUSTMENTS:		
Request below Target in Memorialize Court Proceedings Activity	\$ (9,391)	\$ (9,391)
Non-Recurring Expenditures from Fund Balance	115,000	-
Subtotal	\$ 105,609	\$ (9,391)
FY 2007-08 ADOPTED BUDGET:	\$ 1,962,909	\$ 1,847,909

Clerk of the Superior Court Fill the Gap (218) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 108,566	\$ 108,571	\$ 108,571	\$ 400,110	\$ 805,797
Revenue	\$ 1,730,803	\$ 1,783,651	\$ 1,847,909	\$ 1,847,909	\$ 1,847,909
Expenditures	1,439,255	1,892,222	1,892,222	1,442,222	1,962,909
Net Operating	\$ 291,548	\$ (108,571)	\$ (44,313)	\$ 405,687	\$ (115,000)
Ending Fund Balance	\$ 400,114	\$ -	\$ 64,258	\$ 805,797	\$ 690,797

Child Support Enhancement (270) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 145,000	\$ 60,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 145,000	\$ 60,000
TARGET ADJUSTMENTS:		
One Time Expenses	\$ (85,000)	\$ -
FY 2007-08 BUDGET TARGET	\$ 60,000	\$ 60,000
BASE ADJUSTMENTS:		
Non-Recurring Expenditures from Fund Balance (Family Court Workflow)	\$ 15,000	\$ -
Subtotal	\$ 15,000	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 75,000	\$ 60,000

Child Support Enhancement (270) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 184,927	\$ 164,078	\$ 164,078	\$ 242,202	\$ 254,290
Revenue	\$ 74,983	\$ 60,000	\$ 60,000	\$ 77,088	\$ 60,000
Expenditures	17,708	145,000	145,000	65,000	75,000
Net Operating	\$ 57,275	\$ (85,000)	\$ (85,000)	\$ 12,088	\$ (15,000)
Ending Fund Balance	\$ 242,202	\$ 79,078	\$ 79,078	\$ 254,290	\$ 239,290

Victim Location (273) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 39,901	\$ 3,300
FY 2006-07 REVISED RESTATED BUDGET:	\$ 39,901	\$ 3,300
TARGET ADJUSTMENTS:		
One Time Expenses	\$ (36,601)	\$ -
FY 2007-08 BUDGET TARGET	\$ 3,300	\$ 3,300
BASE ADJUSTMENTS:		
Anticipated Revenue Increase in Court-Ordered Receivables Activity	\$ -	\$ 14,700
Non-Recurring Expenditures from Fund Balance for the Court-Ordered Disbursement Activity	50,000	-
Request Above Target for the Court-Ordered Disbursement Activity	36,601	-
Subtotal	\$ 86,601	\$ 14,700
FY 2007-08 ADOPTED BUDGET:	\$ 89,901	\$ 18,000

Victim Location (273) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 75,051	\$ 47,633	\$ 47,633	\$ 73,219	\$ 89,521
Revenue	\$ 5,610	\$ 3,300	\$ 3,300	\$ 16,432	\$ 18,000
Expenditures	7,441	39,901	39,901	130	89,901
Net Operating	\$ (1,831)	\$ (36,601)	\$ (36,601)	\$ 16,302	\$ (71,901)
Ending Fund Balance	\$ 73,220	\$ 11,032	\$ 11,032	\$ 89,521	\$ 17,620

Electronic Document Management System (274) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 3,126,435	\$ 2,900,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 3,126,435	\$ 2,900,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 33,222	\$ -
Retirement Contributions	8,006	-
FY 2007-08 Pay for Performance	62,542	-
Structural Balance	-	103,770
One Time Expenses	(226,435)	-
Subtotal	\$ (122,665)	\$ 103,770
FY 2007-08 BUDGET TARGET	\$ 3,003,770	\$ 3,003,770
BASE ADJUSTMENTS:		
Request Below Target in Multiple Activities	\$ (103,770)	\$ (103,770)
Non-Recurring Expenditures from Fund Balance (Microfilming & eFiling Application Enhance.) - Mult. Activities	430,000	-
Subtotal	\$ 326,230	\$ (103,770)
FY 2007-08 ADOPTED BUDGET:	\$ 3,330,000	\$ 2,900,000

Electronic Document Management System (274) Fund Balance Summary

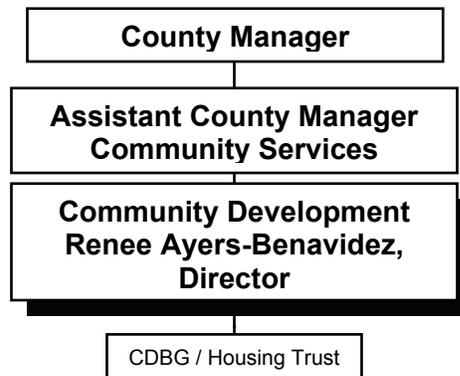
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 921,005	\$ 721,005	\$ 721,005	\$ 962,467	\$ 736,032
Revenue	\$ 2,781,755	\$ 2,900,000	\$ 2,900,000	\$ 2,900,000	\$ 2,900,000
Expenditures	2,740,294	3,126,435	3,126,435	3,126,435	3,330,000
Net Operating	\$ 41,461	\$ (226,435)	\$ (226,435)	\$ (226,435)	\$ (430,000)
Ending Fund Balance	\$ 962,466	\$ 494,570	\$ 494,570	\$ 736,032	\$ 306,032

Community Development

Analysis by Vic Wickersham, Management & Budget Analyst

Summary

Organizational Chart



Mission

The Mission of the Maricopa County Community Development Department is to provide Community Development Block Grant (CDBG) and HOME Program funding to municipalities and other recipients 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

- **By June 30, 2010, 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.**

Status: The department is reducing their staff in order to meet the FY 2007-08 Federal funding levels for their administrative services.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
17CD - COMMUNITY DEV. BLOCK GRANT	\$ 2,762,734	\$ 4,430,912	\$ 4,430,912	\$ 2,766,801	\$ 4,410,486	\$ (20,426)	-0.5%
CDBG - CDBG ADMIN & PROJECTS	2,762,734	4,430,912	4,430,912	2,766,801	4,410,486	(20,426)	-0.5%
17HM - HOME	\$ 7,189,670	\$ 9,113,413	\$ 9,113,413	\$ 6,197,023	\$ 9,113,413	\$ -	0.0%
HMAD - HOME ADMIN & PROJECTS	7,189,670	9,113,413	9,113,413	6,197,023	9,113,413	-	0.0%
99GV - GENERAL GOVERNMENT	\$ 4,794,696	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL PROGRAMS	\$ 14,747,100	\$ 13,544,325	\$ 13,544,325	\$ 8,963,824	\$ 13,523,899	\$ (20,426)	-0.2%
EXPENDITURES							
17CD - COMMUNITY DEV. BLOCK GRANT	\$ 2,310,724	\$ 4,402,541	\$ 4,402,541	\$ 2,557,808	\$ 4,360,879	\$ 41,662	0.9%
CDBG - CDBG ADMIN & PROJECTS	2,310,724	4,402,541	4,402,541	2,557,808	4,360,879	41,662	0.9%
17HM - HOME	\$ 7,333,777	\$ 9,113,413	\$ 9,113,413	\$ 5,844,921	\$ 9,113,413	\$ -	0.0%
HMAD - HOME ADMIN & PROJECTS	7,333,777	9,113,413	9,113,413	5,844,921	9,113,413	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 68,488	\$ -	\$ -	\$ (27,626)	\$ 22,000	\$ (22,000)	-
99GV - GENERAL GOVERNMENT	\$ 26,316	\$ 28,371	\$ 28,371	\$ 745	\$ 27,607	\$ 764	2.7%
TOTAL PROGRAMS	\$ 9,739,305	\$ 13,544,325	\$ 13,544,325	\$ 8,375,848	\$ 13,523,899	\$ 20,426	0.2%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
17CD - COMMUNITY DEV. BLOCK GRANT	8.00	7.00	(1.00)	-12.5%
CDBG - CDBG ADMIN & PROJECTS	8.00	7.00	(1.00)	-12.5%
TOTAL PROGRAMS	8.00	7.00	(1.00)	-12.5%

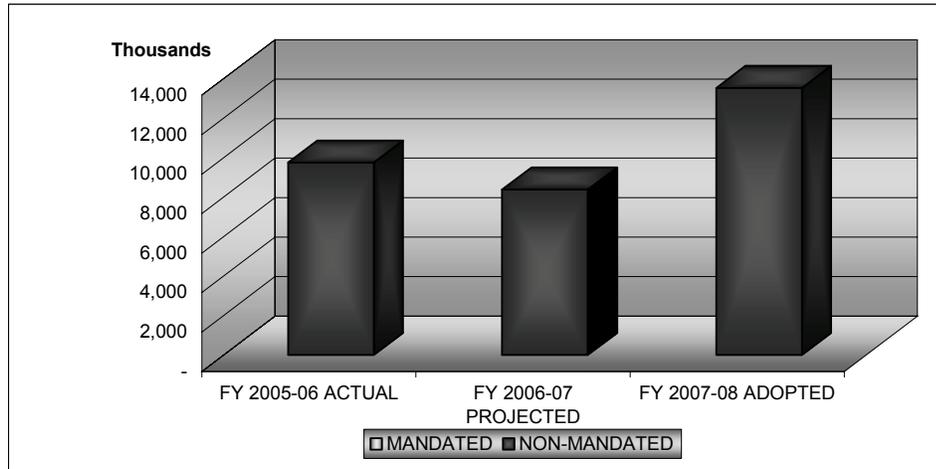
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ 14,744,151	\$ 13,544,325	\$ 13,544,325	\$ 8,964,259	\$ 13,523,899	\$ (20,426)	-0.2%
Miscellaneous Revenues	2,949	-	-	(436)	-	-	-
Total Revenue	\$ 14,747,100	\$ 13,544,325	\$ 13,544,325	\$ 8,963,824	\$ 13,523,899	\$ (20,426)	-0.2%
EXPENDITURES							
Personal Services	\$ 511,245	\$ 543,609	\$ 548,484	\$ 312,335	\$ 556,405	\$ (7,921)	-1.4%
Supplies	15,887	17,924	17,924	17,924	23,050	(5,126)	-28.6%
Services	9,172,426	12,957,412	12,952,537	8,015,408	12,919,951	32,586	0.3%
Other Financing Uses	26,316	25,380	25,380	25,380	24,493	887	3.5%
Capital Outlay	13,431	-	-	4,800	-	-	-
Total Expenditures	\$ 9,739,305	\$ 13,544,325	\$ 13,544,325	\$ 8,375,848	\$ 13,523,899	\$ 20,426	0.2%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
217 CDBG, HOUSING TRUST	\$ 14,747,100	\$ 13,544,325	\$ 13,544,325	\$ 8,963,824	\$ 13,523,899	\$ (20,426)	-0.2%
TOTAL FUNDS	\$ 14,747,100	\$ 13,544,325	\$ 13,544,325	\$ 8,963,824	\$ 13,523,899	\$ (20,426)	-0.2%
EXPENDITURES							
217 CDBG, HOUSING TRUST	\$ 9,739,305	\$ 13,544,325	\$ 13,544,325	\$ 8,375,848	\$ 13,523,899	\$ 20,426	0.2%
TOTAL FUNDS	\$ 9,739,305	\$ 13,544,325	\$ 13,544,325	\$ 8,375,848	\$ 13,523,899	\$ 20,426	0.2%

Mandated vs. Non-Mandated Expenditures



Programs and Activities

Community Development Block Grant Program

The purpose of the Community Development Block Grant (CDBG) Program is to provide funding for eligible community improvements to CDBG recipients so that low and moderate income residents are empowered to develop viable communities.

Program Results

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopt.)	%
Percentage of CDBG Entitlement Spent	58.0%	100.0%	100.0%	99.0%	182.0%	82.0%	82.0%
Percentage of HOME Allocation Spent	116.0%	100.0%	100.0%	100.0%	159.0%	59.0%	59.0%

The FY 2007-08 results are based on the funding remaining at the same level of FY 2006-07 and prior year contract expenditures occurring in FY 2007-08.

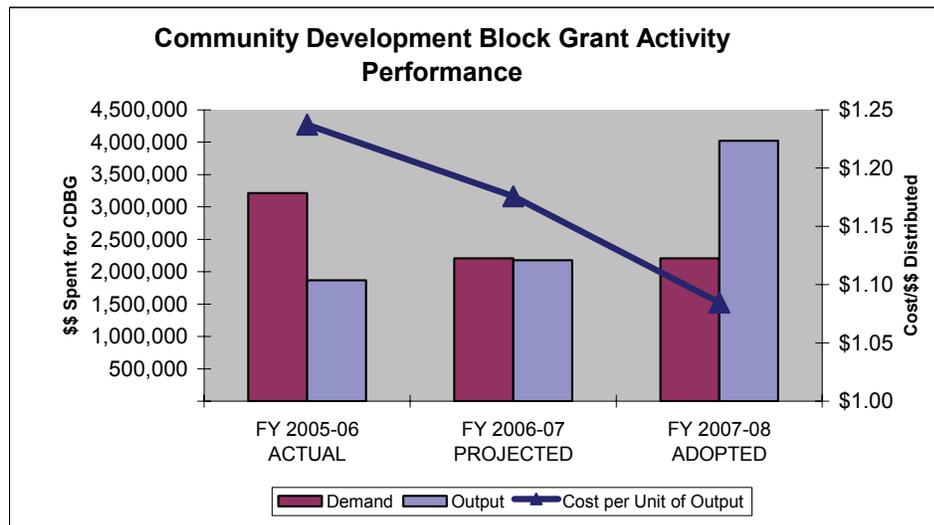
Community Development Block Grant Activity

The purpose of the Community Development Block Grant Activity is to provide funding and grant administration to CDBG recipients so that community development activities are completed for low and moderate income residents.

Mandates: None.

Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopt.) %	
Demand	3,213,555	2,204,564	2,204,564	2,204,564	2,204,564	-	0.0%
<i>Annual CDBG Entitlement</i>							
Output	1,867,441	2,204,564	2,204,564	2,175,376	4,021,313	1,816,749	82.4%
<i>Total dollars spent for CDBG</i>							
Percent of Demand met	58.1%	100.0%	100.0%	98.7%	182.4%	82.4%	82.4%
Efficiency	\$ 1.24	\$ 2.00	\$ 2.00	\$ 1.18	\$ 1.08	\$ 0.91	45.7%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Cdbg, Housing Trust	\$ 2,762,734	\$ 4,430,912	\$ 4,430,912	\$ 2,766,801	\$ 4,410,486	\$ (20,426)	-0.5%
Totals	\$ 2,762,734	\$ 4,430,912	\$ 4,430,912	\$ 2,766,801	\$ 4,410,486	\$ (20,426)	-0.5%
Expenditures by Fund							
Cdbg, Housing Trust	\$ 2,310,724	\$ 4,402,541	\$ 4,402,541	\$ 2,557,808	\$ 4,360,879	\$ 41,662	0.9%
Totals	\$ 2,310,724	\$ 4,402,541	\$ 4,402,541	\$ 2,557,808	\$ 4,360,879	\$ 41,662	0.9%
Staffing (FTEs)	-	-	8.00	-	7.00	(1.00)	-12.5%



The FY 2007-08 budget for the Community Development Block Grant shows a decline in the cost per unit from \$1.24 in FY 2005-06 to \$1.08. The reduction is a result of the U.S. Housing and Urban Development (HUD) funding reduction in the amount of \$20,426. The output is larger due to the Federal allocation funding and payables from prior year contracts. Recipients of the Community Development Block Grant funds have several years to complete projects. In FY 2007-08, the CDBG entitlement is equal to \$2,204,564 and projected carryover from previous years is \$2,197,977.

Base Adjustment: A revenue reduction adjustment of \$20,426 is necessary in order to bring the revenues into balance with expenditures.

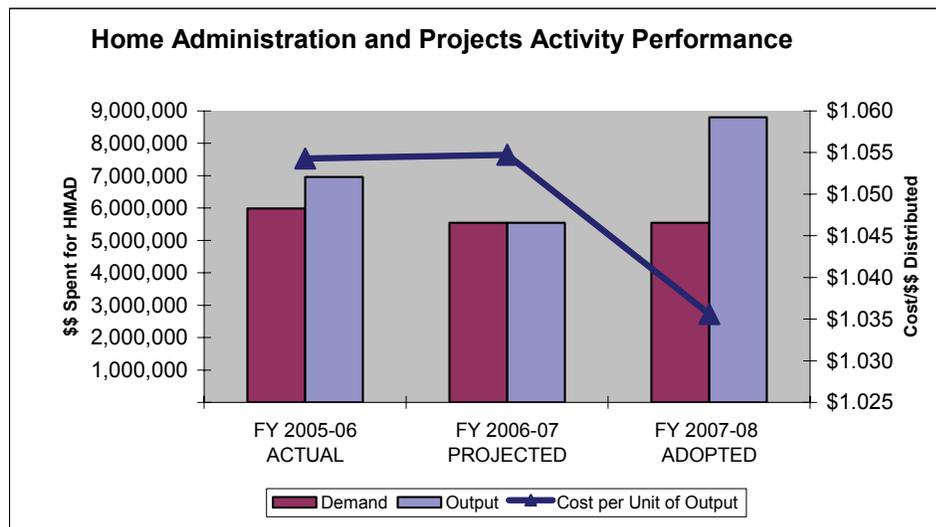
Home Administration and Projects Activity

The purpose of the Home Administration and Projects (HMAD) Activity is to provide funding for affordable housing units to HMAD recipients and Community Housing Development Organizations so that housing stock for low and moderate income residents is preserved and expanded.

Mandates: None.

Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopt.) %	
Demand	5,983,067	5,545,482	5,545,482	5,545,482	5,545,482	-	0.0%
<i>Annual HOME Allocation</i>							
Output	6,956,179	5,545,482	5,545,482	5,541,708	8,800,000	3,254,518	58.7%
<i>Total dollars spent for HOME</i>							
Percent of Demand met	116.3%	100.0%	100.0%	99.9%	158.7%	58.7%	58.7%
Efficiency	\$ 1.05	\$ 1.64	\$ 1.64	\$ 1.05	\$ 1.04	\$ 0.61	37.0%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Cdbg, Housing Trust	\$ 7,189,670	\$ 9,113,413	\$ 9,113,413	\$ 6,197,023	\$ 9,113,413	\$ -	0.0%
Totals	\$ 7,189,670	\$ 9,113,413	\$ 9,113,413	\$ 6,197,023	\$ 9,113,413	\$ -	0.0%
Expenditures by Fund							
Cdbg, Housing Trust	\$ 7,333,777	\$ 9,113,413	\$ 9,113,413	\$ 5,844,921	\$ 9,113,413	\$ -	0.0%
Totals	\$ 7,333,777	\$ 9,113,413	\$ 9,113,413	\$ 5,844,921	\$ 9,113,413	\$ -	0.0%
Staffing (FTEs)	-	-	-	-	-	-	-



The FY 2007-08 budget for the Home Administration and Projects Activity shows a decline in the cost per unit from \$1.05 in FY 2005-06 to \$1.04 due to the increase in units completed. With no increase/ (decrease) in administrative recovery, the department will continue to work to be more efficient.

For FY 2007-08, the base level funding for the HMAD allocation is equal to \$5,545,482. This amount is equal to the current year's allocation. Due to projected carryover from previous years in the amount of \$3,254,518, output is expected to be \$8,800,000.

CDBG Housing Trust Fund (217) Appropriated Budget Reconciliation

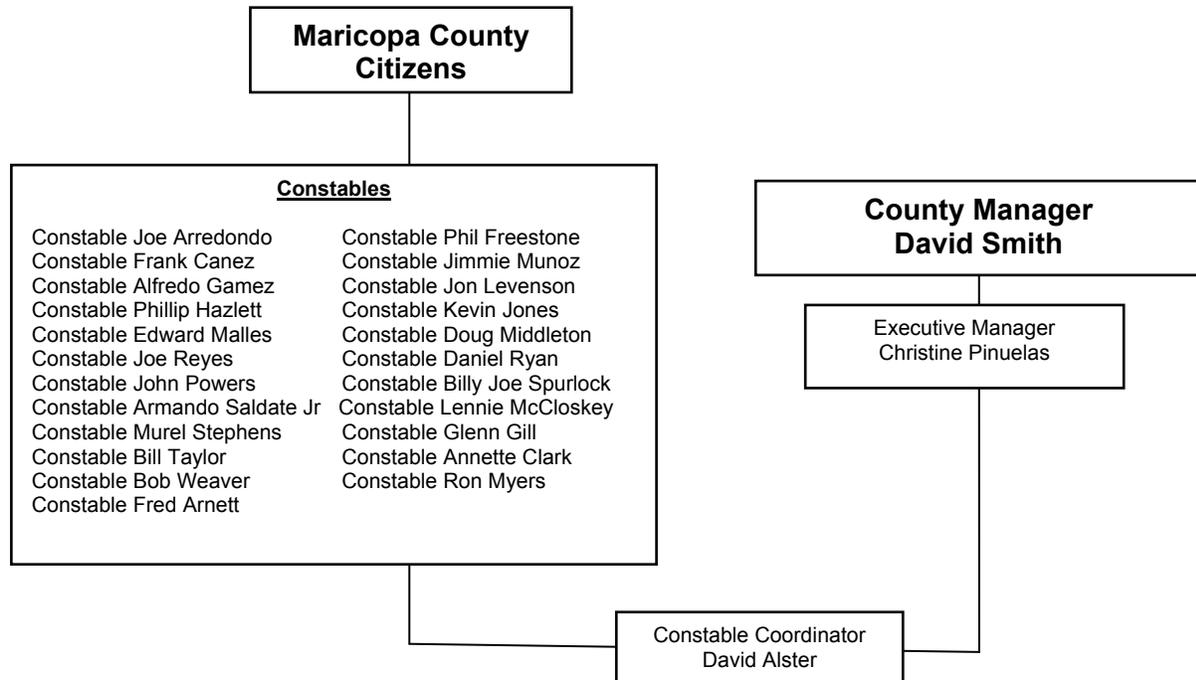
	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 13,544,325	\$ 13,544,325
FY 2006-07 REVISED RESTATED BUDGET:	\$ 13,544,325	\$ 13,544,325
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 5,835	\$ -
Retirement Contributions	2,184	-
FY 2007-08 Pay for Performance	11,140	-
Structural Balance	-	17,591
Central Service Cost Allocation	(1,568)	-
Subtotal	\$ 17,591	\$ 17,591
FY 2007-08 BUDGET TARGET	\$ 13,561,916	\$ 13,561,916
Budget Submission Under Target	\$ (38,017)	\$ (17,591)
BASE ADJUSTMENTS:		
Increases Revenue to Match Grant Appropriation	\$ -	\$ (20,426)
Subtotal	\$ -	\$ (20,426)
FY 2007-08 ADOPTED BUDGET:	\$ 13,523,899	\$ 13,523,899

Constables

Analysis by Bradley Kendrex, Management & Budget Analyst

Summary

Organizational Chart



Mission

The Mission of the Constables is to provide execution of mandated civil and criminal process to citizens of Maricopa County so that 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 department has met this goal. Currently, 100% of Writs of Restitution are served within five business days of issuance from the Court.

- **By calendar year end 2007, all Writs of Execution shall be served within 60 working days of issuance from the Court.**

Status: Though only one or two Writs of Execution are annually served per Constable, no data has been reported to the Constable Administrator (who recommends that this goal be eliminated) in future years.

- **By the end of FY 2007, all citizen concerns and complaints will be resolved within three days of receipt.**

Status: The status of complaints resolved has rarely been reported to the Constables Administrator, who typically refers complaints to the individual Constables. The Administrator recommends that this Goal be eliminated from the Constables MfR Plan in future years.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REV. TO ADPT. VARIANCE	%
REVENUE							
25PS - SERVICE OF PROCESS	\$ 1,729,505	\$ 1,985,000	\$ 1,985,000	\$ 1,842,456	\$ 1,843,000	\$ (142,000)	-7.2%
SERV - SERVICE OF PROCESS ACTIVITY	1,729,505	1,985,000	1,985,000	1,842,456	1,843,000	(142,000)	-7.2%
TOTAL PROGRAMS	\$ 1,729,505	\$ 1,985,000	\$ 1,985,000	\$ 1,842,456	\$ 1,843,000	\$ (142,000)	-7.2%
EXPENDITURES							
25PS - SERVICE OF PROCESS	\$ 1,919,569	\$ 2,079,145	\$ 2,066,441	\$ 2,034,747	\$ 2,350,619	\$ (284,178)	-13.8%
SERV - SERVICE OF PROCESS ACTIVITY	1,919,569	2,079,145	2,066,441	2,034,747	2,350,619	(284,178)	-13.8%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 54,125	\$ 47,000	\$ 45,512	\$ 53,859	\$ 47,194	\$ (1,682)	-3.7%
99GV - GENERAL GOVERNMENT	\$ -	\$ -	\$ 14,192	\$ 14,192	\$ 27,001	\$ (12,809)	-90.3%
TOTAL PROGRAMS	\$ 1,973,694	\$ 2,126,145	\$ 2,126,145	\$ 2,102,798	\$ 2,424,814	\$ (298,669)	-14.0%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REV. TO ADPT. VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
25PS - SERVICE OF PROCESS	30.25	30.25	-	0.0%
SERV - SERVICE OF PROCESS ACTIVITY	30.25	30.25	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	0.75	0.75	-	0.0%
TOTAL PROGRAMS	31.00	31.00	-	0.0%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REV. TO ADPT. VARIANCE	%
REVENUE							
Charges For Service	\$ 1,729,505	\$ 1,985,000	\$ 1,985,000	\$ 1,842,456	1,843,000	(142,000)	-7.2%
Total Revenue	\$ 1,729,505	\$ 1,985,000	\$ 1,985,000	\$ 1,842,456	\$ 1,843,000	\$ (142,000)	-7.2%
EXPENDITURES							
Personal Services	\$ 1,877,871	\$ 2,026,574	\$ 2,027,314	\$ 2,004,411	\$ 2,324,111	\$ (296,797)	-14.6%
Supplies	55,168	55,424	55,419	55,741	51,503	3,916	7.1%
Services	35,339	38,090	38,096	37,330	43,884	(5,788)	-15.2%
Capital Outlay	5,316	6,057	5,316	5,316	5,316	-	0.0%
Total Expenditures	\$ 1,973,694	\$ 2,126,145	\$ 2,126,145	\$ 2,102,798	\$ 2,424,814	\$ (298,669)	-14.0%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REV. TO ADPT. VARIANCE	%
REVENUE							
100 GENERAL	\$ 1,729,505	\$ 1,985,000	\$ 1,985,000	\$ 1,842,456	\$ 1,843,000	\$ (142,000)	-7.2%
TOTAL FUNDS	\$ 1,729,505	\$ 1,985,000	\$ 1,985,000	\$ 1,842,456	\$ 1,843,000	\$ (142,000)	-7.2%
EXPENDITURES							
100 GENERAL	\$ 1,973,694	\$ 2,126,145	\$ 2,126,145	\$ 2,102,798	\$ 2,424,814	\$ (298,669)	-14.0%
TOTAL FUNDS	\$ 1,973,694	\$ 2,126,145	\$ 2,126,145	\$ 2,102,798	\$ 2,424,814	\$ (298,669)	-14.0%

Programs and Activities

Service of Process Program

The purpose of the Service of Process Program is to provide the distribution of court documents to public and governmental agencies so they can proceed with litigation.

Program Results

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev.-Adpt.)	%
Percent of Writs served within five working days.	0.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Service of Process Activity

Service of Process Activity

The purpose of the Service of Process Program is to provide the distribution of court documents to 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
<u>Results</u> Percent of Writs served within five working days.	NOT REPORTED	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Demand</u> Number of Writs of Restitution required.	NOT REPORTED	27,400	27,400	25,440	25,440	(1,960)	-7.2%
<u>Output</u> Number of Writs of Restitution.	NOT REPORTED	27,400	27,400	25,440	25,440	(1,960)	-7.2%
Percent of Demand met	NOT REPORTED	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u> Expenditures per unit of Output	NOT REPORTED	\$ 75.88	\$ 75.42	\$ 79.98	\$ 92.40	\$ (16.98)	-22.5%
<u>Revenues by Fund</u>							
General	\$ 1,729,505	\$ 1,985,000	\$ 1,985,000	\$ 1,842,456	\$ 1,843,000	\$ (142,000)	-7.2%
Totals	\$ 1,729,505	\$ 1,985,000	\$ 1,985,000	\$ 1,842,456	\$ 1,843,000	\$ (142,000)	-7.2%
<u>Expenditures by Fund</u>							
General	\$ 1,919,569	\$ 2,079,145	\$ 2,066,441	\$ 2,034,747	\$ 2,350,619	\$ (284,178)	-13.8%
Totals	\$ 1,919,569	\$ 2,079,145	\$ 2,066,441	\$ 2,034,747	\$ 2,350,619	\$ (284,178)	-13.8%
<u>Staffing (FTEs)</u>	-	-	31.00	-	31.00	-	0.0%

The FY 2007-08 budget assumes no growth in demand based on FY 2006-07 projections.

Right-size Service of Process Activity: The FY 2006-07 budget overestimated revenue growth with the revised budget; therefore, revenue for the Service of Process Activity is projected to be 7.2% lower than budgeted. To better reflect this trend, the revenue budget for FY 2007-08 for this activity has been reduced by \$142,000.

Right-size Elected Official Retirement: The Elected Official Retirement Plan (EORP) saw a rate increase of 9.1% for FY 2007-08. An additional \$17,525 has been added to the expenditure budget to fund the increased cost of EORP contributions related to the Constables' 2007 salary increase.

Workers Compensation/Unemployment Insurance: Workers Compensation and Unemployment Insurance rates have been updated for FY 2007-08. An additional \$2,590 has been added to the expenditure budget to fund the increased expense.

Increase Fixed Benefits: Due to the timing of open enrollment, all departmental fixed benefit rates utilized in the FY 2007-08 recommended budget were based on a percentage increase over their FY 2006-07 rate. Now that open enrollment data is available, the rates have been recalculated based on the new premiums and employee selections. The new rate for Department 250 is \$1,121 more per budgeted FTE than the recommended budget rate. The additional cost from this has been addressed through an adjustment to the adopted budget. The new rate will be reflected in the FY 2007-08 Budget Maintenance system when released.

General Fund (100) Appropriated Budget Reconciliation:

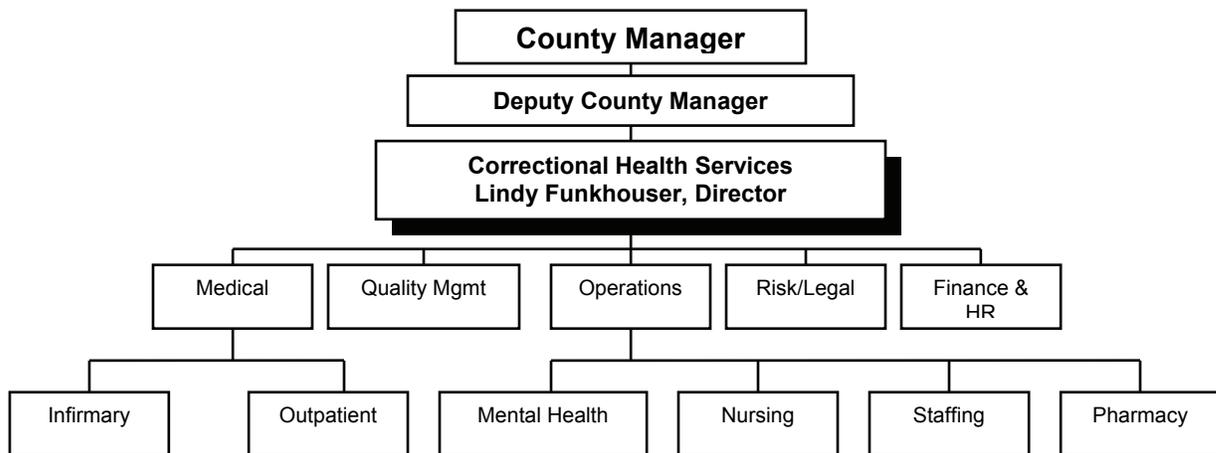
	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 2,126,145	\$ 1,985,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 2,126,145	\$ 1,985,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 21,845	\$ -
Retirement Contributions	104,900	-
FY 2007-08 Pay for Performance	11,801	-
Elected Official Pay Increase	105,258	-
Subtotal	\$ 243,804	\$ -
FY 2007-08 BUDGET TARGET	\$ 2,369,949	\$ 1,985,000
BASE ADJUSTMENTS:		
Rightsize Service of Process Activity	\$ -	\$ (142,000)
Elected Official Retirement Plan Increase (beyond target adjustment)	17,525	-
Subtotal	\$ 17,525	\$ (142,000)
FY 2007-08 TENTATIVE BUDGET:	\$ 2,387,474	\$ 1,843,000
BASE ADJUSTMENTS:		
Workers Compensation / Unemployment Insurance	\$ 2,590	\$ -
Increase Fixed Benefits	34,751	-
Subtotal	\$ 37,341	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 2,424,815	\$ 1,843,000

Correctional Health

Analysis by Dexter C. Thomas, Management & Budget Analyst

Summary

Organizational Chart



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, CHS will be a nationally recognized leader in providing constitutionally mandated health care to jail inmates in an efficient and cost effective manner.

Strategic Goals

- **Nursing Shortage:** CHS will continue to increase filled nursing positions in increments of 10% each fiscal year, until 2010, so that CHS can reduce the rising costs associated with using outside registry nurses.

Status: Nursing vacancies are at 43% this fiscal year, a 10% increase from the FY 2005-06, due to the addition of a significant number of new positions. CHS is hiring staff to improve recruitment efforts.

- **Compensation/Retention:** CHS 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 by 30%.

Status: The budget includes funding to address county-wide compensation issues that are expected to improve employee retention. This is a new goal, and results will be monitored starting FY 2006-07.

- **Process Improvement: By 2010, CHS 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, and anticipates reporting significant results, including a 4% reduction in Actual versus Budgeted expenditures by the end of FY 2006-07.

- **Accreditation: CHS 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: CHS obtained a conditional accreditation from the National Commission on Correctional Health Care (NCCHC) in February of 2006, and has instituted measures that should secure full accreditation by the end of 2007.

- **Technology Improvement: 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 consultants to procure and implement an electronic health record system by the end of FY 2006-07.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
26AR - ADULT/REMAND JUV INMATE TRTMT	\$ 52,066	\$ 699,460	\$ 740,743	\$ 503,484	\$ 310,444	\$ (430,299)	-58.1%
ACIF - ACUTE INFIRMARY ACTIVITY	33,398	-	-	-	-	-	-
UTMT - UTILIZATION MANAGEMENT ACT	18,668	699,460	740,743	503,484	310,444	(430,299)	-58.1%
26HC - HEALTH CARE MANAGEMENT	\$ 6,544	\$ 8,900	\$ 8,900	\$ 40,711	\$ 47,784	\$ 38,884	436.9%
HLTD - HEALTH RECORDS	6,544	8,900	8,900	6,141	6,500	(2,400)	-27.0%
INFE - INFECTION CONTROL	-	-	-	34,570	41,284	41,284	-
26IA - INMATE ASSESSMENT	\$ 40,855	\$ -	\$ -	\$ -	\$ -	\$ -	-
RSHC - RECEIVING SCREENING HLTH CARE	40,855	-	-	-	-	-	-
80RE - RESTORATION TO COMPETENCY	\$ 8,001	\$ -	\$ -	\$ -	\$ -	\$ -	-
CURE - RULE 11 CUSTODY RESTORATION	8,001	-	-	-	-	-	-
99AS - ADMINISTRATIVE SERVICES PROG	\$ 19	\$ -	\$ 1	\$ 20	\$ 1	\$ -	0.0%
99GV - GENERAL GOVERNMENT	\$ 118,349	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL PROGRAMS	\$ 225,835	\$ 708,360	\$ 749,644	\$ 544,214	\$ 358,229	\$ (391,415)	-52.2%
EXPENDITURES							
26AR - ADULT/REMAND JUV INMATE TRTMT	\$27,797,973	\$28,246,197	\$34,162,440	\$32,602,599	\$33,700,257	\$ 462,183	1.4%
ACIF - ACUTE INFIRMARY ACTIVITY	600,438	691,720	1,366,734	1,014,777	1,354,831	11,903	0.9%
ADUL - ADULT INPATIENT PSYCH UNITS	2,611,905	2,700,488	3,310,049	2,830,292	3,276,270	33,779	1.0%
EHCC - EXTERNAL HLTH CARE COST	7,991,144	6,594,277	6,594,277	7,443,570	7,086,446	(492,169)	-7.5%
LTCI - LONG TERM CARE INFIRMARY	167,856	229,841	121,017	145,994	-	121,017	100.0%
MEDD - MED DISPENSION & DISTRIBUTION	7,941,215	7,119,395	8,399,878	8,866,219	8,274,941	124,937	1.5%
SCTM - SICK CALL TREATMENT-MEDICAL	8,095,813	9,937,670	13,276,265	11,588,755	13,024,069	252,196	1.9%
UTMT - UTILIZATION MANAGEMENT ACT	389,601	972,806	1,094,220	712,992	683,700	410,520	37.5%
26HC - HEALTH CARE MANAGEMENT	\$ 1,956,625	\$ 2,717,545	\$ 2,215,078	\$ 2,353,731	\$ 2,153,731	\$ 61,347	2.8%
CLET - CLINICAL EDUCATION & TRAINING	530,415	802,900	348,477	557,425	334,148	14,329	4.1%
HLTD - HEALTH RECORDS	691,308	1,042,454	1,095,948	905,929	1,036,995	58,953	5.4%
HRMG - HEALTH RISK MANAGEMENT	335,264	307,955	344,932	427,761	358,073	(13,141)	-3.8%
INFE - INFECTION CONTROL	399,639	564,236	425,721	462,616	424,515	1,206	0.3%
26IA - INMATE ASSESSMENT	\$ 5,238,185	\$ 5,386,837	\$ 6,613,602	\$ 6,243,028	\$ 6,636,155	\$ (22,553)	-0.3%
HLTT - 14-DAY HEALTH ASSESSMENT	3,827,557	3,757,216	4,301,264	3,878,426	4,247,581	53,683	1.2%
HSRQ - HEALTH SERVICES REQUESTS	660,056	816,359	1,062,430	1,067,700	1,058,383	4,047	0.4%
RSHC - RECEIVING SCREENING HLTH CARE	750,572	813,262	1,249,908	1,296,903	1,330,191	(80,283)	-6.4%
80RE - RESTORATION TO COMPETENCY	\$ 2,348,101	\$ 3,714,176	\$ 3,714,176	\$ 3,304,919	\$ 3,558,755	\$ 155,421	4.2%
ASHP - RULE 11 - ASH PAYMENT	411,691	500,000	577,638	100,000	100,000	477,638	82.7%
CURE - RULE 11 CUSTODY RESTORATION	1,661,706	2,282,352	2,056,695	1,710,769	1,833,291	223,404	10.9%
EVAL - ADULT RULE 11 EVALUATIONS	274,704	931,824	804,843	1,262,397	1,350,464	(545,621)	-67.8%
JVAL - JUVENILE COMPETENCY EVALUATION	-	-	275,000	231,752	275,000	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 4,753,649	\$ 2,973,915	\$ 1,750,784	\$ 1,969,896	\$ 2,377,904	\$ (627,120)	-35.8%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 538,118	\$ 527,005	\$ 465,255	\$ 452,812	\$ 1,227,833	\$ (762,578)	-163.9%
99GV - GENERAL GOVERNMENT	\$ -	\$ 1,992,001	\$ 1,992,001	\$ 2,041,631	\$ 3,064,803	\$ (1,072,802)	-53.9%
TOTAL PROGRAMS	\$42,632,651	\$45,557,676	\$50,913,336	\$48,968,614	\$52,719,438	\$ (1,806,102)	-3.5%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
26AR - ADULT/REMAND JUV INMATE TRTMT	296.43	294.20	(2.23)	-0.8%
ACIF - ACUTE INFIRMARY ACTIVITY	18.75	18.75	-	0.0%
ADUL - ADULT INPATIENT PSYCH UNITS	41.80	41.80	-	0.0%
MEDD - MED DISPENSION & DISTRIBUTION	72.16	71.66	(0.50)	-0.7%
SCTM - SICK CALL TREATMENT-MEDICAL	159.00	157.27	(1.73)	-1.1%
UTMT - UTILIZATION MANAGEMENT ACT	4.73	4.73	-	0.0%
26HC - HEALTH CARE MANAGEMENT	42.51	43.18	0.67	1.6%
CLET - CLINICAL EDUCATION & TRAINING	4.51	5.18	0.67	14.9%
HLTD - HEALTH RECORDS	25.51	25.51	-	0.0%
HRMG - HEALTH RISK MANAGEMENT	7.87	7.87	-	0.0%
INFE - INFECTION CONTROL	4.62	4.62	-	0.0%
26IA - INMATE ASSESSMENT	87.19	87.42	0.23	0.3%
HLTT - 14-DAY HEALTH ASSESSMENT	51.01	51.50	0.49	1.0%
HSRQ - HEALTH SERVICES REQUESTS	13.63	13.37	(0.26)	-1.9%
RSHC - RECEIVING SCREENING HLTH CARE	22.55	22.55	-	0.0%
80RE - RESTORATION TO COMPENTENCY	26.00	26.00	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	21.27	20.60	(0.67)	-3.1%
TOTAL PROGRAMS	473.40	471.40	(2.00)	-0.4%

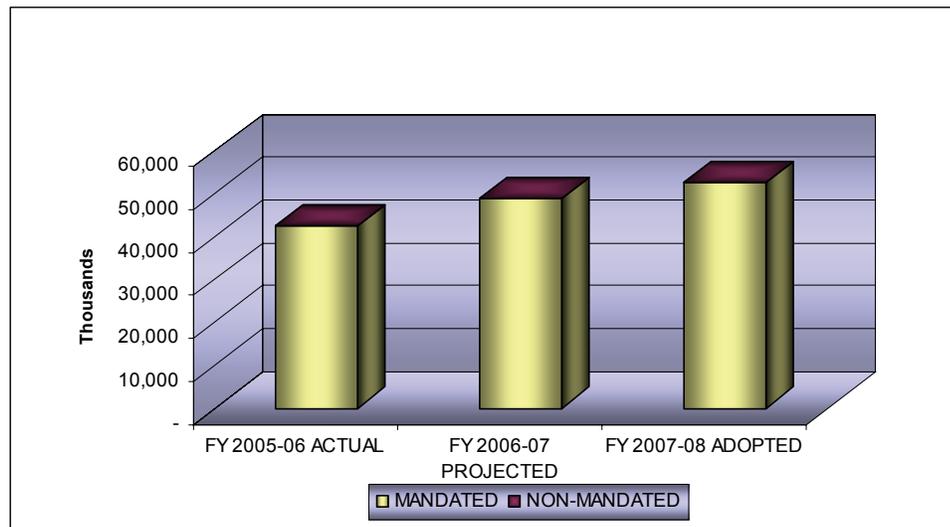
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ 211,270	\$ 699,460	\$ 740,743	\$ 538,053	\$ 351,728	\$ (389,015)	-52.5%
Charges For Service	14,546	8,900	8,899	6,141	6,500	(2,399)	-27.0%
Miscellaneous Revenues	19	-	2	20	1	(1)	-50.0%
Total Revenue	\$ 225,835	\$ 708,360	\$ 749,644	\$ 544,214	\$ 358,229	\$ (391,415)	-52.2%
EXPENDITURES							
Personal Services	\$19,751,565	\$23,621,698	\$26,390,153	\$25,352,071	\$ 29,122,483	\$ (2,732,330)	-10.4%
Supplies	4,994,209	4,688,299	4,688,285	4,684,456	4,664,575	23,710	0.5%
Services	17,717,176	16,377,235	18,947,843	18,379,070	17,821,422	1,126,421	5.9%
Capital Outlay	169,702	870,444	887,055	553,017	1,110,958	(223,903)	-25.2%
Total Expenditures	\$42,632,651	\$45,557,676	\$50,913,336	\$48,968,614	\$ 52,719,438	\$ (1,806,102)	-3.5%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 8,001	\$ -	\$ -	\$ -	\$ -	\$ -	
255 DETENTION OPERATIONS	\$ 39,943	\$ 8,900	\$ 8,900	\$ 6,141	\$ 6,500	\$ (2,400)	-27.0%
292 CORRECTIONAL HEALTH GRANT	177,891	699,460	740,744	538,073	351,729	(389,015)	(1)
TOTAL FUNDS	\$ 225,835	\$ 708,360	\$ 749,644	\$ 544,214	\$ 358,229	\$ (391,415)	-52.2%
EXPENDITURES							
100 GENERAL	\$ 2,348,101	\$ 3,719,176	\$ 3,719,176	\$ 3,312,419	\$ 3,570,368	\$ 148,808	4.0%
255 DETENTION OPERATIONS	40,106,527	41,139,040	46,453,416	45,238,662	48,797,341	(2,343,925)	(0)
292 CORRECTIONAL HEALTH GRANT	178,024	699,460	740,744	417,534	351,729	389,015	1
TOTAL FUNDS	\$42,632,651	\$45,557,676	\$50,913,336	\$48,968,614	\$ 52,719,438	\$ (1,806,102)	-3.5%

Mandated vs. Non-Mandated Expenditures



For further information on mandates, refer to the [Programs and Activities](#) section.

Programs and Activities

Adult/Remanded Juvenile Inmate Treatment Program

The purpose of the Adult/Remanded Juvenile 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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of inmates on prescriptions per Average Daily Population (ADP)	35.0%	35.8%	35.8%	36.6%	37.2%	1.5%	4.1%
Percent of medical sick call treatments provided	32.9%	36.6%	36.6%	32.0%	32.5%	-4.1%	-11.1%
Average number of hospital days per 1000 Average Daily Population (ADP)	0.9%	1.0%	1.0%	1.0%	1.0%	0.0%	0.0%
Percent of psychiatric encounters provided	32.9%	36.6%	36.6%	32.0%	32.5%	-4.1%	-11.1%
Percent of acute infirmary inmates bed days provided	98.2%	99.2%	99.2%	99.6%	99.8%	0.6%	0.6%

Activities that comprise this program include:

- Acute Infirmary
- Adult Inpatient Psych Units
- External Health Care Cost
- Utilization Management
- Long Term Care Infirmary
- Sick Call Treatment and Appointment
- Medication Dispensing and Distribution

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand	NA	12,896	12,896	12,476	12,612	(284)	-2.2%
<i>Number of inmates requiring acute infirmary care.</i>							
Output	NA	12,546	12,546	12,476	12,612	66	0.5%
<i>Number of inmates provided acute infirmary care.</i>							
<i>Percent of Demand met</i>	NA	97.3%	97.3%	100.0%	100.0%	2.7%	2.8%
Efficiency	NA	\$ 55.13	\$ 108.94	\$ 81.34	\$ 107.42	\$ 1.51	1.4%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Detention Operations	\$ 33,398	\$ -	\$ -	\$ -	\$ -	\$ -	
Totals	\$ 33,398	\$ -	\$ -	\$ -	\$ -	\$ -	
Expenditures by Fund							
Detention Operations	\$ 600,438	\$ 691,720	\$ 1,366,734	\$ 1,014,777	\$ 1,354,831	\$ 11,903	0.9%
Totals	\$ 600,438	\$ 691,720	\$ 1,366,734	\$ 1,014,777	\$ 1,354,831	\$ 11,903	0.9%
Staffing (FTEs)	NA	NA	18.75	NA	18.75	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget due to reduced jail Average Daily Population (ADP) of 8,495. Funded staffing levels were increased during FY 2006-07 in order to meet 100% of demand, which in turn reduces the demand for the External Health Care activity. Total budgeted expenditures are decreased by \$11,903 (0.9%) from FY 2006-07, reflecting increased volume of output offset by a lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Personal Services, Supplies, and Services based on higher salary and benefit costs, offset by reduction in nurse registry expenditures due to a lower projected personnel vacancy rate.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand	NA	94,900	94,900	36,781	35,714	(59,186)	-62.4%
<i>Number of inmates admitted to the inpatient psych unit.</i>							
Output	NA	39,261	39,261	36,781	35,714	(3,547)	-9.0%
<i>Number of inpatient psych days.</i>							
Percent of Demand met	NA	41.4%	41.4%	100.0%	100.0%	58.6%	141.7%
Efficiency	NA	\$ 68.78	\$ 84.31	\$ 76.95	\$ 91.74	\$ (7.43)	-8.8%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
Detention Operations	\$ 2,611,905	\$ 2,700,488	\$ 3,310,049	\$ 2,830,292	\$ 3,276,270	\$ 33,779	1.0%
Totals	\$ 2,611,905	\$ 2,700,488	\$ 3,310,049	\$ 2,830,292	\$ 3,276,270	\$ 33,779	1.0%
Staffing (FTEs)	NA	NA	41.80	NA	41.80	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget due to expected decrease in inmates requiring psychiatric services due to the reduction in the Average Daily Population to 8,495. Funded staffing levels were increased during FY 2006-07 in order to meet 100% of demand, which in turn reduces the demand for the External Health Care activity. Total budgeted expenditures are decreased by \$33,779 (1.0%) from FY 2006-07, reflecting decreased volume of output offset by a higher rate of expenditure per unit of output.

Base Adjustment: Right-sized Personal Services, Supplies, and Services based on higher salary and benefit costs, offset by reduction in nurse registry expenditures due to a lower projected personnel vacancy rate.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand	NA	3,729,570	3,729,570	3,229,520	3,264,925	(464,645)	-12.5%
<i>Number of inmates ordered for outside medical treatment</i>							
Output	NA	3,729,570	3,729,570	3,229,520	3,264,925	(464,645)	-12.5%
<i>Number of inmates receiving outside medical treatment</i>							
<i>Percent of Demand met</i>	NA	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	\$ 1.77	\$ 1.77	\$ 2.30	\$ 2.17	\$ (0.40)	-22.8%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
Detention Operations	\$ 7,991,144	\$ 6,594,277	\$ 6,594,277	\$ 7,443,570	\$ 7,086,446	\$ (492,169)	-7.5%
Totals	\$ 7,991,144	\$ 6,594,277	\$ 6,594,277	\$ 7,443,570	\$ 7,086,446	\$ (492,169)	-7.5%
Staffing (FTEs)	NA	NA	NA	NA	NA	NA	

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised based on a reduced jail Average Daily Population (ADP) of 8,495. The department will meet 100% of demand; however this demand measure will be revised to provide a more useful measure of the number of inmates provided outside medical services in FY 2007-08. Total budgeted expenditures are increased by \$492,169 (7.5%) from FY 2006-07, reflecting decreased volume of output offset by a higher rate of expenditure per unit of output.

Base Adjustment: Right-sized Services based on historical data which indicates higher cost for outside medical services provided and received by inmates.

Long Term Care Infirmary Activity

The purpose of the Long Term Care Infirmary activity is to provide a specialized environment to inmates with chronic/debilitating health conditions who are unable to be placed in general population that do not require hospitalization so that they can stay in jail per court mandate.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand	NA	574	574	NA	NA		
<i>Number of inmates requiring long term infirmary care.</i>							
Output	NA	574	574	NA	NA		
<i>Number of inmates provided long term infirmary care.</i>							
<i>Percent of Demand met</i>	NA	100.0%	100.0%				
Efficiency	NA	\$ 400.42	\$ 210.83	NA	NA		
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
Detention Operations	\$ 167,856	\$ 229,841	\$ 121,017	\$ 145,994	NA		
Totals	\$ 167,856	\$ 229,841	\$ 121,017	\$ 145,994	\$ -	\$ 121,017	100.0%
Staffing (FTEs)	NA	NA	NA	NA	NA		

The activity is being eliminated by the department; therefore no budget is recommended in FY 2007-08.

Medication Dispensing & 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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	36.2%	35.6%	100.0%	100.0%	64.4%	1.8
<i>Percent of inmates on psychotropic prescriptions.</i>							
Demand	NA	NA	NA	211,065	210,834		
<i>Number of Inmate Census per Average Daily Population (ADP).</i>							
Output	NA	NA	NA	211,065	210,834		
<i>Number of Inmates on prescriptions.</i>							
<i>Percent of Demand met</i>	NA			100.0%	100.0%		
Efficiency	NA	\$ 1,924.16	\$ 2,609.47	\$ 42.01	\$ 39.25	\$ 2,570.22	98.5%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
Detention Operations	\$ 7,941,215	\$ 7,119,395	\$ 8,399,878	\$ 8,866,219	\$ 8,274,941	\$ 124,937	1.5%
Totals	\$ 7,941,215	\$ 7,119,395	\$ 8,399,878	\$ 8,866,219	\$ 8,274,941	\$ 124,937	1.5%
Staffing (FTEs)	NA	NA	72.16	NA	71.66	(0.50)	-0.7%

FY 2007-08 budgeted expenditures meet projected demand and funded staffing levels increased in FY 2006-07, which reduces the demand for the External Health Care activity. Total budgeted expenditures are decreased by \$124,937 (1.5%) from FY 2006-07.

Base Adjustment: Right-sized Personal Services, Supplies, and Services based on higher salary and benefit costs, offset by reduction in nurse registry expenditures due to a lower projected personnel vacancy rate.

Sick Call Treatment and Appointment 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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	NA		
<i>Percent of psychiatric encounters provided.</i>							
Demand <i>Number of sick call encounters requested.</i>	NA	552,500	552,500	476,112	490,837	(61,663)	-11.2%
Output <i>Number of sick call encounters provided.</i>	NA	237,207	237,207	274,069	490,837	253,630	106.9%
<i>Percent of Demand met</i>	NA	42.9%	42.9%	57.6%	100.0%	57.1%	132.9%
Efficiency <i>Expenditures per unit of Output</i>	NA	\$ 41.89	\$ 55.97	\$ 42.28	\$ 26.53	\$ 29.43	52.6%
Expenditures by Fund							
Detention Operations	\$ 8,095,813	\$ 9,937,670	\$ 13,276,265	\$ 11,588,755	\$ 13,024,069	\$ 252,196	1.9%
Totals	\$ 8,095,813	\$ 9,937,670	\$ 13,276,265	\$ 11,588,755	\$ 13,024,069	\$ 252,196	1.9%
Staffing (FTEs)	NA	NA	159.00	NA	157.27	(1.73)	-1.1%

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget due to reduced jail Average Daily Population (ADP) of 8,495. Funded staffing levels were increased during FY 2006-07 in order to meet 100% of demand, which in turn reduces the demand for the External Health Care activity. Total budgeted expenditures are decreased by \$252,196 (1.9%) from FY 2006-07, reflecting decreased volume of output, and a lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Personal Services, Supplies, and Services based on higher salary and benefit costs, offset by reduction in nurse registry expenditures due to a lower projected personnel vacancy rate.

Utilization Management 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:

	FY 2005-06	FY 2006-07			FY 2006-07	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand	NA	3,889	3,889	3,018	3,108	(781)	-20.1%
<i>Number of outside service requests (inmate and provider initiated).</i>							
Output	NA	3,889	3,889	3,018	3,108	(781)	-20.1%
<i>Number of outside services secured.</i>							
<i>Percent of Demand met</i>	NA	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	\$ 250.14	\$ 281.36	\$ 236.25	\$ 219.98	\$ 61.38	21.8%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Correctional Health Grant	\$ 18,668	\$ 699,460	\$ 740,743	\$ 503,484	\$ 310,444	\$ (430,299)	-58.1%
Totals	\$ 18,668	\$ 699,460	\$ 740,743	\$ 503,484	\$ 310,444	\$ (430,299)	-58.1%
Expenditures by Fund							
Detention Operations	\$ 252,432	\$ 273,346	\$ 353,477	\$ 326,884	\$ 373,255	\$ (19,778)	-5.6%
Correctional Health Grant	-	-	740,743	-	310,445	430,298	58.1%
Totals	\$ 252,432	\$ 273,346	\$ 1,094,220	\$ 326,884	\$ 683,700	\$ 410,520	37.5%
Staffing (FTEs)	NA	NA	4.73	NA	4.73	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget due to reduced jail Average Daily Population (ADP) of 8,495. Funded staffing levels were increased during FY 2006-07 in order to meet 100% of demand, which in turn reduces the demand for the External Health Care activity. Total budgeted expenditures are decreased by \$410,520 (37.5%) from FY 2006-07, the majority of this reduction \$389,016, is in the grant award for telemedicine, with the remaining being reflected in a decreased volume of output and a lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Personal Services, Supplies and Services based on higher salary and benefit costs, offset by reduction in nurse registry expenditures due to a lower projected personnel vacancy rate.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of staff who completed required training	100.0%	100.0%	100.0%	98.0%	100.0%	0.0%	0.0%
Percent of health records provided	62.6%	70.0%	70.0%	63.9%	63.4%	-6.6%	-9.4%
Percent of risk management inmate grievances resolved without adverse outcomes	99.8%	99.9%	99.9%	99.4%	99.8%	-0.1%	-0.1%
Percent of inmates/employees with a communicable disease and/or significant infection per Average Daily Population (ADP)	2.6%	2.7%	2.7%	1.5%	1.6%	-1.1%	-41.0%

Activities that comprise this program include:

- Clinical Education and Training
- Health Risk Management
- Health Records
- Infection Control

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 CHS policy, state licensure or mandated by an accrediting agency such as National Center for Correctional Health Care (NCCHC).

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand	NA	420	420	473	474	54	12.9%
<i>Number of employees requiring training.</i>							
Output	NA	420	420	473	474	54	12.9%
<i>Number of employees trained.</i>							
<i>Percent of Demand met</i>	NA	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	\$ 1,911.67	\$ 829.71	\$ 1,178.49	\$ 704.95	\$ 124.75	15.0%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
Detention Operations	\$ 530,415	\$ 802,900	\$ 348,477	\$ 557,425	\$ 334,148	\$ 14,329	4.1%
Totals	\$ 530,415	\$ 802,900	\$ 348,477	\$ 557,425	\$ 334,148	\$ 14,329	4.1%
Staffing (FTEs)	NA	NA	4.51	NA	5.18	0.67	14.9%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget due to implementation of staffing increases. Despite funded staffing levels increasing during FY 2006-07 in order to meet 100% of demand, the department has the capacity to educate and train more staff without increasing cost in FY 2007-08. Total budgeted expenditures are decreased by \$14,329 (4.1%) from FY 2006-07, reflecting increased volume of output offset by a lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Personal Services, Supplies and Services based on higher salary and benefit costs, offset by a reduction in expenditures for training materials due to economy of scale.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand	NA	NA	NA	460,699	474,948		
<i>Number of health records requested.</i>							
Output	NA	NA	NA	322,489	474,948		
<i>Number of health records pulled for requests.</i>							
<i>Percent of Demand met</i>	NA	NA	NA	70.0%	100.0%		
Efficiency	NA	\$ 21.62	\$ 22.73	\$ 2.81	\$ 2.18	\$ 20.55	90.4%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Detention Operations	\$ 6,544	\$ 8,900	\$ 8,900	\$ 6,141	\$ 6,500	\$ (2,400)	-27.0%
Totals	\$ 6,544	\$ 8,900	\$ 8,900	\$ 6,141	\$ 6,500	\$ (2,400)	-27.0%
Expenditures by Fund							
Detention Operations	\$ 691,308	\$ 1,042,454	\$ 1,095,948	\$ 905,929	\$ 1,036,995	\$ 58,953	5.4%
Totals	\$ 691,308	\$ 1,042,454	\$ 1,095,948	\$ 905,929	\$ 1,036,995	\$ 58,953	5.4%
Staffing (FTEs)	NA	NA	25.51	NA	25.51	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand. Funded staffing levels increased during FY 2006-07 in order to meet 100% of demand, which coincides with the combined demand and output for Sick Call Treatment and 14-Day Physical activities. Total budgeted expenditures are decreased by \$58,953 (5.4%) from FY 2006-07. Total budgeted revenues are decreased by \$2,400 (27.0%) from FY 2006-07 based on prior and current year revenue history.

Base Adjustment: Right-sized Personal Services, Supplies and Services based on higher salary and benefit costs, offset by reduction in supply expenditures.

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:

	FY 2005-06	FY 2006-07			FY 2006-07	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand	NA	6,932	6,932	4,512	4,562	(2,370)	-34.2%
<i>Total Number of grievances initiated (Initial, Institutional and External).</i>							
Output	NA	6,932	6,932	186	4,562	(2,370)	-34.2%
<i>Number of Total External Grievances not sustained or partially sustained.</i>							
<i>Percent of Demand met</i>	NA	100.0%	100.0%	4.1%	100.0%	0.0%	0.0%
Efficiency	NA	\$ 44.43	\$ 49.76	\$ 2,299.79	\$ 78.49	\$ (28.73)	-57.7%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
Detention Operations	\$ 335,264	\$ 307,955	\$ 344,932	\$ 427,761	\$ 358,073	\$ (13,141)	-3.8%
Totals	\$ 335,264	\$ 307,955	\$ 344,932	\$ 427,761	\$ 358,073	\$ (13,141)	-3.8%
Staffing (FTEs)	NA	NA	7.87	NA	7.87	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget due to reduced jail Average Daily Population (ADP) of 8,495. Funded staffing levels increased during FY 2006-07 in order to meet 100% of demand, which increased the overall effectiveness and efficiency of the direct patient care activities; therefore reducing grievances. Total budgeted expenditures are increased by \$13,141 (3.8%) from FY 2006-07, reflecting decreased volume of output offset by a higher rate of expenditure per unit of output.

Base Adjustment: Right-sized Personal Services as a result of higher salary and benefit costs in FY 2007-08.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand	NA	1,056	1,056	973	991	(65)	-6.2%
<i>Number of inmates/CHS employees identified with a communicable disease and/or significant infection.</i>							
Output	NA	1,037	1,037	359	991	(46)	-4.4%
<i>Number of inmates/CHS employees treated for a communicable disease/significant infection.</i>							
<i>Percent of Demand met</i>	NA	98.2%	98.2%	36.9%	100.0%	1.8%	1.8%
Efficiency	NA	\$ 544.10	\$ 410.53	\$ 1,288.62	\$ 428.37	\$ (17.84)	-4.3%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Correctional Health Grant	NA	NA	NA	\$ 34,570	\$ 41,284		
Totals	\$ -	\$ -	\$ -	\$ 34,570	\$ 41,284	\$ 41,284	
Expenditures by Fund							
Detention Operations	\$ 399,639	\$ 564,236	\$ 425,720	\$ 431,189	\$ 383,231	\$ 42,489	10.0%
Correctional Health Grant	NA	NA	1	NA	41,284	(41,283)	-4128300.0%
Totals	\$ 399,639	\$ 564,236	\$ 425,721	\$ 431,189	\$ 424,515	\$ 1,206	0.3%
Staffing (FTEs)	NA	NA	4.62	NA	4.62	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget due to reduced jail Average Daily Population (ADP) of 8,495. Funded staffing levels were increased during FY 2006-07 in order to meet 100% of demand, which in turn reduced the demand for the External Health Care activity. Total budgeted expenditures are decreased by \$1,206 (0.3%) from FY 2006-07, reflecting decreased volume of output offset by a higher rate of expenditure per unit of output.

Base Adjustment: Right-sized Personal Services, Supplies, and Services based on higher salary and benefit costs, offset by reduction in nurse registry expenditures due to a lower projected personnel vacancy rate.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of receiving screening assessments accomplished within timeframes to be determined	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- 14-Day Health Assessment
- Health Services Requests
- 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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand	NA	52,051	52,051	57,105	57,737	5,686	10.9%
<i>The number of Inmates booked with length of stay greater than or equal to 4 days</i>							
Output	NA	21,606	21,606	20,301	57,737	36,131	167.2%
<i>Number of 14 day inmate assessments completed.</i>							
Efficiency	NA	41.5%	41.5%	35.6%	100.0%	58.5%	140.9%
<i>Percent of Demand met</i>							
Expenditures per unit of Output	NA	\$ 173.90	\$ 199.08	\$ 191.05	\$ 73.57	\$ 125.51	63.0%
<i>Expenditures by Fund</i>							
Detention Operations	\$ 3,827,557	\$ 3,757,216	\$ 4,301,264	\$ 3,878,426	\$ 4,247,581	\$ 53,683	1.2%
Totals	\$ 3,827,557	\$ 3,757,216	\$ 4,301,264	\$ 3,878,426	\$ 4,247,581	\$ 53,683	1.2%
Staffing (FTEs)	NA	NA	51.01	NA	51.50	0.49	1.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget due to increased jail bookings of 128,290. Funded staffing levels were increased during FY 2006-07 in order to meet 100% of demand, which in turn reduced the demand for nurse registry. Total budgeted expenditures are decreased by \$53,683 (1.2%) from FY 2006-07, reflecting increased volume of output offset by a lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Personal Services, Supplies, and Services based on higher salary and benefit costs, offset by reduction in nurse registry expenditures due to a lower projected personnel vacancy rate.

Health Services Requests 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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand	NA	53,532	NA	126,002	124,830		
<i>Number of health service requests.</i>							
Output	NA	NA	NA	107,102	124,830		
<i>Number of health service requests triaged.</i>							
<i>Percent of Demand met</i>	NA			85.0%	100.0%		
Efficiency	NA	\$ 22.74	\$ 29.59	\$ 9.97	\$ 8.48	\$ 21.11	71.3%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
Detention Operations	\$ 660,056	\$ 816,359	\$ 1,062,430	\$ 1,067,700	\$ 1,058,383	\$ 4,047	0.4%
Totals	\$ 660,056	\$ 816,359	\$ 1,062,430	\$ 1,067,700	\$ 1,058,383	\$ 4,047	0.4%
Staffing (FTEs)	NA	NA	13.63	NA	13.37	(0.26)	-1.9%

FY 2007-08 budgeted expenditures meet projected demand. Funded staffing levels were increased during FY 2006-07 in order to meet 100% of demand, which reduced the demand for the External Health Care activity. Total budgeted expenditures are decreased by \$4,047 (0.4%) from FY 2006-07.

Base Adjustment: Right-sized Personal Services, Supplies, and Services based on higher salary and benefit costs, offset by reduction in nurse registry expenditures due to a lower projected personnel vacancy rate.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand	NA	98,582	98,582	98,982	115,461	16,879	17.1%
<i>Number of inmates presented at Receiving Screening.</i>							
Output	NA	98,582	98,582	98,982	115,461	16,879	17.1%
<i>Number of Receiving Screening assessments completed.</i>							
<i>Percent of Demand met</i>	NA	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	\$ 8.25	\$ 12.68	\$ 13.10	\$ 11.52	\$ 1.16	9.1%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Correctional Health Grant	\$ 40,855	\$ -	\$ -	\$ -	\$ -	\$ -	
Totals	\$ 40,855	\$ -	\$ -	\$ -	\$ -	\$ -	
Expenditures by Fund							
Detention Operations	\$ 709,717	\$ 813,262	\$ 1,249,908	\$ 1,296,903	\$ 1,330,191	\$ (80,283)	-6.4%
Correctional Health Grant	-	-	-	-	-	-	
Totals	\$ 709,717	\$ 813,262	\$ 1,249,908	\$ 1,296,903	\$ 1,330,191	\$ (80,283)	-6.4%
Staffing (FTEs)	NA	NA	22.55	NA	22.55	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget due to increased jail bookings of 128,290. Funded staffing levels were increased during FY 2006-07 in order to meet 100% of demand, which in turn reduced the demand for the External Health Care activity. Total budgeted expenditures are increased by \$80,283 (6.4%) from FY 2006-07, reflecting increased volume of output offset by a lower rate of expenditure per unit of output.

Base Adjustment: Right-sized of Personal Services, Supplies, and Services based on higher salary and benefit costs, offset by reduction in nurse registry expenditures due to a lower projected personnel vacancy rate.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of competency determinations performed within 78 days	74.1%	78.9%	78.9%	79.0%	79.0%	0.1%	0.1%

Activities that comprise this program include:

- Rule 11 – Arizona State Hospital Payment
- Rule 11 – Custody Restoration
- Adult Rule 11 Evaluations
- Juvenile Competency Evaluation

Rule 11- Arizona State Hospital Payment Activity

The purpose of the Arizona State Hospital Payment 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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results							
<i>To be determined</i>	NA	NA	NA	NA	NA		
Demand							
<i>Number of inmates ordered to ASH</i>	NA	590	590	167	167	(423)	-71.7%
Output							
<i>Number of inmates sent to ASH</i>	NA	590	590	167	167	(423)	-71.7%
<i>Percent of Demand met</i>	NA	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency							
<i>Expenditures per unit of Output</i>	NA	\$ 847.46	\$ 979.05	\$ 598.80	\$ 598.80	\$ 380.25	38.8%
Expenditures by Fund							
<i>General</i>	\$ 411,691	\$ 500,000	\$ 577,638	\$ 100,000	\$ 100,000	\$ 477,638	82.7%
Totals	\$ 411,691	\$ 500,000	\$ 577,638	\$ 100,000	\$ 100,000	\$ 477,638	82.7%
Staffing (FTEs)	NA	NA	NA	NA	NA		

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget due to reduced jail Average Daily Population (ADP) of 8,495. Funded staffing levels were increased during FY 2006-07 in order to meet 100% of demand, which in turn reduced the demand for the External Health Care activity. Total budgeted expenditures are decreased by \$477,638 (82.7%) from FY 2006-07, reflecting decreased volume of output and a lower rate of expenditure per unit of output.

Base Adjustment: Right-sized based on lower utilization as a result lower payments to the Arizona State Hospital.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand	NA	592	592	580	580	(12)	-2.0%
<i>Number of inmates under orders of restoration delivered to CHS.</i>							
Output	NA	400	400	400	400	-	0.0%
<i>Number of inmates restored or found not restorable.</i>							
<i>Percent of Demand met</i>	NA	67.6%	67.6%	69.0%	69.0%	1.4%	2.1%
Efficiency	NA	\$ 5,705.88	\$ 5,141.74	\$ 4,276.92	\$ 4,583.23	\$ 558.51	10.9%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ 8,001	\$ -	\$ -	\$ -	\$ -	\$ -	
Totals	\$ 8,001	\$ -	\$ -	\$ -	\$ -	\$ -	
Expenditures by Fund							
General	\$ 1,661,706	\$ 2,282,352	\$ 2,056,695	\$ 1,710,769	\$ 1,833,291	\$ 223,404	10.9%
Totals	\$ 1,661,706	\$ 2,282,352	\$ 2,056,695	\$ 1,710,769	\$ 1,833,291	\$ 223,404	10.9%
Staffing (FTEs)	NA	NA	21.00	NA	21.00	-	0.0%

FY 2007-08 budgeted expenditures for the Rule 11 - Custody Restoration activity do not meet projected yearly demand for the number of inmates under orders of restoration based on jail Average Daily Population (ADP) of 8,945. 70% of demand is being met which accounts for the percentage of inmate closed cases found to be restorable or not restorable historically within a budget year. The remaining 30% typically carryover into a new fiscal year due to the amount of time it takes, an average of 78 days, to resolve the competency issues of an inmate. The department is achieving the desired result of providing health care to inmates in order to restore them to competency to reduce the demand within the Arizona State Hospital Payment activity. Total budgeted expenditures are decreased by \$223,404 (10.9%) from FY 2006-07, reflecting no change in volume of output and a lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Personal Services, Supplies, and Services based on higher salary and benefit costs, offset by reduction in nurse registry expenditures due to a lower projected personnel vacancy rate.

Adult Rule 11 Evaluations Activity

The purpose of the Rule 11 Evaluations activity is to provide testing for criminal defendants so they can be evaluated for mental competency.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand	NA	1,446	1,446	500	515	(931)	-64.4%
<i>Number of evaluations ordered</i>							
Output	NA	1,446	1,446	500	515	(931)	-64.4%
<i>Number of evaluations completed</i>							
<i>Percent of Demand met</i>	NA	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	\$ 644.41	\$ 556.60	\$ 2,524.79	\$ 2,622.26	\$ (2,065.66)	-371.1%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	\$ 274,704	\$ 931,824	\$ 804,843	\$ 1,262,397	\$ 1,350,464	\$ (545,621)	-67.8%
Totals	\$ 274,704	\$ 931,824	\$ 804,843	\$ 1,262,397	\$ 1,350,464	\$ (545,621)	-67.8%
Staffing (FTEs)	NA	NA	5.00	NA	5.00	-	0.0%

FY 2007-08 budgeted expenditures meets projected yearly demand, which is lower than the FY 2006-07 revised budget due to reduced jail Average Daily Population (ADP) of 8,945. A 100% of demand is being met. Total budgeted expenditures are increased by \$545,621 (67.8%) from FY 2006-07, reflecting a decreased volume of output offset by a higher rate of expenditure per unit of output. The results of this activity have improved the timeliness in which these cases return to court for assessment of an inmates mental health; thus reducing the average length of stay for an inmate.

Base Adjustment: Right-sized Personal Services, Supplies, and Services based on higher salary and benefit, and legal services cost increases expenditures.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	NA		
<i>Percent of rule 11 juvenile evaluation performed within program time frame</i>							
Demand	NA	NA	NA	400	420		
<i>Number of Rule 11 juvenile competency evaluations ordered</i>							
Output	NA	NA	NA	400	420		
<i>Number of rule 11 juvenile competency evaluation completed</i>							
<i>Percent of Demand met</i>	NA	NA	NA	100.0%	100.0%		
Efficiency	NA	NA	NA	\$ 579.38	\$ 654.76		
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	\$ -	\$ -	\$ 275,000	\$ 231,752	\$ 275,000	\$ -	0.0%
Totals	\$ -	\$ -	\$ 275,000	\$ 231,752	\$ 275,000	\$ -	0.0%
Staffing (FTEs)	NA	NA	NA	NA	NA		

FY 2007-08 budget expenditures meet projected yearly demand for prior history of juveniles under court order for evaluation which is higher than the FY 2006-07. 100% of demand is being met, which achieves the desired result of providing adequate and timely assessment to juvenile inmates ordered for evaluation. Total budgeted expenditures remain flat from FY 2006-07. The marginal cost due to

adding 5% in output to the juvenile evaluation caseload in FY 2007-08 will be absorbed by the department and will not impact the performance of juvenile evaluations being completed in a timely manner.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 3,719,176	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 3,719,176	\$ -
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 17,632	\$ -
Retirement Contributions	7,849	-
FY 2007-08 Pay for Performance	51,392	-
Subtotal	\$ 76,873	\$ -
FY 2007-08 BUDGET TARGET	\$ 3,796,049	\$ -
BASE ADJUSTMENTS:		
Right-size Rule 11 Arizona State Hospital Payment Activity	\$ (200,000)	\$ -
Right-size Adult Rule 11 Evaluations Activity	(42,216)	-
Right-size Rule 11 Custody Restoration Activity	14,922	-
Change to Workers Compensation and Unemployment Charges	1,613	\$ -
Subtotal	\$ (225,681)	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 3,570,368	\$ -

Detention Fund (255) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 41,139,040	\$ 8,900
MID-YEAR ADJUSTMENTS:		
Staffing Plan	\$ 5,314,376	\$ -
Subtotal	\$ 5,314,376	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 46,453,416	\$ 8,900
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 289,170	\$ -
Retirement Contributions	102,382	-
FY 2007-08 Pay for Performance	613,630	-
Annualization of Mid-Year Adjustments	574,972	-
Subtotal	\$ 1,580,154	\$ -
FY 2007-08 BUDGET TARGET	\$ 48,033,570	\$ 8,900
BASE ADJUSTMENTS:		
Right-size the Health Records Activity	\$ -	\$ (2,400)
Right-size the Adult/Remanded Juvenile Inmate Treatment Program	(943,508)	-
Right-size the Health Care Management Program	(169,381)	-
Right-size the Inmate Assessment Program	(344,333)	-
Information Technology Program increase - Health Records System	780,705	-
Administrative Services Program increase - Loan Repayment Program	676,517	-
Changes to Workers Compensation and Unemployment Charges	26,447	-
Changes to Risk Management Charges	737,324	-
Subtotal	\$ 763,771	\$ (2,400)
FY 2007-08 ADOPTED BUDGET:	\$ 48,797,341	\$ 6,500

Correctional Health Grant Fund (292) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 699,460	\$ 699,460
MID-YEAR ADJUSTMENTS:		
Arizona Dept. of Health Services Award	\$ 41,284	\$ 41,284
<i>Subtotal</i>	\$ 41,284	\$ 41,284
FY 2006-07 REVISED RESTATED BUDGET:	\$ 740,744	\$ 740,744
FY 2007-08 BUDGET TARGET	\$ 740,744	\$ 740,744
BASE ADJUSTMENTS:		
Reduction in Telemedicine Grant for Utilization Management (UTMT) Activity	\$ (389,015)	\$ (389,015)
<i>Subtotal</i>	\$ (389,015)	\$ (389,015)
FY 2007-08 ADOPTED BUDGET:	\$ 351,729	\$ 351,729

Correctional Health Grant Fund (292) Fund Balance Summary

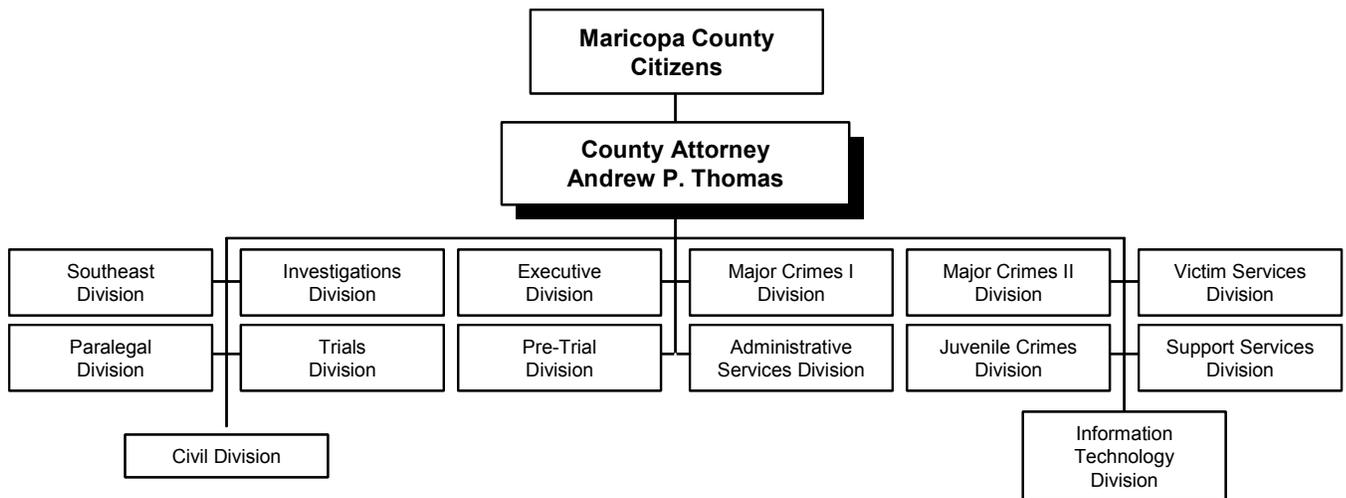
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ -	\$ 6,001	\$ 6,001	\$ (133)	\$ 120,405
Revenue	\$ 177,891	\$ 699,460	\$ 740,744	\$ 538,073	\$ 351,729
Expenditures	178,024	699,460	740,744	417,534	351,729
Net Operating	\$ (133)	\$ -	\$ -	\$ 120,538	\$ -
Ending Fund Balance	\$ (133)	\$ 6,001	\$ 6,001	\$ (133)	\$ 120,405

County Attorney

Analysis by Bradley Kendrex, Management & Budget Analyst

Summary

Organizational Chart



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: Market compensation studies focusing on the Attorney, Administrative, Detective, and Information Technology market range titles have been implemented and funded. Additional market studies are in progress for the Legal Secretary and Paralegal classifications.

- **In order to incorporate the following information in to 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: The County Attorney's Office actively participates in the Arizona Tactical Analysts Network, a group of Valley law enforcement analysts who identify and analyze crime trends and share information with other agencies. This increases the information available to the County Attorney's Office's as it continues to evaluate regional crime trends, contributing to better forecasting and planning.

- **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: This is a continuing effort. The method for calculating this statistic was improved in FY 2005-06. No significant progress on this goal has occurred.

- **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 County Attorney's Office has completed the following projects, with results ranging from reduced data entry, increased data integrity, greater availability of information to management and other stakeholders:

- Developed a statistical report to measure bureau and attorney productivity and advocacy outcomes.
 - Created a County Attorney Information System (CAIS) data warehouse.
 - Incorporated the legacy Capital Review system into the County Attorney Information System (CAIS).
 - Created an Asset Forfeiture application that integrates the activities of the court, the County Attorney's Office, and law enforcement agencies.
 - Developed a process to electronically route Superior Court minute entries to Victim Services Division advocates and support staff.
- **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 completed an interface that receives a feed of electronic court documents (minute entries) from the Superior Court, building a "virtual case file" for the County Attorney's Office without duplicating information currently located in other information technology systems. This project streamlines data sharing as to provide less opportunity for error in data entry and less redundant data entry.

- **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: The County Attorney's Office created the "Violent Crime, Hard Time" commercial and conducted related focus groups. The Office is near completion of an extensive Juvenile Girls research project; studying crime trends among juvenile girls in Maricopa County, Arizona, and the United States. A detailed analysis and specific recommendations is expected to be presented in the third quarter of FY 2006-07.

- **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 created special bureaus for the handling of target crimes, including Auto Theft, Drug Enforcement, and Identity Theft, that will focus experienced prosecutors who have specialties in these areas. Each of these bureaus has been staffed and is operational, but the County Attorney's Office has reported no actual results in achieving this goal.

- **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 County Attorney's Office's Investigations Division worked with other law enforcement agencies to investigate, locate, and arrest felons with outstanding warrants. Of the warrants that were investigated, over 50% were resolved by arrest of the defendant, location of the defendant in custody or in another state, or deportation.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REV. TO ADPT. VARIANCE	%
REVENUE							
19CL - CIVIL LEGAL SERVICES	\$ 4,738,429	\$ 5,790,776	\$ 5,790,776	\$ 5,856,147	\$ 4,883,875	\$ (906,901)	-15.7%
LAAC - LEGAL ADVICE ACTIVITY	4,738,429	5,790,776	5,790,776	5,856,147	4,883,875	(906,901)	-15.7%
19CS - COMMUNITY SERVICES	\$ 2,401,905	\$ 2,313,001	\$ 2,313,001	\$ 1,971,591	\$ 2,313,001	\$ -	0.0%
VCAC - VICTIM COMPENSATION ACTIVITY	2,401,905	2,313,001	2,313,001	1,971,591	2,313,001	-	0.0%
19PP - PROSECUTION	\$ 8,672,038	\$ 9,656,835	\$ 7,326,353	\$ 10,624,083	\$ 7,689,587	\$ 363,234	5.0%
AUTO - AUTO THEFT PROSECUTION	-	-	230,450	115,225	230,450	-	0.0%
CHAC - CHARGING ACTIVITY	-	-	-	-	582,486	582,486	-
CHCK - CHECK ENFORCEMENT PROGRAM ACTV	658,997	720,031	720,031	550,733	600,000	(120,031)	-16.7%
DIVN - DRUG DIVERSION ACTIVITY	748,800	1,000,000	-	910,756	-	-	-
IVAC - COUNTY ATTORNEY INITIATED INV	30,229	-	-	-	-	-	-
METH - METH/MAJOR DRUGS PROSECUTION	-	-	-	716,020	-	-	-
TRLA - TRIAL ACTIVITY	6,489,380	7,830,438	6,269,506	7,764,820	6,170,285	(99,221)	-1.6%
VTAA - VICTIM ASSISTANCE ACTIVITY	744,632	106,366	106,366	566,529	106,366	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 1,454,810	\$ -	\$ 2,600,000	\$ 11,791	\$ 3,008,810	\$ -	-
99GV - GENERAL GOVERNMENT	\$ 284,995	\$ -	\$ -	\$ -	\$ -	\$ (134,857)	-0.7%
TOTAL PROGRAMS	\$ 17,552,179	\$ 17,760,612	\$ 18,030,130	\$ 18,463,612	\$ 17,895,273	\$ (134,857)	-0.7%
EXPENDITURES							
19CL - CIVIL LEGAL SERVICES	\$ 6,866,281	\$ 7,611,616	\$ 7,538,420	\$ 6,933,003	\$ 7,229,717	\$ 308,703	4.1%
LAAC - LEGAL ADVICE ACTIVITY	6,866,281	7,611,616	7,538,420	6,933,003	7,229,717	308,703	4.1%
19CS - COMMUNITY SERVICES	\$ 2,549,941	\$ 2,359,734	\$ 2,330,348	\$ 2,431,651	\$ 3,034,774	\$ (704,426)	-30.2%
ADAC - ADOPTION ACTIVITY	(3,979)	-	-	-	-	-	-
SVPA - SEXUALLY VIOLENT PREDATOR	(11,731)	-	-	-	-	-	-
VCAC - VICTIM COMPENSATION ACTIVITY	2,565,651	2,359,734	2,330,348	2,431,651	3,034,774	(704,426)	-30.2%
19PP - PROSECUTION	\$ 54,203,468	\$ 60,758,133	\$ 59,112,805	\$ 56,245,459	\$ 63,331,165	\$ (4,218,360)	-7.1%
APLA - APPELLATE ACTIVITY	(40,296)	-	-	-	-	-	-
AUTO - AUTO THEFT PROSECUTION	-	872,337	1,738,809	554,136	1,804,413	(65,604)	-3.8%
CHAC - CHARGING ACTIVITY	8,730,202	8,708,854	7,732,892	7,619,179	8,086,066	(353,174)	-4.6%
CHCK - CHECK ENFORCEMENT PROGRAM ACTV	611,073	720,031	720,951	564,751	600,000	120,951	16.8%
DIVN - DRUG DIVERSION ACTIVITY	901,335	1,000,000	-	254,691	-	-	-
IDNT - IDENTITY THEFT PROSECUTION	-	1,017,675	1,323,306	1,192,000	1,461,472	(138,166)	-10.4%
IVAC - COUNTY ATTORNEY INITIATED INV	4,114,490	4,281,444	4,630,989	3,860,664	4,280,610	350,379	7.6%
METH - METH/MAJOR DRUGS PROSECUTION	-	837,423	2,967,548	1,830,535	3,324,530	(356,982)	-12.0%
TRLA - TRIAL ACTIVITY	36,219,797	39,073,833	35,574,922	36,363,817	38,811,562	(3,236,640)	-9.1%
VTAA - VICTIM ASSISTANCE ACTIVITY	3,666,866	4,246,536	4,423,388	4,005,686	4,962,512	(539,124)	-12.2%
19TD - EMPLOYEE TRNG AND DEVELOPMENT	\$ 116,570	\$ 558,057	\$ -	\$ -	\$ -	\$ -	-
EMPT - EMPLOYEE TRAINING	116,570	558,057	-	-	-	-	-
99AS - ADMINISTRATIVE SERVICES PROG	\$ 4,865,108	\$ 4,387,294	\$ 7,573,627	\$ 4,532,255	\$ 7,184,839	\$ 388,788	5.1%
BDGT - BUDGETING	105,172	95,107	98,699	108,914	102,621	(3,922)	-4.0%
FSAC - FINANCIAL SERVICES	398,527	400,245	1,399,705	862,258	1,430,262	(30,557)	-2.2%
HRAC - HUMAN RESOURCES	268,567	373,315	329,350	310,469	340,425	(11,075)	-3.4%
ODIR - EXECUTIVE MANAGEMENT	4,003,638	3,375,192	5,602,957	3,159,815	5,154,949	448,008	8.0%
PROC - PROCUREMENT	89,205	143,435	142,916	90,798	156,582	(13,666)	-9.6%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 3,125,551	\$ 3,816,754	\$ 3,422,691	\$ 3,557,019	\$ 3,553,082	\$ (130,391)	-3.8%
99GV - GENERAL GOVERNMENT	\$ -	\$ -	\$ -	\$ -	\$ 55,634	\$ (55,634)	-
TOTAL PROGRAMS	\$ 71,726,920	\$ 79,491,588	\$ 79,977,891	\$ 73,699,387	\$ 84,389,211	\$ (4,411,320)	-5.5%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
19CL - CIVIL LEGAL SERVICES	95.30	89.30	(6.00)	-6.3%
LAAC - LEGAL ADVICE ACTIVITY	95.30	89.30	(6.00)	-6.3%
19CS - COMMUNITY SERVICES	7.00	7.00	-	0.0%
VCAC - VICTIM COMPENSATION ACTIVITY	7.00	7.00	-	0.0%
19PP - PROSECUTION	839.60	840.60	1.00	0.1%
AUTO - AUTO THEFT PROSECUTION	24.00	24.00	-	0.0%
CHAC - CHARGING ACTIVITY	114.00	113.00	(1.00)	-0.9%
CHCK - CHECK ENFORCEMENT PROGRAM ACT	15.60	15.60	-	0.0%
IDNT - IDENTITY THEFT PROSECUTION	18.00	18.00	-	0.0%
IVAC - COUNTY ATTORNEY INITIATED INV	67.00	67.00	-	0.0%
METH - METH/MAJOR DRUGS PROSECUTION	37.00	37.00	-	0.0%
TRLA - TRIAL ACTIVITY	477.50	476.50	(1.00)	-0.2%
VTAA - VICTIM ASSISTANCE ACTIVITY	86.50	89.50	3.00	3.5%
99AS - ADMINISTRATIVE SERVICES PROG	63.00	62.00	(1.00)	-1.6%
99IT - INFORMATION TECHNOLOGY PROGRAM	34.00	34.00	-	0.0%
TOTAL PROGRAMS	1,038.90	1,032.90	(6.00)	-0.6%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ 9,165,159	\$ 8,188,799	\$ 8,461,575	\$ 8,469,268	\$ 8,810,457	\$ (348,882)	-4.1%
Charges For Service	5,088,790	6,037,482	5,995,624	6,425,047	5,223,106	772,518	12.9%
Fines & Forfeits	3,092,275	3,390,031	3,422,731	3,284,226	3,709,010	(286,279)	-8.4%
Miscellaneous Revenues	205,954	144,300	150,200	285,071	152,700	(2,500)	-1.7%
Total Revenue	\$ 17,552,179	\$ 17,760,612	\$ 18,030,130	\$ 18,463,612	\$ 17,895,273	\$ 134,857	0.7%
EXPENDITURES							
Personal Services	\$ 60,044,889	\$ 67,479,261	\$ 67,890,938	\$ 62,465,418	\$ 71,352,625	\$ (3,461,687)	-5.1%
Supplies	2,144,884	1,631,951	1,701,218	1,484,196	1,511,055	190,163	11.2%
Services	8,895,942	9,784,929	9,790,288	8,955,197	10,930,707	(1,140,419)	-11.6%
Capital Outlay	641,206	595,447	595,447	794,576	594,824	623	0.1%
Total Expenditures	\$ 71,726,920	\$ 79,491,588	\$ 79,977,891	\$ 73,699,387	\$ 84,389,211	\$ (4,411,320)	-5.5%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 4,799,417	\$ 5,842,476	\$ 5,842,476	\$ 5,999,008	\$ 4,935,575	\$ (906,901)	-15.5%
213 COUNTY ATTORNEY RICO	1,600,451	1,600,000	1,600,000	1,750,253	2,000,000	400,000	25.0%
219 COUNTY ATTORNEY GRANTS	6,486,980	5,702,781	5,972,299	5,737,341	6,160,825	188,526	3.2%
220 DIVERSION	741,572	1,000,000	1,000,000	910,756	1,008,810	8,810	0.9%
221 COUNTY ATTORNEY FILL THE GAP	1,350,572	1,266,624	1,266,624	1,461,807	1,483,493	216,869	17.1%
266 CHECK ENFORCEMENT PROGRAM	666,225	720,031	720,031	550,733	600,000	(120,031)	-16.7%
267 CRIM JUSTICE ENHANCEMENT	1,749,954	1,488,700	1,488,700	1,913,513	1,566,570	77,870	5.2%
268 VICTIM COMP AND ASSISTANCE	133,402	100,000	100,000	108,689	100,000	-	0.0%
269 VICTIM COMP RESTITUTION INT	23,606	40,000	40,000	31,512	40,000	-	0.0%
TOTAL FUNDS	\$ 17,552,179	\$ 17,760,612	\$ 18,030,130	\$ 18,463,612	\$ 17,895,273	\$ (134,857)	-0.7%
EXPENDITURES							
100 GENERAL	\$ 60,072,131	\$ 67,573,452	\$ 67,690,237	\$ 62,807,895	\$ 70,629,513	\$ (2,939,276)	-4.3%
213 COUNTY ATTORNEY RICO	1,288,588	1,600,000	1,600,000	1,353,030	2,000,000	(400,000)	-25.0%
219 COUNTY ATTORNEY GRANTS	6,355,880	5,702,781	5,972,299	5,531,754	6,160,825	(188,526)	-3.2%
220 DIVERSION	901,334	1,000,000	1,000,000	567,759	1,008,810	(8,810)	-0.9%
221 COUNTY ATTORNEY FILL THE GAP	1,266,624	1,266,624	1,266,624	1,296,905	1,483,493	(216,869)	-17.1%
266 CHECK ENFORCEMENT PROGRAM	614,572	720,031	720,031	564,751	600,000	120,031	16.7%
267 CRIM JUSTICE ENHANCEMENT	1,227,791	1,488,700	1,488,700	1,400,347	1,566,570	(77,870)	-5.2%
268 VICTIM COMP AND ASSISTANCE	-	100,000	100,000	41,665	500,000	(400,000)	-400.0%
269 VICTIM COMP RESTITUTION INT	-	40,000	140,000	135,281	440,000	(300,000)	-214.3%
TOTAL FUNDS	\$ 71,726,920	\$ 79,491,588	\$ 79,977,891	\$ 73,699,387	\$ 84,389,211	\$ (4,411,320)	-5.5%

General Adjustments

Market Increases (Investigators, IT)

Market compensation adjustments were implemented for IT-related and Investigator market range titles. Budgeted expenditures in the General Fund have been increased by \$877,329 in order to fully fund these increases.

Attorney Loan Repayment Assistance

The Attorney Loan Repayment Assistance program was launched to aid in retention of mid-level attorneys in the County Attorney's Office. In order to fund this initiative, the General Fund expenditure budget has been increased by \$808,100.

Personnel Savings

Based on FY 2006-07 projected expenditures, Personnel Savings is being increased from 6.0% to 7.5%, a reduction of \$1,190,634 to the General Fund expenditure budget.

Workers' Compensation / Unemployment Insurance

Workers Compensation and Unemployment Insurance rates have been updated for FY 2007-08. An additional \$16,470 has been added to the expenditure budget to fund the increased expense.

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 benefits of timely and responsive legal advice and representation.

Program Results

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Percent of clients satisfied with legal advice provided per customer satisfaction survey	<i>Not Reported</i>						
Number of requests for legal advice	<i>Not Reported</i>						

Activities that comprise this program include:

- Legal Advice and Civil Representation Activity

Legal Advice and Civil Representation Activity

The purpose of the Legal Advice and Civil Representation 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 and to provide a defense for claims filed against the County, or to initiate claims, protests, lawsuits and appeals for Maricopa County so that a timely and just result is achieved.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Results							
<i>Percent of clients satisfied with legal advice provided per customer satisfaction survey.</i>	<i>Not Reported</i>						
Demand							
<i>Number of requests for legal advice.</i>	<i>Not Reported</i>						
Output							
<i>Number of responses to requests for legal advice.</i>	<i>Not Reported</i>						
<i>Percent of Demand met</i>	<i>Not Reported</i>						
Efficiency							
<i>Expenditures per unit of Output</i>	<i>Not Reported</i>						
Revenues by Fund							
General	\$ 4,738,429	\$ 5,790,776	\$ 5,790,776	\$ 5,856,147	\$ 4,883,875	\$ (906,901)	-15.7%
Totals	\$ 4,738,429	\$ 5,790,776	\$ 5,790,776	\$ 5,856,147	\$ 4,883,875	\$ (906,901)	-15.7%
Expenditures by Fund							
General	\$ 6,866,281	\$ 7,611,616	\$ 7,538,420	\$ 6,933,003	\$ 7,229,717	\$ 308,703	4.1%
Totals	\$ 6,866,281	\$ 7,611,616	\$ 7,538,420	\$ 6,933,003	\$ 7,229,717	\$ 308,703	4.1%
Staffing (FTEs)	NA	NA	95.30	NA	89.30	(6.00)	-6.3%

The County Attorney's Office has not reported performance data on the Legal Advice and Civil Representation Activity.

Reduction in Civil Division Retainers: The County Attorney Civil Division retainers were revised for the Risk Management Department and the Flood Control District between Tentative and Final Adoption of the budget. The change in retainers results in a revenue reduction of \$906,901 and an expenditure reduction of \$799,528 with the Adopted budget.

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

No performance measures have been identified for this program.

Activities that comprise this program include:

- Victim Compensation Activity

FY 2007-08 budgeted expenditures decreased by \$137,204 (23.9%) from FY 2006-07 due to a budget error in FY 2006-07 revised budget. 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	<i>Not Reported</i>	<i>Not Reported</i>	<i>Not Reported</i>	<i>Not Reported</i>	<i>Not Reported</i>		
<i>To be developed</i>							
Demand	<i>Not Reported</i>	798	798	862	921	123	15.4%
<i>Number of victim compensation claims received.</i>							
Output	<i>Not Reported</i>	610	610	862	921	311	51.0%
<i>Number of victim compensation claims completed.</i>							
Efficiency	<i>Not Reported</i>	76.4%	76.4%	100.0%	100.0%	23.6%	30.8%
<i>Percent of Demand met</i>							
Expenditures per unit of Output	<i>Not Reported</i>	\$ 3,868.42	\$ 3,820.24	\$ 2,820.94	\$ 3,295.09	\$ 525.16	\$ 0.14
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
County Attorney Grants	\$ 2,279,564	\$ 2,173,001	\$ 2,173,001	\$ 1,831,390	\$ 2,173,001	\$ -	0.0%
Victim Comp And Assistance	122,342	100,000	100,000	108,689	100,000	-	0.0%
Victim Comp Restitution Int	-	40,000	40,000	31,512	40,000	-	0.0%
Totals	\$ 2,401,905	\$ 2,313,001	\$ 2,313,001	\$ 1,971,591	\$ 2,313,001	\$ -	0.0%
Expenditures by Fund							
General	\$ 191,460	\$ -	\$ 175,103	\$ 151,959	\$ 174,254	\$ 849	0.5%
County Attorney Grants	2,374,191	2,219,734	1,915,245	2,102,746	1,920,520	(5,275)	-0.3%
Victim Comp And Assistance	-	100,000	100,000	41,665	500,000	(400,000)	-400.0%
Victim Comp Restitution Int	-	40,000	140,000	135,281	440,000	(300,000)	-214.3%
Totals	\$ 2,565,651	\$ 2,359,734	\$ 2,330,348	\$ 2,431,651	\$ 3,034,774	\$ (704,426)	-30.2%
Staffing (FTEs)	NA	NA	7.00	NA	7.00	-	0.0%

The Victim Compensation Activity anticipates an increase in both demand and output for FY 2007-08. The FY 2006-07 projections reflect an 8.4% increase from FY 2005-06 and this activity is forecasted to experience an additional 7.4% anticipated growth in FY 2007-08.

One-time Expenditures from the Victim Compensation and Assistance Fund: In order to accommodate one-time expenditures from the Victim Compensation and Assistance Fund (268) fund balance, budgeted expenditures have been increased by \$400,000.

One-time Expenditures from the Victim Compensation Restitution Interest Fund: In order to accommodate one-time expenditures from the Victim Compensation Restitution Interest Fund (269) fund balance, budgeted expenditures have been increased by \$400,000.

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 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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Percent of post-conviction relief and appellate petitions completed	<i>Not Reported</i>						
Rate of conviction (auto theft)	<i>Not Reported</i>						
Percent of vehicle thefts completed within 90 days from date of arraignment	<i>Not Reported</i>						
Percent of adult criminal cases filed within deadlines	<i>Not Reported</i>						
Percent of juvenile cases filed within deadlines	<i>Not Reported</i>						
Percent of bad check cases diverted	<i>Not Reported</i>						
Total restitution dollars paid, pre-filing and post-filing	<i>Not Reported</i>						
Percent of successful drug diversions	<i>Not Reported</i>						
Rate of conviction (identity theft)	<i>Not Reported</i>						
Percent of identity theft prosecutions completed within 90 days of arraignment	<i>Not Reported</i>						
Rate of conviction (meth/major drug)	<i>Not Reported</i>						
Percent of meth and major drug offenses completed within 90 days of arraignment	<i>Not Reported</i>						
Percent of juvenile cases completed within expected timeframe	<i>Not Reported</i>						
Percent of adult criminal cases completed within 180 days	<i>Not Reported</i>						
Percent of victims satisfied per satisfaction survey	<i>Not Reported</i>						

Activities that comprise this program include:

- Charging Activity
- Check Enforcement Diversion Program Activity
- County Attorney Initiated Investigations Activity
- Drug Diversion Activity
- Identity Theft Prosecution Activity
- Meth and Major Drug Prosecution Activity
- Trial Activity
- Vehicle Theft Prosecution Activity
- Victim Assistance Activity

Charging Activity

The purpose of the Charging Activity is to provide prompt charging decisions, criminal filings, and juvenile petitions for law enforcement agencies and victims so that they can see that offenders are held accountable and that justice is served.

Mandates: This Activity supports overall Prosecution Program mandates.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
<u>Results</u> <i>Percent of adult criminal cases filed within deadlines.</i>	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
<u>Results</u> <i>Percent of juvenile cases filed within deadlines.</i>	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
<u>Demand</u> <i>Number of adult criminal cases submitted.</i>	Not Reported	52,121	52,121	57,780	61,767	9,646	18.5%
<u>Output</u> <i>Number of adult criminal cases filed.</i>	Not Reported	40,160	40,160	42,179	45,089	4,929	12.3%
<i>Percent of Demand met</i>	Not Reported	77.1%	77.1%	73.0%	73.0%	-4.1%	-5.3%
<u>Efficiency</u> <i>Expenditures per unit of Output</i>	Not Reported	\$ 216.85	\$ 192.55	\$ 180.64	\$ 179.34	\$ 13.22	\$ 0.07
<u>Revenues by Fund</u>							
County Attorney Fill The Gap	\$ -	\$ -	\$ -	\$ -	\$ 582,486	582,486	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 582,486	\$ 582,486	
<u>Expenditures by Fund</u>							
General	\$ 7,993,675	\$ 8,456,338	\$ 7,162,616	\$ 7,053,940	\$ 7,502,594	\$ (339,978)	-4.7%
County Attorney Grants	167,457	104,592	60,768	54,623	62,438	(1,670)	-2.7%
County Attorney Fill The Gap	351,857	-	360,287	363,430	364,124	(3,837)	-1.1%
Crim Justice Enhancement	217,213	147,924	149,221	147,187	156,910	(7,689)	-5.2%
Totals	\$ 8,730,202	\$ 8,708,854	\$ 7,732,892	\$ 7,619,179	\$ 8,086,066	\$ (353,174)	-4.6%
<u>Staffing (FTEs)</u>	NA	NA	114.00	NA	114.00	-	0.0%

The Charging Activity is projected to experience continued demand growth in FY 2007-08 due to forecasted demand growth, population growth in the County, and historical case filing growth over the last five years.

Check Enforcement Diversion Program Activity

The purpose of the Check Enforcement Diversion Program 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
<u>Results</u> Percent of bad check cases diverted.	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
<u>Results</u> Total restitution dollars paid, pre-filing and post-filing.	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
<u>Demand</u> Number of checks received into the Check Enforcement Program.	Not Reported	18,868	18,868	17,000	17,000	(1,868)	-9.9%
<u>Output</u> Number of checks resolved through collection of restitution	Not Reported	5,227	5,227	5,300	5,300	73	1.4%
<u>Efficiency</u> Percent of Demand met	Not Reported	27.7%	27.7%	31.2%	31.2%	3.5%	12.5%
<u>Efficiency</u> Expenditures per unit of Output	Not Reported	\$ 137.75	\$ 137.93	\$ 106.56	\$ 113.21	\$ 24.72	\$ 0.18
<u>Revenues by Fund</u>							
Check Enforcement Program	\$ 658,997	\$ 720,031	\$ 720,031	\$ 550,733	\$ 600,000	(120,031)	-16.7%
Totals	\$ 658,997	\$ 720,031	\$ 720,031	\$ 550,733	\$ 600,000	\$ (120,031)	-16.7%
<u>Expenditures by Fund</u>							
General	\$ 905	\$ -	\$ -	\$ -	\$ -	\$ -	
County Attorney Fill The Gap	-	-	920	-	-	920	100.0%
Check Enforcement Program	610,168	720,031	720,031	564,751	600,000	120,031	16.7%
Totals	\$ 611,073	\$ 720,031	\$ 720,951	\$ 564,751	\$ 600,000	\$ 120,951	16.8%
<u>Staffing (FTEs)</u>	NA	NA	15.60	NA	15.60	-	0.0%

The Check Enforcement Diversion Program Activity shows a forecasted demand decrease in FY 2007-08 due to fewer participating vendors. The County Attorney's Office continues to seek additional vendors to participate in the program, potentially increasing future demand and revenues.

Right-size Check Enforcement Program Activity: Due to lower demand projections in the Check Enforcement Program Activity, revenue and expenditures in the Check Enforcement Program Fund (266) are reduced by \$190,383.

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 they can determine if further legal action is needed and to provide investigative services accompanied by accurate and complete reporting to Deputy County Attorneys so that they can successfully prosecute cases.

Mandates: This Activity supports overall Prosecution Program mandates.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results							
<i>To be developed</i>	<i>Not Reported</i>	<i>Not Reported</i>	<i>Not Reported</i>	<i>Not Reported</i>	<i>Not Reported</i>		
Demand							
<i>Number of County Attorney pre-filing initiated investigative inquiries requested.</i>	<i>Not Reported</i>	<i>Not Reported</i>	<i>Not Reported</i>	20,707	22,136		
Output							
<i>Number of County Attorney pre-filing initiated investigative inquiries completed.</i>	<i>Not Reported</i>	<i>Not Reported</i>	<i>Not Reported</i>	20,707	22,136		
Percent of Demand met	<i>Not Reported</i>	<i>Not Reported</i>	<i>Not Reported</i>	100.0%	100.0%		
Efficiency	<i>Not Reported</i>	<i>Not Reported</i>	<i>Not Reported</i>	\$ 186.44	\$ 193.38		
Expenditures per unit of Output							
Revenues by Fund							
County Attorney Grants	\$ 30,229	\$ -	\$ -	\$ -	\$ -	\$ -	-
Totals	\$ 30,229	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenditures by Fund							
General	\$ 3,729,980	\$ 4,034,048	\$ 4,457,474	\$ 3,646,174	\$ 4,159,073	\$ 298,401	6.7%
County Attorney Rico	56,738	-	-	-	-	-	-
County Attorney Grants	198,577	104,123	95,653	122,500	85,395	10,258	10.7%
County Attorney Fill The Gap	26,715	33,521	34,726	35,422	36,142	(1,416)	-4.1%
Crim Justice Enhancement	102,481	109,752	43,136	56,569	-	43,136	100.0%
Totals	\$ 4,114,490	\$ 4,281,444	\$ 4,630,989	\$ 3,860,664	\$ 4,280,610	\$ 350,379	7.6%
Staffing (FTEs)	NA	NA	67.00	NA	67.00	-	0.0%

The County Attorney's Office, during FY 2006-07, combined the reporting of the Investigations Related Case Support Activity and the Prosecution Related Investigations Activity into the County Attorney Initiated Investigations Activity. Performance data was not included. Based on FY 2006-07 projections, this Activity is expected to experience 6.9% due to growth in population and case filings over the past five years.

Drug Diversion Activity

The purpose of the drug diversion activity is to provide alternatives to criminal prosecution to appropriate offenders so that they can receive drug rehabilitation services without the cost of prosecution.

Mandates: This is not a mandated activity of the County Attorney's Office, however A.R.S. §11-361 establishes the ability of counties to offer special supervision programs for non-violent offenders in order to divert them from incarceration.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results							
<i>Percent of successful drug diversions.</i>	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Demand							
<i>Number of offenders eligible for drug diversion.</i>	Not Reported	4,582	Not Reported	Not Reported	Not Reported		
Output							
<i>Number of offenders accepting drug diversion.</i>	Not Reported	3,525	Not Reported	Not Reported	Not Reported		
<i>Percent of Demand met</i>	Not Reported	76.9%	Not Reported	Not Reported	Not Reported		
Efficiency							
<i>Expenditures per unit of Output</i>	Not Reported	\$ 283.69	Not Reported	Not Reported	Not Reported		
Revenues by Fund							
Diversion	\$ 741,572	\$ 1,000,000	\$ -	\$ 910,756	\$ -	\$ -	
Check Enforcement Program	7,228.1	-	-	-	-	-	
Totals	\$ 748,800	\$ 1,000,000	\$ -	\$ 910,756	\$ -	\$ -	
Expenditures by Fund							
General	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	
Diversion	901,334	1,000,000	-	254,691	-	-	
Totals	\$ 901,335	\$ 1,000,000	\$ -	\$ 254,691	\$ -	\$ -	
Staffing (FTEs)	NA	NA	-	NA	-	-	

Inconsistent allocation from year to year of Drug Diversion budget between the Drug Diversion Activity and the Trial Activity makes it difficult to track and analyze performance data. FY 2007-08 recommended revenue and expenditures are allocated to the Trial Activity.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results							
<i>Rate of conviction</i>	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Results							
<i>Percent of identity theft prosecutions completed within 90 days of arraignment</i>	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Results							
<i>Percent of identity theft prosecutions completed within 180 days of arraignment</i>	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Demand							
<i>Number of identity thefts submitted by law enforcement</i>	Not Reported	Not Reported	1,682	1,649	1,763	81	4.8%
Output							
<i>Number of identity thefts prosecuted</i>	Not Reported	Not Reported	861	824	881	20	2.3%
<i>Percent of Demand met</i>	Not Reported	Not Reported	51.2%	50.0%	50.0%	-1.2%	-2.4%
Efficiency							
<i>Expenditures per unit of Output</i>	Not Reported	Not Reported	\$ 1,536.94	\$ 1,446.60	\$ 1,658.88	\$ (121.94)	\$ (0.08)
Expenditures by Fund							
General	\$ -	\$ 1,017,675	\$ 1,323,306	\$ 1,192,000	\$ 1,461,472	\$ (138,166)	-10.4%
Totals	\$ -	\$ 1,017,675	\$ 1,323,306	\$ 1,192,000	\$ 1,461,472	\$ (138,166)	-10.4%
Staffing (FTEs)	NA	NA	18.00	NA	18.00	-	0.0%

Data is unavailable for FY 2005-06 as this is a new Activity. The County Attorney's Office did not report Result data for FY 2006-07. The Identity Theft Prosecution Activity is projected to experience both demand and output growth in FY 2007-08 consistent with County population growth trends.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
<u>Results</u>							
Rate of conviction	NA	Not Reported	Not Reported	Not Reported	Not Reported		
<u>Results</u>							
Percent of meth and major drug offenses completed within 90 days of arraignment	NA	Not Reported	Not Reported	Not Reported	Not Reported		
<u>Results</u>							
Percent of meth and major drug offenses completed within 180 days of arraignment	NA	Not Reported	Not Reported	Not Reported	Not Reported		
<u>Demand</u>							
Number of meth and major drug offenses submitted by law enforcement	NA	Not Reported	40,439	39,620	42,354	1,915	4.7%
<u>Output</u>							
Number of meth and major drug offenses prosecuted	NA	Not Reported	30,420	29,318	31,341	921	3.0%
Percent of Demand met	NA	Not Reported	75.2%	74.0%	74.0%	-1.2%	-1.6%
<u>Efficiency</u>							
Expenditures per unit of Output	NA	Not Reported	\$ 97.55	\$ 62.44	\$ 106.08	\$ (8.52)	\$ (0.09)
<u>Revenues by Fund</u>							
County Attorney Grants	NA	\$ -	\$ -	\$ 716,020	\$ -	-	
Totals	NA	\$ -	\$ -	\$ 716,020	\$ -	\$ -	
<u>Expenditures by Fund</u>							
General	NA	\$ 837,423	\$ 1,667,129	\$ 1,011,160	\$ 1,934,649	\$ (267,520)	-16.0%
County Attorney Grants	NA	-	1,300,419	819,376	1,389,881	(89,462)	-6.9%
Totals	NA	\$ 837,423	\$ 2,967,548	\$ 1,830,535	\$ 3,324,530	\$ (356,982)	-12.0%
Staffing (FTEs)	NA	NA	37.00	NA	37.00	-	0.0%

Data is unavailable for FY 2005-06 as this is a new Activity. The County Attorney's Office did not report Result data for FY 2006-07. The Meth and Major Drug Prosecution Activity is projected to experience both demand and output growth in FY 2007-08 consistent with County population growth trends.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	<i>Not Reported</i>	<i>Not Reported</i>	<i>Not Reported</i>	<i>Not Reported</i>	<i>Not Reported</i>		
<i>Percent of juvenile cases completed within expected timeframe.</i>							
Results	<i>Not Reported</i>	<i>Not Reported</i>	<i>Not Reported</i>	<i>Not Reported</i>	<i>Not Reported</i>		
<i>Percent of adult criminal cases completed within 180 days.</i>							
Demand	<i>Not Reported</i>	35,251	35,251	41,732	44,611	9,360	26.6%
<i>Number of adult criminal cases filed.</i>							
Output	<i>Not Reported</i>	30,586	30,586	30,881	33,012	2,426	7.9%
<i>Number of adult criminal cases completed.</i>							
<i>Percent of Demand met</i>	<i>Not Reported</i>	86.8%	86.8%	74.0%	74.0%	-12.8%	-14.7%
Efficiency	<i>Not Reported</i>	\$ 1,277.51	\$ 1,163.11	\$ 1,177.55	1,175.68	(12.57)	\$ (0.01)
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ 60,365	\$ 51,700	\$ 51,700	\$ 142,854	\$ 51,700	\$ -	0.0%
County Attorney Rico	922,045	1,600,000	-	1,750,253	-	-	
County Attorney Grants	3,182,226	3,423,414	3,462,482	2,496,393	3,651,008	188,526	5.4%
County Attorney Fill The Gap	574,790	1,266,624	1,266,624	1,461,807	901,007	(365,617)	-28.9%
Crim Justice Enhancement	1,749,954	1,488,700	1,488,700	1,913,513	1,566,570	77,870	5.2%
Totals	\$ 6,489,380	\$ 7,830,438	\$ 6,269,506	\$ 7,764,820	\$ 6,170,285	\$ (99,221)	-1.6%
Expenditures by Fund							
General	\$ 31,753,164	\$ 32,808,079	\$ 32,467,315	\$ 31,894,883	\$ 33,474,340	\$ (1,007,025)	-3.1%
County Attorney Rico	150,579	1,600,000	201,060	1,353,030	2,000,000	(1,798,940)	-894.7%
County Attorney Grants	2,736,632	2,440,533	1,056,195	1,251,282	1,149,571	(93,376)	-8.8%
County Attorney Fill The Gap	851,581	1,187,209	822,944	842,932	1,034,472	(211,528)	-25.7%
Check Enforcement Program	4,403	-	-	-	-	-	
Crim Justice Enhancement	723,438	1,038,012	1,027,408	1,021,689	1,153,179	(125,771)	-12.2%
Totals	\$ 36,219,797	\$ 39,073,833	\$ 35,574,922	\$ 36,363,817	\$ 38,811,562	\$ (3,236,640)	-9.1%
Staffing (FTEs)	NA	NA	477.50	NA	478.50	1.00	0.2%

Child Sexual Assault Interviews and Lab Processing: To provide for increased caseload, the General Fund expenditure budget has been increased by \$111,300 for Child Sexual Assault interviews and lab processing.

Increased Revenue, Fill-the-Gap Fund: Due to an increase in forecasted revenue in the Fill-the-Gap Fund, the revenue budget has been increased by \$134,383.

Transfer 3.0 FTE from General Fund to Fill-the-Gap Fund: In FY 2006-07, 10.5 FTE were transferred from the Fill-the-Gap Fund to the General Fund due to lower projected Fill-the-Gap revenue. Due to higher forecasted revenue in the Fill-the-Gap Fund, OMB recommends transfer of 3.0 FTE from the General Fund back to the Fill-the-Gap Fund, a transfer of \$134,383 in expenditure authority.

Increased Revenue and Expenditures, RICO Fund: Due to higher projected revenue in the County Attorney RICO Fund, the revenue and expenditure budgets have been increased by \$400,000.

Attorney Special Assignment Pay: In order to attract and retain qualified capital attorneys, the County Attorney's Office expenditure budget has been increased by \$573,731 to accommodate special assignment pay rates.

Vehicle Theft Prosecution Activity

The purpose of the Vehicle Theft Prosecution Activity is to provide prosecution of persons who commit theft of motor vehicles 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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Results	NA	Not Reported	Not Reported	Not Reported	Not Reported		
<i>Rate of conviction.</i>	NA	Not Reported	Not Reported	Not Reported	Not Reported		
Results	NA	Not Reported	Not Reported	Not Reported	Not Reported		
<i>Percent of vehicle thefts completed within 90 days from date of arraignment.</i>	NA	Not Reported	Not Reported	Not Reported	Not Reported		
Demand	NA	Not Reported	8,485	8,314	8,888	403	4.7%
<i>Number of vehicle thefts submitted by law enforcement.</i>	NA	Not Reported	8,485	8,314	8,888	403	4.7%
Output	NA	Not Reported	4,983	4,822	5,155	172	3.5%
<i>Number of vehicle thefts prosecuted.</i>	NA	Not Reported	4,983	4,822	5,155	172	3.5%
<i>Percent of Demand met</i>	NA	Not Reported	58.7%	58.0%	58.0%	-0.7%	-1.2%
Efficiency	NA	Not Reported	\$ 348.95	\$ 114.92	\$ 350.03	\$ (1.08)	\$ (0.00)
<i>Expenditures per unit of Output</i>	NA	Not Reported	\$ 348.95	\$ 114.92	\$ 350.03	\$ (1.08)	\$ (0.00)
Revenues by Fund							
County Attorney Grants	NA	\$ -	\$ 230,450	\$ 115,225	\$ 230,450	\$ -	0.0%
Totals	NA	\$ -	\$ 230,450	\$ 115,225	\$ 230,450	\$ -	0.0%
Expenditures by Fund							
General	NA	\$ 872,337	\$ 1,356,858	\$ 454,520	\$ 1,487,544	\$ (130,686)	-9.6%
County Attorney Grants	NA	-	381,951	99,616	316,869	65,082	17.0%
Diversion	NA	-	-	-	-	-	-
Totals	NA	\$ 872,337	\$ 1,738,809	\$ 554,136	\$ 1,804,413	\$ (65,604)	-3.8%
Staffing (FTEs)	NA	NA	24.00	NA	24.00	-	0.0%

Data is unavailable for FY 2005-06 as this is a new Activity. The County Attorney's Office did not report Result data for FY 2006-07. The Vehicle Theft Prosecution Activity is projected to experience both demand and output growth in FY 2007-08 consistent with County population growth trends.

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: A.R.S. Title 13, Chapter 40 (§§13-4401 through 13-4439) outline the rights of crime victims. This Activity facilitates victims' receipt of their prescribed rights as well as addressing specific duties required of prosecutors, including victim notifications.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results							
<i>Percent of victims satisfied per satisfaction survey.</i>	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Demand							
<i>Number of victims entitled to services.</i>	Not Reported	Not Reported	Not Reported	43,273	46,259		
Output							
<i>Number of victims receiving services.</i>	Not Reported	57,240	57,240	43,273	46,259	(10,981)	-19.2%
<i>Percent of Demand met</i>	Not Reported	Not Reported	Not Reported	100.0%	100.0%		
Efficiency							
<i>Expenditures per unit of Output</i>	Not Reported	\$ 74.19	\$ 77.28	\$ 92.57	\$ 107.28	\$ (30.00)	\$ (0.39)
Revenues by Fund							
County Attorney Grants	\$ 709,966	\$ 106,366	\$ 106,366	\$ 566,529	\$ 106,366	\$ -	0.0%
Victim Comp And Assistance	11,060	-	-	-	-	-	-
Victim Comp Restitution Int	23,606	-	-	-	-	-	-
Totals	\$ 744,632	\$ 106,366	\$ 106,366	\$ 566,529	\$ 106,366	\$ -	0.0%
Expenditures by Fund							
General	\$ 2,846,540	\$ 3,486,400	\$ 3,479,510	\$ 2,996,534	\$ 3,945,818	\$ (466,308)	-13.4%
County Attorney Rico	64	-	-	-	-	-	-
County Attorney Grants	775,990	686,889	865,452	931,207	936,356	(70,904)	-8.2%
County Attorney Fill The Gap	(924)	-	-	-	-	-	-
Crim Justice Enhancement	45,196	73,247	78,426	77,946	80,338	(1,912)	-2.4%
Totals	\$ 3,666,866	\$ 4,246,536	\$ 4,423,388	\$ 4,005,686	\$ 4,962,512	\$ (539,124)	-12.2%
Staffing (FTEs)							
	NA	NA	86.50	NA	89.50	3.00	3.5%

The County Attorney's Office reports that the demand measure was recently revised to track service requests consistent with the output measure. Results data was not reported for the Victim Assistance Activity.

Right-size Victim Assistance Activity: To provide for increased caseload, the General Fund (100) Recommended expenditure budget has been increased by \$201,934 (\$187,498 annualized) to fund the addition of 3.0 FTE Victim Advocate positions and related operational expenditures.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 67,528,212	\$ 5,842,476
MID-YEAR ADJUSTMENTS:		
Executive Compensation Increase	\$ 116,785	\$ -
FY 2006-07 REVISED BUDGET:	\$ 67,644,997	\$ 5,842,476
Restatements	45,240	-
FY 2006-07 REVISED RESTATED BUDGET:	\$ 67,690,237	\$ 5,842,476
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes	\$ 605,109	\$ -
Retirement Contributions	247,078	-
FY 2007-08 Pay for Performance	1,701,077	-
Annualization of Compensation Adjustments	134,953	-
Annualization of FY 2007 Initiatives	(217,071)	-
Annualization of FY 2006-07 LRP	3,811	-
Subtotal	\$ 2,474,957	\$ -
FY 2007-08 BUDGET TARGET	\$ 70,165,194	\$ 5,842,476
BASE ADJUSTMENTS:		
Market Increases (12 months) <i>(Investigators, IT positions)</i>	\$ 877,329	\$ -
Attorney Loan Repayment Assistance Program (pending Board Approval)	808,100	-
Personnel Savings Adjustment	(1,190,634)	-
Child Sexual Assault Interviews/Labs	111,300	-
Right-size Victim Advocate Assistance Activity	201,934	-
Transfer 3.0 FTE to the Fill the Gap Fund Trial Activity	(134,383)	-
Subtotal	\$ 673,646	\$ -
BASE ADJUSTMENTS:		
Attorney Special Assignment Pay	\$ 573,731	\$ -
Workers Compensation/Unemployment Insurance	16,470	-
Decrease Legal Advice and Civil Representation Activity	(799,528)	(906,901)
Subtotal	\$ (209,327)	\$ (906,901)
FY 2007-08 ADOPTED BUDGET:	\$ 70,629,513	\$ 4,935,575

County Attorney RICO Fund (213) Appropriated Budget Reconciliation:

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,600,000	\$ 1,600,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 1,600,000	\$ 1,600,000
FY 2007-08 BUDGET TARGET	\$ 1,600,000	\$ 1,600,000
BASE ADJUSTMENTS:		
Increased Revenue/Expenditures	\$ 400,000	\$ 400,000
FY 2007-08 ADOPTED BUDGET:	\$ 2,000,000	\$ 2,000,000

County Attorney (213) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 1,231,092	\$ -	\$ -	\$ 1,542,954	\$ 1,940,178
Revenue	\$ 1,600,451	\$ 1,600,000	\$ 1,600,000	\$ 1,750,253	\$ 2,000,000
Expenditures	1,288,588	1,600,000	1,600,000	1,353,030	2,000,000
Net Operating	\$ 311,862	\$ -	\$ -	\$ 397,224	\$ -
Ending Fund Balance	\$ 1,542,954	\$ -	\$ -	\$ 1,940,178	\$ 1,940,178

County Attorney Grants Fund (219) Appropriated Budget Reconciliation:

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 5,702,781	\$ 5,702,781
MID-YEAR ADJUSTMENTS:		
Grant Reconciliation	\$ 269,518	\$ 269,518
Subtotal	\$ 269,518	\$ 269,518
FY 2006-07 REVISED RESTATED BUDGET:	\$ 5,972,299	\$ 5,972,299
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes	\$ 43,040	\$ -
Retirement Contributions	16,992	-
FY 2007-08 Pay for Performance	127,757	-
Annualization of Compensation Adjustments	737	-
Structural Balance	-	188,526
Subtotal	\$ 188,526	\$ 188,526
FY 2007-08 BUDGET TARGET	\$ 6,160,825	\$ 6,160,825
FY 2007-08 ADOPTED BUDGET:	\$ 6,160,825	\$ 6,160,825

Diversion Fund (220) Appropriated Budget Reconciliation:

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,000,000	\$ 1,000,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 1,000,000	\$ 1,000,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes	\$ 2,017	\$ -
Retirement Contributions	630	-
FY 2007-08 Pay for Performance	5,168	-
Annualization of Compensation Adjustments	995	-
Structural Balance	-	8,810
Subtotal	\$ 8,810	\$ 8,810
FY 2007-08 BUDGET TARGET	\$ 1,008,810	\$ 1,008,810
FY 2007-08 ADOPTED BUDGET:	\$ 1,008,810	\$ 1,008,810

County Attorney (220) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 698,826	\$ 916,363	\$ 916,363	\$ 1,220,987	\$ 1,734,153
Revenue	\$ 1,749,954	\$ 1,488,700	\$ 1,488,700	\$ 1,913,513	\$ 1,566,570
Expenditures	1,227,791	1,488,700	1,488,700	1,400,347	1,566,570
Net Operating	\$ 522,163	\$ -	\$ -	\$ 513,166	\$ -
Ending Fund Balance	\$ 1,220,989	\$ 916,363	\$ 916,363	\$ 1,734,153	\$ 1,734,153

County Attorney Fill-the-Gap Fund (221) Appropriated Budget Reconciliation:

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,266,624	\$ 1,266,624
FY 2006-07 REVISED RESTATED BUDGET:	\$ 1,266,624	\$ 1,266,624
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes	\$ 16,812	\$ -
Retirement Contributions	5,230	-
FY 2007-08 Pay for Performance	42,005	-
Annualization of Compensation Adjustments	18,439	-
Structural Balance	-	82,486
Subtotal	\$ 82,486	\$ 82,486
FY 2007-08 BUDGET TARGET	\$ 1,349,110	\$ 1,349,110
BASE ADJUSTMENTS:		
Request above target	\$ -	\$ 134,383
Transfer 3.0 FTE from General Fund Trial Activity	134,383	-
Subtotal	\$ 134,383	\$ 134,383
FY 2007-08 ADOPTED BUDGET:	\$ 1,483,493	\$ 1,483,493
NOTE: Transfer from General Fund (100) to support portion of the 10.5 FTEs transferred into F100 in FY07 from F219 due to falling revenues		

County Attorney (221) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 775,084	\$ 841,680	\$ 841,680	\$ 859,033	\$ 1,023,935
Revenue	\$ 1,350,572	\$ 1,266,624	\$ 1,266,624	\$ 1,461,807	\$ 1,483,493
Expenditures	1,266,624	1,266,624	1,266,624	1,296,905	1,483,493
Net Operating	\$ 83,948	\$ -	\$ -	\$ 164,902	\$ -
Ending Fund Balance	\$ 859,032	\$ 841,680	\$ 841,680	\$ 1,023,935	\$ 1,023,935

Check Enforcement Fund (266) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 720,031	\$ 720,031
FY 2006-07 REVISED RESTATED BUDGET:	\$ 720,031	\$ 720,031
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes	\$ 10,491	\$ -
Retirement Contributions	2,253	-
FY 2007-08 Pay for Performance	14,819	-
Annualization of Compensation Adjustments	42,789	-
Base ISF Charges	-	-
Structural Balance	-	70,352
Subtotal	\$ 70,352	\$ 70,352
FY 2007-08 BUDGET TARGET	\$ 790,383	\$ 790,383
BASE ADJUSTMENTS:		
Rightsize Check Enforcement Program Activity	\$ (190,383)	\$ (190,383)
Subtotal	\$ (190,383)	\$ (190,383)
FY 2007-08 ADOPTED BUDGET:	\$ 600,000	\$ 600,000

County Attorney (266) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 698,826	\$ 916,363	\$ 916,363	\$ 1,220,987	\$ 1,734,153
Revenue	\$ 1,749,954	\$ 1,488,700	\$ 1,488,700	\$ 1,913,513	\$ 1,566,570
Expenditures	1,227,791	1,488,700	1,488,700	1,400,347	1,566,570
Net Operating	\$ 522,163	\$ -	\$ -	\$ 513,166	\$ -
Ending Fund Balance	\$ 1,220,989	\$ 916,363	\$ 916,363	\$ 1,734,153	\$ 1,734,153

Criminal Justice Enhancement Fund (267) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,488,700	\$ 1,488,700
FY 2006-07 REVISED RESTATED BUDGET:	\$ 1,488,700	\$ 1,488,700
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes	\$ 16,812	\$ -
Retirement Contributions	5,498	-
FY 2007-08 Pay for Performance	44,058	-
Annualization of Compensation Adjustments	11,502	-
Structural Balance	-	77,870
Subtotal	\$ 77,870	\$ 77,870
FY 2007-08 ADOPTED BUDGET:	\$ 1,566,570	\$ 1,566,570

County Attorney (267) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 698,826	\$ 916,363	\$ 916,363	\$ 1,220,987	\$ 1,734,153
Revenue	\$ 1,749,954	\$ 1,488,700	\$ 1,488,700	\$ 1,913,513	\$ 1,566,570
Expenditures	1,227,791	1,488,700	1,488,700	1,400,347	1,566,570
Net Operating	\$ 522,163	\$ -	\$ -	\$ 513,166	\$ -
Ending Fund Balance	\$ 1,220,989	\$ 916,363	\$ 916,363	\$ 1,734,153	\$ 1,734,153

Victim Compensation and Assistance Fund (268) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 100,000	\$ 100,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 100,000	\$ 100,000
FY 2007-08 BUDGET TARGET	\$ 100,000	\$ 100,000
BASE ADJUSTMENTS:		
One Time Expenditures from Fund Balance	\$ 400,000	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 500,000	\$ 100,000

County Attorney (268) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 490,287	\$ 343,483	\$ 343,483	\$ 513,893	\$ 410,124
Revenue	\$ 23,606	\$ 40,000	\$ 40,000	\$ 31,512	\$ 40,000
Expenditures	\$ -	40,000	140,000	135,281	440,000
Net Operating	\$ 23,606	\$ -	\$ (100,000)	\$ (103,769)	\$ (400,000)
Ending Fund Balance	\$ 513,893	\$ 343,483	\$ 243,483	\$ 410,124	\$ 10,124

Victim Compensation Restitution Interest Fund (269) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 40,000	\$ 40,000
MID-YEAR ADJUSTMENTS:		
One time expenses	\$ 100,000	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 140,000	\$ 40,000
TARGET ADJUSTMENTS:		
One Time Expenses	\$ (100,000)	\$ -
FY 2007-08 BUDGET TARGET	\$ 40,000	\$ 40,000
BASE ADJUSTMENTS:		
One Time Expenditures from Fund Balance	\$ 400,000	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 440,000	\$ 40,000

County Attorney (269) Fund Balance Summary

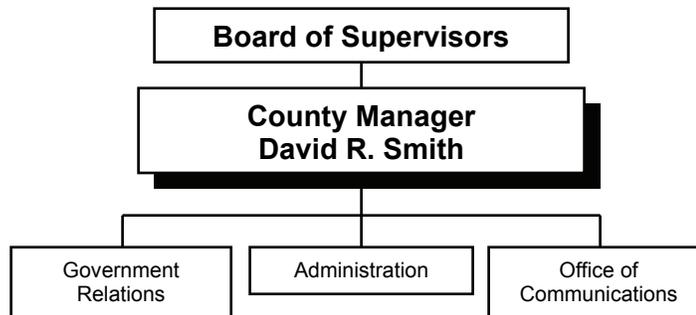
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 490,287	\$ 343,483	\$ 343,483	\$ 513,893	\$ 410,124
Revenue	\$ 23,606	\$ 40,000	\$ 40,000	\$ 31,512	\$ 40,000
Expenditures	\$ -	40,000	140,000	135,281	440,000
Net Operating	\$ 23,606	\$ -	\$ (100,000)	\$ (103,769)	\$ (400,000)
Ending Fund Balance	\$ 513,893	\$ 343,483	\$ 243,483	\$ 410,124	\$ 10,124

County Manager

Analysis by Vic Wickersham, Management & Budget Analyst

Summary

Organizational Chart



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

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

- **The County Manager will ensure overall implementation of the strategic priorities and goals outlined in the 2005-2010 County Strategic Plan.**

Status: In January 2007 the Board of Supervisors approved the purchase of a new business intelligence system that will provide the infrastructure necessary to collect, analyze, and report on performance and financial data so that the County can assess its progress toward meeting strategic goals and be accountable to the citizens of Maricopa County. In the fall 2006 the Board of Supervisors approved a contract with Weidner, Inc. to provide consulting services on the County's strategic plans. Weidner will assess the current status of plans in terms of alignment with strategic priorities, departmental strategic goals, and results.

- **By July 31, 2007, ensure that the ethnicity base of County employees is keeping pace with the changing demographics of our growing and diverse community.**

Status: The County has made progress toward its goal of creating a workforce that is representative of the population. The Maricopa County Diversity Office reports that the County has increased the diversity of its employee base. Nearly all minority categories have increased their percent of total employees. For example the share of the workforce for Hispanic has gone from 20.1% in 2005 to 21.4% in 2006. During the same period Black employees in the workforce have increased from 5.9% to 7.6%. Also, during the first half of FY 2007, the Diversity Office sponsored a variety of diversity celebrations.

- **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: In FY 2005-06, 45% of citizens responding to the General Citizen Survey rated the communication effectiveness of County government as good or excellent, an increase from the FY 2004-05 rating of 44%. The rating of poor is at 21% which is down from 22% compared to FY 2004-05.

- **By June 30, 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.**

Status: The County has hired a new Chief Juvenile Probation Officer and a new Assistant County Manager for Criminal Justice in August and September 2006, respectively. They are working with consultants to update the 1997 Criminal Justice Master Plan, which is due in June 2007. Maricopa County is funding a three-year \$6 million Crime Prevention Grant, offering funding to cities, towns, and tribal governments to support and enhance their efforts in providing evidence-based crime prevention programs. Also, the County is contributing \$2.5 million to cosponsor the Arizona Meth Project, an anti-methamphetamine media campaign modeled on the Montana Meth Education Program.

- **By July 31, 2007, develop a plan to meet the demands placed upon law enforcement and detention operations due to population and business growth in Maricopa County.**

Status: A consultant has been hired to update the 1997 Criminal Justice Master Plan and investigate the critical factors affecting average length of stay (ALOS) with a goal of identifying strategies for reducing ALOS to avoid costly new jail construction.

- **By July 31, 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.**

Status: Phase I of the Human Services Campus opened in November 2005 and is operating at full capacity. Phase II of the campus is opened April 23, 2007. In FY 2006, the Board of Supervisors signed a Memorandum of Understanding with Neighborhood

Housing Services of the Southwest to administer HUD's new American Dream Down-payment Initiative.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
20CA - COUNTY ADMINISTRATIVE OFFICE	\$ 760,391	\$ 578,190	\$ 483,102	\$ 13,455	\$ -	\$ 483,102	100.0%
CAOA - COUNTY MANAGER	705,776	534,289	476,382	13,455	-	476,382	100.0%
MIIN - MANAGEMENT INFORMATION SERVICE	54,615	43,901	6,720	-	-	6,720	100.0%
20GR - GOVERNMENT RELATIONS	\$ 289,188	\$ 350,626	\$ 175,960	\$ -	\$ -	\$ 175,960	100.0%
GRNT - GRANTS	4,367	80,215	3,485	-	-	3,485	100.0%
LGSL - LEGISLATIVE SERVICE	284,496	190,627	171,601	-	-	171,601	100.0%
RSCH - RESEARCH AND SUPPORT	325	79,784	874	-	-	874	100.0%
71CM - COMMUNICATIONS	\$ 347,561	\$ 800,810	\$ 368,680	\$ 3,499	\$ -	\$ 368,680	100.0%
CMTY - COMMUNITY RELATIONS	181,046	218,746	62,208	388	-	62,208	100.0%
20JS - JUSTICE SYSTEM COORDINATION	\$ 128,126	\$ 200,134	\$ 221,959	\$ -	\$ -	\$ 221,959	100.0%
JUST - JUSTICE SYSTEM COORDINATION	128,126	200,134	221,959	-	-	221,959	100.0%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 400,094	\$ 175,350	\$ 914,328	\$ 2,224,821	\$ 2,328,494	\$ (1,414,166)	-154.7%
99GV - GENERAL GOVERNMENT	\$ -	\$ -	\$ -	\$ -	\$ 14,174	\$ (14,174)	
TOTAL PROGRAMS	\$ 1,925,360	\$ 2,105,110	\$ 2,164,029	\$ 2,241,775	\$ 2,342,668	\$ (178,639)	-8.3%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
20CA - COUNTY ADMINISTRATIVE OFFICE	4.49	-	(4.49)	-100.0%
CAOA - COUNTY MANAGER	4.24	-	(4.24)	-100.0%
MIIN - MANAGEMENT INFORMATION SERVICE	0.25	-	(0.25)	-100.0%
20GR - GOVERNMENT RELATIONS	4.00	-	(4.00)	-100.0%
GRNT - GRANTS	0.25	-	(0.25)	-100.0%
LGSL - LEGISLATIVE SERVICE	3.75	-	(3.75)	-100.0%
71CM - COMMUNICATIONS	1.75	-	(1.75)	-100.0%
CMTY - COMMUNITY RELATIONS	0.25	-	(0.25)	-100.0%
INCO - INTERNAL COMMUNICATIONS	1.25	-	(1.25)	-100.0%
MEDA - MEDIA RELATIONS	0.25	-	(0.25)	-100.0%
99AS - ADMINISTRATIVE SERVICES PROG	9.75	19.99	10.24	105.0%
TOTAL PROGRAMS	19.99	19.99	-	0.0%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
Personal Services	\$ 1,600,022	\$ 1,639,514	\$ 1,652,956	\$ 1,762,345	\$ 1,842,515	\$ (189,559)	-11.5%
Supplies	11,481	10,195	10,195	8,976	11,165	(970)	-9.5%
Services	285,502	427,681	473,158	444,566	461,268	11,890	2.5%
Capital Outlay	28,354	27,720	27,720	25,887	27,720	-	0.0%
Total Expenditures	\$ 1,925,360	\$ 2,105,110	\$ 2,164,029	\$ 2,241,775	\$ 2,342,668	\$ (178,639)	-8.3%

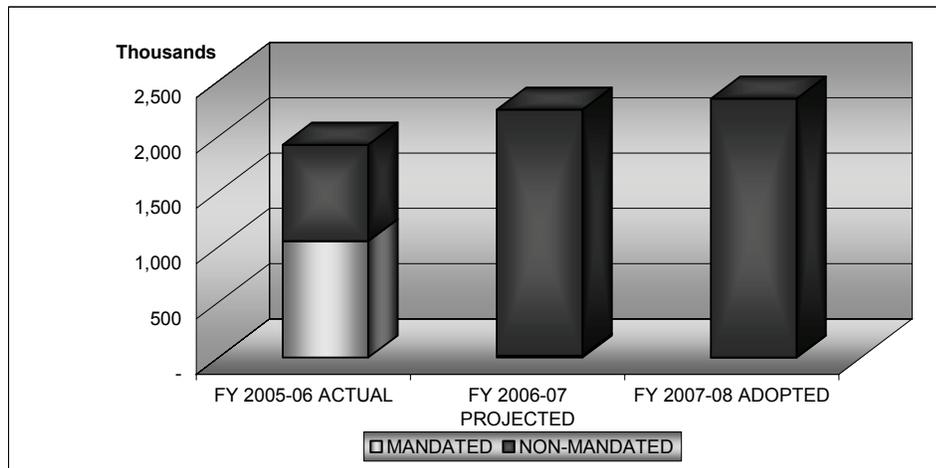
Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
100 GENERAL	\$ 1,925,360	\$ 2,105,110	\$ 2,164,029	\$ 2,241,775	\$ 2,342,668	\$ (178,639)	-8.3%
TOTAL FUNDS	\$ 1,925,360	\$ 2,105,110	\$ 2,164,029	\$ 2,241,775	\$ 2,342,668	\$ (178,639)	-8.3%

In FY 2006-07, the County Managers activities were condensed into Executive Management. This was done in conjunction with other central service departments that provide a supporting role to all departments in Maricopa County.

The County Managers Office has worked on a financial plan that will allow them to reallocate current resources in order to absorb the increases in Health/Dental insurance, retirement contributions and FY 2007-08 pay for performance increases.

Mandated vs. Non-Mandated Expenditures



General Fund (100) Appropriated Budget Reconciliation

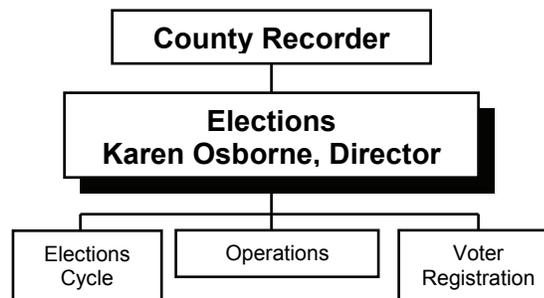
	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 2,667,353	\$ -
MID-YEAR ADJUSTMENTS:		
Executive Compensation Package	\$ 43,176	\$ -
Market Study - Admin Phase I	15,743	-
Subtotal	\$ 58,919	\$ -
FY 2006-07 REVISED BUDGET:	\$ 2,726,272	\$ -
Restatements	(562,243)	-
FY 2006-07 REVISED RESTATED BUDGET:	\$ 2,164,029	\$ -
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 17,420	\$ -
Retirement Contributions	8,713	-
FY 2007-08 Pay for Performance	41,100	-
Annualization of Compensation Adjustments	7,873	-
Annualization of FY 2007 Initiatives	16,948	-
Subtotal	\$ 92,054	\$ -
FY 2007-08 BUDGET TARGET	\$ 2,256,083	\$ -
BASE ADJUSTMENTS:		
Submission Under Target	\$ (62,401)	\$ -
Restore allocated funding for transfer of Meth position	139,917	-
Risk Management increases	9,069	-
Subtotal	\$ 86,585	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 2,342,668	\$ -

Elections

Analysis by Monica Staats, Management & Budget Analyst

Summary

Organizational Chart



Mission

The mission of the Elections Department is to provide access to the electoral process for citizens and candidates so that 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% compared to the November 2006 General Election.**

Status: During the November 2006 General Election, the department saw 49.1% participation with early ballots. The department continues to make progress on this goal by mailing informational flyers informing voters of the identification requirements at the polls and encouraging voters to request early ballots. The FY 2007-08 budget supports this goal.

- **By November 4, 2008, reduce the number of candidates fined to less than 10% of total filings.**

Status: The department is continuing efforts of this goal by providing ongoing training to candidates, justice of the peace candidates, constables, city and town candidates, and other elected officials. The Campaign Finance Activity provides support to candidates, committees, and political activity committees who are involved in the electoral process. Training includes, among other topics, the statutory requirements of campaign contributions and expense requirements (ARS 16-901 through 16-961).

- **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: Of the 899,484 ballots cast during the November 2006 General Election, the Department recorded 44,573 provisional ballots (4.95%). The department continues to make progress on this goal by mailing informational flyers informing voters of the identification requirements at the polls, and encouraging voters to request early ballots. The FY 2007-08 budget supports this goal.

- **By November 30, 2008, increase voter satisfaction with ease of voting by 20% compared to the November 2006 General Election.**

Status: Results for the November 2006 General Election survey on voter satisfaction with ease of voting showed that out of a total 8,536 voters polled, 7,830 (92%) were satisfied with the ease of voting. The FY 2007-08 budget continues to support the attainment of this goal.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
21EL - ELECTIONS	\$ 2,289,629	\$ 2,577,500	\$ 2,574,500	\$ 9,738,701	\$ 2,616,289	\$ 41,789	1.6%
CAND - CANDIDATE FILING/CAMPAIGN FIN	14,051	15,000	15,004	26,365	15,601	597	4.0%
ELEC - ELECTION PROCESSING	2,261,578	1,609,500	1,609,499	9,312,497	2,595,086	985,587	61.2%
GEOG - GEOGRAPHICAL SERVICES	4,680	5,000	3,495	4,227	4,601	1,106	31.6%
TECH - TECH STAFF/BALLOT TABULATION	-	945,000	945,000	393,750	-	(945,000)	-100.0%
VOTE - EARLY VOTING	9,318	3,000	1,501	1,862	1,001	(500)	-33.3%
WHSE - WAREHOUSE	2	-	1	-	-	(1)	-100.0%
21VR - VOTER REGISTRATION	\$ 19,664	\$ 2,000	\$ 4,998	\$ 187,640	\$ 1,404	\$ (3,594)	-71.9%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 128,208	\$ -	\$ 2	\$ -	\$ 2	\$ -	0.0%
TOTAL PROGRAMS	\$ 2,437,501	\$ 2,579,500	\$ 2,579,500	\$ 9,926,341	\$ 2,617,695	\$ 38,195	1.5%
EXPENDITURES							
21EL - ELECTIONS	\$ 5,279,033	\$ 15,925,371	\$ 15,993,318	\$ 24,520,380	\$ 8,833,669	\$ 7,159,649	44.8%
CAND - CANDIDATE FILING/CAMPAIGN FIN	110,800	131,070	104,593	114,739	120,661	(16,068)	-15.4%
ELEC - ELECTION PROCESSING	685,184	4,884,162	4,867,407	11,843,620	2,815,663	2,051,744	42.2%
GEOG - GEOGRAPHICAL SERVICES	251,468	296,623	321,214	306,815	334,477	(13,263)	-4.1%
PINF - PUBLIC INFORMATION	39,427	98,833	225,604	130,346	180,135	45,469	20.2%
POLL - POLL STAFFING	439,029	640,560	617,659	803,058	813,790	(196,131)	-31.8%
SITE - POLLING SITE SERVICES	217,917	413,851	409,341	434,699	309,462	99,879	24.4%
TECH - TECH STAFF/BALLOT TABULATION	1,693,212	4,939,045	4,930,810	5,613,912	2,147,807	2,783,003	56.4%
VOTE - EARLY VOTING	1,467,584	3,947,726	3,940,589	4,230,805	1,266,442	2,674,147	67.9%
WHSE - WAREHOUSE	374,412	573,501	576,101	1,042,385	845,232	(269,131)	-46.7%
21VR - VOTER REGISTRATION	\$ 1,487,435	\$ 2,048,624	\$ 2,049,496	\$ 2,615,505	\$ 2,101,586	\$ (52,090)	-2.5%
SCAN - VOTER REGISTRATION SCANNING	190,366	194,007	163,672	258,544	162,104	1,568	1.0%
VREG - VOTER REGISTRATION	1,297,069	1,854,617	1,885,824	2,356,961	1,939,482	(53,658)	-2.8%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 1,108,879	\$ 1,019,389	\$ 1,037,927	\$ 1,183,137	\$ 1,205,448	\$ (167,521)	-16.1%
99GV - GENERAL GOVERNMENT	\$ -	\$ 47,130	\$ 47,130	\$ 47,127	\$ 46,343	\$ 787	1.7%
TOTAL PROGRAMS	\$ 7,875,346	\$ 19,040,514	\$ 19,127,871	\$ 28,366,149	\$ 12,187,046	\$ 6,940,825	36.3%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
21EL - ELECTIONS	26.00	26.00	-	0.0%
CAND - CANDIDATE FILING/CAMPAIGN FIN	1.50	1.50	-	0.0%
ELEC - ELECTION PROCESSING	-	-	-	-
GEOG - GEOGRAPHICAL SERVICES	4.00	4.00	-	0.0%
PINF - PUBLIC INFORMATION	2.00	2.00	-	0.0%
POLL - POLL STAFFING	4.00	4.00	-	0.0%
SITE - POLLING SITE SERVICES	4.50	4.50	-	0.0%
TECH - TECH STAFF/BALLOT TABULATION	4.00	3.00	(1.00)	-25.0%
VOTE - EARLY VOTING	3.00	4.00	1.00	33.3%
WHSE - WAREHOUSE	3.00	3.00	-	0.0%
21VR - VOTER REGISTRATION	18.00	18.00	-	0.0%
SCAN - VOTER REGISTRATION SCANNING	3.00	3.00	-	0.0%
VREG - VOTER REGISTRATION	15.00	15.00	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	14.00	14.00	-	0.0%
TOTAL PROGRAMS	58.00	58.00	-	0.0%

Revenue and Expenditures by Category

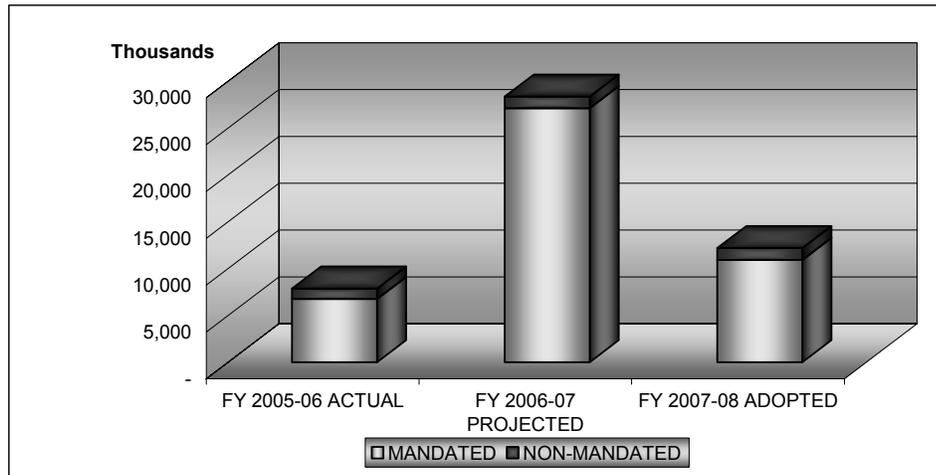
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ 2,383,978	\$ 2,550,000	\$ 2,550,004	\$ 9,688,097	\$ 2,595,085	\$ 45,081	1.8%
Charges For Service	2,148	2,500	2,498	6,669	1,602	(896)	-35.9%
Fines & Forfeits	12,910	15,000	15,000	26,020	15,600	600	4.0%
Miscellaneous Revenues	38,466	12,000	11,998	205,555	5,408	(6,590)	-54.9%
Total Revenue	\$ 2,437,501	\$ 2,579,500	\$ 2,579,500	\$ 9,926,341	\$ 2,617,695	\$ 38,195	1.5%
EXPENDITURES							
Personal Services	\$ 3,343,066	\$ 5,262,004	\$ 5,169,594	\$ 5,441,339	\$ 4,071,445	\$ 1,098,149	21.2%
Supplies	252,847	132,176	132,176	7,824,898	444,945	(312,769)	-236.6%
Services	4,279,433	12,221,524	12,401,291	14,053,672	6,312,946	6,088,345	49.1%
Capital Outlay	-	1,424,810	1,424,810	1,046,240	1,357,710	67,100	4.7%
Total Expenditures	\$ 7,875,346	\$ 19,040,514	\$ 19,127,871	\$ 28,366,149	\$ 12,187,046	\$ 6,940,825	36.3%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 2,309,293	\$ 2,579,500	\$ 2,579,500	\$ 2,709,237	\$ 2,617,695	\$ 38,195	1.5%
248 ELECTIONS GRANT	128,208	-	-	7,217,104	-	-	-
TOTAL FUNDS	\$ 2,437,501	\$ 2,579,500	\$ 2,579,500	\$ 9,926,341	\$ 2,617,695	\$ 38,195	1.5%
EXPENDITURES							
100 GENERAL	\$ 7,815,367	\$ 19,040,514	\$ 19,127,871	\$ 21,110,341	\$ 12,157,522	\$ 6,970,349	36.4%
248 ELECTIONS GRANT	59,979	-	-	7,255,809	29,524	(29,524)	-
TOTAL FUNDS	\$ 7,875,346	\$ 19,040,514	\$ 19,127,871	\$ 28,366,149	\$ 12,187,046	\$ 6,940,825	36.3%

The FY 2007-08 budget includes funding to support the third of a four-year election cycle and is inclusive of the Presidential Preference Election, as well as jurisdictional elections, which are less costly than the General Election. Most activities are reduced due to this change in funding levels which are variable as they are determined by the election type.

Mandated vs. Non-Mandated Expenditures



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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percentage of deliveries of supplies and equipment delivered to the correct precinct	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percentage of board worker positions filled one week out from election	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Fines levied as a percentage of active political committees	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
The percentage of special ballots processed in time to meet the statutory deadline	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Candidate Filing/Campaign Finance
- Election Processing
- Geographical Services
- Poll Staffing
- Polling Site Services
- Tech Staff/Ballot Tabulation
- Early Voting
- Warehouse

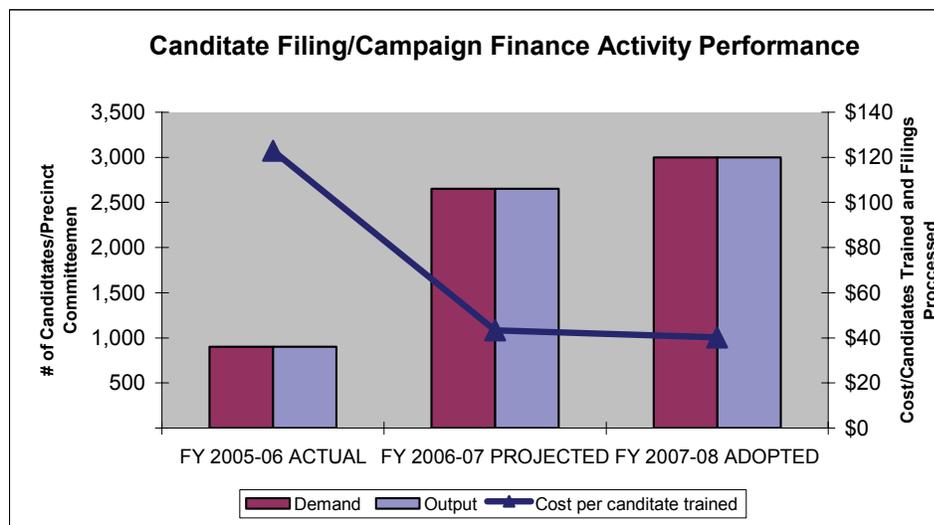
Candidate Filing/Campaign Finance Activity

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, duties, as well as functions of the Elections Office.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand <i>Number of candidates running for office, precinct committeemen processed and filings.</i>	902	2,650	2,650	2,650	3,000	350	13.2%
Output <i>Number of candidates trained, precinct committeemen processed and filings processed.</i>	902	2,650	2,650	2,650	3,000	350	13.2%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 122.84	\$ 49.46	\$ 39.47	\$ 43.30	\$ 40.22	\$ (0.75)	-1.9%
Revenues by Fund							
General	\$ 14,051	\$ 15,000	\$ 15,004	\$ 26,365	\$ 15,601	\$ 597	4.0%
Totals	\$ 14,051	\$ 15,000	\$ 15,004	\$ 26,365	\$ 15,601	\$ 597	4.0%
Expenditures by Fund							
General	\$ 110,800	\$ 131,070	\$ 104,593	\$ 114,739	\$ 120,661	\$ (16,068)	-15.4%
Totals	\$ 110,800	\$ 131,070	\$ 104,593	\$ 114,739	\$ 120,661	\$ (16,068)	-15.4%
Staffing (FTEs)	-	-	1.50	-	1.50	-	0.0%



The FY 2007-08 budget for the Candidate Filing/Campaign Finance Activity meets the projected demand of 3000 candidate's filings at an annual cost of \$40.22 per processing in order to achieve the result of 100% of demand met as mandated by State Statute.

The FY 2006-07 budget assumes a 194% increase in demand with results of 100% as compared to FY 2005-06 actual demand of 902. The increase in demand is due to the type of elections held. FY 2005-06 represents the first of a four-year election cycle and is historically known as the slowest and the least costly. The FY 2007-08 budget represents the third of a four-year cycle and is inclusive of the Presidential Preference Election, as well as jurisdictional elections. These factors support the projected increase in demand of 13.2%.

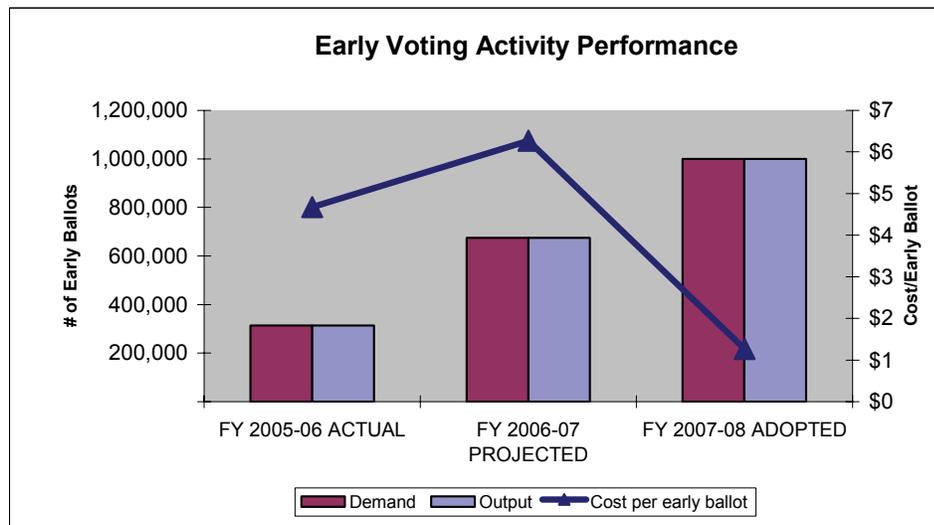
Early Voting Activity

The purpose of the Early Voting Activity is to provide early voting services to registered voters so that they can request ballots and vote by mail or by dropping off their ballot at any poll.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand	314,012	1,250,000	1,250,000	675,000	1,000,000	(250,000)	-20.0%
<i>Number of early ballot requests.</i>							
Output	314,012	1,250,000	1,250,000	675,000	1,000,000	(250,000)	-20.0%
<i>Number of early ballot requests.</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 4.67	\$ 3.16	\$ 3.15	\$ 6.27	\$ 1.27	\$ 1.89	59.8%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ 9,318	\$ 3,000	\$ 1,501	\$ 1,862	\$ 1,001	\$ (500)	-33.3%
Totals	\$ 9,318	\$ 3,000	\$ 1,501	\$ 1,862	\$ 1,001	\$ (500)	-33.3%
General	\$ 1,467,584	\$ 3,947,726	\$ 3,940,589	\$ 4,230,805	\$ 1,266,442	\$ 2,674,147	67.9%
Totals	\$ 1,467,584	\$ 3,947,726	\$ 3,940,589	\$ 4,230,805	\$ 1,266,442	\$ 2,674,147	67.9%
Staffing (FTEs)	-	-	3.00	-	4.00	1.00	33.3%



The FY 2007-08 budget for the Early Voting Activity meets projected demand of early ballot requests at an annual cost of \$1.27 per early ballot cast in order to achieve the result of 100% of demand met as mandated by State Statute.

The FY 2006-07 budget assumes a 298% increase in demand, with results of 100% as compared to FY 2005-06 actual demand of 314,012, with the result of 100%. The significant increase in demand is due to the type of elections held. In the General Election held November 7, 2006, Maricopa County had 478,957 early voting requests. Total return of early ballots for that election was 92%. FY 2007-08 increase in demand of 20% is reasonable due to the Presidential Preference Election, which historically has higher voter turnout, as well as the Arizona State ID requirement at polling sites. The department believes these two factors, which contribute to longer wait times at polling sites, along with coordinating efforts with the Secretary of State's Office, to inform and educated voters about the electoral process and to encourage early voting via commercial ads, will increase the demand of early ballots.

Total FY 2007-08 expenditures will be budgeted to decrease by \$2,674,147 (67.9%) from the FY 2006-07 revised budget. This is due to the removal of one time Electoral Expense funding which included early voting processing through Runbeck machines.

Base Adjustment: With FY 2007-08 County revenues expected to be lower than previous years; the Elections' Department's salary and benefits savings were increased in all activities and more evenly distributed amongst the activities to reflect historical vacancy rates. In the event the Elections' budget cannot absorb the personnel savings increases, OMB will support a year-end adjustment from contingency.

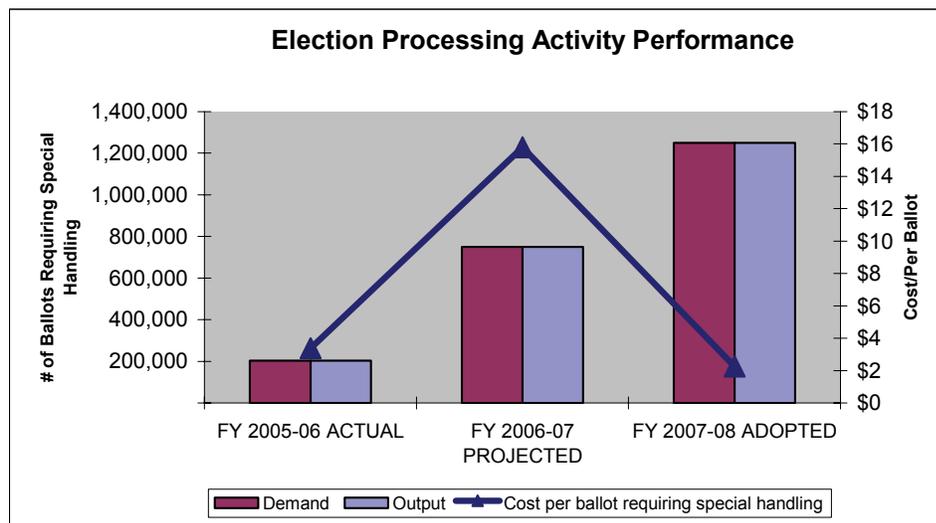
Elections Processing Activity

The purpose of the Elections Processing Activity to process ballots for voters to insure 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, duties, as well as functions of the Elections Office.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand <i>The number of ballots requiring special handling.</i>	202,956	1,350,000	1,350,000	750,000	1,250,000	(100,000)	-7.4%
Output <i>The total number of ballots requiring special handling.</i>	202,956	1,350,000	1,350,000	750,000	1,250,000	(100,000)	-7.4%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 3.38	\$ 3.62	\$ 3.61	\$ 15.79	\$ 2.25	\$ 1.35	37.5%
General	\$ 2,261,578	\$ 1,609,500	\$ 1,609,499	\$ 2,095,393	\$ 2,595,086	\$ 985,587	61.2%
Elections Grant	-	-	-	7,217,104	2,786,139	2,786,139	
Totals	\$ 2,261,578	\$ 1,609,500	\$ 1,609,499	\$ 9,312,497	\$ 5,381,225	\$ 3,771,726	234.3%
Expenditures by Fund							
General	\$ 685,184	\$ 4,884,162	\$ 4,867,407	\$ 4,618,342	\$ 2,786,139	\$ 2,081,268	42.8%
Elections Grant	-	-	-	7,225,278	29,524	(29,524)	
Totals	\$ 685,184	\$ 4,884,162	\$ 4,867,407	\$ 11,843,620	\$ 2,815,663	\$ 2,051,744	42.2%
Staffing (FTEs)	-	-	-	-	-	-	



The FY 2007-08 budget for the Election Processing Activity meets the forecasted demand of 1,250,000 ballots requiring special handling at an annual cost of \$2.25 per ballot to achieve the desired result of 100%.

The FY 2006-07 budget assumes an increase in demand of 565%, with results of 100% of demand met. The demand of provisional ballots which require special handling is based on the type of election year, which will vary from year to year, and expanded operations mandated by voter approved Proposition 200. Proposition 200 mandates increased documentation when registering to vote and when voting at the polling locations.

FY 2007-08 expenditures are to be reduced in the amount of \$2,051,744 (42.2%) compared to the FY 2006-07 revised budget. This is due to the removal of one-time election expenses.

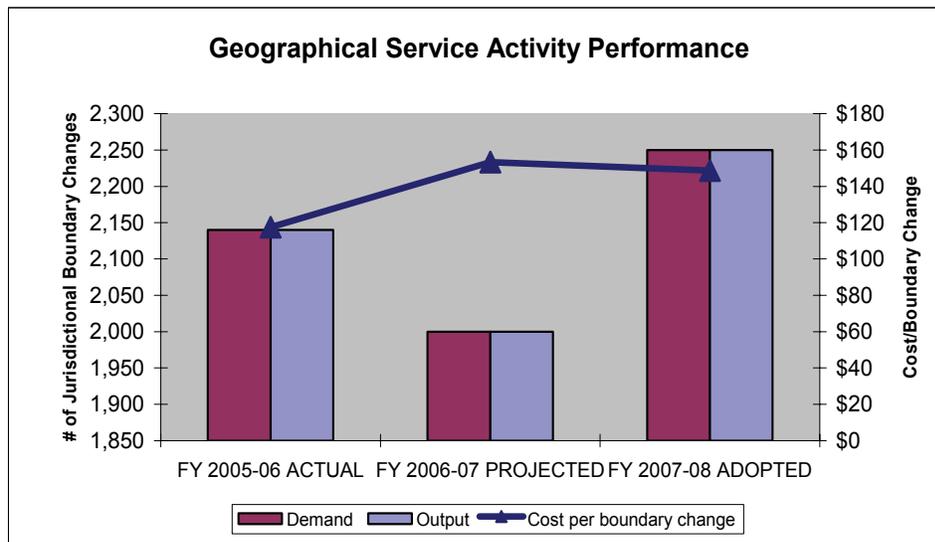
Geographical Services Activity

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, duties, as well as functions of the Elections Office.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand	2,140	2,750	2,750	2,000	2,250	(500)	-18.2%
<i>Number of jurisdictional boundary changes.</i>							
Output	2,140	2,750	2,750	2,000	2,250	(500)	-18.2%
<i>Number of jurisdictional boundary changes processed.</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 117.51	\$ 107.86	\$ 116.81	\$ 153.41	\$ 148.66	\$ (31.85)	-27.3%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ 4,680	\$ 5,000	\$ 3,495	\$ 4,227	\$ 4,601	\$ 1,106	31.6%
Totals	\$ 4,680	\$ 5,000	\$ 3,495	\$ 4,227	\$ 4,601	\$ 1,106	31.6%
Expenditures by Fund							
General	\$ 251,468	\$ 296,623	\$ 321,214	\$ 306,815	\$ 334,477	\$ (13,263)	-4.1%
Totals	\$ 251,468	\$ 296,623	\$ 321,214	\$ 306,815	\$ 334,477	\$ (13,263)	-4.1%
Staffing (FTEs)	-	-	4.00	-	4.00	-	0.0%



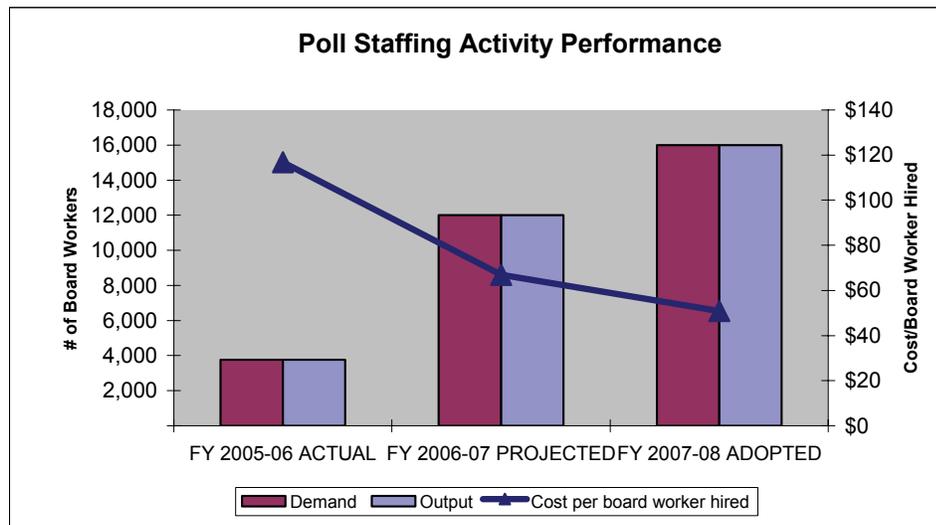
Poll Staffing Activity

The purpose of the Poll Staffing Activity is to provide staffing for polling places for residents of the County so that 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, duties, as well as functions of the Elections Office.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand	3,759	21,500	12,000	12,000	16,000	4,000	33.3%
<i>Number of board workers required by law.</i>							
Output	3,759	21,500	12,000	12,000	16,000	4,000	33.3%
<i>Number of board workers hired.</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 116.79	\$ 29.79	\$ 51.47	\$ 66.92	\$ 50.86	\$ 0.61	1.2%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	\$ 439,029	\$ 640,560	\$ 617,659	\$ 803,058	\$ 813,790	\$ (196,131)	-31.8%
Totals	\$ 439,029	\$ 640,560	\$ 617,659	\$ 803,058	\$ 813,790	\$ (196,131)	-31.8%
Staffing (FTEs)	-	-	4.00	-	4.00	-	0.0%



The FY 2007-08 budget for the Poll Staffing Activity meets the forecasted demand of 16,000 board worker at an annual cost of \$50.86 per board worker hired to achieve the desired result of 100% of demand met.

The FY 2006-07 budget assumes an increase in demand of 219%, with results of 100% of demand met. The demand of board workers is driven by the number of precincts. The number of precincts is projected to increase by 2,250 (12.50%) in FY 2007-08. The secondary driver is the type of election cycle which is the Presidential Preference Election in FY 2007-08,

The FY 2007-08 expenditures are budgeted to be increased by \$196,131 (31.8%) compared to the FY 2006-07 revised budget. The increase is related to the Department of Justice mandate for bi-lingual training and representation at polling sites.

Base Adjustment: With FY 2007-08 County revenue expected to be lower than previous years, the Elections Department's salary and benefits savings were increased in all activities and more evenly distributed amongst them to reflect historical vacancy rates. In the event that the department's budget cannot absorb the personnel savings increases, OMB will support a year-end adjustment from contingency.

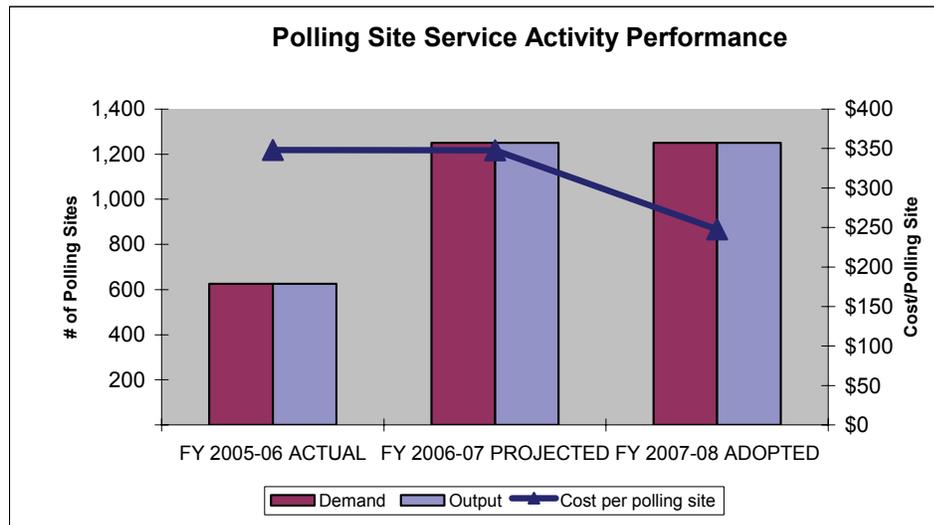
Polling Site Services Activity

The purpose of the Polling Site Services Activity is to provide facilities for voters so that 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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
<u>Demand</u> <i>Number of polls required by law.</i>	626	3,600	3,600	1,250	1,250	(2,350)	-65.3%
<u>Output</u> <i>Number of polls used.</i>	626	3,600	3,600	1,250	1,250	(2,350)	-65.3%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u> <i>Expenditures per unit of Output</i>	\$ 348.11	\$ 114.96	\$ 113.71	\$ 347.76	\$ 247.57	\$ (133.86)	-117.7%
<u>Expenditures by Fund</u>							
General	\$ 217,917	\$ 413,851	\$ 409,341	\$ 404,168	\$ 309,462	\$ 99,879	24.4%
Totals	\$ 217,917	\$ 413,851	\$ 409,341	\$ 404,168	\$ 309,462	\$ 99,879	24.4%
Staffing (FTEs)	-	-	4.50	-	4.50	-	0.0%



The FY 2007-08 budget for the Polling Site Services Activity meets the forecasted demand of 1,250 of polling sites needed at an annual cost of \$247.57 per polling site to achieve the desired result of 100% of demand met.

The FY 2006-07 budget assumed an increase in demand of 475%, with results of 100% of demand met. The demand of polling sites is driven by the number of precincts and the type of election cycle. With the Presidential Preference Election, the ARS 16-248.C limits the County to using no more than one-half of the number of precincts for the Primary or General Election. FY 2007-08 expenditures are budgeted to be reduced by \$99,879 (24.4%) compared to the FY 2006-07 revised budget. The decrease is related to removal of one-time funding. Per A.R.S. §16-250, the State of Arizona will reimburse the County for the Presidential Preference Election in the amount of \$1.25 for each active registered voter.

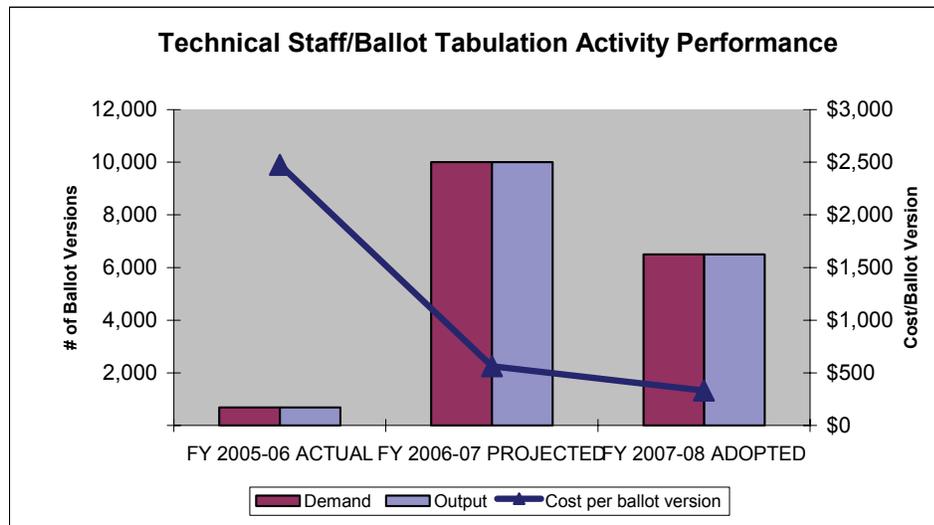
Technical Staff/Ballot Tabulation Activity

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, duties, as well as functions of the Elections Office.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand <i>Number of ballot versions required.</i>	684	10,500	10,500	10,000	6,500	(4,000)	-38.1%
Output <i>Number of ballot versions prepared.</i>	684	10,500	10,500	10,000	6,500	(4,000)	-38.1%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 2,475.46	\$ 470.39	\$ 469.60	\$ 561.39	\$ 330.43	\$ 139.17	29.6%
Revenues by Fund							
General	\$ -	\$ 945,000	\$ 945,000	\$ 393,750	\$ -	\$ (945,000)	-100.0%
Totals	\$ -	\$ 945,000	\$ 945,000	\$ 393,750	\$ -	\$ (945,000)	-100.0%
Expenditures by Fund							
General	\$ 1,693,212	\$ 4,939,045	\$ 4,930,810	\$ 5,613,912	\$ 2,147,807	\$ 2,783,003	56.4%
Totals	\$ 1,693,212	\$ 4,939,045	\$ 4,930,810	\$ 5,613,912	\$ 2,147,807	\$ 2,783,003	56.4%
Staffing (FTEs)	-	-	4.00	-	3.00	(1.00)	-25.0%



The FY 2007-08 budget for the Technical Staff/Ballot Tabulation Activity meets the forecasted demand of 6,500 in the number of ballot versions required at an annual cost of \$330.43 per polling site to achieve the desired result of 100% of demand met.

The FY 2006-07 budget assumed an increase in demand of 1435%, with results of 100% of demand met. The FY 2007-08 budget assumes a decrease in demand. The County receives requests from schools and jurisdictions requesting various items on the ballot. These requests may or may not change a number of times before the County arrives with a final ballot version. On the average, the County has five ballot versions per polling site.

Total FY 2007-08 expenditures are budgeted to be reduced by \$2,783,003 (56.4%) compared to the FY 2006-07 revised budget. The decrease is related to removal of one-time funding.

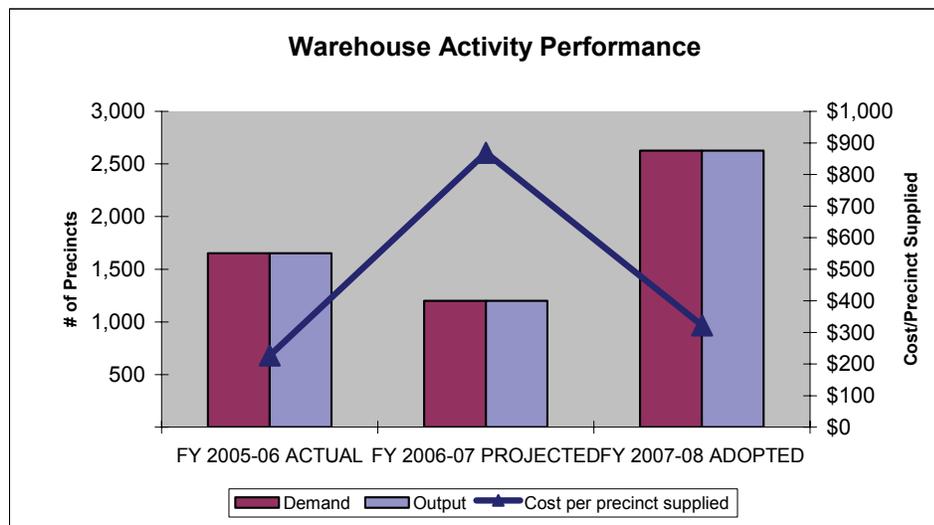
Warehouse Activity

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, duties, as well as functions of the Elections Office.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand	1,652	3,600	3,600	1,200	2,625	(975)	-27.1%
<i>Number of precincts to be supplied.</i>							
Output	1,652	3,600	3,600	1,200	2,625	(975)	-27.1%
<i>Number of precincts supplied.</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 226.64	\$ 159.31	\$ 160.03	\$ 868.65	\$ 321.99	\$ (161.97)	-101.2%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	\$ 374,412	\$ 573,501	\$ 576,101	\$ 1,042,385	\$ 845,232	\$ (269,131)	-46.7%
Totals	\$ 374,412	\$ 573,501	\$ 576,101	\$ 1,042,385	\$ 845,232	\$ (269,131)	-46.7%
Staffing (FTEs)	-	-	3.00	-	3.00	-	0.0%



The FY 2007-08 budget for the Warehouse Activity meets the forecasted demand of 2,625 the number of precincts to supply at an annual cost of \$321.99 per precinct supplied to achieve the desired result of 100%.

The FY 2006-07 budget assumes an increase in demand of 118%, with results of 100% of demand met. The FY 2007-08 budget assumes a decrease in demand by 27.1%. The demand of precincts to be supplied is driven by geographical boundary changes. Boundaries are based on a number of various criteria: city boundaries, Board of Supervisors lines, Justice of the Peace lines, and jurisdictional lines. Poll sites are created to meet the changing demographics. In many instances, due to limited resources, the Elections Department establishes co-locations. Co-locations place two polling sites into one location. Equipment for both polling sites are therefore delivered to one location and as a result, counted as one location supplied.

Total FY 2007-08 expenditures are budgeted to increase by \$269,131 (46.7%) compared to the FY 2006-07 revised budget. The increase related to rate is \$156,027 (27.1%) and is offset by a favorable volume variance of \$425,158 (73.8%).

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percentage of all valid registrations processed in time to meet election deadlines	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
The percentage of valid registrations scanned and indexed in time to meet election deadlines	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Voter Registration
- Voter Registration Scanning

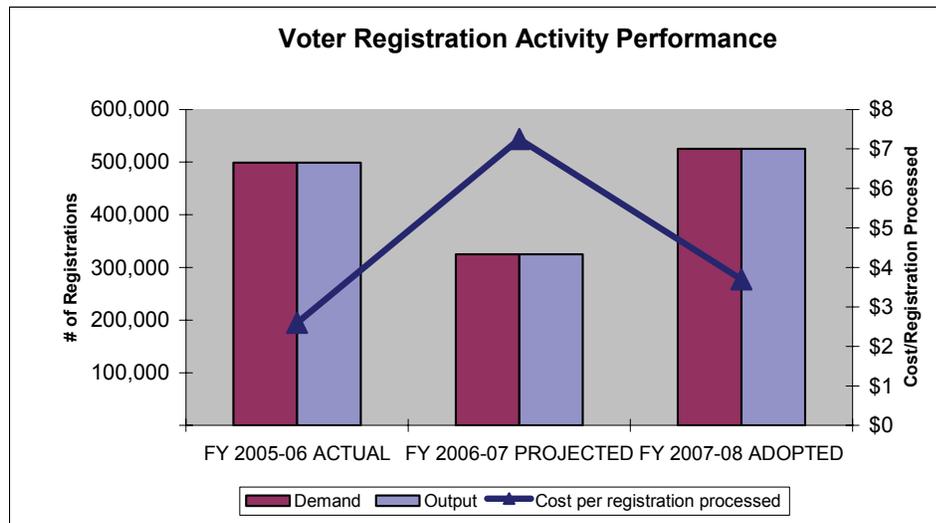
Voter Registration Activity

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, duties, as well as functions of the Elections Office.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
<u>Demand</u>	499,115	500,000	500,000	325,000	525,000	25,000	5.0%
<i>Number of registrations to be processed.</i>							
<u>Output</u>	499,115	500,000	500,000	325,000	525,000	25,000	5.0%
<i>Number of registrations processed.</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<i>Efficiency</i>	\$ 2.60	\$ 3.71	\$ 3.77	\$ 7.25	\$ 3.69	\$ 0.08	2.1%
<i>Expenditures per unit of Output</i>							
<u>Revenues by Fund</u>							
General	\$ 19,664	\$ 2,000	\$ 4,998	\$ 187,640	\$ 1,404	\$ (3,594)	-71.9%
Totals	\$ 19,664	\$ 2,000	\$ 4,998	\$ 187,640	\$ 1,404	\$ (3,594)	-71.9%
<u>Expenditures by Fund</u>							
General	\$ 1,297,069	\$ 1,854,617	\$ 1,885,824	\$ 2,356,961	\$ 1,939,482	\$ (53,658)	-2.8%
Totals	\$ 1,297,069	\$ 1,854,617	\$ 1,885,824	\$ 2,356,961	\$ 1,939,482	\$ (53,658)	-2.8%
<u>Staffing (FTEs)</u>	-	-	15.00	-	15.00	-	0.0%



The FY 2007-08 budget for the Voter Registration Activity meets the forecasted demand of 525,000 in registration documents at an annual cost of \$3.69 per registration processed to achieve the desired result of 100% demand met.

The FY 2006-07 budget assumed an insignificant increase in demand of .18%, with results of 100% of demand met. The FY 2007-08 budget assumes a continued increase in demand by 5%. FY 2007-08 will include the Presidential Preference Election. The County anticipates an increase in the number of potential voters registering to vote for the Presidential Election to be held in November 2008.

The FY 2007-08 budget increases by \$53,658 (2.8%) compared to the FY 2006-07 revised budget. This increase related to rate is \$40,633 (2.2%) is offset by a favorable volume variance of \$94,291 (5.5%).

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, duties, as well as functions of the Elections Office.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Demand	-	250,000	250,000	250,000	250,000	-	0.0%
<i>Number of registrations processed.</i>							
Output	-	250,000	250,000	250,000	250,000	-	0.0%
<i>Number of registrations scanned.</i>							
<i>Percent of Demand met</i>		100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ -	\$ 0.78	\$ 0.65	\$ 1.03	\$ 0.65	\$ 0.01	1.0%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	\$ 190,366	\$ 194,007	\$ 163,672	\$ 258,544	\$ 162,104	\$ 1,568	1.0%
Totals	\$ 190,366	\$ 194,007	\$ 163,672	\$ 258,544	\$ 162,104	\$ 1,568	1.0%
Staffing (FTEs)	-	-	3.00	-	3.00	-	0.0%

The department acknowledges that data has not been collected on this result measure. The department has notified OMB that they will be revising their strategic plan in FY 2007-08. Revisions to their strategic plan may include consolidation, removal and additions to their current programs and activities.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 19,040,514	\$ 2,579,500
MID-YEAR ADJUSTMENTS:		
Phase I Admin Market Study	\$ 87,357	\$ -
Subtotal	\$ 87,357	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 19,127,871	\$ 2,579,500
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 41,240	\$ -
Retirement Contributions	12,061	-
Subtotal	\$ (9,641,951)	\$ -
FY 2007-08 BUDGET TARGET	\$ 9,485,920	\$ 2,579,500
BASE ADJUSTMENTS:		
Budget Submitted Under Target	\$ (10,091)	\$ (1,356,888)
Increase Salary/Benefit Savings	(132,844)	-
Increase to Support One-Time Cost for Presidential Preference and Jurisdictional Elections	2,805,933	1,395,083
Risk Management Cost Increase	8,604	
Subtotal	\$ 2,671,602	\$ 38,195
FY 2007-08 ADOPTED BUDGET:	\$ 12,157,522	\$ 2,617,695

Elections Grant Fund (248) Appropriated Budget Reconciliation

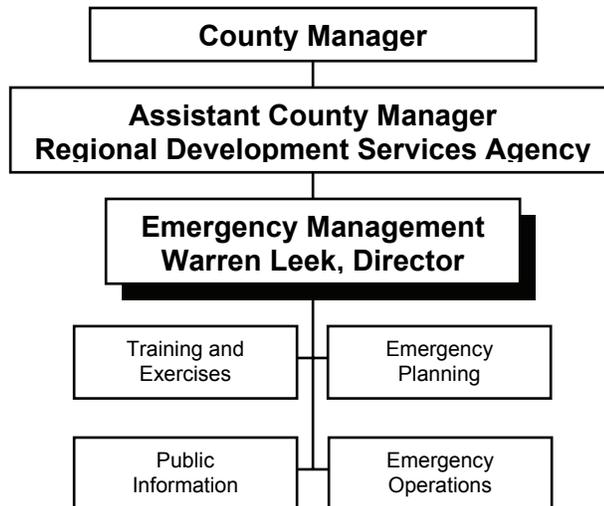
	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ -	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ -	\$ -
FY 2007-08 BUDGET TARGET	\$ -	\$ -
BASE ADJUSTMENTS:		
HAVA Grant Funding Carryover	\$ 29,524	\$ -
Subtotal	\$ 29,524	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 29,524	\$ -

Emergency Management

Analysis by Angie Flick, Management & Budget Analyst

Summary

Organizational Chart



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 March 31, 2007, establish the department as a regional resource for Geographical Information System (GIS) support in emergency management through continued GIS development and creation of a web-based map delivery service.**

Status: The system is part of the recently acquired WebEOC information management system. Implementation was completed in March 2007.

- **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: Although the Citizen Corp grant funding for FY 2007-08 has been reduced, the adopted FY 2007-08 budget continues to support the attainment of this goal.

- **By March 31, 2007, update the Maricopa County Emergency Operations Plan to comply with the National Incident Management System (NIMS) and ensure better coordination between federal, state, and local governments during a major emergency.**

Status: The Initial draft has been completed and is presently being reviewed. The final plan is expected to be complete by the goal deadline.

- **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 the master plan, and the project will be considered for funding by the Board of Supervisors.

- **By December 31, 2007, analyze, evaluate and make recommendations to the IGA assessment funding formula to accommodate the increase of emergency services and demands of a growing population, while maintaining the lowest possible funding requirements.**

Status: The department continues to explore options related to the Intergovernmental agreements with Cities and Towns.

- **By year-end 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 goal are covered within goals presented above. They include the new Emergency Operations Center, updated emergency operation plans and training in the NIMS and the incident command system (ICS).

- **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.**

Status: The FY 2007-08 budget supports the attainment of this goal. During FY 2005-06, Maricopa County's Research and Reporting Department measured the customer satisfaction of Maricopa County citizens in regards to having a family preparedness plan. This was the first year of this question with the initial survey results of 56% whom answered "agree" or "strongly agree".

- **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.**

Status: The FY 2007-08 budget supports the attainment of this goal. During FY 2005-06, Maricopa County's Research and Reporting Department measured the customer satisfaction of Maricopa County citizens in regards to having a family preparedness plan. This was the first year of this question with the initial survey results of 51% whom answered "agree" or "strongly agree".

- **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: The FY 2007-08 budget supports the attainment of this goal. The department is continuing to work with the cities/towns in their disaster preparedness and disaster exercise participation.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
15PR - PREPAREDNESS	\$ 909,687	\$ 1,189,023	\$ 1,252,250	\$ 1,244,928	\$ 1,083,884	\$ (168,366)	-13.4%
EXER - TRAINING AND EXERCISE	-	4,473	-	-	-	-	-
PLAN - PLANNING	871,037	965,804	1,003,240	1,070,985	892,579	(110,661)	-11.0%
PUBL - PUBLIC INFORMATION	38,650	218,746	249,010	173,942	191,305	(57,705)	-23.2%
15RR - RESPONSE AND RECOVERY	\$ -	\$ 14,064	\$ -	\$ -	\$ -	\$ -	-
EMER - EMERGENCY OPERATIONS MGMT	-	14,064	-	-	-	-	-
99AS - ADMINISTRATIVE SERVICES PROG	\$ 212	\$ -	\$ -	\$ -	\$ -	\$ -	-
99GV - GENERAL GOVERNMENT	\$ 283,127	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL PROGRAMS	\$ 1,193,026	\$ 1,203,087	\$ 1,252,250	\$ 1,244,928	\$ 1,083,884	\$ (168,366)	-13.4%
EXPENDITURES							
15PR - PREPAREDNESS	\$ 1,190,639	\$ 1,462,544	\$ 1,494,326	\$ 1,362,055	\$ 1,265,911	\$ 228,415	15.3%
EXER - TRAINING AND EXERCISE	64,660	29,515	159,786	90,602	54,480	105,306	65.9%
PLAN - PLANNING	1,052,876	1,249,321	1,097,443	1,107,724	1,047,216	50,227	4.6%
PUBL - PUBLIC INFORMATION	73,103	183,708	237,097	163,729	164,215	72,882	30.7%
15RR - RESPONSE AND RECOVERY	\$ 69,786	\$ 19,264	\$ 38,490	\$ 104,096	\$ 14,285	\$ 24,205	62.9%
EMER - EMERGENCY OPERATIONS MGMT	69,786	19,264	38,490	104,096	14,285	24,205	62.9%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 146,837	\$ 4,026	\$ 6,374	\$ 10,192	\$ 6,016	\$ 358	5.6%
99GV - GENERAL GOVERNMENT	\$ 87,000	\$ 74,833	\$ 74,833	\$ 75,669	\$ 66,308	\$ 8,525	11.4%
TOTAL PROGRAMS	\$ 1,494,262	\$ 1,560,667	\$ 1,614,023	\$ 1,552,013	\$ 1,352,520	\$ 261,503	16.2%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
15PR - PREPAREDNESS	14.50	14.50	-	0.0%
PLAN - PLANNING	13.50	13.50	-	0.0%
PUBL - PUBLIC INFORMATION	1.00	1.00	-	0.0%
TOTAL PROGRAMS	14.50	14.50	-	0.0%

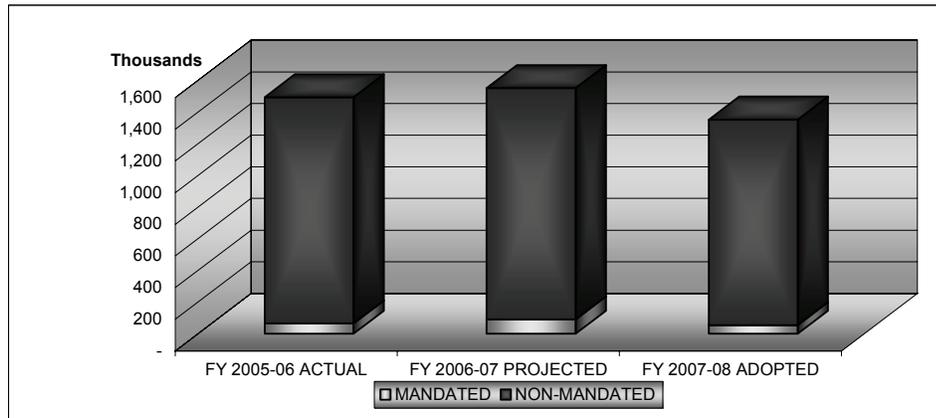
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ 1,175,074	\$ 1,201,627	\$ 1,249,590	\$ 1,238,321	\$ 807,294	\$ (442,296)	-35.4%
Charges For Service	-	-	1,200	1,200	268,600	267,400	22283.3%
Miscellaneous Revenues	17,951	1,460	1,460	5,406	7,990	6,530	447.3%
Total Revenue	\$ 1,193,026	\$ 1,203,087	\$ 1,252,250	\$ 1,244,928	\$ 1,083,884	\$ (168,366)	-13.4%
EXPENDITURES							
Personal Services	\$ 934,832	\$ 1,026,314	\$ 1,014,659	\$ 974,894	\$ 1,059,830	\$ (45,171)	-4.5%
Supplies	25,917	34,958	28,745	30,575	43,578	(14,833)	-51.6%
Services	215,978	403,792	475,016	450,959	163,329	311,687	65.6%
Other Financing Uses	87,000	74,747	74,747	74,747	64,906	9,841	13.2%
Capital Outlay	230,535	20,856	20,856	20,838	20,877	(21)	-0.1%
Total Expenditures	\$ 1,494,262	\$ 1,560,667	\$ 1,614,023	\$ 1,552,013	\$ 1,352,520	\$ 261,503	16.2%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 212	\$ -	\$ -	\$ -	\$ -	\$ -	-
207 PALO VERDE	306,863	309,161	309,161	313,346	333,615	24,454	7.9%
215 EMERGENCY MANAGEMENT	885,951	893,926	943,089	931,582	750,269	(192,820)	-20.4%
TOTAL FUNDS	\$ 1,193,026	\$ 1,203,087	\$ 1,252,250	\$ 1,244,928	\$ 1,083,884	\$ (168,366)	-13.4%
EXPENDITURES							
100 GENERAL	\$ 234,376	\$ 235,773	\$ 239,966	\$ 228,576	\$ 268,636	\$ (28,670)	-11.9%
207 PALO VERDE	293,491	309,161	309,161	312,704	333,615	(24,454)	-7.9%
215 EMERGENCY MANAGEMENT	966,395	1,015,733	1,064,896	1,010,732	750,269	314,627	29.5%
TOTAL FUNDS	\$ 1,494,262	\$ 1,560,667	\$ 1,614,023	\$ 1,552,013	\$ 1,352,520	\$ 261,503	16.2%

Mandated vs. Non-Mandated Expenditures



Programs and Activities

Mitigation and 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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of items evaluated in Palo Verde Nuclear Generating Station exercise that meet or exceed Federal Emergency Management Agency (FEMA) standards.	100.0%	100.0%	100.0%	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.	32.2%	68.0%	68.0%	36.0%	100.0%	32.0%	47.1%
Percent of tribal communities, cities, and towns in Maricopa County that have a Citizen Corps council.	59.2%	56.0%	56.0%	48.0%	63.0%	7.0%	12.5%

Activities that comprise this program include:

- Planning
- Public Information
- Training and Exercise

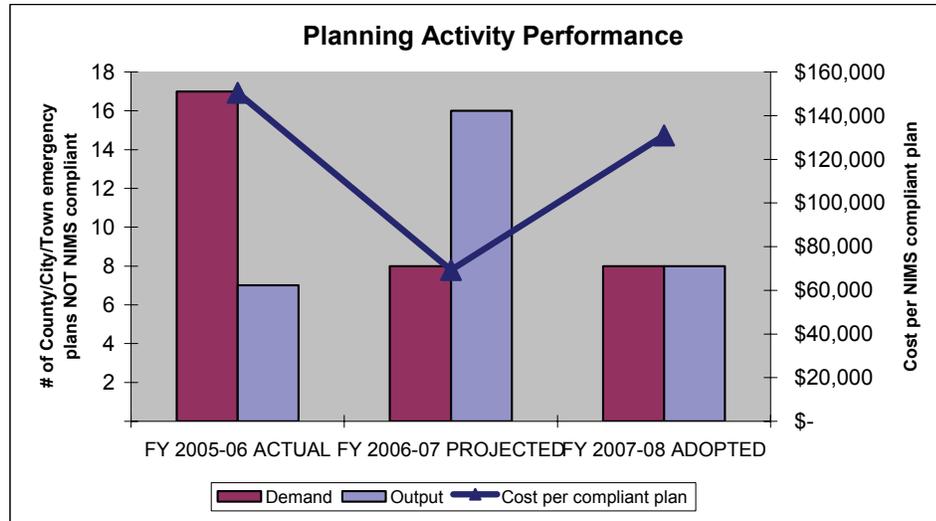
Planning Activity

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Demand	17	24	24	8	8	(16)	-66.7%
<i>Number of County and city/town emergency operations plans not meeting State of Arizona guidelines for NIMS compliance</i>							
Output	7	24	24	16	8	(16)	-66.7%
<i>Number of County and city/town emergency operations plans that were updated to meet State of Arizona guidelines for NIMS compliance</i>							
Percent of Demand met	41.2%	100.0%	100.0%	200.0%	100.0%	0.0%	0.0%
Efficiency							
<i>Expenditures per unit of Output</i>	\$ 150,410.92	\$ 52,055.04	\$ 45,726.79	\$ 69,232.76	\$ 130,902.00	\$ (85,175.21)	
Revenues by Fund							
Palo Verde	\$ 306,863	\$ 290,624	\$ 309,161	\$ 313,346	\$ 333,615	\$ (24,454)	-7.9%
Emergency Management	564,174	675,180	694,079	757,639	558,964	135,115	19.5%
Totals	\$ 871,037	\$ 965,804	\$ 1,003,240	\$ 1,070,985	\$ 892,579	\$ 110,661	11.0%
Expenditures by Fund							
General	\$ 89,199	\$ 205,798	\$ 205,740	\$ 194,454	\$ 263,166	\$ (57,426)	-27.9%
Palo Verde	193,250	269,899	213,104	220,777	248,775	(35,671)	-16.7%
Emergency Management	770,427	773,624	678,599	692,493	535,275	143,324	21.1%
Totals	\$ 1,052,876	\$ 1,249,321	\$ 1,097,443	\$ 1,107,724	\$ 1,047,216	\$ 50,227	4.6%
Staffing (FTEs)	-	-	13.50	-	13.50	-	0.0%



The FY 2007-08 budget for the Planning Activity meets projected demand of all County, Cities and Towns having National Incident Management Systems (NIMS) compliant emergency operations plans. The FY 2006-07 budget assumed that all plans would not be in NIMS compliance. The FY 2006-07 projected demand assumes that 16 County, City and Town plans will be in NIMS compliance. The 2007-08 budget assumes that the remaining plans will be in compliance by June 30, 2008.

The FY 2007-08 expenditure budget will decrease by \$50,227 (4.6%) compared to the FY 2006-07 revised budget due to decreases in outside service requests.

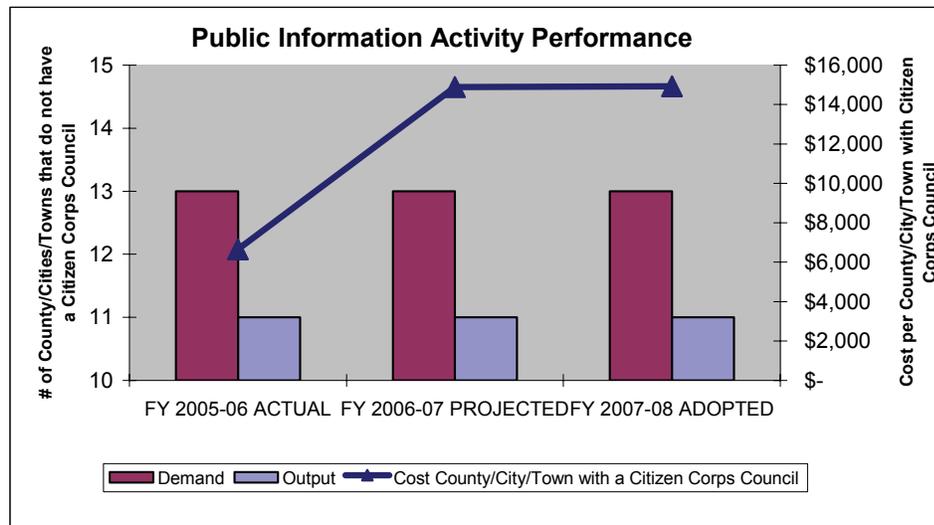
Public Information Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand	13	24	24	13	13	(11)	-45.8%
<i>Number of Citizen Corps programs in Maricopa County not formed under a parent council or Arizona Region Citizen Corps Council</i>							
Output	11	24	24	11	11	(13)	-54.2%
<i>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</i>							
Percent of Demand met	84.6%	100.0%	100.0%	84.6%	84.6%	-15.4%	-15.4%
Efficiency							
<i>Expenditures per unit of Output</i>	\$ 6,641.20	\$ 7,654.50	\$ 9,879.04	\$ 14,884.47	\$ 14,928.64	\$ (5,606.31)	
Revenues by Fund							
Emergency Management	\$ 38,650	\$ 218,746	\$ 249,010	\$ 173,942	\$ 191,305	\$ (57,705)	-23.2%
Totals	\$ 38,650	\$ 218,746	\$ 249,010	\$ 173,942	\$ 191,305	\$ (57,705)	-23.2%
Expenditures by Fund							
General	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	-
Emergency Management	73,053	183,708	237,097	163,729	164,215	72,882	30.7%
Totals	\$ 73,053	\$ 183,708	\$ 237,097	\$ 163,729	\$ 164,215	\$ 72,882	30.7%
Staffing (FTEs)	-	-	1.00	-	1.00	-	0.0%



The FY 2007-08 budget for the Public Information Activity meets projected demand of 13 County/Cities/Towns not having a Citizen Corps Council. These 13 entities have historically not participated and it is assumed they will continue to refuse participation in the Citizen Corps Program in FY 2007-08.

The FY 2007-08 expenditure budget will decrease by \$72,882 (30.7%) compared to the FY 2006-07 revised budget due to grant related activities that will be discontinued.

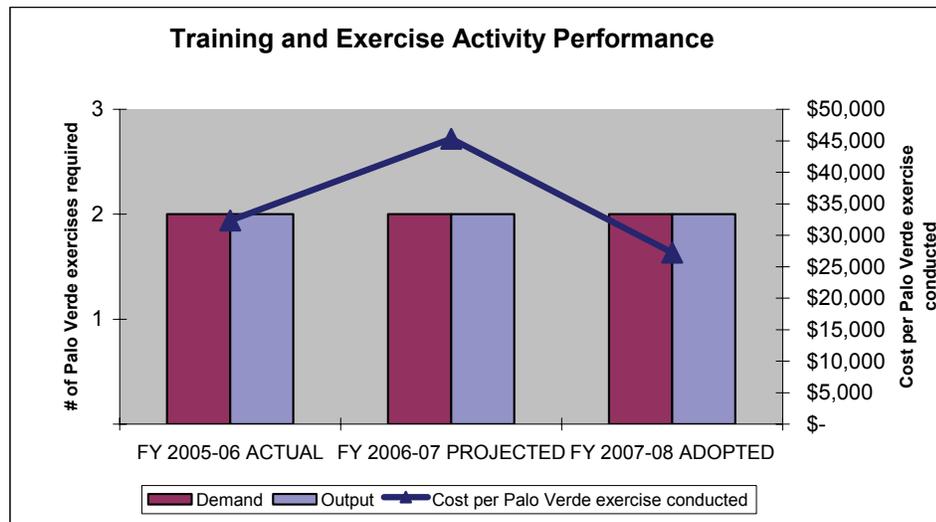
Training and Exercise Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand Number of Palo Verde Nuclear Generation Station exercises required to be conducted during the upcoming year	2	2	2	2	2	-	0.0%
Output Number of Palo Verde Nuclear Generation Station exercises conducted	2	2	2	2	2	-	0.0%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency Expenditures per unit of Output	\$ 32,329.93	\$ 14,757.50	\$ 79,893.00	\$ 45,300.79	\$ 27,240.00	\$ (52,653.00)	-65.9%
Revenues by Fund							
Palo Verde	\$ -	\$ 4,473	\$ -	\$ -	\$ -	\$ -	-
Totals	\$ -	\$ 4,473	\$ -	\$ -	\$ -	\$ -	-
Expenditures by Fund							
General	\$ 25	\$ 21,663	\$ 1,276	\$ 3,563	\$ 896	\$ 380	29.8%
Palo Verde	64,635	7,552	67,411	73,281	53,584	13,827	20.5%
Emergency Management	-	300	91,099	13,757	-	91,099	100.0%
Totals	\$ 64,660	\$ 29,515	\$ 159,786	\$ 90,602	\$ 54,480	\$ 105,306	65.9%
Staffing (FTEs)	-	-	-	-	-	-	-



The FY 2007-08 budget for the Training and Exercise Activity meets projected demand of two training exercises for Palo Verde Nuclear Power Station at an average cost of \$27,240.

The FY 2007-08 expenditure budget is decreasing by \$105,306 (65.9%) compared to the FY 2006-07 revised budget due to a reduction in grant funding causing the department to reallocate resources.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of emergency notifications made within 15 minutes of receipt.	90.7%	100.0%	100.0%	97.5%	100.0%	0.0%	0.0%
Percent of required emergency notifications completed.	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Emergency Operations Management

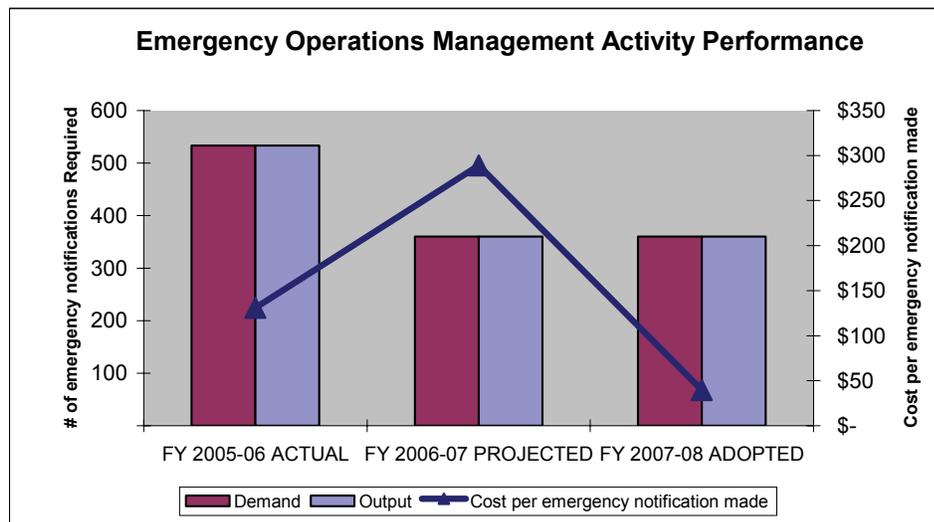
Emergency Operations Management Activity

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: Activity not mandated.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Demand	533	200	200	360	360	160	80.0%
<i>Number of emergency notifications required</i>							
Output	533	200	200	360	360	160	80.0%
<i>Number of emergency notifications made</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency							
<i>Expenditures per unit of Output</i>	\$ 130.93	\$ 96.32	\$ 192.45	\$ 289.16	\$ 39.68	\$ 151.28	78.6%
Revenues by Fund							
Palo Verde	\$ -	\$ 14,064	\$ -	\$ -	\$ -	\$ -	-
Totals	\$ -	\$ 14,064	\$ -	\$ -	\$ -	\$ -	-
Expenditures by Fund							
General	\$ -	\$ 4,200	\$ 26,490	\$ 19,445	\$ 4,350	\$ 22,140	83.6%
Palo Verde	-	14,064	11,000	1,000	9,935	1,065	9.7%
Emergency Management	69,786	1,000	1,000	83,651	-	1,000	100.0%
Totals	\$ 69,786	\$ 19,264	\$ 38,490	\$ 104,096	\$ 14,285	\$ 24,205	62.9%
Staffing (FTEs)	-	-	-	-	-	-	-



The FY 2007-08 budget for the Emergency Operations Management Activity meets projected demand of 360 emergency notifications required at an average cost of \$39.68 per notification made to achieve the result of 100%.

The FY 2006-07 projected demand is based heavily on the emergency notifications required due to heat and monsoon activity that were experienced in the first quarter of the fiscal year. This demand assumes that May and June of 2007 will be similar to 2006 in heat and storms. The FY 2007-08 demand forecast assumes no extraordinary weather occurrences which would prompt additional emergency notifications.

The FY 2007-08 expenditure budget will decrease by \$24,205 (62.9%) compared to the FY 2006-07 revised budget due to the reduction in one-time purchases for the WebEOC and 5 year software maintenance costs.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 235,773	\$ -
MID-YEAR ADJUSTMENTS:		
Admin Phase I Market Study	\$ 4,193	\$ -
Subtotal	\$ 4,193	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 239,966	\$ -
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 1,320	\$ -
Retirement Contributions	422	-
FY 2007-08 Pay for Performance	3,460	-
Annualization of Compensation Adjustments	2,096	-
Subtotal	\$ 7,298	\$ -
FY 2007-08 BUDGET TARGET	\$ 247,264	\$ -
BASE ADJUSTMENTS:		
Regional Development Services Costs	\$ 5,726	\$ -
Increase cost of Planning Activity matched with revenue in Fund 215 from Maricopa County Cities and Towns	15,610	-
Increased Risk Management costs	36	-
Subtotal	\$ 21,372	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 268,636	\$ -

Palo Verde (207) Appropriated Budget Reconciliation

	EXPENDITURES		REVENUE	
FY 2006-07 ADOPTED BUDGET:	\$	309,161	\$	309,161
FY 2006-07 REVISED RESTATED BUDGET:	\$	309,161	\$	309,161
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)	\$	1,979	\$	-
Retirement Contributions		634		-
FY 2007-08 Pay for Performance		5,205		-
Structural Balance		-		7,343
Central Service Cost Allocation		(475)		-
Subtotal	\$	7,343	\$	7,343
FY 2007-08 BUDGET TARGET	\$	316,504	\$	316,504
BASE ADJUSTMENTS:				
Adjustment for approved grant amount	\$	17,111	\$	17,111
Subtotal	\$	17,111	\$	17,111
FY 2007-08 ADOPTED BUDGET:	\$	333,615	\$	333,615

Emergency Management (207) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 220,921	\$ 214,304	\$ 214,304	\$ 234,293	\$ 234,935
Revenue	\$ 306,863	\$ 309,161	\$ 309,161	\$ 313,346	\$ 333,615
Expenditures	293,491	309,161	309,161	312,704	333,615
Net Operating	\$ 13,372	\$ -	\$ -	\$ 642	\$ -
Ending Fund Balance	\$ 234,293	\$ 214,304	\$ 214,304	\$ 234,935	\$ 234,935

Emergency Management (215) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,015,733	\$ 893,926
FY 2006-07 REVISED RESTATED BUDGET:	\$ 1,015,733	\$ 893,926
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 6,268	\$ -
Retirement Contributions	2,562	-
FY 2007-08 Pay for Performance	17,402	-
Structural Balance	-	146,471
Central Service Cost Allocation	(1,568)	-
Subtotal	\$ 24,664	\$ 146,471
FY 2007-08 BUDGET TARGET	\$ 1,040,397	\$ 1,040,397
BASE ADJUSTMENTS:		
Reduction in grant funding	\$ (321,805)	\$ (321,805)
Increase cost of services & IGA revenue	21,336	21,336
Revenue change for EMPG grant	(3,584)	(3,584)
HMEP Grant Carry-over	1,200	1,200
Immunization of Volunteers Carry-over	12,725	12,725
Subtotal	\$ (290,128)	\$ (290,128)
FY 2007-08 ADOPTED BUDGET:	\$ 750,269	\$ 750,269

Emergency Management (215) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ (58,984)	\$ (316,163)	\$ (316,163)	\$ (139,427)	\$ (218,577)
Revenue	\$ 885,951	\$ 893,926	\$ 943,089	\$ 931,582	\$ 750,269
Expenditures	966,395	1,015,733	1,064,896	1,010,732	750,269
Net Operating	\$ (80,444)	\$ (121,807)	\$ (121,807)	\$ (79,150)	\$ -
Ending Fund Balance	\$ (139,427)	\$ (437,970)	\$ (437,970)	\$ (218,577)	\$ (218,577)

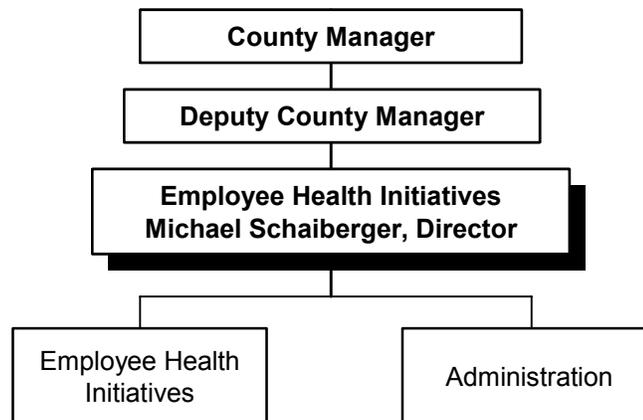
Emergency Management fund balance is negative because of the timing of revenue received from grants. It is deferred revenue as Emergency Management is reimbursed for expenditures by the grantors.

Employee Health Initiatives

Analysis by Cynthia Goelz, Management & Budget Supervisor

Summary

Organizational Chart



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 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: This is a new goal for FY 2007-08. Beginning in FY 2007-08, the majority of benefits will be self-insured, which will provide the flexibility necessary to respond to regulatory changes quickly. The adopted budget provides the resources necessary to effectively manage the benefits programs.

- **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: The average cost per employee for medical benefits in the adopted budget is \$6,509; the average increase to the total medical and pharmacy premium is 7%. In addition, the adopted budget includes a variety of initiatives aimed at keeping healthcare costs down such as free generic prescriptions and diabetic management programs. Starting with FY 2007-08, the majority of benefits will be self-insured, which will support continued achievement of this goal.

- **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: This goal is new in FY 2007-08. The adopted budget expands funding for the Wellness activity. Included in this activity are disease management initiatives, such as a diabetic management program, an anti-obesity program, and a quit tobacco program; preventive programs, such as on-site mammography, cholesterol and glucose screening, adult immunizations, health risk appraisals and various wellness incentive awards. The adopted budget also includes funding in the Pharmacy Activity for free diabetic medication which should assist in compliance with treatment and care management.

- **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: This is a new goal beginning in FY 2007-08.

Enrollment in the Consumer Choice Pharmacy plan will be enhanced as a result of providing preventative generic medication at no cost to enrollees. This initiative is anticipated to reduce future medical costs and improve the health status of employees and their families as they will be encouraged to be compliant with their preventive medication regimen.

Enrollment in Health Savings Accounts will be enhanced as a result of :

- An Employer contribution to the Health Savings Account based on coverage level ranging from \$500 to \$1,000.
- A reduction in the primary care, specialty care, urgent care, emergency room, inpatient hospital, therapy visits, chiropractic and behavioral health services post-deductible coinsurance level from 20% to 10%.
- Provision of certain preventive medications at no cost to employees.

Health Savings Accounts, combined with a high deductible insurance plan (HDHP), are intended to provide financial protection against high medical expenses for individuals, while retaining incentives for individuals who are prudent purchasers of health care services.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
35EP - EMPLOYEE PROGRAMS	\$ 3,221,045	\$ 3,303,563	\$ 3,423,680	\$ 3,452,359	\$ 4,536,191	\$ 1,112,511	32.5%
ERGO - ERGONOMICS	-	-	-	-	303,178	303,178	
STDD - ABSENCE MANAGEMENT	2,878,277	2,868,786	3,003,463	3,015,096	3,737,408	733,945	24.4%
WBEG - EMPLOYEE WELLNESS	342,769	434,777	420,217	437,263	495,605	75,388	17.9%
35VB - VOLUNTARY BENEFITS PROGRAMS	\$ 5,339	\$ 73,890	\$ 70,022	\$ 73,010	\$ 8,596,742	\$ 8,526,720	12177.2%
FIBP - LIFE INSURANCE	-	-	-	-	5,102,515	5,102,515	
FSAA - FLEXIBLE SPENDING ACCOUNT	769	62,640	59,362	61,895	3,099,043	3,039,681	5120.6%
OTHR - OTHER BENEFITS	4,570	11,250	10,660	11,115	395,184	384,524	3607.2%
35HB - HEALTH BENEFITS	\$ 31,106,184	\$ 21,361,800	\$ 21,245,551	\$ 21,267,293	\$ 119,188,145	\$ 97,942,594	461.0%
SFBH - MENTAL HEALTH	134,031	190,596	190,006	194,412	2,526,352	2,336,346	1229.6%
SFMD - MEDICAL	9,453,070	3,498,958	3,545,932	3,602,248	87,769,613	84,223,681	2375.2%
SFRX - PHARMACY	17,355,332	15,434,936	15,334,610	15,283,323	18,219,476	2,884,866	18.8%
SIDE - DENTAL	4,141,116	2,226,060	2,164,343	2,164,288	9,216,878	7,052,535	325.9%
VISN - VISION	22,635	11,250	10,660	23,022	1,455,826	1,445,166	13556.9%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 674,190	\$ 375,000	\$ 375,000	\$ 702,517	\$ 1,421,393	\$ 1,046,393	279.0%
99GV - GENERAL GOVERNMENT	\$ -	\$ -	\$ -	\$ -	\$ 1,877	\$ 1,877	
TOTAL PROGRAMS	\$ 35,006,757	\$ 25,114,253	\$ 25,114,253	\$ 25,495,179	\$ 133,744,348	\$ 108,630,095	432.5%
EXPENDITURES							
35EP - EMPLOYEE PROGRAMS	\$ 2,613,373	\$ 3,648,629	\$ 3,833,609	\$ 3,854,490	\$ 4,536,191	\$ (702,582)	-18.3%
ERGO - ERGONOMICS	140,576	-	213,816	191,924	303,178	(89,362)	-41.8%
STDD - ABSENCE MANAGEMENT	2,209,341	2,902,193	3,011,748	3,028,618	3,737,408	(725,660)	-24.1%
WBEG - EMPLOYEE WELLNESS	263,456	746,436	608,045	633,948	495,605	112,440	18.5%
35VB - VOLUNTARY BENEFITS PROGRAMS	\$ 85,898	\$ 73,890	\$ 81,068	\$ 83,915	\$ 8,596,742	\$ (8,515,674)	-10504.4%
FIBP - LIFE INSURANCE	-	-	-	-	5,102,515	(5,102,515)	
FSAA - FLEXIBLE SPENDING ACCOUNT	70,985	62,640	56,827	70,657	3,099,043	(3,042,216)	-5353.5%
OTHR - OTHER BENEFITS	14,913	11,250	24,241	13,258	395,184	(370,943)	-1530.2%
35HB - HEALTH BENEFITS	\$ 26,567,590	\$ 22,114,651	\$ 21,853,921	\$ 21,801,158	\$ 118,888,145	\$ (97,034,224)	-444.0%
SFBH - MENTAL HEALTH	191,074	193,111	193,415	183,783	2,526,352	(2,332,937)	-1206.2%
SFMD - MEDICAL	8,363,065	3,987,068	3,786,544	3,893,673	87,469,613	(83,683,069)	-2210.0%
SFRX - PHARMACY	13,949,406	15,697,162	15,599,701	15,493,825	18,219,476	(2,619,775)	-16.8%
SIDE - DENTAL	4,058,488	2,226,060	2,258,986	2,226,476	9,216,878	(6,957,892)	-308.0%
VISN - VISION	5,557	11,250	15,275	3,400	1,455,826	(1,440,551)	-9430.8%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 792,705	\$ 874,001	\$ 958,794	\$ 910,408	\$ 1,421,393	\$ (462,599)	-48.2%
99GV - GENERAL GOVERNMENT	\$ -	\$ 677	\$ 677	\$ 280	\$ 1,877	\$ (1,200)	-177.3%
TOTAL PROGRAMS	\$ 30,059,566	\$ 26,711,848	\$ 26,728,069	\$ 26,650,251	\$ 133,444,348	\$ (106,716,279)	-399.3%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
35EP - EMPLOYEE PROGRAMS	7.18	5.40	(1.78)	(0.25)
STDD - ABSENCE MANAGEMENT	1.53	1.40	(0.13)	(0.08)
ERGO - ERGONOMICS	3.00	3.00	-	-
WBEG - EMPLOYEE WELLNESS	2.65	1.00	(1.65)	(0.62)
35VB - VOLUNTARY BENEFITS PROGRAMS	0.25	-	(0.25)	(1.00)
FSAA - FLEXIBLE SPENDING ACCOUNT	0.10	-	(0.10)	(1.00)
OTHR - OTHER BENEFITS	0.15	-	(0.15)	(1.00)
35HB - HEALTH BENEFITS	7.10	-	(7.10)	(1.00)
SFBH - MENTAL HEALTH	0.10	-	(0.10)	(1.00)
SFMD - MEDICAL	3.75	-	(3.75)	(1.00)
SFRX - PHARMACY	2.70	-	(2.70)	(1.00)
SIDE - DENTAL	0.45	-	(0.45)	(1.00)
VISN - VISION	0.10	-	(0.10)	(1.00)
99AS - ADMINISTRATIVE SERVICES PROG	9.47	8.85	(0.62)	(0.07)
99GV - GENERAL GOVERNMENT	-	15.75	15.75	
TOTAL PROGRAMS	24.00	30.00	6.00	0.25

Note: Payroll and benefit expenditures associated with staff in the General Government Program will be allocated out to direct service activities.

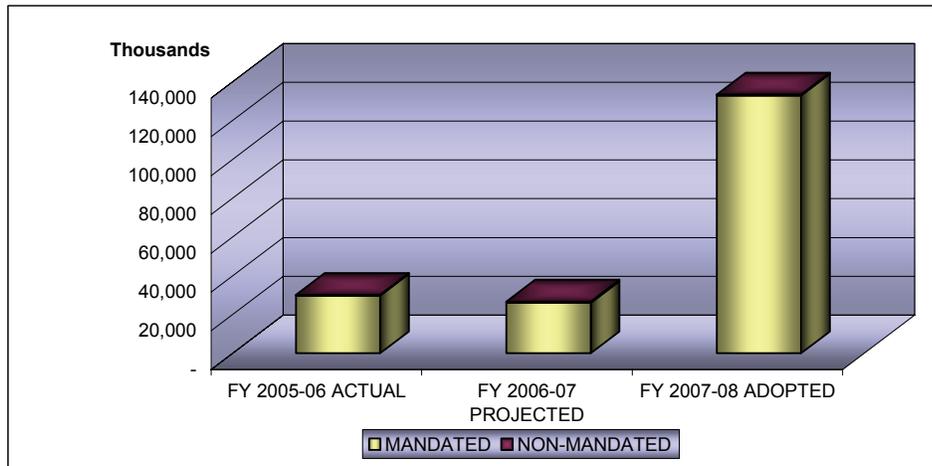
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ 5,210,241	\$ 2,533,106	\$ 2,593,590	\$ 389,656	\$ 3,203,387	\$ 609,797	23.5%
Charges For Service	29,081,936	22,206,147	22,145,663	24,391,099	130,211,381	108,065,718	488.0%
Miscellaneous Revenues	714,580	375,000	375,000	714,423	329,580	(45,420)	-12.1%
Total Revenue	\$ 35,006,757	\$ 25,114,253	\$ 25,114,253	\$ 25,495,179	\$ 133,744,348	\$ 108,630,095	432.5%
EXPENDITURES							
Personal Services	\$ 1,486,481	\$ 1,719,430	\$ 1,735,649	\$ 1,776,926	\$ 2,235,843	\$ (500,194)	-28.8%
Supplies	34,510	28,615	31,618	27,632	38,851	(7,233)	-22.9%
Services	28,527,281	24,949,710	24,946,709	24,832,846	131,150,467	(106,203,758)	-425.7%
Capital Outlay	11,295	14,093	14,093	12,847	19,187	(5,094)	-36.1%
Total Expenditures	\$ 30,059,566	\$ 26,711,848	\$ 26,728,069	\$ 26,650,251	\$ 133,444,348	\$ (106,716,279)	-399.3%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 904,257	\$ 485,364	\$ 485,364	\$ 506,726	\$ -	\$ (485,364)	-100.0%
602 CMG LOW OPTION	-	-	-	-	1,045,601	1,045,601	
601 CMG HIGH OPTION	-	-	-	-	36,152,089	36,152,089	
603 IPA	-	-	-	-	19,367,538	19,367,538	
604 OAP HIGH OPTION	-	-	-	-	27,583,057	27,583,057	
605 OAP LOW OPTION	-	-	-	-	1,124,588	1,124,588	
606 CHOICE FUND H.S.A.	-	-	-	-	68,604	68,604	
607 FI DENTAL PPO	-	-	-	-	5,722,570	5,722,570	
608 COINSURANCE	-	-	-	-	15,647,088	15,647,088	
609 CONSUMER CHOICE	-	-	-	-	2,358,585	2,358,585	
610 70% STD	-	-	-	-	1,884,823	1,884,823	
611 60% STD	-	-	-	-	547,974	547,974	
612 50% STD	-	-	-	-	596,675	596,675	
613 40% STD	-	-	-	-	465,815	465,815	
614 BEHAVIORAL HEALTH	-	-	-	-	2,289,637	2,289,637	
615 WELLNESS	-	-	-	-	392,832	392,832	
616 CONTRACT ADMINISTRATION	-	-	-	-	469,017	469,017	
617 MEDICAL INCENTIVE/PENALTIES	-	-	-	-	1,001,088	1,001,088	
618 BENEFIT ADMINISTRATION	-	-	-	-	2,795,631	2,795,631	
621 FLEX SPENDING HEALTH	-	-	-	-	2,160,460	2,160,460	
622 FLEX SPENDING DEP CARE	-	-	-	-	926,820	926,820	
623 VISION	-	-	-	-	1,346,502	1,346,502	
624 STAND ALONE VISION	-	-	-	-	92,524	92,524	
625 FI PREPAID DENTAL	-	-	-	-	719,709	719,709	
626 FI LIFE & AD&D	-	-	-	-	986,813	986,813	
627 SUPPLEMENTAL LIFE	-	-	-	-	3,452,646	3,452,646	
628 EMPLOYEE ASSISTANCE(EAP)	-	-	-	-	210,264	210,264	
629 SI DENTAL	-	-	-	-	2,671,409	2,671,409	
630 DEPENDENT LIFE	-	-	-	-	641,505	641,505	
631 VOLUNTARY BENEFITS	-	-	-	-	395,184	395,184	
632 CIGNA FOR SENIORS	-	-	-	-	627,300	627,300	
652 HS SELF-INSURED TRUST FUND	8,201,596	2,929,163	2,929,163	2,977,840	-	(2,929,163)	-100.0%
685 BENEFITS TRUST	25,900,904	21,699,726	21,699,726	22,010,612	-	(21,699,726)	-100.0%
TOTAL FUNDS	\$ 35,006,757	\$ 25,114,253	\$ 25,114,253	\$ 25,495,179	\$ 133,744,348	\$ 108,630,095	432.5%
EXPENDITURES							
100 GENERAL	\$ 2,030,468	\$ 2,457,959	\$ 2,474,180	\$ 2,474,180	\$ -	\$ 2,474,180	100.0%
602 CMG LOW OPTION	-	-	-	-	1,045,601	(1,045,601)	
601 CMG HIGH OPTION	-	-	-	-	35,852,089	(35,852,089)	
603 IPA	-	-	-	-	19,367,538	(19,367,538)	
604 OAP HIGH OPTION	-	-	-	-	27,583,057	(27,583,057)	
605 OAP LOW OPTION	-	-	-	-	1,124,588	(1,124,588)	
606 CHOICE FUND H.S.A.	-	-	-	-	68,604	(68,604)	
607 FI DENTAL PPO	-	-	-	-	5,722,570	(5,722,570)	
608 COINSURANCE	-	-	-	-	15,647,088	(15,647,088)	
609 CONSUMER CHOICE	-	-	-	-	2,358,585	(2,358,585)	
610 70% STD	-	-	-	-	1,884,823	(1,884,823)	
611 60% STD	-	-	-	-	547,974	(547,974)	
612 50% STD	-	-	-	-	596,675	(596,675)	
613 40% STD	-	-	-	-	465,815	(465,815)	
614 BEHAVIORAL HEALTH	-	-	-	-	2,289,637	(2,289,637)	
615 WELLNESS	-	-	-	-	392,832	(392,832)	
616 CONTRACT ADMINISTRATION	-	-	-	-	469,017	(469,017)	
617 MEDICAL INCENTIVE/PENALTIES	-	-	-	-	1,001,088	(1,001,088)	
618 BENEFIT ADMINISTRATION	-	-	-	-	2,795,631	(2,795,631)	
621 FLEX SPENDING HEALTH	-	-	-	-	2,160,460	(2,160,460)	
622 FLEX SPENDING DEP CARE	-	-	-	-	926,820	(926,820)	
623 VISION	-	-	-	-	1,346,502	(1,346,502)	
624 STAND ALONE VISION	-	-	-	-	92,524	(92,524)	
625 FI PREPAID DENTAL	-	-	-	-	719,709	(719,709)	
626 FI LIFE & AD&D	-	-	-	-	986,813	(986,813)	
627 SUPPLEMENTAL LIFE	-	-	-	-	3,452,646	(3,452,646)	
628 EMPLOYEE ASSISTANCE(EAP)	-	-	-	-	210,264	(210,264)	
629 SI DENTAL	-	-	-	-	2,671,409	(2,671,409)	
630 DEPENDENT LIFE	-	-	-	-	641,505	(641,505)	
631 VOLUNTARY BENEFITS	-	-	-	-	395,184	(395,184)	
632 CIGNA FOR SENIORS	-	-	-	-	627,300	(627,300)	
652 HS SELF-INSURED TRUST FUND	7,998,988	2,854,163	2,854,163	2,852,617	-	2,854,163	100.0%
685 BENEFITS TRUST	20,030,110	21,399,726	21,399,726	21,323,454	-	21,399,726	100.0%
TOTAL FUNDS	\$ 30,059,566	\$ 26,711,848	\$ 26,728,069	\$ 26,650,251	\$ 133,444,348	\$ (106,716,279)	-399.3%

Mandated vs. Non-Mandated Expenditures



For further information on mandates, refer to the [Programs and Activities](#) section.

There are four changes to the business operation of the Employee Health Initiatives department that significantly influence EHI's structure and budget in FY 2007-08. Beginning in FY 2007-08, the majority of benefits offered by the County will be self-insured. This change in delivery is the cause for the extraordinary increase in revenues and expenditures for this department. Further, unlike in years past, the premium revenue and payments of fully insured products will be recorded in the department's income statement rather than only through the balance sheet. This change also contributes to the increase in the revenue and expenditure budget. In addition, the department has restructured its business. The programs, activities, services and measures have all been re-defined to support lines of business. As part of this restructure, the department will be utilizing a cost pool where it will be budgeting and charging personnel and overhead costs. These costs will subsequently be allocated out. In prior years, many of these expenditures were classified as administrative costs. This significant change to the activity structure makes a year-over-year comparison difficult. Finally, due to the timing of open enrollment associated with the change to moving to a fiscal year rather than calendar year benefits schedule, open enrollment data is not yet available. The budget assumes demand and output for the total employee population based on current selection patterns. Once open enrollment data is available, it will be analyzed and the changes will be recommended as necessary.

Program 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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of active employees who received the benefit coverage who are satisfied with medical benefits	92.0%	92.0%	92.0%	92.0%	93.0%	1.0%	1.1%
Percent of voluntary departures who reported benefits as the primary reason for departure	1.0%	1.0%	1.0%	1.0%	1.0%	0.0%	0.0%
Percent increase in enrollment in disease management programs	No Data	No Data	No Data	No Data	10.0%		
Percent increase in enrollment in Choice Fund H.S.A. Plan	No Data	No Data	No Data	No Data	20.0%		
Percent of active employees who received the benefit coverage who are satisfied with pharmacy benefits	87.0%	87.0%	87.0%	87.0%	90.0%	3.0%	3.4%
Percent increase in enrollment in the Consumer Choice Benefit Plan	60.0%	11.0%	11.0%	11.0%	9.0%	-2.0%	-18.2%

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

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results <i>Percent of active employees who received the benefit coverage who are satisfied with the benefit.</i>	92.0%	92.0%	92.0%	92.0%	93.0%	1.0%	1.1%
Results <i>Percent of voluntary departures who reported benefits as the primary reason for departure.</i>	1.0%	1.0%	1.0%	1.0%	1.0%	0.0%	0.0%
Demand <i>Number of active employees, retirees, NPGs and Cobra Beneficiaries who elected Medical Benefit coverage.</i>	11,336	11,467	11,623	11,623	13,438	1,815	15.6%
Output <i>Number of active employees, retirees, NPGs and Cobra Beneficiaries who received Medical Benefit coverage.</i>	11,336	11,467	11,623	11,623	13,438	1,815	15.6%
<i>Percent of Demand met</i>	100.0%	\$ 1	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 737.74	\$ 347.70	\$ 325.78	\$ 335.00	\$ 6,509.12	\$ (6,183.34)	-1898.0%
Revenues by Fund							
General	\$ 791,701	\$ 106,130	\$ 123,188	\$ 133,136	\$ -	\$ (123,188)	-100.0%
Cmg High Option	-	-	-	-	36,152,089	36,152,089	
Cmg Low Option	-	-	-	-	1,045,601	1,045,601	
Ipa	-	-	-	-	19,367,538	19,367,538	
Oap High Option	-	-	-	-	27,583,057	27,583,057	
Oap Low Option	-	-	-	-	1,124,588	1,124,588	
Choice Fund H.S.A.	-	-	-	-	68,604	68,604	
Contract Administration	-	-	-	-	102,701	102,701	
Medical Incentive/Penalties	-	-	-	-	1,001,088	1,001,088	
Benefit Administration	-	-	-	-	697,047	697,047	
Cigna For Seniors	-	-	-	-	627,300	627,300	
Hs Self-Insured Trust Fund	8,131,878	2,833,978	2,854,019	2,879,206	-	(2,854,019)	-100.0%
Benefits Trust	529,491	558,850	568,725	589,907	-	(568,725)	-100.0%
Totals	\$ 9,453,070	\$ 3,498,958	\$ 3,545,932	\$ 3,602,248	\$ 87,769,613	\$ 84,223,681	2375.2%
Expenditures by Fund							
General	\$ 358,592	\$ 594,240	\$ 393,716	\$ 502,101	\$ -	\$ 393,716	100.0%
Cmg High Option	-	-	-	-	35,852,089	(35,852,089)	
Cmg Low Option	-	-	-	-	1,045,601	(1,045,601)	
Ipa	-	-	-	-	19,367,538	(19,367,538)	
Oap High Option	-	-	-	-	27,583,057	(27,583,057)	
Oap Low Option	-	-	-	-	1,124,588	(1,124,588)	
Choice Fund H.S.A.	-	-	-	-	68,604	(68,604)	
Contract Administration	-	-	-	-	102,701	(102,701)	
Medical Incentive/Penalties	-	-	-	-	1,001,088	(1,001,088)	
Benefit Administration	-	-	-	-	697,047	(697,047)	
Cigna For Seniors	-	-	-	-	627,300	(627,300)	
Hs Self-Insured Trust Fund	7,998,988	2,833,978	2,833,978	2,832,432	-	2,833,978	100.0%
Benefits Trust	5,484	558,850	558,850	559,140	-	558,850	100.0%
Totals	\$ 8,363,065	\$ 3,987,068	\$ 3,786,544	\$ 3,893,673	\$ 87,469,613	\$ (83,683,069)	-2210.0%
Staffing (FTEs)	n/a	n/a	3.75	n/a	-	(3.75)	-100.0%

The adopted budget supports a demand of all benefit eligible employees and non-payroll group members to receive medical coverage at a cost of \$6,509 per employee/member per year. The FY 2006-07 demand and output reflect only those currently enrolled in a medical benefit plan. The Medical Activity is funded by employer as well as employee/member contributions. The expenditure budget is increasing as a result of self-insuring all medical benefits, which requires that the Employee Health Initiatives budget include all costs of medical benefits, and due to demand and output based on the total number of benefit eligible employees.

Base Adjustments:

The following technical base adjustments were made to the Medical Activity:

Revenues:

- Cobra revenue was reallocated in the CMG High Option Fund (601) for an impact of -\$1,822.
- Cobra revenue was reallocated and corrected for 12 months (\$21,864) and contract revenue was reallocated (-\$19,721) in the Contract Administration Fund (616) for a total impact of \$2,143.
- Administration revenue was reallocated in the Benefits Administration Fund (618) for a total impact of -\$82,458.

Expenditures:

- Expenditures in the CMG High Option Fund (601) were adjusted for structural balance by -\$1,822.

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

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Rec.)	%
Results	84.0%	84.0%	84.0%	84.0%	84.0%	0.0%	0.0%
<i>Percent of active employees who received the benefit coverage who are satisfied with the benefit.</i>							
Demand	11,371	11,300	11,820	11,820	13,481	1,661	14.1%
<i>Number of active employees, retirees, NPGs and Cobra Beneficiaries who elected Dental Benefit coverage.</i>							
Output	11,371	11,300	11,820	11,820	13,481	1,661	14.1%
<i>Number of active employees, retirees, NPGs and Cobra Beneficiaries who received Dental Benefit coverage.</i>							
<i>Percent of Demand met</i>	100.0%	\$ 1	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 356.92	\$ 197.00	\$ 191.12	\$ 188.37	\$ 683.69	\$ (492.58)	-257.7%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ 16,059	\$ -	\$ -	\$ -	\$ -	\$ -	
Fi Dental Ppo	-	-	-	-	5,722,570	5,722,570	
Contract Administration	-	-	-	-	18,885	18,885	
Benefit Administration	-	-	-	-	84,305	84,305	
Fi Prepaid Dental	-	-	-	-	719,709	719,709	
Si Dental	-	-	-	-	2,671,409	2,671,409	
Benefits Trust	4,125,057	2,226,060	2,164,343	2,164,288	-	(2,164,343)	-100.0%
Totals	\$ 4,141,116	\$ 2,226,060	\$ 2,164,343	\$ 2,164,288	\$ 9,216,878	\$ 7,052,535	325.9%
Expenditures by Fund							
General	\$ 44,309	\$ -	\$ 32,926	\$ 33,249	\$ -	\$ 32,926	100.0%
Fi Dental Ppo	-	-	-	-	5,722,570	(5,722,570)	
Contract Administration	-	-	-	-	18,885	(18,885)	
Benefit Administration	-	-	-	-	84,305	(84,305)	
Fi Prepaid Dental	-	-	-	-	719,709	(719,709)	
Si Dental	-	-	-	-	2,671,409	(2,671,409)	
Benefits Trust	4,014,179	2,226,060	2,226,060	2,193,227	-	2,226,060	100.0%
Totals	\$ 4,058,488	\$ 2,226,060	\$ 2,258,986	\$ 2,226,476	\$ 9,216,878	\$ (6,957,892)	-308.0%
Staffing (FTEs)	n/a	n/a	0.45	n/a	-	(0.45)	-100.0%

The adopted budget supports a demand of all benefit eligible employees and non-payroll group members to receive dental coverage at a cost of \$684 per employee/member per year. The FY 2006-07 demand and output reflect only those currently enrolled in a dental benefit plan. The Dental Activity is funded by employer as well as employee/member contributions. The expenditure budget is increasing as a result of self-insuring dental benefits, which requires that the Employee Health Initiatives budget include all costs of dental benefits. In addition, there has been a change in the accounting for benefits where fully insured products will be budgeted and be included in the income statement, as opposed to only running through the balance sheet. Also, the budget allows for a demand and output for all benefit eligible employees.

Base Adjustments:

The following technical base adjustments were made to the Dental Activity:

Revenues:

- Cobra revenue was reallocated and corrected to reflect 12 months (\$1,944) and contract revenue was reallocated by activity (-\$1,944) for a net impact of zero to the Contract Administration Fund 616.
- Administration revenue was reallocated in the Benefits Administration Fund 618 for a total impact of -\$10,318.
- Cobra revenue was reallocated to correct fund from the SI Dental Fund 629 for a net impact of -\$162.

Expenditures:

- Expenditures in the SI Dental Fund 629 were adjusted for structural balance by -\$162.

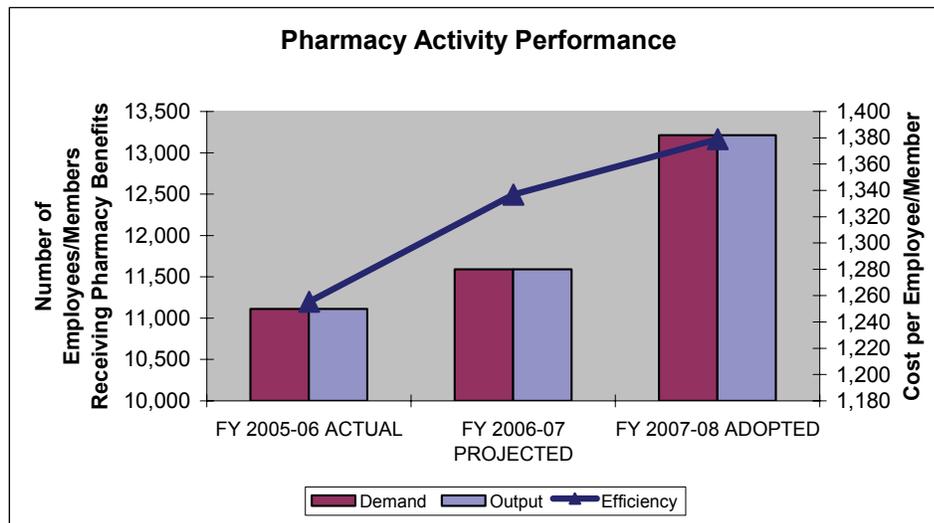
Pharmacy Activity

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results <i>Percent of active employees who received the benefit coverage who are satisfied with the benefit.</i>	87.0%	87.0%	87.0%	87.0%	90.0%	3.0%	3.4%
Results <i>Percent increase in enrollment in the Consumer Choice Benefit Plan.</i>	60.0%	11.0%	11.0%	11.0%	9.0%	-2.0%	-18.2%
Demand <i>Number of active employees, retirees, NPGs and Cobra Beneficiaries who elected Pharmacy Benefit coverage.</i>	11,112	11,102	11,590	11,590	13,213	1,623	14.0%
Output <i>Number of active employees, retirees, NPGs and Cobra Beneficiaries who received Pharmacy Benefit coverage.</i>	11,112	11,102	11,590	11,590	13,213	1,623	14.0%
Percent of Demand met	100.0%	\$ 1	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 1,255.35	\$ 1,413.90	\$ 1,345.96	\$ 1,336.83	\$ 1,378.91	\$ (32.94)	-2.4%
Revenues by Fund							
General	\$ 79,500	\$ 103,498	\$ 91,488	\$ 95,053	\$ -	\$ (91,488)	-100.0%
Coinsurance	-	-	-	-	15,647,088	15,647,088	
Consumer Choice	-	-	-	-	2,358,585	2,358,585	
Contract Administration	-	-	-	-	39,111	39,111	
Benefit Administration	-	-	-	-	174,692	174,692	
Benefits Trust	17,275,832	15,331,438	15,243,122	15,188,270	-	(15,243,122)	-100.0%
Totals	\$ 17,355,332	\$ 15,434,936	\$ 15,334,610	\$ 15,283,323	\$ 18,219,476	\$ 2,884,866	18.8%
Expenditures by Fund							
General	\$ 114,066	\$ 365,724	\$ 274,011	\$ 268,496	\$ -	\$ 274,011	100.0%
Coinsurance	-	-	-	-	15,647,088	(15,647,088)	
Consumer Choice	-	-	-	-	2,358,585	(2,358,585)	
Contract Administration	-	-	-	-	39,111	(39,111)	
Benefit Administration	-	-	-	-	174,692	(174,692)	
Benefits Trust	13,835,340	15,331,438	15,325,690	15,225,329	-	15,325,690	100.0%
Totals	\$ 13,949,406	\$ 15,697,162	\$ 15,599,701	\$ 15,493,825	\$ 18,219,476	\$ (2,619,775)	-16.8%
Staffing (FTEs)	n/a	n/a	2.70	n/a	-	(2.70)	-100.0%



The adopted budget supports a demand of all benefit eligible employees and non-payroll group members to receive pharmacy coverage at a cost of \$1,379 per employee/member per year. The FY 2006-07 demand and output reflect only those currently enrolled in a pharmacy benefit plan. The Pharmacy Activity is funded by employer as well as employee/member contributions. The FY 2007-08

anticipated increase in the per employee cost is a modest 2.4% over FY 2006-07 and is due to the increase in the variable costs to offer this benefit. In addition, the expenditure budget is increasing due to the increase in the output and demand based on the total number of benefit eligible employees.

Base Adjustments:

The following technical base adjustments were made to the Pharmacy Activity:

Revenues:

- Cobra revenue was reallocated and corrected to reflect 12 months (\$4,632) and contract revenue was reallocated by activity (-\$4,632) for a net impact of zero to the Contract Administration Fund 616.
- Administration revenue was reallocated in the Benefits Administration Fund 618 for a total impact of -\$25,231.
- Cobra revenue was reallocated to correct fund from the Coinsurance Pharmacy Fund 608 for a net impact of -\$386.

Expenditures:

- Expenditures in the Coinsurance Pharmacy Fund 608 were adjusted for structural balance by -\$386.

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

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	76.0%	76.0%	76.0%	76.0%	76.0%	0.0%	0.0%
<i>Percent of active employees who received the benefit coverage who are satisfied with the benefit.</i>							
Demand	11,447	11,400	11,974	11,974	13,643	1,669	13.9%
<i>Number of active employees, retirees, NPGs and Cobra Beneficiaries who elected Vision Benefit coverage.</i>							
Output	11,447	11,400	11,974	11,974	13,643	1,669	13.9%
<i>Number of active employees, retirees, NPGs and Cobra Beneficiaries who received Vision Benefit coverage.</i>							
<i>Percent of Demand met</i>	100.0%	\$ 1	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 0.49	\$ 0.99	\$ 1.28	\$ 0.28	\$ 106.71	\$ (105.43)	-8264.8%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ 4,536	\$ 11,250	\$ 10,660	\$ 11,115	\$ -	\$ (10,660)	-100.0%
Contract Administration	-	-	-	-	3,076	3,076	
Benefit Administration	-	-	-	-	13,724	13,724	
Vision	-	-	-	-	1,346,502	1,346,502	
Stand Alone Vision	-	-	-	-	92,524	92,524	
Benefits Trust	18,099	-	-	11,907	-	-	
Totals	\$ 22,635	\$ 11,250	\$ 10,660	\$ 23,022	\$ 1,455,826	\$ 1,445,166	13556.9%
Expenditures by Fund							
General	\$ 5,557	\$ 11,250	\$ 15,275	\$ 3,400	\$ -	\$ 15,275	100.0%
Contract Administration	-	-	-	-	3,076	(3,076)	
Benefit Administration	-	-	-	-	13,724	(13,724)	
Vision	-	-	-	-	1,346,502	(1,346,502)	
Stand Alone Vision	-	-	-	-	92,524	(92,524)	
Totals	\$ 5,557	\$ 11,250	\$ 15,275	\$ 3,400	\$ 1,455,826	\$ (1,440,551)	-9430.8%
Staffing (FTEs)	n/a	n/a	0.45	n/a	-	(0.45)	-100.0%

The adopted budget supports a demand of all benefit eligible employees and non-payroll group members to receive vision coverage at a cost of \$107 per employee/member per year. The FY 2006-07 demand and output reflect only those currently enrolled in a vision benefit plan. The Vision Activity is funded by employer as well as employee/member contributions. The expenditure budget is increasing as a result a change in the accounting for benefits where fully insured products will be budgeted and be included in the income statement, as opposed to only running through the balance sheet and due to the increase in demand/output to account for all benefit eligible employees.

Base Adjustments:

The following technical base adjustments were made to the Vision Activity:

Revenues:

- Cobra revenue was reallocated and corrected to reflect 12 months (\$396) and contract revenue was reallocated by activity (-\$396) for a net impact of zero to the Contract Administration Fund 616.
- Administration revenue was reallocated in the Benefits Administration Fund 618 for a total impact of -\$1,689.
- Cobra revenue was reallocated to correct fund from the Vision Fund 623 for a net impact of -\$33.

Expenditures:

- Expenditures in the Vision Fund 623 were adjusted for structural balance by - \$33.

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

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	79.0%	79.0%	79.0%	79.0%	79.0%	0.0%	0.0%
<i>Percent of active employees who received the benefit coverage who are satisfied with the benefit.</i>							
Demand	11,096	11,055	11,411	11,411	15,645	4,234	37.1%
<i>Number of active employees, retirees, NPGs and Cobra Beneficiaries who elected Mental Health Benefit coverage.</i>							
Output	11,096	11,055	11,411	11,411	15,645	4,234	37.1%
<i>Number of active employees, retirees, NPGs and Cobra Beneficiaries who received Mental Health Benefit coverage.</i>							
Percent of Demand met	100.0%	1	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 17.22	\$ 17.47	\$ 16.95	\$ 16.11	\$ 161.48	\$ (144.53)	-852.7%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ 6,860	\$ 190,596	\$ 190,006	\$ 194,412	\$ -	\$ (190,006)	-100.0%
Behavioral Health	-	-	-	-	2,289,637	2,289,637	
Contract Administration	-	-	-	-	4,883	4,883	
Benefit Administration	-	-	-	-	21,568	21,568	
Employee Assistance (Eap)	-	-	-	-	210,264	210,264	
Benefits Trust	127,171	-	-	-	-	-	
Totals	\$ 134,031	\$ 190,596	\$ 190,006	\$ 194,412	\$ 2,526,352	\$ 2,336,346	1229.6%
Expenditures by Fund							
General	\$ 191,074	\$ 193,111	\$ 193,415	\$ 183,783	\$ -	\$ 193,415	100.0%
Behavioral Health	-	-	-	-	2,289,637	(2,289,637)	
Contract Administration	-	-	-	-	4,883	(4,883)	
Benefit Administration	-	-	-	-	21,568	(21,568)	
Employee Assistance (Eap)	-	-	-	-	210,264	(210,264)	
Totals	\$ 191,074	\$ 193,111	\$ 193,415	\$ 183,783	\$ 2,526,352	\$ (2,332,937)	-1206.2%
Staffing (FTEs)	n/a	n/a	0.10	n/a	-	(0.10)	-100.0%

The adopted budget supports a demand of all benefit eligible employees to receive Mental Health coverage at a cost of \$161 per employee per year. The FY 2006-07 demand and output reflect only those currently enrolled in a mental health benefit plan. The Mental Health Activity is funded by employer as well as employee/member contributions. The expenditure budget is increasing as a result of self-insuring Mental Health benefits, which requires that the Employee Health Initiatives budget include all costs of Mental Health benefits. In addition, there has been a change in the accounting for benefits where fully insured products will be budgeted and be included in the income statement, as opposed to only running through the balance sheet. Also, the demand and output in the adopted budget is reflective of the total benefit eligible population as open enrollment data is not yet available.

Base Adjustments:

The following technical base adjustments were made to the Mental Health Activity:

Revenues:

- Cobra revenue was reallocated and corrected to reflect 12 months (\$612) and contract revenue was reallocated by activity (-\$612) for a net impact of zero to the Contract Administration Fund 616.

- Administration revenue was reallocated in the Benefits Administration Fund 618 for a total impact of -\$2,900.
- Cobra revenue was reallocated to correct fund from the Behavioral Health Fund 614 for a net impact of -\$51.

Expenditures:

- Expenditures in the Behavioral Health Fund 614 were adjusted for structural balance by -\$51.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of active employees who received the services who are satisfied with ergonomic services	64.0%	65.0%	65.0%	65.0%	75.0%	10.0%	15.4%
Percent of active employees who received the services who are satisfied with absence management services	85.0%	85.0%	85.0%	85.0%	85.0%	0.0%	0.0%
Percent of active employees who received the services who are satisfied with wellness services	79.0%	80.0%	80.0%	80.0%	80.0%	0.0%	0.0%

Activities that comprise this program include:

- Ergonomics
- Absence Management
- Employee Wellness

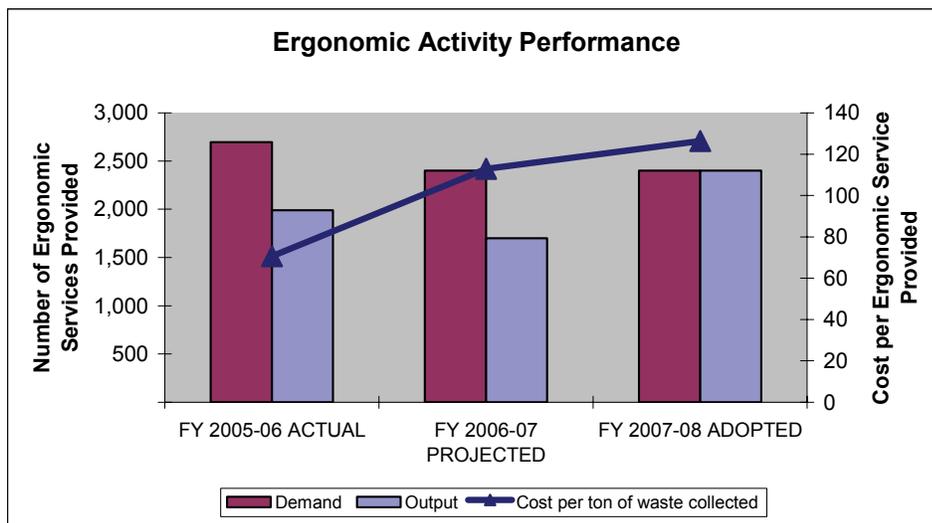
Ergonomics Activity

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

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	64.0%	65.0%	65.0%	65.0%	75.0%	10.0%	15.4%
<i>Percent of active employees who received the services who are satisfied with the services.</i>							
Demand <i>Number of services requested .</i>	2,696	2,400	2,400	2,400	2,400	-	0.0%
Output <i>Number of service requests completed.</i>	1,989	2,050	2,050	1,700	2,400	350	17.1%
Percent of Demand met	73.8%	85.4%	85.4%	70.8%	100.0%	14.6%	17.1%
Efficiency <i>Expenditures per unit of Output</i>	\$ 70.68	\$ -	\$ 104.30	\$ 112.90	\$ 126.32	\$ (22.02)	-21.1%
Revenues by Fund							
Contract Administration	\$ -	\$ -	\$ -	\$ -	45,253	45,253	
Benefit Administration	-	-	-	-	257,925	257,925	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 303,178	\$ 303,178	
Expenditures by Fund							
General	\$ 140,576	\$ -	\$ 213,816	\$ 191,924	\$ -	\$ 213,816	100.0%
Contract Administration	-	-	-	-	45,253	(45,253)	
Benefit Administration	-	-	-	-	257,925	(257,925)	
Totals	\$ 140,576	\$ -	\$ 213,816	\$ 191,924	\$ 303,178	\$ (89,362)	-41.8%
Staffing (FTEs)	n/a	n/a	3.00	n/a	3.00	-	0.0%



The adopted budget supports a demand of 2,400 ergonomic service requests at a cost of \$126 per service. A position was added to this area in FY 2005-06; however, the department has had difficulty recruiting and retaining staff for the position, and therefore it is not anticipated that they will meet their demand in FY 2006-07. The adopted budget assumes the position will be filled and allow the full demand to be met. The Ergonomics Activity is funded by employer contributions only. The expenditure budget is increasing as a result of a change in the allocation of overhead costs, which in years past were charged as administrative expenditures.

Base Adjustments:

The following technical base adjustments were made to the Ergonomics Activity:

Revenues:

- Administration revenue was reallocated in the Benefits Administration Fund 618 for a total impact of \$39,184.

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

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	85.0%	85.0%	85.0%	85.0%	85.0%	0.0%	0.0%
<i>Percent of active employees who received the services that are satisfied with the services.</i>							
Demand	8,105	8,146	8,146	8,146	9,402	1,256	15.4%
<i>Number of services requested by employees or department management.</i>							
Output	8,105	8,146	8,146	8,146	9,402	1,256	15.4%
<i>Number of service requests completed.</i>							
Percent of Demand met	100.0%	1	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 272.59	\$ 356.27	\$ 369.72	\$ 371.79	\$ 397.51	\$ (27.79)	-7.5%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
70% Std	\$ -	\$ -	\$ -	\$ -	1,884,823	1,884,823	
60% Std	-	-	-	-	547,974	547,974	
50% Std	-	-	-	-	596,675	596,675	
40% Std	-	-	-	-	465,815	465,815	
Contract Administration	-	-	-	-	83,359	83,359	
Benefit Administration	-	-	-	-	158,762	158,762	
Benefits Trust	2,878,277	2,868,786	3,003,463	3,015,096	-	(3,003,463)	-100.0%
Totals	\$ 2,878,277	\$ 2,868,786	\$ 3,003,463	\$ 3,015,096	\$ 3,737,408	\$ 733,945	24.4%
Expenditures by Fund							
General	\$ 90,560	\$ 33,407	\$ 137,214	\$ 120,880	\$ -	\$ 137,214	100.0%
70% Std	-	-	-	-	1,884,823	(1,884,823)	
60% Std	-	-	-	-	547,974	(547,974)	
50% Std	-	-	-	-	596,675	(596,675)	
40% Std	-	-	-	-	465,815	(465,815)	
Contract Administration	-	-	-	-	83,359	(83,359)	
Benefit Administration	-	-	-	-	158,762	(158,762)	
Benefits Trust	2,118,781	2,868,786	2,874,534	2,907,738	-	2,874,534	100.0%
Totals	\$ 2,209,341	\$ 2,902,193	\$ 3,011,748	\$ 3,028,618	\$ 3,737,408	\$ (725,660)	-24.1%
Staffing (FTEs)	n/a	n/a	1.53	n/a	1.40	(0.13)	-8.5%

The adopted budget allows for a demand of 9,402 absence management service requests at a cost of \$398 per service. As a result of the department's restructure, this activity combines several previous activities, the largest of which is Short Term Disability. In addition, this activity includes FMLA/ADA Consultations, Short-Term Disability Consulting, Long Term Disability Consulting, Policy Development, Case Management, Transitional Duty Consulting / Placement, Accommodations / work modifications, Work fitness evaluation, Cobra Notification, and Absence Management Education & Communication

The Short Term Disability portion of this activity is funded by employees only. The remaining services are funded by employer contributions. The expenditure budget is increasing as a result of a change in the allocation of overhead costs, which in years past were charged as administrative expenditures.

Base Adjustments:

The following technical base adjustments were made to the Absence Management Activity:

Revenues:

- Reallocated contract revenue by activity for a net impact of \$-1 to the Contract Administration Fund 616.

- Administration revenue was reallocated in the Benefits Administration Fund 618 for a total impact of -\$260,607.

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, non-payroll groups 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

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	79.0%	80.0%	80.0%	80.0%	80.0%	0.0%	0.0%
<i>Percent of active employees who received the benefit coverage who are satisfied with the benefit.</i>							
Demand	11,121	11,467	11,193	11,193	13,200	2,007	17.9%
<i>Number of active employees and COBRA Beneficiaries who elected the benefit coverage.</i>							
Output	11,121	11,467	11,193	11,193	13,200	2,007	17.9%
<i>Number of active employees and COBRA Beneficiaries who received the benefit coverage.</i>							
<i>Percent of Demand met</i>	100.0%	\$ 1	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 23.69	\$ 65.09	\$ 54.32	\$ 56.64	\$ 37.55	\$ 16.78	30.9%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ 997	\$ -	\$ -	\$ -	\$ -	\$ -	
Wellness	-	-	-	-	392,832	392,832	
Contract Administration	-	-	-	-	19,651	19,651	
Benefit Administration	-	-	-	-	83,122	83,122	
Hs Self-Insured Trust Fund	0	20,185	144	144	-	(144)	-100.0%
Benefits Trust	341,771	414,592	420,073	437,119	-	(420,073)	-100.0%
Totals	\$ 342,769	\$ 434,777	\$ 420,217	\$ 437,263	\$ 495,605	\$ 75,388	17.9%
Expenditures by Fund							
General	\$ 207,130	\$ 311,659	\$ 173,268	\$ 175,744	\$ -	\$ 173,268	100.0%
Wellness	-	-	-	-	392,832	(392,832)	
Contract Administration	-	-	-	-	19,651	(19,651)	
Benefit Administration	-	-	-	-	83,122	(83,122)	
Hs Self-Insured Trust Fund	-	20,185	20,185	20,185	-	20,185	100.0%
Benefits Trust	56,326	414,592	414,592	438,019	-	414,592	100.0%
Totals	\$ 263,456	\$ 746,436	\$ 608,045	\$ 633,948	\$ 495,605	\$ 112,440	18.5%
Staffing (FTEs)	n/a	n/a	2.65	n/a	1.00	(1.65)	-62.3%

The adopted budget supports a demand of all benefit eligible employees and non-payroll group members to receive wellness services at a cost of \$38 per employee/member per year. The FY 2006-07 demand and output reflect only those currently receiving wellness services through their enrollment in a medical benefit plan. The Wellness Activity is funded by employer contributions. Due to the restructuring of activities, the prior year cost of wellness includes some cost associated with the ergonomic and absence management activities.

Base Adjustments:

The following technical base adjustments were made to the Wellness Activity:

Revenues:

- Cobra revenue was reallocated and corrected to reflect 12 months (\$132) and contract revenue was reallocated by activity (-\$132) for a net impact of zero to the Contract Administration Fund 616.
- Administration revenue was reallocated in the Benefits Administration Fund 618 for a total impact of -\$41,656.
- Cobra revenue was reallocated to correct fund from the Wellness Fund 615 for a net impact of -\$11.

Expenditures:

- Expenditures in the Wellness Fund 615 were adjusted for structural balance by -\$11.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent increase in enrollment in Flexible Spending from July 1, 2007 baseline	No data	No data	No Data	No Data	10.0%		
Percent of active employees who received the benefit coverage who are satisfied with the flexible	95.0%	95.0%	95.0%	95.0%	95.0%	0.0%	0.0%
Percent of active employees who received the benefit coverage who are satisfied with the life insurance	86.0%	86.0%	86.0%	86.0%	95.0%	9.0%	10.5%

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

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	95.0%	95.0%	95.0%	95.0%	95.0%	0.0%	0.0%
<i>Percent of active employees who received the benefit coverage who are satisfied with the benefit.</i>							
Demand	1,574	1,575	1,641	1,641	2,055	414	25.2%
<i>Number of active employees and Cobra Beneficiaries who elected the benefit coverage.</i>							
Output	1,574	1,575	1,641	1,641	2,055	414	25.2%
<i>Number of active employees and Cobra Beneficiaries who received the benefit coverage.</i>							
<i>Percent of Demand met</i>	100.0%	1	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 45.10	\$ 39.77	\$ 34.63	\$ 43.06	\$ 1,508.05	\$ (1,473.42)	-4254.8%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ -	\$ 62,640	\$ 59,362	\$ 61,895	\$ -	\$ (59,362)	-100.0%
Contract Administration	-	-	-	-	1,988	1,988	
Benefit Administration	-	-	-	-	9,775	9,775	
Flex Spending Health	-	-	-	-	2,160,460	2,160,460	
Flex Spending Dep Care	-	-	-	-	926,820	926,820	
Totals	\$ 769	\$ 62,640	\$ 59,362	\$ 61,895	\$ 3,099,043	\$ 3,039,681	5120.6%
Expenditures by Fund							
General	\$ 70,985	\$ 62,640	\$ 56,827	\$ 70,657	\$ -	\$ 56,827	100.0%
Contract Administration	-	-	-	-	1,988	(1,988)	
Benefit Administration	-	-	-	-	9,775	(9,775)	
Flex Spending Health	-	-	-	-	2,160,460	(2,160,460)	
Flex Spending Dep Care	-	-	-	-	926,820	(926,820)	
Totals	\$ 70,985	\$ 62,640	\$ 56,827	\$ 70,657	\$ 3,099,043	\$ (3,042,216)	-5353.5%
Staffing (FTEs)	n/a	n/a	0.10	n/a	-	(0.10)	-100.0%

The adopted budget supports a demand of 2,055 individuals utilizing flexible spending at a cost of \$1,508.05 per person per year. The adopted budget assumes an increase in demand for this service of 25% which accounts for approximately \$14,500 of the increase in the cost of this activity. The anticipated increase in enrollment is associated with the department's marketing efforts of this product and also the relationship that flexible spending accounts have to other benefits which are anticipated to increase such as the Consumer Choice Pharmacy plan. In addition, there has been a change in the accounting for benefits where the flexible spending contributions and payments will be budgeted and be included in the income statement, as opposed to only running through the balance sheet. This explains the seemingly large increase in per unit and total cost. Flexible Spending is funded primarily by employee contributions. The administration portion of the activity is funded by employer contributions.

Base Adjustments:

The following technical base adjustments were made to the Flexible Spending Activity:

Revenues:

- Contract revenue was reallocated to the correct fund for a net impact of - \$67,442 to the Contract Administration Fund 616.
- Administration revenue was reallocated in the Benefits Administration Fund 618 for a total impact of \$3,170.
- Contract revenue was reallocated to the correct fund for a net impact of \$57,281 to the Flexible Spending Health Fund 621.
- Contract revenue was reallocated to the correct fund for a net impact of \$10,162 to the Flexible Spending Dependent Care Fund 622.
- Revenue was increased in the Flexible Spending Health Fund 621 by \$2,063,675 and the Flexible Spending Dependent Care Fund 622 by \$909,650 to reflect the employee payroll deductions based on current enrollee information.

Expenditures:

- Expenditures were increased in the Flexible Spending Health Fund 621 by \$2,063,675 and the Flexible Spending Dependent Care Fund 622 by \$909,650 for payments from flexible spending accounts based on current enrollee information.

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

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	86.0%	86.0%	86.0%	86.0%	95.0%	9.0%	10.5%
<i>Percent of active employees who received coverage in these benefits who are satisfied with the benefits.</i>							
Demand	25,358	26,045	26,302	26,302	27,707	1,405	5.3%
<i>Number of active employees who enrolled in these plans. The number of active employees who received coverage in these plans.</i>							
Output	25,358	26,045	26,302	26,302	27,707	1,405	5.3%
<i>Number of active employees who received coverage in these plans.</i>							
<i>Percent of Demand met</i>	100.0%	\$ 1	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ -	\$ -	\$ -	\$ -	\$ 184.16	\$ (184.16)	
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Contract Administration	\$ -	\$ -	\$ -	\$ -	3,907	3,907	
Benefit Administration	-	-	-	-	17,644	17,644	
Fi Life & Ad&D	-	-	-	-	986,813	986,813	
Supplemental Life	-	-	-	-	3,452,646	3,452,646	
Dependent Life	-	-	-	-	641,505	641,505	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 5,102,515	\$ 5,102,515	
Expenditures by Fund							
Contract Administration	\$ -	\$ -	\$ -	\$ -	3,907	(3,907)	
Benefit Administration	-	-	-	-	17,644	(17,644)	
Fi Life & Ad&D	-	-	-	-	986,813	(986,813)	
Supplemental Life	-	-	-	-	3,452,646	(3,452,646)	
Dependent Life	-	-	-	-	641,505	(641,505)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 5,102,515	\$ (5,102,515)	
Staffing (FTEs)	n/a	n/a	-	n/a	-	-	0.0%

The adopted budget allows for a demand of providing 27,707 policies at a cost of \$184 per policy per year. This activity includes the following types of coverage and services:

- Basic Life & AD&D Insurance
- Supplemental Life & AD&D
- Dependent Life
- Life Insurance Education & Communication

Basic Life and AD&D are funded by the County. The balances of the insurance coverage in these services are funded solely by employees. The expenditures in this activity are increasing due to a change in the accounting for benefits where the life insurance premiums and expenditures will be budgeted and be included in the income statement, as opposed to only running through the balance sheet. Since no premium expenses were recorded in this activity in past years, expenditures were minimal, limited to staff time responding to inquiries.

Base Adjustments:

The following technical base adjustments were made to the Life Insurance Activity:

Revenues:

- Administration revenue was reallocated in the Benefits Administration Fund 618 for a total impact of -\$1,931.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	34.0%	45.0%	45.0%	45.0%	50.0%	5.0%	11.1%
<i>Percent of active employees who received coverage in the benefits who are satisfied with the benefits</i>							
Demand	Not Reported	Not Reported	-	-	1,339	1,339	
<i>Number of active employees who enrolled in these plans.</i>							
Output	Not Reported	Not Reported	-	-	1,339	1,339	
<i>Number of active employees who received coverage in these plans.</i>							
<i>Percent of Demand met</i>					100.0%		
Efficiency	\$ -	\$ -	\$ -	\$ -	\$ 295.13	\$ (295.13)	
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ 4,570	\$ 11,250	\$ 10,660	\$ 11,115	\$ -	\$ (10,660)	-100.0%
Voluntary Benefits	-	-	-	-	395,184	395,184	
Totals	\$ 4,570	\$ 11,250	\$ 10,660	\$ 11,115	\$ 395,184	\$ 384,524	3607.2%
Expenditures by Fund							
General	\$ 14,913	\$ 11,250	\$ 24,241	\$ 13,258	\$ -	\$ 24,241	100.0%
Voluntary Benefits	-	-	-	-	395,184	(395,184)	
Totals	\$ 14,913	\$ 11,250	\$ 24,241	\$ 13,258	\$ 395,184	\$ (370,943)	-1530.2%
Staffing (FTEs)	n/a	n/a	0.15	n/a	-	(0.15)	-100.0%

The adopted budget supports a demand of providing other benefits coverage for 1,339 persons at a cost of \$295 per person per year. This benefit includes the following types of coverage and services:

- Home Owners Insurance
- Rental Insurance
- Auto Insurance
- Prepaid Legal Services
- Long-Term Care Insurance
- Other Benefits Education & Communication

These benefits are fully funded by employee contributions. The expenditures in this activity are increasing due to a change in the accounting for benefits where the life insurance premiums and expenditures will be budgeted and be included in the income statement, as opposed to only running through the balance sheet. Since no premium expenses were recorded in this activity in past years, expenditures were minimal, limited to staff time responding to inquiries.

Base Adjustments:

The following technical base adjustments were made to the Life Insurance Activity:

Revenues:

- Revenue was right-sized for anticipated enrollment and premium in the Voluntary Benefits Fund 631 for a total impact of \$117,624.

Expenditures:

- Expenditures were right-sized for anticipated premium payments based on enrollment in the Voluntary Benefits Fund 631 for a total impact of \$117,624.

Administrative Service Program

Base Adjustments:

The following technical base adjustments were made to activities in the Administrative Services and General Government Programs:

Revenues:

- Reallocated contract revenue by activity for a net impact of \$27,437 to Administrative Services Program activities in the Contract Administration Fund 616.
- In the Benefits Administration Fund 618, administration revenue was reallocated by activity by \$384,468 and overall revenues were adjusted for structural balance by -\$66,455 for a total net impact of \$318,013.

Expenditures:

- Expenditures in the Benefits Administration Fund 618 were adjusted for structural balance by \$27,237.
- Increased Worker's Compensation and Unemployment Compensation in the Internal Service Activity by \$460.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 485,364	\$ 2,474,180
MID-YEAR ADJUSTMENTS:		
FY 2006-07 REVISED RESTATED BUDGET:	\$ 485,364	\$ 2,474,180
TARGET ADJUSTMENTS:		
Recategorization of Rev/Exp between funds	\$ (485,364)	\$ (2,474,180)
Subtotal	\$ (485,364)	\$ (2,474,180)
FY 2007-08 BUDGET TARGET	\$ -	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ -	\$ -

Health Select Self-Insured Trust Fund (652) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 2,854,163	\$ 2,929,163
FY 2006-07 REVISED RESTATED BUDGET:	\$ 2,854,163	\$ 2,929,163
FY 2007-08 BUDGET TARGET	\$ 2,854,163	\$ 2,929,163
BASE ADJUSTMENTS:		
Department budget submission	\$ (2,854,163)	\$ (2,929,163)
Subtotal	\$ (2,854,163)	\$ (2,929,163)
FY 2007-08 ADOPTED BUDGET:	\$ -	\$ -

Benefits Trust Fund (685) Appropriated Budget Reconciliation

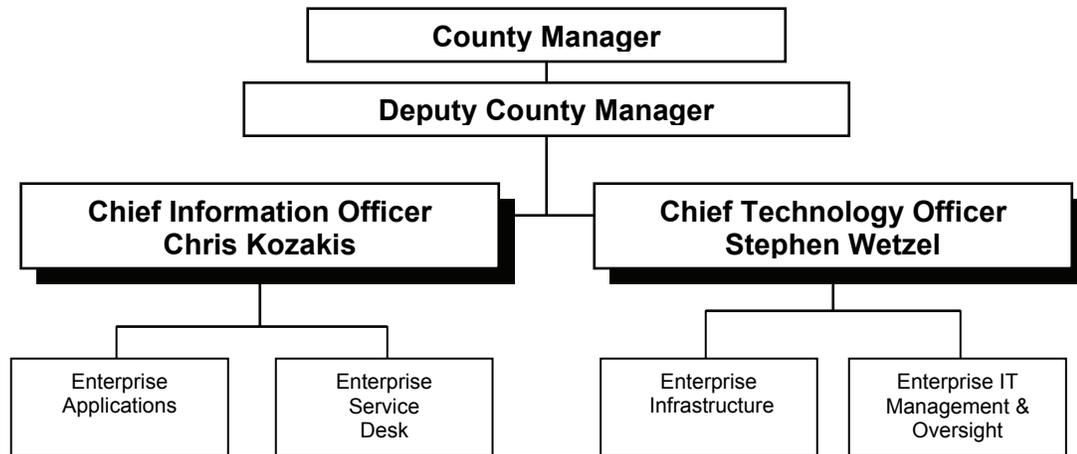
	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 21,399,726	\$ 21,699,726
MID-YEAR ADJUSTMENTS:		
FY 2006-07 REVISED RESTATED BUDGET:	\$ 21,399,726	\$ 21,699,726
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 16,272	\$ -
Retirement Contributions	6,950	-
FY 2007-08 Pay for Performance	50,323	-
Annualization of Compensation Adjustments	2,139	-
Annualization of Mid-Year Adjustments	312,038	-
Annualization of FY 2006-07 LRP (12 month)	254	-
Recategorization of Rev/Exp between funds	2,474,180	485,364
Subtotal	\$ 2,862,156	\$ 485,364
FY 2007-08 BUDGET TARGET	\$ 24,261,882	\$ 22,185,090
BASE ADJUSTMENTS:		
Department budget submission	\$ 106,066,545	\$ 108,507,649
Revenue adjustment due to Cobra Revenue in wrong fund and to correct for 12 months - budget only had 1 month	-	27,115
Adjustment for Structural Balance	24,972	(66,455)
Rightsizing based on current employee contributions/participation in benefit	3,090,949	3,090,949
Increase to Unemployment and Worker's Compensation	460	460
Subtotal	\$ 109,182,926	\$ 111,559,718
FY 2007-08 ADOPTED BUDGET:	\$ 133,444,808	\$ 133,744,808

Enterprise Technology

Analysis by Angie Flick, Management & Budget Analyst

Summary

Organizational Chart



Mission

The mission of the OET is to provide an 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 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 Chief Technology Officer has been hired and is beginning to address the County's infrastructure needs. The FY 2007-08 budget continues to support the attainment of this goal.

- **By June 30, 2007, establish an IT Risk Management Model to successfully manage IT operations and minimize business-continuity risk. The following risk management activities will be completed: (1) Introduction of a Software Development Life Cycle (SDLC) Methodology; (2) Change Management Process, procedures, and Change Management Board; (3) Security Access Control policy, procedures and auditing.**

Status: The department is in the process of addressing and analyzing the County's infrastructure needs.

- **By September 30, 2007, establish a Disaster Recovery Plan with skeleton hot site operational for critical enterprise systems.**

Status: The Disaster Recovery Plan is under review by the Chief Technology Officer.

- **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 IP), and distribute results to all end user departments for their review.**

Status: The department is working with a consultant to review the Telecommunications billing activity. The FY 2007-08 budget continues to support the attainment of this goal.

- **By September 30, 2007, present recommendations from the Telecommunications/Network Security Consultant Study outlining Countywide Telecom/Security requirements for the next 5 to 10 year period.**

Status: The department has posted a Request for Proposal to help attain this goal. The FY 2007-08 budget continues to support the attainment of this goal.

- **By June 30, 2009, implement Phase I of the telecom assessment recommendation.**

Status: The department is currently still assessing the Telecommunication issues. The FY 2007-08 budget supports the continued assessment.

- **By June 30, 2009, implement a new voice mail replacement system.**

Status: The department has posted a Request for Proposal to help attain this goal in conjunction with the Telecommunication assessment. The FY 2007-08 budget continues to support the attainment of this goal.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
41IF - INFO TECHNOLOGY INFRASTRUCTURE	\$ 17,061,179	\$ 16,557,997	\$ 16,557,997	\$ 17,058,194	\$ 16,557,997	\$ -	0.0%
DTNW - DATA NETWORK	5,274,744	4,336,692	4,336,692	4,722,044	4,367,267	30,575	0.7%
PLCD - PERSONAL COMMUNICATION DEVICES	2,490,093	1,714,100	1,714,100	2,289,140	2,400,135	686,035	40.0%
RDNW - RADIO NETWORK	2,213,376	2,302,878	2,302,878	2,404,416	3,258,262	955,384	41.5%
RMAC - REMOTE ACCESS	144,026	157,077	157,077	156,343	156,192	(885)	-0.6%
VCST - VOICE SYSTEMS	6,938,940	8,047,250	8,047,250	7,486,251	6,376,141	(1,671,109)	-20.8%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 104,319	\$ -	\$ -	\$ 93,929	\$ -	\$ -	-
TOTAL PROGRAMS	\$ 17,165,498	\$ 16,557,997	\$ 16,557,997	\$ 17,152,123	\$ 16,557,997	\$ -	0.0%
EXPENDITURES							
41AP - INFO TECHNOLOGY APPLICATION	\$ 1,471,489	\$ 3,139,330	\$ -	\$ 1,778,395	\$ -	\$ -	-
BMFR - BUDGET/MANAGING FOR RESULTS	9,959	360,689	-	209,118	-	-	-
FCAP - FINANCIAL APPLICATIONS	465,164	1,168,791	-	624,436	-	-	-
HRAP - HUMAN RESOURCE APPLICATIONS	996,366	1,609,850	-	944,842	-	-	-
41IF - INFO TECHNOLOGY INFRASTRUCTURE	\$ 15,288,106	\$ 13,379,828	\$ 14,144,000	\$ 15,296,513	\$ 15,996,269	\$ (1,852,269)	-13.1%
DTNW - DATA NETWORK	3,085,204	2,451,747	3,215,927	2,809,119	4,720,013	(1,504,086)	-46.8%
NWPT - NETWORK PROTECTION	376,296	266,756	252,425	371,428	574,118	(321,693)	-127.4%
PLCD - PERSONAL COMMUNICATION DEVICES	2,148,852	1,859,847	1,721,101	2,082,277	1,562,557	158,544	9.2%
RDNW - RADIO NETWORK	1,975,459	2,019,642	2,576,430	2,084,988	2,213,499	362,931	14.1%
RMAC - REMOTE ACCESS	88,238	29,343	16,000	15,664	16,000	-	0.0%
VCST - VOICE SYSTEMS	7,614,058	6,752,493	6,362,117	7,933,037	6,910,082	(547,965)	-8.6%
41MG - INFO TECHNOLOGY MANAGEMENT	\$ 296,660	\$ 1,012,677	\$ 845,103	\$ 747,203	\$ 1,021,667	\$ (176,564)	-20.9%
EPMG - ENTERPRISE MANAGEMENT	296,189	1,012,677	845,103	747,203	1,021,667	(176,564)	-20.9%
TFPP - TECHNOLOGY FINANCE	471	-	-	-	-	-	-
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 2,770,429	\$ 3,088,447	\$ 6,481,618	\$ 3,580,383	\$ 7,220,638	\$ (739,020)	-11.4%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 743,989	\$ 863,024	\$ 1,665,612	\$ 1,059,187	\$ 1,145,432	\$ 520,180	31.2%
99GV - GENERAL GOVERNMENT	\$ 292,955	\$ 340,037	\$ 364,340	\$ 337,007	\$ 337,356	\$ 26,984	7.4%
TOTAL PROGRAMS	\$ 20,863,628	\$ 21,823,343	\$ 23,500,673	\$ 22,798,689	\$ 25,721,362	\$ (2,220,689)	-9.4%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
41IF - INFO TECHNOLOGY INFRASTRUCTURE	42.50	48.50	6.00	14.1%
DTNW - DATA NETWORK	15.50	14.50	(1.00)	-6.5%
NWPT - NETWORK PROTECTION	-	6.00	6.00	
RDNW - RADIO NETWORK	17.00	18.00	1.00	5.9%
VCST - VOICE SYSTEMS	10.00	10.00	-	0.0%
41MG - INFO TECHNOLOGY MANAGEMENT	7.00	7.00	-	0.0%
EPMG - ENTERPRISE MANAGEMENT	7.00	7.00	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	7.50	7.50	-	0.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	56.00	54.00	(2.00)	-3.6%
TOTAL PROGRAMS	113.00	117.00	4.00	3.5%

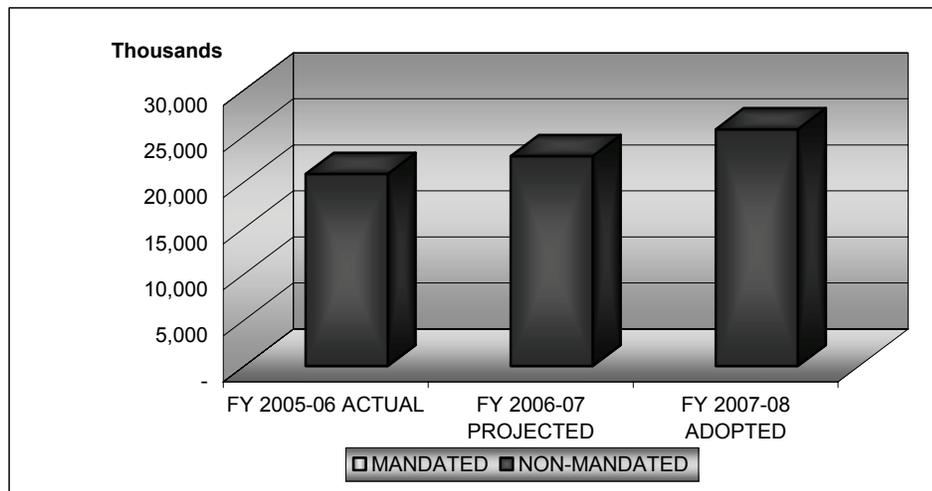
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ 586,975	\$ 876,679	\$ 876,679	\$ 641,225	\$ -	\$ (876,679)	-100.0%
Charges For Service	16,469,014	15,670,318	15,670,318	16,409,123	16,546,997	876,679	5.6%
Miscellaneous Revenues	111,609	11,000	11,000	101,775	11,000	-	0.0%
Other Financing Sources	(2,100)	-	-	-	-	-	-
Total Revenue	\$ 17,165,498	\$ 16,557,997	\$ 16,557,997	\$ 17,152,123	\$ 16,557,997	\$ -	0.0%
EXPENDITURES							
Personal Services	\$ 6,240,673	\$ 8,559,570	\$ 8,877,820	\$ 7,569,655	\$ 9,876,073	\$ (998,253)	-11.2%
Supplies	1,771,465	1,181,848	1,172,559	1,676,048	351,927	820,632	70.0%
Services	11,281,705	10,609,147	11,421,989	11,132,044	12,427,459	(1,005,470)	-8.8%
Other Financing Uses	291,205	286,708	286,708	286,708	328,024	(41,316)	-14.4%
Capital Outlay	1,278,579	1,186,070	1,741,597	2,134,234	2,737,879	(996,282)	-57.2%
Total Expenditures	\$ 20,863,628	\$ 21,823,343	\$ 23,500,673	\$ 22,798,689	\$ 25,721,362	(2,220,689)	-9.4%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
681 TELECOMMUNICATIONS	\$ 17,165,498	\$ 16,557,997	\$ 16,557,997	\$ 17,152,123	\$ 16,557,997	\$ -	0.0%
TOTAL FUNDS	\$ 17,165,498	\$ 16,557,997	\$ 16,557,997	\$ 17,152,123	\$ 16,557,997	\$ -	0.0%
EXPENDITURES							
100 GENERAL	\$ 5,331,743	\$ 7,746,422	\$ 7,795,752	\$ 6,877,097	\$ 10,052,098	\$ (2,256,346)	-28.9%
681 TELECOMMUNICATIONS	15,531,884	14,076,921	15,704,921	15,921,592	15,669,264	35,657	0.2%
TOTAL FUNDS	\$ 20,863,628	\$ 21,823,343	\$ 23,500,673	\$ 22,798,689	\$ 25,721,362	\$ (2,220,689)	-9.4%

Mandated vs. Non-Mandated Expenditures



Programs and Activities

Telecommunications Program

The purpose of the 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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of time Downtown Network is connected to host	Not measured in FY05/06	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of time work orders completed to customer satisfaction and within committed timeframes	Not measured in FY05/06	100.0%	94.5%	100.0%	100.0%	5.5%	5.8%
Percent of time remote access system (RAS) is fully operations during a quarter (24/7)	Not measured in FY05/06	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Data Network Activity
- Personal Communications Devices
- Network Protection Activity
- Radio Network Activity
- Remote Access Activity
- Voice Systems

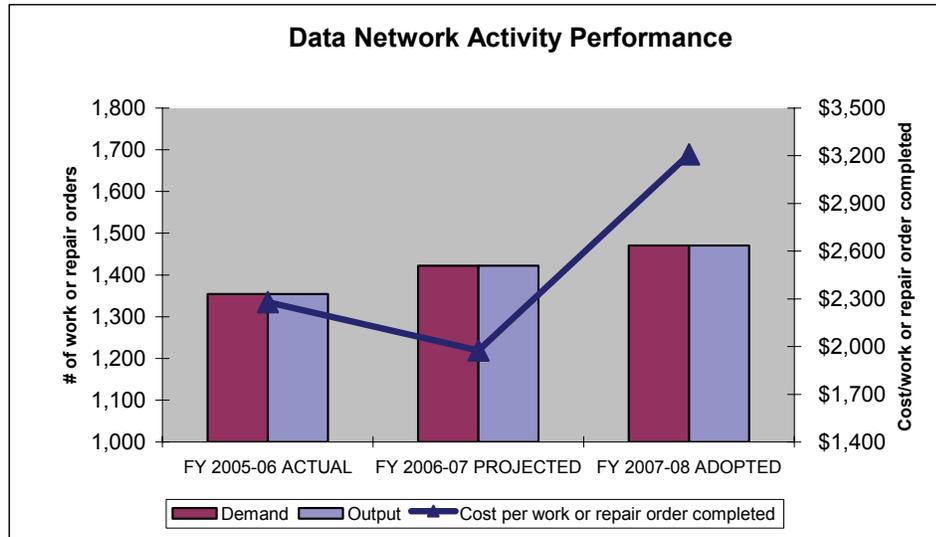
Data Network Activity

The purpose of the Data Network Activity is to provide a stable, adequate bandwidth for County applications to County employees and the public so that they can transact business electronically.

Mandates: Not a mandated activity.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Demand	1,354	131,861	1,422	1,422	1,471	49	3.4%
<i>Number of work and repair orders anticipated</i>							
Output	1,354	131,861	1,422	1,422	1,471	49	3.4%
<i>Number of work and repair orders completed</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 2,278.59	\$ 18.59	\$ 2,261.55	\$ 1,975.47	\$ 3,208.71	\$ (947.16)	-41.9%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Telecommunications	\$ 5,274,744	\$ 4,336,692	\$ 4,336,692	\$ 4,722,044	\$ 4,367,267	\$ 30,575	0.7%
Totals	\$ 5,274,744	\$ 4,336,692	\$ 4,336,692	\$ 4,722,044	\$ 4,367,267	\$ 30,575	0.7%
Expenditures by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ 881,207	\$ (881,207)	
Telecommunications	3,085,204	2,451,747	3,215,927	2,809,119	3,838,806	(622,879)	-19.4%
Totals	\$ 3,085,204	\$ 2,451,747	\$ 3,215,927	\$ 2,809,119	\$ 4,720,013	\$ (1,504,086)	-46.8%
Staffing (FTEs)	-	-	15.50	-	14.50	(1.00)	-6.5%



The FY 2007-08 budget for the Data Network Activity meets projected demand of 1,471 work and repair orders anticipated at an average cost of \$3,208.71 per order completed in order to achieve the result of 100%.

The FY 2006-07 budget assumed a 5.0% increase in demand compared to FY 2005-06. The increase in demand reflects the increase in County employees and facilities. The FY 2007-08 adopted budget conservatively assumes a 3.5% increase in demand as the County workforce should grow relational to the County's population growth.

The FY 2007-08 adopted expenditure budget is increasing by \$1,504,086 compared to the FY 2006-07 revised budget. This change is due to a decrease in supplies and services expenditures with an increase in capital expenditures for the Proclarity/Bizsharp IT Infrastructure equipment.

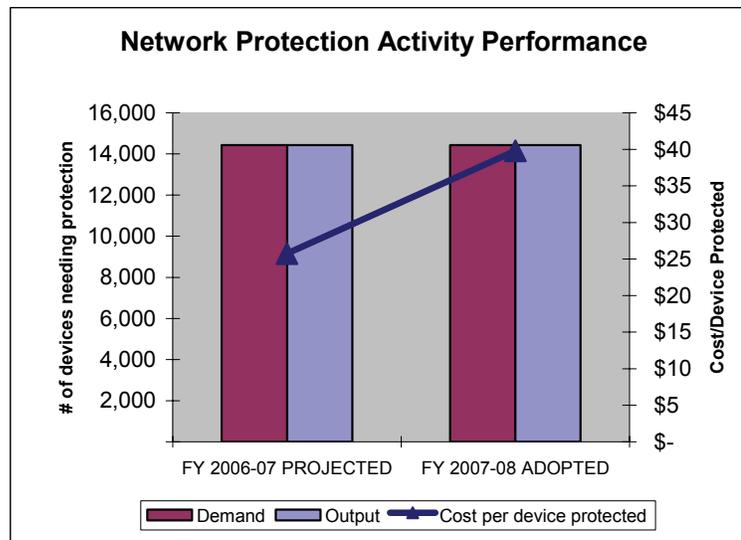
Network Protection Activity

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 public have uninterrupted access and have confidence in the integrity of resources and data.

Mandates: Not a mandated activity.

Performance Analysis:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
<u>Demand</u> <i>Number of network connected devices needing protection.</i>	14,426	14,426	14,426	14,426	-	0.0%
<u>Output</u> <i>Number of network devices protected.</i>	14,426	14,426	14,426	14,426	-	0.0%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u> <i>Expenditures per unit of Output</i>	\$ 18.49	\$ 17.50	\$ 25.75	\$ 39.80	\$ (22.30)	-127.4%
<u>Expenditures by Fund</u>						
General	\$ -	\$ -	\$ -	\$ 543,765	\$ (543,765)	
Telecommunications	266,756	252,425	371,428	30,353	222,072	88.0%
Totals	\$ 266,756	\$ 252,425	\$ 371,428	\$ 574,118	\$ (321,693)	-127.4%
Staffing (FTEs)	-	-	-	6.00	6.00	



The FY 2007-08 budget for the Network Protection Activity meets projected demand of 14,426 devices requiring protection at an average cost of \$39.80 per device protected in order to achieve the result of 100%.

The FY 2007-08 expenditure budget is increasing by \$321,693 compared to the FY 2006-07 revised budget. This change is due to an increase in staff (6 FTEs) for the County's infrastructure upgrade and continuing maintenance.

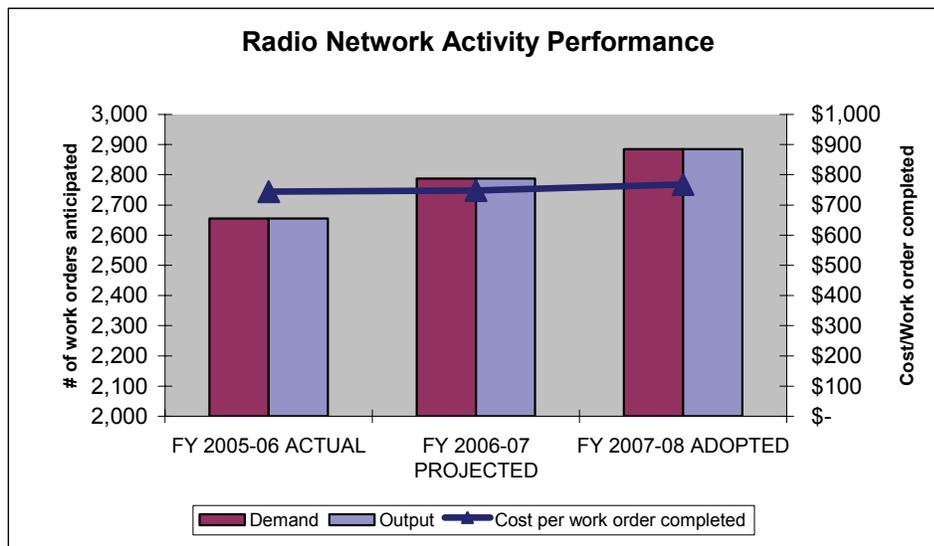
Radio Network Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
<u>Demand</u> <i>Number of work orders anticipated</i>	2,655	7,529	2,788	2,788	2,885	97	3.5%
<u>Output</u> <i>Number of work orders completed</i>	2,655	7,529	2,788	2,788	2,885	97	3.5%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u> <i>Expenditures per unit of Output</i>	\$ 744.05	\$ 268.25	\$ 924.11	\$ 747.84	\$ 767.24	\$ 156.87	17.0%
<u>Revenues by Fund</u>							
Telecommunications	\$ 2,213,376	\$ 2,302,878	\$ 2,302,878	\$ 2,404,416	\$ 3,258,262	\$ 955,384	41.5%
Totals	\$ 2,213,376	\$ 2,302,878	\$ 2,302,878	\$ 2,404,416	\$ 3,258,262	\$ 955,384	41.5%
<u>Expenditures by Fund</u>							
Telecommunications	\$ 1,975,459	\$ 2,019,642	\$ 2,576,430	\$ 2,084,988	\$ 2,213,499	\$ 362,931	14.1%
Totals	\$ 1,975,459	\$ 2,019,642	\$ 2,576,430	\$ 2,084,988	\$ 2,213,499	\$ 362,931	14.1%
Staffing (FTEs)	-	-	17.00	-	18.00	1.00	5.9%



The FY 2007-08 adopted budget for the Radio Network Activity meets projected demand of 2,885 work orders anticipated at an average cost of \$767.24 per work order completed in order to achieve the result of 100%.

The FY 2006-07 budget assumed a 5.0% increase in demand compared to FY 2005-06. The increase in demand reflects the increase in County employees and services requiring radio technology. The FY 2007-08 budget conservatively assumes a 3.5% increase in demand as the County workforce should grow relational to the County’s population growth.

The FY 2007-08 expenditures are budgeted to decrease by \$362,931 compared to the FY 2006-07 revised budget. This change is due to one-time funding for the infrastructure at the new Downtown Justice Center.

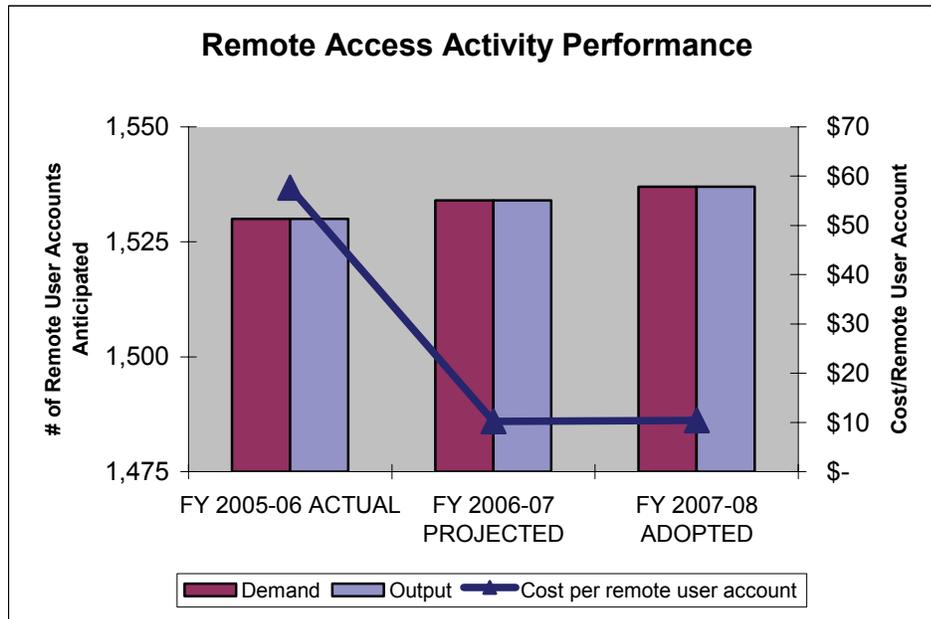
Remote Access Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand <i>Number of remote access user accounts expected to be supported</i>	1,530	986	1,534	1,534	1,537	3	0.2%
Output <i>Number of remote access user accounts supported</i>	1,530	986	1,534	1,534	1,537	3	0.2%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 57.67	\$ 29.76	\$ 10.43	\$ 10.21	\$ 10.41	\$ 0.02	0.2%
Revenues by Fund							
Telecommunications	\$ 144,026	\$ 157,077	\$ 157,077	\$ 156,343	\$ 156,192	\$ (885)	-0.6%
Totals	\$ 144,026	\$ 157,077	\$ 157,077	\$ 156,343	\$ 156,192	\$ (885)	-0.6%
Expenditures by Fund							
Telecommunications	\$ 88,238	\$ 29,343	\$ 16,000	\$ 15,664	\$ 16,000	\$ -	0.0%
Totals	\$ 88,238	\$ 29,343	\$ 16,000	\$ 15,664	\$ 16,000	\$ -	0.0%
Staffing (FTEs)	-	-	-	-	-	-	0.0%



The FY 2007-08 budget for the Remote Access Activity meets projected demand of 1,537 anticipated user accounts at an average cost of \$10.41 per user account supported in order to achieve the result of 100%.

The FY 2006-07 budget assumed a 0.2% increase in demand compared to FY 2005-06. The increase in demand for work orders correlates with the number of County employees. It is assumed that growth of Maricopa County employees will be in line with the overall employment changes in the County and that only five percent of new County employees will require remote access.

The FY 2007-08 expenditure budget will remain the same compared to the FY 2006-07 revised budget. The decrease compared to FY 2005-06 actuals is due to the reallocation of one (1) FTE moving to the Data Network Activity during FY 2006-07. This activity will be re-evaluated during the Strategic Plan update process.

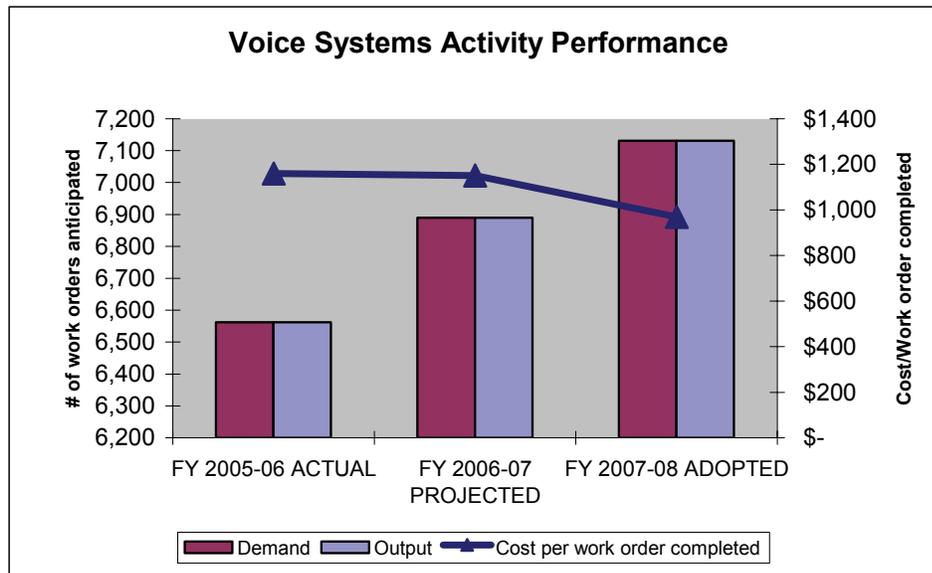
Voice Systems Activity

The purpose of the Voice Systems Activity is to provide stable voice-related services, call center applications, analysts and repair to all County agencies so that County employees and the public can communicate across a reliable, user-friendly platform.

Mandates: Not a mandated activity.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
<u>Demand</u> <i>Number of work orders anticipated</i>	6,562	14,429	6,890	6,890	7,131	241	3.5%
<u>Output</u> <i>Number of work orders completed</i>	6,562	14,429	6,890	6,890	7,131	241	3.5%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u> <i>Expenditures per unit of Output</i>	\$ 1,160.33	\$ 467.98	\$ 923.38	\$ 1,151.38	\$ 969.02	\$ (45.64)	-4.9%
<u>Revenues by Fund</u>							
Telecommunications	\$ 6,938,940	\$ 8,047,250	\$ 8,047,250	\$ 7,486,251	\$ 6,376,141	\$ (1,671,109)	-20.8%
Totals	\$ 6,938,940	\$ 8,047,250	\$ 8,047,250	\$ 7,486,251	\$ 6,376,141	\$ (1,671,109)	-20.8%
<u>Expenditures by Fund</u>							
Telecommunications	\$ 7,614,058	\$ 6,752,493	\$ 6,362,117	\$ 7,933,037	\$ 6,910,082	\$ (547,965)	-8.6%
Totals	\$ 7,614,058	\$ 6,752,493	\$ 6,362,117	\$ 7,933,037	\$ 6,910,082	\$ (547,965)	-8.6%
<u>Staffing (FTEs)</u>	-	-	10.00	-	10.00	-	0.0%



The FY 2007-08 budget for the Voice Systems Activity meets projected demand of 7,131 work orders anticipated an average cost of \$969.02 per work order completed in order to achieve the result of 100%.

The FY 2006-07 budget assumed a 5.0% increase in demand compared to FY 2005-06. The increase in demand reflects the increase in County employees and facilities. The FY 2007-08 adopted budget conservatively assumes a 3.5% increase in demand as the County workforce should grow relational to the County's population growth.

The FY 2007-08 expenditures are budgeted to increase by \$547,965 compared to the FY 2006-07 revised budget. \$228,000 is for the annual payment of debt service on a replacement voice mail

system. The remaining \$319,965 is the net increase in Supplies and Services mainly due to utility charges.

Programs and Activities

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.

Information Technology 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

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
<u>Expenditures by Fund</u>							
General	\$ 2,768,686	\$ 3,088,447	\$ 6,481,618	\$ 3,580,383	\$ 7,220,638	\$ (739,020)	-11.4%
Telecommunications	1,743	-	-	-	-	-	-
Totals	\$ 2,770,429	\$ 3,088,447	\$ 6,481,618	\$ 3,580,383	\$ 7,220,638	\$ (739,020)	-11.4%
Staffing (FTEs)	-	-	56.00	-	54.00	(2.00)	-3.6%

The IT program increase in the General Fund (100) in the amount of \$739,020 is due to the IT Market Study as well as pay for performance, and fixed/variable benefits rate increases.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 7,504,804	\$ -
MID-YEAR ADJUSTMENTS:		
People Soft Stabilization	\$ 39,000	\$ -
IT Market Study	127,431	-
Subtotal	\$ 166,431	\$ -
FY 2006-07 REVISED BUDGET:	\$ 7,671,235	\$ -
Restatements	252,218	-
FY 2006-07 REVISED RESTATED BUDGET:	\$ 7,923,453	\$ -
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 45,749	\$ -
Retirement Contributions	21,084	-
FY 2007-08 Pay for Performance	152,482	-
Annualization of FY 2007 Initiatives	764,937	-
Subtotal	\$ 984,252	\$ -
FY 2007-08 BUDGET TARGET:	\$ 8,907,705	\$ -
Departmental Submission Under Target	\$ (10,840)	\$ -
BASE ADJUSTMENTS:		
Proclarity/Bizsharp IT Equipment Debt Service	\$ 740,696	\$ -
Training Reduction in Multiple Activities	(46,645)	-
Salary & Benefits Savings Increase	(32,344)	-
Pay for Performance to Match Target	(52,399)	-
Temporary & Overtime Adjustment	(7,050)	-
Increase Allocation In for CTO and IT Consultant	8,310	-
Staffing for Infrastructure Upgrade	538,279	-
Risk Management Increases	900	-
IT Market Study Increase	5,486	-
Subtotal	\$ 1,144,393	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 10,052,098	\$ -

Telecommunications Fund (681) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 14,076,921	\$ 16,557,997
FY 2006-07 REVISED RESTATED BUDGET:	\$ 14,076,921	\$ 16,557,997
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 32,376	\$ -
Retirement Contributions	11,690	-
FY 2007-08 Pay for Performance	74,000	-
Central Service Cost Allocation	(7,365)	-
Subtotal	\$ 110,701	\$ -
FY 2007-08 BUDGET TARGET:	\$ 14,187,622	\$ 16,557,997
Departmental Submission Under Target	\$ (525)	\$ -
BASE ADJUSTMENTS:		
Proclarity/Bizsharp IT Infrastructure Debt Service	204,820	-
Training Reduction in Multiple Activities	(88,030)	-
IT Market Study	184,788	-
FMLA Payout for Retiring Employee	10,000	-
Correction for IT Services Provided by McDOT for Radio Activity	24,781	-
Increase in Salary & Benefits Savings	(32,334)	-
Other Technical Adjustments	18,988	-
Debt Service for Voice Mail Replacement System	228,000	-
Card Readers for Telecom Closets	930,516	-
Increase in Risk Management Costs	638	-
Subtotal	\$ 1,481,642	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 15,669,264	\$ 16,557,997

Telecommunications Fund (681) Fund Balance Summary

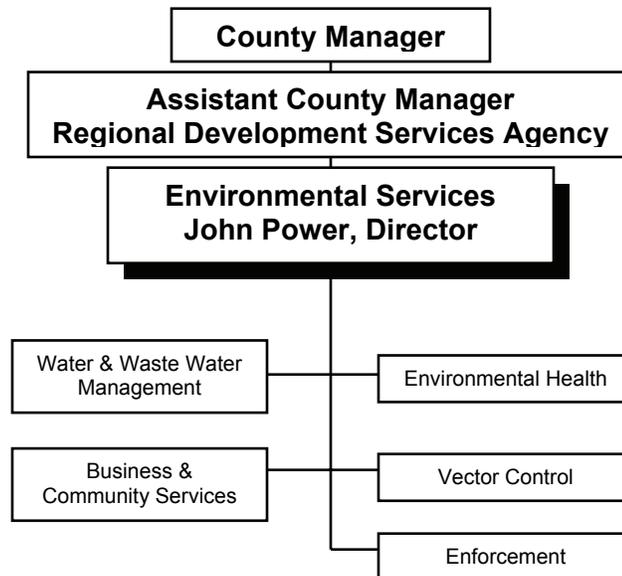
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 3,879,276	\$ 4,934,494	\$ 4,934,494	\$ 5,512,890	\$ 6,743,421
Revenue	\$ 17,165,498	\$ 16,557,997	\$ 16,557,997	\$ 17,152,123	\$ 16,557,997
Expenditures	15,531,884	14,076,921	15,704,921	15,921,592	15,669,264
Net Operating	\$ 1,633,614	\$ 2,481,076	\$ 853,076	\$ 1,230,531	\$ 888,733
Ending Fund Balance	\$ 5,512,890	\$ 7,415,570	\$ 5,787,570	\$ 6,743,421	\$ 7,632,154

Environmental Services

Analysis by Angie Flick, Management & Budget Analyst

Summary

Organizational Chart



Mission

The mission of the Environmental Services Department (ESD) 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 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: The department is currently negotiating with a provider to accept credit card payments via the internet. Automation of customer complaints and field resolutions for the vector control program is under design. The FY 2007-08 budget supports the attainment of this goal.

- **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 is currently working with Regional Development Services to determine the impact of central automation on workflow in the department.

- **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: The department is working with Arizona State Library, Archives and Public Records Department to determine acceptable options. The FY 2007-08 budget continues to support the Environmental Services Department in researching and building a business case sufficient to make a thoughtful decision.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
88EH - ENVIRONMENTAL HEALTH SERVICES	\$ 7,573,696	\$ 7,541,014	\$ 8,506,550	\$ 7,854,551	\$ 12,267,923	\$ 3,761,373	44.2%
EHEN - ENV HEALTH ENFORCEMENT ACT	61,680	309,867	234,401	235,001	61,000	(173,401)	-74.0%
EHPR - ENV HEALTH PLAN REVIEW	560,825	519,906	808,199	791,016	995,400	187,201	23.2%
FSIA - FOOD SERVICE INSPECTIONS	5,577,639	5,503,466	5,296,742	5,359,537	9,170,861	3,874,119	73.1%
FSLC - FOOD SERVICE LICENSING ACT	1,195,109	828,311	1,545,587	1,006,419	1,545,587	-	0.0%
FWBI - FOOD&WATER BORNE ILLNESS INV	-	150,464	150,464	125,382	-	(150,464)	-100.0%
SPPR - SWIMMING POOL PLAN REVIEW	178,442	229,000	471,157	337,195	495,075	23,918	5.1%
88EP - ENFORCEMENT	\$ -	\$ 34,608	\$ -	\$ 17,304	\$ -	\$ -	-
NPRC - NONPERMIT RELATED COMPLIANCE	-	34,608	-	17,304	-	-	-
88VC - VECTOR CONTROL	\$ -	\$ 1,000	\$ 1,000	\$ 498	\$ -	\$ (1,000)	-100.0%
LARV - MOSQUITO LARVICIDING	-	1,000	1,000	498	-	(1,000)	-100.0%
88WW - WATER AND WASTE MANAGEMENT	\$ 4,819,390	\$ 4,745,779	\$ 6,195,990	\$ 5,206,947	\$ 7,109,756	\$ 913,766	14.7%
PUBW - PUBLIC WATER COMPLIANCE & PRMT	1,503,102	2,380,371	2,798,203	2,267,106	1,866,498	(931,705)	-33.3%
SOLW - SOLID WASTE COMPLIANCE & PRMT	329,439	299,000	421,248	415,084	440,000	18,752	4.5%
WASW - WASTE WATER COMPLIANCE & PRMT	2,948,692	2,066,408	2,976,539	2,524,757	4,803,258	1,826,719	61.4%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 476,775	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	
TOTAL PROGRAMS	\$ 13,021,034	\$ 12,322,401	\$ 14,703,540	\$ 13,079,299	\$ 19,452,679	\$ 4,749,139	32.3%
EXPENDITURES							
88BP - BUSINESS SERVICES	\$ -	\$ -	\$ 262,276	\$ -	\$ 711,424	\$ (449,148)	-171.3%
HCPA - HEALTH CODE PERMITTING	-	-	262,276	-	711,424	(449,148)	-171.3%
88EH - ENVIRONMENTAL HEALTH SERVICES	\$ 6,748,133	\$ 7,711,018	\$ 11,315,548	\$ 7,984,557	\$ 12,735,700	\$ (1,420,152)	-12.6%
EHEN - ENV HEALTH ENFORCEMENT ACT	277,075	313,315	491,734	300,195	722,411	(230,677)	-46.9%
EHPR - ENV HEALTH PLAN REVIEW	475,783	441,002	563,410	501,810	634,507	(71,097)	-12.6%
FSIA - FOOD SERVICE INSPECTIONS	5,281,379	6,156,342	8,797,576	6,260,581	9,865,874	(1,068,298)	-12.1%
FSLC - FOOD SERVICE LICENSING ACT	351,615	363,678	779,934	436,221	956,723	(176,789)	-22.7%
FWBI - FOOD&WATER BORNE ILLNESS INV	100,676	178,096	156,567	156,384	174,240	(17,673)	-11.3%
SPCI - SWIM POOL CONSTRUCT INSP	-	-	-	-	195,033	(195,033)	
SPPR - SWIMMING POOL PLAN REVIEW	261,605	258,585	526,327	329,367	186,912	339,415	64.5%
88EP - ENFORCEMENT	\$ 105,168	\$ 31,222	\$ 53,220	\$ 15,606	\$ 49,750	\$ 3,470	6.5%
NPRC - NONPERMIT RELATED COMPLIANCE	105,168	31,222	53,220	15,606	49,750	3,470	6.5%
88VC - VECTOR CONTROL	\$ 1,054,740	\$ 1,218,100	\$ 1,545,580	\$ 1,080,155	\$ 3,672,361	\$ (2,126,781)	-137.6%
ADLT - MOSQUITO ADULTICIDING	114,016	73,834	95,966	77,337	405,505	(309,539)	-322.6%
LARV - MOSQUITO LARVICIDING	201,482	406,420	466,602	298,076	1,551,915	(1,085,313)	-232.6%
VCCM - VECTOR CONTROL COMPLAINT MGMT	295,730	341,061	571,692	345,860	808,348	(236,656)	-41.4%
VSST - VECTOR CTRL SITE SURVEIL	443,512	396,785	371,073	358,882	633,663	(262,590)	-70.8%
VTST - VECTOR SURVEILLANCE TESTING	-	-	40,247	-	272,930	(232,683)	-578.1%
88WW - WATER AND WASTE MANAGEMENT	\$ 3,109,290	\$ 3,137,415	\$ 4,433,487	\$ 3,178,746	\$ 5,379,876	\$ (946,389)	-21.3%
PUBW - PUBLIC WATER COMPLIANCE & PRMT	901,709	993,615	1,278,577	915,132	1,286,570	(7,993)	-0.6%
SOLW - SOLID WASTE COMPLIANCE & PRMT	328,878	201,412	369,949	274,310	323,657	46,292	12.5%
SSFA - SUBDIV SANITARY FACILITIES	-	-	-	-	30,711	(30,711)	
SWIA - STORM WATER INSPECTION	156,606	121,630	97,201	101,891	87,083	10,118	10.4%
SWPA - STORM WATER PLAN REVIEW	-	-	21,973	-	84,052	(62,079)	-282.5%
WASW - WASTE WATER COMPLIANCE & PRMT	1,722,097	1,820,758	2,665,787	1,887,413	3,309,091	(643,304)	-24.1%
WFIA - PUBLIC WATER FACILITY INSP	-	-	-	-	112,481	(112,481)	
WWFI - WASTEWATER FACILITY INSP	-	-	-	-	146,231	(146,231)	
99AS - ADMINISTRATIVE SERVICES PROG	\$ 2,450,423	\$ 2,261,551	\$ 1,972,594	\$ 2,158,900	\$ 1,961,665	\$ 10,929	0.6%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ -	\$ -	\$ 724,321	\$ 245,308	\$ 873,984	\$ (149,663)	-20.7%
99GV - GENERAL GOVERNMENT	\$ 322,066	\$ 378,412	\$ 472,587	\$ 472,587	\$ 667,448	\$ (194,861)	-41.2%
TOTAL PROGRAMS	\$ 13,789,820	\$ 14,737,718	\$ 20,779,613	\$ 15,135,860	\$ 26,052,208	\$ (5,272,595)	-25.4%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
88BP - BUSINESS SERVICES	-	10.00	10.00	
HCPA - HEALTH CODE PERMITTING	-	10.00	10.00	
88EH - ENVIRONMENTAL HEALTH SERVICES	155.95	162.95	7.00	4.5%
EHEN - ENV HEALTH ENFORCEMENT ACT	9.20	10.20	1.00	10.9%
EHPR - ENV HEALTH PLAN REVIEW	7.00	8.00	1.00	14.3%
FSIA - FOOD SERVICE INSPECTIONS	116.96	122.96	6.00	5.1%
FSLC - FOOD SERVICE LICENSING ACT	14.47	14.47	-	0.0%
FWBI - FOOD&WATER BORNE ILLNESS INV	2.32	2.32	-	0.0%
SPCI - SWIM POOL CONSTRUCT INSP	-	2.50	2.50	
SPPR - SWIMMING POOL PLAN REVIEW	6.00	2.50	(3.50)	-58.3%
88EP - ENFORCEMENT	0.80	0.80	-	0.0%
NPRC - NONPERMIT RELATED COMPLIANCE	0.80	0.80	-	0.0%
88VC - VECTOR CONTROL	35.55	37.00	1.45	4.1%
ADLT - MOSQUITO ADULTICIDING	0.90	2.50	1.60	177.8%
LARV - MOSQUITO LARVICIDING	11.15	9.95	(1.20)	-10.8%
VCCM - VECTOR CONTROL COMPLAINT MGMT	18.50	13.30	(5.20)	-28.1%
VSST - VECTOR CTRL SITE SURVEIL	3.00	9.25	6.25	208.3%
VTST - VECTOR SURVEILLANCE TESTING	2.00	2.00	-	0.0%
88WW - WATER AND WASTE MANAGEMENT	75.00	74.00	(1.00)	-1.3%
PUBW - PUBLIC WATER COMPLIANCE & PRMT	19.20	17.03	(2.17)	-11.3%
SOLW - SOLID WASTE COMPLIANCE & PRMT	5.40	4.40	(1.00)	-18.5%
SSFA - SUBDIV SANITARY FACILITIES	-	0.33	0.33	
SWIA - STORM WATER INSPECTION	1.00	1.00	-	0.0%
SWPA - STORM WATER PLAN REVIEW	-	-	-	
WASW - WASTE WATER COMPLIANCE & PRMT	49.40	48.24	(1.16)	-2.3%
WFIA - PUBLIC WATER FACILITY INSP	-	1.50	1.50	
WWFI - WASTEWATER FACILITY INSP	-	1.50	1.50	
99AS - ADMINISTRATIVE SERVICES PROG	25.00	15.00	(10.00)	-40.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	7.00	7.00	-	0.0%
TOTAL PROGRAMS	299.30	306.75	7.45	2.5%

The FTE variances are the result of changes being made to the Environmental Services' Vector Control Program, in which they deploy their personnel. Historically, they have had employees working on a specific activity. They will now have employees working on several activities within a geographic region. There will be an increase in the surveillance work performed and reported to the complaint area which will reduce the resources required to take in complaints.

The department has also restructured their business flow so that all permitting can be taken in through a single activity rather than spread through general administrative services. Redistribution of resources through out the department will allow for improved results during FY 2007-08.

Of the 7.45 increase in FTEs, 6 FTEs have been added due to the Smoke-Free Arizona contract with the State of Arizona to accommodate the additional workload.

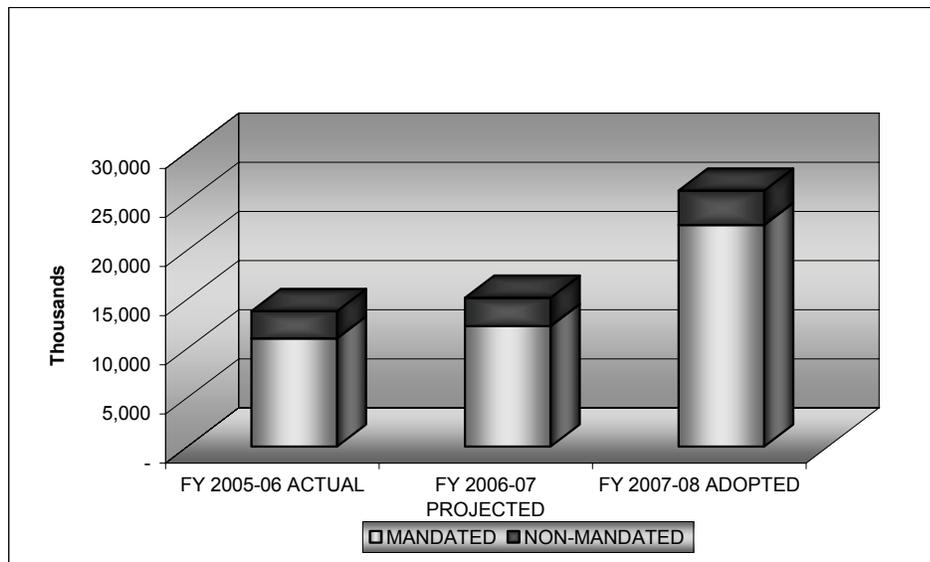
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Licenses & Permits	\$ 10,228,169	\$ 10,237,186	\$ 11,405,207	\$ 10,529,617	14,945,739	3,540,532	31.0%
Intergovernmental	612,756	1,000	1,000	498	1,334,878	1,333,878	133387.8%
Charges For Service	739,267	748,906	1,279,356	1,128,211	1,490,475	211,119	16.5%
Fines & Forfeits	75,434	-	33,000	76,819	61,000	28,000	84.8%
Miscellaneous Revenues	1,335,751	1,335,309	1,984,977	1,344,154	1,620,587	(364,390)	-18.4%
Other Financing Sources	29,657	-	-	-	-	-	-
Total Revenue	\$ 13,021,034	\$ 12,322,401	\$ 14,703,540	\$ 13,079,299	\$ 19,452,679	\$ 4,749,139	32.3%
EXPENDITURES							
Personal Services	\$ 10,755,368	\$ 12,179,757	\$ 16,806,458	\$ 12,504,649	\$ 20,352,813	\$ (3,546,355)	-21.1%
Supplies	513,394	535,020	829,684	439,216	2,264,009	(1,434,325)	-172.9%
Services	1,898,363	1,458,125	2,087,655	1,636,421	2,485,572	(397,917)	-19.1%
Other Financing Uses	322,066	378,412	378,412	378,412	380,790	(2,378)	-0.6%
Capital Outlay	300,628	186,404	677,404	177,162	569,024	108,380	16.0%
Total Expenditures	\$ 13,789,820	\$ 14,737,718	\$ 20,779,613	\$ 15,135,860	\$ 26,052,208	\$ (5,272,595)	-25.4%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 113,591	\$ 1,000	\$ 1,000	\$ 49,092	\$ 1,000	\$ -	0.0%
505 ENVIRONMENTAL SERVICES GRANT	602,042	-	-	-	1,334,878	1,334,878	
506 ENVIRONMTL SVCS ENV HEALTH	12,305,400	12,321,401	14,702,540	13,030,207	18,116,801	3,414,261	23.2%
TOTAL FUNDS	\$ 13,021,034	\$ 12,322,401	\$ 14,703,540	\$ 13,079,299	\$ 19,452,679	\$ 4,749,139	32.3%
EXPENDITURES							
100 GENERAL	\$ 1,541,847	\$ 2,419,397	\$ 5,761,295	\$ 3,055,635	\$ 7,063,645	\$ (1,302,350)	-22.6%
505 ENVIRONMENTAL SERVICES GRANT	(100,217)	-	-	-	1,334,878	(1,334,878)	
506 ENVIRONMTL SVCS ENV HEALTH	12,348,190	12,318,321	15,018,318	12,080,224	17,653,685	(2,635,367)	-17.5%
TOTAL FUNDS	\$ 13,789,820	\$ 14,737,718	\$ 20,779,613	\$ 15,135,860	\$ 26,052,208	\$ (5,272,595)	-25.4%

Mandated vs. Non-Mandated Expenditures



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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of required applications processed.	98.9%	100.0%	100.0%	99.0%	100.0%	0.0%	0.0%

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:

	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand			
<i>Number of environmental permit applications submitted.</i>	40,703	40,703	
Output			
<i>Number of environmental permit applications processed.</i>	40,703	40,703	
Percent of Demand met	100.0%		
Efficiency			
<i>Expenditures per unit of Output</i>	\$ 17.48	\$ (17.48)	
Expenditures by Fund			
General	\$ 78,920	\$ (78,920)	
Environmtl Svcs Env Health	632,504	(370,228)	-141.2%
Totals	\$ 711,424	\$ (449,148)	-171.3%
Staffing (FTEs)	10.00	10.00	

The FY 2007-08 budget for the Health Code Permitting Activity meets projected demand of 40,703 permit application submitted at a per permit cost of \$17.48 to achieve the result of 100%.

The FY 2006-07 projected demand is the baseline demand projection as the permit application process, an administrative process, has been separated out from other permit reviewing activities. The FY 2007-08 demand is forecasted with conservative growth in line with County population growth projections.

The FY 2007-08 budget is \$711,424. The department is reorganizing to reallocate 10 FTEs from their Administrative Services Program to this activity.

Programs and Activities

Enforcement Program

The purpose of the Enforcement Program is to provide legal remedies for the regulated community and citizens of Maricopa County so that they can recognize their obligation to operate in compliance with the Maricopa County Environmental Health Code.

Program Results

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of finalized enforcement actions completed within 7 days.	67.0%	75.0%	75.0%	57.0%	80.0%	5.0%	6.7%

Activities that comprise this program include:

- Enforcement
- Non-Permit Related Compliance

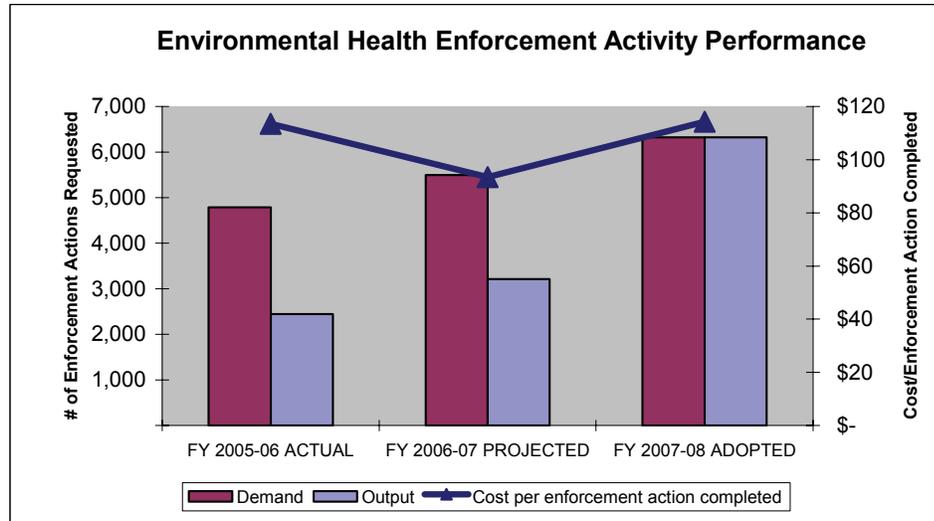
Enforcement Activity

The purpose of the Enforcement Program Activity is to provide legal remedies for the regulated community and citizens 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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Demand <i>Number of enforcement actions expected to be requested.</i>	4,786	2,200	4,250	5,500	6,325	2,075	48.8%
Output <i>Number of enforcement actions processed.</i>	2,443	2,200	2,250	3,211	6,325	4,075	181.1%
Percent of Demand met	51.0%	100.0%	52.9%	58.4%	100.0%	47.1%	88.9%
Efficiency <i>Expenditures per unit of Output</i>	\$ 113.42	\$ 142.42	\$ 218.55	\$ 93.49	\$ 114.22	\$ 104.33	47.7%
Revenues by Fund							
General	\$ 61,680	\$ -	\$ -	\$ 48,594	\$ 1,000	\$ 1,000	
Environmtl Svcs Env Health	-	309,867	234,401	186,407	60,000	(174,401)	-74.4%
Totals	\$ 61,680	\$ 309,867	\$ 234,401	\$ 235,001	\$ 61,000	\$ (173,401)	-74.0%
Expenditures by Fund							
General	\$ 0	\$ 4,895	\$ 74,907	\$ 13,937	\$ 231,208	\$ (156,301)	-208.7%
Environmtl Svcs Env Health	277,075	308,420	416,827	286,258	491,203	(74,376)	-17.8%
Totals	\$ 277,075	\$ 313,315	\$ 491,734	\$ 300,195	\$ 722,411	\$ (230,677)	-46.9%
Staffing (FTEs)	-	-	9.20	-	10.20	1.00	10.9%



The FY 2007-08 budget for the Enforcement Activity meets projected demand of 6,325 enforcement actions requested at an average cost of \$114.22 per enforcement completed in order to achieve the result of 100%.

The FY 2006-07 projected budget assumes a 14.9% increase in demand as compared to FY 2005-06 actual demand of 4,786. The increase in demand reflects a conservative forecast of enforcements related to food and non-permit related compliance as well as the increasing enforcement related to Vector Control. In FY 2005-06, the County saw 1409.8% growth in enforcements as compared to FY 2004-05 actuals of 317 enforcement requests. This was a result of an increase in County growth in population and the related businesses that follow population; as well as the introduction of West Nile Virus into the County. The demand is forecasted to grow consistently for FY 2007-08. The FY 2007-08 budget assumes a 15.0% increase in demand compared to FY 2006-07 projected demand. The FY 2007-08 expenditure budget is an increase of \$230,677 (46.9%) compared to the FY 2006-07 revised budget. This increase is due to the addition of benefits to enforcement positions that were converted from temporary to contract at the request of the Compensation Division of the Office of Management and Budget and pay for performance increases.

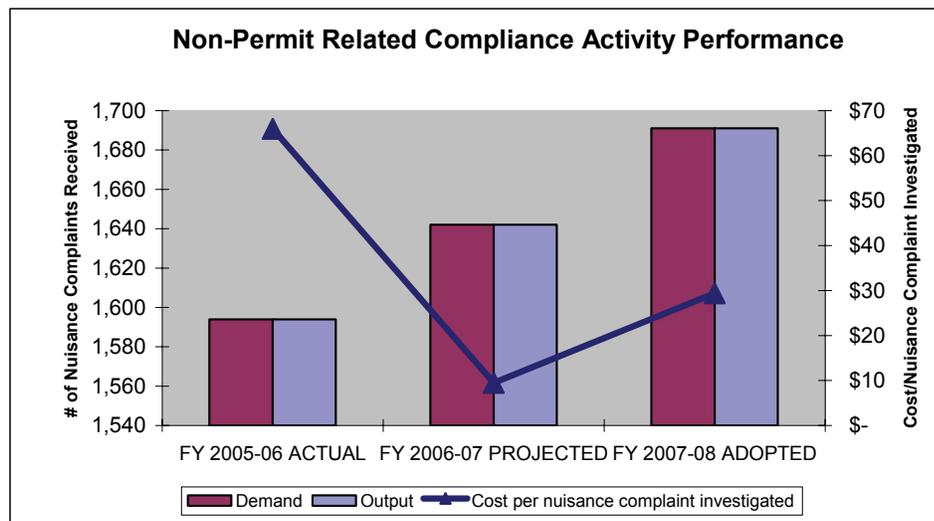
Non-Permit Related Compliance Activity

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 the following activity and services.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand	1,594	1,568	1,568	1,642	1,691	123	7.8%
<i>Number of complaints received on non-regulated facilities regarding environmental health issues</i>							
Output	1,594	1,568	1,568	1,642	1,691	123	7.8%
<i>Number of environmental nuisance complaints investigated</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 65.98	\$ 19.91	\$ 33.94	\$ 9.50	\$ 29.42	\$ 4.52	13.3%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Environmtl Svcs Env Health	\$ -	\$ 34,608	\$ -	\$ 17,304	\$ -	\$ -	
Totals	\$ -	\$ 34,608	\$ -	\$ 17,304	\$ -	\$ -	
Expenditures by Fund							
General	\$ 68,637	\$ 7,854	\$ 53,220	\$ 3,929	\$ 49,750	\$ 3,470	6.5%
Environmtl Svcs Env Health	36,530	23,368	-	11,677	-	-	
Totals	\$ 105,168	\$ 31,222	\$ 53,220	\$ 15,606	\$ 49,750	\$ 3,470	6.5%
Staffing (FTEs)	-	-	0.80	-	0.80	-	0.0%



The FY 2007-08 budget for the Non-Permit Related Compliance Activity meets projected demand of 1,691 complaints received at an average cost of \$29.42 per complaint investigated in order to achieve the result of 100%.

The FY 2006-07 projected budget assumes a 3.0% increase in demand compared to FY 2005-06 actual demand of 1,594. The increase in demand reflects a conservative forecast of complaints received related to population growth in the County. The FY 2007-08 budget assumes a 3.0% increase in demand compared to FY 2006-07 projected demand based on population growth. The significant decrease in the cost per complaint investigated in the Projected FY 2006-07 budget reflects a position vacancy that is expected to be filled in FY 2007-08.

The FY 2007-08 expenditure budget is reduced by \$3,470 (6.5%) compared to the FY 2006-07 revised budget. This reduction in the budget is due to a reallocation of training expenses.

Environmental Health Services Program

The purpose of the Environmental Health 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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of food establishments inspected with critical violations.	61.9%	55.0%	55.0%	55.0%	55.0%	0.0%	0.0%
Average score of food inspections.	10.7%	11.1%	11.1%	11.1%	12.0%	0.9%	8.1%

Activities that comprise this program include:

- Environmental Health Plan Review
- Food and Water Borne Illness Investigations
- Food Service License
- Food/Non-Food Inspections
- Swimming Pool Construction Inspections
- Swimming Pool Plan Review

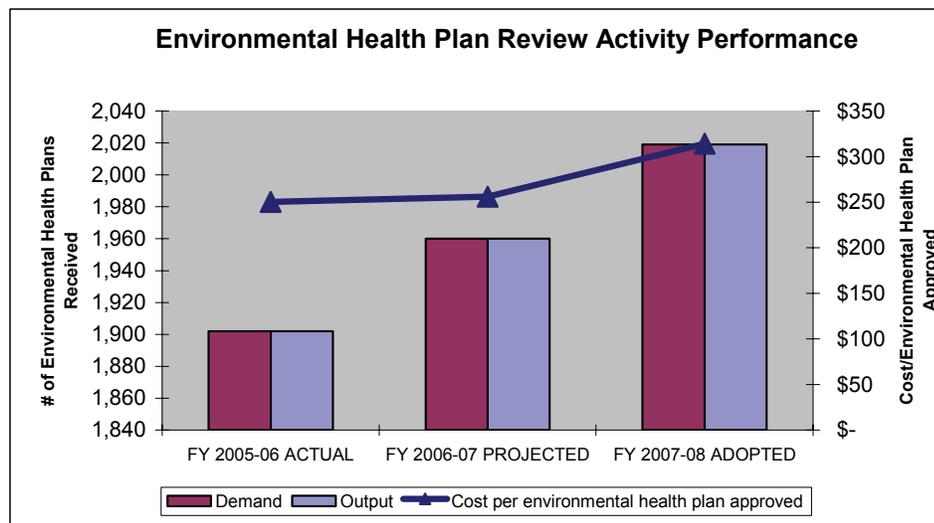
Environmental Health Plan Review Activity

The purpose of the Environmental Health Plan Review Activity is to approve plans so that construction projects are compliant with Maricopa County Environmental Health Code regulations.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	0.0%	0.0%	0.0%	85.0%	100.0%	100.0%	
<i>Percent of Environmental Health Plans Reviewed Within One County Fiscal Year</i>							
Demand	1,902	7,536	7,536	1,960	2,019	(5,517)	-73.2%
<i>Number of Environmental Health Plans Received</i>							
Output	1,902	6,203	6,203	1,960	2,019	(4,184)	-67.5%
<i>Number of Environmental Health Plans Approved and Number of Final Environmental Health Inspections Conducted</i>							
Percent of Demand met	100.0%	82.3%	82.3%	100.0%	100.0%	17.7%	21.5%
Efficiency	\$ 250.15	\$ 71.09	\$ 90.83	\$ 256.03	\$ 314.27	\$ (223.44)	-246.0%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Environmtl Svcs Env Health	\$ 560,825	\$ 519,906	\$ 808,199	\$ 791,016	\$ 995,400	\$ 187,201	23.2%
Totals	\$ 560,825	\$ 519,906	\$ 808,199	\$ 791,016	\$ 995,400	\$ 187,201	23.2%
Expenditures by Fund							
Environmtl Svcs Env Health	\$ 475,783	\$ 441,002	\$ 563,410	\$ 501,810	\$ 634,507	\$ (71,097)	-12.6%
Totals	\$ 475,783	\$ 441,002	\$ 563,410	\$ 501,810	\$ 634,507	\$ (71,097)	-12.6%
Staffing (FTEs)	-	-	7.00	-	8.00	1.00	14.3%



The FY 2007-08 budget for the Environmental Health Plan Review Activity meets projected demand of 2,019 health plans received at an average cost of \$314.27 per plan approved in order to achieve the result of 100%.

The FY 2006-07 projected budget assumes a 3.0% increase in demand compared to FY 2005-06 actual demand of 1,902. The increase reflects a conservative forecast of new restaurants and retail establishments that will require health plans which is related to population growth in the County. The demand is forecasted to grow consistently with County population for FY 2007-08. The FY 2007-08 budget assumes a 3.0% increase in demand compared to the projected FY 2006-07 demand.

The FY 2007-08 expenditure budget will increase by \$71,097 (12.6%) compared to the FY 2006-07 revised budget. This increase in the budget is due to an increase in staff based on the Department's workload analysis study, pay for performance and fixed/variable benefits rate increases.

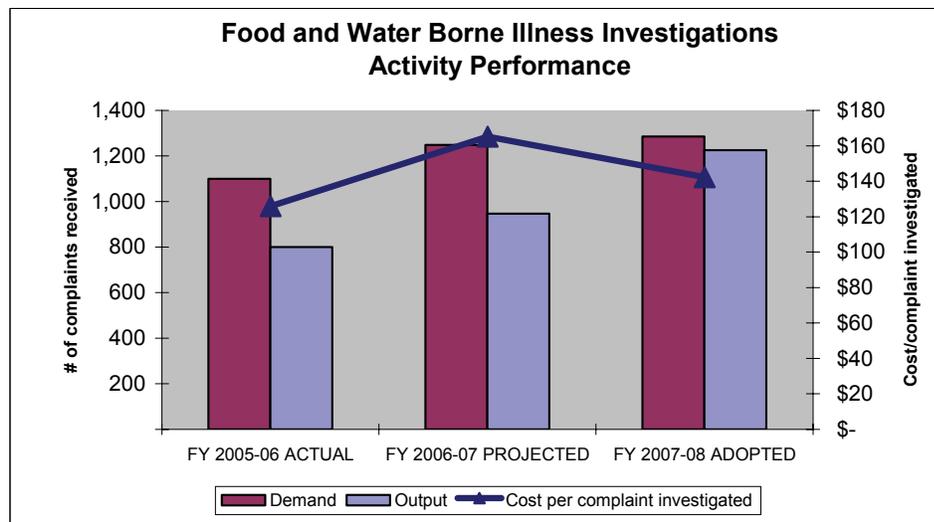
Food and Water Borne Illness Investigation Activity

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 the following activity and services.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
<u>Demand</u> <i>Number of Foodborne, Waterborne, or Communicable Disease complaints received</i>	1,100	814	814	1,248	1,285	471	57.9%
<u>Output</u> <i>Number of Foodborne, Waterborne, or Communicable Disease complaints investigated</i>	800	814	780	947	1,225	445	57.1%
Percent of Demand met	72.7%	100.0%	95.8%	75.9%	95.3%	-0.5%	-0.5%
<u>Efficiency</u> <i>Expenditures per unit of Output</i>	\$ 125.84	\$ 218.79	\$ 200.73	\$ 165.14	\$ 142.24	\$ 58.49	29.1%
<u>Revenues by Fund</u>							
Environmtl Svcs Env Health	\$ -	\$ 150,464	\$ 150,464	\$ 125,382	\$ -	\$ (150,464)	-100.0%
Totals	\$ -	\$ 150,464	\$ 150,464	\$ 125,382	\$ -	\$ (150,464)	-100.0%
<u>Expenditures by Fund</u>							
Environmtl Svcs Env Health	\$ 100,676	\$ 178,096	\$ 156,567	\$ 156,384	\$ 174,240	\$ (17,673)	-11.3%
Totals	\$ 100,676	\$ 178,096	\$ 156,567	\$ 156,384	\$ 174,240	\$ (17,673)	-11.3%
<u>Staffing (FTEs)</u>	-	-	2.32	-	2.32	-	0.0%



The FY 2007-08 budget for the Food and Water Borne Illness Investigations Activity meets projected demand of 1,285 complaints received at an average cost of \$142.24 per complaint investigated in order to achieve the result of 95.3%.

The FY 2006-07 budget assumes a 13.5% increase in demand compared to FY 2005-06 actual demand of 1,100. The increase in demand reflects a conservative forecast based on complaints and investigations required through January 1, 2007. The demand is forecasted to grow consistently with

County population for FY 2007-08. The FY 2007-08 budget assumes a 3.0% increase in demand compared to FY 2006-07 projections.

The FY 2007-08 expenditure budget will increase by \$17,673 compared to the FY 2006-07 revised budget. This increase is due to pay for performance and fixed/variable benefits rate increases.

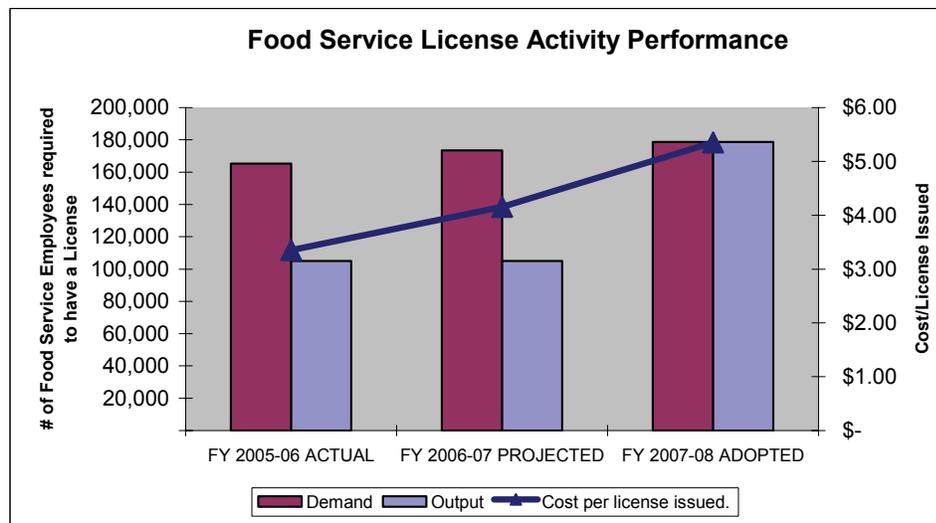
Food Service License Activity

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 the following activity and services.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand <i>Number of employees in County's foodservice workforce requiring licenses</i>	165,251	173,513	173,513	173,513	178,718	5,205	3.0%
Output <i>Number of Certified Managers and Food services workers licensed</i>	105,000	105,000	105,000	105,000	178,718	73,718	70.2%
Percent of Demand met	63.5%	60.5%	60.5%	60.5%	100.0%	39.5%	65.3%
Efficiency <i>Expenditures per unit of Output</i>	\$ 3.35	\$ 3.46	\$ 7.43	\$ 4.15	\$ 5.35	\$ 2.07	27.9%
Revenues by Fund							
Environmtl Svcs Env Health	\$ 1,195,109	\$ 828,311	\$ 1,545,587	\$ 1,006,419	\$ 1,545,587	\$ -	0.0%
Totals	\$ 1,195,109	\$ 828,311	\$ 1,545,587	\$ 1,006,419	\$ 1,545,587	\$ -	0.0%
Expenditures by Fund							
Environmtl Svcs Env Health	\$ 351,615	\$ 363,678	\$ 779,934	\$ 436,221	\$ 956,723	\$ (176,789)	-22.7%
Totals	\$ 351,615	\$ 363,678	\$ 779,934	\$ 436,221	\$ 956,723	\$ (176,789)	-22.7%
Staffing (FTEs)	-	-	14.47	-	14.47	-	0.0%



The FY 2007-08 budget for the Food Service License Activity meets projected demand of 178,718 food service employees in Maricopa County that are required to have a license at an average cost of \$5.35 per employee licensed in order to achieve the result of 100%.

The FY 2006-07 projected budget assumes a 5.0% increase in demand compared to FY 2005-06 actual demand of 165,251. The increase in demand reflects a conservative forecast based demand experienced through January 1, 2007. The demand is forecasted to grow consistently with County population for FY 2007-08 (3%).

The FY 2007-08 expenditure budget will increase by \$176,789 compared to the FY 2006-07 revised budget. This increase is due to the inclusion of benefit costs for all positions, pay for performance and fixed/variable benefits rate increases.

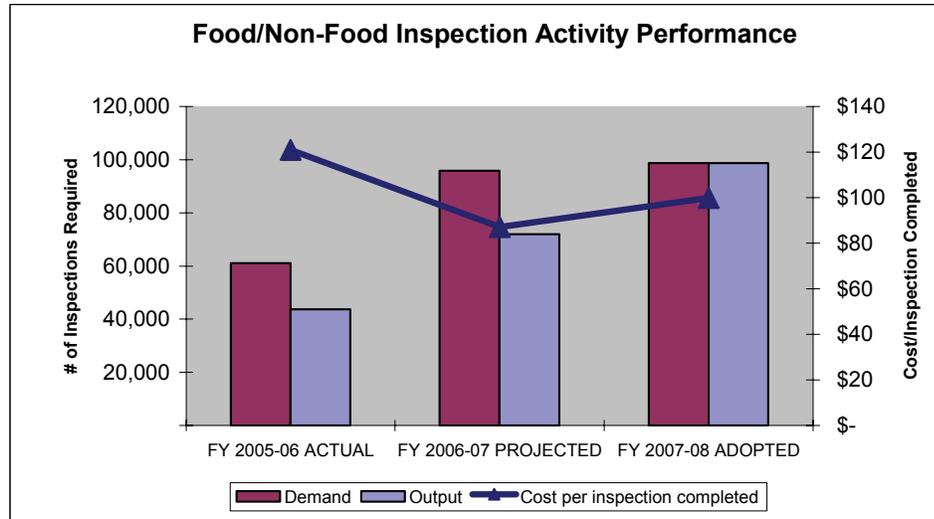
Food/Non-Food Inspection Activity

The purpose of the Food/Non-Food Inspection Activity is to provide environmental health inspections and educational services to regulated facilities so that they can comply with the Maricopa County Health Code.

Mandates: The Maricopa County Environmental Health Code mandates the following activity and services.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand	61,026	62,500	91,637	95,859	98,734	7,097	7.7%
<i>Number of comprehensive food service inspections required</i>							
Output	43,692	46,350	66,350	71,894	98,734	32,384	48.8%
<i>Number of comprehensive food service inspections performed</i>							
Percent of Demand met	71.6%	74.2%	72.4%	75.0%	100.0%	27.6%	38.1%
Efficiency	\$ 120.88	\$ 132.82	\$ 132.59	\$ 87.08	\$ 99.92	\$ 32.67	24.6%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Environmental Services Grant	\$ -	\$ -	\$ -	\$ -	\$ 1,334,878	\$ 1,334,878	
Environmtl Svcs Env Health	5,577,639	5,503,466	5,296,742	5,359,537	7,835,983	2,539,241	47.9%
Totals	\$ 5,577,639	\$ 5,503,466	\$ 5,296,742	\$ 5,359,537	\$ 9,170,861	\$ 3,874,119	73.1%
Expenditures by Fund							
General	\$ -	\$ 789,192	\$ 3,666,828	\$ 1,564,651	\$ 2,586,128	\$ 1,080,700	29.5%
Environmental Services Grant	-	-	-	-	1,334,878	(1,334,878)	
Environmtl Svcs Env Health	5,281,379	5,367,150	5,130,748	4,695,930	5,944,868	(814,120)	-15.9%
Totals	\$ 5,281,379	\$ 6,156,342	\$ 8,797,576	\$ 6,260,581	\$ 9,865,874	\$ (1,068,298)	-12.1%
Staffing (FTEs)	-	-	116.96	-	122.96	6.00	5.1%



The FY 2007-08 budget for the Food/Non-Food Inspection Activity meets projected demand of 98,734 food service inspections required at an average cost of \$99.92 per inspection in order to achieve the result of 100%.

The FY 2006-07 projected budget assumes a 57.0% increase in demand compared to FY 2005-06 actual demand of 61,026. The FY 2006-07 projected demand forecast is based on the permits on file as of January 1, 2007, with a status of “issue” or “pending” which will require inspection by the end of the fiscal year. The demand is forecasted to grow consistently with County population for FY 2007-08. The FY 2007-08 budget assumes a 3.0% increase in demand compared to the FY 2006-07 projected amount.

Positions were added to this activity during FY 2006-07 that are still vacant. These positions are expected to be filled in FY 2007-08 which will allow the department to meet demand.

The FY 2007-08 expenditure budget will increase by \$1,068,298 (12.1%) compared to the FY 2006-07 revised budget. This increase is mostly due to the addition of the Smoke-Free Arizona inspection and education contract with the State of Arizona.

Swimming Pool Construction Inspection Activity

The purpose of the Environmental Health Swimming Pool Construction Inspection Activity is to provide construction inspections of regulated swimming pools, spas and other bathing facilities so that they are constructed in compliance with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates the following activity and services.

Performance Analysis:

	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %
Results	100.0%	100.0%
<i>Percent of construction inspections conducted within 5 days of request</i>		
Demand	1,828	1,828
<i>Number of construction inspections required</i>		
Output	1,828	1,828
<i>Number of construction inspections conducted</i>		
Percent of Demand met	100.0%	
Efficiency	\$ 106.69	\$ (106.69)
<i>Expenditures per unit of Output</i>		
Expenditures by Fund		
Environmtl Svcs Env Health	\$ 195,033	\$ (195,033)
Totals	\$ 195,033	\$ (195,033)
Staffing (FTEs)	2.50	2.50

The FY 2007-08 budget for the Swimming Pool Construction Inspection Activity meets projected demand of 1,828 construction inspections required at an average cost of \$106.69 per inspection completed in order to achieve the result of 100%.

The FY 2007-08 expenditure budget is \$195,033. This is a reallocation of funds from the Swimming Pool Plan Review Activity to this new activity.

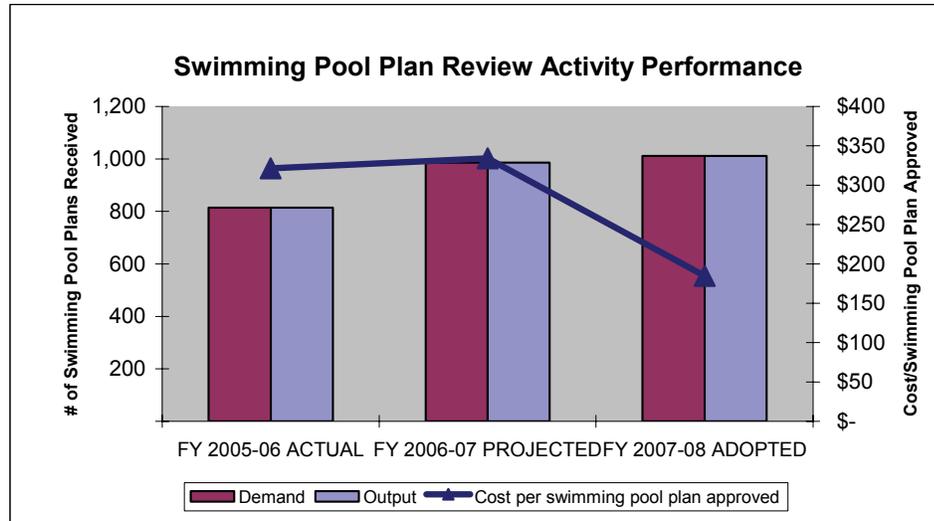
Swimming Pool Plan Review Activity

The purpose of the Swimming Pool Plan Review Activity is to provide design standards on swimming pools, spas and other bathing facilities to the regulated construction industry so that they can be compliant with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates the following activity and services.

Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08	Variance (Rev. - Adopted) %	
		ADOPTED	REVISED	PROJ ACT	ADOPTED		
Demand	814	986	986	986	1,011	25	2.5%
<i>Number of Swimming Pool Plans received and construction inspections required</i>							
Output	814	986	986	986	1,011	25	2.5%
<i>Number of Swimming Pool Plans approved and number of construction inspections completed</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 321.38	\$ 262.26	\$ 533.80	\$ 334.04	\$ 184.88	\$ 348.92	65.4%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Environmtl Svcs Env Health	\$ 178,442	\$ 229,000	\$ 471,157	\$ 337,195	\$ 495,075	\$ 23,918	5.1%
Totals	\$ 178,442	\$ 229,000	\$ 471,157	\$ 337,195	\$ 495,075	\$ 23,918	5.1%
Expenditures by Fund							
Environmtl Svcs Env Health	\$ 261,605	\$ 258,585	\$ 526,327	\$ 329,367	\$ 186,912	\$ 339,415	64.5%
Totals	\$ 261,605	\$ 258,585	\$ 526,327	\$ 329,367	\$ 186,912	\$ 339,415	64.5%
Staffing (FTEs)	-	-	6.00	-	2.50	(3.50)	-58.3%



The FY 2007-08 budget for the Swimming Pool Plan Review Activity meets projected demand of 1,011 construction plans submitted at an average cost of \$184.88 per plan approved in order to achieve the result of 100%.

The FY 2006-07 projected budget assumes a 21.1% increase in demand compared to FY 2005-06 actual demand of 814. The increase in demand reflects rule changes that have increased the number of reasons why a review would be required for a plan. The demand is forecasted to increase consistently with County population for FY 2007-08. The FY 2007-08 budget assumes a 2.5% increase in demand compared to FY 2006-07 projections.

The FY 2007-08 expenditure budget will decrease by \$339,415 (64.5%) compared to the FY 2006-07 revised budget. This decrease is due to a reorganization of activities and measures between the Swimming Pool Plan Review Activity and Swimming Pool Construction Inspection Activity.

Programs and Activities

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent change of vectorborne incidences from previous year.	-57.0%	25.0%	25.0%	25.0%	-5.0%	-30.0%	-120.0%

Activities that comprise this program include:

- Mosquito Adulticiding
- Mosquito Larviciding
- Vector Control Complaint Management
- Vector Control Site Surveillance
- Vector Control Testing

Beginning in FY 2007-08, West Nile Virus Prevention funding, which had previously resided in Appropriated Fund Balance, has been appropriated directly to the department budget. This is a collaborative result of the Environmental Services Department and the Office of Management and Budget working to budget at a level appropriate to meet demand with what is known about the virus today. The West Nile Virus Prevention funding set aside in FY 2006-07 in Appropriated Fund Balance was \$3,289,122. The FY 2007-08 funding appropriated directly to the department budget is \$1,795,161, a savings of \$1,493,961.

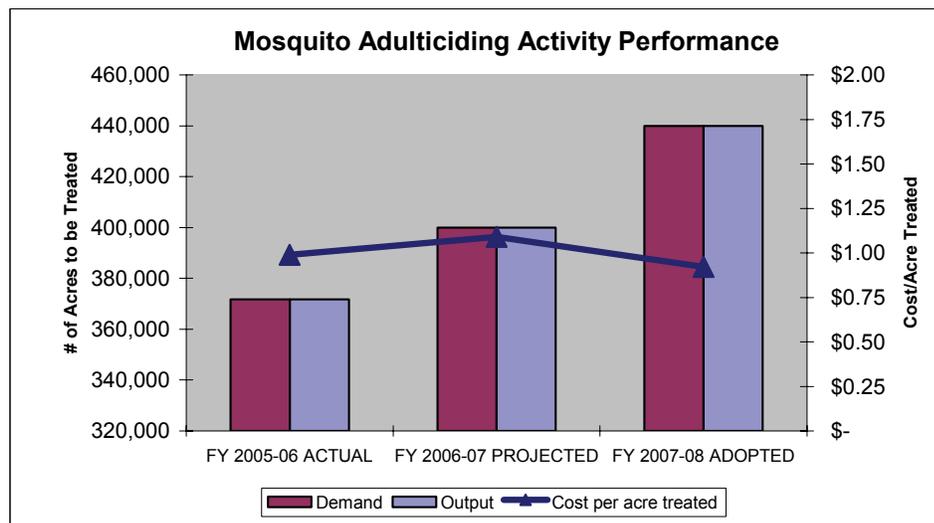
Mosquito Adulticiding Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand	371,727	250,000	250,000	400,000	440,000	190,000	76.0%
<i>Number of acres that need to be treated</i>							
Output	371,727	250,000	250,000	400,000	440,000	190,000	76.0%
<i>Number of acres treated</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 0.99	\$ 0.30	\$ 0.38	\$ 1.09	\$ 0.92	\$ (0.54)	-140.1%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	\$ 366,387	\$ 73,834	\$ 95,966	\$ 434,459	\$ 405,505	\$ (309,539)	-322.6%
Totals	\$ 366,387	\$ 73,834	\$ 95,966	\$ 434,459	\$ 405,505	\$ (309,539)	-322.6%
Staffing (FTEs)	-	-	0.90	-	2.50	1.60	177.8%



The FY 2007-08 budget for the Mosquito Adulticiding Activity meets projected demand of 440,000 acres to be treated at an average cost of \$0.92 per acre treated in order to achieve the result of 100%.

The FY 2006-07 projected budget assumes a 7.6% increase in demand compared to FY 2005-06 actual demand of 371,727. The increase in demand reflects an increase in the number of mosquitoes

combined with an increased ability to test and verify where adulticiding should be conducted. The demand is forecasted to increase conservatively with the demand experienced for FY 2007-08. The FY 2007-08 budget assumes a 10.0% increase in demand compared to the FY 2006-07 projected amount.

The FY 2007-08 expenditure budget will increase by \$309,539 (322.6%) compared to the FY 2006-07 revised budget. This increase in the budget is due to prior year Vector Control funding being reallocated from the Vector Control Complaint Management Activity to Mosquito Adulticiding and Mosquito Larviciding.

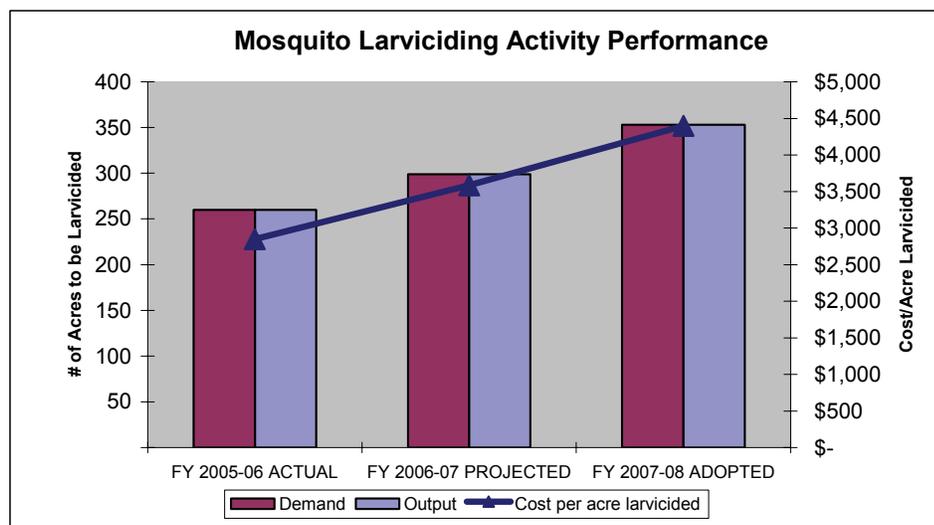
Mosquito Larviciding Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand <i>Number of acres that need to be larvicided</i>	260	350	350	299	353	3	0.9%
Output <i>Number of acres larvicided</i>	260	350	350	299	353	3	0.9%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 2,848.04	\$ 1,161.20	\$ 1,333.15	\$ 3,583.14	\$ 4,396.36	\$ (3,063.21)	-229.8%
Revenues by Fund							
General	\$ -	\$ 1,000	\$ 1,000	\$ 498	\$ -	\$ (1,000)	-100.0%
Totals	\$ -	\$ 1,000	\$ 1,000	\$ 498	\$ -	\$ (1,000)	-100.0%
Expenditures by Fund							
General	\$ 740,492	\$ 406,420	\$ 466,602	\$ 1,071,359	\$ 1,551,915	\$ (1,085,313)	-232.6%
Totals	\$ 740,492	\$ 406,420	\$ 466,602	\$ 1,071,359	\$ 1,551,915	\$ (1,085,313)	-232.6%
Staffing (FTEs)	-	-	11.15	-	9.95	(1.20)	-10.8%



The FY 2007-08 budget for the Mosquito Larviciding Activity meets projected demand of 353 acres to be treated at an average cost of \$4,396.36 per acre treated in order to achieve the result of 100%.

The FY 2006-07 projected budget assumes a 15.0% increase in demand compared to FY 2005-06 actual demand of 260 acres to be larvicided. The increase in demand reflects an increase in the number of standing bodies of water in which larviciding is the appropriate treatment for mosquitoes, as well as an intentional proactive approach to vector control. The demand is forecasted to increase conservatively with the demand experienced for FY 2006-07. The FY 2007-08 budget assumes an 18.0% increase in demand compared to FY 2006-07 projections.

The FY 2007-08 expenditure budget will increase by \$1,085,313 (232.6%) compared to the FY 2006-07 revised budget. This increase in the budget is due to prior year Vector Control funding being reallocated from the Vector Control Complaint Management Activity to Mosquito Adulticiding and Mosquito Larviciding.

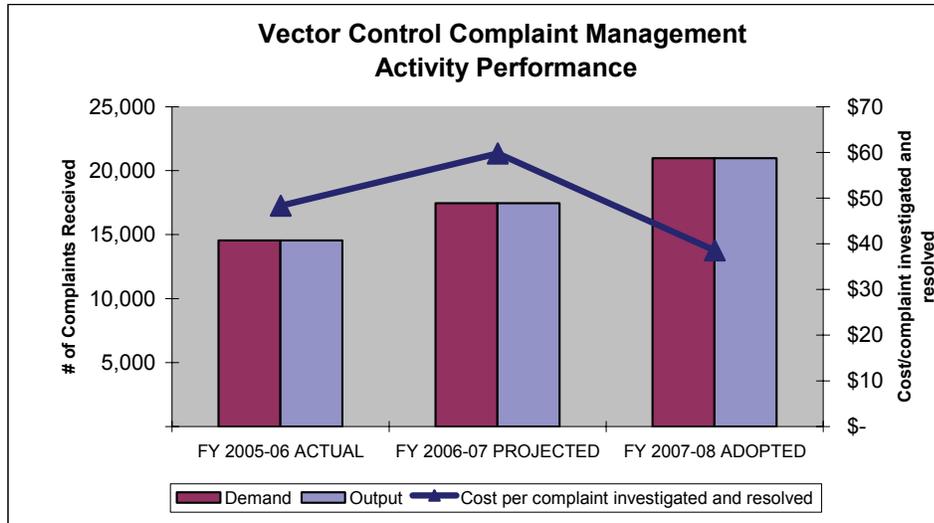
Vector Control Complaint Management Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand							
Number of citizen complaints received	14,562	12,875	12,875	17,475	20,970	8,095	62.9%
Output							
Number of citizen complaints investigated and resolved within 1 and 5 days	14,562	12,875	12,875	17,475	20,970	8,095	62.9%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency							
Expenditures per unit of Output	\$ 48.35	\$ 281.96	\$ 299.87	\$ 59.77	\$ 38.55	\$ 261.32	87.1%
Expenditures by Fund							
General	\$ 703,993	\$ 3,630,183	\$ 3,860,814	\$ 1,044,559	\$ 808,348	\$ 3,052,466	79.1%
Totals	\$ 704,010	\$ 3,630,183	\$ 3,860,814	\$ 1,044,559	\$ 808,348	\$ 3,052,466	79.1%
Staffing (FTEs)	-	-	18.50	-	13.30	(5.20)	-28.1%



The FY 2007-08 budget for the Vector Control Complaint Management Activity meets projected demand of 20,970 complaints received at an average cost of \$38.55 per complaint investigated and resolved in order to achieve the result of 100%.

The FY 2006-07 projected budget assumes a 20.0% increase in demand compared to FY 2005-06 actual demand of 14,562 complaints received. The increase in demand reflects an increase in awareness of the Citizens regarding mosquitoes and the West Nile Virus as well as an increase in the visibility of mosquitoes in the County. The demand is forecasted to increase conservatively with the demand experienced for FY 2007-08. The FY 2007-08 budget assumes a 20.0% increase in demand compared to FY 2006-07 projections.

The FY 2007-08 expenditure budget will decrease by \$3,052,466 (79.1%) compared to the FY 2006-07 revised budget. This decrease in the budget is due to prior year Vector Control funding being reallocated from the Vector Control Complaint Management Activity to Mosquito Adulticiding and Mosquito Larviciding.

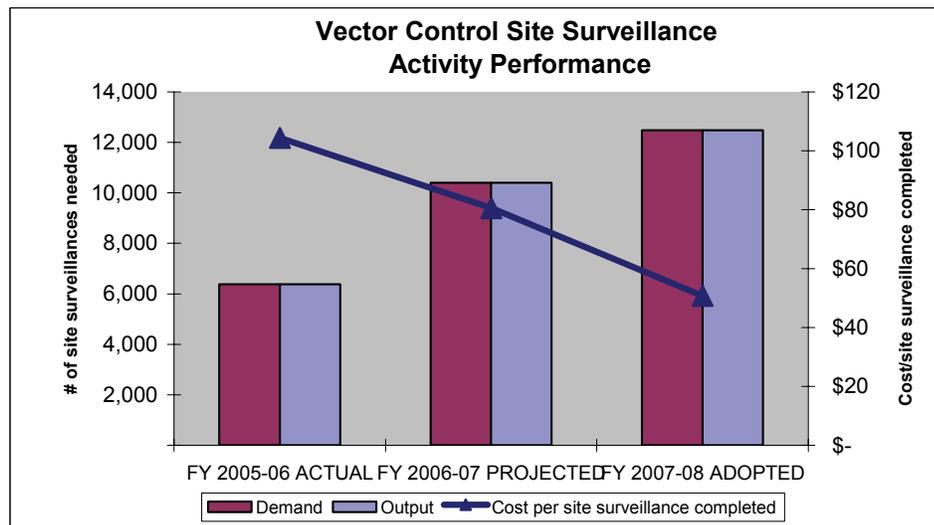
Vector Control Site Surveillance Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand <i>Number of site surveillances needed.</i>	6,383	6,383	6,383	10,400	12,480	6,097	95.5%
Output <i>Number of site surveillances completed.</i>	6,383	6,383	6,383	10,400	12,480	6,097	95.5%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 104.38	\$ 91.63	\$ 87.60	\$ 80.50	\$ 50.77	\$ 36.83	42.0%
Expenditures by Fund							
General	\$ 666,269	\$ 584,869	\$ 559,157	\$ 837,229	\$ 633,663	\$ (74,506)	-13.3%
Totals	\$ 666,269	\$ 584,869	\$ 559,157	\$ 837,229	\$ 633,663	\$ (74,506)	-13.3%
Staffing (FTEs)	-	-	3.00	-	9.25	6.25	208.3%



The FY 2007-08 budget for the Vector Control Site Surveillance Activity meets projected demand of 12,480 site surveillances needed at an average cost of \$50.77 per site surveillance performed in order to achieve the result of 100%.

The FY 2006-07 projected budget assumes a 62.9% increase in demand compared to FY 2005-06 actual demand of 6,383 site surveillances needed. The increase in demand reflects an increase in awareness of the Maricopa County Citizens regarding mosquitoes and the West Nile Virus as well as an increase in the visibility of mosquitoes in the County. Site surveillance is one course of action stemming from citizen complaints. The demand is forecasted to increase conservatively with the demand experienced for FY 2007-08. The FY 2007-08 budget assumes a 20.0% increase in demand compared to FY 2006-07 projections.

The FY 2007-08 expenditure budget will increase by \$74,506 (13.3%) compared to the FY 2006-07 revised budget. This increase is due to the addition of benefits to positions that were converted from temporary to contract at the request of the Compensation Division of the Office of Management.

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:

	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %
<u>Demand</u> Number of surveillance tests needed.	6,380	6,380
<u>Output</u> Number of surveillance tests completed.	6,380	6,380
Percent of Demand met	100.0%	
<u>Efficiency</u> Expenditures per unit of Output	\$ 42.78	\$ (42.78)
<u>Expenditures by Fund</u>		
General	\$ 272,930	\$ (272,930)
Totals	\$ 272,930	\$ (272,930)
<u>Staffing (FTEs)</u>	-	-

The FY 2007-08 budget for the Vector Surveillance Testing Activity meets projected demand of 6,380 surveillance tests needed at an average cost of \$42.78 per surveillance test performed in order to achieve the result of 100%.

The FY 2007-08 expenditure budget is \$272,930. This is a reallocation of funds from the Vector Control Site Surveillance Activity.

Programs and Activities

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

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %
Percent of engineering permits issued within established timeframes.	0.0%	75.0%	75.0%	71.5%	90.0%	15.0% 20.0%

Activities that comprise this program include:

- Public Water Facility Inspections
- Public Water Permits
- Solid Waste Compliance and Permitting
- Storm Water Inspection
- Storm Water Plan Review
- Subdivision Sanitary Facilities
- Wastewater Facility Inspections
- Wastewater Permitting

Public Water Facility Inspections Activity

The purpose of the Public Water Facility Inspections Activity is to conduct annual inspections of water facilities so that they operate in compliance with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates the following activity and services.

Performance Analysis:

	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand	360	360	
<i>Number of water facility inspections required.</i>			
Output	360	360	
<i>Number of water facility inspections conducted.</i>			
Percent of Demand met	100.0%		
Efficiency	\$ 312.45	\$ (312.45)	
<i>Expenditures per unit of Output</i>			
Expenditures by Fund			
Environmtl Svcs Env Health	\$ 112,481	\$ (112,481)	
Totals	\$ 112,481	\$ (112,481)	
Staffing (FTEs)	1.50	1.50	

The FY 2007-08 budget for the Public Water Facility Inspections Activity meets projected demand of 360 inspections required at an average cost of \$312.45 per inspection completed in order to achieve the result of 100%.

\$112,481 and 1.5 FTEs have been reallocated to this new activity from the Public Water Compliance Activity to enable the demand to be met.

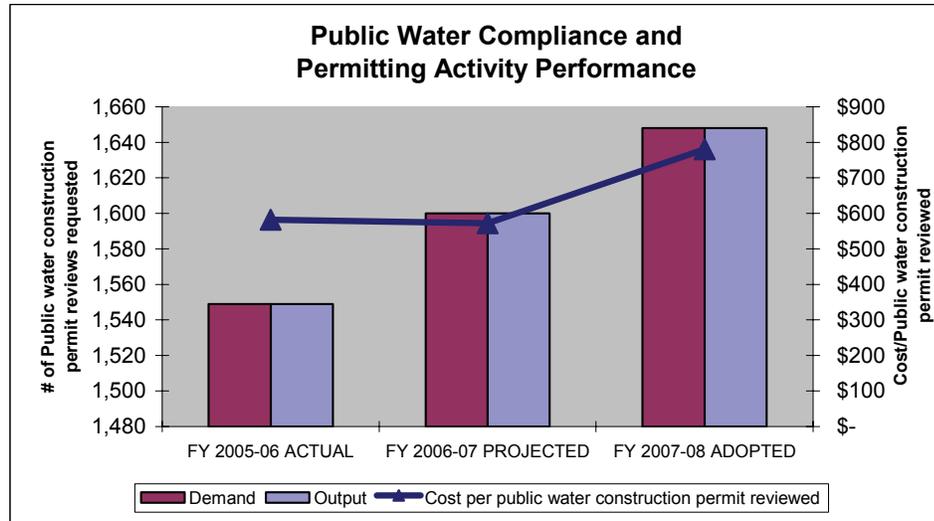
Public Water Permits Activity

The purpose of the Public Water Permits Activity is to issue permits to construct public water facilities and treatment plants so that they can be compliant with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates the following activity and services.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand	1,549	1,549	1,549	1,600	1,648	99	6.4%
<i>Number of permit applications, plans for review and permits for renewal subject to compliance reviews</i>							
Output	1,549	1,549	1,549	1,600	1,648	99	6.4%
<i>Number of permit applications, plans for review and permits for renewal reviews</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 582.12	\$ 641.46	\$ 825.42	\$ 571.96	\$ 780.69	\$ 44.74	5.4%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Environmtl Svcs Env Health	\$ 1,503,102	\$ 2,380,371	\$ 2,798,203	\$ 2,267,106	\$ 1,866,498	\$ (931,705)	-33.3%
Totals	\$ 1,503,102	\$ 2,380,371	\$ 2,798,203	\$ 2,267,106	\$ 1,866,498	\$ (931,705)	-33.3%
Expenditures by Fund							
Environmtl Svcs Env Health	\$ 901,709	\$ 993,615	\$ 1,278,577	\$ 915,132	\$ 1,286,570	\$ (7,993)	-0.6%
Totals	\$ 901,709	\$ 993,615	\$ 1,278,577	\$ 915,132	\$ 1,286,570	\$ (7,993)	-0.6%
Staffing (FTEs)	-	-	19.20	-	17.03	(2.17)	-11.3%



The FY 2007-08 budget for the Public Water Permits Activity meets projected demand of 1,648 permits requiring review at an average cost of \$780.69 per permit reviewed in order to achieve the result of 100%.

The FY 2006-07 projected budget assumes a 3.3% increase in demand compared to FY 2005-06 actual demand of 1,549 permit reviews requested. The increase in demand reflects growth consistent with the County population growth forecast. The FY 2007-08 budget assumes a 3.0% increase in demand compared to FY 2006-07, also consistent with the County's population growth forecast.

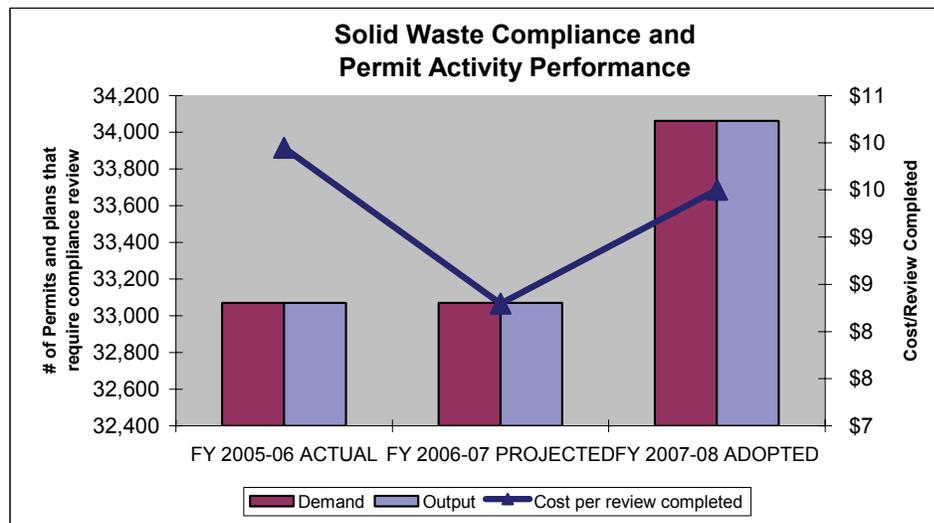
Solid Waste Compliance and Permitting Activity

The purpose of the Solid Waste Compliance and Permitting Activity is to inspect solid waste operations so that they can be compliant with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates the following activity and services.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand <i>Number of permit applications, plans for review and permits for renewal subject to compliance reviews</i>	33,070	33,070	33,070	33,070	34,062	992	3.0%
Output <i>Number of permit applications, plans for review and permits for renewal reviews</i>	33,070	33,070	33,070	33,070	34,062	992	3.0%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 9.94	\$ 6.09	\$ 11.19	\$ 8.29	\$ 9.50	\$ 1.68	15.1%
Revenues by Fund							
Environmtl Svcs Env Health	\$ 329,439	\$ 299,000	\$ 421,248	\$ 415,084	\$ 440,000	\$ 18,752	4.5%
Totals	\$ 329,439	\$ 299,000	\$ 421,248	\$ 415,084	\$ 440,000	\$ 18,752	4.5%
Expenditures by Fund							
General	\$ 55,958	\$ 58,342	\$ 82,852	\$ 68,132	\$ -	\$ 82,852	100.0%
Environmtl Svcs Env Health	272,920	143,070	287,097	206,178	323,657	(36,560)	-12.7%
Totals	\$ 328,878	\$ 201,412	\$ 369,949	\$ 274,310	\$ 323,657	\$ 46,292	12.5%
Staffing (FTEs)	-	-	5.40	-	4.40	(1.00)	-18.5%



The FY 2007-08 budget for the Solid Waste Compliance and Permit Activity meets projected demand of 34,062 permits requiring a compliance review at an average cost of \$9.50 per review completed in order to achieve the result of 100%.

The FY 2006-07 projected budget assumes no change in demand compared to FY 2005-06 actual demand of 33,070 reviews required. The FY 2007-08 budget assumes a 3.0% increase in demand compared to FY 2006-07, consistent with the County’s population growth forecast. The significant decrease in the projected FY 2006-07 budgeted cost per review is due to position vacancies that will be filled in FY 2007-08.

The FY 2007-08 expenditure budget will decrease by \$46,292 (12.5%) compared to the FY 2006-07 revised budget. This decrease in the budget is largely due to 1 FTE being redistributed to the Health Code Permit Activity.

Storm Water Inspection Activity

The purpose of the Maricopa County Storm Water Inspection Activity is to ensure Maricopa County, as a regulated entity, is compliant with inspection requirements of the Storm Water Phase II provisions of the Federal Clean Water Act so that residents and the environment of Maricopa County will be protected from possible hazards of exposure to contaminants in storm waters.

Mandates: Federal Clean Water Act

The FY 2007-08 budget for the Storm Water Inspection Activity meets the department’s base requested budget of \$87,083 in the General Fund and provides sufficient funding for minimal output to be achieved.

Storm Water Plan Review Activity

The purpose of the Maricopa County Storm Water Plan Review Activity is to ensure Maricopa County, as a regulated entity, is compliant with plan review requirements of the Storm Water Phase II provisions of the federal Clean Water Act so that residents and environment of Maricopa County will be protected from the possible hazards of exposure to contaminants in storm waters.

Mandates: Federal Clean Water Act

The FY 2007-08 budget for the Storm Water Plan Review Activity meets the department's base requested budget of \$84,052 in the General Fund and provides sufficient funding for minimal output to be achieved.

Subdivision Sanitary Facilities Activity

The purpose of the Subdivision Sanitary Facilities Activity is to inspect and issue approvals for subdivisions so that they can be compliant with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates the following activity and services.

Performance Analysis:

	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand	500	500	
<i>Number of subdivision sanitary approvals requested.</i>			
Output	500	500	
<i>Number of subdivision sanitary approvals completed.</i>			
Percent of Demand met	100.0%		
Efficiency	\$ 61.42	\$ (61.42)	
<i>Expenditures per unit of Output</i>			
Expenditures by Fund			
Environmtl Svcs Env Health	\$ 30,711	\$ (30,711)	
Totals	\$ 30,711	\$ (30,711)	
Staffing (FTEs)	0.33	0.33	

The FY 2007-08 budget for the Subdivision Sanitary Facilities Activity meets projected demand of 500 approvals requested at an average cost of \$61.42 per approval completed in order to achieve the result of 100%.

The FY 2007-08 expenditure budget is \$30,711. This is a reallocation of funds from the Water and Waste Management Activity.

Wastewater Facility Inspections Activity

The purpose of the Wastewater Facility Inspections Activity is to conduct annual inspections of wastewater treatment plants so that facilities operate in compliance with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates the following activity and services.

Performance Analysis:

	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand <i>Number of wastewater facility inspections required.</i>	5,300	5,300	
Output <i>Number of wastewater facility inspections conducted.</i>	5,300	5,300	
Percent of Demand met	100.0%		
Efficiency <i>Expenditures per unit of Output</i>	\$ 27.59	\$ (27.59)	
Expenditures by Fund			
Environmtl Svcs Env Health	\$ 146,231	\$ (146,231)	
Totals	\$ 146,231	\$ (146,231)	
Staffing (FTEs)	1.50	1.50	

The FY 2007-08 budget for the Wastewater Facility Inspections Activity meets projected demand of 5,300 inspections required at an average cost of \$27.59 per inspection completed in order to achieve the result of 100%.

The FY 2007-08 expenditure budget is \$146,231. This is a reallocation of funds from the Water and Waste Management Activity.

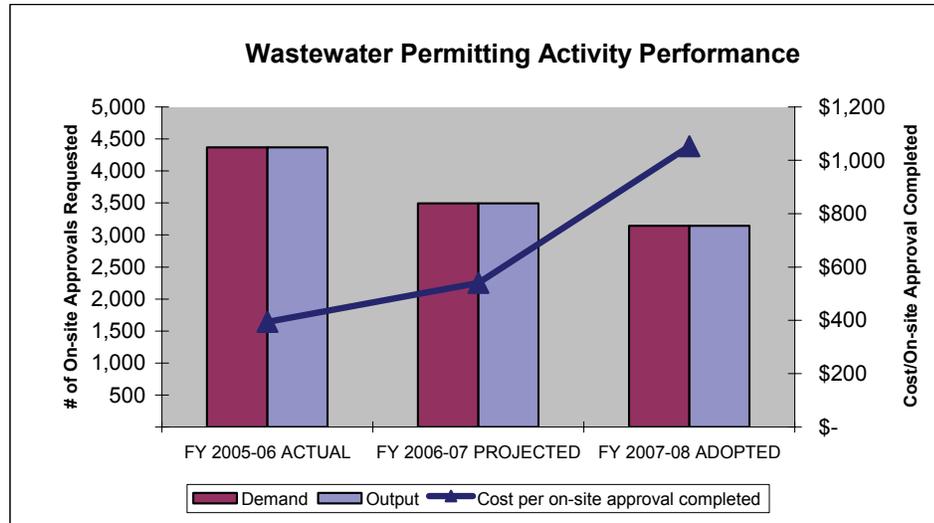
Wastewater Permitting Activity

The purpose of the Wastewater Permitting Activity is to issue operating permit approvals to onsite wastewater treatment facilities, wastewater treatment plants and sewer system operations so that they can be compliant with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates the following activity and services.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand <i>Number of permit applications, plans for review and permits for renewal subject to compliance reviews</i>	4,368	15,615	10,051	3,494	3,144	(6,907)	-68.7%
Output <i>Number of permit applications, plans for review and permits for renewal reviews</i>	4,368	15,615	6,264	3,494	3,144	(3,120)	-49.8%
Percent of Demand met	100.0%	100.0%	62.3%	100.0%	100.0%	37.7%	60.5%
Efficiency <i>Expenditures per unit of Output</i>	\$ 394.25	\$ 116.60	\$ 470.76	\$ 540.19	\$ 1,052.51	\$ (581.75)	-123.6%
Revenues by Fund							
Environmtl Svcs Env Health	\$ 2,948,692	\$ 2,066,408	\$ 2,976,539	\$ 2,524,757	\$ 4,803,258	\$ 1,826,719	61.4%
Totals	\$ 2,948,692	\$ 2,066,408	\$ 2,976,539	\$ 2,524,757	\$ 4,803,258	\$ 1,826,719	61.4%
Expenditures by Fund							
General	\$ 736	\$ -	\$ -	\$ -	\$ -	\$ -	-
Environmtl Svcs Env Health	1,721,361	1,820,758	2,948,868	1,887,413	3,309,091	(360,223)	-12.2%
Totals	\$ 1,722,097	\$ 1,820,758	\$ 2,948,868	\$ 1,887,413	\$ 3,309,091	\$ (360,223)	-12.2%
Staffing (FTEs)	-	-	49.40	-	48.24	(1.16)	-2.3%



The FY 2007-08 budget for the Wastewater Permitting Activity meets projected demand of 3,144 on-site approvals requested at an average cost of \$1,052.51 per approval completed in order to achieve the result of 100%.

The FY 2006-07 projected budget assumes an 20.0% decrease in demand compared to FY 2005-06 actual demand of 4,368 approvals requested. The decrease in demand reflects a conservative forecast of permits requested consistent with the County’s forecast for building permits. FY 2006-07 adopted to revised demand and output are questionable as the department was transitioning. The FY 2006-07 projected demand and output are reduced due to a staff shortage that has since been corrected and reflected in the revised projection.

Demand is forecasted to decrease for FY 2007-08 consistently with the County’s building permit forecast. The FY 2007-08 budget assumes a 10.0% decrease in demand compared to FY 2006-07.

The FY 2007-08 expenditure budget will increase by \$360,223 (12.2%) compared to the FY 2006-07 revised budget. This increase in the budget is due to inclusion of benefit costs for all positions, pay for performance, fixed/variable benefits rate increases and increases in lease costs.

This increase in the budget is due to an increase in staff based on the Department’s workload analysis study, pay for performance and fixed/variable benefits rate increases.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 2,419,397	\$ 1,000
MID-YEAR ADJUSTMENTS:		
Admin Market Study Phase I	\$ 1,085	\$ -
Food Service Inspection Initiative	3,340,813	-
Subtotal	\$ 3,341,898	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 5,761,295	\$ 1,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 16,787	\$ -
Retirement Contributions	4,763	-
FY 2007-08 Pay for Performance	32,354	-
Annualization of Compensation Adjustments	542	-
Annualization of FY 2007 Initiatives	(754,685)	-
Subtotal	\$ (700,239)	\$ -
FY 2007-08 BUDGET TARGET:	\$ 5,061,056	\$ 1,000
BASE ADJUSTMENTS:		
Chemical Applications Technicians Market Study	\$ 192,523	\$ -
IT Market Study	12,900	-
Annualization of on-going Vector Control Funding	1,795,161	-
Increased Risk Management Cost	2,005	-
Subtotal	\$ 2,002,589	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 7,063,645	\$ 1,000

Environmental Services Environmental Services Grants (505) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ -	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ -	\$ -
FY 2007-08 BUDGET TARGET:	\$ -	\$ -
BASE ADJUSTMENTS:		
Smoke-Free Arizona Contract	\$ 1,334,878	\$ 1,334,878
Subtotal	\$ 1,334,878	\$ 1,334,878
FY 2007-08 ADOPTED BUDGET:	\$ 1,334,878	\$ 1,334,878

Environmental Services Environmental Services Grants (505) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ (685,970)	\$ (373,540)	\$ (373,540)	\$ 16,289	\$ 16,289
Revenue	\$ 602,042	\$ -	\$ -	\$ -	\$ 1,334,878
Expenditures	(100,217)	-	-	-	1,334,878
Net Operating	\$ 702,259	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 16,289	\$ (373,540)	\$ (373,540)	\$ 16,289	\$ 16,289

Environmental Services Environmental Health (506) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 12,318,321	\$ 12,321,401
MID-YEAR ADJUSTMENTS:		
Non-Environmental Health Division Market Study	\$ 318,858	\$ -
Compensation rate adjustments for Environmental Services' Inspectors	2,381,139	-
Fee Increase Revenue	-	2,381,139
Subtotal	\$ 2,699,997	\$ 2,381,139
FY 2006-07 REVISED RESTATED BUDGET:	\$ 15,018,318	\$ 14,702,540
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 140,418	\$ -
Retirement Contributions	50,440	-
FY 2007-08 Pay for Performance	373,400	-
Annualization of Compensation Adjustments	45,532	-
Structural Balance	-	341,819
Annualization of FY 2007 Initiatives	2,722,440	2,722,440
One Time Expenses	(555,600)	-
Central Service Cost Allocation	(28,149)	-
Subtotal	\$ 2,748,481	\$ 3,064,259
FY 2007-08 BUDGET TARGET:	\$ 17,766,799	\$ 17,766,799
Submission Under Target	\$ (2,912)	\$ -
BASE ADJUSTMENTS:		
Adjustment to Salary and Benefits Savings	\$ (168,736)	\$ -
Increase Personnel Costs for Water and Waste Management Program	94,000	-
Technical Budget Adjustments	(79,727)	-
Increased Revenue for Fee Increases	-	350,002
Risk Management Cost Increase	44,261	-
Subtotal	\$ (113,114)	\$ 350,002
FY 2007-08 ADOPTED BUDGET:	\$ 17,653,685	\$ 18,116,801

Environmental Services Environmental Health (506) Fund Balance Summary

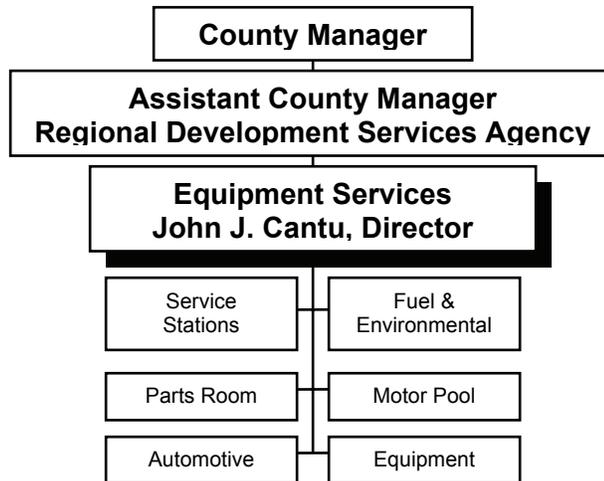
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 1,720,542	\$ 4,205,705	\$ 4,205,705	\$ 1,677,752	\$ 2,627,735
Revenue	\$ 12,305,400	\$ 12,321,401	\$ 14,702,540	\$ 13,030,207	\$ 18,116,801
Expenditures	12,348,190	12,318,321	15,018,318	12,080,224	17,653,685
Net Operating	\$ (42,790)	\$ 3,080	\$ (315,778)	\$ 949,983	\$ 463,116
Ending Fund Balance	\$ 1,677,752	\$ 4,208,785	\$ 3,889,927	\$ 2,627,735	\$ 3,090,851

Equipment Services

Analysis by Angie Flick, Management & Budget Analyst

Summary

Organizational Chart



Mission

The mission of the Equipment Services Department (ESD) 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

- **Annually, maintain the industry standard of 1,400 – 1,500 annual direct-billed hours charged per FTE technician.**

Status: The FY 2007-08 budget supports the attainment of this goal and current performance of technicians is on target to achieve this goal.

- **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: The FY 2007-08 budget supports the attainment of this goal by ensuring enough technicians are available to support demand for maintenance services.

- **By June 30, 2008, explore options for increasing the number of Hybrid and Alternative Fueled Vehicles (AFV).**

Status: The department is exploring options by working with local companies to verify what options are available and the cost/benefit of those options. The FY 2007-08 budget continues to support the Equipment Services Department in researching and building a business case sufficient to make a thoughtful decision.

- **By June 30, 2009, eliminate the fund deficit.**

Status: The FY 2007-08 budget supports the attainment of this goal by ensuring revenues are in line with expenditures and creating a positive contribution to eliminate the fund deficit by June 30, 2008.

- **By January 31, 2008, develop a 5-year capital outlay replacement plan to support the Department's operations.**

Status: The department has conducted site visits and identified potential capital improvement items that may be incorporated into the plan.

- **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 department is coordinating research on process improvements to target the inventory and the parts turnover levels. Currently, the parts inventory continues to rise.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
74FM - FLEET MANAGEMENT	\$ 14,327,283	\$ 12,280,301	\$ 12,280,301	\$ 13,946,323	\$ 13,259,789	\$ 979,488	8.0%
FPRR - FLEET PROCUREMENT AND REMOVAL	237,243	223,169	223,169	92,985	153,114	(70,055)	-31.4%
FUEL - FUEL FOR VEHICLES & EQUIPMENT	7,291,795	6,503,823	6,503,823	7,227,409	7,050,585	546,762	8.4%
HDVR - HEAVY DUTY VEH AND EQUIP	-	598,642	598,642	1,274,934	1,352,423	753,781	125.9%
LDVR - LIGHT DUTY VEH AND EQUIP	3,831,012	2,966,630	3,026,630	2,461,452	2,199,088	(827,542)	-27.3%
PART - PARTS	2,878,833	1,766,066	1,706,066	2,666,045	2,036,747	330,681	19.4%
PMVR - PREVENTATIVE MAINTENANCE	-	150,000	150,000	150,000	381,372	231,372	154.2%
RENT - RENTAL POOL	88,400	71,971	71,971	73,498	86,460	14,489	20.1%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 1,329	\$ -	\$ -	\$ (38,884)	\$ -	\$ -	-
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 950	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL PROGRAMS	\$ 14,329,562	\$ 12,280,301	\$ 12,280,301	\$ 13,907,439	\$ 13,259,789	\$ 979,488	8.0%
EXPENDITURES							
74FM - FLEET MANAGEMENT	\$ 11,824,358	\$ 11,021,415	\$ 10,931,581	\$ 11,827,348	\$ 11,212,278	\$ 280,697	2.6%
FPRR - FLEET PROCUREMENT AND REMOVAL	281,264	223,169	150,680	162,608	153,114	2,434	1.6%
FUEL - FUEL FOR VEHICLES & EQUIPMENT	6,862,277	5,955,972	5,958,860	6,496,767	6,023,461	64,601	1.1%
HDVR - HEAVY DUTY VEH AND EQUIP	886,186	1,040,703	992,760	922,497	937,567	(55,193)	-5.6%
LDVR - LIGHT DUTY VEH AND EQUIP	1,315,750	1,659,771	1,634,738	1,671,646	1,827,144	192,406	11.8%
PART - PARTS	2,322,124	1,722,146	1,738,294	2,144,100	1,832,811	94,517	5.4%
PMVR - PREVENTATIVE MAINTENANCE	125,748	367,102	403,172	383,308	378,749	(24,423)	-6.1%
RENT - RENTAL POOL	31,009	52,552	53,077	46,422	59,432	6,355	12.0%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 1,196,041	\$ 759,199	\$ 849,033	\$ 801,032	\$ 677,268	\$ (171,765)	-20.2%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 116,137	\$ -	\$ -	\$ -	\$ -	\$ -	-
99GV - GENERAL GOVERNMENT	\$ 401,267	\$ 380,063	\$ 380,063	\$ 382,910	\$ 498,894	\$ 118,831	31.3%
TOTAL PROGRAMS	\$ 13,537,803	\$ 12,160,677	\$ 12,160,677	\$ 13,011,290	\$ 12,388,440	\$ 227,763	1.9%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
74FM - FLEET MANAGEMENT	49.00	48.00	(1.00)	-2.0%
FPRR - FLEET PROCUREMENT AND REMOVAL	2.00	2.00	-	0.0%
FUEL - FUEL FOR VEHICLES & EQUIPMENT	1.00	1.00	-	0.0%
HDVR - HEAVY DUTY VEH AND EQUIP	15.00	14.00	(1.00)	-6.7%
LDVR - LIGHT DUTY VEH AND EQUIP	18.00	19.00	1.00	5.6%
PART - PARTS	3.00	3.00	-	0.0%
PMVR - PREVENTATIVE MAINTENANCE	9.00	8.00	(1.00)	-11.1%
RENT - RENTAL POOL	1.00	1.00	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	7.00	7.00	-	0.0%
TOTAL PROGRAMS	56.00	55.00	(1.00)	-1.8%

The 1 FTE reduction is due to the department needing to establish an additional position during a transition period. The department will be inactivating the position before the end of FY 2006-07.

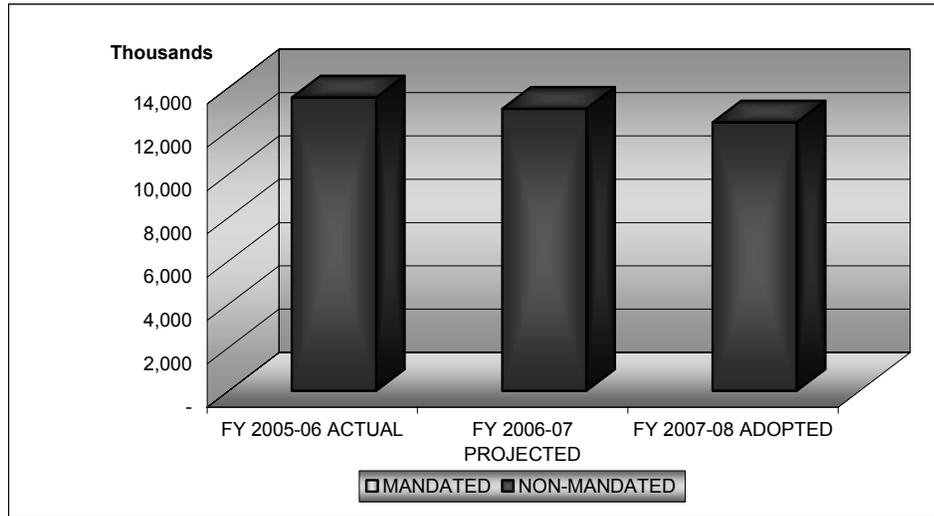
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ (60,000)	-100.0%
Charges For Service	14,324,711	12,280,301	12,220,301	13,930,923	13,259,589	1,039,288	8.5%
Miscellaneous Revenues	5,353	-	-	(23,484)	200	200	
Other Financing Sources	(502)	-	-	-	-	-	
Total Revenue	\$ 14,329,562	\$ 12,280,301	\$ 12,280,301	\$ 13,907,439	\$ 13,259,789	\$ 979,488	8.0%
EXPENDITURES							
Personal Services	\$ 2,933,181	\$ 3,325,761	\$ 3,382,950	\$ 3,270,344	\$ 3,289,779	\$ (93,171)	-2.8%
Supplies	9,142,367	7,521,538	7,520,933	8,459,504	7,754,759	233,826	3.1%
Services	959,642	852,193	798,982	875,619	876,990	78,008	9.8%
Other Financing Uses	401,267	356,086	356,086	356,086	425,504	69,418	19.5%
Capital Outlay	101,345	105,099	101,726	49,736	41,408	(60,318)	-59.3%
Total Expenditures	\$ 13,537,803	\$ 12,160,677	\$ 12,160,677	\$ 13,011,290	\$ 12,388,440	\$ 227,763	1.9%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
654 EQUIPMENT SERVICES	\$ 14,329,562	\$ 12,280,301	\$ 12,280,301	\$ 13,907,439	\$ 13,259,789	\$ 979,488	8.0%
TOTAL FUNDS	\$ 14,329,562	\$ 12,280,301	\$ 12,280,301	\$ 13,907,439	\$ 13,259,789	\$ 979,488	8.0%
EXPENDITURES							
654 EQUIPMENT SERVICES	\$ 13,537,803	\$ 12,160,677	\$ 12,160,677	\$ 13,011,290	\$ 12,388,440	\$ 227,763	1.9%
TOTAL FUNDS	\$ 13,537,803	\$ 12,160,677	\$ 12,160,677	\$ 13,011,290	\$ 12,388,440	\$ 227,763	1.9%

Mandated vs. Non-Mandated Expenditures



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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of Customers satisfied with service as measured by Internal Audit for Directors & Liasons.	90.3%	92.0%	92.0%	91.0%	92.0%	0.0%	0.0%
Percent of Customers satisfied with service as measured by ESD Survey Cards distributed to vehicle operators.	90.5%	92.0%	92.0%	92.0%	92.0%	0.0%	0.0%

Activities that comprise this program include:

- Fleet Procurement and Removal
- Fuel for Vehicles and Equipment
- Heavy Duty Vehicle and Equipment Repair
- Light Duty Vehicle and Equipment Repair
- Parts
- Preventative Maintenance
- Rental Pool

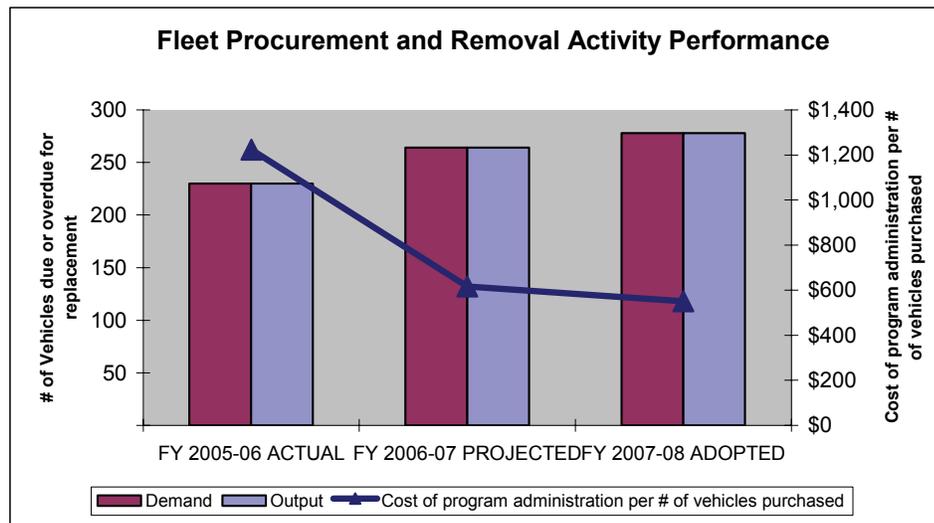
Fleet Procurement and Removal Activity

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 not mandated.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand	230	278	278	264	278	-	0.0%
<i>Number of vehicles due or overdue for replacement.</i>							
Output	230	278	278	264	278	-	0.0%
<i>Number of vehicles replaced.</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 1,222.88	\$ 802.77	\$ 542.01	\$ 615.94	\$ 550.77	\$ (8.76)	-1.6%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Equipment Services	\$ 237,243	\$ 223,169	\$ 223,169	\$ 92,985	\$ 153,114	\$ (70,055)	-31.4%
Totals	\$ 237,243	\$ 223,169	\$ 223,169	\$ 92,985	\$ 306,228	\$ 83,059	37.2%
Expenditures by Fund							
Equipment Services	\$ 281,264	\$ 223,169	\$ 150,680	\$ 162,608	\$ 153,114	\$ (2,434)	-1.6%
Totals	\$ 281,264	\$ 223,169	\$ 150,680	\$ 162,608	\$ 153,114	\$ (2,434)	-1.6%
Staffing (FTEs)	-	-	2.00	-	2.00	-	0.0%



The FY 2007-08 budget for the Fleet Procurement and Removal Activity meets projected demand of 278 vehicle replacements at a per vehicle cost of \$550.77 in order to achieve the result of 100%.

The FY 2006-07 budget assumed a 13% increase in demand for vehicle replacements. The FY 2007-08 budget assumes no increase in requests for replacement vehicles because the County is facing a year of difficult budget choices. It is projected that replacing vehicles will be viewed as a discretionary expenditure by some departments. However, growth of the population in Maricopa County will necessitate growth of some County services and the need for vehicles to accomplish these services. The delay of replacing vehicles by some County departments should offset the need for new vehicles to provide expanding County services. The FY 2007-08 demand assumes no increase in demand compared to the FY 2006-07 revised demand.

The FY 2007-08 expenditures budget will increase by \$2,434 (1.6%) compared to the FY 2006-07 revised budget due to pay for performance and fixed/variable benefit increases.

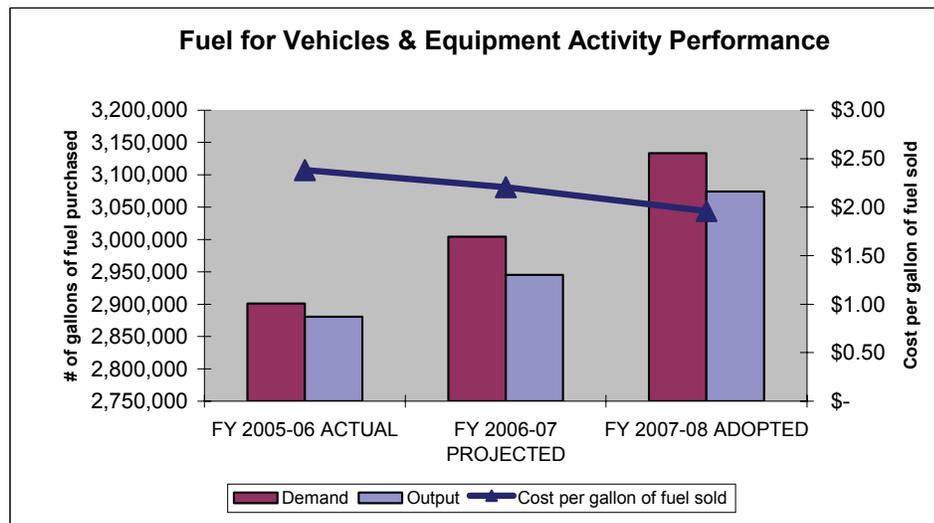
Fuel for Vehicles and Equipment Activity

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 not mandated.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand	2,900,992	2,787,424	2,787,424	3,004,412	3,133,601	346,177	12.4%
<i>Number of gallons of fuel purchased.</i>							
Output	2,880,548	2,787,424	2,787,424	2,945,177	3,074,366	286,942	10.3%
<i>Number of gallons of fuel sold.</i>							
Percent of Demand met	99.3%	100.0%	100.0%	98.0%	98.1%	-1.9%	-1.9%
Efficiency	\$ 2.38	\$ 2.14	\$ 2.14	\$ 2.21	\$ 1.96	\$ 0.18	8.4%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Equipment Services	\$ 7,291,795	\$ 6,503,823	\$ 6,503,823	\$ 7,227,409	\$ 7,050,585	\$ 546,762	8.4%
Totals	\$ 7,291,795	\$ 6,503,823	\$ 6,503,823	\$ 7,227,409	\$ 13,074,046	\$ 6,570,223	101.0%
Expenditures by Fund							
Equipment Services	\$ 6,862,277	\$ 5,955,972	\$ 5,958,860	\$ 6,496,767	\$ 6,023,461	\$ (64,601)	-1.1%
Totals	\$ 6,862,277	\$ 5,955,972	\$ 5,958,860	\$ 6,496,767	\$ 6,023,461	\$ (64,601)	-1.1%
Staffing (FTEs)	-	-	1.00	-	1.00	-	0.0%



The FY 2007-08 budget for the Fuel for Vehicle and Equipment Activity meets projected demand of 3,133,601 gallons purchased at a cost of \$1.96 per gallon sold in order to achieve the result of 98.1%.

The FY 2006-07 projected budget assumes a 3.6% increase in demand, with results of 98.0% as compared to FY 2005-06 actual demand of 2,900,992. The increase in demand reflects a conservative forecast of County, Cities and Towns usage of fuel. In FY 2005-06, the County saw 5.0% growth in fuel purchased as compared to FY 2004-05 actual demand of 2,762,681. This was a result of an increase in County departmental fuel usage as departments provided required services to a growing population in the County, as well as inter-governmental agreements with rapidly growing Cities and Towns accommodating their need for fuel. The demand is forecasted to have consistent 4.3% growth during FY 2007-08.

The FY 2007-08 expenditure budget will increase by \$64,601 (1.1%) compared to the FY 2006-07 revised budget for additional fuel purchases.

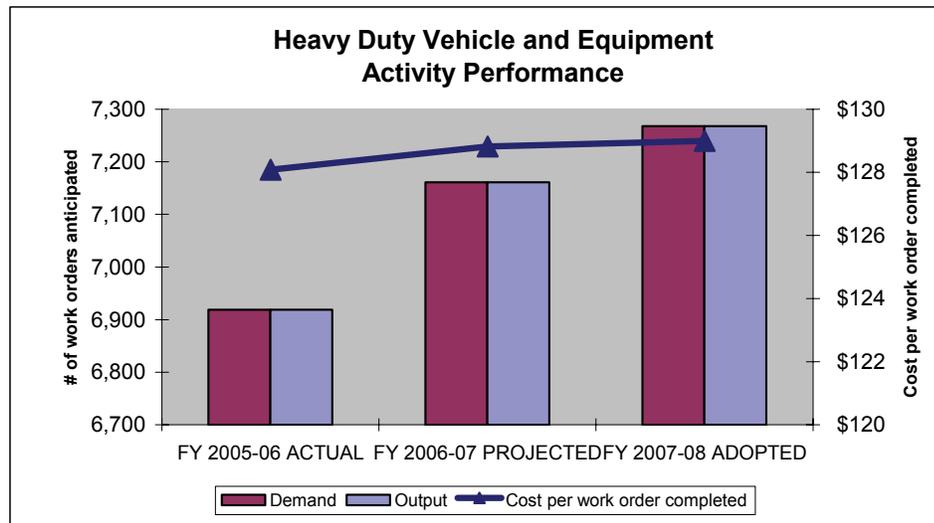
Heavy Duty Vehicle and Equipment Repair Activity

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 not mandated.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand <i>Number of work orders anticipated</i>	6,919	6,919	6,919	7,161	7,268	349	5.0%
Output <i>Number of work orders completed</i>	6,919	6,919	6,919	7,161	7,268	349	5.0%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 128.08	\$ 150.41	\$ 143.48	\$ 128.82	\$ 129.00	\$ 14.48	10.1%
Revenues by Fund							
Equipment Services	\$ -	\$ 598,642	\$ 598,642	\$ 1,274,934	\$ 1,352,423	\$ 753,781	125.9%
Totals	\$ -	\$ 598,642	\$ 598,642	\$ 1,274,934	\$ 2,289,990	\$ 1,691,348	282.5%
Expenditures by Fund							
Equipment Services	\$ 886,186	\$ 1,040,703	\$ 992,760	\$ 922,497	\$ 937,567	\$ 55,193	5.6%
Totals	\$ 886,186	\$ 1,040,703	\$ 992,760	\$ 922,497	\$ 937,567	\$ 55,193	5.6%
Staffing (FTEs)	-	-	15.00	-	14.00	(1.00)	-6.7%



The FY 2007-08 budget for the Heavy Duty Vehicle and Equipment Repair Activity meets projected demand of 7,268 work orders anticipated at a cost of \$129.00 per work order completed.

The FY 2006-07 projected budget assumes a 3.5% increase in demand, with results of 100% as compared to FY 2005-06 actual demand of 6,919. The increase in demand reflects a conservative forecast of the increase in heavy duty vehicles in the County's fleet as well as expected repair work needed on existing vehicles and equipment. The demand is forecasted to increase by 1.5% during FY 2007-08.

The FY 2007-08 expenditures are budgeted to decrease by \$55,193. The reduction is due to a reallocation of personnel to Light Duty Vehicle and Equipment Repair Activity.

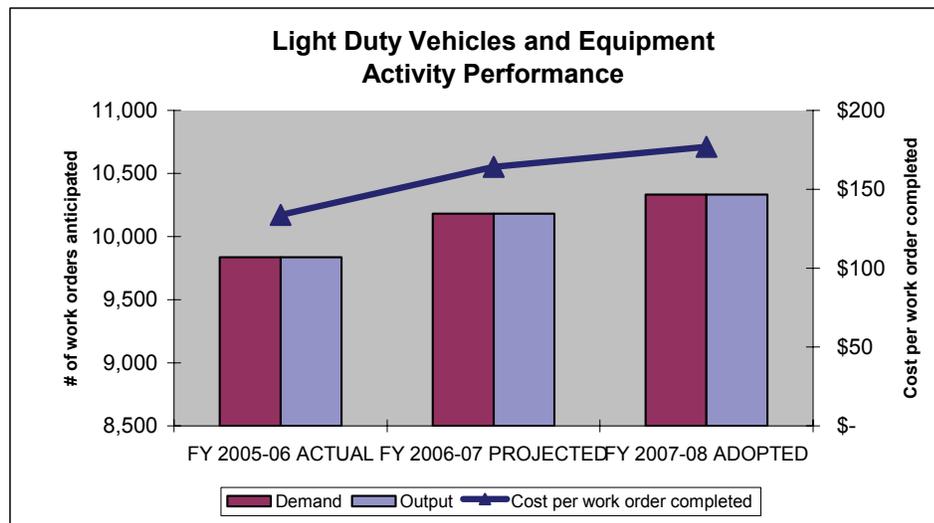
Light Duty Vehicle and Equipment Repair Activity

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 not mandated.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand	9,837	9,837	9,837	10,181	10,333	496	5.0%
<i>Number of work orders anticipated</i>							
Output	9,837	9,837	9,837	10,181	10,333	496	5.0%
<i>Number of work orders completed</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 133.76	\$ 168.73	\$ 166.18	\$ 164.19	\$ 176.83	\$ (10.64)	-6.4%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Equipment Services	\$ 3,679,434	\$ 2,966,630	\$ 3,026,630	\$ 2,461,452	\$ 2,199,088	\$ (827,542)	-27.3%
Totals	\$ 3,679,434	\$ 2,966,630	\$ 3,026,630	\$ 2,461,452	\$ 2,199,088	\$ (827,542)	-27.3%
Expenditures by Fund							
Equipment Services	\$ 1,315,750	\$ 1,659,771	\$ 1,634,738	\$ 1,671,646	\$ 1,827,144	\$ (192,406)	-11.8%
Totals	\$ 1,315,750	\$ 1,659,771	\$ 1,634,738	\$ 1,671,646	\$ 1,827,144	\$ (192,406)	-11.8%
Staffing (FTEs)	-	-	18.00	-	19.00	1.00	5.6%



The FY 2007-08 budget for the Light Duty Vehicle and Equipment Repair Activity meets projected demand of 10,333 work orders anticipated at a cost of \$176.83 per work order completed.

The FY 2006-07 projected budget assumes a 3.5% increase in demand, with results of 100% as compared to FY 2005-06 actual demand of 9,837. The increase in demand reflects a conservative forecast of the increase in light duty vehicles in the County's fleet as well as expected repair work needed on existing vehicles and equipment. The demand is forecasted to increase by 1.5% during FY 2007-08.

The FY 2007-08 expenditures are budgeted to increase by \$192,406 compared to FY 2006-07 revised budget. This increase is due to a reallocation of personnel from Heavy Duty Vehicle and Equipment Repair Activity and Preventative Maintenance Activity. The FY 2007-08 expenditure budget is \$511,394 more than the FY 2005-06 actual expenditures due to the department accounting for their work orders consistently and accurately.

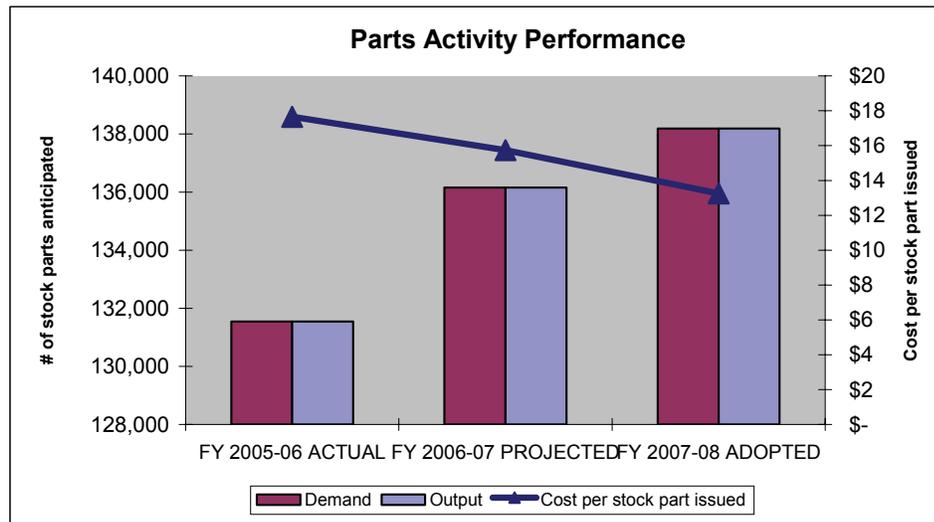
Parts Activity

The purpose of the Parts Activity is to provide parts necessary 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 not mandated.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand <i>Number of stock parts anticipated</i>	131,548	131,548	131,548	136,152	138,194	6,646	5.1%
Output <i>Number of stock part issued</i>	131,548	131,548	131,548	136,152	138,194	6,646	5.1%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 17.65	\$ 13.09	\$ 13.21	\$ 15.75	\$ 13.26	\$ (0.05)	-0.4%
Revenues by Fund							
Equipment Services	\$ 2,878,833	\$ 1,766,066	\$ 1,706,066	\$ 2,666,045	\$ 2,036,747	\$ 330,681	19.4%
Totals	\$ 2,878,833	\$ 1,766,066	\$ 1,706,066	\$ 2,666,045	\$ 3,869,558	\$ 2,163,492	126.8%
Expenditures by Fund							
Equipment Services	\$ 2,322,124	\$ 1,722,146	\$ 1,738,294	\$ 2,144,100	\$ 1,832,811	\$ (94,517)	-5.4%
Totals	\$ 2,322,124	\$ 1,722,146	\$ 1,738,294	\$ 2,144,100	\$ 1,832,811	\$ (94,517)	-5.4%
Staffing (FTEs)	-	-	3.00	-	3.00	-	0.0%



The FY 2007-08 budget for the Parts Activity meets projected demand of 138,194 stock parts anticipated at a cost of \$13.26 per work order completed.

The FY 2006-07 projected budget assumes a 3.5% increase in demand, with results of 100% as compared to FY 2005-06 actual demand of 131,548. The increase in demand reflects a conservative forecast of the increase in light duty vehicles in the County's fleet as well as expected repair work

needed on existing vehicles and equipment. The demand is forecasted to increase by 1.5% during FY 2007-08.

The FY 2007-08 expenditures are budgeted to increase by \$94,517 compared to FY 2006-07 revised budget. The increase is due to more general supplies expenses budgeted to meet increased demand for parts. The department is currently assessing their part procedures and inventory.

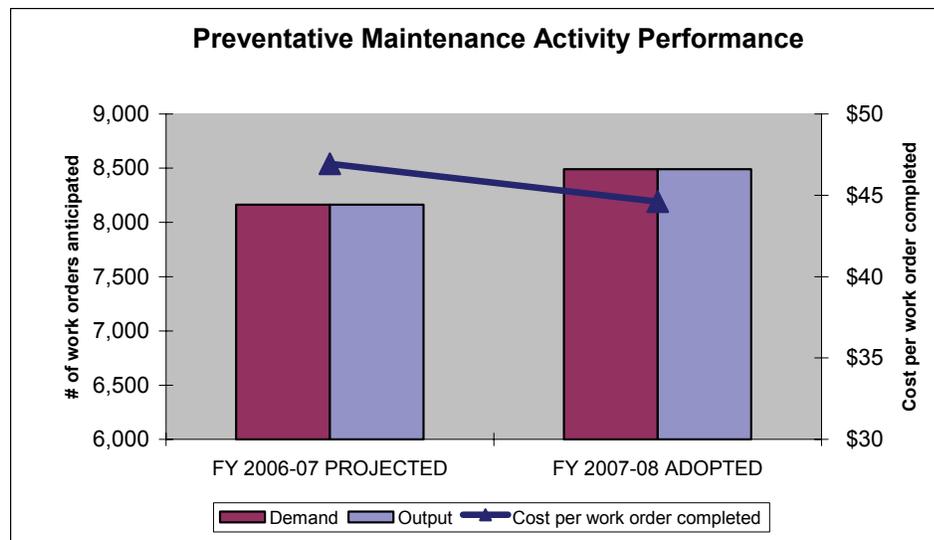
Preventative Maintenance Activity

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 not mandated.

Performance Analysis:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand <i>Number of work orders anticipated</i>	7,851	7,851	8,165	8,491	640	8.2%
Output <i>Number of work orders completed</i>	7,851	7,851	8,165	8,491	640	8.2%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 46.76	\$ 51.35	\$ 46.95	\$ 44.61	\$ 6.75	13.1%
Revenues by Fund						
Equipment Services	\$ 405,578	\$ 405,578	\$ 391,578	\$ 381,372	\$ (24,206)	-6.0%
Totals	\$ 405,578	\$ 405,578	\$ 391,578	\$ 760,121	\$ 354,543	87.4%
Expenditures by Fund						
Equipment Services	\$ 367,102	\$ 403,172	\$ 383,308	\$ 378,749	\$ 24,423	6.1%
Totals	\$ 367,102	\$ 403,172	\$ 383,308	\$ 378,749	\$ 24,423	6.1%
Staffing (FTEs)	-	9.00	-	8.00	(1.00)	-11.1%



The FY 2007-08 budget for the Preventative Maintenance Activity meets projected demand of 8,491 work orders anticipated at a cost of \$44.61 per work order completed.

Demand is forecasted to increase by 4.0% during FY 2007-08 compared to FY 2006-07. The increase in demand highlights the product of a concerted effort by the department to educate County departments on the importance of regular preventative maintenance of vehicles and equipment rather than allowing vehicles to break down and require extensive repairs.

The FY 2007-08 adopted expenditures are budgeted to decrease by \$24,423 compared to FY 2006-07 revised budget. The decrease is due to more personnel resources being utilized in the Light Duty Vehicle and Equipment Repair Activity rather than in this activity in FY 2007-08.

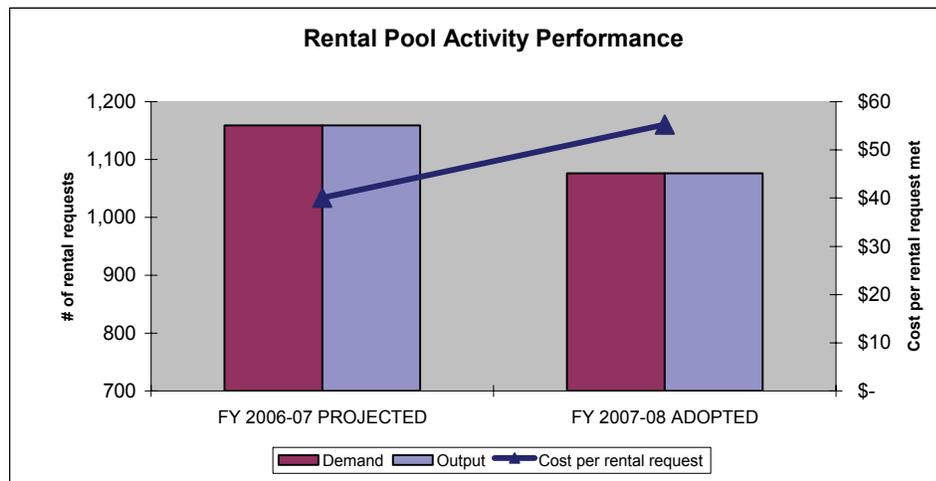
Rental Pool Activity

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 not mandated.

Performance Analysis:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
<u>Demand</u> <i>Number of rental requests received.</i>	1,224	1,224	1,159	1,076	(148)	-12.1%
<u>Output</u> <i>Number of rental requests met.</i>	1,224	1,224	1,159	1,076	(148)	-12.1%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u> <i>Expenditures per unit of Output</i>	\$ 42.93	\$ 43.36	\$ 40.05	\$ 55.23	\$ (11.87)	-27.4%
<u>Revenues by Fund</u>						
Equipment Services	\$ 71,971	\$ 71,971	\$ 73,498	\$ 86,460	\$ 14,489	20.1%
Totals	\$ 71,971	\$ 71,971	\$ 73,498	\$ 145,892	\$ 73,921	102.7%
<u>Expenditures by Fund</u>						
Equipment Services	\$ 52,552	\$ 53,077	\$ 46,422	\$ 59,432	\$ (6,355)	-12.0%
Totals	\$ 52,552	\$ 53,077	\$ 46,422	\$ 59,432	\$ (6,355)	-12.0%
<u>Staffing (FTEs)</u>	-	1.00	-	1.00	-	0.0%



The FY 2007-08 budget for the Rental Pool Activity meets projected demand of 1,076 rental requests made equating to 1,572 rental days at an average cost of \$55.23 per rental request or \$37.81 per rental day in order to achieve the result of 100%.

The Rental Pool has three vehicles meeting the County's requirement for replacement and eight vehicles that do not. OMB recommends retirement of the three vehicles eligible for replacement without replacement as the remaining fleet has the capacity to meet the County's demand for motor pool vehicles. Additionally, the County has a contract with a commercial vendor for rental cars to accommodate the occurrence of a capacity issue on any given day.

OMB recommends an assessment be completed during FY 2007-08 of the viability of maintaining the Rental Pool as the demand continues to decrease and the cost of the operation increases.

The FY 2007-08 budget assumes a 7.2% reduction in demand. This decrease in demand reflects a conservative forecast of County employees and departments utilizing the vehicles available at the Motor Pool.

Total FY 2007-08 expenditures budgeted will increase by \$6,355 (12.0%) compared to the FY 2006-07 revised budget due to fuel usage being correctly attributed to the activity as well as increases in fixed and variable benefit rates.

Equipment Services (654) Appropriated Budget Reconciliation

	EXPENDITURES		REVENUE	
FY 2006-07 ADOPTED BUDGET:	\$	12,160,677	\$	12,280,301
FY 2006-07 REVISED RESTATED BUDGET:	\$	12,160,677	\$	12,280,301
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)	\$	39,384	\$	-
Retirement Contributions		11,834		-
FY 2007-08 Pay for Performance		88,039		-
Annualization of Mid-Year Adjustments		87,500		87,500
Structural Balance		-		10,896
Central Service Cost Allocation		(8,737)		-
Subtotal	\$	218,020	\$	98,396
FY 2007-08 BUDGET TARGET:	\$	12,378,697	\$	12,378,697
BASE ADJUSTMENTS:				
Revenue increase for Fuel, Repair & Maintenance	\$	-	\$	881,092
Technical Adjustments to match Internal Service Charges Budget Memo and target specified values		55,105		-
Motor Pool new vehicles not supported by demand		(60,400)		-
Increased Risk Management Costs		15,038		-
Subtotal	\$	9,743	\$	881,092
FY 2007-08 ADOPTED BUDGET:	\$	12,388,440	\$	13,259,789

Equipment Services (654) Fund Balance Summary

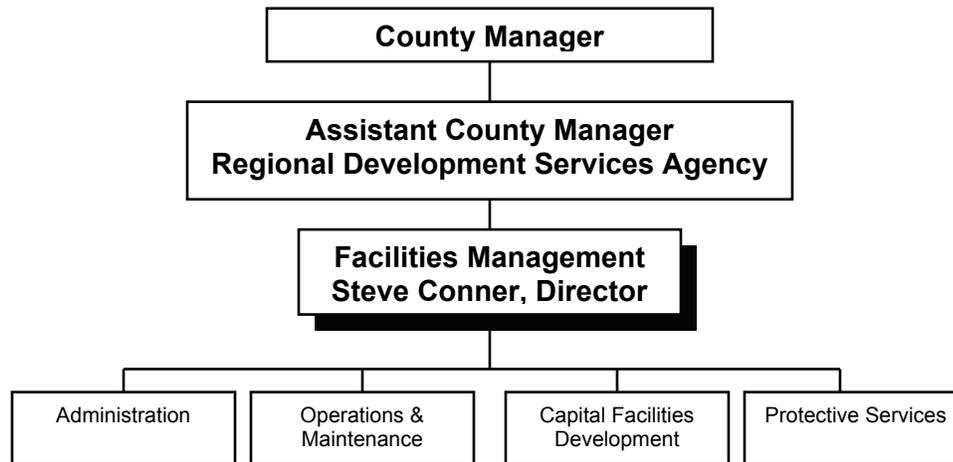
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ (2,484,976)	\$ (1,902,245)	\$ (1,902,245)	\$ (1,693,217)	\$ (797,068)
Revenue	\$ 14,329,562	\$ 12,280,301	\$ 12,280,301	\$ 13,907,439	\$ 13,259,789
Expenditures	\$ 13,537,803	\$ 12,160,677	\$ 12,160,677	\$ 13,011,290	\$ 12,388,440
Net Operating	\$ 791,759	\$ 119,624	\$ 119,624	\$ 896,149	\$ 871,349
Ending Fund Balance	\$ (1,693,217)	\$ (1,782,621)	\$ (1,782,621)	\$ (797,068)	\$ 74,281

Facilities Management

Analysis by Jamie Rullo, Principal Management & Budget Analyst

Summary

Organizational Chart



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, 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: The budget supports the attainment of this goal by funding personnel and other resources in the Planning Activity. Progress is continuing on goal. Fiscal Year 2006-07 master plans include Assessor, County Attorney, County Manager, Clerk of the Board, Clerk of the Court, Communications, Elections, Indigent Defense departments, Juvenile Probation, Human Resources, Human Services, Internal Audit, Office of Enterprise Technology, Office of

Management and Budget, Planning & Development, Maricopa County Sheriff's Office, STAR Call Center, Treasurer, Recorder, and County-wide Warehousing Study.

- **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: The budget supports the attainment of this goal by funding personnel and information technology resources to ensure that a database is in place to track work orders and their completion. The database has been completed.

- **By June 30, 2008, FMD will improve the average County Facility Condition Index (FCI) by 4% from the FY05 level by developing appropriate annual major maintenance and preventive major maintenance programs, which will result in an estimated \$.20 per square foot reduction in operating costs.**

Status: The budget supports the attainment of this goal by recommending additional resources such as funding for trades specialists, general maintenance technicians and maintenance supplies for additional buildings slated for completion this year. Progress is continuing on goal. This is an annual measure and will be calculated after year-end.

- **By June 30, 2008, complete and publish the County's Energy Management Plan.**

Status: The budget supports the attainment of this goal by funding three energy management positions. The Facilities Management Department developed a policy for sustainable building analysis in February 2006. The policy was being expanded to include a standard maintenance and operation section for sustainable buildings and was to be presented to the Board of Supervisors for approval in Fiscal Year 2006-07. The policy update was begun by the previous energy manager. A new energy conservation manager was hired in November 2006 and is currently working on the plan. FMD is participating with other County departments on a newly established Green Projects team. With input from the "Green Team," the energy conservation manager estimates policy update completion by June 30, 2007.

- **By June 30, 2008, implement all Internal Audit recommendations identified within the Building Access System Review that are within budget and policy directives.**

Status: The budget supports the attainment of this goal. Progress has been made by the Department on all audit recommendations.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
700M - BLDG OPERATIONS & MAINTENANCE	\$ 1,118	\$ -	\$ -	\$ -	\$ -	-	-
BLDR - BUILDINGS AND GROUNDS	355	-	-	-	-	-	-
FAMT - FACILITIES MAINTENANCE	762	-	-	-	-	-	-
70PS - PROTECTIVE SERVICES	\$ 290,176	\$ 335,141	\$ 498,367	\$ 335,141	\$ 522,115	\$ 23,748	4.8%
SCRT - SECURITY	290,176	335,141	498,367	335,141	522,115	23,748	4.8%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 84,516	\$ 95,555	\$ 95,555	\$ 97,890	\$ 95,555	-	0.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 5,792	\$ -	\$ -	\$ -	\$ -	-	-
TOTAL PROGRAMS	\$ 381,602	\$ 430,696	\$ 593,922	\$ 433,031	\$ 617,670	\$ 23,748	4.0%
EXPENDITURES							
70BC - CAPITAL FACILITY MANAGEMENT	\$ 1,431,259	\$ 1,612,782	\$ 1,673,424	\$ 1,609,877	\$ 1,751,197	\$ (77,773)	-4.6%
CCLA - CAP IMP PLAN IMP	866,615	912,142	825,914	830,884	770,544	55,370	6.7%
ENMG - ENERGY MANAGEMENT	114,541	129,821	194,894	152,676	208,208	(13,314)	-6.8%
FACP - PLANNING	409,397	523,188	478,810	478,458	506,851	(28,041)	-5.9%
MJMT - MAJ MAINT PLAN IMP	40,706	47,631	173,806	147,859	265,594	(91,788)	-52.8%
700M - BLDG OPERATIONS & MAINTENANCE	\$ 6,352,478	\$ 8,450,145	\$ 8,341,900	\$ 7,788,054	\$ 8,608,714	\$ (266,814)	-3.2%
BLDR - BUILDINGS AND GROUNDS	177,565	247,049	260,309	282,599	264,344	(4,035)	-1.6%
DSEC - DETENTION SECURITY MAINTENANCE	-	801,320	783,325	513,660	653,164	130,161	16.6%
FAMT - FACILITIES MAINTENANCE	6,174,914	7,401,776	7,298,266	6,991,795	7,691,206	(392,940)	-5.4%
70PS - PROTECTIVE SERVICES	\$ 3,121,741	\$ 3,878,260	\$ 3,863,775	\$ 3,840,111	\$ 4,218,012	\$ (354,237)	-9.2%
PKMT - PARKING MANAGEMENT	23,395	65,000	72,716	75,086	73,696	(980)	-1.3%
SCRT - SECURITY	3,098,347	3,813,260	3,791,059	3,765,025	4,144,316	(353,257)	-9.3%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 1,434,664	\$ 1,424,214	\$ 1,615,417	\$ 1,548,758	\$ 1,526,416	\$ 89,001	5.5%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 793,533	\$ 835,691	\$ 877,111	\$ 780,925	\$ 746,446	\$ 130,665	14.9%
99GV - GENERAL GOVERNMENT	\$ -	\$ 150,736	\$ 150,736	\$ 150,732	\$ 263,635	\$ (112,899)	-74.9%
TOTAL PROGRAMS	\$ 13,133,676	\$ 16,351,828	\$ 16,522,363	\$ 15,718,457	\$ 17,114,420	\$ (592,057)	-3.6%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
70BC - CAPITAL FACILITY MANAGEMENT	22.00	22.00	-	0.0%
CCLA - CAP IMP PLAN IMP	8.00	8.00	-	0.0%
ENMG - ENERGY MANAGEMENT	3.00	3.00	-	0.0%
FACP - PLANNING	7.00	7.00	-	0.0%
MJMT - MAJ MAINT PLAN IMP	4.00	4.00	-	0.0%
700M - BLDG OPERATIONS & MAINTENANCE	130.00	131.00	1.00	0.8%
BLDR - BUILDINGS AND GROUNDS	5.00	5.00	-	0.0%
DSEC - DETENTION SECURITY MAINTENANCE	4.00	4.00	-	0.0%
FAMT - FACILITIES MAINTENANCE	121.00	122.00	1.00	0.8%
70PS - PROTECTIVE SERVICES	85.50	92.50	7.00	8.2%
PKMT - PARKING MANAGEMENT	1.50	1.50	-	0.0%
SCRT - SECURITY	84.00	91.00	7.00	8.3%
99AS - ADMINISTRATIVE SERVICES PROG	20.00	19.00	(1.00)	-5.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	6.00	6.00	-	0.0%
TOTAL PROGRAMS	263.50	270.50	7.00	2.7%

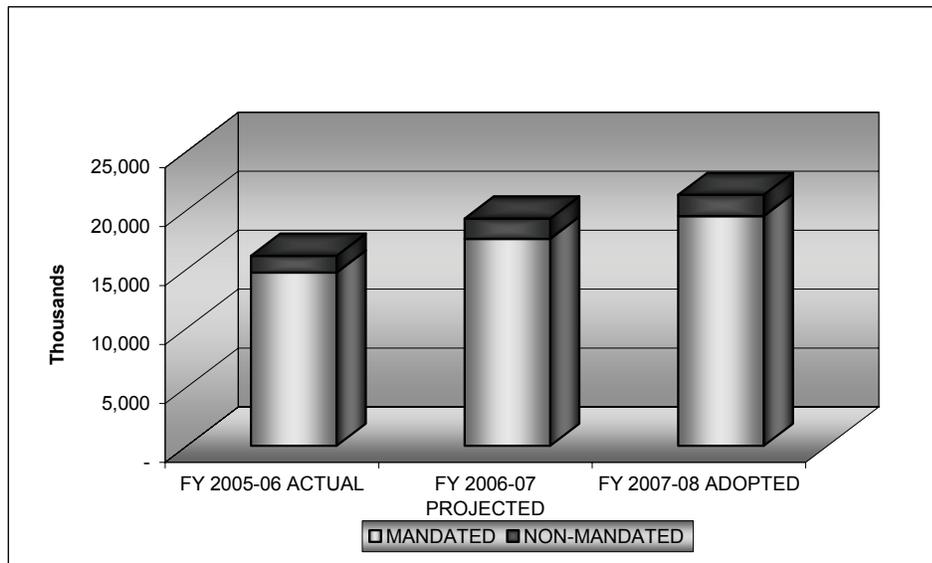
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Charges For Service	289,402	335,141	335,141	335,141	522,115	186,974	55.8%
Miscellaneous Revenues	92,200	95,555	258,781	97,890	95,555	(163,226)	-63.1%
Total Revenue	\$ 381,602	\$ 430,696	\$ 593,922	\$ 433,031	\$ 617,670	\$ 23,748	4.0%
EXPENDITURES							
Personal Services	\$ 11,253,963	\$ 14,080,277	\$ 14,226,662	\$ 13,470,221	\$ 15,062,801	\$ (836,139)	-5.9%
Supplies	1,259,194	1,745,541	1,719,700	1,634,166	1,727,000	(7,300)	-0.4%
Services	562,803	433,587	451,578	489,492	257,386	194,192	43.0%
Capital Outlay	57,716	92,423	124,423	124,579	67,233	57,190	46.0%
Total Expenditures	\$ 13,133,676	\$ 16,351,828	\$ 16,522,363	\$ 15,718,457	\$ 17,114,420	\$ (592,057)	-3.6%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 381,602	\$ 430,696	\$ 593,922	\$ 433,031	\$ 617,670	\$ 23,748	4.0%
TOTAL FUNDS	\$ 381,602	\$ 430,696	\$ 593,922	\$ 433,031	\$ 617,670	\$ 23,748	4.0%
EXPENDITURES							
100 GENERAL	\$ 11,456,171	\$ 13,270,018	\$ 13,440,553	\$ 13,094,203	\$ 14,078,935	\$ (638,382)	-4.7%
255 DETENTION OPERATIONS	1,677,505	3,081,810	3,081,810	2,624,254	3,035,485	46,325	1.5%
TOTAL FUNDS	\$ 13,133,676	\$ 16,351,828	\$ 16,522,363	\$ 15,718,457	\$ 17,114,420	\$ (592,057)	-3.6%

Mandated vs. Non-Mandated Expenditures



Programs and Activities

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent reduction in energy costs per adjusted square foot from FY03 baseline (annually adjusted).	-6.0%	-6.0%	-6.0%	-5.0%	-5.0%	1.0%	-16.7%
Percent of maintenance costs reduced from FY03 baseline (benchmark annually adjusted)	12.4%	12.5%	12.5%	12.5%	12.5%	0.0%	0.0%
Percent of maintenance that is preventative	50.0%	50.0%	50.0%	50.0%	50.0%	0.0%	0.0%

Activities that comprise this program include:

- Buildings and Grounds
- Detention Security Maintenance
- Energy Management
- Facilities Maintenance

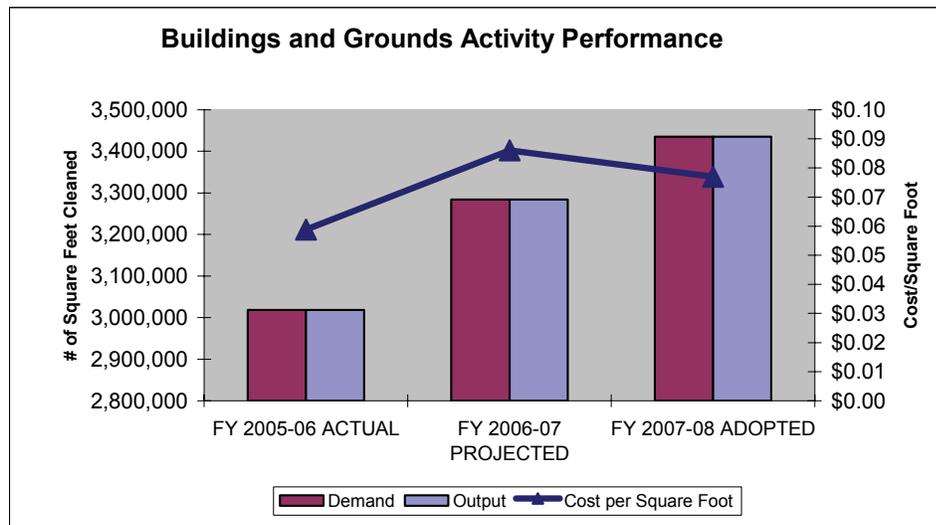
Buildings and Grounds Activity

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Demand							
Amount of square footage that requires cleaning	3,018,405	3,283,833	3,283,833	3,283,833	3,435,039	151,206	4.6%
Output							
Amount of square footage that is cleaned according to standard	3,018,405	3,283,833	3,283,833	3,283,833	3,435,039	151,206	4.6%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency							
Cost per square foot	\$ 0.06	\$ 0.08	\$ 0.08	\$ 0.09	\$ 0.08	\$ (0.00)	-2.9%
Revenues by Fund							
General	\$ 355	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Detention Operations	-	-	-	-	-	-	0.0%
Totals	\$ 355	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Expenditures by Fund							
General	\$ 192,855	\$ 247,049	\$ 260,309	\$ 282,599	\$ 264,344	\$ (4,035)	-1.6%
Detention Operations	(15,290)	-	-	-	-	-	0.0%
Totals	\$ 177,565	\$ 247,049	\$ 260,309	\$ 282,599	\$ 264,344	\$ (4,035)	-1.6%
Staffing (FTEs)	-	-	5.00	-	5.00	-	0.0%



Expenditures in the Building and Grounds Activity cover administrative costs for the monitoring of outsourced cleaning and landscaping services. Actual service contract payments are budgeted in General Government (470). As a result, the square footage cost in the Facilities Management Department budget is very small--\$.08/square foot. Although the County's square footage will increase by 4.6% due to the anticipated completion of new buildings, the monitoring cost per unit will remain the same. The Fiscal Year 2007-08 budget reflects a slight increase, 1.6%, over Fiscal Year 2006-07 due to increased personnel costs such as pay for performance adjustments and increased fixed and variable benefits.

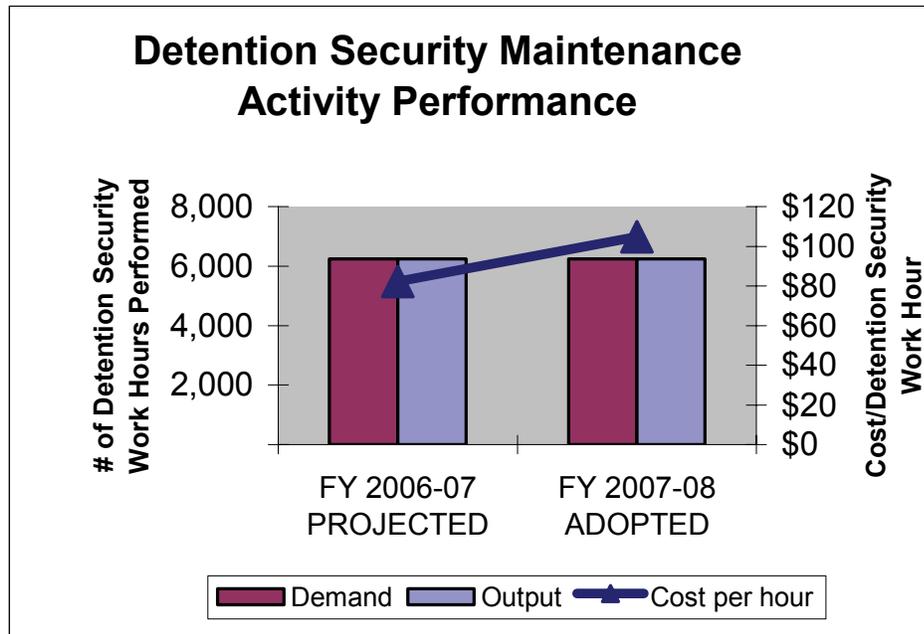
Detention Security Maintenance Activity

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 mandate

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand	-	6,240	6,240	6,240	6,240	-	0.0%
<i>Number of security system work hours required</i>							
Output	-	6,240	6,240	6,240	6,240	-	0.0%
<i>Number of security work hours performed</i>							
Efficiency	0.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<i>Percent of Demand met</i>							
Cost per work hour	\$ -	\$ 128.42	\$ 125.53	\$ 82.32	\$ 104.67	\$ (20.86)	-16.6%
<i>Cost per work hour</i>							
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Detention Operations	-	-	-	-	-	-	0.0%
Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Expenditures by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Detention Operations	-	801,320	783,325	513,660	653,164	130,161	16.6%
Totals	\$ -	\$ 801,320	\$ 783,325	\$ 513,660	\$ 653,164	\$ 130,161	16.6%
Staffing (FTEs)	-	-	4.00	-	4.00	-	0.0%



The Detention Security Maintenance Activity was developed in Fiscal Year 2006-07 as a result of the need to maintain and service security systems in the adult and juvenile detention areas. The Fiscal Year 2006-07 budget contains one-time costs of \$115,000 for non-recurring equipment purchases as well as \$385,000 in general supplies. The Fiscal Year 2007-08 expenditure budget is lower for two reasons: 1) the one-time costs are deducted and 2) the anticipated need for general supplies is not as great as previously budgeted as this was a new activity and usage of supplies was an estimate. The decrease in supply costs has been offset by the increase in salaries and benefits for the trades specialists supplying the service. The salary and benefit increases are due to market adjustments, pay for performance, and fixed and variable benefit increases. The lower expenditure budget results in a lower unit cost of \$105 per hour of service compared to \$126 per hour budgeted in Fiscal Year 2006-07. It should be noted that Fiscal Year 2006-07 projected expenditures are somewhat low because the Department did not code expenses to this activity at the beginning of the year.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand	-	245,000,000	245,000,000	245,000,000	250,000,000	5,000,000	2.0%
<i>Total energy cost expected</i>							
Output	-	245,000,000	245,000,000	245,000,000	250,000,000	5,000,000	2.0%
<i>Total energy cost expended</i>							
<i>Percent of Demand met</i>	0.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ -	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	4.7%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Detention Operations	-	-	-	-	-	-	0.0%
Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Expenditures by Fund							
General	\$ 114,541	\$ 129,821	\$ 194,894	\$ 152,676	\$ 208,208	\$ (13,314)	-6.8%
Detention Operations	-	-	-	-	-	-	0.0%
Totals	\$ 114,541	\$ 129,821	\$ 194,894	\$ 152,676	\$ 208,208	\$ (13,314)	-6.8%
Staffing (FTEs)	-	-	3.00	-	3.00	-	0.0%

The Fiscal Year 2007-08 expenditure budget mainly contains salary and benefit costs of three full-time employees dedicated to energy management in the County. The \$13,314 or 6.8% increase over the Fiscal Year 2006-07 budget is due to salary and benefit increases caused by pay for performance adjustments and fixed and variable benefit increases. Demand and output have increased by 2.0% due to the addition of new buildings.

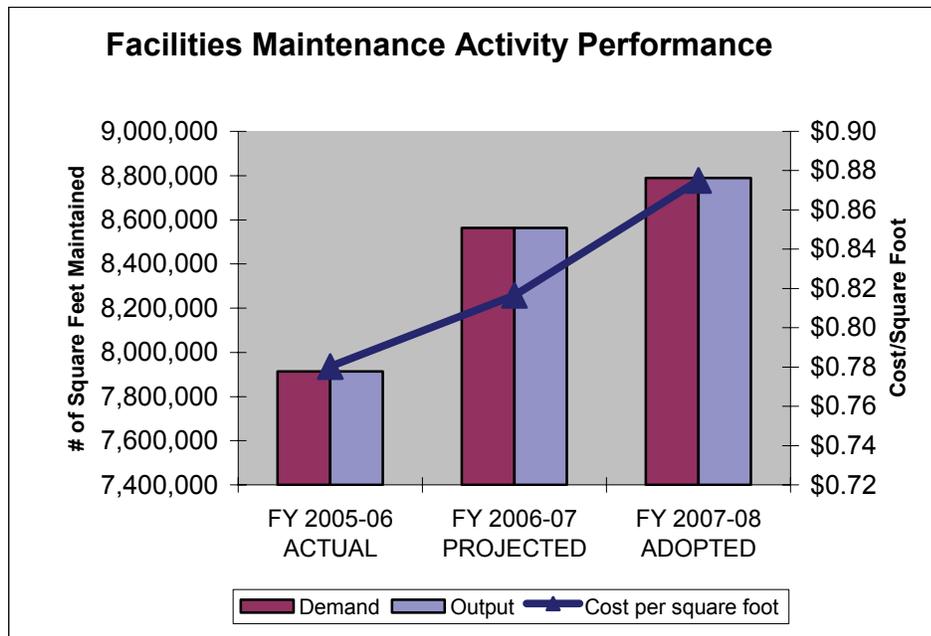
Facilities Maintenance Activity

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 mandate

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand	7,913,736	8,572,700	8,572,700	8,562,875	8,789,696	216,996	2.5%
<i>Number of square feet (factored) required to be maintained</i>							
Output	7,913,736	8,572,700	8,572,700	8,562,875	8,789,696	216,996	2.5%
<i>Number of square feet maintained</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 0.78	\$ 0.86	\$ 0.85	\$ 0.82	\$ 0.88	\$ 0.02	2.8%
<i>Cost per square foot</i>							
Revenues by Fund							
General	\$ 762	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Detention Operations	-	-	-	-	-	-	0.0%
Totals	\$ 762	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Expenditures by Fund							
General	\$ 4,849,017	\$ 5,449,712	\$ 5,321,970	\$ 5,179,480	\$ 5,624,127	\$ (302,157)	-5.7%
Detention Operations	1,325,897	1,952,064	1,976,296	1,812,316	2,067,079	(90,783)	-4.6%
Totals	\$ 6,174,914	\$ 7,401,776	\$ 7,298,266	\$ 6,991,795	\$ 7,691,206	\$ (392,940)	-5.4%
Staffing (FTEs)	-	-	121.00	-	122.00	1.00	0.8%



The Fiscal Year 2007-08 budget for the Facilities Maintenance Activity accommodates the increased demand for maintained square footage of County facilities. Due to the completion of new buildings, the Department expects to maintain an additional 216,996 square feet, an increase of 2.5% over Fiscal Year 2006-07. Because of the increase in demand, the expenditure budget has been increased accordingly. The rate increase can also be attributed to the higher cost of outsourcing some services, such as plumbing and electrical work, due to the department’s inability to fill vacant positions because of low wages. Market studies of facilities maintenance positions are underway.

Base Adjustment: One trades specialist (an HVAC position) FTE plus related supplies and services funding have been added to this activity. There is a 2.9% increase in per unit cost due to the salary and benefit increases of personnel associated with this activity. Maintenance supply costs have also increased by approximately \$80,000 to meet demand.

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

	FY 2005-06	FY 2006-07		FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of projects delivered within the original project budget as approved by the Board of Supervisors	89.0%	98.0%	98.0%	98.0%	100.0%	2.0% 2.0%
Percent improvement in the Facilities Condition Index (FCI)	2.0%	2.0%	2.0%	2.0%	2.0%	0.0% 0.0%

Activities that comprise this program include:

- Capital Improvement Plan Implementation
- Major Maintenance Plan Implementation
- Planning

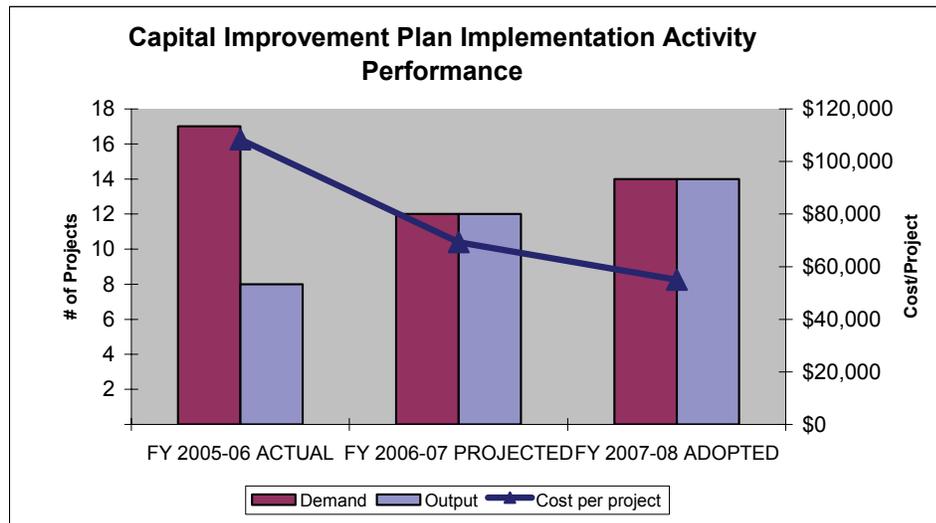
Capital Improvement Plan Implementation Activity

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: ARS 41-1492 establishes standards and regulations, including building codes, for public accommodations and commercial facilities

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand	17	20	20	12	14	(6)	-30.0%
<i>Number of projects approved by the Board</i>							
Output	8	20	20	12	14	(6)	-30.0%
<i>Number of projects worked on</i>							
Percent of Demand met	47.1%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency							
<i>Cost per project</i>							
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Detention Operations	-	-	-	-	-	-	0.0%
Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Expenditures by Fund							
General	\$ 792,414	\$ 833,557	\$ 744,272	\$ 744,580	\$ 689,139	\$ 55,133	7.4%
Detention Operations	74,201	78,585	81,642	86,305	81,405	237	0.3%
Totals	\$ 866,615	\$ 912,142	\$ 825,914	\$ 830,884	\$ 770,544	\$ 55,370	6.7%
Staffing (FTEs)	-	-	8.00	-	8.00	-	0.0%



Total FY 2006-07 expenditures are budgeted to decrease by \$55,370 (6.7%) from the Fiscal Year 2006-07 revised budget. The decrease related to volume is \$247,774 and is offset by an unfavorable rate variance of \$192,404. The cost per project worked on increased by \$13,743 or 33.3% from the Fiscal Year 2006-07 revised budget. Although the number of projects may have gone down, staff and resources are not reduced because the number of projects may increase next year. It should be noted that this activity measure changed from Fiscal Year 2005-06 to Fiscal Year 2006-07. The output was measured as the number of projects completed and is now calculated as the number of projects worked on in order to capture all work done by the staff.

Major Maintenance Plan Implementation 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 mandate

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand	266	200	200	384	350	150	75.0%
<i>Number of projects requested</i>							
Output	266	200	200	384	350	150	75.0%
<i>Number of projects managed</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 153.03	\$ 238.16	\$ 869.03	\$ 385.05	\$ 758.84	\$ (110.19)	-12.7%
<i>Cost per project</i>							
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Detention Operations	-	-	-	-	-	-	0.0%
Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Expenditures by Fund							
General	\$ 40,706	\$ 47,631	\$ 173,806	\$ 147,859	\$ 265,594	\$ (91,788)	-52.8%
Detention Operations	-	-	-	-	-	-	0.0%
Totals	\$ 40,706	\$ 47,631	\$ 173,806	\$ 147,859	\$ 265,594	\$ (91,788)	-52.8%
Staffing (FTEs)	-	-	4.00	-	4.00	-	0.0%

The Fiscal Year 2007-08 budget reflects an increase of \$91,788 over Fiscal Year 2006-07 which accommodates the increased demand of projects from 200 to 350. Major expenditure items are for salaries and benefits of four full-time employees: two project managers and two trades specialists. The project managers, at an average salary and benefit pay of \$78,842, were brought in mid-year; therefore, the annualization of the salaries and benefits create much of the increased cost in Fiscal Year 2007-08. The rest of the increase is attributed to pay for performance and fixed and variable benefit increases.

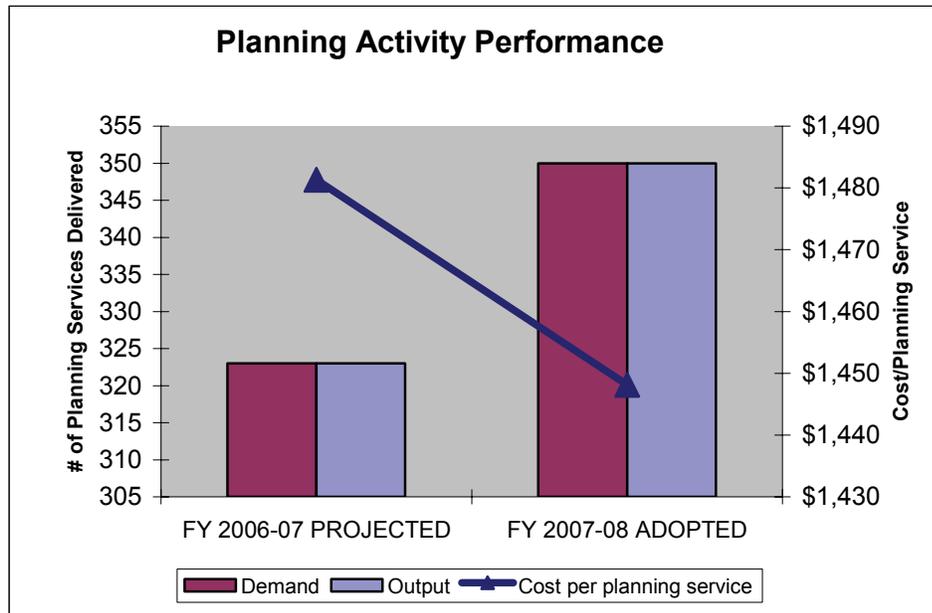
Planning Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand	-	25	25	323	350	325	1300.0%
<i>Number planning services requested and funded by departments</i>							
Output	-	25	25	323	350	325	1300.0%
<i>Number planning services delivered</i>							
<i>Percent of Demand met</i>	0.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ -	\$ 20,927.52	\$ 19,152.40	\$ 1,481.29	\$ 1,448.15	\$ (17,704.25)	-92.4%
<i>Cost per planning service</i>							
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Detention Operations	-	-	-	-	-	-	-
Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenditures by Fund							
General	\$ 409,397	\$ 523,188	\$ 478,810	\$ 478,458	\$ 506,851	\$ (28,041)	-5.9%
Detention Operations	-	-	-	-	-	-	-
Totals	\$ 409,397	\$ 523,188	\$ 478,810	\$ 478,458	\$ 506,851	\$ (28,041)	-5.9%
Staffing (FTEs)	-	-	7.00	-	7.00	-	0.0%



The Planning Activity demand and output show significant change from Fiscal Year 2006-07 adopted/revised to projected actual, 25 services to 323. When the budget was adopted, the measure only counted master plans. It was determined that Planning personnel actually do more than just master plans. They are involved in master plans, space plans, special studies, signage, and major maintenance plans, which increased the demand and output. Thus, the unit cost has decreased from \$19,152 to \$1,481. The expenditure budget in Fiscal Year 2007-08 has increased due to higher personnel costs in pay for performance and fringe benefits.

Protective Services Program

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent parking spaces utilized in County garages	61.7%	70.0%	70.0%	70.0%	70.0%	0.0%	0.0%

Activities that comprise this program include:

- Parking Management
- Security

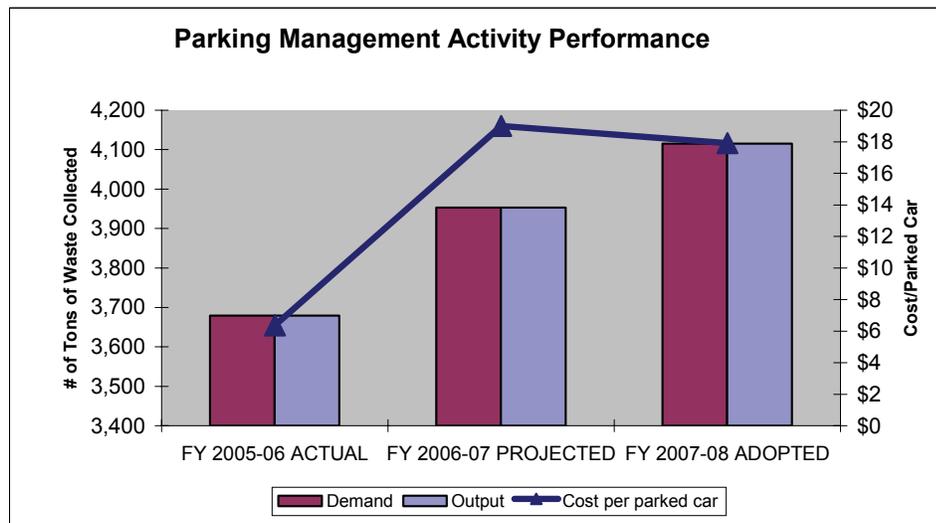
Parking Management Activity

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 mandate

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Demand <i>Number of cars expected to be parked per day</i>	3,679	3,953	3,953	3,953	4,115	162	4.1%
Output <i>Number of cars parked per day</i>	3,679	3,953	3,953	3,953	4,115	162	4.1%
<i>Percent of Demand met</i>	0.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Cost per car parked</i>	\$ 6.36	\$ 16.44	\$ 18.40	\$ 18.99	\$ 17.91	\$ (0.49)	-2.6%
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Detention Operations	-	-	-	-	-	-	0.0%
Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Expenditures by Fund							
General	\$ 23,395	\$ 65,000	\$ 72,716	\$ 75,086	\$ 73,696	\$ (980)	-1.3%
Detention Operations	-	-	-	-	-	-	0.0%
Totals	\$ 23,395	\$ 65,000	\$ 72,716	\$ 75,086	\$ 73,696	\$ (980)	-1.3%
Staffing (FTEs)	-	-	1.50	-	1.50	-	0.0%



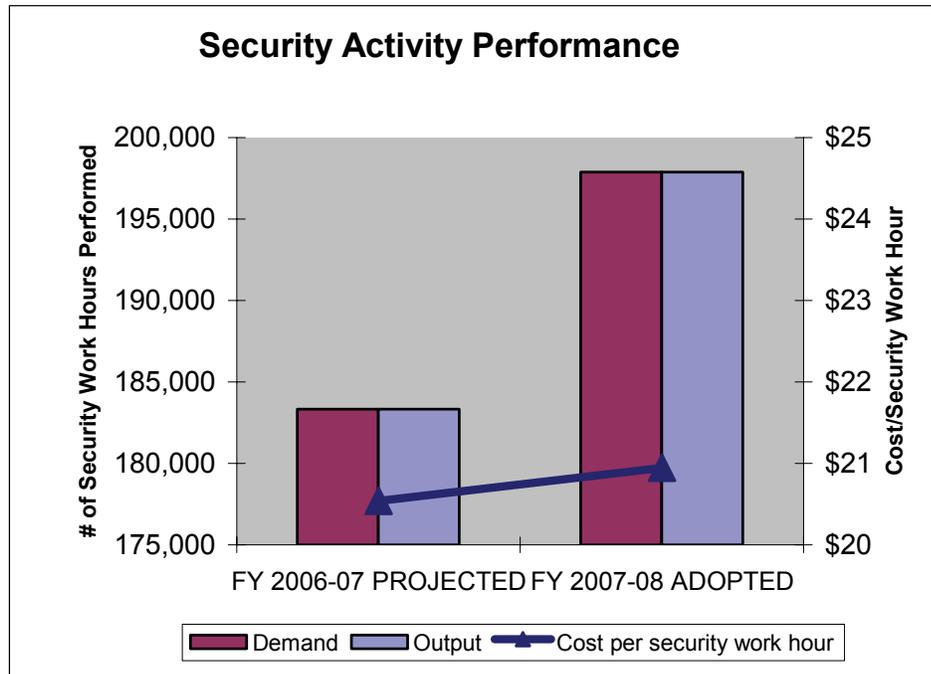
Security Activity

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 mandate

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
<u>Demand</u>	-	100,000	100,000	183,318	197,878	97,878	97.9%
<i>Number of hours required to staff security</i>							
<u>Output</u>	-	100,000	100,000	183,318	197,878	97,878	97.9%
<i>Number of hours staffed</i>							
<i>Percent of Demand met</i>	0.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u>	\$ -	\$ 38.13	\$ 37.91	\$ 20.54	\$ 20.94	\$ (16.97)	-44.8%
<i>Cost per work hour</i>							
<u>Revenues by Fund</u>							
General	\$ 290,176	\$ 335,141	\$ 498,367	\$ 335,141	\$ 522,115	\$ 23,748	4.8%
Detention Operations	-	-	-	-	-	-	0.0%
Totals	\$ 290,176	\$ 335,141	\$ 498,367	\$ 335,141	\$ 522,115	\$ 23,748	4.8%
<u>Expenditures by Fund</u>							
General	\$ 3,037,112	\$ 3,728,581	\$ 3,711,321	\$ 3,696,867	\$ 4,057,787	\$ (346,466)	-9.3%
Detention Operations	61,235	84,679	79,738	68,158	86,529	(6,791)	-8.5%
Totals	\$ 3,098,347	\$ 3,813,260	\$ 3,791,059	\$ 3,765,025	\$ 4,144,316	\$ (353,257)	-9.3%
<u>Staffing (FTEs)</u>	-	-	84.00	-	91.00	7.00	8.3%



Base Adjustment: The Security Activity budget for Fiscal Year 2007-08 shows a significant change from Fiscal Year 2006-07. Seven security officers were added to the budget to provide security services to the County’s Human Services Campus. These expenditures will be paid for by the Campus, which is a separate entity, and are reflected in the revenue budget of \$522,115. The remaining expenditure budget increase consists of pay for performance adjustments and

increased costs of fixed and variable benefits for the 91 Security FTEs. Additional demand (work hours) is anticipated to cover elections and overtime at the request of departments; however, these charges are allocated out to the requesting departments resulting in a lower unit cost to the Facilities Management Department.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 12,932,897	\$ 95,555
MID-YEAR ADJUSTMENTS:		
Executive Compensation Plan	\$ 7,309	\$ -
Subtotal	\$ 7,309	\$ -
FY 2006-07 REVISED BUDGET:	\$ 12,940,206	\$ 95,555
Restatements	337,121	335,141
FY 2006-07 REVISED RESTATED BUDGET:	\$ 13,277,327	\$ 430,696
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 150,717	\$ -
Retirement Contributions	43,564	-
FY 2007-08 Pay for Performance	318,690	-
Annualization of Compensation Adjustments	3,751	-
Annualization of FY 2007 Initiatives	18,827	-
Subtotal	\$ 535,549	\$ -
FY 2007-08 BUDGET TARGET	\$ 13,812,876	\$ 430,696
BASE ADJUSTMENTS:		
Budget Submittal Under Target	\$ (149,128)	\$ -
Increase to Security Activity for Human Services Campus (\$100,000 in revenue grant funded)	286,974	186,974
Increase to Facilities Maintenance Activity for San Tan Justice Courts	54,402	-
Reduction to Executive Management Activity to correct allocations in from Regional Development Services	(4,318)	-
Decrease Other Benefits for Workers' Compensation and Unemployment	(13,200)	-
Increase Risk Management charges	43,382	-
Increase to Salary and Benefit Adjustments for Pay for Performance	136	-
Increase to Regular Pay and Benefits for IT and Dispatcher market studies	47,811	-
Subtotal	\$ 266,059	\$ 186,974
FY 2007-08 ADOPTED BUDGET:	\$ 14,078,935	\$ 617,670

Detention Fund (255) Appropriated Budget Reconciliation

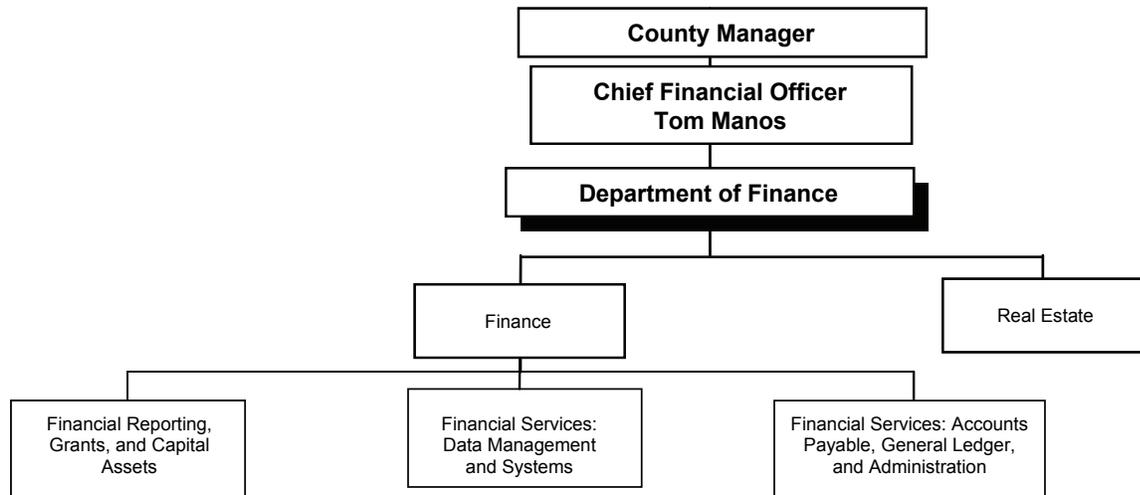
	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 3,081,810	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 3,081,810	\$ -
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 32,023	\$ -
Retirement Contributions	8,004	-
FY 2007-08 Pay for Performance	46,307	-
Annualization of Compensation Adjustments	2,610	-
One Time Expenses	(114,700)	-
Subtotal	\$ (25,756)	\$ -
FY 2007-08 BUDGET TARGET	\$ 3,056,054	\$ -
BASE ADJUSTMENTS:		
Budget Submittal Under Target	\$ (28,547)	\$ -
Decrease Other Benefits for Workers' Comp and Unemployment	(350)	-
Increase Risk Management charges	9,217	-
Reduction to Executive Management Activity to correct allocations in from Regional Development Services	(889)	-
Subtotal	\$ (20,569)	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 3,035,485	\$ -

Finance

Analysis by Kirk Jaeger, Management & Budget Analyst

Summary

Organizational Chart



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: Executive Variance Reports continue to be distributed to OMB and Finance Management Teams. Departmental Variance reports are being used by pilot program

departments. Although these reports currently only contain financial data, it is anticipated that the new MFR data base will enhance Finance's ability to report on MFR data.

- **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: This goal has been met and will be closed. Results of the Employee Satisfaction Survey administered in February 2007 indicate an overall score of 6.28, an increase of 0.40 over last year.

- **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: The Department of Finance has an overall turnover rate of 12.77% year to date through 12/31/2006. If transfers of employees to other departments are excluded, the rate drops to 8.51%

- **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: The Collections Unit's FY 2007 goal is \$4,582,308.35. At the end of Quarter 2, they have collected \$2,151,452.49. The Collections unit has shown consistent increases in collection levels since this goal was established in 2005 (14% in FY 2005 and 35% in FY 2006). These increases can be attributed to an increase in the number of accounts that are sent to the Collections Unit. Based upon the trend, it is anticipated that this goal will be met ahead of schedule.

- **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: Approximately 97% of the bond proceeds have been spent to date on capital projects including: several court facilities, the medical examiner facility, the public health facility, and the Security Center. The remaining cash balance of \$3.4 million has been budgeted in FY 2007 for construction costs related to the Downtown Justice Center.

- **By June 2007, we will implement an Electronic Document Management Program (EDMP) to reduce off-site storage costs, utilize existing floor space more effectively, and create a paperless document retrieval system.**

Status: Currently the Electronic Document Management Program maintains accounts payable documents, such as payment vouchers, 1099s, W-9s, EFT registration forms and vendor invoices; capital asset documents, including acquisition, betterment and disposition forms; grant master forms; and purchase orders. The imaging of purchase orders from a file has streamlined the purchase order process through Materials Management, where previous processes included the printing of multiple copies for review and distribution by Materials Management. In addition, capturing these documents early in the process will ensure that all documentation

associated with the procurement to payment process will be maintained in a single repository. The forthcoming Single Audit report will include a specific audit finding associated with the storage and maintenance of procurement information (specific to grant activities). The Department of Finance has been in communication with Materials Management regarding this audit finding to develop further solutions for their supporting documentation.

The inclusion of purchase orders in the EDMP has also eliminated the need for inefficient paper-handling and reduced the opportunity for error while decreasing processing time in the procurement process.

This program will continue to be funded at the current level, and any expansion will need to be prioritized by the Office of Enterprise Technology. The project has met all major milestones.

- **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: In FY 2007 the Department of Finance utilized existing technology to:

- Deliver online staff training aimed at increasing the number of payments entered directly into the general ledger system (95% of departments are now entering payments directly).
- Encourage vendors to receive their payments via electronic funds transfer (the number of vendors utilizing this payment option increased from 79 to 515 in six months).
- Create an electronic interchange of data between Pitney Bowes and Maricopa County.
- Initiate a data exchange from the PCard system to effectively take advantage of quick-pay rebates.
- Create an electronic data exchange for purchase orders in the EDMP.

The Department of Finance continues to seek new technology-based solutions, such as having the Sheriff's Office submit Jail Bond documents electronically and imaging warrants and electronic fund transfers.

- **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 program is currently in a hold status pending the update of the Budgeting and MfR systems, to ensure effective implementation and integration with new systems.

- **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: The Finance Department has written a high-level white paper which outlines areas in which improvements can be made to the central financial information system. The improvements identified include eliminating shadow systems, integrating processes within one system, streamlining procedures, and simplifying and controlling job functions. The Department of Finance has continued to collect the detailed needs assessment of functions that can be improved in the current financial system or are completely non-existent in the current system.

- **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: The grant Compliance Program has been established. Staff have been hired and trained. The Department of Finance is working to establish performance measures that will be meaningful and informative. Work done by the unit to date includes:

- Preparation of the FY 2006 Schedule of Federal Awards, required as part of the County's Single Audit Reporting Package. This process has led to the identification of compliance issues, and provided the opportunity to address these issues prior to the State of Arizona Office of the Auditor General's audit. Ultimately, this process will help to ensure future compliance, which improves the County's ability to receive grant funding.
- Preparation of grant files for digital imaging consistent with the Electronic Document Management Program.
- Development of Grant Compliance training, which will be presented to the Public Health Department this quarter and additional departments thereafter.
- Development of a Grant Compliance Review Program.
- Development of a Grant Master/Maintenance form to ensure all required information is obtained and entered into the general ledger system.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
18RE - REAL ESTATE	\$ 535,771	\$ 162,848	\$ 162,848	\$ 610,126	\$ 291,351	128,503	78.9%
RLST - REAL ESTATE MANAGEMENT	535,771	162,848	162,848	610,126	291,351	128,503	78.9%
99AS - ADMINISTRATIVE SERVICES PROG	\$ -	\$ 213,084	\$ 213,084	\$ 106,542	\$ 231,834	18,750	8.8%
FSAC - FINANCIAL SERVICES	-	213,084	213,084	106,542	231,834	18,750	8.8%
TOTAL PROGRAMS	\$ 535,771	\$ 375,932	\$ 375,932	\$ 716,668	\$ 523,185	\$ 147,253	39.2%
EXPENDITURES							
18CL - COLLECTIONS	\$ 335,219	\$ 669,814	\$ 365,776	\$ 368,066	\$ 383,257	(17,481)	-4.8%
CLCT - COLLECTIONS	335,219	669,814	365,776	368,066	383,257	(17,481)	-4.8%
18RE - REAL ESTATE	\$ 368,886	\$ 644,586	\$ 349,576	\$ 355,890	\$ 355,666	(6,090)	-1.7%
RLST - REAL ESTATE MANAGEMENT	368,886	644,586	349,576	355,890	355,666	(6,090)	-1.7%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 2,491,966	\$ 2,592,038	\$ 3,510,108	\$ 3,156,052	\$ 3,307,457	202,651	5.8%
BDGT - BUDGETING	-	(225,599)	-	-	-	-	-
FSAC - FINANCIAL SERVICES	2,457,385	3,480,151	3,510,108	3,150,113	3,307,457	202,651	5.8%
HRAC - HUMAN RESOURCES	-	(225,601)	-	-	-	-	-
ODIR - EXECUTIVE MANAGEMENT	31,097	14,292	-	5,939	-	-	-
PROC - PROCUREMENT	643	(225,602)	-	-	-	-	-
RMGT - RISK MANAGEMENT	2,841	(225,603)	-	-	-	-	-
99GV - GENERAL GOVERNMENT	\$ -	\$ 303,227	\$ 2,427	\$ 2,021	\$ 2,517	(90)	-3.7%
TOTAL PROGRAMS	\$ 3,196,071	\$ 4,209,665	\$ 4,227,887	\$ 3,882,029	\$ 4,048,897	178,990	4.2%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
18CL - COLLECTIONS	7.00	7.00	-	0.0%
CLCT - COLLECTIONS	7.00	7.00	-	0.0%
18RE - REAL ESTATE	3.00	3.00	-	0.0%
RLST - REAL ESTATE MANAGEMENT	3.00	3.00	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	46.00	46.00	-	0.0%
FSAC - FINANCIAL SERVICES	46.00	46.00	-	0.0%
99GV - GENERAL GOVERNMENT	-	-	-	-
TOTAL PROGRAMS	56.00	56.00	-	0.0%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Charges For Service	84,428	331,559	331,559	284,144	523,185	191,626	57.8%
Miscellaneous Revenues	451,343	44,373	44,373	432,523	-	(44,373)	-100.0%
Total Revenue	\$ 535,771	\$ 375,932	\$ 375,932	\$ 716,668	\$ 523,185	\$ 147,253	39.2%
EXPENDITURES							
Personal Services	\$ 2,532,077	\$ 3,632,195	\$ 3,650,376	\$ 3,411,214	\$ 3,794,122	(143,746)	-3.9%
Supplies	440,730	46,361	238,483	221,522	64,467	174,016	73.0%
Services	168,907	485,222	293,141	200,988	120,019	173,122	59.1%
Capital Outlay	54,357	45,887	45,887	48,305	70,289	(24,402)	-53.2%
Total Expenditures	\$ 3,196,071	\$ 4,209,665	\$ 4,227,887	\$ 3,882,029	\$ 4,048,897	\$ 178,990	4.2%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 535,771	\$ 375,932	\$ 375,932	\$ 716,668	\$ 523,185	\$ 147,253	39.2%
TOTAL FUNDS	\$ 535,771	\$ 375,932	\$ 375,932	\$ 716,668	\$ 523,185	\$ 147,253	39.2%
EXPENDITURES							
100 GENERAL	\$ 3,196,071	\$ 4,209,665	\$ 4,227,887	\$ 3,882,029	\$ 4,048,897	\$ 178,990	4.2%
TOTAL FUNDS	\$ 3,196,071	\$ 4,209,665	\$ 4,227,887	\$ 3,882,029	\$ 4,048,897	\$ 178,990	4.2%

Programs and Activities

Administrative Services Program

The purpose of the Administrative Services Program is to compile cost information and standardized performance data on a variety of internal administrative and support services for County departments, OMB and the Board of Supervisors so they can conduct comparative analyses and track program performance and costs.

Program Results

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
		ADOPTED	REVISED	PROJ ACT			
Percentage of activities within budget at year-end	57.1%	100.0%	100.0%	73.0%	100.0%	-	
Customer Satisfaction	80.0%	100.0%	100.0%	80.0%	100.0%	-	
Employee Satisfaction	95.0%	100.0%	100.0%	95.0%	100.0%	-	

This Department of Finance contributes to the following activity in this program:

- Financial Services

Financial Services Activity

The purpose of the Financial Services Activity is to provide general accounting reporting for the department management so they can meet their financial obligations and manage their financial operation in support of their mission.

Mandates: Administrative mandate

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	57.1%	100.0%	100.0%	73.0%	0.0%	-100.0%	-100.0%
<i>% of activities within budget at year-end</i>							
Revenues by Fund							
General	\$ -	\$ 213,084	\$ 213,084	\$ 106,542	\$ 231,834	\$ 18,750	8.8%
Totals	\$ -	\$ 213,084	\$ 213,084	\$ 106,542	\$ 231,834	\$ 18,750	8.8%
Expenditures by Fund							
General	\$ 2,457,385	\$ 3,480,151	\$ 3,510,108	\$ 3,150,113	\$ 3,307,457	\$ 202,651	5.8%
Totals	\$ 2,457,385	\$ 3,480,151	\$ 3,510,108	\$ 3,150,113	\$ 3,307,457	\$ 202,651	5.8%
Staffing (FTEs)	n/a	n/a	46.00	n/a	46.00	-	0.0%

The FY 2007-08 adopted budget is 5.8% (\$202,651) less than the FY 2006-07 revised budget due to reductions associated with the department's electronic imaging initiative. This project will be prioritized for funding by the Office of Enterprise Technology in relation to other enterprise-wide IT needs. This reduction was partially offset with increases associated with employee benefits and pay for performance.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of accounts that are active and paying	52.5%	52.5%	52.5%	52.5%	53.0%	0.5%	1.0%

This program has only one Activity:

- Collections

Collections Activity

The purpose of the Collections Activity 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.

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.§ 13.961 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.§ 21.334 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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results							
Percent of accounts that are active and paying.	52.5%	52.5%	52.5%	52.5%	53.0%	0.5%	1.0%
Demand Number of accounts to County Collections Unit	13,046	11,093	11,093	15,003	17,253	6,160	55.5%
Output Number of accounts.	9,453	5,824	5,824	11,477	13,198	7,374	126.6%
Percent of Demand met	72.5%	52.5%	52.5%	76.5%	76.5%	24.0%	45.7%
Efficiency Expenditures per unit of Output	\$ 56.23	\$ 115.01	\$ 62.80	\$ 32.07	\$ 29.04	\$ 33.77	53.8%
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenditures by Fund							
General	\$ 335,219	\$ 669,814	\$ 365,776	\$ 368,066	\$ 383,257	\$ (17,481)	-4.8%
Totals	\$ 335,219	\$ 669,814	\$ 365,776	\$ 368,066	\$ 383,257	\$ (17,481)	-4.8%
Staffing (FTEs)	n/a	n/a	7.00	n/a	7.00	-	0.0%

The performance measures associated with this Activity will be revised in the upcoming fiscal year so that progress toward the strategic goal associated with Collections (increasing collections by 20% each year) can be assessed.

The FY 2007-08 adopted budget is 4.8% greater (\$17,481) than the FY 2006-07 revised budget due to increases in employee benefits, merit pay, and technology leases.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of customers satisfied with real estate services received	100.0%	95.0%	95.0%	95.0%	95.0%	0.0%	0.0%

This program has only one Activity:

- Real Estate Management

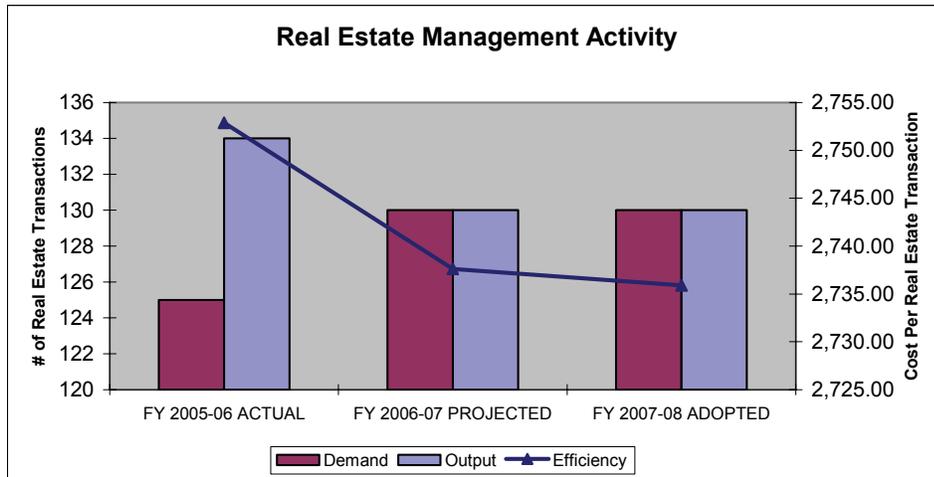
Real Estate Activity

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	100.0%	95.0%	95.0%	95.0%	95.0%	0.0%	0.0%
<i>Percent of customers satisfied with the real estate services received.</i>							
Demand	125	134	134	130	130	(4)	-3.0%
<i>Number of real estate actions requested.</i>							
Output	134	125	125	130	130	5	4.0%
<i>Number of real estate actions completed.</i>							
<i>Percent of Demand met</i>	107.2%	93.3%	93.3%	100.0%	100.0%	6.7%	7.2%
Efficiency	\$ 924.00	\$ 5,156.69	\$ 2,796.61	\$ 2,737.62	\$ 2,735.89	\$ 60.72	2.2%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ 535,771	\$ 162,848	\$ 162,848	\$ 610,126	\$ 291,351	\$ 128,503	78.9%
Totals	\$ 535,771	\$ 162,848	\$ 162,848	\$ 610,126	\$ 291,351	\$ 128,503	78.9%
Expenditures by Fund							
General	\$ 368,886	\$ 644,586	\$ 349,576	\$ 355,890	\$ 355,666	\$ (6,090)	-1.7%
Totals	\$ 368,886	\$ 644,586	\$ 349,576	\$ 355,890	\$ 355,666	\$ (6,090)	-1.7%
Staffing (FTEs)	n/a	n/a	3.00	n/a	3.00	-	0.0%



The FY 2007-08 budget for the Real Estate Activity meets projected demand of 130 real estate transactions at a cost of \$2,735.89 per transaction. The FY 2007-08 adopted budget is 1.7% greater (\$6,090) than the FY 2006-07 revised budget due to increases in employee benefits and merit pay.

General Fund (100) Appropriated Budget Reconciliation

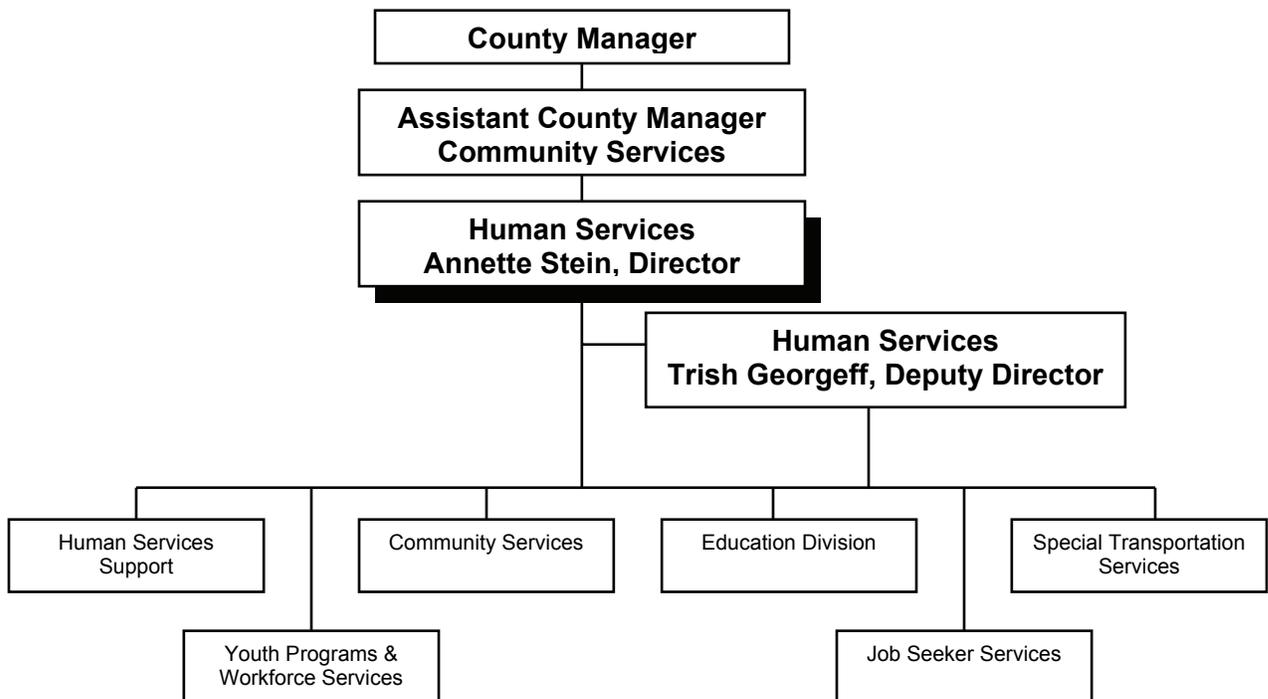
	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 4,442,521	\$ 375,932
MID-YEAR ADJUSTMENTS:		
Executive Compensation Packages (ECP)	\$ 18,222	\$ -
Subtotal	\$ 18,222	\$ -
FY 2006-07 REVISED BUDGET:	\$ 4,460,743	\$ 375,932
Restatements	\$ (232,856)	\$ -
<i>Single Audit to Non-Departmental</i>	\$ (144,000)	
<i>Document Imaging Licenses to Office of Enterprise</i>		
<i>Technology</i>	(88,856)	
<i>Total Restatements</i>	<u>\$ (232,856)</u>	
FY 2006-07 REVISED RESTATED BUDGET:	\$ 4,227,887	\$ 375,932
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 41,907	\$ -
Retirement Contributions	14,107	-
FY 2007-08 Pay for Performance	91,158	-
Subtotal	\$ 147,172	\$ -
FY 2007-08 BUDGET TARGET	\$ 4,375,059	\$ 375,932
BASE ADJUSTMENTS:		
Revenue above target in Real Estate Activity	\$ -	\$ 147,253
Adjustment to the Collections Activity in Personnel	(1,562)	-
Adjustment to the Real Estate Activity in Personnel	(737)	-
Adjustment to the Internal Service Fund Charge Activity in Personnel	(390)	-
Adjustments to the Financial Services Activity	(323,953)	-
<i>For Personnel Services</i>	\$ (1,210)	-
<i>For Reduction to Imaging</i>	(322,743)	-
Increase in Risk Management Workers Compensation and Unemployment charges	480	-
Subtotal	\$ (326,162)	\$ 147,253
FY 2007-08 ADOPTED BUDGET:	\$ 4,048,897	\$ 523,185

Human Services

Analysis by Dexter C. Thomas, Management & Budget Analyst

Summary

Organizational Chart



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

- **Reduce Homelessness:** By July 2007, partner with other organizations in the development of the Human Services Campus by working to prevent homelessness and support home ownership in the county.

Status: Human Services participated and played a major role in the development and planning of the Human Services Campus which opened in mid November 2005 and the department continues to have vested interest in reducing homelessness in Maricopa County.

- **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: The Department has recently developed this goal and will measure the progress and success throughout the year.

- **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: The department is achieving progress in each facet of this goal, and anticipates enhancing services to youth by the end of fiscal year 2007. In a preliminary sample, youth participation is planned to increase by approximately 7% in FY 2007-08.

- **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: The department is in the process of moving to a new location in the west valley by the end of December 2007 to provide one stop job and career services center to citizens of Maricopa County.

- **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: The department is achieving progress in this goal, and anticipates being able to report significant advancement of the goal by the end of FY 2006-07.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
HOME - HOMELESS ASSISTANCE	\$ -	\$ -	\$ -	\$ -	\$ 87,180	\$ 87,180	
EHSN - EMERGENCY SHELTER NIGHTS	-	-	-	-	87,180	87,180	
22CS - COMMUNITY SERVICES	\$ 3,943,086	\$ 3,937,968	\$ 4,035,668	\$ 5,167,909	\$ 5,927,436	\$ 1,891,768	46.9%
COAA - COMMUNITY ACTION AGENCY	809,284	3,188,038	3,188,038	2,898,463	2,042,121	(1,145,917)	-35.9%
FAST - FINANCIAL ASSISTANCE	3,133,802	749,930	847,630	2,269,446	3,885,315	3,037,685	358.4%
22ED - CHILD DEVELOPMENT AND EDUCATION PR	\$ 18,239,536	\$ 17,573,006	\$ 17,573,006	\$ 18,572,004	\$ 17,582,765	\$ 9,759	0.1%
CDEV - CHILD DEVELOPMENT & EDUCATION	17,396,754	12,839,810	12,839,810	16,599,859	16,005,681	3,165,871	24.7%
CHLT - CHILD HEALTH SERVICES	350,278	2,135,533	2,135,533	889,801	319,994	(1,815,539)	-85.0%
FAMI - FAMILY PARTNERSHIPS	492,504	2,597,663	2,597,663	1,082,344	1,257,090	(1,340,573)	-51.6%
22TS - SPECIAL TRANSPORTATION SERVICE	\$ 4,153,430	\$ 3,544,541	\$ 3,544,541	\$ 3,531,975	\$ 4,161,959	\$ 617,418	17.4%
ERLT - EMPLOYMENT RELATED TRANSP	1,946,001	1,703,259	1,703,259	1,376,268	1,575,730	(127,529)	-7.5%
SNTM - SPECIAL NEEDS TRANSP. MEALS	-	472,081	472,081	346,434	363,894	(108,187)	-22.9%
SNTT - SPECIAL NEEDS TRANSP. TRIPS	2,207,430	1,369,201	1,369,201	1,809,273	2,222,335	853,134	62.3%
22WD - WORKFORCE DEVELOPMENT	\$ 10,527,767	\$ 8,350,851	\$ 8,350,851	\$ 8,500,029	\$ 10,287,725	\$ 1,936,874	23.2%
SEEK - JOB SEEKER SERVICES	8,603,273	5,906,234	5,906,234	6,210,158	7,282,332	1,376,098	23.3%
TSKT - TECHNICAL SKILLS TRAINING	882,132	1,026,261	1,026,261	748,194	1,149,008	122,747	12.0%
YOUT - YOUTH SERVICES	1,042,362	1,418,356	1,418,356	1,541,677	1,856,385	438,029	30.9%
39SA - SR. ADULT INDEPENDENT LIVING	\$ 1,286,538	\$ 1,063,100	\$ 1,063,100	\$ 1,203,500	\$ 942,810	\$ (120,290)	-11.3%
SAIL - SR. ADULT INDEPENDENT LIVING	1,286,538	1,063,100	1,063,100	1,203,500	942,810	(120,290)	-11.3%
99AS - ADMINISTRATIVE SERVICES PROG	\$ (6,030)	\$ 1,417,932	\$ 1,417,932	\$ 549,001	\$ 3,519,956	\$ 2,102,024	148.2%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ -	\$ 718,305	\$ 718,305	\$ 299,291	\$ -	\$ (718,305)	-100.0%
99GV - GENERAL GOVERNMENT	\$ (582,003)	\$ 1,220,739	\$ 1,220,739	\$ 508,637	\$ -	\$ (1,220,739)	-100.0%
TOTAL PROGRAMS	\$ 37,562,325	\$ 37,826,442	\$ 37,924,142	\$ 38,332,346	\$ 42,509,831	\$ 4,585,689	12.1%
EXPENDITURES							
HOME - HOMELESS ASSISTANCE	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 812,180	\$ (312,180)	-62.4%
EHSN - EMERGENCY SHELTER NIGHTS	-	-	-	-	312,180	(312,180)	
HLDS - HOMELESS LOW DEMAND SHELTER	-	-	428,000	428,000	428,000	-	0.0%
HWDR - HOMELESS WEEKEND DAY RESOURCE	-	-	72,000	72,000	72,000	-	0.0%
22CS - COMMUNITY SERVICES	\$ 5,217,623	\$ 5,141,916	\$ 4,739,616	\$ 5,908,426	\$ 6,406,384	\$ (1,666,768)	-35.2%
COAA - COMMUNITY ACTION AGENCY	1,267,884	4,391,986	3,891,986	3,402,825	2,521,069	1,370,917	35.2%
FAST - FINANCIAL ASSISTANCE	3,949,739	749,930	847,630	2,505,601	3,885,315	(3,037,685)	-358.4%
22ED - CHILD DEVELOPMENT AND EDUCATION PR	\$ 18,231,380	\$ 17,573,006	\$ 17,573,006	\$ 19,085,563	\$ 17,495,814	\$ 77,192	0.4%
CDEV - CHILD DEVELOPMENT & EDUCATION	16,601,162	12,839,810	12,839,807	16,277,143	15,918,730	(3,078,923)	-24.0%
CHLT - CHILD HEALTH SERVICES	697,662	2,135,533	2,135,536	1,037,890	319,994	1,815,542	85.0%
FAMI - FAMILY PARTNERSHIPS	932,556	2,597,663	2,597,663	1,770,530	1,257,090	1,340,573	51.6%
22TS - SPECIAL TRANSPORTATION SERVICE	\$ 3,866,614	\$ 3,826,541	\$ 3,826,541	\$ 3,407,802	\$ 4,443,959	\$ (617,418)	-16.1%
ERLT - EMPLOYMENT RELATED TRANSP	1,744,856	1,703,259	1,703,259	1,288,249	1,575,730	127,529	7.5%
SNTM - SPECIAL NEEDS TRANSP. MEALS	-	542,581	542,581	445,372	434,394	108,187	19.9%
SNTT - SPECIAL NEEDS TRANSP. TRIPS	2,121,758	1,580,701	1,580,701	1,674,181	2,433,835	(853,134)	-54.0%
22WD - WORKFORCE DEVELOPMENT	\$ 9,823,100	\$ 8,350,851	\$ 8,350,851	\$ 7,883,763	\$ 10,287,725	\$ (1,936,874)	-23.2%
SEEK - JOB SEEKER SERVICES	7,165,092	5,906,234	5,906,234	5,779,299	7,282,332	(1,376,098)	-23.3%
TSKT - TECHNICAL SKILLS TRAINING	891,098	1,026,261	1,026,261	990,807	1,149,008	(122,747)	-12.0%
YOUT - YOUTH SERVICES	1,766,911	1,418,356	1,418,356	1,113,657	1,856,385	(438,029)	-30.9%
39SA - SR. ADULT INDEPENDENT LIVING	\$ 2,511,816	\$ 2,279,530	\$ 2,296,661	\$ 2,268,139	\$ 2,159,240	\$ 137,421	6.0%
SAIL - SR. ADULT INDEPENDENT LIVING	2,511,816	2,279,530	2,296,661	2,268,139	2,159,240	137,421	6.0%
99AS - ADMINISTRATIVE SERVICES PROG	\$ (1,051,036)	\$ 1,417,932	\$ 1,400,808	\$ 408,093	\$ 2,418,015	\$ (1,017,207)	-72.6%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 438,761	\$ 718,305	\$ 718,298	\$ 552,567	\$ 36,000	\$ 682,298	95.0%
99GV - GENERAL GOVERNMENT	\$ 1,351,902	\$ 1,220,739	\$ 1,220,739	\$ 1,220,737	\$ 1,152,892	\$ 67,847	5.6%
TOTAL PROGRAMS	\$ 40,390,160	\$ 40,528,820	\$ 40,626,520	\$ 41,235,089	\$ 45,212,209	\$ (4,585,689)	-11.3%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
22CS - COMMUNITY SERVICES	8.35	9.35	1.00	12.0%
COAA - COMMUNITY ACTION AGENCY	6.30	7.30	1.00	15.9%
FAST - FINANCIAL ASSISTANCE	2.05	2.05	-	0.0%
22ED - CHILD DEVELOPMENT AND EDUCATION F	237.00	237.00	-	0.0%
CDEV - CHILD DEVELOPMENT & EDUCATION	205.00	205.00	-	0.0%
CHLT - CHILD HEALTH SERVICES	4.00	4.00	-	0.0%
FAMI - FAMILY PARTNERSHIPS	28.00	28.00	-	0.0%
22TS - SPECIAL TRANSPORTATION SERVICE	67.90	67.90	-	0.0%
ERLT - EMPLOYMENT RELATED TRANSP	22.74	22.74	-	0.0%
SNTM - SPECIAL NEEDS TRANSP. MEALS	7.28	7.28	-	0.0%
SNTT - SPECIAL NEEDS TRANSP. TRIPS	37.89	37.89	-	0.0%
22WD - WORKFORCE DEVELOPMENT	79.00	78.00	(1.00)	-1.3%
SEEK - JOB SEEKER SERVICES	55.00	55.00	-	0.0%
TSKT - TECHNICAL SKILLS TRAINING	19.00	18.00	(1.00)	-5.3%
YOUT - YOUTH SERVICES	5.00	5.00	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	18.00	18.00	-	0.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	8.00	8.00	-	0.0%
TOTAL PROGRAMS	461.25	461.25	-	0.0%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ 36,958,986	\$ 37,602,070	\$ 37,699,770	\$ 37,520,608	\$ 42,109,725	\$ 4,409,955	11.7%
Charges For Service	37,541	-	-	-	400,106	400,106	
Miscellaneous Revenues	565,797	224,372	224,372	811,738	-	(224,372)	-100.0%
Total Revenue	\$ 37,562,325	\$ 37,826,442	\$ 37,924,142	\$ 38,332,346	\$ 42,509,831	\$ 4,585,689	12.1%
EXPENDITURES							
Personal Services	\$ 16,536,125	\$ 18,584,586	\$ 19,229,593	\$ 17,899,397	\$ 19,942,558	\$ (712,965)	-3.7%
Supplies	1,812,951	1,651,512	1,642,241	1,400,895	1,780,648	(138,407)	-8.4%
Services	20,702,297	18,475,218	17,937,182	20,484,384	21,202,300	(3,265,118)	-18.2%
Other Financing Uses	834,905	934,317	934,317	934,317	937,832	(3,515)	-0.4%
Capital Outlay	503,882	883,187	883,187	516,097	1,348,871	(465,684)	-52.7%
Total Expenditures	\$ 40,390,160	\$ 40,528,820	\$ 40,626,520	\$ 41,235,089	\$ 45,212,209	\$ (4,585,689)	-11.3%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
222 HUMAN SERVICES GRANTS	\$ 37,562,325	\$ 37,826,442	\$ 37,924,142	\$ 38,332,346	\$ 42,509,831	\$ 4,585,689	12.1%
TOTAL FUNDS	\$ 37,562,325	\$ 37,826,442	\$ 37,924,142	\$ 38,332,346	\$ 42,509,831	\$ 4,585,689	12.1%
EXPENDITURES							
100 GENERAL	\$ 2,645,578	\$ 2,702,378	\$ 2,702,378	\$ 3,705,864	\$ 2,702,378	\$ -	0.0%
222 HUMAN SERVICES GRANTS	37,744,582	37,826,442	37,924,142	37,529,225	42,509,831	(4,585,689)	-12.1%
TOTAL FUNDS	\$ 40,390,160	\$ 40,528,820	\$ 40,626,520	\$ 41,235,089	\$ 45,212,209	\$ (4,585,689)	-11.3%

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.

Mandates: All activities under this program are non-mandated.

Activities that comprise this program include:

- Homeless Low Demand Shelter
- 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 that they can increase health and safety by avoiding risks associated with sleeping in open and unprotected environments.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	
							%
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
<u>Demand</u>	NA	NA	84,000	130,308	130,308	46,308	55.1%
<i>Number of Shelter Nights Demanded</i>							
<u>Output</u>	NA	NA	84,000	130,308	130,308	46,308	55.1%
<i>Number of Shelter Nights Provided</i>							
<i>Percent of Demand met</i>	NA	NA	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u>	NA	NA	\$ 5.10	\$ 3.28	\$ 3.28	\$ 1.81	35.5%
<i>Expenditures per unit of Output</i>							
<u>Expenditures by Fund</u>							
General	NA	NA	\$ 428,000	\$ 428,000	\$ 428,000	\$ -	0.0%
Totals	\$ -	\$ -	\$ 428,000	\$ 428,000	\$ 428,000	\$ -	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the revised budget based on the mid-year redefining of this activity in FY 2006-07. Funded expenditure levels were established in FY 2006-07 to meet 100% of demand based on the contract. The total budgeted expenditures remain level from FY 2006-07, reflecting increased volume of output offset by a lower rate of expenditure per unit of output.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand	NA	NA	71	104	104	33	46.5%
<i>Number of days of operation demanded</i>							
Output	NA	NA	71	104	104	33	46.5%
<i>Number of days of operation provided</i>							
<i>Percent of Demand met</i>	NA	NA	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	NA	\$ 1,014.08	\$ 692.31	\$ 692.31	\$ 321.78	31.7%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	NA	NA	\$ 72,000	\$ 72,000	\$ 72,000	\$ -	0.0%
Totals	\$ -	\$ -	\$ 72,000	\$ 72,000	\$ 72,000	\$ -	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the revised budget based on the mid-year redefining of this activity in FY 2006-07. Funded expenditure levels were established in FY 2006-07 to meet 100% of demand based on the contract. The total budgeted expenditures remain level from FY 2006-07, reflecting increased volume of output offset by a lower rate of expenditure per unit of output.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand	NA	NA	NA	260,000	260,000		
<i>Number of days of operation demanded</i>							
Output	NA	NA	NA	260,000	260,000		
<i>Number of days of operation</i>							
<i>Percent of Demand met</i>	NA	NA	NA	100.0%	100.0%		
Efficiency	NA	NA	NA	NA	\$ 1.20		
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Human Services Grants	NA	NA	NA	NA	\$ 87,180		
Totals	\$ -	\$ -	\$ -	\$ -	\$ 87,180	\$ 87,180	
Expenditures by Fund							
General	NA	NA	NA	NA	\$ 225,000		
Human Services Grants	NA	NA	NA	NA	87,180		
Totals	\$ -	\$ -	\$ -	\$ -	\$ 312,180	\$ (312,180)	

This is a new activity established for FY 2007-08 and does not have any performance measures history. Funded expenditure levels were developed based on the contract. Budget right-sizing was accomplished using historical spending patterns and available grant funds from the previous activity that have been mapped to the activity in order to meet 100% of demand.

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.

Mandates: All activities under this program are non-mandated.

Program Results

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Percent of contracts monitored	NA	NA	60.0%	60.0%	60.0%	0.0%	0.0%
Percent of subcontractor agency participants who rate training as satisfactory or higher	NA	NA	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of low-income households provided eviction prevention or move-in cost assistance	NA	NA	8.3%	8.3%	8.3%	0.0%	0.0%
Percent of households who received eviction prevention or move-in cost assistance who are not homeless based on a 60-day follow-up	NA	NA	70.0%	70.0%	70.0%	0.0%	0.0%

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results <i>Percent of subcontractor agency participants who rate training as satisfactory or higher</i>	NA	NA	NA	NA	100.0%		
Results <i>Number of training sessions provided to subcontractor agencies</i>	NA	NA	NA	60.0%	60.0%		
Demand <i>Number of Community Action Agency contracts for Human Services of Maricopa County</i>	30	-	-	26	26	26	
Output <i>Number of contracts developed, administered, and monitored</i>	-	-	-	16	16	16	
<i>Percent of Demand met</i>	0.0%			61.5%	61.5%		
Efficiency <i>Expenditures per unit of Output</i>				\$212,676.56	\$157,566.81		
Revenues by Fund							
Human Services Grants	\$ 809,284	\$ 3,188,038	\$ 3,188,038	\$ 2,898,463	\$ 2,042,121	\$ (1,145,917)	-35.9%
Totals	\$ 809,284	\$ 3,188,038	\$ 3,188,038	\$ 2,898,463	\$ 2,042,121	\$ (1,145,917)	-35.9%
Expenditures by Fund							
General	\$ 450,948	\$ 1,203,948	\$ 703,948	\$ 1,083,089	\$ 478,948	\$ 225,000	32.0%
Human Services Grants	816,936	3,188,038	3,188,038	2,319,736	2,042,121	1,145,917	35.9%
Totals	\$ 1,267,884	\$ 4,391,986	\$ 3,891,986	\$ 3,402,825	\$ 2,521,069	\$ 1,370,917	35.2%
Staffing (FTEs)	NA	NA	6.30	NA	7.30	1.00	15.9%

This is a new activity in FY 2007-08 and funded expenditure levels were created based on the prior history of the Case Management activity. The FY 2007-08 budgeted expenditures meet 61.5% of projected demand, which is level to the FY 2006-07 revised, based on the number of grants to be monitored and serviced by the department. Total budgeted expenditures are decreased by \$1,370,917 (35.2%) from FY 2006-07, reflecting no change in the volume of output and a lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Personal Services, Supplies and Services based on higher salary and benefit costs combined with a decrease in expenditures for intergovernmental payments based on the available funds.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results <i>Percent of low-income households provided eviction prevention or move-in cost assistance.</i>	NA	95.0%	95.0%	11.5%	11.5%	-83.5%	-0.8789
Results <i>Percent of households who received eviction prevention or move-in cost assistance who are not homeless based on a 60-day follow-up</i>	NA	NA	NA	70.0%	70.0%		
Demand <i>Number of low-income households in Maricopa County</i>	NA	201,925	201,925	71,805	73,959	(127,966)	-63.4%
Output <i>Number of low-income households receiving services</i>	NA	4,600	4,600	6,000	6,000	1,400	30.4%
<i>Percent of Demand met</i>	NA	2.3%	2.3%	8.4%	8.1%	5.8%	256.1%
Efficiency <i>Expenditures per unit of Output</i>	NA	\$ 163.03	\$ 184.27	\$ 417.60	\$ 647.55	\$ (463.29)	-251.4%
Revenues by Fund							
Human Services Grants	\$ 3,133,802	\$ 749,930	\$ 847,630	\$ 2,269,446	\$ 3,885,315	\$ 3,037,685	358.4%
Totals	\$ 3,133,802	\$ 749,930	\$ 847,630	\$ 2,269,446	\$ 3,885,315	\$ 3,037,685	358.4%
Expenditures by Fund							
General	\$ 553,000	NA	NA	NA	\$ -		
Human Services Grants	3,396,739	749,930	847,630	2,505,601	3,885,315	(3,037,685)	-358.4%
Totals	\$ 3,949,739	\$ 749,930	\$ 847,630	\$ 2,505,601	\$ 3,885,315	\$ (3,037,685)	-358.4%
Staffing (FTEs)	NA	NA	2.05	NA	2.05	-	0.0%

This is a new activity and FY 2007-08 budgeted expenditures meet 8.1% of the projected demand. The department revised its MfR strategic plan in FY 2006-07. With the restructure, several activities have been consolidated into the Financial Assistance activity. Total budgeted expenditures are increased by \$3,037,685 (358.4%) from FY 2006-07, reflecting increased volume of output and a higher rate of expenditure per unit of output.

Base Adjustment: Right-sized Personal Services, Supplies and Services based upon available grant funds.

Child Development and Education 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.

Mandates: All activities under this program are non-mandated.

Program Results

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Percent of children who demonstrate a minimum of a 25% increase on the Developmental Assessment by the end of the school year	NA	NA	80.0%	80.0%	80.0%	0.0%	0.0%
Percent of children current with immunizations requirements	NA	NA	85.0%	85.0%	85.0%	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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	NA		
<i>Percent of children who demonstrate a minimum of a 25% increase on the Developmental Assessment by the end of the school year.</i>							
Demand	NA	NA	NA	17,759	18,292		
<i>Number of eligible children</i>							
Output	NA	NA	NA	3,160	3,255		
<i>Number of children served by program</i>							
<i>Percent of Demand met</i>	NA	NA	NA	17.8%	17.8%		
Efficiency	NA	NA	NA	\$ 5,150.99	\$ 4,890.55		
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Human Services Grants	\$17,396,754	\$12,839,810	\$12,839,810	\$16,599,859	\$16,005,681	\$ 3,165,871	24.7%
Totals	\$17,396,754	\$12,839,810	\$12,839,810	\$16,599,859	\$16,005,681	\$ 3,165,871	24.7%
Expenditures by Fund							
Human Services Grants	\$16,601,162	\$12,839,810	\$12,839,807	\$16,277,143	\$15,918,730	\$ (3,078,923)	-24.0%
Totals	\$16,601,162	\$12,839,810	\$12,839,807	\$16,277,143	\$15,918,730	\$ (3,078,923)	-24.0%
Staffing (FTEs)	NA	NA	205.00	NA	205.00	-	0.0%

This is a new activity and FY 2007-08 budgeted expenditures meet 17.8% of the projected demand. The department revised its MfR strategic plan in FY 2006-07. With the restructure, several activities have been consolidated into the Child Development and Education activity. Total budgeted expenditures are increased by \$3,078,923 (24%) from FY 2006-07, reflecting increased volume of output and a lower rate of expenditure per unit of output when compared with FY 2006-07 projected actual.

Base Adjustment: Right-sized Personal Services, Supplies and Services based on lower salary and benefit costs resulting from higher vacancies and increase expenditures for various head start educational services based on available grant funds.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	97.0%	97.0%	NA	NA		
<i>Percent of children receiving immunizations from the program for health services.</i>							
Demand	NA	782	782	3,160	3,255	2,473	316.2%
<i>Number of eligible children</i>							
Output	NA	2,222	2,222	90	93	(2,129)	-95.8%
<i>Number of children receiving medical or dental services using program funds</i>							
<i>Percent of Demand met</i>	NA	284.1%	284.1%	2.8%	2.9%	-281.3%	-99.0%
Efficiency	NA	\$ 961.09	\$ 961.09	\$ 11,532.11	\$ 3,440.80	\$ (2,479.71)	-258.0%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Human Services Grants	\$ 350,278	\$ 2,135,533	\$ 2,135,533	\$ 889,801	\$ 319,994	\$ (1,815,539)	-85.0%
Totals	\$ 350,278	\$ 2,135,533	\$ 2,135,533	\$ 889,801	\$ 319,994	\$ (1,815,539)	-85.0%
Expenditures by Fund							
Human Services Grants	\$ 697,662	\$ 2,135,533	\$ 2,135,536	\$ 1,037,890	\$ 319,994	\$ 1,815,542	85.0%
Totals	\$ 697,662	\$ 2,135,533	\$ 2,135,536	\$ 1,037,890	\$ 319,994	\$ 1,815,542	85.0%
Staffing (FTEs)	NA	NA	4.00	NA	4.00	-	0.0%

FY 2007-08 budgeted expenditures meet 2.9% of projected demand. The department revised its MfR strategic plan in FY 2006-07. With the restructure, several activities have been consolidated into the Child Development and Education activity. Total budgeted expenditures are decreased by \$1,815,542 (85%) from FY 2006-07, reflecting decreased volume of output offset by a higher rate of expenditure per unit of output.

Base Adjustment: Right-sized Personal Services, Supplies and Services based upon available grant funds.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand	NA	100	100	2,995	3,085	2,985	2985.0%
<i>Number of eligible children</i>							
Output	NA	29	29	1,120	1,154	1,125	3879.3%
<i>Number of children receiving medical or dental services using program funds</i>							
<i>Percent of Demand met</i>	NA	29.0%	29.0%	37.4%	37.4%	8.4%	29.0%
Efficiency	NA	\$ 89,574.59	\$ 89,574.59	\$ 1,580.83	\$ 1,089.33	\$ 88,485.25	98.8%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Human Services Grants	\$ 492,504	\$ 2,597,663	\$ 2,597,663	\$ 1,082,344	\$ 1,257,090	\$ (1,340,573)	-51.6%
Totals	\$ 492,504	\$ 2,597,663	\$ 2,597,663	\$ 1,082,344	\$ 1,257,090	\$ (1,340,573)	-51.6%
Expenditures by Fund							
Human Services Grants	\$ 932,556	\$ 2,597,663	\$ 2,597,663	\$ 1,770,530	\$ 1,257,090	\$ 1,340,573	51.6%
Totals	\$ 932,556	\$ 2,597,663	\$ 2,597,663	\$ 1,770,530	\$ 1,257,090	\$ 1,340,573	51.6%
Staffing (FTEs)	NA	NA	NA	NA	28.00		

FY 2007-08 budgeted expenditures meet 37.4% of projected demand. The department revised its MfR strategic plan in FY 2006-07. With the restructure, several activities have been consolidated into the Child Development and Education activity. Total budgeted expenditures are decreased by \$1,340,573 (51.6%) from FY 2006-07, reflecting increase volume of output offset by a lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Personal Services, Supplies and Services based upon available grant funds.

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.

Mandates: All activities under this program are non-mandated.

Program Results

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Percent of trips STS provided	NA	NA	94.0%	94.0%	94.0%	0.0%	0.0%
Percent of meals delivered	NA	NA	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Employment Related Transportation
- Special Needs Transportation Meals
- Special Needs Transportation Trips

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.

Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand							
<i>Number of eligible individuals requesting transportation services for employment and training purposes.</i>	NA	920	920	700	721	(199)	-21.6%
Output							
<i>Number of clients served.</i>	NA	889	889	640	659	(230)	-25.9%
Efficiency							
<i>Percent of Demand met</i>	NA	96.6%	96.6%	91.4%	91.4%	-5.2%	-5.4%
<i>Expenditures per unit of Output</i>	NA	\$ 1,915.93	\$ 1,915.93	\$ 2,012.89	\$ 2,391.09	\$ (475.17)	-24.8%
Revenues by Fund							
Human Services Grants	\$ 1,946,001	\$ 1,703,259	\$ 1,703,259	\$ 1,376,268	\$ 1,575,730	\$ (127,529)	-7.5%
Totals	\$ 1,946,001	\$ 1,703,259	\$ 1,703,259	\$ 1,376,268	\$ 1,575,730	\$ (127,529)	-7.5%
Expenditures by Fund							
Human Services Grants	\$ 1,744,856	\$ 1,703,259	\$ 1,703,259	\$ 1,288,249	\$ 1,575,730	\$ 127,529	7.5%
Totals	\$ 1,744,856	\$ 1,703,259	\$ 1,703,259	\$ 1,288,249	\$ 1,575,730	\$ 127,529	7.5%
Staffing (FTEs)	NA	NA	22.74	NA	22.74	-	0.0%

FY 2007-08 budgeted expenditures meet 91.4% of projected demand, which is lower than the FY 2006-07 revised budget. Total budgeted expenditures are decreased by \$127,529 (7.5%) from FY 2006-07, reflecting decreased volume of output offset by a higher rate of expenditure per unit of output.

Base Adjustment: Right-sized Personal Services, Supplies and Services based upon available grant funds.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	90.0%	90.0%	NA	NA		
<i>Number of satisfied passengers currently using STS.</i>							
Demand	NA	97,374	97,374	89,919	115,000	17,626	18.1%
<i>Number of trips demanded</i>							
Output	NA	62,408	62,408	85,000	111,500	49,092	78.7%
<i>Number of special needs trips provided to qualified individuals.</i>							
<i>Percent of Demand met</i>	NA	64.1%	64.1%	94.5%	97.0%	32.9%	51.3%
Efficiency	NA	\$ 25.33	\$ 25.33	\$ 19.70	\$ 21.83	\$ 3.50	13.8%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Human Services Grants	\$ 2,207,430	\$ 1,369,201	\$ 1,369,201	\$ 1,809,273	\$ 2,222,335	\$ 853,134	62.3%
Totals	\$ 2,207,430	\$ 1,369,201	\$ 1,369,201	\$ 1,809,273	\$ 2,222,335	\$ 853,134	62.3%
Expenditures by Fund							
General	\$ 456,427	\$ 211,500	\$ 211,500	\$ 299,625	\$ 211,500	\$ -	0.0%
Human Services Grants	1,665,331	1,369,201	1,369,201	1,374,556	2,222,335	(853,134)	-62.3%
Totals	\$ 2,121,758	\$ 1,580,701	\$ 1,580,701	\$ 1,674,181	\$ 2,433,835	\$ (853,134)	-54.0%
Staffing (FTEs)	NA	NA	37.89	NA	37.89	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than FY 2006-07 revised. The department expects to meet 97% of demand. Total budgeted expenditures are increased by \$853,134 (54%) from FY 2006-07, reflecting increased volume of output offset by a lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Personal Services, Supplies, Services and Capital based upon available grant funds.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand	NA	121,978	121,978	120,510	124,125	2,147	1.8%
<i>Number of meals demanded</i>							
Output	NA	78,035	78,035	120,510	124,125	46,090	59.1%
<i>Number of meals delivered</i>							
Percent of Demand met	NA	64.0%	64.0%	100.0%	100.0%	36.0%	56.3%
Efficiency	NA	\$ 6.95	\$ 6.95	\$ 3.70	\$ 3.50	\$ 3.45	49.7%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Human Services Grants	NA	\$ 472,081	\$ 472,081	\$ 346,434	\$ 363,894	\$ (108,187)	-22.9%
Totals	\$ -	\$ 472,081	\$ 472,081	\$ 346,434	\$ 363,894	\$ (108,187)	-22.9%
Expenditures by Fund							
General	NA	\$ 70,500	\$ 70,500	\$ 99,875	\$ 70,500	\$ -	0.0%
Human Services Grants	NA	472,081	472,081	345,497	363,894	108,187	22.9%
Totals	\$ -	\$ 542,581	\$ 542,581	\$ 445,372	\$ 434,394	\$ 108,187	19.9%
Staffing (FTEs)	NA	NA	7.28	NA	7.28	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than FY 2006-07. The department expects to meet 100% of demand. Total budgeted expenditures are decreased by \$108,187 (19.9%) from FY 2006-07, reflecting increased volume of output offset by a lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Personal Services, Supplies, Services and Capital based upon available grant funds.

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.

Mandates: All activities under this program are non-mandated.

Program Results

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Percent of enrolled youth who are placed in one or more of the following: post-secondary education advanced training, employment, and military	NA	NA	60.0%	60.0%	60.0%	0.0%	0.0%
Percent of enrolled individuals who obtain unsubsidized employment placements	NA	NA	89.0%	89.0%	89.0%	0.0%	0.0%

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	88.0%	88.0%	89.0%	89.0%	1.0%	0.011364
<i>Percent of enrolled individuals who obtain unsubsidized employment (placements).</i>							
Demand	NA	355,665	355,665	67,600	66,924	(288,741)	-81.2%
<i>Number of unemployed individuals residing in Maricopa County.</i>							
Output	NA	74,176	74,176	3,500	3,605	(70,571)	-95.1%
<i>Number of eligible unemployed individuals served by Job Seeker Services</i>							
<i>Percent of Demand met</i>	NA	20.9%	20.9%	5.2%	5.4%	-15.5%	-74.2%
Efficiency	NA	\$ 79.62	\$ 79.62	\$ 1,651.23	\$ 2,020.06	\$ (1,940.44)	-2437.0%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Human Services Grants	\$ 8,603,273	\$ 5,906,234	\$ 5,906,234	\$ 6,210,158	\$ 7,282,332	\$ 1,376,098	23.3%
Totals	\$ 8,603,273	\$ 5,906,234	\$ 5,906,234	\$ 6,210,158	\$ 7,282,332	\$ 1,376,098	23.3%
Expenditures by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Human Services Grants	7,165,092	5,906,234	5,906,234	5,779,299	7,282,332	(1,376,098)	-23.3%
Totals	\$ 7,165,092	\$ 5,906,234	\$ 5,906,234	\$ 5,779,299	\$ 7,282,332	\$ (1,376,098)	-23.3%
Staffing (FTEs)	NA	NA	55.00	NA	55.00	-	0.0%

FY 2007-08 budgeted expenditures meet 5.4% of projected demand. The department revised its MfR strategic plan in FY 2006-07. Total budgeted expenditures are increased by \$1,376,098 (23.3%) from FY 2006-07, reflecting decreased volume of output offset by a higher rate of expenditure per unit of output.

Base Adjustment: Right-sized Personal Services, Supplies and Services based upon available grant funds.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	60.0%	60.0%		
<i>Percent of enrolled youth who are placed in one or more of the following: post-secondary education advanced training, employment, and military.</i>							
Demand	NA	1,500	1,500	30,948	31,876	30,376	2025.1%
<i>Number of eligible youth (ages 14-21) residing in Maricopa County.</i>							
Output	NA	585	585	400	625	40	6.8%
<i>Number of eligible youth served.</i>							
<i>Percent of Demand met</i>	NA	39.0%	39.0%	1.3%	2.0%	-37.0%	-95.0%
Efficiency	NA	\$ 2,424.54	\$ 2,424.54	\$ 2,784.14	\$ 2,970.22	\$ (545.68)	-22.5%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Human Services Grants	\$ 1,042,362	\$ 1,418,356	\$ 1,418,356	\$ 1,541,677	\$ 1,856,385	\$ 438,029	30.9%
Totals	\$ 1,042,362	\$ 1,418,356	\$ 1,418,356	\$ 1,541,677	\$ 1,856,385	\$ 438,029	30.9%
Expenditures by Fund							
Human Services Grants	\$ 1,766,911	\$ 1,418,356	\$ 1,418,356	\$ 1,113,657	\$ 1,856,385	\$ (438,029)	-30.9%
Totals	\$ 1,766,911	\$ 1,418,356	\$ 1,418,356	\$ 1,113,657	\$ 1,856,385	\$ (438,029)	-30.9%
Staffing (FTEs)	NA	NA	5.00	NA	5.00	-	0.0%

FY 2007-08 budgeted expenditures meet 2% of projected demand. The department revised its MfR strategic plan in FY 2006-07. Total budgeted expenditures are increased by \$438,029 (30.9%) from FY 2006-07, reflecting increased volume of output and a higher rate of expenditure per unit of output.

Base Adjustment: Right-sized Personal Services, Supplies and Services based upon available grant funds.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	NA		
<i>To be determined</i>							
Demand	NA	NA	NA	200	206		
<i>Number of individuals referred for technical skills training</i>							
Output	NA	NA	NA	200	206		
<i>Number of individuals that successfully complete training resulting in certifications/credentials</i>							
<i>Percent of Demand met</i>	NA	NA	NA	100.0%	100.0%		
Efficiency	NA	AN	NA	\$ 4,954.03	\$ 5,577.71		
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Human Services Grants	\$ 882,132	\$ 1,026,261	\$ 1,026,261	\$ 748,194	\$ 1,149,008	\$ 122,747	12.0%
Totals	\$ 882,132	\$ 1,026,261	\$ 1,026,261	\$ 748,194	\$ 1,149,008	\$ 122,747	12.0%
Expenditures by Fund							
Human Services Grants	\$ 891,098	\$ 1,026,261	\$ 1,026,261	\$ 990,807	\$ 1,149,008	\$ (122,747)	-12.0%
Totals	\$ 891,098	\$ 1,026,261	\$ 1,026,261	\$ 990,807	\$ 1,149,008	\$ (122,747)	-12.0%
Staffing (FTEs)	NA	NA	19.00	NA	18.00	(1.00)	-5.3%

This is a new activity established for FY 2007-08, and does not have any performance measure history. Funded expenditure levels were created based on departmental knowledge of the expected outcomes based on the employer and community needs to address the emerging growth for technical skill positions in the County job market.

Base Adjustment: Right-sized Personal Services, Supplies and Services based upon available grant funds.

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.

Mandates: All activities under this program are non-mandated.

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.).

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	94.0%	94.0%	NA	NA		
<i>Percentage of clients satisfied with case management services.</i>							
Demand	NA	493,905	493,905	83,214	85,710	(408,195)	-82.6%
<i>Number of eligible clients in the community.</i>							
Output	NA	4,950	4,950	5,542	5,708	758	15.3%
<i>Number of eligible clients served.</i>							
Efficiency	NA	1.0%	1.0%	6.7%	6.7%	5.7%	564.5%
<i>Percent of Demand met</i>							
Expenditures per unit of Output	NA	\$ 460.51	\$ 463.97	\$ 409.26	\$ 378.28	\$ 85.69	18.5%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Human Services Grants	\$ 1,286,538	\$ 1,063,100	\$ 1,063,100	\$ 1,203,500	\$ 942,810	\$ (120,290)	-11.3%
Totals	\$ 1,286,538	\$ 1,063,100	\$ 1,063,100	\$ 1,203,500	\$ 942,810	\$ (120,290)	-11.3%
Expenditures by Fund							
General	\$ 1,185,203	\$ 1,216,430	\$ 1,216,430	\$ 1,723,275	\$ 1,216,430	\$ -	0.0%
Human Services Grants	1,326,613	1,063,100	1,080,231	544,864	942,810	137,421	12.7%
Totals	\$ 2,511,816	\$ 2,279,530	\$ 2,296,661	\$ 2,268,139	\$ 2,159,240	\$ 137,421	6.0%
Staffing (FTEs)	NA	NA	43.00	NA	43.00	-	0.0%

FY 2007-08 budgeted expenditures meet 6.7% of projected demand. The department revised its MfR strategic plan in FY 2006-07. Total budgeted expenditures are decreased by \$137,421 (6%) from FY 2006-07, reflecting increased volume of output offset by a lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Personal Services, Supplies and Services based upon available grant funds.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 2,702,378	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 2,702,378	\$ -
FY 2007-08 BUDGET TARGET	\$ 2,702,378	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 2,702,378	\$ -

Grant Fund (222) Appropriated Budget Reconciliation

	EXPENDITURES		REVENUE	
FY 2006-07 ADOPTED BUDGET:	\$	37,826,442	\$	37,826,442
MID-YEAR ADJUSTMENTS:				
Salt River Pima Maricopa Indian Community award	\$	97,700	\$	97,700
Subtotal	\$	97,700	\$	97,700
FY 2006-07 REVISED RESTATED BUDGET:	\$	37,924,142	\$	37,924,142
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)	\$	313,180	\$	-
Retirement Contributions		72,957		-
FY 2007-08 Pay for Performance		526,096		-
Structural Balance		-		839,675
Central Service Cost Allocation		(72,558)		-
Subtotal	\$	839,675	\$	839,675
FY 2007-08 BUDGET TARGET	\$	38,763,817	\$	38,763,817
BASE ADJUSTMENTS:				
Grant Funds Increases	\$	3,659,063	\$	3,659,063
Change to Workers Compensation and Unemployment Charges		46,343		-
Change to Risk Management Charges		40,608		-
Indirect Revenue Increase		-		86,951
Subtotal	\$	3,746,014	\$	3,746,014
FY 2007-08 ADOPTED BUDGET:	\$	42,509,831	\$	42,509,831

Grant Fund (222) Fund Balance Summary

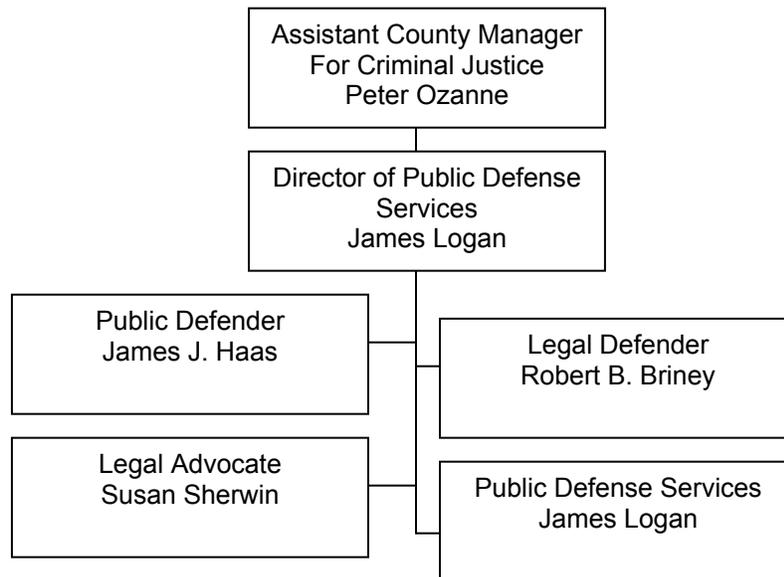
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ (4,589,751)	\$ (2,996,571)	\$ (2,996,571)	\$ (4,772,013)	\$ (3,968,892)
Revenue	\$ 37,562,325	\$ 37,826,442	\$ 37,924,142	\$ 38,332,346	\$ 42,509,831
Expenditures	37,744,582	37,826,442	37,924,142	37,529,225	42,509,831
Net Operating	\$ (182,257)	\$ -	\$ -	\$ 803,121	\$ -
Ending Fund Balance	\$ (4,772,008)	\$ (2,996,571)	\$ (2,996,571)	\$ (3,968,892)	\$ (3,968,892)

Indigent Representation System

Analysis by Scott Rothe, Principal Management & Budget Analyst

Summary

Organizational Chart



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 2007, the goal of Indigent Representation is to evaluate and update the established case-weighting and counting system to ensure performance standards are acceptable, all ethical guidelines are met, and a mechanism for maintaining appropriate workloads consistent with the 2003 Spangenberg Case Weighting Study is maintained.**

Status: Efforts are underway to determine how to modify and utilize the Indigent Representation Information System (IRIS) to track time and collect new Study data for analysis. However, until

IRIS is fully functional between the four IRS offices (mid- to late- FY 2007-08), a full study may not be possible until 2008.

- **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 staff are collecting data manually until IRIS time-tracking screens become fully functional in FY 2007-08, at which time sufficient data should allow for at least limited analysis for the FY 2008-09 budget development process. Caseload standards for Appeals staff will be addressed with the case weighting study update described in the first goal.

- **By December 2007, the goal of Indigent Representation is to complete the third and final phase of the Indigent Representation Information System (IRIS) so that all four Offices of the Indigent Representation System can provide comprehensive case management information.**

Status: IRIS was implemented in the Public Defender Office in late 2005. Felony and Dependency cases were available through IRIS to the Legal Defender in March 2007. The Legal Advocate will have IRIS functionality by June 2007. The Office of Contract Counsel is scheduled to obtain access by mid-FY 2007-08. Full IRIS functionality is expected before the end of FY 2007-08.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
52AF - ADULT FELONY REPRESENTATION	\$ 2,543,518	\$ 1,875,093	\$ 1,875,093	\$ 1,841,567	\$ 1,915,305	\$ 40,212	2.1%
AFEL - ADULT FELONY REP	14,560	32,500	-	12,500	32,500	32,500	
CLFE - CLASS 2 & 3 FELONY REP	14,727	-	32,500	24,909	-	(32,500)	-100.0%
CLFP - CLASS 4,5,6 FELONY REP	2,514,231	1,842,593	1,842,593	1,804,158	1,882,805	40,212	2.2%
52AR - APPELLATE REPRESENTATION	\$ 32,442	\$ 51,580	\$ -	\$ 266,465	\$ 351,385	\$ 351,385	
AAPX - ADLT APPEALS PRVT COUNSEL EXP	32,442	51,580	-	-	-	-	
APCR - ADULT POST CONVCTN RELIEF REP	-	-	-	266,465	351,385	351,385	
52DR - DEPENDENCY REPRESENTATION	\$ -	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ (5,000)	-100.0%
CDRE - CHILD DEPENDENCY REP	-	5,000	5,000	-	-	(5,000)	-100.0%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 492,703	\$ 1,015,594	\$ 1,067,174	\$ 675,133	\$ 647,274	\$ (419,900)	-39.3%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ -	\$ 314,297	\$ 314,297	\$ 421,652	\$ 412,632	\$ 98,335	31.3%
99GV - GENERAL GOVERNMENT	\$ (585,603)	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL PROGRAMS	\$ 2,483,061	\$ 3,261,564	\$ 3,261,564	\$ 3,204,817	\$ 3,326,596	\$ 65,032	2.0%

Revenue and Expenditures by Program and Activity (continued)

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
52AC - ADULT CIVIL REPRESENTATION	\$ 543,853	\$ 550,731	\$ 550,731	\$ 502,133	\$ 503,481	\$ 47,250	8.6%
ACPC - ADLT CIVIL PRVT COUNSEL EXP	1,297	2,707	2,707	0	1	2,706	100.0%
AGLR - ADULT GUARDIAN AD LITEM REP	456,114	465,187	465,187	404,986	404,986	60,201	12.9%
PROB - PROBATE REP	86,442	82,837	82,837	97,147	98,494	(15,657)	-18.9%
52AF - ADULT FELONY REPRESENTATION	\$ 39,042,660	\$ 40,288,134	\$ 41,342,918	\$ 42,265,075	\$ 47,111,157	\$ (5,768,239)	-14.0%
AFEL - ADULT FELONY REP	20,938	12,500	8	727,134	12,511	(12,503)	-156287.5%
CAPP - CAPITAL REP	6,750,411	7,744,517	7,784,357	8,273,682	12,215,940	(4,431,583)	-56.9%
CLFE - CLASS 2 & 3 FELONY REP	14,514,417	14,106,947	14,765,603	15,684,842	16,118,761	(1,353,158)	-9.2%
CLFP - CLASS 4,5,6 FELONY REP	11,768,607	12,898,129	13,157,399	11,701,570	12,605,687	551,712	4.2%
FDUI - FELONY DUI REP	1,540,515	1,553,961	1,366,548	1,497,083	1,579,585	(213,037)	-15.6%
FEVE - ADLT FELONY PRVT COUNSEL EXP	209,173	220,742	220,742	39,306	56,151	164,591	74.6%
HOMC - OTHER HOMICIDE REP	2,893,645	2,327,523	2,237,421	2,522,038	2,592,535	(355,114)	-15.9%
VPPR - VIOLATION OF PROBATION REP	1,301,408	1,321,922	1,759,631	1,750,968	1,854,183	(94,552)	-5.4%
WITR - WITNESS REP	43,546	101,893	51,209	68,452	75,804	(24,595)	-48.0%
52AM - ADULT MISDEMNOR REPRESENTATION	\$ 1,007,874	\$ 944,651	\$ 616,024	\$ 704,815	\$ 707,381	\$ (91,357)	-14.8%
AMIS - ADLT MISDMNR PRVT COUNSEL EXP	-	-	1	1	1	-	0.0%
MISS - MISDEMEANOR REP	1,007,874	944,651	616,023	704,814	707,380	(91,357)	-14.8%
52AR - APPELLATE REPRESENTATION	\$ 4,897,992	\$ 5,047,027	\$ 4,926,392	\$ 4,933,556	\$ 4,697,516	\$ 228,876	4.6%
AAPX - ADLT APPEALS PRVT COUNSEL EXP	125,090	110,373	110,373	3,575	421	109,952	99.6%
ADAE - ADULT APPEAL REP	2,663,684	3,167,116	2,979,129	2,862,215	2,780,479	198,650	6.7%
APCR - ADULT POST CONVCTN RELIEF REP	1,619,731	1,631,699	1,667,735	1,446,686	1,278,324	389,411	23.3%
JUAP - JUVENILE APPEAL REP	489,487	137,839	169,155	621,081	638,292	(469,137)	-277.3%
52DR - DEPENDENCY REPRESENTATION	\$ 10,514,598	\$ 12,783,933	\$ 12,593,731	\$ 10,730,119	\$ 12,050,126	\$ 543,605	4.3%
CDRE - CHILD DEPENDENCY REP	5,258,070	3,486,808	3,893,992	3,396,539	3,258,119	635,873	16.3%
CRRR - CHILD R&R REP	-	701,175	277,620	286,838	375,978	(98,358)	-35.4%
CSPG - CHILD SVRNCE/PERM GUARD REP	-	104,100	78,920	114,707	124,608	(45,688)	-57.9%
DGDR - DEP GAL DEPENDENCY REP	-	1,116,000	1,116,000	1,001,515	1,146,896	(30,896)	-2.8%
DGRR - DEP GAL R&R REP	-	363,480	363,480	558,857	642,929	(279,449)	-76.9%
DPCE - DEPENDENCY PRVT COUNSEL EXP	1,300	-	1	1	1	-	0.0%
DSPG - DEP GAL SVRNCE/PERM GUARD REP	-	86,400	86,400	348,086	366,406	(280,006)	-324.1%
PADR - PARENTAL DEPENDENCY REP	5,255,227	5,341,733	5,265,376	2,968,523	3,740,791	1,524,585	29.0%
PRRR - PARENTAL R&R REP	-	964,414	922,702	1,053,565	1,231,958	(309,256)	-33.5%
PSPG - PARENTAL SVRNCE/PERM GUARD REP	-	619,823	589,240	1,001,488	1,162,440	(573,200)	-97.3%
52JC - JUVENILE CIVIL REPRESENTATION	\$ 321,773	\$ 280,394	\$ 270,735	\$ 187,457	\$ 196,114	\$ 74,621	27.6%
FACR - FAMILY COURT REP	250,317	211,704	211,704	144,416	144,416	67,288	31.8%
JCPC - JUV CIVIL PRVT COUNSEL EXP	-	-	1	1	1	-	0.0%
JUNR - JUVENILE NOTIFICATION REP	71,456	68,690	59,030	43,040	51,697	7,333	12.4%
52JD - JUV DELINQ/INCRREP REPRESENTN	\$ 5,443,607	\$ 5,173,076	\$ 4,895,082	\$ 5,370,457	\$ 5,399,640	\$ (504,558)	-10.3%
DELR - DELINQ/INCRREP	18,759	-	1	1	1	-	0.0%
FELD - FELONY-LEVEL DELINQUENCY REP	2,856,130	2,944,796	2,766,844	2,829,336	2,828,845	(62,001)	-2.2%
INCR - INCR & MISD-LEVEL DELINQ REP	2,018,558	1,811,954	1,588,712	1,938,515	1,965,565	(376,853)	-23.7%
JDPX - JUV DELINQ PRVT COUNSEL EXP	-	-	1	1	1	-	0.0%
JUPR - JUV VIOLATION OF PROBATION REP	550,159	416,326	539,524	602,604	605,228	(65,704)	-12.2%
52MH - MENTAL HEALTH REPRESENTATION	\$ 1,153,571	\$ 1,359,222	\$ 1,429,534	\$ 1,282,445	\$ 1,554,620	\$ (125,086)	-8.8%
MENR - MENTAL HEALTH REP	856,650	945,026	1,039,585	980,390	1,177,083	(137,498)	-13.2%
MHPC - MENTAL HLTH PRVT COUNSEL EXP	-	-	1	1	1	-	0.0%
SEVP - SEXUALLY VIOLENT PREDATOR REP	296,921	414,196	389,948	302,055	377,536	12,412	3.2%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 5,893,094	\$ 4,434,837	\$ 4,586,778	\$ 4,697,280	\$ 4,715,239	\$ (128,461)	-2.8%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 1,139,802	\$ 1,390,129	\$ 1,517,601	\$ 1,547,606	\$ 1,389,007	\$ 128,594	8.5%
99GV - GENERAL GOVERNMENT	\$ -	\$ 39,921	\$ 39,921	\$ 39,809	\$ 120,123	\$ (80,202)	-200.9%
TOTAL PROGRAMS	\$ 69,958,823	\$ 72,292,055	\$ 72,769,447	\$ 72,260,752	\$ 78,444,404	\$ (5,674,957)	-7.8%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
52AF - ADULT FELONY REPRESENTATION	446.05	471.05	25.00	5.6%
CAPP - CAPITAL REP	74.80	98.55	23.75	31.8%
CLFE - CLASS 2 & 3 FELONY REP	166.39	165.58	(0.81)	-0.5%
CLFP - CLASS 4,5,6 FELONY REP	142.97	144.71	1.74	1.2%
FDUI - FELONY DUI REP	18.52	19.34	0.82	4.4%
HOMC - OTHER HOMICIDE REP	22.64	22.16	(0.48)	-2.1%
VPPR - VIOLATION OF PROBATION REP	20.71	20.69	(0.02)	-0.1%
WITR - WITNESS REP	0.03	0.03	-	0.0%
52AM - ADULT MISDEMNOR REPRESENTATION	8.20	8.20	-	0.0%
MISS - MISDEMEANOR REP	8.20	8.20	-	0.0%
52AR - APPELLATE REPRESENTATION	34.46	33.46	(1.00)	-2.9%
ADAE - ADULT APPEAL REP	20.70	20.05	(0.65)	-3.1%
APCR - ADULT POST CONVCTN RELIEF REP	12.30	11.95	(0.35)	-2.8%
JUAP - JUVENILE APPEAL REP	1.46	1.46	-	0.0%
52DR - DEPENDENCY REPRESENTATION	59.47	59.47	-	0.0%
CDRE - CHILD DEPENDENCY REP	32.49	32.49	-	0.0%
CRRR - CHILD R&R REP	0.49	0.49	-	0.0%
CSPG - CHILD SVRNCE/PERM GUARD REP	0.49	0.49	-	0.0%
PADR - PARENTAL DEPENDENCY REP	11.96	11.96	-	0.0%
PRRR - PARENTAL R&R REP	8.06	8.06	-	0.0%
PSPG - PARENTAL SVRNCE/PERM GUARD REP	5.98	5.98	-	0.0%
52JC - JUVENILE CIVIL REPRESENTATION	0.08	0.08	-	0.0%
JUNR - JUVENILE NOTIFICATION REP	0.08	0.08	-	0.0%
52JD - JUV DELINQ/INCORR REPRESENTN	48.99	48.49	(0.50)	-1.0%
FELD - FELONY-LEVEL DELINQUENCY REP	24.47	24.22	(0.25)	-1.0%
INCR - INCORR & MISD-LEVEL DELINQ REP	18.11	17.92	(0.18)	-1.0%
JUPR - JUV VIOLATION OF PROBATION REP	6.42	6.35	(0.07)	-1.0%
52MH - MENTAL HEALTH REPRESENTATION	13.65	13.65	-	0.0%
MENR - MENTAL HEALTH REP	9.65	9.65	-	0.0%
SEVP - SEXUALLY VIOLENT PREDATOR REP	4.00	4.00	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	47.95	49.00	1.05	2.2%
99IT - INFORMATION TECHNOLOGY PROGRAM	13.85	13.80	(0.05)	-0.4%
TOTAL PROGRAMS	672.70	697.20	24.50	3.6%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ 1,431,349	\$ 2,050,108	\$ 2,050,108	\$ 1,902,638	\$ 2,070,859	\$ 20,751	1.0%
Charges For Service	1,020,233	1,186,374	1,186,374	1,193,266	1,235,921	49,547	4.2%
Miscellaneous Revenues	31,479	25,082	25,082	108,913	19,816	(5,266)	-21.0%
Total Revenue	\$ 2,483,061	\$ 3,261,564	\$ 3,261,564	\$ 3,204,817	\$ 3,326,596	\$ 65,032	2.0%
EXPENDITURES							
Personal Services	\$ 46,332,638	\$ 50,685,507	\$ 51,104,566	\$ 51,237,726	\$ 55,584,351	\$ (4,479,785)	-8.8%
Supplies	675,427	681,546	688,991	610,529	580,850	108,141	15.7%
Services	22,602,021	20,388,542	20,373,745	20,056,159	21,829,950	(1,456,205)	-7.1%
Capital Outlay	348,738	536,460	602,145	356,338	449,253	152,892	25.4%
Total Expenditures	\$ 69,958,823	\$ 72,292,055	\$ 72,769,447	\$ 72,260,752	\$ 78,444,404	\$ (5,674,957)	-7.8%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 179,957	\$ 582,437	\$ 582,437	\$ 576,377	\$ 589,961	\$ 7,524	1.3%
209 PUBLIC DEFENDER TRAINING	490,179	659,774	659,774	601,259	659,774	-	0.0%
233 PUBLIC DEFENDER GRANTS	327,999	378,288	378,288	373,288	387,261	8,973	2.4%
262 PUBLIC DEFENDER FILL THE GAP	1,430,836	1,582,065	1,582,065	1,594,111	1,630,600	48,535	3.1%
263 LEGAL DEFENDER FILL THE GAP	54,090	59,000	59,000	59,782	59,000	-	0.0%
TOTAL FUNDS	\$ 2,483,061	\$ 3,261,564	\$ 3,261,564	\$ 3,204,817	\$ 3,326,596	\$ 65,032	2.0%
EXPENDITURES							
100 GENERAL	\$ 67,848,503	\$ 69,612,928	\$ 69,940,320	\$ 69,615,558	\$ 75,707,769	\$ (5,767,449)	-8.2%
209 PUBLIC DEFENDER TRAINING	480,232	659,774	659,774	493,187	659,774	-	0.0%
233 PUBLIC DEFENDER GRANTS	353,441	378,288	378,288	373,288	387,261	(8,973)	-2.4%
262 PUBLIC DEFENDER FILL THE GAP	1,223,846	1,582,065	1,732,065	1,720,177	1,630,600	101,465	5.9%
263 LEGAL DEFENDER FILL THE GAP	52,801	59,000	59,000	58,542	59,000	-	0.0%
TOTAL FUNDS	\$ 69,958,823	\$ 72,292,055	\$ 72,769,447	\$ 72,260,752	\$ 78,444,404	\$ (5,674,957)	-7.8%

General Adjustments

Attorney Loan Repayment Program

Add \$572,272 from the General Fund in FY 2007-08 for the Attorney Loan Repayment Program, including \$451,425 for the Public Defender, \$74,347 for the Legal Defender, and \$46,500 for the Legal Advocate. The amounts are allocated to 22 IRS Activities.

Attorney Special Assignment (Differential) Pay

Allocate \$624,066 from the General Fund in FY 2007-08 for Attorney Special Assignment Pay, including \$217,252 for the Public Defender, \$179,403 for the Legal Defender and \$227,411 for the Legal Advocate. The pay differential is for Attorney Managers, Attorney Supervisors and Capital Attorneys. The amounts are allocated to 17 IRS Activities.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Percent of Guardian ad Litem cases assigned	56.1%	31.6%	31.6%	23.4%	23.4%	-8.2%	-25.9%
Percent of Probate cases assigned	78.4%	42.5%	42.5%	74.2%	74.2%	31.7%	74.6%

The Civil Adult Representation Program includes the following three activities:

- 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: The FY 2007-08 budget for the Adult Civil Private Counsel Expense Activity anticipates no court-ordered payments for privately represented Adult Civil cases in FY 2007-08. No demand or output is projected for FY 2006-07.

Guardian Ad Litem Representation 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.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
<u>Results</u>	Not Reported						
Percent of variance from current annual attorney Guardian ad Litem caseload guideline.							
<u>Demand</u>	2,129	2,210	2,210	1,954	1,954	(256)	-11.6%
Number of Guardian ad Litem cases assigned.							
<u>Output</u>	1,194	699	699	458	458	(241)	-34.5%
Number of Guardian ad Litem cases resolved to conclusion.							
Percent of Demand met	56.1%	31.6%	31.6%	23.4%	23.4%	-8.2%	-25.9%
<u>Efficiency</u>	\$ 382.00	\$ 665.50	\$ 665.50	\$ 884.25	\$ 884.25	\$ (218.75)	-32.9%
Expenditures per unit of Output							
<u>Expenditures by Fund</u>							
General	\$ 456,114	\$ 465,187	\$ 465,187	\$ 404,986	\$ 404,986	\$ 60,201	12.9%
Totals	\$ 456,114	\$ 465,187	\$ 465,187	\$ 404,986	\$ 404,986	\$ 60,201	12.9%
<u>Staffing (FTEs)</u>	NA	NA	-	NA	-	-	

The FY 2007-08 budget for the Guardian ad Litem Activity assumes no growth in demand or output when compared with FY 2006-07 projections. The adopted budget includes a demand of 1,954 cases assigned and 458 cases resolved to conclusion (output) at an average cost of \$884.25 per case resolved. Result data was not reported for this activity.

The Office of Contract Counsel (OCC) notes that the length of time it takes to resolve these cases to conclusion can vary from “quickly” to “years”. Potentially flawed data may lead OCC to amend its demand and output projections for both FY 2006-07 and FY 2007-08. OMB will work with the department to ensure the accuracy of reported data.

Base Adjustment: With output declining by 34.5% from the FY 2006-07 revised budget, expenditures for the Office of Contract Counsel were reduced by \$39,926.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
Results							
Percent of variance from current annual attorney Probate caseload guideline.	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Demand							
Number of Probate cases assigned.	768	729	729	778	788	59	8.1%
Output							
Number of Probate cases resolved to conclusion.	602	310	310	577	585	275	88.7%
Percent of Demand met	78.4%	42.5%	42.5%	74.2%	74.2%	31.7%	74.6%
Efficiency							
Expenditures per unit of Output	\$ 143.59	\$ 267.22	\$ 267.22	\$ 168.37	\$ 168.37	\$ 98.85	37.0%
Expenditures by Fund							
General	\$ 86,442	\$ 82,837	\$ 82,837	\$ 97,147	\$ 98,494	\$ (15,657)	-18.9%
Totals	\$ 86,442	\$ 82,837	\$ 82,837	\$ 97,147	\$ 98,494	\$ (15,657)	-18.9%
Staffing (FTEs)							
	NA	NA	-	NA	-	-	

The FY 2007-08 budget for the Probate Representation Activity assumes a minimal 1.3% increase in demand and output when compared with FY 2006-07 projections. The adopted budget includes 788 cases assigned (demand) and 585 cases resolved to conclusion (output) at an average cost of \$168.37 per case resolved. Result data was not reported for this activity. The Office of Contract Counsel completed major changes to its records management system in FY 2005-06, and reports that projected data for FY 2006-07 is much more reliable than budgeted data for that year.

Base Adjustment: With output increasing by 88.7% from the FY 2006-07 revised budget, expenditures for the Office of Contract Counsel were increased by \$12,004.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Percent of assigned Capital cases resolved to conclusion	73.2%	25.8%	25.8%	29.9%	33.7%	7.9%	30.6%
Percent of assigned active Class 2 and 3 Felony cases closed	69.8%	56.4%	56.4%	86.8%	91.4%	35.0%	62.1%
Percent of assigned active Class 4, 5 and 6 Felony cases closed	75.8%	64.3%	64.3%	89.4%	92.3%	28.0%	43.5%
Percent of assigned active Felony DUI cases closed	77.5%	79.0%	79.0%	91.8%	91.8%	12.8%	16.2%
Percent of ordered payments for privately represented felony cases paid	85.7%	120.0%	120.0%	33.3%	35.7%	-84.3%	-70.3%
Percent of assigned active Other Homicide cases closed	55.4%	37.2%	37.2%	61.9%	57.5%	20.3%	54.6%
Percent of assigned Violation of Probation cases resolved to conclusion	80.9%	85.0%	85.0%	85.1%	85.8%	0.8%	0.9%
Percent of assigned active Witness Rep. cases closed	104.4%	71.8%	71.8%	85.5%	102.2%	30.4%	42.3%

The Adult Felony Representation Program includes the following eight activities:

- 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	-366.0%	108.5%	108.7%	-1278.8%	-343.0%	-451.7%	-415.5%
Percent of capital cases resolved within 540 days of arraignment/assignment.							
Demand	56	62	62	77	84	22	35.5%
Number of assigned active Capital cases.							
Output	41	16	16	23	30	14	87.5%
Number of Capital cases resolved to conclusion.							
Percent of Demand met	73.2%	25.8%	25.8%	29.9%	35.7%	9.9%	38.4%
Efficiency	\$ 164,644.17	\$ 484,032.31	\$ 486,522.31	\$ 359,725.32	\$ 407,198.00	\$ 79,324.31	16.3%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ 6,750,529	\$ 7,744,517	\$ 7,784,357	\$ 8,273,682	\$ 12,215,940	\$ (4,431,583)	-56.9%
Public Defender Grants	(17)	-	-	-	-	-	
Public Defender Fill The Gap	(101)	-	-	-	-	-	
Totals	\$ 6,750,411	\$ 7,744,517	\$ 7,784,357	\$ 8,273,682	\$ 12,215,940	\$ (4,431,583)	-56.9%
Staffing (FTEs)	NA	NA	74.80	NA	98.55	23.75	31.8%

The FY 2007-08 budget for the Capital Representation Activity assumes a 9% increase in the number of active Capital cases assigned (demand) and an increase of 30% in the number of Capital cases resolved to conclusion (output) when compared with FY 2006-07 projections. The adopted budget includes a demand of 84 cases assigned and an output of 30 cases resolved to conclusion at an average cost of \$168.37 per case resolved.

Base Adjustment: Add 16.0 FTE Capital Activity support staff, beginning April 1, 2007. Full-year General Fund expenditures for FY 2007-08 of \$1,140,638 include \$904,020 for Personal Services and \$236,618 for operating expenditures. New staff include 4.0 FTE Capital Mitigation Specialists, 1.0 FTE Mitigation Services Representative, 4.0 FTE Paralegals, 4.0 FTE Investigators, 1.0 FTE Administrative Assistant, 1.0 FTE Legal Support Specialist and 1.0 FTE Legal Support Assistant.

Class 2 and 3 Felony 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	56.2%	64.1%	64.3%	40.7%	40.7%	-23.6%	-36.7%
Percent of non-complex Class 2 and 3 Felony cases resolved within 180 days of arraignment/assignment.							
Results	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of non-complex Class 2 and 3 Felony cases with disposition to lesser charges or fewer counts.							
Demand	10,542	12,305	12,305	8,608	8,608	(3,697)	-30.0%
Number of assigned active Class 2 and 3 Felony cases.							
Output	7,363	6,946	6,946	7,468	7,468	522	7.5%
Number of Class 2 and 3 Felony cases closed.							
Percent of Demand met	69.8%	56.4%	56.4%	86.8%	86.8%	30.3%	53.7%
Efficiency	\$ 1,971.26	\$ 2,030.95	\$ 2,125.77	\$ 2,100.27	\$ 2,158.38	\$ (32.61)	-1.5%
Expenditures per unit of Output							
Revenues by Fund							
General	\$ 14,727	\$ -	\$ 20,000	\$ 24,909	\$ -	\$ (20,000)	-100.0%
Public Defender Training	-	-	12,500	-	-	(12,500)	-100.0%
Totals	\$ 14,727	\$ -	\$ 32,500	\$ 24,909	\$ -	\$ (32,500)	-100.0%
Expenditures by Fund							
General	\$ 14,040,988	\$ 13,452,775	\$ 14,302,960	\$ 15,211,229	\$ 15,645,932	\$ (1,342,972)	-9.4%
Public Defender Training	-	-	12,500	12,500	-	12,500	100.0%
Public Defender Grants	143,468	207,788	103,676	104,236	107,020	(3,344)	-3.2%
Public Defender Fill The Gap	295,255	407,321	314,611	325,502	333,952	(19,341)	-6.1%
Legal Defender Fill The Gap	34,706	39,063	31,856	31,375	31,857	(1)	0.0%
Totals	\$ 14,514,417	\$ 14,106,947	\$ 14,765,603	\$ 15,684,842	\$ 16,118,761	\$ (1,353,158)	-9.2%
Staffing (FTEs)	NA	NA	166.39	NA	165.58	(0.81)	-0.5%

The FY 2007-08 budget for the Class 2 and 3 Felony Representation Activity assumes no increase in demand and output when compared with FY 2006-07 projections. The adopted budget includes 8,608 active cases assigned (demand) and 4,468 cases closed (output) at an average cost of \$2,149.99 per closed case closed. The percent of non-complex Class 2 and 3 Felony cases resolved within 180 days of assignment is expected to remain flat at 40.7% with the FY 2007-08 budget.

Base Adjustment: With output increasing by 53.7% from the FY 2006-07 revised budget, expenditures for the Office of Contract Counsel were increased by \$222,412.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	56.2%	64.1%	64.3%	40.7%	50.0%	-14.3%	-22.3%
Percent of non-complex Class 4, 5 and 6 Felony cases resolved within 180 days of arraignment/assignment.							
Demand	25,901	29,816	29,816	23,055	23,055	(6,761)	-22.7%
Number of assigned active Class 4, 5 and 6 Felony cases.							
Output	19,636	19,169	19,169	20,615	20,615	1,446	7.5%
Number of Class 4, 5 and 6 Felony cases closed.							
Percent of Demand met	75.8%	64.3%	64.3%	89.4%	89.4%	25.1%	39.1%
Efficiency	\$ 599.34	\$ 672.86	\$ 686.39	\$ 567.62	\$ 611.48	\$ 74.91	10.9%
Expenditures per unit of Output							
Revenues by Fund							
General	\$ 115,703	\$ 142,537	\$ 142,537	\$ 198,629	\$ 218,576	\$ 76,039	53.3%
Public Defender Grants	353,441	373,288	373,288	373,288	387,261	13,973	3.7%
Public Defender Fill The Gap	1,990,997	1,267,768	1,267,768	1,172,459	1,217,968	(49,800)	-3.9%
Legal Defender Fill The Gap	54,090	59,000	59,000	59,782	59,000	-	0.0%
Totals	\$ 2,514,231	\$ 1,842,593	\$ 1,842,593	\$ 1,804,158	\$ 1,882,805	\$ 40,212	2.2%
Expenditures by Fund							
General	\$ 11,095,839	\$ 12,281,608	\$ 12,389,759	\$ 10,925,096	\$ 11,803,735	\$ 586,024	4.7%
Public Defender Grants	185,268	129,884	239,233	238,153	248,528	(9,295)	-3.9%
Public Defender Fill The Gap	476,940	474,799	504,805	514,503	529,822	(25,017)	-5.0%
Legal Defender Fill The Gap	10,560	11,838	23,602	23,817	23,602	-	0.0%
Totals	\$ 11,768,607	\$ 12,898,129	\$ 13,157,399	\$ 11,701,570	\$ 12,605,687	\$ 551,712	4.2%
Staffing (FTEs)	NA	NA	142.97	NA	144.71	1.74	1.2%

The FY 2007-08 budget for the Class 4, 5 and 6 Felony Representation Activity assumes no increase in demand and output when compared with FY 2006-07 projections. The adopted budget includes 23,055 cases assigned (demand) and 20,615 cases closed (output) at an average cost of \$610.38 per case closed. The percent of non-complex Class 4, 5 and 6 Felony cases resolved within 180 days of assignment is expected to increase from 40.7% to 50% with the FY 2007-08 budget.

Base Adjustment: With output increasing by 7.5% from the FY 2006-07 revised budget, expenditures for the Office of Contract Counsel were increased by \$364,629.

Grant Request Below Target: The Public Defender (520) submitted the FY 2007-08 Base Budget from the Grants Fund (233) \$2,328 below the Budget Target. Revenue allocated to the Class 4, 5 and 6 Felony Activity is not anticipated to meet the Target level in FY 2007-08.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
<u>Results</u>	56.2%	62.1%	62.3%	40.7%	40.7%	-21.6%	-34.7%
Percent of non-complex Felony DUI cases resolved within 180 days of arraignment/assignment.							
<u>Results</u>	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of non-complex Felony DUI cases with disposition to lesser charges or fewer counts.							
<u>Demand</u>	2,310	2,550	2,550	1,871	1,871	(679)	-26.6%
Number of assigned active Felony DUI cases.							
<u>Output</u>	1,790	2,014	2,014	1,718	1,718	(296)	-14.7%
Number of Felony DUI cases closed.							
Percent of Demand met	77.5%	79.0%	79.0%	91.8%	91.8%	12.8%	16.3%
<u>Efficiency</u>	\$ 860.62	\$ 771.58	\$ 678.52	\$ 871.41	\$ 919.43	\$ (240.91)	-35.5%
Expenditures per unit of Output							
<u>Expenditures by Fund</u>							
General	\$ 1,510,796	\$ 1,521,349	\$ 1,297,962	\$ 1,425,037	\$ 1,506,022	\$ (208,060)	-16.0%
Public Defender Grants	7,714	5,465	24,986	25,610	25,927	(941)	-3.8%
Public Defender Fill The Gap	22,005	27,147	43,600	46,436	47,636	(4,036)	-9.3%
Totals	\$ 1,540,515	\$ 1,553,961	\$ 1,366,548	\$ 1,497,083	\$ 1,579,585	\$ (213,037)	-15.6%
Staffing (FTEs)	NA	NA	18.52	NA	19.34	0.82	4.4%

The FY 2007-08 budget for the Felony DUI Activity assumes no increase in demand and output when compared with FY 2006-07 projections. The adopted budget includes 1,871 cases assigned (demand) and 1,718 cases closed (output) at an average cost of \$919.04 per case closed. The percent of Felony DUI cases resolved within 180 days of assignment is expected to remain flat at 40.7% with the FY 2007-08 budget.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results							
Percent of Adult Felony court-ordered payments processed.	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Demand							
Number of payments ordered by the court for Privately Represented Felony cases.	14	20	20	21	28	8	40.0%
Output							
Number of payments for Privately Represented Felony cases.	12	24	24	7	10	(14)	-58.3%
Percent of Demand met	85.7%	120.0%	120.0%	33.3%	35.7%	-84.3%	-70.2%
Efficiency							
Expenditures per unit of Output	\$ 17,431.06	\$ 9,197.58	\$ 9,197.58	\$ 5,615.14	\$ 5,615.10	\$ 3,582.48	39.0%
Expenditures by Fund							
General	\$ 209,173	\$ 220,742	\$ 220,742	\$ 39,306	\$ 56,151	\$ 164,591	74.6%
Totals	\$ 209,173	\$ 220,742	\$ 220,742	\$ 39,306	\$ 56,151	\$ 164,591	74.6%
Staffing (FTEs)	NA	NA	-	NA	-	-	

The FY 2007-08 budget for the Adult Felony Private Counsel Expense Activity assumes a 33% increase in the number of payments ordered by the court for Privately Represented Felony cases (demand) and a 43% increase in the number of payments made for Privately Represented Felony cases (output) when compared with FY 2006-07 projections. The adopted budget includes 28 payments ordered (demand) and 10 payments made (output) at an average cost of \$5,615.10 per payment made. Result data was not reported for this activity. The Office of Contract Counsel notes that the activity output is very court-driven.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	56.2%	89.1%	89.3%	40.7%	57.0%	-32.3%	-36.2%
Percent of non-complex other homicide cases resolved within 270 days of arraignment/assignment.							
Results	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of non-complex other homicide cases with disposition to lesser charges or fewer counts.							
Demand	231	312	312	244	244	(68)	-21.8%
Number of assigned active Other Homicide cases.							
Output	128	116	116	150	150	34	29.3%
Number of Other Homicide cases closed.							
Percent of Demand met	55.4%	37.2%	37.2%	61.5%	61.5%	24.3%	65.3%
Efficiency	\$22,606.60	\$20,064.85	\$19,288.11	\$16,813.59	\$ 17,283.57	\$ 2,004.55	10.4%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$2,874,841	\$2,253,664	\$2,223,572	\$2,509,695	\$ 2,578,506	\$ (354,934)	-16.0%
Public Defender Grants	7,235	4,499	5,032	4,845	5,092	(60)	-1.2%
Public Defender Fill The Gap	3,976	61,261	5,275	4,148	5,396	(121)	-2.3%
Legal Defender Fill The Gap	7,593	8,099	3,542	3,350	3,541	1	0.0%
Totals	\$2,893,645	\$2,327,523	\$2,237,421	\$2,522,038	\$ 2,592,535	\$ (355,114)	-15.9%
Staffing (FTEs)	NA	NA	22.64	NA	22.16	(0.48)	-2.1%

The FY 2007-08 budget for the Other Homicide Representation Activity assumes no increase in demand and output when compared with FY 2006-07 projections. The adopted budget includes 244 cases assigned (demand) and 150 cases closed (output) at an average cost of \$2,110.84 per case closed. The percent of non-complex other homicide cases resolved within 270 days of assignment is expected to increase from 40.7% to 57% with the FY 2007-08 budget.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
Results	56.2%	62.1%	62.3%	40.7%	41.8%	-20.5%	-32.9%
Percent of non-complex Violation of Probation cases resolved within 180 days of arraignment/assignment.							
Results	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of non-complex Violation of Probation cases with disposition to lesser charges or fewer counts.							
Demand	21,239	23,211	23,211	19,461	19,461	(3,750)	-16.2%
Number of Violation of Probation cases assigned.							
Output	17,180	19,729	19,729	16,553	16,600	(3,129)	-15.9%
Number of Violation of Probation cases resolved to conclusion.							
Percent of Demand met	80.9%	85.0%	85.0%	85.1%	85.3%	0.3%	0.4%
Efficiency	\$ 75.75	\$ 67.00	\$ 89.19	\$ 105.78	\$ 111.70	\$ (22.51)	-25.2%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ 1,301,465	\$ 1,321,922	\$ 1,759,631	\$ 1,750,968	\$ 1,854,183	\$ (94,552)	-5.4%
Legal Defender Fill The Gap	(57)	-	-	-	-	-	
Totals	\$ 1,301,408	\$ 1,321,922	\$ 1,759,631	\$ 1,750,968	\$ 1,854,183	\$ (94,552)	-5.4%
Staffing (FTEs)	NA	NA	20.71	NA	20.69	(0.02)	-0.1%

The FY 2007-08 budget for the Violation of Probation Activity assumes no increase in demand and a slight (0.3%) increase in output when compared with FY 2006-07 projections. The adopted budget includes 19,461 cases assigned (demand) and 16,600 cases resolved to conclusion at an average cost of \$111.43 per case resolved. Recommended demand and output are each 16.0% below budgeted data for FY 2006-07.

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.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Results	Not Reported						
Percent of variance from current annual attorney Witness Representation caseload guideline.							
Demand	45	71	71	83	96	25	35.2%
Number of assigned active Witness Representation cases.							
Output	47	51	51	71	84	33	64.7%
Number of Witness Representation cases closed.							
Percent of Demand met	104.4%	71.8%	71.8%	85.5%	87.5%	15.7%	21.8%
Efficiency	\$ 926.50	\$1,997.90	\$1,004.10	\$ 964.11	\$ 902.43	\$ 101.67	10.1%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ 43,546	\$ 101,893	\$ 51,209	\$ 68,452	\$ 75,804	\$ (24,595)	-48.0%
Legal Defender Fill The Gap	-	-	-	-	-	-	
Totals	\$ 43,546	\$ 101,893	\$ 51,209	\$ 68,452	\$ 75,804	\$ (24,595)	-48.0%
Staffing (FTEs)	NA	NA	0.03	NA	0.03	-	0.0%

The FY 2007-08 budget for the Witness Representation Activity assumes a 16% increase in demand and an 18% increase in output when compared with FY 2006-07 projections. More specifically, the adopted budget includes 96 cases assigned (demand) and 84 cases closed (output) at an average cost of \$902.42 per case closed. Based on a two-year trend of increasing case assignments and cases closed, the 84 cases projected to resolve to conclusion (87.5% of demand) is an increase of 33 when compared with the FY 2006-07 revised budget.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Percent of assigned active Misdemeanor cases closed	90.7%	111.3%	111.3%	100.4%	100.0%	-11.3%	-10.2%

The Adult Misdemeanor Representation Program includes the following two activities:

- 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.

Performance Analysis: No demand, output or expenditures are anticipated for this activity in FY 2006-07 or FY 2007-08.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	10.6%	13.3%	13.0%	0.7%	-4.2%	-17.2%	-132.4%
Percent of Misdemeanor Representation cases resolved within 180 days of arraignment/assignment.							
Results	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of Misdemeanor Representation cases with disposition to lesser charges or fewer counts.							
Demand	3,582	3,303	3,303	2,726	2,726	(577)	-17.5%
Number of assigned active Misdemeanor Representation cases.							
Output	3,249	3,676	3,676	2,738	2,726	(950)	-25.8%
Number of Misdemeanor Representation cases closed.							
Percent of Demand met	90.7%	111.3%	111.3%	100.4%	100.0%	-11.3%	-10.1%
Efficiency	\$ 310.21	\$ 256.98	\$ 167.58	\$ 257.42	\$ 259.49	\$ (91.91)	-54.8%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ 910,531	\$ 873,154	\$ 489,035	\$ 582,448	\$ 572,483	\$ (83,448)	-17.1%
Public Defender Grants	9,773	25,291	-	203	-	-	
Public Defender Fill The Gap	87,571	46,206	126,988	122,163	134,897	(7,909)	-6.2%
Totals	\$1,007,874	\$ 944,651	\$ 616,023	\$ 704,814	\$ 707,380	\$ (91,357)	-14.8%
Staffing (FTEs)	NA	NA	8.20	NA	8.20	-	0.0%

The FY 2007-08 budget for the Misdemeanor Representation Activity assumes no increase in demand and a slight (0.4%) increase in output when compared with FY 2006-07 projections. The adopted budget includes 2,726 cases assigned (demand) and 2,726 cases closed (output) at an average cost of \$259.49 per case closed.

Base Adjustment: With output declining by 25.8% from the FY 2006-07 revised budget, expenditures for the Office of Contract Counsel were reduced by \$51,634.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Percent of ordered payments for privately represented Appeal cases paid	83.3%	100.0%	100.0%	850.0%	100.0%	0.0%	0.0%
Percent of assigned Adult Appeal cases resolved to conclusion	94.1%	91.0%	91.0%	79.5%	84.6%	-6.4%	-7.0%
Percent of assigned Post-Conviction Relief cases resolved to conclusion	91.5%	92.5%	92.5%	116.6%	103.3%	10.8%	11.7%
Percent of assigned Juvenile Appeal cases resolved to conclusion	47.2%	46.4%	46.4%	47.7%	40.1%	-6.3%	-13.6%
Percent of variance from current annual attorney Juvenile Appeal caseload guideline	42.0%	11.0%	11.0%	-16.1%	-16.1%	-27.1%	-246.4%

The Appellate Representation Program includes the following four activities:

- 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
<u>Results</u>	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of Adult Appeal court-ordered payments processed.	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
<u>Demand</u>	6	6	6	2	2	(4)	-66.7%
Number of payments ordered by the court for Privately Represented Appeal cases.							
<u>Output</u>	5	6	6	17	2	(4)	-66.7%
Number of payments for Privately Represented Appeal cases.							
Percent of Demand met	83.3%	100.0%	100.0%	850.0%	100.0%	0.0%	0.0%
<u>Efficiency</u>	\$ 25,017.95	\$ 18,395.50	\$ 18,395.50	\$ 210.27	\$ 210.50	\$ 18,185.00	98.9%
Expenditures per unit of Output							
<u>Revenues by Fund</u>							
General	\$ 32,442	\$ 51,580	\$ -	\$ -	\$ -	\$ -	
Totals	\$ 32,442	\$ 51,580	\$ -	\$ -	\$ -	\$ -	
<u>Expenditures by Fund</u>							
General	\$ 125,090	\$ 110,373	\$ 110,373	\$ 3,575	\$ 421	\$ 109,952	99.6%
Totals	\$ 125,090	\$ 110,373	\$ 110,373	\$ 3,575	\$ 421	\$ 109,952	99.6%
<u>Staffing (FTEs)</u>	NA	NA	-	NA	-	-	

The budget for the Adult Appeal Private Counsel Expense Activity assumes a demand of 2 payments ordered and 2 payments made (output) at an average cost of \$210.27 per payment made. Result data was not reported for this activity.

Base Adjustment: With output declining by 66.7% from the FY 2006-07 revised budget, expenditures for the Office of Contract Counsel were reduced by \$1,889.

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 legal rights are protected.

Mandates: This activity supports the overall mandate of the Appellate Representation Program.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	35.0%	75.0%	75.0%	35.6%	87.0%	12.0%	16.0%
Percent of direct appeal briefs submitted within 45 days.							
Demand	458	564	564	434	439	(125)	-22.2%
Number of Adult Appeal cases assigned.							
Output	431	513	513	345	352	(161)	-31.4%
Number of Adult Appeal cases resolved to conclusion.							
Percent of Demand met	94.1%	91.0%	91.0%	79.5%	80.2%	-10.8%	-11.8%
Efficiency	\$ 6,180.24	\$ 6,173.72	\$ 5,807.27	\$ 8,296.27	\$ 7,899.09	\$ (2,091.82)	-36.0%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$2,663,684	\$3,167,116	\$2,979,129	\$2,862,215	\$ 2,780,479	\$ 198,650	6.7%
Totals	\$2,663,684	\$3,167,116	\$2,979,129	\$2,862,215	\$ 2,780,479	\$ 198,650	6.7%
Staffing (FTEs)	NA	NA	20.70	NA	20.05	(0.65)	-3.1%

The FY 2007-08 budget for the Adult Appeal Representation Activity assumes a 1.2% increase in the number of cases assigned (demand) and a 2% increase in the number of cases resolved to conclusion (output) when compared with FY 2006-07 projections. The adopted budget includes a demand of 439 cases assigned and 352 cases resolved at an average cost of \$7,865.19 per case resolved to conclusion.

Base Adjustment: The adopted budget allows the Office of Contract Counsel to take on an additional 15 additional cases by increasing expenditures by \$70,555.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
Results	35.0%	28.0%	28.0%	35.6%	40.0%	12.0%	42.9%
Percent of trial or plea Post Conviction Relief cases submitted within 60 days.							
Demand	1,447	1,419	1,419	968	968	(451)	-31.8%
Number of Post-Conviction Relief cases assigned (Plea PCR and Trial PCR).							
Output	1,324	1,313	1,313	1,129	968	(345)	-26.3%
Number of PCR cases resolved to conclusion (Plea PCR and Trial PCR).							
Percent of Demand met	91.5%	92.5%	92.5%	116.6%	100.0%	7.5%	8.1%
Efficiency	\$ 1,223.36	\$ 1,242.73	\$ 1,270.17	\$ 1,281.39	\$ 1,320.58	\$ (50.41)	-4.0%
Expenditures per unit of Output							
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ 266,465	\$ 351,385	\$ 351,385	
Totals	\$ -	\$ -	\$ -	\$ 266,465	\$ 351,385	\$ 351,385	
Expenditures by Fund							
General	\$ 1,619,731	\$ 1,631,699	\$ 1,667,735	\$ 1,446,686	\$ 1,278,324	\$ 389,411	23.3%
Totals	\$ 1,619,731	\$ 1,631,699	\$ 1,667,735	\$ 1,446,686	\$ 1,278,324	\$ 389,411	23.3%
Staffing (FTEs)	NA	NA	12.30	NA	11.95	(0.35)	-2.8%

The FY 2007-08 budget for the Post Conviction Relief Representation Activity assumes no increase in demand and a 17% increase in output when compared with FY 2006-07 projections. The adopted budget includes a demand of 968 cases assigned at an average cost of \$1,309.04 per case resolved to conclusion.

Base Adjustment: With output declining by 26.3% from the FY 2006-07 revised budget, expenditures for the Office of Contract Counsel were reduced by \$255.051.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Results Percent of variance from current annual attorney Juvenile Appeal caseload guideline.	42.0%	11.0%	11.0%	-16.1%	-16.1%	-27.1%	-246.6%
Demand Number of Juvenile Appeal cases assigned.	284	220	220	262	262	42	19.1%
Output Number of Juvenile Appeal cases resolved to conclusion.	134	102	102	125	105	3	2.9%
Percent of Demand met	47.2%	46.4%	46.4%	47.7%	40.1%	-6.3%	-13.6%
Efficiency Expenditures per unit of Output	\$ 3,652.89	\$ 1,351.36	\$ 1,658.38	\$ 4,968.65	\$ 6,078.97	\$ (4,420.59)	-266.6%
Expenditures by Fund General	\$ 489,487	\$ 137,839	\$ 169,155	\$ 621,081	\$ 638,292	\$ (469,137)	-277.3%
Totals	\$ 489,487	\$ 137,839	\$ 169,155	\$ 621,081	\$ 638,292	\$ (469,137)	-277.3%
Staffing (FTEs)	NA	NA	1.46	NA	1.46	-	0.0%

The FY 2007-08 budget for the Juvenile Appeal Representation Activity assumes no increase in demand and a 16% decrease in output when compared with FY 2006-07 projections. The adopted budget includes a demand of 262 active cases assigned and 105 cases resolved to conclusion (output) at an average cost of \$5,105.65 per case resolved. For FY 2006-07, the 125 cases projected to resolve to conclusion (47.7% of demand) compares with 134 cases in FY 2005-06 and 102 budgeted for FY 2006-07. Consistent with current trends, the FY 2007-08 adopted budget allows a rate of 47.7% of demand to conclude 125 cases.

Base Adjustment: With output increasing by 2.9% from the FY 2006-07 revised budget, expenditures for the Office of Contract Counsel were increased by \$38,166.

Dependency Representation Program

The purpose of the Dependency Representation Program is to provide effective legal representation to assigned indigent persons in dependency or severance matters so that their legal rights are protected.

Program Results

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
		ADOPTED	REVISED	PROJ ACT			
Percent of assigned Child Dependency cases with findings	77.3%	144.3%	144.3%	118.0%	100.0%	-44.3%	-30.7%
Percent of variance from current annual attorney Child Dependency caseload guideline	Not Reported	10.0%	10.0%	Not Reported	10.0%	0.0%	0.0%
Percent of open Child Report & Review Status cases in which the court ends jurisdiction during the time period	113.8%	107.6%	107.6%	50.8%	50.8%	-56.8%	-52.8%
Percent of variance from current annual attorney Child Report & Review Rep. caseload guideline	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of motions or petitions initiating Severance or Permanent Guardianship Determinations where rulings are issued on Child Rep. cases	90.4%	107.1%	107.1%	77.9%	79.1%	-28.0%	-26.1%
Percent of variance from current annual attorney Severance or Permanent Guardianship Child Rep. caseload guideline	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of assigned Guardian ad Litem (GAL) Dependency cases with findings	NA	90.4%	90.4%	5.2%	5.2%	-85.2%	-94.2%
Percent of variance from current annual attorney GAL Dependency caseload guideline	NA	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of open (in which a re-certification was processed between July 1 and June 30) GAL Report & Review Status cases in which the court ends jurisdiction during the time period	NA	91.8%	91.8%	91.2%	91.2%	-0.6%	-0.7%
Percent of variance from current annual attorney GAL Report & Review Rep. caseload guideline	NA	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of payments ordered by the court for Privately Represented Dependency cases that are paid	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Percent of motions or petitions initiating Severance or Permanent Guardianship Determinations where rulings are issued on GAL Rep. cases	NA	60.6%	60.6%	14.2%	14.1%	-46.5%	-76.7%
Percent of variance from current annual attorney Severance or Permanent GAL Rep. caseload guideline	NA	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of assigned Parental Dependency cases with findings	NA	93.2%	92.1%	45.5%	45.5%	-46.6%	-50.6%
Percent of variance from current annual attorney Parental Dependency caseload guideline	NA	-7.4%	Not Reported	-27.5%	-32.7%		
Percent of open (on June 30th) Parental Report & Review Status cases in which the court ends jurisdiction during the time period	NA	31.4%	31.4%	37.0%	37.0%	5.6%	17.8%
Percent of variance from current annual attorney Parental Report & Review Rep. caseload guideline	NA	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of motions or petitions initiating Severance or Permanent Guardianship Determinations where rulings are issued on Parental Rep. cases	NA	75.9%	75.9%	37.0%	37.0%	-38.9%	-51.3%
Percent of variance from current annual attorney Severance or Permanent Guardianship Parental Rep. caseload guideline	NA	Not Reported	Not Reported	Not Reported	Not Reported		

The Dependency Representation Program includes the following ten activities:

- Child Dependency Representation
- Child Report and Review Representation
- Child Severance or Permanent Guardianship Representation
- Guardian ad Litem Dependency Representation
- Guardian ad Litem Report and Review Representation
- Dependency Private Counsel Expense
- Guardian ad Litem Severance or Permanent Guardianship Representation
- Parental Dependency Representation
- Parental Report and 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
<u>Results</u>	Not Reported	10.0%	10.0%	Not Reported	10.0%	0.0%	0.0%
Percent of variance from current annual attorney Child Dependency caseload guideline.							
<u>Demand</u>	555	1,443	1,443	1,871	2,152	709	49.1%
Number of Child Dependency filings assigned.							
<u>Output</u>	429	2,082	2,082	2,208	2,152	70	3.4%
Number of Dependency findings on Child Dependency cases.							
Percent of Demand met	77.3%	144.3%	144.3%	118.0%	100.0%	-44.3%	-30.7%
<u>Efficiency</u>	\$ 12,256.57	\$ 1,674.74	\$ 1,870.31	\$ 1,538.29	\$ 1,514.00	\$ 356.32	19.1%
Expenditures per unit of Output							
<u>Revenues by Fund</u>							
Public Defender Grants	\$ -	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ (5,000)	-100.0%
Totals	\$ -	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ (5,000)	-100.0%
<u>Expenditures by Fund</u>							
General	\$ 5,258,070	\$ 3,481,808	\$ 3,888,992	\$ 3,396,539	\$ 3,258,119	\$ 630,873	16.2%
Public Defender Grants	-	5,000	5,000	-	-	5,000	100.0%
Totals	\$ 5,258,070	\$ 3,486,808	\$ 3,893,992	\$ 3,396,539	\$ 3,258,119	\$ 635,873	16.3%
<u>Staffing (FTEs)</u>	NA	NA	32.49	NA	32.49	-	0.0%

The FY 2007-08 budget for the Child Dependency Representation Activity assumes a 15% increase in demand and a 2.5% decrease in output when compared with FY 2006-07 projections. The adopted budget includes a demand of 2,152 filings assigned at an average cost of \$1,512.77 per finding.

Base Adjustment: With output declining from FY 2006-07 projected levels, expenditures for the Office of Contract Counsel were decreased by \$308,877.

Eliminate Legal Advocate Grant Fund: Recommend eliminating the Grant Fund (233) from the Legal Advocate (550). Although the department has budgeted \$5,000 in Child Dependency Activity revenue and expenditures in each of the past several years, no actual revenue or expenditures have been accrued.

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:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
		ADOPTED	REVISED	PROJ ACT			
Results	NA	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of variance from current annual attorney Child Report and Review Representation caseload guideline.							
Demand	210	659	659	1,547	1,779	1,120	170.0%
Number of open Child Report and Review Status cases.							
Output	239	709	709	786	904	195	27.5%
Number of Child Report and Review Status cases in which the court ends jurisdiction during the time period.							
Percent of Demand met	113.8%	107.6%	107.6%	50.8%	50.8%	-56.8%	-52.8%
Efficiency	NA	\$ 988.96	\$ 391.57	\$ 364.93	\$ 415.90	\$ (24.34)	-6.2%
Expenditures per unit of Output							
Expenditures by Fund							
General	NA	\$ 701,175	\$ 277,620	\$ 286,838	\$ 375,978	\$ (98,358)	-35.4%
Totals	NA	\$ 701,175	\$ 277,620	\$ 286,838	\$ 375,978	\$ (98,358)	-35.4%
Staffing (FTEs)	NA	NA	0.49	NA	0.49	-	0.0%

The FY 2007-08 budget for the Child Report and Review Representation Activity assumes a 15% increase in demand and output when compared with FY 2006-07 projections. The adopted budget includes a demand of 1,779 open cases at an average cost of \$415.84 per case in which the court ends jurisdiction during the time period. Result data was not reported for this activity.

Base Adjustment: With output increasing by 27.5% from the FY 2006-07 revised budget, expenditures for the Office of Contract Counsel were increased by \$73,756.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
Results	NA	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of variance from current annual attorney Severance or Permanent Guardianship Child Representation caseload guideline.							
Demand	83	126	126	280	297	171	135.7%
Number of motions or petitions initiating Severance or Permanent Guardianship Determinations on Child Representation cases.							
Output	75	135	135	218	235	100	74.1%
Number of court ordered Severance or Permanent Guardianship Rulings issued on Child Representation cases.							
Percent of Demand met	90.4%	107.1%	107.1%	77.9%	79.1%	-28.0%	-26.2%
Efficiency	NA	\$ 771.11	\$ 584.59	\$ 526.18	\$ 530.25	\$ 54.35	9.3%
Expenditures per unit of Output							
Expenditures by Fund							
General	NA	\$ 104,100	\$ 78,920	\$ 114,707	\$ 124,608	\$ (45,688)	-57.9%
Totals	NA	\$ 104,100	\$ 78,920	\$ 114,707	\$ 124,608	\$ (45,688)	-57.9%
Staffing (FTEs)	NA	NA	0.49	NA	0.49	-	0.0%

The FY 2007-08 budget for the Child Severance or Permanent Guardianship Representation Activity assumes a 6% increase in demand and a 7.8% increase in output when compared with FY 2006-07 projections. The adopted budget includes a demand of 297 initiating motions or petitions and 235 rulings issues (output) at an average cost of \$530 per ruling. Result data was not reported for this activity.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
Results	NA	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of variance from current annual attorney Guardian ad Litem Dependency Representation caseload guideline.							
Demand	NA	1,830	1,830	1,190	1,369	(461)	-25.2%
Number of Guardian ad Litem Dependency filings assigned.							
Output	NA	1,655	1,655	62	71	(1,584)	-95.7%
Number of Dependency findings on Guardian ad Litem Dependency cases.							
Percent of Demand met	NA	90.4%	90.4%	5.2%	5.2%	-85.3%	-94.3%
Efficiency	NA	\$ 674.32	\$ 674.32	\$16,153.46	\$16,153.46	\$ (15,479.14)	-2295.5%
Expenditures per unit of Output							
Expenditures by Fund							
General	NA	\$1,116,000	\$1,116,000	\$1,001,515	\$1,146,896	\$ (30,896)	-2.8%
Totals	NA	\$1,116,000	\$1,116,000	\$1,001,515	\$1,146,896	\$ (30,896)	-2.8%
Staffing (FTEs)	NA	NA	-	NA	-	-	

The FY 2007-08 budget for the Guardian ad Litem Dependency Representation Activity assumes a 15% increase in demand and output when compared with FY 2006-07 projections. The adopted budget includes a demand of 1,369 filings assigned at an average cost of \$16,153.46 per finding. Result data was not reported for this activity.

Base Adjustment: With output increasing from FY 2006-07 projected levels, expenditures for the Office of Contract Counsel were increased by \$78,761.

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:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08	Variance (Rev. - Adpt.) %	
	ADOPTED	REVISED	PROJ	ACT	ADOPTED		
Results	NA	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of variance from current annual attorney Guardian ad Litem Report and Review Representation caseload guideline.							
Demand	NA	1,376	1,376	1,385	1,593	217	15.8%
Number of Guardian ad Litem Report and Review Status cases in which a re-certification was processed between July 1 and June 30th.							
Output	NA	1,263	1,263	1,263	1,453	190	15.0%
Number of Guardian ad Litem Report and Review Status cases in which the court ends jurisdiction during the time period.							
Percent of Demand met	NA	91.8%	91.8%	91.2%	91.2%	-0.6%	-0.6%
Efficiency	NA	\$ 287.79	\$ 287.79	\$ 442.48	\$ 442.48	\$ (154.69)	-53.8%
Expenditures per unit of Output							
Expenditures by Fund							
General	NA	\$ 363,480	\$ 363,480	\$ 558,857	\$ 642,929	\$ (279,449)	-76.9%
Totals	NA	\$ 363,480	\$ 363,480	\$ 558,857	\$ 642,929	\$ (279,449)	-76.9%
Staffing (FTEs)	NA	NA	-	NA	-	-	

The FY 2007-08 budget for the Guardian ad Litem Report and Review Representation Activity assumes a 15% increase in demand and output when compared with FY 2006-07 projections. The adopted budget includes a demand of 1,593 re-certified cases and 1,453 cases in which the court ends jurisdiction (output) at an average cost of \$442.48 per case. Result data was not reported for this activity.

Base Adjustment: With output increasing by 15% from the FY 2006-07 revised budget, expenditures for the Office of Contract Counsel were increased by \$42,569.

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.

Performance Analysis: The Dependency Private Counsel Expense Activity anticipates no court-ordered payments for privately represented Dependency in FY 2007-08. No demand or output is projected for FY 2006-07.

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:

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
Results Percent of variance from current annual attorney Severance or Permanent Guardianship Guardian ad Litem Representation caseload guideline.	NA	Not Reported	Not Reported	Not Reported	Not Reported		
Demand Number of motions or petitions initiating Severance or Permanent Guardianship determinations on Guardian ad Litem Representation cases.	NA	142	142	401	425	283	199.3%
Output Number of court ordered Severance or Permanent Guardianship rulings issued on Guardian ad Litem Representation cases.	NA	86	86	57	60	(26)	-30.2%
Percent of Demand met	NA	60.6%	60.6%	14.2%	14.1%	-46.4%	-76.7%
Efficiency Expenditures per unit of Output	NA	\$ 1,004.65	\$ 1,004.65	\$ 6,106.77	\$ 6,106.77	\$ (5,102.12)	-507.8%
Expenditures by Fund General	NA	\$ 86,400	\$ 86,400	\$ 348,086	\$ 366,406	\$ (280,006)	-324.1%
Totals	NA	\$ 86,400	\$ 86,400	\$ 348,086	\$ 366,406	\$ (280,006)	-324.1%
Staffing (FTEs)	NA	NA	-	NA	-	-	

The FY 2007-08 budget for the Guardian ad Litem Severance or Permanent Guardianship Representation Activity assumes a 6% increase in demand and a 5% increase in output when compared with FY 2006-07 projections. The adopted budget includes 425 initiating motions or petitions and 60 orders or rulings issues at an average cost of \$6,106.77 per ruling. Result data was not reported for this activity.

Base Adjustment: With output increasing from FY 2006-07 projected levels, expenditures for the Office of Contract Counsel were increased by \$30,646.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	NA	-7.4%	Not Reported	-27.5%	-32.7%		
Percent of variance from current annual attorney Parental Dependency caseload guideline.							
Demand	NA	4,507	4,507	3,316	3,813	(694)	-15.4%
Number of Parental Dependency filings assigned.							
Output	NA	4,200	4,151	1,508	1,736	(2,415)	-58.2%
Number of Dependency findings on Parental Dependency Representation cases.							
Percent of Demand met	NA	93.2%	92.1%	45.5%	45.5%	-46.6%	-50.6%
Efficiency	NA	\$ 1,271.84	\$ 1,268.46	\$ 1,968.52	\$ 2,154.83	\$ (886.37)	-69.9%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$5,255,227	\$5,341,733	\$5,265,376	\$2,968,523	\$3,740,791	\$ 1,524,585	29.0%
Totals	\$5,255,227	\$5,341,733	\$5,265,376	\$2,968,523	\$3,740,791	\$ 1,524,585	29.0%
Staffing (FTEs)	NA	NA	11.96	NA	11.96	-	0.0%

The FY 2007-08 budget for the Parental Dependency Representation Activity assumes a 6% increase in demand and a 5% increase in output when compared with FY 2006-07 projections. The adopted budget includes a demand of 3,813 filings assigned and 1,736 findings (output) at an average cost of \$2,154.83 per finding.

Base Adjustment: With output increasing from FY 2006-07 projected levels, expenditures for the Office of Contract Counsel were increased by \$588,560.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
Results	NA	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of variance from current annual attorney Parental Report and Review caseload guideline.							
Demand	NA	3,012	3,012	2,770	3,186	174	5.8%
Number of Parental Report and Review Status cases open on June 30th.							
Output	NA	946	946	1,024	1,180	234	24.7%
Number of Parental Report and Review Status cases in which the court ends jurisdiction during the time period.							
Percent of Demand met	NA	31.4%	31.4%	37.0%	37.0%	5.6%	17.9%
Efficiency	NA	\$ 1,019.47	\$ 975.37	\$ 1,028.87	\$ 1,044.03	\$ (68.66)	-7.0%
Expenditures per unit of Output							
Expenditures by Fund							
General	NA	\$ 964,414	\$ 922,702	\$ 1,053,565	\$ 1,231,958	\$ (309,256)	-33.5%
Totals	NA	\$ 964,414	\$ 922,702	\$ 1,053,565	\$ 1,231,958	\$ (309,256)	-33.5%
Staffing (FTEs)	NA	NA	8.06	NA	8.06	-	0.0%

The FY 2007-08 budget for the Parental Report and Review Representation Activity assumes a 15% increase in demand and output when compared with FY 2006-07 projections. The adopted budget includes a demand of 3,186 open cases and 1,180 cases in which the court ends jurisdiction (output) at an average cost of \$1,044.03 per case. Result data was not reported for this activity.

Base Adjustment: With output increasing by 24.7% from the FY 2006-07 revised budget, expenditures for the Office of Contract Counsel were increased by \$73,808.

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:

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	NA	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of variance from current annual attorney Severance or Permanent Guardianship Parental Representation caseload guideline.							
Demand	NA	573	573	899	953	380	66.3%
Number of motions or petitions initiating Severance or Guardianship Determinations on Parental Representation cases.							
Output	NA	435	435	333	353	(82)	-18.9%
Number of court ordered Severance or Permanent Guardianship rulings issued on Parental Representation cases.							
Percent of Demand met	NA	75.9%	75.9%	37.0%	37.0%	-38.9%	-51.2%
Efficiency	NA	\$ 1,424.88	\$ 1,354.57	\$ 3,007.47	\$ 3,293.03	\$ (1,938.46)	-143.1%
Expenditures per unit of Output							
Expenditures by Fund							
General	NA	\$ 619,823	\$ 589,240	\$ 1,001,488	\$ 1,162,440	\$ (573,200)	-97.3%
Totals	NA	\$ 619,823	\$ 589,240	\$ 1,001,488	\$ 1,162,440	\$ (573,200)	-97.3%
Staffing (FTEs)	NA	NA	5.98	NA	5.98	-	0.0%

The FY 2007-08 budget for the Parental Severance or Permanent Guardianship Representation Activity assumes a 6% increase in demand and output when compared with FY 2006-07 projections. The adopted budget includes a demand of 953 initiating motions or petitions and 353 court ordered rulings (output) at an average cost of \$3,293.03 per ruling. Result data was not reported for this activity.

Base Adjustment: With output increasing from FY 2006-07 projected levels, expenditures for the Office of Contract Counsel were increased by \$96,182.

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

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Percent of assigned Family Court Rep. cases resolved to conclusion	50.6%	22.2%	22.2%	28.1%	28.1%	5.9%	26.6%
Percent of assigned Juvenile Notification cases resolved to conclusion	97.4%	84.2%	84.2%	64.6%	65.4%	-18.8%	-22.3%

The Juvenile Civil Representation Program includes the following three activities:

- Family Court Representation
- Juvenile Notification Representation
- Juvenile Civil Private Counsel Expense

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 shall 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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
<u>Results</u>	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of variance from current annual attorney Family Court Representation caseload guideline.							
<u>Demand</u>	393	424	424	281	281	(143)	-33.7%
Number of Family Court Representation cases assigned.							
<u>Output</u>	199	94	94	79	79	(15)	-16.0%
Number of Family Court Representation cases resolved to conclusion.							
Percent of Demand met	50.6%	22.2%	22.2%	28.1%	28.1%	5.9%	26.8%
<u>Efficiency</u>	\$ 1,257.87	\$ 2,252.17	\$ 2,252.17	\$ 1,828.05	\$ 1,828.05	\$ 424.12	18.8%
Expenditures per unit of Output							
<u>Expenditures by Fund</u>							
General	\$ 250,317	\$ 211,704	\$ 211,704	\$ 144,416	\$ 144,416	\$ 67,288	31.8%
Totals	\$ 250,317	\$ 211,704	\$ 211,704	\$ 144,416	\$ 144,416	\$ 67,288	31.8%
Staffing (FTEs)	NA	NA	-	NA	-	-	

The FY 2007-08 budget for the Family Court Representation Activity assumes no growth in demand or output when compared with FY 2006-07 projections. The adopted budget includes a demand of 281 cases assigned and 79 cases resolved to conclusion (output) at an average cost of \$424.12 per case resolved. Result data was not reported for this activity.

Base Adjustment: With output declining by 16% from the FY 2006-07 revised budget, expenditures for the Office of Contract Counsel were decreased by \$24,887.

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.

Performance Analysis: The Juvenile Civil Private Counsel Expense Activity anticipates no court-ordered payments for privately represented Juvenile Civil cases in FY 2007-08. No demand or output is projected for FY 2006-07.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
<u>Results</u>	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of variance from current annual attorney Juvenile Notification Representation caseload guideline.							
<u>Demand</u>	77	76	76	48	52	(24)	-31.6%
Number of Juvenile Notification cases assigned.							
<u>Output</u>	75	64	64	31	34	(30)	-46.9%
Number of Juvenile Notification cases resolved to conclusion.							
Percent of Demand met	97.4%	84.2%	84.2%	64.6%	65.4%	-18.8%	-22.4%
<u>Efficiency</u>	\$ 952.75	\$ 1,073.28	\$ 922.34	\$ 1,388.40	\$ 1,520.50	\$ (598.16)	-64.9%
Expenditures per unit of Output							
<u>Expenditures by Fund</u>							
General	\$ 71,456	\$ 68,690	\$ 59,030	\$ 43,040	\$ 51,697	\$ 7,333	12.4%
Totals	\$ 71,456	\$ 68,690	\$ 59,030	\$ 43,040	\$ 51,697	\$ 7,333	12.4%
<u>Staffing (FTEs)</u>	NA	NA	0.08	NA	0.08	-	0.0%

The FY 2007-08 budget for the Juvenile Notification Representation Activity assumes an 8.3% increase in demand and a 9.7% increase in output when compared with FY 2006-07 projections. The adopted budget includes a demand of 52 cases assigned and 34 cases resolved to conclusion (output) at an average cost of \$1,518.82 per case resolved. Result data was not reported for this activity.

Base Adjustment: With the decline in output from the FY 2006-07 revised budget, expenditures for the Office of Contract Counsel were decreased by \$749.

Juvenile Delinquency and Incurrigibility Representation Program

The purpose of the Juvenile Delinquency and Incurrigibility Representation Program is to provide effective legal representation to assigned indigent juveniles charged with incurrigible 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

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Percent of assigned active felony level Juvenile Delinquency cases closed	75.8%	75.3%	75.3%	76.4%	76.4%	1.1%	1.5%
Percent of assigned active Incurrigibility and Misdemeanor-Level Juvenile Delinquency cases closed	76.0%	70.2%	70.2%	85.4%	78.4%	8.2%	11.7%
Percent of assigned Juvenile Violation of Probation cases resolved to conclusion	122.8%	95.2%	95.2%	81.7%	81.7%	-13.5%	-14.2%

The Juvenile Delinquency and Incurrigibility Representation Program includes the following four activities:

- Felony-Level Delinquency Representation
- Incurrigibility or Misdemeanor-Level Juvenile Delinquency Representation Activity
- Juvenile Delinquency Private Counsel Expense
- Juvenile Violation of Probation Representation

Felony-Level Juvenile 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 Incurrigibility Representation Program.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results Percent of felony-level Juvenile Delinquency cases in which adjudication hearing commences within 60 days.	35.0%	29.3%	29.3%	24.2%	23.9%	-5.4%	-18.4%
Results Percent of felony-level Juvenile Delinquency cases with a disposition to lesser charges or fewer counts.	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Demand Number of assigned active Felony level Delinquency Representation cases.	5,476	4,984	4,984	4,437	4,437	(547)	-11.0%
Output Number of Felony-Level Juvenile Delinquency cases closed.	4,150	3,754	3,754	3,392	3,392	(362)	-9.6%
Percent of Demand met	75.8%	75.3%	75.3%	76.4%	76.4%	1.1%	1.5%
Efficiency Expenditures per unit of Output	\$ 688.22	\$ 784.44	\$ 737.04	\$ 834.12	\$ 833.98	\$ (96.94)	-13.2%
Expenditures by Fund							
General	\$ 2,856,130	\$ 2,944,796	\$ 2,766,844	\$ 2,829,336	\$ 2,828,845	\$ (62,001)	-2.2%
Totals	\$ 2,856,130	\$ 2,944,796	\$ 2,766,844	\$ 2,829,336	\$ 2,828,845	\$ (62,001)	-2.2%
Staffing (FTEs)	NA	NA	24.47	NA	24.22	(0.25)	-1.0%

The FY 2007-08 budget for the Felony-Level Juvenile Delinquency Representation Activity assumes no growth in demand or output when compared with FY 2006-07 projections. The adopted budget includes a demand of 4,437 cases assigned and 3,392 cases closed (output) at an average cost of \$833.73 per case closed.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Results	35.0%	29.3%	29.3%	24.2%	23.9%	-5.4%	-18.4%
Percent of Incurrigibility and misdemeanor-level Juvenile Delinquency cases in which adjudication hearing commences within 60 days.							
Demand	6,437	6,248	6,248	6,438	6,450	202	3.2%
Number of assigned active Incurrigibility and Misdemeanor-level Juvenile Delinquency Representation cases.							
Output	4,890	4,389	4,389	5,498	5,498	1,109	25.3%
Number of Incurrigibility and Misdemeanor-Level Juvenile Delinquency cases closed.							
Percent of Demand met	76.0%	70.2%	70.2%	85.4%	85.2%	15.0%	21.3%
Efficiency	\$ 412.79	\$ 412.84	\$ 361.98	\$ 352.59	\$ 357.51	\$ 4.47	1.2%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$2,018,558	\$1,811,954	\$1,588,712	\$1,938,515	\$1,965,565	\$ (376,853)	-23.7%
Totals	\$2,018,558	\$1,811,954	\$1,588,712	\$1,938,515	\$1,965,565	\$ (376,853)	-23.7%
Staffing (FTEs)	NA	NA	18.11	NA	17.92	(0.18)	-1.0%

The FY 2007-08 budget for the Incurrigibility or Misdemeanor-Level Juvenile Delinquency Representation Activity assumes a slight (0.2%) growth in demand and increase in output when compared with FY 2006-07 projections. The adopted budget includes a demand of 6,450 cases assigned and 5,498 cases closed (output) at an average cost of \$357.39 per case.

Base Adjustment: With the decline in output from the FY 2006-07 revised budget, expenditures for the Office of Contract Counsel were decreased by \$14,770.

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.

Performance Analysis: The Juvenile Delinquency Private Counsel Expense Activity anticipates no court-ordered payments for privately represented Juvenile Delinquency cases in FY 2007-08. No demand or output is projected for FY 2006-07.

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 Incurrigibility Representation Program.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Results	35.0%	29.3%	29.3%	24.2%	23.9%	-5.4%	-18.4%
Percent of Juvenile Violation of Probation cases in which adjudication hearing commences within 21 days of advisory hearing.							
Demand	2,290	2,254	2,254	1,846	1,846	(408)	-18.1%
Number of Juvenile Violation of Probation cases assigned.							
Output	2,811	2,145	2,145	1,509	1,509	(636)	-29.7%
Number of Juvenile Violation of Probation cases resolved to conclusion.							
Percent of Demand met	122.8%	95.2%	95.2%	81.7%	81.7%	-13.4%	-14.1%
Efficiency	\$ 195.72	\$ 194.09	\$ 251.53	\$ 399.34	\$ 401.08	\$ (149.55)	-59.5%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ 550,159	\$ 416,326	\$ 539,524	\$ 602,604	\$ 605,228	\$ (65,704)	-12.2%
Totals	\$ 550,159	\$ 416,326	\$ 539,524	\$ 602,604	\$ 605,228	\$ (65,704)	-12.2%
Staffing (FTEs)	NA	NA	6.42	NA	6.35	(0.07)	-1.0%

The FY 2007-08 budget for the Juvenile Violation of Probation Representation Activity assumes no growth in demand or output when compared with FY 2006-07 projections. The adopted budget includes a demand of 1,846 cases assigned and 1,509 cases resolved to conclusion (output) at an average cost of \$149.41 per case.

Base Adjustment: With the decline in output from the FY 2006-07 revised budget, expenditures for the Office of Contract Counsel were decreased by \$4,840.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Percent of assigned Mental Health cases resolved to conclusion	98.1%	96.7%	96.7%	99.5%	99.5%	2.8%	2.9%
Percent of assigned Sexually Violent Person cases resolved to conclusion	114.6%	125.7%	125.7%	146.7%	100.0%	-25.7%	-20.4%

The Mental Health Representation Program includes the following three activities:

- 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:

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	24.0%	13.0%	13.0%	22.5%	18.8%	5.8%	44.2%
Percent of Superior Court mental health matters concluded within 30 days.							
Demand	2,481	2,140	2,140	2,640	2,873	733	34.3%
Number of Mental Health cases assigned.							
Output	2,434	2,070	2,070	2,627	2,860	790	38.2%
Number of Mental Health cases resolved to conclusion.							
Percent of Demand met	98.1%	96.7%	96.7%	99.5%	99.5%	2.8%	2.9%
Efficiency	\$ 351.95	\$ 456.53	\$ 502.21	\$ 373.20	\$ 411.57	\$ 90.65	18.0%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ 856,650	\$ 945,026	\$ 1,039,585	\$ 980,390	\$ 1,177,083	\$ (137,498)	-13.2%
Totals	\$ 856,650	\$ 945,026	\$ 1,039,585	\$ 980,390	\$ 1,177,083	\$ (137,498)	-13.2%
Staffing (FTEs)	NA	NA	9.65	NA	9.65	-	0.0%

The FY 2007-08 budget for the Mental Health Representation Activity assumes an increase of 8.8% in demand and output when compared with FY 2006-07 projections. The adopted budget includes a demand of 2,873 cases assigned and 2,860 cases resolved to conclusion at an average cost of \$91.32 per case.

Base Adjustment: With output increasing by 38.2% from FY 2006-07 projected levels, expenditures for the Office of Contract Counsel were increased by \$119,843.

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.

Performance Analysis: The Mental Health Private Counsel Expense Activity anticipates no court-ordered payments for privately represented Mental Health cases in FY 2007-08. No demand or output is projected for FY 2006-07.

Sexually Violent Person 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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Results	Not Reported						
Percent of variance from current attorney Sexually Violent Person caseload guideline.							
Demand	41	35	35	30	44	9	25.7%
Number of Sexually Violent Person cases assigned.							
Output	47	44	44	44	44	-	0.0%
Number of Sexually Violent Person cases resolved to conclusion.							
Percent of Demand met	114.6%	125.7%	125.7%	146.7%	100.0%	-25.7%	-20.5%
Efficiency	\$ 6,317.47	\$ 9,413.55	\$ 8,862.45	\$ 6,864.88	\$ 8,580.36	\$ 282.09	3.2%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ 296,921	\$ 414,196	\$ 389,948	\$ 302,055	\$ 377,536	\$ 12,412	3.2%
Totals	\$ 296,921	\$ 414,196	\$ 389,948	\$ 302,055	\$ 377,536	\$ 12,412	3.2%
Staffing (FTEs)	NA	NA	4.00	NA	4.00	-	0.0%

The FY 2007-08 budget for the Sexually Violent Person Representation Activity assumes a 47% increase in demand and no increase in output when compared with FY 2006-07 projections. The adopted budget includes a demand of 44 cases assigned and 44 cases resolved to conclusion at an average cost of \$8,580.36 per case. Result data was not reported for this activity.

Administrative Services Program

The purpose of the Administrative Services Program is to compile cost information and standardized performance data on a variety of internal administrative and support services for County departments, OMB and the Board of Supervisors so they can conduct comparative analyses and track program performance and costs.

Delete 1.0 FTE Human Resource Generalist – Legal Advocate: Delete \$68,213 in General Fund Personal Services support associated with a Legal Advocate Human Resource Generalist position that has been vacant for over 12 months. Funding for the position is allocated to the following activities: Human Resources (\$44,338), Risk Management (\$10,232) and Executive Management (\$13,643).

Information Technology Market Study: Add \$21,352 from the General Fund associated with the I.T. Market Study in the Executive Management Activity.

Add 1.0 FTE Administrative Assistant – Public Defender: Add \$48,068 from the General Fund in FY 2007-08 for 1.0 FTE Administrative Assistant to work with the Public Defender Financial Services Manager, in association with the multiple budget reallocations to the Capital Activity. Expenditures for positions are allocated to the following activities: Financial Services (\$34,010), Human Resources (\$1,406), Executive Management (\$11,715) and Procurement (\$937).

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.

Delete 1.0 FTE Technology Product Administrator – Legal Advocate: Delete \$55,972 in General Fund Personal Services support associated with a Legal Advocate position that has been vacant for over 12 months. Funding for the position is allocated at \$11,194 for each of the following activities: Business Application Development and Support, Desktop Support, Help Desk, Infrastructure Network Services, and Data Center.

Information Technology Market Study: Add \$42,642 from the General Fund associated with the I.T. Market Study, including \$7,863 in the Business Application Development and Support Activity, \$20,087 in the Help Desk Activity, \$8,146 in the Data Center Activity, and \$6,546 in the Desktop Support Activity.

General Government Program

Right-Sizing Worker's Compensation / Unemployment Insurance: Reallocate \$4,851 in FY 2007-08 General Fund expenditures from 20 activities to the Internal Service Fund Charges Activities, and eliminate double- and over-funding of Risk Management, Workers Compensation and Unemployment Insurance. Also, add \$22,495 from the General Fund to fully allocate Workers Compensation and Unemployment Insurance charges to the Internal Service Fund Charges Activity. The net Base Adjustment is a General Fund expenditure increase of \$14,126.

Public Defender (520) General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 36,608,991	\$ 125,737
MID-YEAR ADJUSTMENTS:		
Investigator Market Adjustment	\$ 292,175	\$ -
Executive Compensation Increase (12 months)	5,537	-
Subtotal	\$ 297,712	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 36,906,703	\$ 125,737
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 314,452	\$ -
Retirement Contributions	138,965	-
FY 2007-08 Pay for Performance	1,095,126	-
Annualization of Compensation Adjustments	154,875	-
Lease Terminations	(16,815)	-
Subtotal	\$ 1,686,603	\$ -
FY 2007-08 BUDGET TARGET	\$ 38,593,306	\$ 125,737
BASE ADJUSTMENTS:		
I.T. Market Study (12 months) (Executive Mngt, Desktop Support, and Business Application Dev't Activities)	\$ 32,900	\$ -
1.0 FTE Office Assistant (Admin Activities)	48,068	-
Attorney Loan Repayment Assistance Program	451,425	-
Right-Size Capital Representation Activity	516,303	-
Subtotal	\$ 1,048,696	\$ -
FY 2007-08 TENTATIVE BUDGET:	\$ 39,642,002	\$ 125,737
BASE ADJUSTMENTS:		
Attorney Special Assignment (Differential) Pay	\$ 217,252	\$ -
Workers' Compensation / Unemployment Insurance	19,414	-
Subtotal	\$ 236,666	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 39,878,668	\$ 125,737

Legal Defender (540) General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 8,459,463	\$ 16,800
MID-YEAR ADJUSTMENTS:		
Executive Compensation Increase (12 months)	\$ 6,071	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 8,489,654	\$ 16,800
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 66,979	\$ -
Retirement Contributions	31,047	-
FY 2007-08 Pay for Performance	242,191	-
Annualization of FY 2006-07 LRP (12 month)	508	-
Subtotal	\$ 340,725	\$ -
FY 2007-08 BUDGET TARGET	\$ 8,830,379	\$ 16,800
BASE ADJUSTMENTS:		
I.T. Market Study (12 months), Allocated to Desktop Support, Data Center, and Help Desk Activities	\$ 31,094	\$ -
Attorney Loan Repayment Assistance Program	74,347	-
Right-Size Capital Representation Activity	379,124	-
Subtotal	\$ 484,565	\$ -
FY 2007-08 TENTATIVE BUDGET:	\$ 9,314,944	\$ 16,800
BASE ADJUSTMENTS:		
Attorney Special Assignment (Differential) Pay	\$ 179,403	\$ -
Workers' Compensation / Unemployment Insurance	1,643	-
Subtotal	\$ 181,046	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 9,495,990	\$ 16,800

Legal Advocate (550) General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 7,752,303	\$ 20,000
MID-YEAR ADJUSTMENTS:		
Investigator Market Adjustment	\$ 6,282	\$ -
Executive Compensation Increase (12 months)	9,641	-
Subtotal	\$ 15,923	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 7,768,226	\$ 20,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 54,300	\$ -
Retirement Contributions	26,738	-
FY 2007-08 Pay for Performance	208,093	-
Annualization of Compensation Adjustments	5,755	-
Subtotal	\$ 294,886	\$ -
FY 2007-08 BUDGET TARGET	\$ 8,063,112	\$ 20,000
BASE ADJUSTMENTS:		
Rightsize Other Benefits (Workers Comp & Unemployment Ins.) and Reallocate to Internal Service Fund Charges Activity	\$ (3,518)	\$ -
Rightsize Internal Service Charges (Mult Activities)	(4,851)	-
Attorney Loan Repayment Assistance Program	46,500	-
Allocate 3.5% Pay for Performance (Multiple Activities - \$0 Net)	-	-
Right-Size Capital Representation Activity	197,142	-
Delete 1.0 FTE Vacant Technology Product Admin. (I.T. Program)	(55,972)	-
Delete 1.0 FTE Vacant H.R. Generalist (Admin. Program)	(68,213)	-
Subtotal	\$ 111,088	\$ -
FY 2007-08 TENTATIVE BUDGET:	\$ 8,174,200	\$ 20,000
BASE ADJUSTMENTS:		
Attorney Special Assignment (Differential) Pay	\$ 227,411	\$ -
Workers' Compensation / Unemployment Insurance	1,106	-
Subtotal	\$ 228,517	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 8,402,717	\$ 20,000

Contract Counsel (560) General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 16,768,051	\$ 419,900
MID-YEAR ADJUSTMENTS:		
Executive Compensation Increase (12 months)	\$ 7,686	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 16,775,737	\$ 419,900
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 8,496	\$ -
Retirement Contributions	2,748	-
FY 2007-08 Pay for Performance	17,308	-
Subtotal	\$ 28,552	\$ -
FY 2007-08 BUDGET TARGET	\$ 16,804,289	\$ 419,900
BASE ADJUSTMENTS:		
Decrease Adult Civil Rep Program	\$ (27,922)	\$ -
Increase Adult Felony Rep Program	616,914	-
Decrease Adult Misdemeanor Rep Program	(51,634)	-
Decrease Appellate Rep Program	(148,219)	-
Increase Dependency Rep Program	675,405	-
Decrease Juvenile Civil Program	(25,636)	-
Decrease Juvenile Delinq/Incorr Rep Program	(15,083)	-
Increase Mental Health Rep Program	102,280	-
Subtotal	\$ 1,126,105	\$ -
FY 2007-08 TENTATIVE BUDGET:	\$ 17,930,394	\$ 419,900
BASE ADJUSTMENTS:		
Workers' Compensation / Unemployment Insurance	\$ 332	\$ -
Subtotal	\$ 332	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 17,930,726	\$ 419,900

Public Defender (520) Training Fund (209) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 571,480	\$ 571,480
FY 2006-07 REVISED RESTATED BUDGET:	\$ 571,480	\$ 571,480
FY 2007-08 BUDGET TARGET	\$ 571,480	\$ 571,480
FY 2007-08 ADOPTED BUDGET:	\$ 571,480	\$ 571,480

Legal Defender (540) Training Fund (209) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 75,794	\$ 75,794
FY 2006-07 REVISED RESTATED BUDGET:	\$ 75,794	\$ 75,794
FY 2007-08 BUDGET TARGET	\$ 75,794	\$ 75,794
FY 2007-08 ADOPTED BUDGET:	\$ 75,794	\$ 75,794

Legal Advocate (550) Training Fund (209) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 12,500	\$ 12,500
FY 2006-07 REVISED RESTATED BUDGET:	\$ 12,500	\$ 12,500
FY 2007-08 BUDGET TARGET	\$ 12,500	\$ 12,500
FY 2007-08 ADOPTED BUDGET:	\$ 12,500	\$ 12,500

Indigent Representation System Training (209) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ (3,206)	\$ 43,432	\$ 43,432	\$ 6,740	\$ 114,812
Public Defender (520)					
Revenue	\$ 426,558	\$ 571,480	\$ 571,480	\$ 527,151	\$ 571,480
Expenditures	415,821	571,480	571,480	419,079	571,480
Net Operating	\$ 10,737	\$ -	\$ -	\$ 108,072	\$ -
Legal Defender (540)					
Revenue	\$ 49,061	\$ 75,794	\$ 75,794	\$ 61,608	\$ 75,794
Expenditures	52,411	75,794	75,794	61,608	75,794
Net Operating	\$ (3,350)	\$ -	\$ -	\$ -	\$ -
Legal Advocate (550)					
Revenue	\$ 14,560	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500
Expenditures	12,000	12,500	12,500	12,500	12,500
Net Operating	\$ 2,560	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 6,741	\$ 43,432	\$ 43,432	\$ 114,812	\$ 114,812

Public Defender (520) Grants Fund (233) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 373,288	\$ 373,288
FY 2006-07 REVISED RESTATED BUDGET:	\$ 373,288	\$ 373,288
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 2,721	\$ -
Retirement Contributions	1,475	-
FY 2007-08 Pay for Performance	12,105	-
Structural Balance	-	16,301
Subtotal	\$ 16,301	\$ 16,301
FY 2007-08 BUDGET TARGET	\$ 389,589	\$ 389,589
BASE ADJUSTMENTS:		
Request below Target (Class 4, 5 & 6 Felony Activity)	\$ (2,328)	\$ (2,328)
FY 2007-08 ADOPTED BUDGET:	\$ 387,261	\$ 387,261

Legal Advocate (550) Grants Fund (233) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 5,000	\$ 5,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 5,000	\$ 5,000
FY 2007-08 BUDGET TARGET	\$ 5,000	\$ 5,000
BASE ADJUSTMENTS:		
Eliminate Grant Fund (Child Dependency Rep. Activity)	\$ (5,000)	\$ (5,000)
FY 2007-08 ADOPTED BUDGET:	\$ -	\$ -

Indigent Representation System Grants (233) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ (25,442)	\$ (25,442)
Public Defender (520)					
Revenue	\$ 327,999	\$ 373,288	\$ 373,288	\$ 373,288	\$ 387,261
Expenditures	353,441	373,288	373,288	373,288	387,261
Net Operating	\$ (25,442)	\$ -	\$ -	\$ -	\$ -
Legal Advocate (550)					
Revenue	\$ -	\$ 5,000	\$ 5,000	\$ -	\$ -
Expenditures	-	5,000	5,000	-	-
Net Operating	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ -	\$ -	\$ -	\$ (25,442)	\$ (25,442)

Public Defender (520) Fill the Gap (262) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,582,065	\$ 1,582,065
FY 2006-07 REVISED RESTATED BUDGET:	\$ 1,582,065	\$ 1,582,065
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 9,388	\$ -
Retirement Contributions	4,504	-
FY 2007-08 Pay for Performance	34,643	-
Structural Balance	-	48,535
Subtotal	\$ 48,535	\$ 48,535
FY 2007-08 BUDGET TARGET	\$ 1,630,600	\$ 1,630,600
FY 2007-08 ADOPTED BUDGET:	\$ 1,630,600	\$ 1,630,600

Public Defender (520) Fill the Gap (262) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 226,088	\$ 1,344,793	\$ 1,344,793	\$ 433,077	\$ 307,011
Revenue	\$ 1,430,836	\$ 1,582,065	\$ 1,582,065	\$ 1,594,111	\$ 1,630,600
Expenditures	1,223,846	1,582,065	1,732,065	1,720,177	1,630,600
Net Operating	\$ 206,990	\$ -	\$ (150,000)	\$ (126,066)	\$ -
Ending Fund Balance	\$ 433,078	\$ 1,344,793	\$ 1,194,793	\$ 307,011	\$ 307,011

Legal Defender (540) Fill the Gap (263) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 59,000	\$ 59,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 59,000	\$ 59,000
FY 2007-08 BUDGET TARGET	\$ 59,000	\$ 59,000
FY 2007-08 ADOPTED BUDGET:	\$ 59,000	\$ 59,000

Legal Defender (540) Fill the Gap (263) Fund Balance Summary

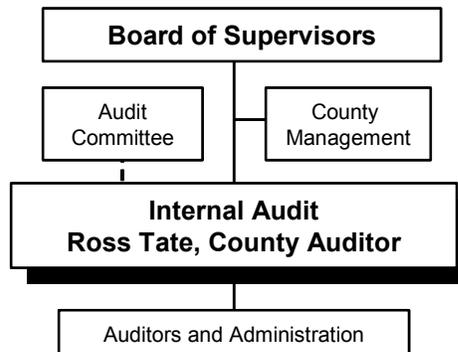
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 10,805	\$ 11,111	\$ 11,111	\$ 12,094	\$ 13,334
Revenue	\$ 54,090	\$ 59,000	\$ 59,000	\$ 59,782	\$ 59,000
Expenditures	52,801	59,000	59,000	58,542	59,000
Net Operating	\$ 1,288	\$ -	\$ -	\$ 1,240	\$ -
Ending Fund Balance	\$ 12,093	\$ 11,111	\$ 11,111	\$ 13,334	\$ 13,334

Internal Audit

Analysis by Tara Acuña, Management & Budget Analyst

Summary

Organizational Chart



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: Due to a vacancy rate of 16% during FY 2006-07, only 3% of the Audit Plan has been completed at this time. Internal Audit has hired temporary audit staff in an attempt to keep on track but does not expect that these resources will be sufficient to meet this goal. As a result, Internal Audit has requested that the Board of Supervisors approve a revision to the audit plan by delaying six audits originally scheduled for FY 2006-07 (three medium risk, three low risk). Internal Audit continues to actively recruit to fill the current vacancies. Once the current vacancies are filled, Internal Audit should be able to meet this goal and complete the Audit Plan within available resources.

- **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: In the first quarter, Internal Audit received a 100% satisfaction rating from the Board of Supervisors.

- **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: In FY 2005-06 and year to date in 2006-07, the department reported that 95% of their recommendations were implemented after 3 years. The recommended budget continues to support this goal.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
23MS - MANAGEMENT SERVICES	\$ -	\$ 85	\$ 85	\$ 85	\$ 85	-	0.0%
HRMS - HIGH RISK MANAGEMENT SERVICES	-	85	-	-	-	-	-
LRMS - LOW RISK MANAGEMENT SERVICES	-	-	85	85	85	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 595	\$ -	\$ -	\$ -	\$ -	-	-
TOTAL PROGRAMS	\$ 595	\$ 85	\$ 85	\$ 85	\$ 85	-	0.0%
EXPENDITURES							
23AS - AUDIT SERVICES	\$ 584,262	\$ 842,352	\$ 1,526,641	\$ 1,394,171	\$ 1,567,061	(40,420)	-2.6%
HRSK - HIGH RISK AUDITS	584,262	842,352	993,667	1,090,258	1,041,245	(47,578)	-4.8%
LRSK - LOW RISK AUDITS	-	-	184,718	86,548	172,590	12,128	6.6%
MRSK - MEDIUM RISK AUDIT	-	-	348,256	217,365	353,226	(4,970)	-1.4%
23MS - MANAGEMENT SERVICES	\$ 559,018	\$ 825,725	\$ 208,555	\$ 196,826	\$ 206,581	1,974	0.9%
HRMS - HIGH RISK MANAGEMENT SERVICES	559,018	825,725	100,779	89,699	104,448	(3,669)	-3.6%
LRMS - LOW RISK MANAGEMENT SERVICES	-	-	30,402	29,847	25,417	4,985	16.4%
MRMS - MEDIUM RISK MANAGEMENT SVCS	-	-	77,374	77,279	76,716	658	0.9%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 184,553	\$ 228,961	\$ 161,842	\$ 246,129	\$ 175,202	(13,360)	-8.3%
99GV - GENERAL GOVERNMENT	\$ -	\$ 436	\$ 436	\$ 180	\$ 704	(268)	-61.5%
TOTAL PROGRAMS	\$ 1,327,833	\$ 1,897,474	\$ 1,897,474	\$ 1,837,306	\$ 1,949,548	(52,074)	-2.7%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
23AS - AUDIT SERVICES	15.75	15.75	-	0.0%
HRSK - HIGH RISK AUDITS	9.30	9.30	-	0.0%
LRSK - LOW RISK AUDITS	2.35	2.35	-	0.0%
MRSK - MEDIUM RISK AUDIT	4.10	4.10	-	0.0%
23MS - MANAGEMENT SERVICES	2.30	2.30	-	0.0%
HRMS - HIGH RISK MANAGEMENT SERVICES	1.10	1.10	-	0.0%
LRMS - LOW RISK MANAGEMENT SERVICES	0.30	0.30	-	0.0%
MRMS - MEDIUM RISK MANAGEMENT SVCS	0.90	0.90	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	1.95	1.95	-	0.0%
99GV - GENERAL GOVERNMENT	-	-	-	-
TOTAL PROGRAMS	20.00	20.00	-	0.0%

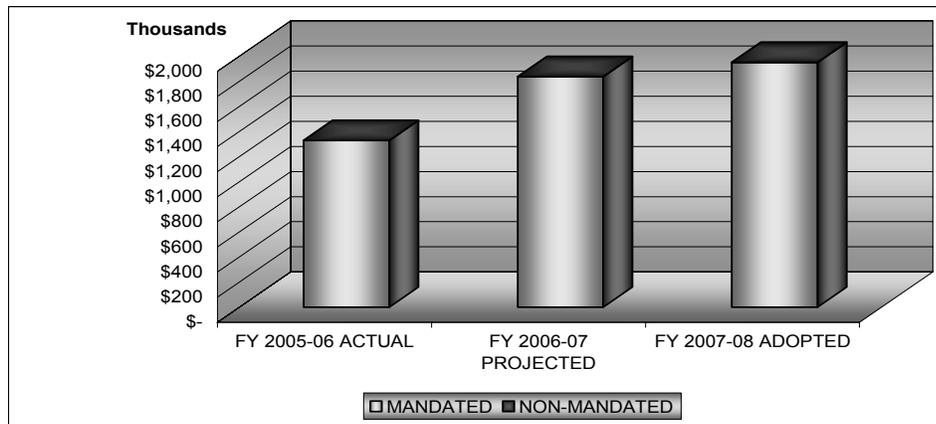
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Miscellaneous Revenues	\$ 595	\$ 85	\$ 85	\$ 85	\$ 85	\$ -	0.0%
Total Revenue	\$ 595	\$ 85	\$ 85	\$ 85	\$ 85	\$ -	0.0%
EXPENDITURES							
Personal Services	\$ 1,073,977	\$ 1,595,855	\$ 1,595,857	\$ 1,525,882	\$ 1,649,125	\$ (53,268)	-3.3%
Supplies	9,456	7,790	7,788	10,969	9,500	(1,712)	-22.0%
Services	235,223	279,050	279,050	285,676	280,923	(1,873)	-0.7%
Capital Outlay	9,177	14,779	14,779	14,779	10,000	4,779	32.3%
Total Expenditures	\$ 1,327,833	\$ 1,897,474	\$ 1,897,474	\$ 1,837,306	\$ 1,949,548	\$ (52,074)	-2.7%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 595	\$ 85	\$ 85	\$ 85	\$ 85	\$ -	0.0%
TOTAL FUNDS	\$ 595	\$ 85	\$ 85	\$ 85	\$ 85	\$ -	0.0%
EXPENDITURES							
100 GENERAL	\$ 1,327,833	\$ 1,897,474	\$ 1,897,474	\$ 1,837,306	\$ 1,949,548	\$ (52,074)	-2.7%
TOTAL FUNDS	\$ 1,327,833	\$ 1,897,474	\$ 1,897,474	\$ 1,837,306	\$ 1,949,548	\$ (52,074)	-2.7%

Mandated vs. Non-Mandated Expenditures



For further information on mandates, refer to the Programs and Activities section.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted.)	%
Percent of Board of Supervisors satisfied with high-risk audit service activities	Not Reported	95.0%	95.0%	100.0%	100.0%	0.0%	0.0%
Percent of recommendations implemented within three years	95.0%	95.0%	95.0%	100.0%	100.0%	0.0%	0.0%
Percent of audit services completed within 90 days after the close of the year	Not Reported	95.0%	95.0%	100.0%	100.0%	0.0%	0.0%
Percent of Board of Supervisors satisfied with medium-risk audit services	Not Reported	95.0%	95.0%	95.0%	100.0%	0.0%	0.0%
Percent of Board of Supervisors satisfied with low-risk audit services	Not Reported	95.0%	95.0%	95.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- High Risk Audits
- Medium Risk Audits
- Low Risk Audits

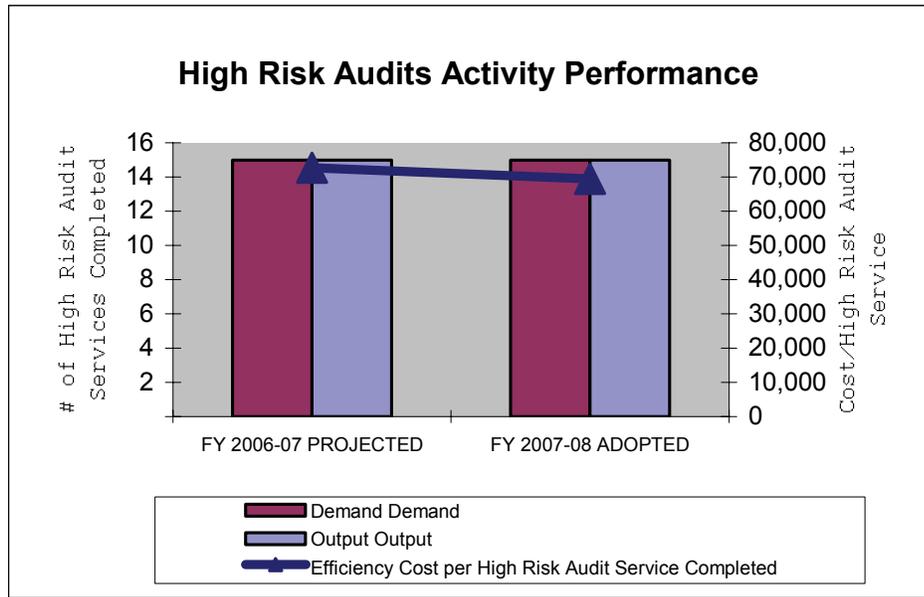
High Risk Audits Activity

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: There are no mandates associated with the High Risk Audits Activity.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted.)	%
Results	Not Reported	95.0%	95.0%	95.0%	95.0%	0.0%	0.0%
<i>Percent of recommendations implemented within three years.</i>							
Results	Not Reported	95.0%	95.0%	100.0%	100.0%	5.0%	5.3%
<i>Percent of audit services completed within 90 days after the close of the year.</i>							
Demand	Not Reported	Not Reported	14	15	15	1	7.1%
<i>Number of high-risk audit services demanded by the Board of Supervisors.</i>							
Output	Not Reported	Not Reported	14	15	15	1	7.1%
<i>Number of high-risk audit services completed quarterly.</i>							
<i>Percent of Demand met</i>			100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ -	\$ -	\$ 70,976.21	\$ 72,683.84	\$ 69,416.33	\$ (1,559.88)	-2.2%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenditures by Fund							
General	\$ 584,262	\$ 842,352	\$ 993,667	\$ 1,090,258	\$ 1,041,245	\$ (47,578)	-4.8%
Totals	\$ 584,262	\$ 842,352	\$ 993,667	\$ 1,090,258	\$ 1,041,245	\$ (47,578)	-4.8%
Staffing (FTEs)	n/a	n/a	9.30	n/a	9.30	-	0.0%



The FY 2007-08 budget for the High Risk Audits Activity meets projected demand of 15 high risk audit services at an annual cost of \$69,416.33 per audit closed in order to achieve the result of 100% of audit services requested by the Board of Supervisors.

The FY 2006-07 projected budget assumes the same demand and output of 15 high risk audits.

Total FY 2007-08 budgeted expenditures are 4.8% greater (\$47,578) than FY 2006-07.

Base Adjustment: Salary and benefits savings were increased in all Activities and more evenly distributed amongst the Activities to account for 1 full time equivalent (FTE) to reflect historical vacancy rates, and then offset by an equal amount in temporary pay and benefits so that the department will be able to meet demand regardless of vacancy level. The allocations out for the single audit function were moved to the Low Risk Audit Activity. Salary adjustments were also redistributed by Activity to more properly align with expenditures.

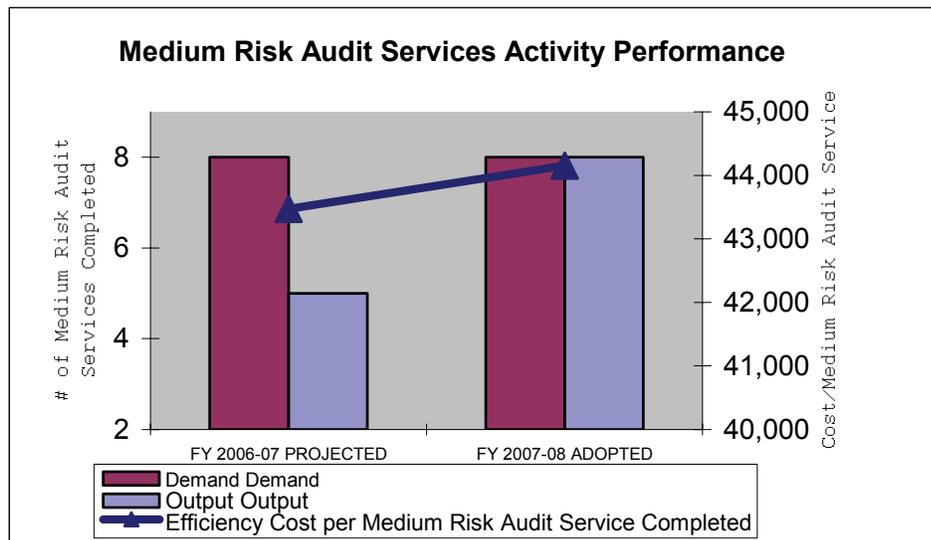
Medium Risk Audits Activity

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: The Medium Risk Audits Activity is comprised of mandated and administrative mandated services. Those audits required by the AZ Supreme Court Administrative Order 93-52 revised 94-68 and 97-62 are considered mandated. The balance of the audits are administrative mandates.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	
							%
Results							
<i>Percent of Board of Supervisors satisfied with medium-risk audit services.</i>	Not Reported	Not Reported	95.0%	95.0%	95.0%	0.0%	0.0%
Demand							
<i>Number of medium-risk audit services activities demanded by the Board of Supervisors.</i>	Not Reported	Not Reported	8	8	8	-	0.0%
Output							
<i>Number of medium-risk audit services completed.</i>	Not Reported	Not Reported	8	5	8	-	0.0%
<i>Percent of Demand met</i>			100.0%	62.5%	100.0%	0.0%	0.0%
Efficiency							
<i>Expenditures per unit of Output</i>	\$ -	\$ -	\$ 43,532.00	\$ 43,473.02	\$ 44,153.25	\$ 621.25	1.4%
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenditures by Fund							
General	\$ -	\$ -	\$ 348,256	\$ 217,365	\$ 353,226	\$ (4,970)	-1.4%
Totals	\$ -	\$ -	\$ 348,256	\$ 217,365	\$ 353,226	\$ (4,970)	-1.4%
Staffing (FTEs)	n/a	n/a	4.10	n/a	4.10	-	0.0%



The FY 2007-08 budget for the Medium Risk Audits Activity meets projected demand of 8 medium risk audit services at an annual cost of \$44,153.25 per audit closed in order to achieve the result of 100% of audit services requested by the Board of Supervisors.

The FY 2006-07 projected budget assumes a demand of 8 medium risk audits, and an output of 5. Ongoing staff vacancies have limited Internal Audit’s ability to fully meet demand this year. The Internal Audit department has requested a revision to their audit plan as a result. The FY 2007-08 budget does not assume an increase in demand compared to the 2006-07 projected budget, though 100% of demand should be met in all subsequent years. Since this is a new Activity for FY 2006-07, there are no historical demand or output measures to compare.

Total FY 2007-08 budgeted expenditures are 1.4% greater (\$4,970) than FY 2006-07.

Base Adjustment: Salary and benefits savings were increased in all Activities and more evenly distributed amongst the Activities to account for 1 full time equivalent (FTE) to reflect historical vacancy rates, and then offset by an equal amount in temporary pay and benefits so that the

department will be able to meet demand either way. Salary adjustments were also redistributed by Activity to more properly align with expenditures.

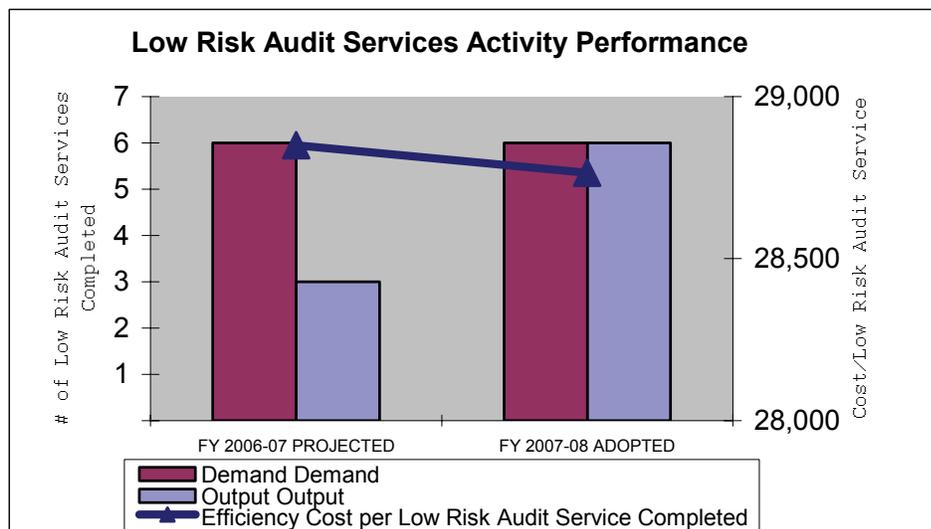
Low Risk Audits Activity

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: The Audits Activities are mandated by OMB A-133 Single Audit Act; AZ Supreme Court Administrative Order 93-52 revised 94-68 and 97-62.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	
	Not Reported	Not Reported	95.0%	95.0%	95.0%	0.0%	0.0%
Results <i>Percent of Board of Supervisors satisfied with low-risk audit services.</i>							
Demand <i>Number of low-risk audit services activities demanded by the Board of Supervisors.</i>	Not Reported	Not Reported	6	6	6	-	0.0%
Output <i>Number of low-risk Audits completed.</i>	Not Reported	Not Reported	6	3	6	-	0.0%
<i>Percent of Demand met</i>			100.0%	50.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ -	\$ -	\$ 30,786.33	\$ 28,849.28	\$ 28,765.00	\$ (2,021.33)	-6.6%
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenditures by Fund							
General	\$ -	\$ -	\$ 184,718	\$ 86,548	\$ 172,590	\$ 12,128	6.6%
Totals	\$ -	\$ -	\$ 184,718	\$ 86,548	\$ 172,590	\$ 12,128	6.6%
Staffing (FTEs)	n/a	n/a	2.35	n/a	2.35	-	0.0%



The FY 2007-08 budget for the Low Risk Audits Activity meets projected demand of 6 low risk audit services at an annual cost of \$28,765.00 per audit closed in order to achieve the result of 100% of audit services requested by the Board of Supervisors completed.

The FY 2006-07 projected budget assumes a demand of 6 low risk audits, and an output of 6. Ongoing staff vacancies have limited Internal Audit's ability to fully meet demand this year. The Internal Audit department has requested a revision to their audit plan as a result. The FY 2007-08 budget does not assume an increase in demand compared to the 2006-07 projected budget, though 100% of demand should be met in all subsequent years. Since this is a new Activity for FY 2006-07, there are no historical demand or output measures to compare.

Total FY 2007-08 budgeted expenditures are 6.6% less (\$12,128) than FY 2006-07.

Base Adjustment: Salary and benefits savings were increased in all Activities and more evenly distributed amongst the Activities to account for 1 full time equivalent (FTE) to reflect historical vacancy rates, and then offset by an equal amount in temporary pay and benefits so that the department will be able to meet demand either way. The allocations out for the single audit function were moved from the High Risk Audit Activity to the Low Risk Audit Activity. Salary adjustments were also redistributed by Activity to more properly align with expenditures.

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

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance	
		ADOPTED	REVISED	PROJ ACT		(Rev. - Adopted)	%
Percent of Board of Supervisors satisfied with high-risk management services	Not Reported	95.0%	95.0%	95.0%	95.0%	0.0%	0.0%
Percent of management services projects completed within 90 days after the close of the year	Not Reported	95.0%	95.0%	95.0%	95.0%	0.0%	0.0%
Percent of Board of Supervisors satisfied with medium-risk management service activities	Not Reported	95.0%	95.0%	95.0%	95.0%	0.0%	0.0%
Percent of Board of Supervisors satisfied with low-risk management services activities	Not Reported	95.0%	95.0%	95.0%	95.0%	0.0%	0.0%

Activities that comprise this program include:

- High Risk Management Services
- Low Risk Management Services
- Medium Risk Management Services

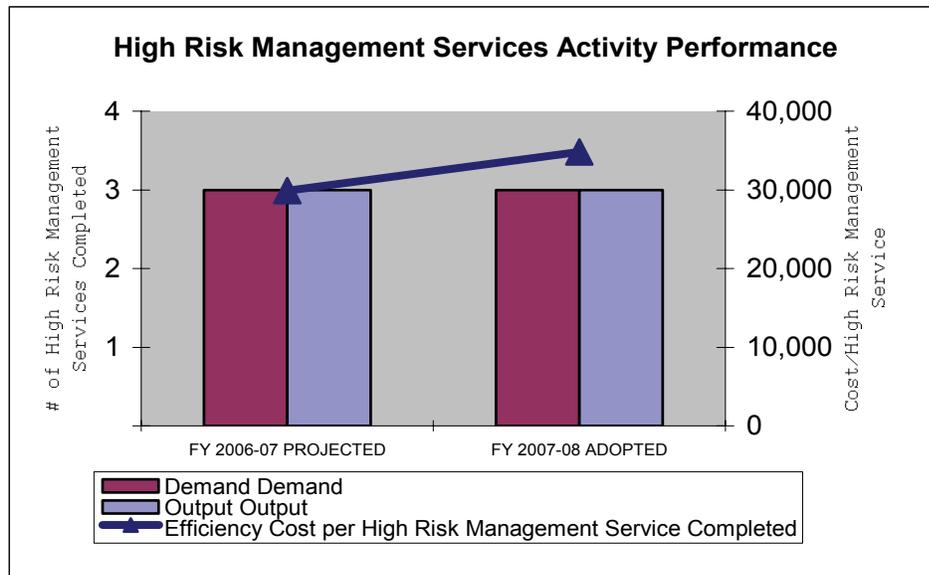
High Risk Management Services Activity

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: There are no mandates associated with the High Risk Management Services Activity.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results <i>Percent of management services projects completed within 90 days after the close of the year.</i>	Not Reported	Not Reported	95.0%	95.0%	95.0%	0.0%	0.0%
Results <i>Percent of Board of Supervisors satisfied with High-Risk Management Services.</i>	Not Reported	Not Reported	95.0%	95.0%	95.0%	0.0%	0.0%
Demand <i>Number of high-risk management services activities demanded by the Board of Supervisors.</i>	Not Reported	Not Reported	3	3	3	-	0.0%
Output <i>Number of high-risk management services completed.</i>	Not Reported	Not Reported	3	3	3	-	0.0%
Percent of Demand met			100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ -	\$ -	\$ 33,593.00	\$ 29,899.79	\$ 34,816.00	\$ 1,223.00	3.6%
Revenues by Fund							
General	\$ -	\$ 85	\$ -	\$ -	\$ -	\$ -	-
Totals	\$ -	\$ 85	\$ -	\$ -	\$ -	\$ -	-
Expenditures by Fund							
General	\$ 559,018	\$ 825,725	\$ 100,779	\$ 89,699	\$ 104,448	\$ (3,669)	-3.6%
Totals	\$ 559,018	\$ 825,725	\$ 100,779	\$ 89,699	\$ 104,448	\$ (3,669)	-3.6%
Staffing (FTEs)	n/a	n/a	1.10	n/a	1.10	-	0.0%



The FY 2007-08 budget for the High Risk Management Services Activity meets projected demand of 3 high risk management services at an annual cost of \$34,816.00 per audit closed in order to achieve the result of 100% of audit services completed.

The FY 2006-07 projected budget does not assume an increase in demand, and projects that 100% of high risk management services will be completed. The Internal Audit department changed their Strategic Plan in FY 2006-07 so there is no historical data for comparisons.

Total FY 2007-08 budgeted expenditures are 3.51% greater (\$3,669) than FY 2006-07.

Base Adjustment: Salary and benefits savings were increased in all Activities and more evenly distributed amongst the Activities to account for 1 full time equivalent (FTE) to reflect historical vacancy rates, and then offset by an equal amount in temporary pay and benefits so that the department will be able to meet demand either way. Salary adjustments were also redistributed by Activity to more properly align with expenditures.

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: There are no mandates associated with the High Risk Management Services Activity.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	Not Reported	Not Reported	95.0%	95.0%	95.0%	0.0%	0.0%
<i>Percent of Board of Supervisors satisfied with Medium-Risk Management Services Activities.</i>							
Demand	Not Reported	Not Reported	3	3	3	-	0.0%
<i>Number of medium-risk management services activities demanded by the Board of Supervisors.</i>							
Output	Not Reported	Not Reported	3	3	3	-	0.0%
<i>Number of medium-risk management services completed.</i>							
<i>Percent of Demand met</i>			100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ -	\$ -	\$ 25,791.33	\$ 25,759.71	\$ 25,572.00	\$ (219.33)	-0.9%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenditures by Fund							
General	\$ -	\$ -	\$ 77,374	\$ 77,279	\$ 76,716	\$ 658	0.9%
Totals	\$ -	\$ -	\$ 77,374	\$ 77,279	\$ 76,716	\$ 658	0.9%
Staffing (FTEs)	n/a	n/a	0.90	n/a	0.90	-	0.0%

The FY 2007-08 budget for the Medium Risk Management Services Activity meets projected demand of 3 medium risk management services at an annual cost of \$25,572.00 per audit closed in order to achieve the result of 100% of audit services completed.

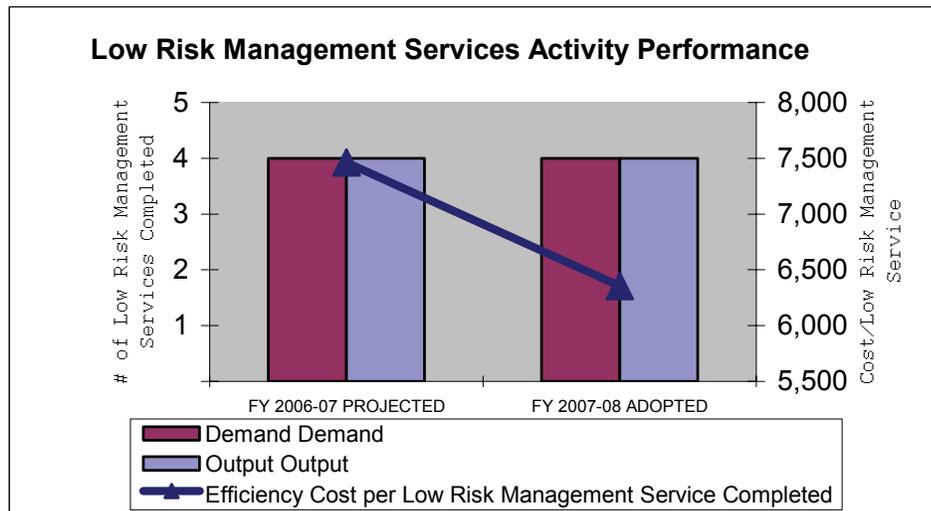
The FY 2006-07 projected budget does not assume an increase in demand, and projects that 100% of medium risk management services will be completed. The Internal Audit department changed their Strategic Plan in FY 2006-07 so there is no historical data for comparisons.

Total FY 2007-08 budgeted expenditures are 0.9% less (\$658) than FY 2006-07.

Base Adjustment: Salary and benefits savings were increased in all Activities and more evenly distributed amongst the Activities to account for 1 full time equivalent (FTE) to reflect historical vacancy rates, and then offset by an equal amount in temporary pay and benefits so that the department will be able to meet demand either way. The allocations out for the single audit function were moved to the Low Risk Audit Activity. Salary adjustments were also redistributed by Activity to more properly align with expenditures.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	
							%
Results							
<i>Percent of Board of Supervisors satisfied with Low-Risk Management Services Activities.</i>	Not Reported	Not Reported	95.0%	95.0%	95.0%	0.0%	0.0%
Demand <i>Number of low-risk management services activities demanded by the Board of Supervisors.</i>	Not Reported	Not Reported	4	4	4	-	0.0%
Output <i>Number of low-risk management services completed.</i>	Not Reported	Not Reported	4	4	4	-	0.0%
<i>Percent of Demand met</i>			100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ -	\$ -	\$ 7,600.50	\$ 7,461.87	\$ 6,354.25	\$ (1,246.25)	-16.4%
Revenues by Fund							
General	\$ -	\$ -	\$ 85	\$ 85	\$ 85	\$ -	0.0%
Totals	\$ -	\$ -	\$ 85	\$ 85	\$ 85	\$ -	0.0%
Expenditures by Fund							
General	\$ -	\$ -	\$ 30,402	\$ 29,847	\$ 25,417	\$ 4,985	16.4%
Totals	\$ -	\$ -	\$ 30,402	\$ 29,847	\$ 25,417	\$ 4,985	16.4%
Staffing (FTEs)	n/a	n/a	0.30	n/a	0.30	-	0.0%



The FY 2007-08 budget for the Low Risk Management Services Activity meets projected demand of 4 low risk management services at an annual cost of \$6,354.25 per audit closed in order to achieve the result of 100% of audit services completed.

The FY 2006-07 projected budget does not assume an increase in demand, and projects that 100% of low risk management services will be completed. The Internal Audit department changed their Strategic Plan in FY 2006-07 so there is no historical data for comparisons.

Total FY 2007-08 budgeted expenditures are 16.4% less (\$4,985) than FY 2006-07.

Base Adjustment: Salary and benefits savings were increased in all Activities and more evenly distributed amongst the Activities to account for 1 full time equivalent (FTE) to reflect historical vacancy rates, and then offset by an equal amount in temporary pay and benefits so that the department will be able to meet demand either way. The allocations out for the single audit

function were moved to the Low Risk Audit Activity. Salary adjustments were also redistributed by Activity to more properly align with expenditures.

General Fund (100) Appropriated Budget Reconciliation

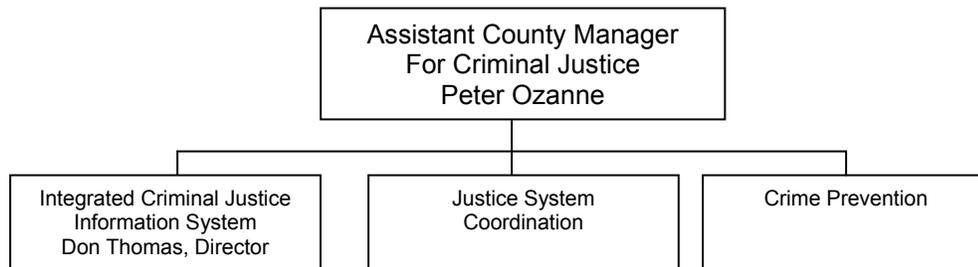
	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,897,474	\$ 85
FY 2006-07 REVISED RESTATED BUDGET:	\$ 1,897,474	\$ 85
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 15,010	\$ -
Retirement Contributions	6,043	-
FY 2007-08 Pay for Performance	38,641	-
Annualization of FY 2007 Initiatives	(7,750)	-
Subtotal	\$ 51,944	\$ -
FY 2007-08 BUDGET TARGET	\$ 1,949,418	\$ 85
BASE ADJUSTMENTS:		
Increased salary & benefits savings for 1 FTE	\$ (74,836)	\$ -
Increased Temporary pay and benefits to offset salary and benefits savings and enable the department to reach their demand in case of high turnover	\$ 74,757	-
Increased salary & benefits adjustments to match target	79	-
Increase in Risk Management Unemployment and Workers Compensation charges	130	-
Subtotal	\$ 130	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 1,949,548	\$ 85

Justice System Planning and Information

Analysis by Scott Rothe, Principal Management & Budget Analyst

Summary

Organizational Chart



Justice System Planning and Information is a new department that incorporates the former ICJIS department. A new Strategic Business Plan will be developed by this department in the next fiscal year.

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 design, develop, and implement the data exchanges identified in the Bi-Annual Strategic Business Plan. Plans for FY 2007-08 and FY 2008-09 include 24 Data Exchanges that are identified in the ICJIS Continuity Plan. The five primary ICJIS stakeholders (Maricopa County Sheriff, County Attorney, Superior Court, Clerk of Superior Court, and the Indigent Representation System) are relying 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 to support 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 is participating in reviewing methods that would support the gathering of statistics for analysis and management decisions.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
Expenditures							
99AS - ADMINISTRATIVE SERVICES PROG	\$ 128,357	\$ 560,243	\$ 569,165	\$ 370,027	\$ 717,019	\$ (147,854)	-26.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	1,585,383	1,810,686	1,801,764	1,809,369	1,822,713	(20,949)	-1.2%
99GV - GENERAL GOVERNMENT	-	9,246	9,246	8,746	290,606	(281,360)	-3043.0%
TOTAL PROGRAMS	\$ 1,713,740	\$ 2,380,175	\$ 2,380,175	\$ 2,188,142	\$ 2,830,338	\$ (450,163)	-18.9%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
99AS - ADMINISTRATIVE SERVICES PROG	6.00	12.00	6.00	100.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	10.00	10.00	-	0.0%
TOTAL PROGRAMS	16.00	22.00	6.00	37.5%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
Personal Services	\$ 504,849	\$ 1,022,034	\$ 1,055,518	\$ 832,319	\$ 1,208,985	\$ (153,467)	-14.5%
Supplies	603,728	406,627	382,493	380,752	377,891	4,602	1.2%
Services	396,851	651,223	641,263	661,086	836,785	(195,522)	-30.5%
Capital Outlay	208,312	300,291	300,901	313,985	406,677	(105,776)	-35.2%
Total Expenditures	\$ 1,713,740	\$ 2,380,175	\$ 2,380,175	\$ 2,188,142	\$ 2,830,338	\$ (450,163)	-18.9%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
100 GENERAL	\$ 128,112	\$ 562,243	\$ 562,243	\$ 371,027	\$ 846,536	\$ (284,293)	-50.6%
255 DETENTION OPERATIONS	1,585,628	1,817,932	1,817,932	1,817,115	1,983,802	(165,870)	-9.1%
TOTAL FUNDS	\$ 1,713,740	\$ 2,380,175	\$ 2,380,175	\$ 2,188,142	\$ 2,830,338	\$ (450,163)	-18.9%

General Adjustments

Base Adjustments

The department submitted its FY 2007-08 Base Request from the Detention Fund (255) \$37,862 below the Budget Target. Also, allocate \$146,484 (Executive Management Activity) for 1.0 FTE Network Security Officer to direct the implementation of security policies for ICJIS and the Justice and Law Enforcement environment. Finally, \$3,021 is allocated to the Internal Service Fund Charges Activity to fully fund charges for Workers Compensation and Unemployment (\$362) and Risk Management (\$2,659).

Budget Restatement

Effective with the FY 2007-08 Base Budget, restate \$570,536 from the County Manager's Office (Executive Management Activity – General Fund) to the ICJIS Executive Management Activity (General Fund). The amount includes \$558,809 for the salaries and benefits of 5.0 FTE positions transferred from the County Manager's Office, and \$11,727 for associated supplies and services. The restatement supports decision to place the Assistant County Manager for Criminal Justice in an oversight role over the Indigent Representation System, ICJIS and the Office of the Public Fiduciary.

Also effective with the FY 2007-08 Base Budget, restate \$276,000 from General Government (470) to the ICJIS Executive Management Activity (General Fund). The amount is associated with the Arizona Arrestee Information Network (AARIN).

PROJECTS

255 DETENTION OPERATIONS ICJIS PROJECT EXPENDITURES FY 2007-08 ADOPTED									
		FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FIVE YEAR TOTAL	GRAND TOTAL
	PREVIOUS	LAST YEAR	TOTAL YEAR	YEAR 2	YEAR 3	YEAR 4	YEAR 5		
APPROPRIATED FUND BALANCE (480) PROJECTS									
ACIP - ACCUSED IN PROCESS	\$ 89,061	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 89,061
CARC - CONVERGENT ARCHITECTURE	1,886,632	-	-	-	-	-	-	-	1,886,632
CCNB - COMMON CASE NUMBER	907,010	-	-	-	-	-	-	-	907,010
CCTB - COMMON CODE TABLE	694,663	-	-	-	-	-	-	-	694,663
DEXC - DATA EXCHANGES	5,798,012	1,410,948	1,929,428	1,879,341	904,607	-	-	4,713,376	11,922,336
DPSI - DPS INTERFACE	813,349	-	-	-	-	-	-	-	813,349
DQMT - ENTERPRISE STEWARD/DATA QLTY	219,046	-	-	-	-	-	-	-	219,046
ESIG - ELECTRONIC SIGNATURES	110,324	-	-	-	-	-	-	-	110,324
EXDE - EXTERNAL DATA EXCHANGES	8,003	-	-	-	-	-	-	-	8,003
ITSM - INFO TECH SERVICE MANAGEMENT	338,449	-	-	-	-	-	-	-	338,449
MIPP - MGMT INFO & ENHANCED PROJ PLNG	24,217	-	-	-	-	-	-	-	24,217
PRBK - PRE-BOOKING SYSTEM APPLICATION	156,993	-	-	-	-	-	-	-	156,993
PTHD - PROJECT OVERHEAD	4,561,047	773,893	774,904	824,991	-	-	-	1,599,895	6,934,835
SCNB - SECURED NETWORK BACKBONE	895,082	-	-	-	-	-	-	-	895,082
ALL PROJECTS	\$ 16,501,888	\$ 2,184,841	\$ 2,704,332	\$ 2,704,332	\$ 904,607	\$ -	\$ -	\$ 6,313,271	\$ 25,000,000
Cumulative Total	\$ 18,686,729	\$ 21,391,061	\$ 24,095,393	\$ 25,000,000	\$ -	\$ -	\$ -		

Approval of the original Jail Excise Tax called for \$25 million in funding for a new Integrated Criminal Justice Information System (ICJIS). The Adopted FY 2007-08 non-project budget includes total Detention Fund expenditures of \$1,983,802. Phase I projects are set to conclude in FY 2009-10 with a cumulative total of \$25 million (see the Phase I Multi-Year Recommendation table, above). Non-Project operating expenditures have been removed from the \$25 million limit, thus lengthening the point at which the limit is reached (from FY 2006-07).

ICJIS project expenditures are budgeted in Detention Fund Appropriated Fund Balance. Ongoing operations and maintenance costs are funded in the ICJIS Department budget. Further project funding will be considered on a case-by-case basis with an up-front Return on Investment justification.

Following are brief descriptions of each ICJIS project:

- Accused in Process: The purpose of this project is to develop a shared real-time index of information for authorized ICJIS agencies so that they can track subjects while in the County Justice System and capture information for subject history worksheets.
- Data Exchange Project: The purpose of this project is to provide electronic feeds of information between criminal justice agencies so that they can have more timely and accurate information and reduce duplicate data entry.
- Convergent Architecture: The purpose of this project is to provide industry standard application development tools for justice agencies so that they can realize more efficient and cost-effective data sharing.
- Common Case Number: The purpose of the Common Case Number project is to develop and implement a unique identifying element for case information for participating agencies so that they can more readily share information.
- Common Code Table: The purpose of this project is to define specific shared data fields, validation tables, and data validation applications for ICJIS agencies so that they can realize more efficient and cost-effective data sharing.
- DPS Interface: The purpose of this project is to replace the current interface between the Sheriff's Office Jail Management System (JMS) and the Department of Public Safety (DPS) for justice agencies so that they can securely and effectively share information.
- Data Quality: The purpose of this project is to implement Data Quality standards, software tools, and audit capability for ICJIS agencies so that they can assure data accuracy and reliability of their data.
- Electronic Signatures: The purpose of this project is to develop a strategy to implement on-line document authentication for County justice agencies so that they can readily create, receive, exchange, and store electronic documents. This Project was put on hold in August 2003.
- External Data Exchanges: The purpose of this project is to explore and identify potential interfaces with external agency computer system applications for County justice agencies so that they can share data and eliminate duplicate data entry.
- TSM: The purpose of Information Technology Service Management (ITSM) is to provide service support and delivery to justice agencies so that they can assure that ICJIS Agency IT systems and applications are effectively maintained, supported and enhanced throughout their life cycle.
- Management Information: The purpose of this project is to survey existing and desired management reporting needs of ICJIS agencies so that they can enhance program planning, evaluation, management, and statistical reporting.
- Pre-Booking: The purpose of this project is to implement a system for entry of arrest and booking data to arresting officers so that reduce data entry errors better utilize their time.
- Secured Network Backbone: The purpose of this project is to separate criminal justice network traffic from other that of other County departments and encrypt it for justice agencies so that they can comply with federal requirements.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 REVISED RESTATED BUDGET:	\$ 562,243	\$ -
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 5,780	\$ -
FY 2007-08 Pay for Performance	2,513	-
Subtotal	\$ 8,293	\$ -
FY 2007-08 BUDGET TARGET	\$ 570,536	\$ -
FY 2007-08 TENTATIVE BUDGET:	\$ 570,536	\$ -
BASE ADJUSTMENTS		
Transfer Arizona Arrestee Information Network (AARIN) from General Gov't (470) to Justice System Planning & Information	\$ 276,000	\$ -
Subtotal	\$ 276,000	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 846,536	\$ -

Detention Operations (255) Appropriated Budget Reconciliation

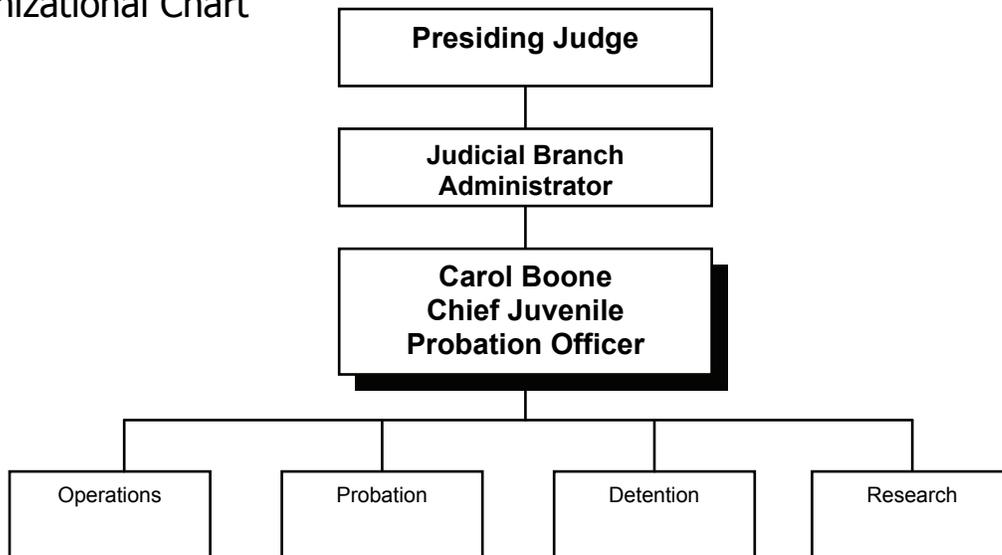
	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,817,932	\$ -
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 12,610	\$ -
Retirement Contributions	5,726	-
FY 2007-08 Pay for Performance	35,892	-
Subtotal	\$ 54,228	\$ -
FY 2007-08 BUDGET TARGET	\$ 1,872,160	\$ -
BASE ADJUSTMENTS:		
Request Under Target	\$ (37,862)	\$ -
Network Security Officer	146,483	-
Subtotal	\$ 108,621	\$ -
FY 2007-08 TENTATIVE BUDGET:	\$ 1,980,781	\$ -
BASE ADJUSTMENTS		
Change to Risk Management Charges	\$ 2,659	\$ -
Workers' Compensation / Unemployment Insurance	362	-
Subtotal	\$ 3,021	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 1,983,802	\$ -
ITEMS FUNDED ELSEWHERE		
Appropriated Fund Balance (480) ICJIS Projects:		
Data Exchanges	\$ 1,929,428	\$ -
Project Overhead	774,904	-
Total	\$ 2,704,332	\$ -

Juvenile Probation

Analysis by Wendy Johnson, Management & Budget Analyst

Summary

Organizational Chart



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: Revisions to policies are being made based on best practices and nationally recognized standards in preparation for accreditation.

- **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 were provided in a language that met their needs.**

Status: The department offers Spanish language training, in addition to other non-English language learning opportunities for staff members. Through March, 2007, 54 staff members have participated in non-English language learning opportunities.

- **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: In the 3rd Quarter of 2006-07, the department completed 87.5% of the pre-adjudication/pre-disposition reports prior to the required completion date. MCI reports were completed on-time (two working days prior to the juvenile court hearing) 87.2% of the time.

- **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 implemented a newly developed set of supervision standards in April 2007. These supervision standards lay the foundation for graduated sanctions that encourage youth toward successful completion of probation.

- **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: Market increases and recent recruitment efforts have greatly reduced the number of vacant Juvenile Detention Officers and Juvenile Probation Officer (JPO) positions.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
27EN - JUVENILE EARLY INTERVENTION	\$ 6,083,076	\$ 4,399,075	\$ 5,307,997	\$ 5,011,236	\$ 6,049,207	\$ 741,210	14.0%
DVRN - JUVENILE COURT DIVERSION	2,287,088	2,369,530	2,317,091	2,479,058	2,720,509	403,418	17.4%
JVCP - JUV CRIME & TRUANCY PREVENTION	3,795,988	2,029,545	2,990,906	2,532,178	3,328,698	337,792	11.3%
27JT - JUVENILE TREATMENT	\$ 113,021	\$ 394,904	\$ 394,904	\$ 353,865	\$ 365,757	\$ (29,147)	-7.4%
CMDV - JUVENILE SKILLS DEVELOPMENT	131,387	128,330	128,330	122,789	85,854	(42,476)	-33.1%
RTCA - JUVENILE RESIDENTIAL TREATMENT	(18,366)	266,574	266,574	231,076	279,903	13,329	5.0%
27JP - JUVENILE PROBATION SUPERVISION	\$ 8,978,772	\$ 1,541,884	\$ 1,541,884	\$ 1,038,292	\$ 1,103,488	\$ (438,396)	-28.4%
JCSA - JUV COURT SERVICES	9,477	131,605	131,605	147,602	15,000	(116,605)	-88.6%
JIPS - JUV INTENSIVE PROB SUPERVISION	4,010,731	273,814	273,814	-	-	(273,814)	-100.0%
JSTD - JUV STANDARD PROB SUPERVISION	4,958,564	1,136,465	1,136,465	890,691	1,088,488	(47,977)	-4.2%
27JD - JUVENILE DETENTION	\$ 862,894	\$ 967,244	\$ 3,768,423	\$ 1,030,424	\$ 2,383,991	\$ (1,384,432)	-36.7%
DALT - ALTERNATIVE TO JUV SECURE CARE	231,115	196,178	2,299,491	238,046	250,004	(2,049,487)	-89.1%
PDIS - JUV PRE-DISPO SECURE CARE	631,779	771,066	1,468,932	792,378	2,133,987	665,055	45.3%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 73,449	\$ 118,352	\$ 118,352	\$ 9,127	\$ 19,909	\$ (98,443)	-83.2%
99GV - GENERAL GOVERNMENT	\$ (445,893)	\$ -	\$ -	\$ 851,171	\$ 1,960,698	\$ 1,960,698	-
TOTAL PROGRAMS	\$ 15,665,319	\$ 7,421,459	\$ 11,131,560	\$ 8,294,115	\$ 11,883,050	\$ 751,490	6.8%
EXPENDITURES							
27EN - JUVENILE EARLY INTERVENTION	\$ 6,686,193	\$ 6,269,726	\$ 10,475,532	\$ 6,097,432	\$ 7,856,500	\$ 2,619,032	25.0%
DVRN - JUVENILE COURT DIVERSION	2,311,542	2,246,758	2,777,240	2,453,567	3,216,286	(439,046)	-15.8%
JVCP - JUV CRIME & TRUANCY PREVENTION	4,220,735	3,568,566	7,266,027	3,372,472	4,202,578	3,063,449	42.2%
TEEN - JUVENILE TEEN COURT	153,916	454,402	432,265	271,393	437,636	(5,371)	-1.2%
27JT - JUVENILE TREATMENT	\$ 3,679,316	\$ 5,104,633	\$ 5,084,246	\$ 4,706,832	\$ 5,405,858	\$ (321,612)	-6.3%
CMDV - JUVENILE SKILLS DEVELOPMENT	574,554	597,422	620,640	573,407	635,454	(14,814)	-2.4%
DRUG - JUVENILE DRUG TREATMENT	277,539	323,537	318,907	362,405	152,063	166,844	52.3%
NRTA - JUV NON-RESIDENTIAL TREATMENT	237,539	316,545	345,455	303,643	354,694	(9,239)	-2.7%
RTCA - JUVENILE RESIDENTIAL TREATMENT	336,459	252,748	289,944	252,898	412,930	(122,986)	-42.4%
SEXT - JUV SEX OFFENDER TREATMENT	53,751	57,982	88,962	50,979	274,447	(185,485)	-208.5%
YRAA - YOUTH RECOVERY ACADEMY	2,199,473	3,556,399	3,420,338	3,163,500	3,576,270	(155,932)	-4.6%
27JP - JUVENILE PROBATION SUPERVISION	\$ 13,762,810	\$ 15,423,134	\$ 15,736,303	\$ 14,708,592	\$ 16,793,939	\$ (1,057,636)	-6.7%
DWRN - RESIDENTIAL DUAL WARD SUPV	-	-	-	-	377,210	(377,210)	-
JCMP - JUV COMP RESTORATION ACTIVITY	358	(68,594)	-	(80,024)	-	-	-
JCSA - JUV COURT SERVICES	4,151,398	4,848,570	4,642,792	4,357,995	-	4,642,792	100.0%
JIPS - JUV INTENSIVE PROB SUPERVISION	3,197,920	3,109,778	3,224,116	3,224,064	4,687,985	(1,463,869)	-45.4%
JPDI - PRE-DISPOSITION INVESTIGATIONS	-	-	-	-	1,759,870	(1,759,870)	-
JSTD - JUV STANDARD PROB SUPERVISION	6,413,134	7,533,380	7,869,395	7,206,557	9,374,231	(1,504,836)	-19.1%
SOPS - JUV SEX OFFENDER SUPV	-	-	-	-	594,643	(594,643)	-
27JD - JUVENILE DETENTION	\$ 24,612,544	\$ 28,314,333	\$ 30,045,423	\$ 28,466,536	\$ 33,541,799	\$ (3,496,376)	-11.6%
DALT - ALTERNATIVE TO JUV SECURE CARE	1,481,995	2,063,496	2,049,460	2,207,864	2,067,498	(18,038)	-0.9%
JDAC - JUV DETENTION ASSESSMENT	715,996	952,969	1,372,585	1,276,358	1,553,693	(181,108)	-13.2%
JMED - JUV DETENTION MEDICAL HEALTH	2,483,451	2,960,746	2,992,773	2,897,294	3,187,224	(194,451)	-6.5%
PDIS - JUV PRE-DISPO SECURE CARE	19,370,758	20,288,281	22,877,055	21,412,658	25,979,255	(3,102,200)	-13.6%
PDOS - JUV POST-DISPO SECURE CARE	46,008	1,327,242	-	3,960	-	-	-
PSYC - JUV DET BEHAVIORAL HEALTH	514,335	721,599	753,550	668,403	754,129	(579)	-0.1%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 3,452,752	\$ 3,197,022	\$ 3,812,315	\$ 3,339,183	\$ 3,636,245	\$ 176,070	4.6%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 1,138,822	\$ 1,311,743	\$ 1,465,041	\$ 1,325,900	\$ 1,691,322	\$ (226,281)	-15.4%
99GV - GENERAL GOVERNMENT	\$ -	\$ 297,048	\$ 294,968	\$ 296,979	\$ 274,711	\$ 20,257	6.9%
TOTAL PROGRAMS	\$ 53,332,436	\$ 59,917,639	\$ 66,913,828	\$ 58,941,455	\$ 69,200,374	\$ (2,286,546)	-3.4%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
27EN - JUVENILE EARLY INTERVENTION	94.90	107.70	12.80	13.5%
DVRN - JUVENILE COURT DIVERSION	43.85	48.50	4.65	10.6%
JVCP - JUV CRIME & TRUANCY PREVENTION	48.05	53.20	5.15	10.7%
TEEN - JUVENILE TEEN COURT	3.00	6.00	3.00	100.0%
27JT - JUVENILE TREATMENT	33.70	31.55	(2.15)	-6.4%
CMDV - JUVENILE SKILLS DEVELOPMENT	15.00	12.00	(3.00)	-20.0%
DRUG - JUVENILE DRUG TREATMENT	5.60	2.60	(3.00)	-53.6%
NRTA - JUV NON-RESIDENTIAL TREATMENT	4.00	4.45	0.45	11.3%
RTCA - JUVENILE RESIDENTIAL TREATMENT	5.60	6.75	1.15	20.5%
SEXT - JUV SEX OFFENDER TREATMENT	2.50	4.75	2.25	90.0%
YRAA - YOUTH RECOVERY ACADEMY	1.00	1.00	-	0.0%
27JP - JUVENILE PROBATION SUPERVISION	297.40	269.75	(27.65)	-9.3%
DWRS - RESIDENTIAL DUAL WARD SUPV	-	4.90	4.90	
JCSA - JUV COURT SERVICES	87.75	-	(87.75)	-100.0%
JIPS - JUV INTENSIVE PROB SUPERVISION	59.30	70.80	11.50	19.4%
JPDI - PRE-DISPOSITION INVESTIGATIONS	150.35	35.30	(115.05)	-76.5%
JSTD - JUV STANDARD PROB SUPERVISION	-	148.50	148.50	
SOPS - JUV SEX OFFENDER SUPV	-	10.25	10.25	
27JD - JUVENILE DETENTION	523.00	493.00	(30.00)	-5.7%
DALT - ALTERNATIVE TO JUV SECURE CARE	22.00	22.00	-	0.0%
JDAC - JUV DETENTION ASSESSMENT	22.00	22.00	-	0.0%
JMED - JUV DETENTION MEDICAL HEALTH	25.00	25.00	-	0.0%
PDIS - JUV PRE-DISPO SECURE CARE	442.00	412.00	(30.00)	-6.8%
PSYC - JUV DET BEHAVIORAL HEALTH	12.00	12.00	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	53.00	49.50	(3.50)	-6.6%
99IT - INFORMATION TECHNOLOGY PROGRAM	13.80	5.50	(8.30)	-60.1%
TOTAL PROGRAMS	1,015.80	957.00	(58.80)	-5.8%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ 14,379,935	\$ 6,218,829	\$ 9,909,225	\$ 6,250,117	7,150,842	(2,758,383)	-27.8%
Charges For Service	1,152,024	1,192,630	1,179,630	1,126,325	1,237,490	57,860	4.9%
Fines & Forfeits	-	-	-	851,171	1,960,698	1,960,698	
Miscellaneous Revenues	133,360	10,000	42,705	66,502	1,534,020	1,491,315	3492.1%
Total Revenue	\$ 15,665,319	\$ 7,421,459	\$ 11,131,560	\$ 8,294,115	\$ 11,883,050	\$ 751,490	6.8%
EXPENDITURES							
Personal Services	\$ 44,593,526	\$ 49,653,868	\$ 53,180,445	\$ 49,028,759	\$ 58,963,703	\$ (5,783,258)	-10.9%
Supplies	2,047,773	2,073,165	2,138,471	2,251,241	2,284,387	(145,916)	-6.8%
Services	6,299,134	7,505,578	10,819,589	7,030,677	7,594,506	3,225,083	29.8%
Capital Outlay	392,003	685,028	775,323	630,778	357,778	417,545	53.9%
Total Expenditures	\$ 53,332,436	\$ 59,917,639	\$ 66,913,828	\$ 58,941,455	\$ 69,200,374	\$ (2,286,546)	-3.4%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 113,586	\$ 14,000	\$ 14,000	\$ 28,468	\$ 29,000	\$ 15,000	107.1%
227 JUVENILE PROBATION GRANTS	14,348,521	6,212,830	9,922,931	6,255,732	8,616,230	(1,306,701)	-13.2%
228 JUVENILE PROBATION SPECIAL FEE	857,989	900,000	900,000	1,716,905	2,896,187	1,996,187	221.8%
229 JUVENILE RESTITUTION FUND	24,036	10,000	10,000	-	25,000	15,000	150.0%
275 JUVENILE PROBATION DIVERSION	321,187	284,629	284,629	293,009	316,633	32,004	11.2%
TOTAL FUNDS	\$ 15,665,319	\$ 7,421,459	\$ 11,131,560	\$ 8,294,115	\$ 11,883,050	\$ 751,490	6.8%
EXPENDITURES							
100 GENERAL	\$ 10,790,573	\$ 19,979,824	\$ 21,485,618	\$ 19,197,508	\$ 21,203,450	\$ 282,168	1.3%
227 JUVENILE PROBATION GRANTS	14,108,677	6,212,830	9,922,931	6,250,758	8,591,502	1,331,429	13.4%
228 JUVENILE PROBATION SPECIAL FEE	765,688	900,000	1,030,000	937,738	2,896,187	(1,866,187)	-181.2%
229 JUVENILE RESTITUTION FUND	29,925	50,000	50,000	29,285	10,000	40,000	80.0%
255 DETENTION OPERATIONS	27,436,494	32,490,356	34,140,650	32,276,792	36,182,602	(2,041,952)	-6.0%
275 JUVENILE PROBATION DIVERSION	201,078	284,629	284,629	249,373	316,633	(32,004)	-11.2%
TOTAL FUNDS	\$ 53,332,436	\$ 59,917,639	\$ 66,913,828	\$ 58,941,455	\$ 69,200,374	\$ (2,286,546)	-3.4%

General Adjustments

Probation Surcharge Revenue

An increase in revenue of \$1,960,698, as a result of additional proceeds of a ten dollar probation surcharge assessed on civil and criminal traffic violations, allows budgeted expenditures for the Standard Probation and Pre-Disposition Investigations Activities to be shifted from the General Fund to the Juvenile Probation Special Fees Fund.

Grant Revenue and Expenditures

Budget includes an increase of \$755,521 in revenue and expenditures in the Grants Fund due to additional grant awards.

Market Increases

Budget includes full year funding in multiple activities in the General Fund (\$3,122,670) and Detention Operations Fund (\$3,312,120) for Probation Officers, Youth Supervisors, General Maintenance, and Administrative Phase I positions.

Personnel Savings

Increase the budgeted personnel savings rate from 6.5% to 7%, resulting in an expenditure reduction of \$1,386,242 (allocated to all activities) in the General and Detention Operations Funds. Increase the budgeted Juvenile Probation Diversion Fund personnel savings rate from 5.4% to 10%, resulting in an expenditure reduction of \$19,430 (allocated to all activities).

Salary Adjustment and Other Pay

Decrease salary adjustment and other pay by \$173,584 as a result of overstating pay for performance in the following funds: \$91,149 General Fund, \$24,727 Juvenile Probation Grants Fund, \$57,708 Detention Operations Fund.

Worker's Compensation / Unemployment Insurance

As a technical adjustment, add \$60,377 to the Internal Service Fund Charges Activity to fully fund Workers' Compensation and Unemployment Insurance for FY 2007-08.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of juvenils who received Juvenile Crime and Truancy Prevention services during the reporting period.	73.0%	69.0%	69.0%	71.0%	71.0%	2.0%	2.9%
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%	91.5%	91.5%	90.0%	90.0%	-1.5%	-1.6%
Percent 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.	94.0%	92.0%	91.0%	92.0%	92.0%	1.0%	1.1%

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	90.0%	91.5%	91.5%	90.0%	90.0%	-1.5%	-1.6%
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.							
Demand	10,938	9,372	9,372	11,047	11,157	1,785	19.0%
Number of eligible juvenile offenders referred to Juvenile Probation for a Diversion service.							
Output	10,938	9,372	9,372	11,047	11,157	1,785	19.0%
Number of eligible juvenile offenders who receive Diversion services.							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 211.33	\$ 239.73	\$ 296.33	\$ 222.10	\$ 288.28	\$ 8.06	2.7%
Expenditures per unit of Output							
Revenues by Fund							
Juvenile Probation Grants	\$ 2,265,519	\$ 2,074,901	\$ 2,022,462	\$ 2,186,049	\$ 2,378,876	\$ 356,414	17.6%
Juvenile Restitution Fund	21,569	10,000	10,000	-	25,000	15,000	150.0%
Juvenile Probation Diversion	-	284,629	284,629	293,009	316,633	32,004	
Totals	\$ 2,287,088	\$ 2,369,530	\$ 2,317,091	\$ 2,479,058	\$ 2,720,509	\$ 403,418	17.4%
Expenditures by Fund							
General	\$ 414,978	\$ 754,566	\$ 778,380	\$ 618,361	\$ 914,372	\$ (135,992)	-17.5%
Juvenile Probation Grants	1,753,762	1,339,969	1,572,004	1,603,520	2,050,535	(478,531)	-30.4%
Juvenile Restitution Fund	26,000	50,000	50,000	29,285	10,000	40,000	80.0%
Detention Operations	69,993	46,027	321,464	146,598	190,600	130,864	40.7%
Juvenile Probation Diversion	46,808	56,196	55,392	55,802	50,779	4,613	8.3%
Totals	\$ 2,311,542	\$ 2,246,758	\$ 2,777,240	\$ 2,453,567	\$ 3,216,286	\$ (439,046)	-15.8%
Staffing (FTEs)	NA	NA	47.80	NA	48.50	0.70	1.5%

The FY 2007-08 increase in demand and output is based on a 1% annual increase over the last three years, resulting in a lower rate of expenditure per unit of output. The result is decreasing based on FY 2005-06 and FY 2006-07 trend data which is believed to be a more accurate reflection of expected outcomes than previous forecasting methods. FY 2007-08 budgeted expenditures increased by \$439,046 (-15.8%) from FY 2006-07 due to an increase in grant funding, staffing allocated to this activity, and market and benefits increases.

Base Adjustment: The FY 2007-08 budget includes a decrease of \$28,411 in expenditures and an increase of \$35,645 in revenue based on an evaluation of trends in FY 2005-06 and FY 2006-07.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	71.0%		
To be developed							
Demand	145,215	145,215	145,215	149,571	154,059	8,844	6.1%
Number of juveniles referred to prevention programs.							
Output	105,922	103,103	103,103	106,000	112,030	8,927	8.7%
Number of juveniles receiving services from prevention programs							
Percent of Demand met	72.9%	71.0%	71.0%	70.9%	72.7%	1.7%	2.4%
Efficiency	\$ 39.85	\$ 34.61	\$ 70.47	\$ 31.82	\$ 37.51	\$ 32.96	46.8%
Expenditures per unit of Output							
Revenues by Fund							
Juvenile Probation Grants	\$ 3,491,152	\$ 2,029,545	\$ 2,990,906	\$ 2,532,178	\$ 3,328,698	\$ 337,792	11.3%
Juvenile Probation Diversion	304,836	-	-	-	-	-	
Totals	\$ 3,795,988	\$ 2,029,545	\$ 2,990,906	\$ 2,532,178	\$ 3,328,698	\$ 337,792	11.3%
Expenditures by Fund							
General	\$ 556,588	\$ 544,738	\$ 831,323	\$ 414,924	\$ 895,683	\$ (64,360)	-7.7%
Juvenile Probation Grants	3,463,274	2,717,066	6,096,789	2,730,753	2,942,803	3,153,986	51.7%
Juvenile Probation Special Fee	(1,707)	-	-	-	-	-	
Detention Operations	147,989	197,709	206,142	127,897	205,457	685	0.3%
Juvenile Probation Diversion	54,590	109,053	131,773	98,898	158,635	(26,862)	-20.4%
Totals	\$ 4,220,735	\$ 3,568,566	\$ 7,266,027	\$ 3,372,472	\$ 4,202,578	\$ 3,063,449	42.2%
Staffing (FTEs)	NA	NA	51.10	NA	53.20	2.10	4.1%

The FY 2007-08 budget reflects an increase of 6.1% in demand and 8.7% in output when compared with the FY 2006-07 Revised budget. FY 2007-08 budgeted demand and output was based on an average annual increase of 3% over the last three years. FY 2007-08 budgeted expenditures decreased by \$3,063,449 (42.2%) from FY 2006-07 due to reductions in grant funding, resulting in a lower rate of expenditure per unit of output.

Base Adjustment: The FY 2007-08 budget includes a decrease of \$95,058 based on an evaluation of expenditures trends in FY 2005-06 and FY 2006-07.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	94.0%	92.0%	92.0%	91.0%	92.0%	0.0%	0.0%
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.							
Demand	527	543	543	543	559	16	2.9%
Number of juvenile offenders eligible to be referred to Teen Court.							
Output	527	543	543	543	559	16	2.9%
Number of eligible juveniles who							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 292.06	\$ 836.84	\$ 796.07	\$ 499.80	\$ 782.89	\$ 13.18	1.7%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ 53,937	\$ 251,784	\$ 231,390	\$ 215,081	\$ 223,705	\$ 7,685	3.3%
Juvenile Probation Grants	71,784	148,141	173,631	37,630	169,426	4,205	2.4%
Juvenile Probation Diversion	28,196	54,477	27,244	18,682	44,505	(17,261)	-63.4%
Totals	\$ 153,916	\$ 454,402	\$ 432,265	\$ 271,393	\$ 437,636	\$ (5,371)	-1.2%
Staffing (FTEs)	NA	NA	7.00	NA	6.00	(1.00)	-14.3%

The FY 2007-08 budget reflects an increase of 2.9% in demand and output when compared with the FY 2006-07 Revised budget. FY 2007-08 budgeted demand and output was based on an average annual increase of 3% over the last three years.

The correct FY 2006-07 revised amount is \$432,265 (total funds). The FY 2006-07 revised budget will be restated between tentative and final adoption. With this correction, FY 2007-08 budgeted expenditures increased by \$5,371 (1.2%) from FY 2006-07 due to an increase in employee benefits.

Base Adjustment: The FY 2007-08 budget includes a decrease of \$4,392 based on an evaluation of expenditures trends in FY 2005-06 and FY 2006-07.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - 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.	NA	95.0%	95.0%	86.0%	95.0%	0.0%	0.0%
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.	85.0%	79.0%	79.0%	88.0%	88.0%	9.0%	11.4%
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.	83.0%	81.0%	81.0%	81.0%	81.0%	0.0%	0.0%
Percent of juvenile offenders who successfully completed DrugTreatment within the prior 12 months and were not referred to the juvenile court for a delinquent offense by the end of the reporting period.	50.0%	80.0%	80.0%	76.0%	80.0%	0.0%	0.0%
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.	79.0%	65.0%	65.0%	79.0%	79.0%	14.0%	21.5%
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.	86.0%	86.0%	91.0%	91.0%	91.0%	0.0%	0.0%

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 Skills Development Activity

The purpose of the Juvenile Skills Development Activity is to provide vocational rehabilitation and community service opportunities to juvenile offenders so that they can satisfy legal obligations while learning job skills.

Mandates: This is not a mandated activity of the Juvenile Probation Department.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	95.0%	95.0%	86.0%	95.0%	0.0%	0.0%
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.							
Demand	6,535	7,372	7,372	6,731	6,933	(439)	-6.0%
Number of juvenile offenders referred to or ordered into Juvenile Skills Development.							
Output	6,535	7,372	7,372	6,731	6,933	(439)	-6.0%
Number of juvenile offenders participating in Juvenile Skills Development.							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 87.92	\$ 81.04	\$ 84.19	\$ 85.19	\$ 91.66	\$ (7.47)	-8.9%
Expenditures per unit of Output							
Revenues by Fund							
Juvenile Probation Grants	\$ 131,387	\$ 128,330	\$ 128,330	\$ 122,789	\$ 85,854	\$ (42,476)	-33.1%
Totals	\$ 131,387	\$ 128,330	\$ 128,330	\$ 122,789	\$ 85,854	\$ (42,476)	-33.1%
Expenditures by Fund							
General	\$ 206,002	\$ 522,370	\$ 491,529	\$ 461,448	\$ 511,681	\$ (20,152)	-4.1%
Juvenile Probation Grants	368,552	75,052	129,111	111,959	123,773	5,338	4.1%
Totals	\$ 574,554	\$ 597,422	\$ 620,640	\$ 573,407	\$ 635,454	\$ (14,814)	-2.4%
Staffing (FTEs)	NA	NA	11.00	NA	12.00	1.00	9.1%

FY 2006-07 demand and output have increased less than originally forecasted by the Department. The actual increase in demand and output is projected to be approximately 3%, whereas the Adopted budget assumed an increase of almost 13%. The FY 2007-08 budget, therefore, assumes a more modest increase of 3% over FY 2006-07. FY 2007-08 budgeted expenditures increased by \$14,814 (-2.4%) from FY 2006-07 due to an increase in employee benefits, market increases, and prior year trends, resulting in a higher rate of expenditure per unit of output.

Base Adjustment: The FY 2007-08 budget includes an increase of \$2,100 based on an evaluation of expenditures trends in FY 2005-06 and FY 2006-07.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
<u>Results</u>	50.0%	80.0%	80.0%	76.0%	80.0%	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.							
<u>Demand</u>	140	98	98	158	158	60	61.2%
Number of juvenile offenders referred to drug treatment.							
<u>Output</u>	140	98	98	137	137	39	39.8%
Number of juvenile offenders who receive Drug Treatment.							
Percent of Demand met	100.0%	100.0%	100.0%	86.7%	86.7%	-13.3%	-13.3%
<u>Efficiency</u>	\$ 1,982.42	\$ 3,301.40	\$ 3,254.15	\$ 2,645.29	\$ 1,109.95	\$ 2,144.20	65.9%
Expenditures per unit of Output							
<u>Expenditures by Fund</u>							
General	\$ 96,832	\$ 135,950	\$ 149,202	\$ 140,333	\$ 148,863	\$ 339	0.2%
Juvenile Probation Grants	75,037	64,830	38,497	71,507	3,200	35,297	91.7%
Juvenile Probation Special Fee	-	-	80,000	75,640	-	80,000	100.0%
Detention Operations	105,670	122,757	51,208	74,925	-	51,208	100.0%
Totals	\$ 277,539	\$ 323,537	\$ 318,907	\$ 362,405	\$ 152,063	\$ 166,844	52.3%
Staffing (FTEs)	NA	NA	5.60	NA	2.60	(3.00)	-53.6%

The FY 2007-08 budget reflects an increase of 38% in demand and 28% in output when compared with the FY 2006-07 revised budget. FY 2007-08 budgeted demand and output was based on additional trend data. FY 2006-07 and FY 2007-08 output is based on the Administrative Office of the Courts (AOC) reducing the state's juvenile drug treatment budget. The Result is expected to remain the same from FY 2006-07 revised to FY 2007-08.

FY 2007-08 budgeted expenditures decreased by \$166,844 (52.3%) from FY 2006-07 due to non-recurring capital expenditures and a decrease in staffing allocated to this activity.

Base Adjustment: The FY 2007-08 budget includes a decrease of \$3,850 based on an evaluation of expenditures trends in FY 2005-06 and FY 2006-07.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	85.0%	79.0%	79.0%	88.0%	88.0%	9.0%	11.4%
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.							
Demand	147	147	147	147	147	-	0.0%
Number of juvenile offenders referred or ordered by the court into Non-Residential Treatment.							
Output	147	147	147	147	147	-	0.0%
Number of juvenile offenders who receive Non-Residential Treatment.							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 1,615.91	\$ 2,153.37	\$ 2,350.03	\$ 2,065.60	\$ 2,412.88	\$ (62.85)	-2.7%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ 129,843	\$ 237,641	\$ 234,594	\$ 205,184	\$ 261,173	\$ (26,579)	-11.3%
Juvenile Probation Grants	81,798	52,273	81,717	70,507	93,521	(11,804)	-14.4%
Juvenile Probation Special Fee	25,898	26,631	29,144	27,952	-	29,144	100.0%
Totals	\$ 237,539	\$ 316,545	\$ 345,455	\$ 303,643	\$ 354,694	\$ (9,239)	-2.7%
Staffing (FTEs)	NA	NA	3.70	NA	-	(3.70)	-100.0%

Based on FY 2004-05 and FY 2005-06 trends, there is no growth expected in demand and output. Additionally, the department needs to have the ability to count all Non-Residential Treatment Services as they currently only count Intensive. The result is increasing based on FY 2005-06 and FY 2006-07 trend data which is believed to be a more accurate reflection of expected outcomes than previous forecasting methods.

FY 2007-08 budgeted expenditures increased by \$9,239 (-2.7%) from FY 2006-07 due to additional grant funding, resulting in a higher rate of expenditure per unit of output.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	83.0%	81.0%	81.0%	81.0%	81.0%	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.							
Demand	497	497	497	497	497	-	0.0%
Number of juvenile offenders referred or ordered by the court into residential treatment.							
Output	497	497	497	497	497	-	0.0%
Number of juvenile offenders who receive residential treatment.							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 676.98	\$ 508.55	\$ 583.39	\$ 508.85	\$ 830.85	\$ (247.46)	-42.4%
Expenditures per unit of Output							
Revenues by Fund							
Juvenile Probation Grants	\$ (18,366)	\$ 266,574	\$ 266,574	\$ 231,076	\$ 279,903	\$ 13,329	5.0%
Totals	\$ (18,366)	\$ 266,574	\$ 266,574	\$ 231,076	\$ 279,903	\$ 13,329	5.0%
Expenditures by Fund							
General	\$ 284,577	\$ 173,844	\$ 179,083	\$ 153,384	\$ 317,609	\$ (138,526)	-77.4%
Juvenile Probation Grants	25,984	52,273	81,717	71,600	95,321	(13,604)	-16.6%
Juvenile Probation Special Fee	25,898	26,631	29,144	27,914	-	29,144	100.0%
Totals	\$ 336,459	\$ 252,748	\$ 289,944	\$ 252,898	\$ 412,930	\$ (122,986)	-42.4%
Staffing (FTEs)	NA	NA	4.90	NA	6.75	1.85	37.8%

Based on FY 2004-05 and FY 2005-06 trends, there is no growth expected in demand and output in FY 2007-08.

FY 2007-08 budgeted expenditures increased by \$122,526 (-42.4%) from FY 2006-07 due to an increase in staffing allocated to this activity and employee benefits and market increases, resulting in a higher rate of expenditure per unit of output.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	86.0%	88.0%	91.0%	91.0%	91.0%	0.0%	0.0%
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.							
Demand	89	126	110	89	89	(21)	-19.1%
Number of juvenile offenders referred to sex offender							
Output	89	126	110	89	89	(21)	-19.1%
Number of juvenile offenders who receive sex offender treatment.							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 603.95	\$ 460.17	\$ 808.75	\$ 572.80	\$ 3,083.67	\$ (2,274.93)	-281.3%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ 9,184	\$ 18,026	\$ 66,887	\$ 19,501	\$ 274,197	\$ (207,310)	-309.9%
Juvenile Probation Grants	3,000	-	-	-	-	-	-
Juvenile Probation Special Fee	41,567	39,956	22,075	31,478	250	21,825	98.9%
Totals	\$ 53,751	\$ 57,982	\$ 88,962	\$ 50,979	\$ 274,447	\$ (185,485)	-208.5%
Staffing (FTEs)	NA	NA	1.50	NA	4.75	3.25	216.7%

The FY 2007-08 budget reflects a decrease of 19.1% for demand and output when compared with the FY 2006-07 revised budget; however, FY 2006-07 projected demand and output is consistent with FY 2005-06 actual. Based on FY 2004-05 and FY 2005-06 trends, there is no growth expected in demand and output in FY 2007-08. The FY 2007-08 results for juveniles who successfully completed Juvenile Sex Offender Treatment is consistent with FY 2006-07 revised and projected.

FY 2007-08 budgeted expenditures increased by \$185,485 (-208.5%) from FY 2006-07 due to an increase in staff allocated to this activity, resulting in a higher rate of expenditure per unit of output.

Base Adjustment: The FY 2007-08 budget includes a decrease of \$249 based on an evaluation of expenditures trends in FY 2005-06 and FY 2006-07.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	79.0%	65.0%	65.0%	79.0%	79.0%	14.0%	21.5%
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.							
Demand	189	229	229	195	201	(28)	-12.2%
Number of juvenile offenders referred to the Youth Recovery Academy by the Court.							
Output	189	229	229	195	201	(28)	-12.2%
Number of juvenile offenders treated by the Youth Recovery Academy.							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 11,637.42	\$ 15,530.13	\$ 14,935.97	\$ 16,223.08	\$ 17,792.39	\$ (2,856.41)	-19.1%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ 5,650	\$ -	\$ -	\$ -	\$ -	\$ -	
Detention Operations	2,193,823	3,556,399	3,420,338	3,163,500	3,576,270	(155,932)	-4.6%
Totals	\$ 2,199,473	\$ 3,556,399	\$ 3,420,338	\$ 3,163,500	\$ 3,576,270	\$ (155,932)	-4.6%
Staffing (FTEs)	NA	NA	1.00	NA	1.00	-	0.0%

The FY 2006-07 adopted budget assumed an increase of 17% in demand and output; however, FY 2006-07 projected demand and output declined by almost 14% when compared with FY 2006-07 revised. Based on FY 2004-05 and FY 2005-06 trends, demand and output are expected to increase by 3%. The FY 2007-08 Youth Recovery Academy completion result is increasing over FY 2006-07 revised based on FY 2005-06 and FY 2006-07 trend data which is believed to be a more accurate reflection of expected outcomes than previous forecasting methods.

FY 2007-08 budgeted expenditures increased by \$155,932 (-4.6%) from FY 2006-07 due to an increase in additional vendor contracts, resulting in a higher rate of expenditure per unit of output.

Base Adjustment: The FY 2007-08 budget includes a decrease of \$3,000 based on an evaluation of expenditures trends in FY 2005-06 and FY 2006-07.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
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.	89.0%	91.0%	89.0%	90.0%	90.0%	1.0%	1.1%
Percent of JIPS probationers successfully released from probation in the prior 12 months that did not have a new delinquent referral by the end of the reporting period.	81.0%	84.1%	84.1%	81.0%	81.0%	-3.1%	-3.7%
Percent of pre-adjudication/pre-disposition reports completed on time during the reporting period.	97.0%	91.0%	89.0%	90.0%	97.0%	8.0%	9.0%
Percent of Judicial Officers who report that they are satisfied with Pre-Disposition Investigation Reports.	NA	NA	60.0%	60.0%	85.0%	25.0%	41.7%
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.	NA	NA	NA	NA	NA	NA	NA
Percent of probationers supervised within the community by the Juvenile Sex Offender/Special Supervision Unit.	NA	NA	NA	NA	91.0%	NA	NA
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.	NA	NA	NA	NA	NA	NA	NA

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
<u>Results</u> Percent of Dual Ward Probationers supervised within the Residential Dual Ward Supervision Unit	NA	NA	NA	NA	Not Reported		
<u>Results</u> 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	NA	NA	NA	NA	Not Reported		
<u>Demand</u> Average daily population of Residential Dual Ward probationers	NA	NA	NA	NA	Not Reported		
<u>Output</u> Average daily population of probationers supervised within the Residential Dual Ward Unit	NA	NA	NA	NA	Not Reported		
Percent of Demand met	NA	NA	NA	NA	Not Reported		
<u>Expenditures by Fund</u>							
General	NA	NA	NA	NA	\$ 377,210		
Totals	NA	NA	NA	NA	\$ 377,210		
Staffing (FTEs)	NA	NA	NA	NA	4.90		

This is a new activity in the FY 2007-08 budget. Historical data is not available for prior fiscal years.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	89.0%	92.0%	97.0%	97.0%	0.0%	-97.0%	-100.0%
Percent of pre-adjudication/pre-disposition reports completed on time during the reporting period.							
Demand	42,949	33,110	42,950	42,950	-	(42,950)	-100.0%
Number of pre-adjudication/pre-disposition reports ordered to be completed during the reporting period.							
Output	41,652	32,087	41,662	41,662	-	(41,662)	-100.0%
Number of pre-adjudication/pre-disposition reports completed during the reporting period.							
Percent of Demand met	97.0%	96.9%	97.0%	97.0%			
Efficiency	\$ 99.67	\$ 151.11	\$ 111.44	\$ 104.60	\$ -	\$ 111.44	100.0%
Expenditures per unit of Output							
Revenues by Fund							
General	\$ 9,477	\$ 5,999	\$ 5,999	\$ 19,341	\$ 15,000	\$ 9,001	150.0%
Juvenile Probation Grants	-	125,606	125,606	128,261	-	(125,606)	-100.0%
Totals	\$ 9,477	\$ 131,605	\$ 131,605	\$ 147,602	\$ 15,000	\$ (116,605)	-88.6%
Expenditures by Fund							
General	\$ 2,459,516	\$ 4,372,865	\$ 4,302,435	\$ 4,011,752	\$ -	\$ 4,302,435	100.0%
Juvenile Probation Grants	1,527,341	293,420	156,420	179,450	-	156,420	100.0%
Juvenile Probation Special Fee	50,075	61,156	69,457	46,775	-	69,457	100.0%
Detention Operations	114,480	121,129	114,480	120,018	-	114,480	100.0%
Juvenile Probation Diversion	(14)	-	-	-	-	-	-
Totals	\$ 4,151,398	\$ 4,848,570	\$ 4,642,792	\$ 4,357,995	\$ -	\$ 4,642,792	100.0%
Staffing (FTEs)	NA	NA	78.75	NA	-	(78.75)	-100.0%

FY 2007-08 budgeted revenue increased by \$15,000 from FY 2006-07; however, this Activity will be eliminated in FY 2007-08 and revenue will be re-allocated to the Juvenile Pre-Disposition Secure Care Activity between the Tentative and Adopted budgets.

Base Adjustment: The FY 2007-08 budget includes an increase of \$15,000 based on a renewed intergovernmental agreement with the Fort McDowell Indian Community for temporary juvenile detention.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	81.0%	84.1%	84.1%	81.0%	81.0%	-3.1%	-3.7%
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.							
Demand	554	524	579	554	554	(25)	-4.3%
Average daily population of juveniles placed on JIPS as ordered by the court.							
Output	554	524	579	554	554	(25)	-4.3%
Average daily population of juveniles supervised on JIPS as ordered by the court.							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 5,772.42	\$ 5,934.69	\$ 5,568.42	\$ 5,819.61	\$ 8,462.07	\$ (2,893.65)	-52.0%
Expenditures per unit of Output							
Revenues by Fund							
Juvenile Probation Grants	\$ 4,010,731	\$ 273,814	\$ 273,814	\$ -	\$ -	\$ (273,814)	-100.0%
Totals	\$ 4,010,731	\$ 273,814	\$ 273,814	\$ -	\$ -	\$ (273,814)	-100.0%
Expenditures by Fund							
General	\$ 28,330	\$ 2,904,604	\$ 3,061,815	\$ 3,201,621	\$ 4,528,473	\$ (1,466,658)	-47.9%
Juvenile Probation Grants	3,168,585	205,174	162,301	22,443	159,512	2,789	1.7%
Juvenile Restitution Fund	3,925	-	-	-	-	-	-
Detention Operations	(2,920)	-	-	-	-	-	-
Totals	\$ 3,197,920	\$ 3,109,778	\$ 3,224,116	\$ 3,224,064	\$ 4,687,985	\$ (1,463,869)	-45.4%
Staffing (FTEs)	NA	NA	49.30	NA	70.80	21.50	43.6%

The FY 2006-07 revised budget reflects an increase of 4% in demand and output when compared with the FY 2005-06 actual. Based on the JLE Report for FY 2003-04, FY 2004-05 and FY 2005-06, there is a decline in demand. Therefore, there is no growth expected in demand and output. The result is decreasing based on FY 2005-06 and FY 2006-07 trend data which is believed to be a more accurate reflection of expected outcomes than previous forecasting methods.

FY 2007-08 budgeted expenditures increased by \$1,463,869 (-45.4%) from FY 2006-07 due to an increase in staffing and benefits and market increases, resulting in a higher rate of expenditure per unit of output.

Base Adjustment: The FY 2007-08 budget includes an increase of \$33,324 based on an evaluation of expenditures trends in FY 2005-06 and FY 2006-07.

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.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	89.0%	91.0%	89.0%	90.0%	90.0%	1.0%	1.1%
Number 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.							
Demand	4,102	3,460	4,131	4,102	4,102	(29)	-0.7%
Average daily population of juveniles placed on standard probation or investigative status as ordered by the court.							
Output	4,102	3,460	4,131	4,102	4,102	(29)	-0.7%
Average daily population of juveniles served by standard probation.							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 1,563.42	\$ 2,177.28	\$ 1,904.96	\$ 1,756.84	\$ 2,285.28	\$ (380.32)	-20.0%
Expenditures per unit of Output							
Revenues by Fund							
General	\$ 64,160	\$ -	\$ -	\$ -	\$ 5,999	\$ 5,999	
Juvenile Probation Grants	4,062,408	236,465	236,465	24,957	147,000	(89,465)	-37.8%
Juvenile Probation Special Fee	831,996	900,000	900,000	865,734	935,489	35,489	3.9%
Totals	\$ 4,958,564	\$ 1,136,465	\$ 1,136,465	\$ 890,691	\$ 1,088,488	\$ (47,977)	-4.2%
Expenditures by Fund							
General	\$ 4,075,201	\$ 6,992,368	\$ 7,296,228	\$ 6,785,317	\$ 6,979,634	\$ 316,594	4.3%
Juvenile Probation Grants	2,128,567	206,453	136,378	122,557	195,348	(58,970)	-43.2%
Juvenile Probation Special Fee	201,566	292,359	436,789	295,167	2,199,249	(1,762,460)	-403.5%
Detention Operations	7,800	42,200	-	3,516	-	-	
Totals	\$ 6,413,134	\$ 7,533,380	\$ 7,869,395	\$ 7,206,557	\$ 9,374,231	\$ (1,504,836)	-19.1%
Staffing (FTEs)	NA	NA	134.55	NA	148.50	13.95	10.4%

The FY 2006-07 revised budget reflects an increase of 1% in demand and output when compared with the FY 2005-06 actual. Based on the JLE Report for FY 2003-04, FY 2004-05 and FY 2005-06, there is a decline in demand. Therefore, there is no growth expected in demand and output. The result is increasing based on FY 2005-06 and FY 2006-07 trend data which is believed to be a more accurate reflection of expected outcomes than previous forecasting methods.

FY 2007-08 budgeted expenditures increased by \$1,716,005 (-22.2%) from FY 2006-07 due to an increase in staffing and benefits and market increases, resulting in a higher rate of expenditure per unit of output.

Base Adjustment: The FY 2007-08 budget includes a decrease of \$245,212 based on an evaluation of expenditures trends in FY 2005-06 and FY 2006-07.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
<u>Results</u> Percent of probationers supervised within the community by the Juvenile Sex Offender/Special Supervision Unit	NA	NA	NA	NA	91.0%		
<u>Results</u> 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	NA	NA	NA	NA	0.0%		
<u>Demand</u> Average daily population of juveniles referred for a sexual offense	NA	NA	NA	NA	186		
<u>Output</u> Average daily population of juveniles supervised by the Juvenile Sex Offender/Special Supervision Unit	NA	NA	NA	NA	186		
Percent of Demand met	NA	NA	NA	NA	100.0%		
<u>Efficiency</u> Expenditures per unit of Output	NA	NA	NA	NA	\$ 3,197.01		
<u>Expenditures by Fund</u> General	NA	NA	NA	NA	\$ 594,643		
Totals	NA	NA	NA	NA	\$ 594,643		
<u>Staffing (FTEs)</u>	NA	NA	NA	NA	10.25		

This is a new activity in the FY 2007-08 budget. Historical data is not available for prior fiscal years.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of juvenile offenders who are detained.	87.0%	89.0%	89.0%	81.0%	81.0%	-8.0%	-9.0%
Percent of comprehensive medical examinations that were provided within the appropriate (seven day) timeframe.	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of juveniles who appear in court.	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent (average monthly) over capacity.	1.0%	1.0%	1.0%	1.0%	1.0%	0.0%	0.0%
Percent of juveniles not committing a new delinquent offense while in a Detention Alternative.	82.0%	79.0%	79.0%	82.0%	82.0%	3.0%	3.8%
Percent of requested services that were provided.	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of juveniles released from Post-Disposition Secure Care within the last 12 months and were not referred for a new delinquent offense by the end of the current reporting period.	80.0%	81.6%	81.6%	73.0%	73.0%	-8.6%	-10.5%

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 Post-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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
<u>Results</u>	82.0%	79.0%	79.0%	82.0%	82.0%	3.0%	3.8%
Percent of juveniles not committing a new delinquent offense while in a Detention Alternative.							
<u>Demand</u>	403	371	371	415	428	57	15.4%
Average daily population of juvenile offenders brought to detention by law enforcement or court order who are eligible for a Detention Alternative.							
<u>Output</u>	403	371	371	415	428	57	15.4%
Average daily population of juvenile offenders participating in a Detention Alternative.							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u>	\$ 3,677.41	\$ 5,561.98	\$ 5,524.15	\$ 5,320.15	\$ 4,830.60	\$ 693.55	12.6%
Expenditures per unit of Output							
<u>Revenues by Fund</u>							
Juvenile Probation Grants	\$ 231,115	\$ 196,178	\$ 2,299,491	\$ 238,046	\$ 250,004	\$ (2,049,487)	-89.1%
Totals	\$ 231,115	\$ 196,178	\$ 2,299,491	\$ 238,046	\$ 250,004	\$ (2,049,487)	-89.1%
<u>Expenditures by Fund</u>							
General	\$ (32,685)	\$ 226,295	\$ 246,704	\$ 132,797	\$ 175,821	\$ 70,883	28.7%
Juvenile Probation Grants	364,830	182,017	198,641	290,401	237,735	(39,094)	-19.7%
Detention Operations	1,149,851	1,655,184	1,604,115	1,784,666	1,653,942	(49,827)	-3.1%
Totals	\$ 1,481,995	\$ 2,063,496	\$ 2,049,460	\$ 2,207,864	\$ 2,067,498	\$ (18,038)	-0.9%
Staffing (FTEs)	NA	NA	22.00	NA	22.00	-	0.0%

Based on FY 2005-06 data and FY 2006-07 projections, FY 2007-08 demand and output are expected to increase by 3%, resulting in a lower rate of expenditure per unit of output. The result is increasing based on FY 2005-06 and FY 2006-07 trend data which is believed to be a more accurate reflection of expected outcomes than previous forecasting methods.

FY 2007-08 budgeted expenditures increased by \$18,038 (-0.9%) from FY 2006-07 due to an increase in benefits and market increases.

Base Adjustment: The FY 2007-08 budget includes a decrease of \$4,700 based on an evaluation of expenditures trends in FY 2005-06 and FY 2006-07.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	87.0%	89.0%	89.0%	81.0%	81.0%	-8.0%	-9.0%
Percent of juvenile offenders who are detained.							
Demand	10,029	9,842	9,842	10,280	10,485	643	6.5%
Number of juvenile offenders brought to detention by local law enforcement or court order.							
Output	8,608	7,062	7,062	8,840	9,017	1,955	27.7%
Number of juvenile offenders who are assessed.							
Percent of Demand met	85.8%	71.8%	71.8%	86.0%	86.0%	14.2%	19.9%
Efficiency	\$ 83.18	\$ 134.94	\$ 194.36	\$ 144.38	\$ 172.31	\$ 22.05	11.3%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ (81,289)	\$ -	\$ -	\$ -	\$ -	\$ -	
Detention Operations	797,285	952,969	1,372,585	1,276,358	1,553,693	(181,108)	-13.2%
Totals	\$ 715,996	\$ 952,969	\$ 1,372,585	\$ 1,276,358	\$ 1,553,693	\$ (181,108)	-13.2%
Staffing (FTEs)	NA	NA	23.00	NA	22.00	(1.00)	-4.3%

Based on FY 2005-06 data and FY 2006-07 projections, demand and output are expected to increase by 2%, resulting in a lower rate of expenditure per unit of output. Strategies have been implemented to reduce the number of youth in detention, which includes a reliance on assessing a juvenile's risk to the community when determining whether the youth should be detained, resulting in a decrease in juvenile offenders who are detained.

FY 2007-08 budgeted expenditures increased by \$181,108 (-13.2%) from FY 2006-07 due to an increase in benefits and market increases.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
<u>Results</u>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of comprehensive medical examinations that were provided within the appropriate (seven day) timeframe.							
<u>Demand</u>	20,029	8,940	20,000	20,630	21,249	1,249	6.2%
Number of requested or required medical services.							
<u>Output</u>	20,029	8,940	20,000	20,630	21,249	1,249	6.2%
Number of medical services provided.							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u>	\$ 123.99	\$ 331.18	\$ 149.64	\$ 140.44	\$ 149.99	\$ (0.36)	-0.2%
Expenditures per unit of Output							
<u>Expenditures by Fund</u>							
General	\$ 687	\$ -	\$ -	\$ -	\$ -	\$ -	
Detention Operations	2,482,764	2,960,746	2,992,773	2,897,294	3,187,224	(194,451)	-6.5%
Totals	\$ 2,483,451	\$ 2,960,746	\$ 2,992,773	\$ 2,897,294	\$ 3,187,224	\$ (194,451)	-6.5%
Staffing (FTEs)	NA	NA	25.00	NA	25.00	-	0.0%

The FY 2007-08 budget reflects an increase of 6.2% for demand and output when compared with the FY 2006-07 revised budget. Based on FY 2005-06 data and FY 2006-07 projections, demand and output are expected to increase by 3%. The examination result has been sustained at 100% as this is a mandated service.

FY 2007-08 budgeted expenditures increased by \$194,451 (-6.5%) from FY 2006-07 due to an increase in benefits and market increases, resulting in a slightly higher rate of expenditure per unit of output.

Base Adjustment: The FY 2007-08 budget includes a decrease of \$13,360 based on an evaluation of expenditures trends in FY 2005-06 and FY 2006-07.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of juveniles who appear in court.							
Results	1.0%	1.0%	1.0%	1.0%	1.0%	0.0%	0.0%
Percent (average monthly) over capacity.							
Demand	360	370	370	345	345	(25)	-6.8%
Average daily population of juveniles admitted to Pre-Disposition Secure Care Detention.							
Output	360	370	370	345	345	(25)	-6.8%
juveniles detained pre-disposition.							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 53,807.66	\$ 54,833.19	\$ 61,829.88	\$ 62,065.67	\$ 75,302.19	\$ (13,472.31)	-21.8%
Expenditures per unit of Output							
Revenues by Fund							
General	\$ 24,754	\$ -	\$ -	\$ -	\$ -	\$ -	
Juvenile Probation Grants	607,025	771,066	1,468,932	792,378	2,133,987	665,055	45.3%
Totals	\$ 631,779	\$ 771,066	\$ 1,468,932	\$ 792,378	\$ 2,133,987	\$ 665,055	45.3%
Expenditures by Fund							
General	\$ 8,606	\$ 55,770	\$ 226,445	\$ 22,664	\$ 49,882	\$ 176,563	78.0%
Juvenile Probation Grants	595,181	664,634	664,634	733,596	2,177,145	(1,512,511)	-227.6%
Juvenile Probation Special Fee	32	-	-	-	-	-	
Detention Operations	18,766,939	19,567,877	21,985,976	20,656,397	23,752,228	(1,766,252)	-8.0%
Totals	\$ 19,370,758	\$ 20,288,281	\$ 22,877,055	\$ 21,412,658	\$ 25,979,255	\$ (3,102,200)	-13.6%
Staffing (FTEs)	NA	NA	442.00	NA	412.00	(30.00)	-6.8%

The FY 2007-08 budget reflects a decrease of 6.8% for demand and output when compared with the FY 2006-07 revised budget. Based on FY 2005-06 data and FY 2006-07 projections, FY 2007-08 demand and output are expected to decrease by 4% over FY 2005-06.

FY 2007-08 budgeted expenditures increased by \$3,102,200 (-13.6%) from FY 2006-07 due to an increase in grant funding and educator positions, resulting in a higher rate of expenditure per unit of output.

Base Adjustment: The budget includes an increase in revenue and expenditures in the Grants Fund of \$1,436,387 to cover the cost of 27.0 FTE educator positions. Additionally, the FY 2007-08 budget includes a decrease of \$3,100 based on an evaluation of expenditures trends in FY 2005-06 and FY 2006-07.

Juvenile Post-Disposition Secure Care Activity

The purpose of the Juvenile Detention Post-Disposition Secure Care Activity is to provide secure detention for adjudicated juveniles so that they meet legal obligations and not re-offend.

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 upon criminal conviction unless they are convicted as adults. The Board of Supervisors may choose to contract with a third-party to provide that service.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
<u>Results</u> Percent of juveniles released from Post-Disposition Secure Care within the last 12 months and were not referred for a new delinquent offense by the end of the current reporting period.	80.0%	81.6%	NA	NA	NA		
<u>Demand</u> Average daily population of juveniles placed in Post-Disposition Secure Care by the Court.	48	55	NA	NA	NA		
<u>Output</u> Average daily population of juveniles detained in Post-Disposition Secure Care.	48	55	NA	NA	NA		
Percent of Demand met	100.0%	100.0%	NA	NA	NA		
<u>Efficiency</u> Expenditures per unit of Output	\$ 958.50	\$ 24,131.67	NA	\$ 82.50	\$ -		
<u>Expenditures by Fund</u>							
Detention Operations	\$ 46,008	\$ 1,327,242	NA	\$ 3,960	\$ -		
Totals	\$ 46,008	\$ 1,327,242	NA	\$ 3,960	\$ -		
Staffing (FTEs)	NA	NA	NA	NA	-		

The FY 2007-08 Adopted budget reflects the elimination of this activity.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of requested services that were provided.							
Demand	5,667	5,444	5,444	5,667	5,667	223	4.1%
Number of behavioral health services requested.							
Output	5,667	5,444	5,444	5,667	5,667	223	4.1%
Number of behavioral health services provided.							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 90.76	\$ 132.55	\$ 138.42	\$ 117.95	\$ 133.07	\$ 5.34	3.9%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ 11,664	\$ -	\$ -	\$ -	\$ -	\$ -	
Juvenile Probation Special Fee	679	-	-	-	-	-	
Detention Operations	501,992	721,599	753,550	668,403	754,129	(579)	-0.1%
Totals	\$ 514,335	\$ 721,599	\$ 753,550	\$ 668,403	\$ 754,129	\$ (579)	-0.1%
Staffing (FTEs)	NA	NA	12.00	NA	12.00	-	0.0%

The FY 2007-08 budget reflects an increase of 4.1% for demand and output when compared with the FY 2006-07 revised budget. Based on FY 2005-06 data and FY 2006-07 projections, FY 2007-08 demand and output are expected to increase by 3%, resulting in a slightly lower rate of expenditure per unit of output.

FY 2007-08 budgeted expenditures increased by \$579 (-0.1%) from FY 2006-07 due to an increase in benefits.

Base Adjustment: The FY 2007-08 budget includes a decrease of \$1,700 based on an evaluation of expenditures trends in FY 2005-06 and FY 2006-07.

Administrative Services Program

The purpose of the Administrative Services Program is to compile cost information and standardized performance data on a variety of internal administrative and support services for County departments, OMB and the Board of Supervisors so they can conduct comparative analyses and track program performance and costs.

Right-size Expenditures: The FY 2007-08 budget for the Administrative Services Program was decreased by \$123,805 in various activities (\$111,314 General Fund, \$3,226 Special Fee Fund, \$9,100 Detention Operations Fund, and \$165 Diversion Fund) based on an evaluation of expenditures trends in FY 2005-06 and FY 2006-07.

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.

Right-size Expenditures: The FY 2007-08 budget for the Information Technology Program was decreased by \$6,445 in various activities in the General Fund based on an evaluation of expenditures trends in FY 2005-06 and FY 2006-07.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 21,320,911	\$ 14,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 20,166,828	\$ 14,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 246,220	\$ -
Retirement Contributions	35,307	-
FY 2007-08 Pay for Performance	545,797	-
Annualization of FY 2007 Initiatives	(11,926)	-
Annualization of FY 2006-07 LRP (12 month)	28,459	-
Subtotal	\$ 843,857	\$ -
FY 2007-08 BUDGET TARGET	\$ 21,010,685	\$ 14,000
BASE ADJUSTMENTS:		
Market Increases (12 months) <i>(Probation Officers, Youth Supervisors, General Maintenance, and Administrative Phase I positions)</i>	\$ 3,122,670	\$ -
Right-size Juvenile Intensive Probation Activity	33,324	-
Right-size Executive Management Activity	(64,666)	-
Right-size Personnel Savings (7.5%)	(1,068,110)	-
Right-size Salary Adjustments	(91,149)	-
Right-size Juvenile Standard Probation Activity	(244,900)	-
Right-size Financial Services Activity	(46,648)	-
Right-size Juvenile Court Diversion Activity	(69,250)	-
Right-size Juvenile Crime & Truancy Prevention Activity	(89,151)	-
Right-size Juvenile Skills Development Activity	2,100	-
Right-size Juvenile Drug Treatment Activity	(3,850)	-
Right-size Data Center Activity	(6,445)	-
Increased Allocation Out to Special Fee Fund <i>(Juvenile Standard Probation Supervision and Juvenile Pre-Disposition Investigations Activities)</i>	(1,281,160)	-
Right-size Juvenile Court Services Activity	-	15,000
Subtotal	\$ 192,765	\$ 15,000
FY 2007-08 TENTATIVE BUDGET:	\$ 21,203,450	\$ 29,000
BASE ADJUSTMENTS:		
Workers' Compensation / Unemployment Insurance	\$ 31,874	\$ -
Subtotal	\$ 31,874	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 21,235,324	\$ 29,000

Juvenile Probation Grants Fund (227) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 6,212,830	\$ 6,212,830
FY 2006-07 REVISED RESTATED BUDGET:	\$ 6,212,830	\$ 6,212,830
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 60,877	\$ -
Retirement Contributions	7,262	-
FY 2007-08 Pay for Performance	143,353	-
Structural Balance	-	211,492
Subtotal	\$ 211,492	\$ 211,492
FY 2007-08 BUDGET TARGET	\$ 6,424,322	\$ 6,424,322
BASE ADJUSTMENTS:		
Pre-Dispo Secure Care Activity Allocation in From General Fund	\$ 1,436,386	\$ 1,436,387
Additional Grant Revenue	755,521	755,521
Technical Correction to Salary Adjustment	(24,727)	-
Subtotal	\$ 2,167,180	\$ 2,191,908
FY 2007-08 ADOPTED BUDGET:	\$ 8,591,502	\$ 8,616,230

Juvenile Probation Special Fees Fund (228) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 900,000	\$ 900,000
MID-YEAR ADJUSTMENTS:		
One Time Expenditures from Fund Balance <i>Agenda C-49-07-003-8-00</i>	\$ 50,000	\$ -
Subtotal	\$ 50,000	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 950,000	\$ 900,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 10,823	\$ -
Retirement Contributions	2,100	-
FY 2007-08 Pay for Performance	22,566	-
Structural Balance	-	35,489
One Time Expenses	(50,000)	-
Subtotal	\$ (14,511)	\$ 35,489
FY 2007-08 BUDGET TARGET	\$ 935,489	\$ 935,489
BASE ADJUSTMENTS:		
Increased Probation Surcharge Revenue	\$ -	\$ 1,960,698
Right-size Juvenile Sex Offender Treatment Activity	(249)	-
Right-size Juvenile Standard Probation Activity	(312)	-
Right-size Financial Services Activity	(1,625)	-
Right-size Office of the Director Activity	(1,601)	-
Right-size Juvenile Pre-Disposition Investigations Activity	612,604	-
Right-size Juvenile Standard Probation Supervision Activity	1,351,881	-
Subtotal	\$ 1,960,698	\$ 1,960,698
FY 2007-08 ADOPTED BUDGET:	\$ 2,896,187	\$ 2,896,187

Juvenile Probation Special Fees (228) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 892,749	\$ 926,621	\$ 926,621	\$ 985,050	\$ 1,764,217
Revenue	\$ 857,989	\$ 900,000	\$ 900,000	\$ 1,716,905	\$ 2,896,187
Expenditures	765,688	900,000	1,030,000	937,738	2,896,187
Net Operating	\$ 92,301	\$ -	\$ (130,000)	\$ 779,167	\$ -
Ending Fund Balance	\$ 985,050	\$ 926,621	\$ 796,621	\$ 1,764,217	\$ 1,764,217

Juvenile Restitution Fund (229) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 50,000	\$ 10,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 50,000	\$ 10,000
TARGET ADJUSTMENTS:		
One Time Expenses	\$ (40,000)	\$ -
Subtotal	\$ (40,000)	\$ -
FY 2007-08 BUDGET TARGET	\$ 10,000	\$ 10,000
BASE ADJUSTMENTS:		
Right-size Juvenile Court Diversion Activity	\$ -	\$ 15,000
Subtotal	\$ -	\$ 15,000
FY 2007-08 ADOPTED BUDGET:	\$ 10,000	\$ 25,000

Juvenile Restitution (229) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 86,750	\$ 62,190	\$ 62,190	\$ 80,862	\$ 51,577
Revenue	\$ 24,036	\$ 10,000	\$ 10,000	\$ -	\$ 25,000
Expenditures	29,925	50,000	50,000	29,285	10,000
Net Operating	\$ (5,889)	\$ (40,000)	\$ (40,000)	\$ (29,285)	\$ 15,000
Ending Fund Balance	\$ 80,861	\$ 22,190	\$ 22,190	\$ 51,577	\$ 66,577

Detention Operations Fund (255) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 32,490,356	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 32,490,356	\$ -
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 324,686	\$ -
Retirement Contributions	36,899	-
FY 2007-08 Pay for Performance	621,309	-
Subtotal	\$ 982,894	\$ -
FY 2007-08 BUDGET TARGET	\$ 33,473,250	\$ -
BASE ADJUSTMENTS:		
Market Increases (12 months) <i>(Probation Officers, Youth Supervisors, General Maintenance, and Administrative Phase I positions)</i>	\$ 3,312,120	\$ -
Warehouse Positions Transfer to Trial Courts	(180,268)	-
Right-size Juvenile Court Diversion Activity	(6,200)	-
Right-size Juvenile Crime & Truancy Activity	(3,500)	-
Right-size Youth Recovery Academy Activity	(3,000)	-
Right-size Alternative to Juvenile Secure Care Activity	(4,700)	-
Right-size Juvenile Medical Services Activity (includes technical correction)	(13,360)	-
Right-size Juvenile Pre-Disposition Secure Care Activity	(3,100)	-
Right-size Juvenile Post-Disposition Secure Care Activity	(2,000)	-
Right-size Juvenile Detention Behavioral Health Activity	(1,700)	-
Right-size Financial Services Activity	(2,200)	-
Right-size Human Resources Activity	(400)	-
Right-size Office of Director Activity	(4,000)	-
Right-size Procurement Activity	(2,500)	-
Right-size Personnel/Benefits Savings (10.36%)	(318,132)	-
Technical Correction to Pay for Performance (Salary Adjustment/Other Pay)	(57,708)	-
Subtotal	\$ 2,709,352	\$ -
FY 2007-08 TENTATIVE BUDGET:	\$ 36,182,602	\$ -
BASE ADJUSTMENTS:		
Workers' Compensation / Unemployment Insurance	\$ 33,699	\$ -
Subtotal	\$ 33,699	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 36,216,301	\$ -

Juvenile Probation Diversion Fund (275) Appropriated Budget Reconciliation

	EXPENDITURES		REVENUE	
FY 2006-07 ADOPTED BUDGET:	\$	284,629	\$	284,629
FY 2006-07 REVISED RESTATED BUDGET:	\$	284,629	\$	284,629
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)	\$	3,382	\$	-
Retirement Contributions		334		-
FY 2007-08 Pay for Performance		7,643		-
Structural Balance		-		11,359
Subtotal	\$	11,359	\$	11,359
FY 2007-08 BUDGET TARGET	\$	295,988	\$	295,988
BASE ADJUSTMENTS:				
Right-size Juvenile Court Diversion Activity	\$	47,039	\$	20,645
Right-size Juvenile Crime & Truancy Prevention Activity		(2,407)		-
Right-size Office of Director Activity		(165)		-
Right-size Juvenile Teen Court Activity		(4,392)		-
Right-size Personnel Savings (15%)		(19,430)		-
Subtotal	\$	20,645	\$	20,645
FY 2007-08 ADOPTED BUDGET:	\$	316,633	\$	316,633

Juvenile Probation Diversion (275) Fund Balance Summary

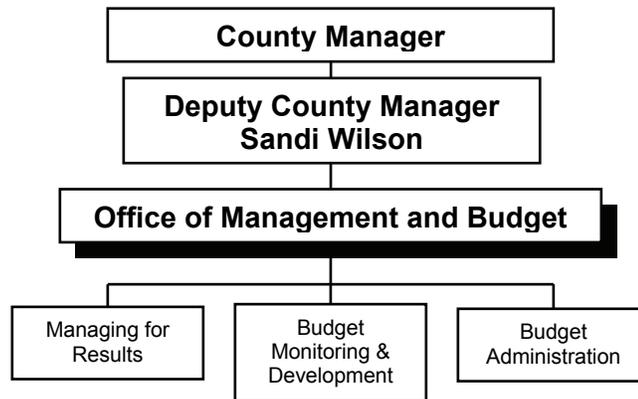
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 531,254	\$ 532,962	\$ 532,962	\$ 651,365	\$ 695,001
Revenue	\$ 321,187	\$ 284,629	\$ 284,629	\$ 293,009	\$ 316,633
Expenditures	201,078	284,629	284,629	249,373	316,633
Net Operating	\$ 120,108	\$ -	\$ -	\$ 43,636	\$ -
Ending Fund Balance	\$ 651,362	\$ 532,962	\$ 532,962	\$ 695,001	\$ 695,001

Management and Budget

Analysis by Jack Patton, Senior Management & Budget Analyst

Summary

Organizational Chart



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 2007-08.

- **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 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.**

Status: Approximately 11,000 regular positions Countywide have been included in a market study since the 3rd quarter of FY 2004-05. Turnover trends indicate that turnover rates are decreasing. Voluntary turnover decreased from 21.66% at the end of the 4th quarter of FY 2005-06 to 10.64% at the end of the second quarter of FY 2006-07. Employee Compensation has completed a review of approximately 55% of market range titles and working titles. Employee Compensation is working with an outside consultant to develop a web site that will provide County market range data to departments and external organizations. Turnover trends are being reviewed on a quarterly basis and market studies for FY 2007-08 are currently being prioritized.

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

Status: The Board of Supervisors approved the purchase of a new business intelligence system that will provide the infrastructure necessary to collect, analyze, and report on performance and financial data so that the County can assess its progress toward meeting strategic goals and 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 FY2007-08 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.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
BDGT - BUDGETING	\$ 2,162,078	\$ 2,314,725	\$ 2,280,138	\$ 2,172,879	\$ 2,421,385	(141,247)	-6.2%
FSAC - FINANCIAL SERVICES	1,062	8,295	7,515	11,525	-	7,515	100.0%
HRAC - HUMAN RESOURCES	1,209	(791)	75,935	33,645	-	75,935	100.0%
ODIR - EXECUTIVE MANAGEMENT	599,388	822,300	834,372	687,218	715,362	119,010	14.3%
RMGT - RISK MANAGEMENT	846	-	-	-	-	-	-
ISFC - INTERNAL SERVICE FUND CHARGES	-	922	922	1,460	1,045	(123)	-13.3%
TOTAL PROGRAMS	\$ 2,764,583	\$ 3,145,451	\$ 3,198,882	\$ 2,906,727	\$ 3,137,792	61,090	1.9%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
99AS - ADMINISTRATIVE SERVICES PROG	41.30	26.50	(14.80)	-35.8%
BDGT - BUDGETING	19.43	19.40	(0.03)	-0.1%
FSAC - FINANCIAL SERVICES	0.15	-	(0.15)	-100.0%
HRAC - HUMAN RESOURCES	12.62	-	(12.62)	-100.0%
ODIR - EXECUTIVE MANAGEMENT	9.11	7.10	(2.01)	-22.0%
TOTAL PROGRAMS	41.30	26.50	(14.80)	-35.8%

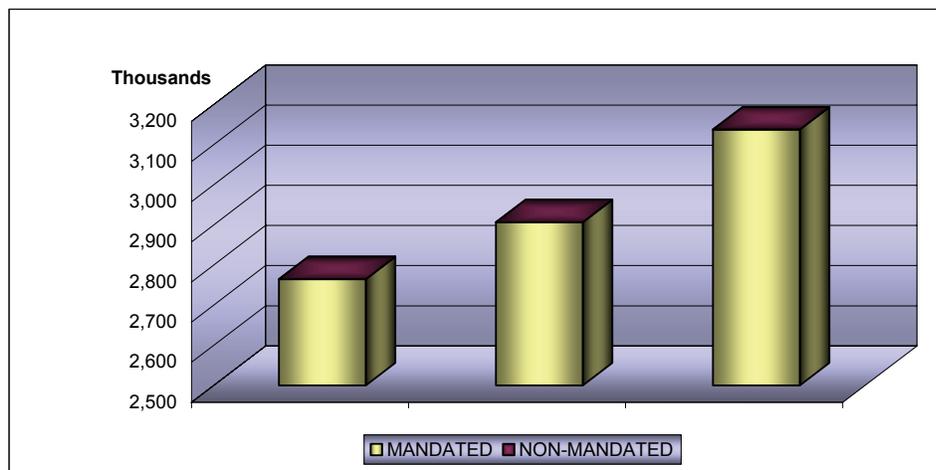
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
Personal Services	\$ 2,662,655	\$ 2,967,546	\$ 2,985,218	\$ 2,743,112	\$ 3,000,586	\$ (15,368)	-0.5%
Supplies	37,111	50,206	83,436	66,539	55,000	28,436	34.1%
Services	52,980	112,806	115,335	82,183	67,631	47,704	41.4%
Capital Outlay	11,837	14,893	14,893	14,893	14,575	318	2.1%
Total Expenditures	\$ 2,764,583	\$ 3,145,451	\$ 3,198,882	\$ 2,906,727	\$ 3,137,792	\$ 61,090	1.9%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
100 GENERAL	\$ 2,764,583	\$ 3,145,451	\$ 3,198,882	\$ 2,906,727	\$ 3,137,792	\$ 61,090	1.9%
TOTAL FUNDS	\$ 2,764,583	\$ 3,145,451	\$ 3,198,882	\$ 2,906,727	\$ 3,137,792	\$ 61,090	1.9%

Mandated vs. Non-Mandated Expenditures



For further information on mandates, refer to the Programs and Activities section.

Programs and Activities

Administrative Services Program

The purpose of the Administrative Services Program is to compile cost information and standardized performance data on a variety of internal administrative and support services for County departments, OMB and the Board of Supervisors so they can conduct comparative analyses and track program performance and costs.

Program Results

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percentage of activities within budget at year-end	57.1%	100.0%	100.0%	73.0%	100.0%	-	
Customer Satisfaction	80.0%	100.0%	100.0%	80.0%	100.0%	-	
Employee Satisfaction	95.0%	100.0%	100.0%	95.0%	100.0%	-	

The Office of Management and Budget contributes to the following activities in this program:

- Budgeting
- Executive Management

Budgeting Activity

The purpose of the Budgeting Activity is to produce an annual budget request and related consultative services to department leadership so they can make informed program and budgeting decisions while staying within their approved budget.

Mandates: Administrative Mandate

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	57.1%	100.0%	100.0%	73.0%	100.0%	-	0.0%
<i>Percentage of activities within budget at year-end</i>							
Expenditures by Fund							
General	\$ 2,162,078	\$ 2,314,725	\$ 2,280,138	\$ 2,172,879	\$ 2,421,385	\$ (141,247)	-6.2%
Totals	\$ 2,162,078	\$ 2,314,725	\$ 2,280,138	\$ 2,172,879	\$ 2,421,385	\$ (141,247)	-6.2%
Staffing (FTEs)	n/a	n/a	19.43	n/a	19.40	(0.03)	-0.1%

The FY 2007-08 adopted budget includes the cost of the support provided by the Office of Enterprise Technology for the current budgeting system. In addition, there are increases for FY 2007-08 Pay-for-Performance and benefits increases. These increases were partially offset by reductions in training, travel and supplies.

Executive Management Activity

The purpose of the Executive Management Activity is to provide the leadership, strategic direction, and administrative support to the employees of the department so they can produce the results necessary to achieve their departmental mission.

Mandates: Administrative Mandate

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted.)	%
Results	80.0%	100.0%	100.0%	80.0%	100.0%	0.0%	0.0%
<i>Customer Satisfaction</i>							
Results	95.0%	100.0%	100.0%	95.0%	100.0%	0.0%	0.0%
<i>Employee Satisfaction</i>							
Expenditures by Fund							
General	\$ 599,388	\$ 822,300	\$ 834,372	\$ 687,218	\$ 715,362	\$ 119,010	14.3%
Totals	\$ 599,388	\$ 822,300	\$ 834,372	\$ 687,218	\$ 715,362	\$ 119,010	14.3%
Staffing (FTEs)	n/a	n/a	9.11	n/a	7.10	(2.01)	-22.0%

The FY 2007-08 adopted budget for the Executive Management Activity includes the elimination of an unfilled analyst position and a reduction to supplies based on historical trends. These reductions were mitigated by the restatement of the Policy Analyst position to this activity and the impact of FY 2007-08 Pay-for-Performance and benefit increases.

Other Base Adjustments:

The adopted budget right-sized Unemployment and Worker's Compensation expenditures, increasing them by \$280.

General Fund (100) Appropriated Budget Reconciliation

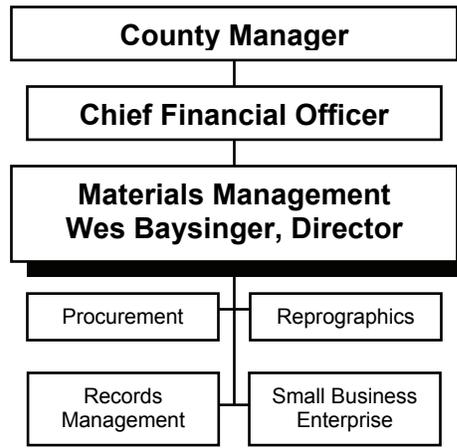
		EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:		\$ 3,232,305	\$ -
MID-YEAR ADJUSTMENTS:			
ECP		\$ 41,550	\$ -
	Subtotal	\$ 41,550	\$ -
FY 2006-07 REVISED BUDGET:		\$ 3,273,855	\$ -
Restatements		\$ (75,243)	-
<i>OMB Positions from 470</i>	\$ 255,714		
<i>Budget System Support from 410</i>	483,625		
<i>Total Comp to 450</i>	(814,582)		
FY 2006-07 REVISED RESTATED BUDGET:		\$ 3,198,612	\$ -
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 months)		\$ 23,059	\$ -
Retirement Contributions		12,252	-
FY 2007-08 Pay for Performance		66,093	-
	Subtotal	\$ 101,404	-
FY 2007-08 BUDGET TARGET		\$ 3,300,016	\$ -
BASE ADJUSTMENTS:			
Executive Management Activity		\$ (105,463)	\$ -
<i>Reduction of 1 FTE</i>	\$ (75,463)		
<i>Reduction in Supplies</i>	(30,000)		
Budgeting Activity		\$ (57,041)	-
<i>Reduction in Training, Education, Travel</i>	\$ (21,638)		
<i>Reduction in Supplies</i>	(35,406)		
Increase to Unemployment and Worker's Compensation		280	
	Subtotal	\$ (162,224)	\$ -
FY 2007-08 ADOPTED BUDGET:		\$ 3,137,792	\$ -

Materials Management

Analysis by Angie Flick, Management & Budget Analyst

Summary

Organizational Chart



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 work with Human Resources to support the County's succession planning effort and address personnel resources. The FY 2007-08 budget supports the attainment of this goal.

- **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: The FY 2007-08 budget continues to support the Materials Management Department in researching and building a business case sufficient to make a thoughtful decision.

- **Beginning July 1, 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: Although the department commences their pursuit of this goal in FY 2008-09, the current budget supports this goal.

- **Annually, maintain 100% completion of all printing service requests submitted.**

Status: Reprographics continues to meet 100% completion of printing requests.

- **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 FY 2007-08 budget supports the attainment of this goal.

- **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: Policies are in the review cycle with department management and the County Attorney's office. The FY 2007-08 budget supports the attainment of this goal.

- **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.**

Status: This program was approved by the Board of Supervisors in December 2006. The department has hired a program manager for this activity.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
73BS - BUSINESS SERVICES	\$ 1,299,536	\$ 1,018,844	\$ 1,018,844	\$ 978,290	\$ 1,113,844	\$ 95,000	9.3%
GCCT - CONTRACT PRINTING SERVICES	-	66,023	66,023	27,509	66,023	-	0.0%
GCMP - PRINTING SERVICES	999,106	835,862	835,862	832,248	930,862	95,000	11.4%
PCPT - PROCUREMENT SERVICES	300,430	116,959	116,959	118,533	116,959	-	0.0%
TOTAL PROGRAMS	\$ 1,299,537	\$ 1,018,844	\$ 1,018,844	\$ 978,290	\$ 1,113,844	\$ 95,000	9.3%
EXPENDITURES							
73BS - BUSINESS SERVICES	\$ 2,463,643	\$ 2,747,925	\$ 2,741,565	\$ 2,599,359	\$ 2,890,071	\$ (148,506)	-5.4%
BENT - SMALL BUSINESS ENTERPRISE	-	-	149,498	20,311	164,719	(15,221)	-10.2%
GCCT - CONTRACT PRINTING SERVICES	58,591	65,735	67,197	68,525	65,943	1,254	1.9%
GCMP - PRINTING SERVICES	944,985	935,284	933,822	923,920	941,563	(7,741)	-0.8%
PCPT - PROCUREMENT SERVICES	1,407,739	1,685,996	1,529,876	1,525,684	1,654,201	(124,325)	-8.1%
RMPT - RECORDS MANAGEMENT SERVICES	52,328	60,910	61,172	60,919	63,645	(2,473)	-4.0%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 215,604	\$ 211,726	\$ 225,296	\$ 227,667	\$ 233,378	\$ (8,082)	-3.6%
99GV - GENERAL GOVERNMENT	\$ 54,592	\$ 57,930	\$ 57,932	\$ 55,205	\$ 81,477	\$ (23,545)	-40.6%
TOTAL PROGRAMS	\$ 2,733,840	\$ 3,017,581	\$ 3,024,793	\$ 2,882,231	\$ 3,204,926	\$ (180,133)	-6.0%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
73BS - BUSINESS SERVICES	34.90	34.90	-	0.0%
BENT - SMALL BUSINESS ENTERPRISE	2.00	2.00	-	0.0%
GCCT - CONTRACT PRINTING SERVICES	1.10	1.10	-	0.0%
GCMP - PRINTING SERVICES	9.90	9.90	-	0.0%
PCPT - PROCUREMENT SERVICES	20.90	20.90	-	0.0%
RMPT - RECORDS MANAGEMENT SERVICES	1.00	1.00	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	2.10	2.10	-	0.0%
TOTAL PROGRAMS	37.00	37.00	-	0.0%

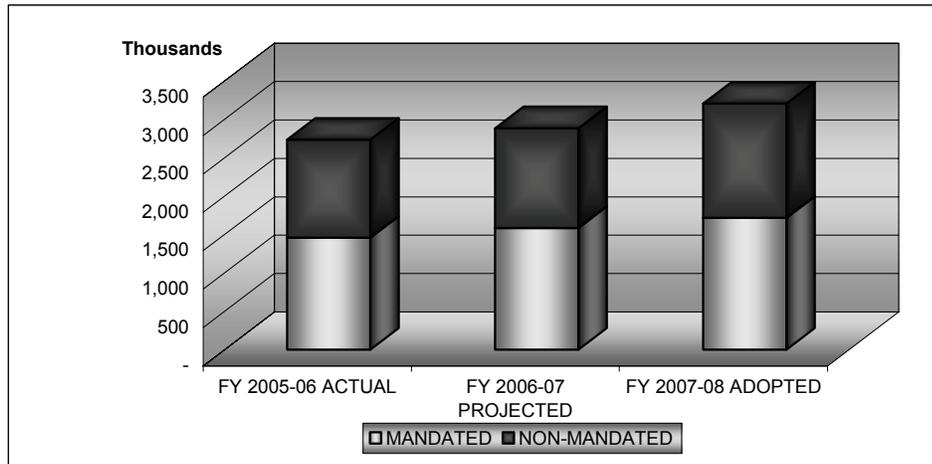
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ -	\$ 1,900	\$ 1,900	\$ 790	\$ -	\$ (1,900)	-100.0%
Charges For Service	998,913	898,100	898,100	858,182	995,000	96,900	10.8%
Miscellaneous Revenues	300,624	118,844	118,844	119,318	118,844	-	0.0%
Total Revenue	\$ 1,299,537	\$ 1,018,844	\$ 1,018,844	\$ 978,290	\$ 1,113,844	\$ 95,000	9.3%
EXPENDITURES							
Personal Services	\$ 2,092,746	\$ 2,363,855	\$ 2,377,077	\$ 2,260,384	\$ 2,572,038	\$ (194,961)	-8.2%
Supplies	255,028	227,190	226,216	210,487	213,411	12,805	5.7%
Services	84,942	163,534	156,986	147,424	185,266	(28,280)	-18.0%
Other Financing Uses	54,592	50,483	50,483	50,483	56,977	(6,494)	-12.9%
Capital Outlay	246,532	212,519	214,031	213,453	177,234	36,797	17.2%
Total Expenditures	\$ 2,733,840	\$ 3,017,581	\$ 3,024,793	\$ 2,882,231	\$ 3,204,926	\$ (180,133)	-6.0%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 300,430	\$ 116,959	\$ 116,959	\$ 118,533	\$ 116,959	\$ -	0.0%
673 REPROGRAPHICS	999,106	901,885	901,885	859,757	996,885	95,000	10.5%
TOTAL FUNDS	\$ 1,299,537	\$ 1,018,844	\$ 1,018,844	\$ 978,290	\$ 1,113,844	\$ 95,000	9.3%
EXPENDITURES							
100 GENERAL	\$ 1,672,128	\$ 1,961,265	\$ 1,968,477	\$ 1,835,813	\$ 2,071,136	\$ (102,659)	-5.2%
673 REPROGRAPHICS	1,061,712	1,056,316	1,056,316	1,046,418	1,133,790	(77,474)	-7.3%
TOTAL FUNDS	\$ 2,733,840	\$ 3,017,581	\$ 3,024,793	\$ 2,882,231	\$ 3,204,926	\$ (180,133)	-6.0%

Mandated vs. Non-Mandated Expenditures



Programs and Activities

Operations Program

The purpose of the Materials Management Operations 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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of customers satisfied with Printing Services	91.7%	100.0%	100.0%	92.0%	95.0%	-5.0%	-5.0%
Percent of customers satisfied with Contract Printing Services	66.6%	90.0%	90.0%	70.0%	75.0%	-15.0%	-16.7%
Percent of customers satisfied with Procurement Services	82.0%	90.0%	90.0%	85.0%	90.0%	0.0%	0.0%
Percent of customers satisfied with Records Management Services.	82.0%	90.0%	90.0%	90.0%	100.0%	10.0%	11.1%
Percent of Certified Agency Procurement Aids (CAPAs) that are utilizing small business enterprises for non-contract procurements.	0.0%	0.0%	0.0%	0.0%	25.0%	25.0%	
Percent of total procurement transactions less than \$50,000 awarded to Small Business Enterprises.	0.0%	0.0%	0.0%	0.0%	10.0%	10.0%	

Activities that comprise this program include:

- Contract Printing Services
- Printing Services
- Procurement Services
- Records Management Services
- Small Business Enterprise Services

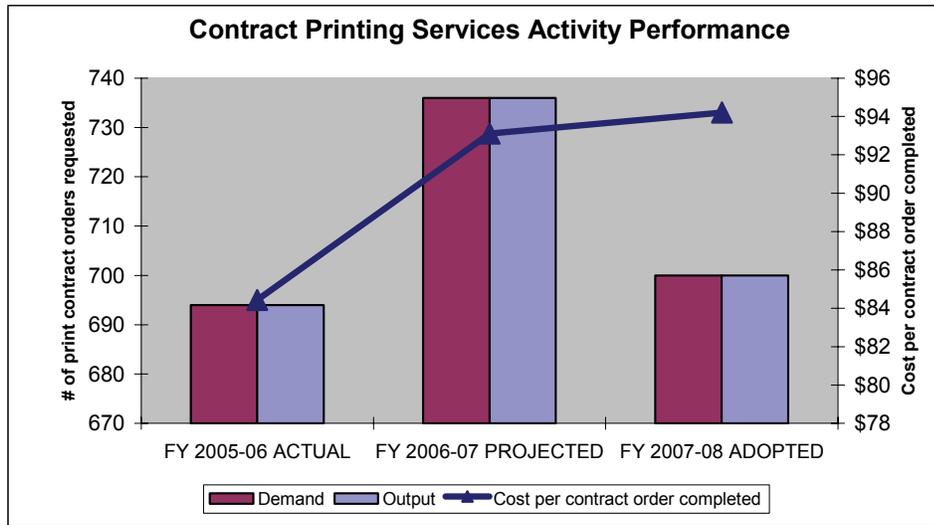
Contract Printing Services Activity

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Demand	694	600	600	736	700	100	16.7%
<i>Number of contract print orders requested.</i>							
Output	694	600	600	736	700	100	16.7%
<i>Number of contract orders completed.</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency							
<i>Expenditures per unit of Output</i>	\$ 84.43	\$ 109.56	\$ 112.00	\$ 93.10	\$ 94.20	\$ 12.54	
Revenues by Fund							
Reprographics	\$ -	\$ 66,023	\$ 66,023	\$ 27,509	\$ 66,023	\$ -	0.0%
Totals	\$ -	\$ 66,023	\$ 66,023	\$ 27,509	\$ 66,023	\$ -	0.0%
Expenditures by Fund							
Reprographics	\$ 58,591	\$ 65,735	\$ 67,197	\$ 68,525	\$ 65,943	\$ 1,254	1.9%
Totals	\$ 58,591	\$ 65,735	\$ 67,197	\$ 68,525	\$ 65,943	\$ 1,254	1.9%
Staffing (FTEs)	-	-	1.10	-	1.10	-	0.0%



The FY 2007-08 budget for the Contract Printing Services Activity meets projected demand for 700 contract print requests at a cost of \$94.20 per request. The FY 2006-07 budget is projected at a cost of \$93.10 per request. The increase in expense is due to health/dental and pay for performance increases. The offset to increased expenditures is additional budgeted savings in FY 2007-08 as the department has seen increased turnover in FY 2006-07.

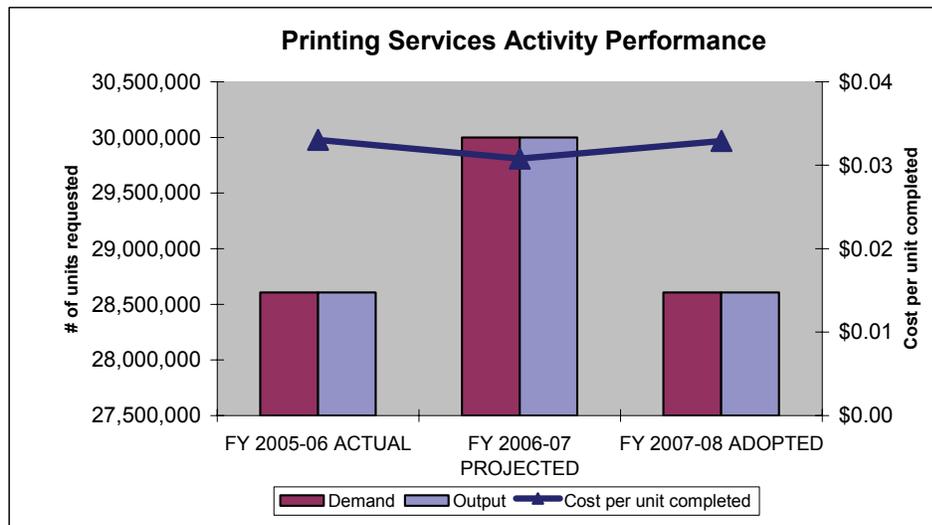
Printing Services Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand	28,604,979	35,000,000	35,000,000	30,000,000	28,604,979	(6,395,021)	-18.3%
<i>Number of units requested.</i>							
Output	28,604,979	35,000,000	35,000,000	30,000,000	28,604,979	(6,395,021)	-18.3%
<i>Number of units completed.</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency							
<i>Expenditures per unit of Output</i>	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ 0.03	\$ (0.00)	
Revenues by Fund							
Reprographics	\$ 999,106	\$ 835,862	\$ 835,862	\$ 832,248	\$ 930,862	\$ 95,000	11.4%
Totals	\$ 999,106	\$ 835,862	\$ 835,862	\$ 832,248	\$ 930,862	\$ 95,000	11.4%
Expenditures by Fund							
Reprographics	\$ 944,985	\$ 935,284	\$ 933,822	\$ 923,920	\$ 941,563	\$ 7,741	0.8%
Totals	\$ 944,985	\$ 935,284	\$ 933,822	\$ 923,920	\$ 941,563	\$ 7,741	0.8%
Staffing (FTEs)	-	-	9.90	-	9.90	-	0.0%



The FY 2007-08 budget for the Printing Services Activity meets projected demand of 28,604,979 units printed at a cost of \$0.03 per unit printed in order to achieve the result of 100%.

The FY 2006-07 projected budget assumes a 4.9% increase in demand, with results of 100% as compared to FY 2005-06 actual demand of 28,604,979. The minor increase in projected demand reflects a conservative forecast of printing requests associated with the 2006 election year. In FY 2005-06, the County saw 27.09% growth in documents printed, 38,338,322, as compared to FY 2004-05 actuals of 30,165,368. This was due to an increase in County departmental printing resulting from growth in the County population and required County services. For FY 2007-08, the demand is forecasted to be relatively consistent for a non-election year. The FY 2007-08 budget therefore assumes a 4.7% decrease in demand from FY 2006-07, which is the same as FY 2005-06.

The FY 2007-08 expenditures budgeted will increase by \$7,741 (.08%) compared to the FY 2006-07 revised budget due to the inclusion of one-time capital expenses and fixed/variable benefit increases.

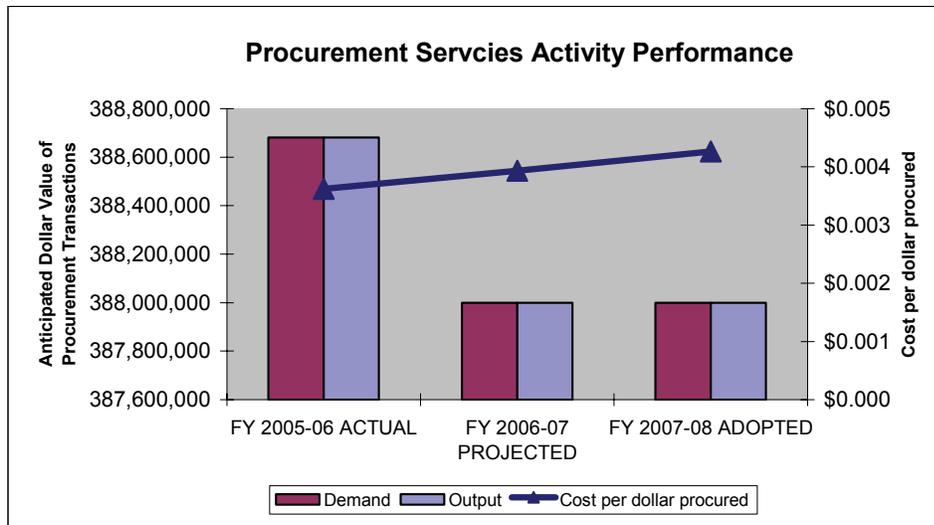
Procurement Services Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand <i>Anticipated dollar value of procurement transactions.</i>	388,681,268	375,000,000	375,000,000	388,000,000	388,000,000	13,000,000	3.5%
Output <i>Actual dollar value of procurement transactions.</i>	388,681,268	375,000,000	375,000,000	388,000,000	388,000,000	13,000,000	3.5%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ (0.01)	
Revenues by Fund							
General	\$ 300,430	\$ 116,959	\$ 116,959	\$ 118,533	\$ 116,959	-	0.0%
Totals	\$ 300,430	\$ 116,959	\$ 116,959	\$ 118,533	\$ 116,959	-	0.0%
Expenditures by Fund							
General	\$ 1,407,739	\$ 1,685,996	\$ 1,529,876	\$ 1,525,684	\$ 1,654,201	\$ (124,325)	-8.1%
Totals	\$ 1,407,739	\$ 1,685,996	\$ 1,529,876	\$ 1,525,684	\$ 1,654,201	\$ (124,325)	-8.1%
Staffing (FTEs)	-	-	20.90	-	20.90	-	0.0%



The FY 2007-08 budget for the Procurement Activity meets projected demand of \$388,000,000 of procurement transactions at an average cost of \$0.0043 per dollar transacted in order to achieve the result of 100%.

The FY 2006-07 projected budget assumes a 0.2% decrease in demand, with results of 100% as compared to FY 2005-06 actual demand of \$388,681,268. The minor decrease in demand reflects a conservative forecast of slowdown in County spending. In FY 2005-06, the County saw 10.5% growth in dollars procured as compared to FY 2004-05 actuals of \$351,747,355. This was a result of an increase in County departmental spending driven by growth in the County population and required County services. The demand is forecasted to be relatively consistent for FY 2007-08. The FY 2007-08 budget therefore assumes a constant level compared to FY 2006-07.

The FY 2007-08 expenditures budgeted will increase by \$124,325 (8.1%) compared to the FY 2006-07 revised budget. This increase in the budget is largely due to market adjustments, pay for performance, and fixed and variable benefit increases.

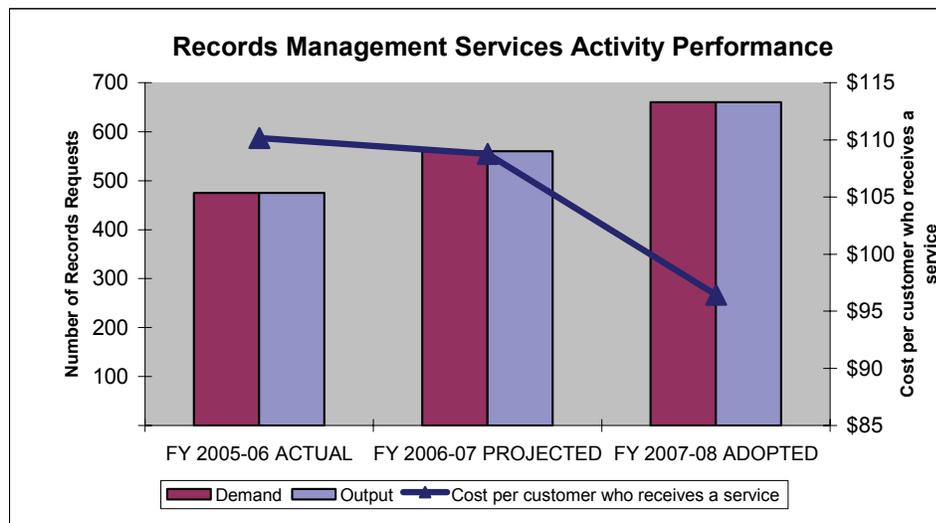
Records Management Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand <i>Number of customers requesting Records Management Services.</i>	475	240	240	560	660	420	175.0%
Output <i>Number of customers provided Records Management Services.</i>	475	240	240	560	660	420	175.0%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 110.17	\$ 253.79	\$ 254.88	\$ 108.78	\$ 96.43	\$ 158.45	62.2%
Expenditures by Fund							
General	\$ 52,328	\$ 60,910	\$ 61,172	\$ 60,919	\$ 63,645	\$ (2,473)	-4.0%
Totals	\$ 52,328	\$ 60,910	\$ 61,172	\$ 60,919	\$ 63,645	\$ (2,473)	-4.0%
Staffing (FTEs)	-	-	1.00	-	1.00	-	0.0%



The FY 2007-08 budget for the Records Management Activity meets projected demand of 660 requests made for services an average cost of \$96.43 per customer receiving services from Records Management.

The FY 2006-07 projected budget assumes a 17.9% increase in demand as compared to FY 2005-06 actual demand of 475 customers requesting services. The increase in demand reflects a continuing trend of County departments working with their document management systems. The demand is forecasted to be steadily increasing for FY 2007-08. The FY 2007-08 budget is based on a 17.9% increase in demand from FY 2006-07.

The FY 2007-08 expenditures budgeted will increase by \$2,473 (4.0%) compared to the FY 2006-07 revised budget. This increase in the budget is largely due to pay for performance and fixed/variable benefit increases.

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:

	FY 2007-08 ADOPTED
Results	2500.0%
<i>Percent of Certified Agency Procurement Aids (CAPAs) that are utilizing small business enterprises for non-contract procurements.</i>	
Demand	38,800,000
<i>Dollar value of all non-contract procurements less than or equal to \$50,000</i>	
Output	38,800,000
<i>Dollars spent with small business enterprises on non-contract procurements less than or equal to \$50,000.</i>	
Percent of Demand met	100.0%
Efficiency	\$ 0.00
<i>Expenditures per unit of Output</i>	
Expenditures by Fund	
General	\$ 164,719
Totals	\$ 164,719
Staffing (FTEs)	2.00

The FY 2007-08 budget for the Small Business Enterprise Services Activity has been developed to serve as a starting point for outreach to the community being targeted.

The expenditures for the Small Business Enterprise Services Activity will be budgeted at \$164,719, an increase of \$15,221 (10.2%) from the FY 2006-07 revised budget. This increase in the budget is due to pay for performance and fixed/variable rate increases.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,961,265	\$ 116,959
MID-YEAR ADJUSTMENTS:		
Admin Phase I Market Study	\$ 7,212	\$ -
Subtotal	\$ 7,212	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 1,968,477	\$ 116,959
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 18,699	\$ -
Retirement Contributions	7,067	-
FY 2007-08 Pay for Performance	50,428	-
Annualization of Compensation Adjustments	32,249	-
Annualization of FY 2006-07 LRP (12 month)	1,016	-
Subtotal	\$ 109,459	\$ -
FY 2007-08 BUDGET TARGET:	\$ 2,077,936	\$ 116,959
BASE ADJUSTMENTS:		
Allocation of administrative activities to Reprographics Fund 673	\$ (47,516)	\$ -
IT Study Implementation	57,730	-
Salary & Benefits Savings increase in Small Business Enterprises Activity	(14,793)	-
Salary & Benefits Savings increase for all other activities	(3,620)	-
Debt Service Reallocation	550	-
Increased Risk Management Cost	849	-
Subtotal	\$ (6,800)	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 2,071,136	\$ 116,959

Reprographics (673) Appropriated Budget Reconciliation

	EXPENDITURES		REVENUE	
FY 2006-07 ADOPTED BUDGET:	\$	1,056,316	\$	901,885
FY 2006-07 REVISED RESTATED BUDGET:	\$	1,056,316	\$	901,885
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)	\$	7,911	\$	-
Retirement Contributions		1,851		-
FY 2007-08 Pay for Performance		14,487		-
One Time Expenses		(193,500)		-
Central Service Cost Allocation		(1,724)		-
Subtotal	\$	(170,975)	\$	-
FY 2007-08 BUDGET TARGET:	\$	885,341	\$	901,885
BASE ADJUSTMENTS:				
Allocation of administrative activities to Reprographics				
Fund 673 from Material Management Fund 100	\$	47,516	\$	-
IT Study Implementation		23,797		-
Technical Budget Corrections		(1,441)		-
Increase CSCA & Risk Management		23,440		-
Debt Service Reallocation		5,137		-
Revenue increase in Printing Services Activity		-		95,000
Capital purchases from Fund Balance		150,000		-
Subtotal	\$	248,449	\$	95,000
FY 2007-08 ADOPTED BUDGET:	\$	1,133,790	\$	996,885

Reprographics (673) Fund Balance Summary

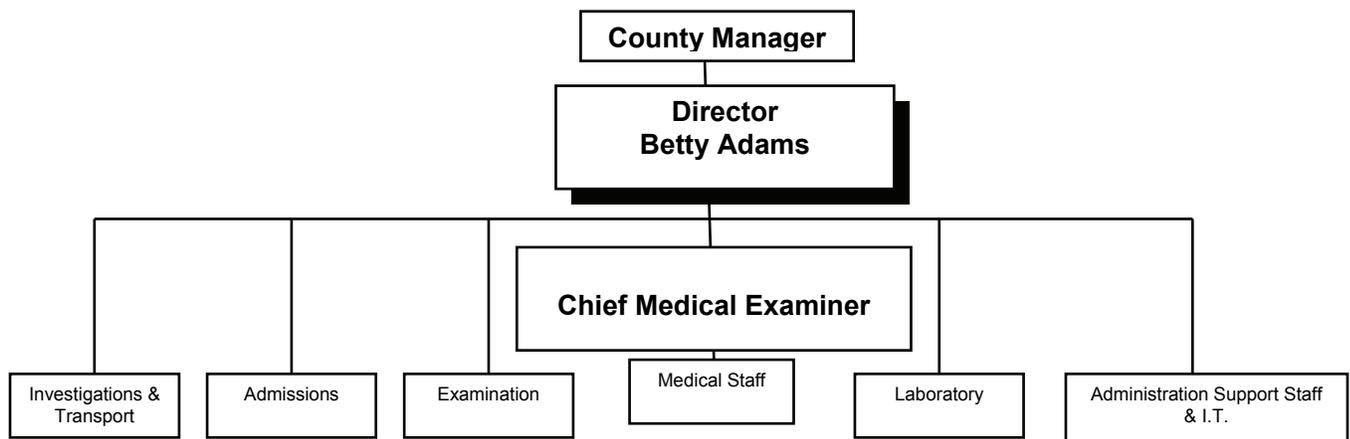
	FY 2005-06		FY 2006-07		FY 2006-07		FY 2007-08			
	ACTUAL		ADOPTED		REVISED		PROJECTED			
							ADOPTED			
Beginning Fund Balance	\$	761,135	\$	540,452	\$	540,452	\$	698,530	\$	511,870
Revenue	\$	999,106	\$	901,885	\$	901,885	\$	859,757	\$	996,885
Expenditures		1,061,712		1,056,316		1,056,316		1,046,418		1,133,790
Net Operating	\$	(62,605)	\$	(154,431)	\$	(154,431)	\$	(186,660)	\$	(136,905)
Ending Fund Balance	\$	698,530	\$	386,021	\$	386,021	\$	511,870	\$	374,965

Medical Examiner

Analysis by Hannah Lee, Management & Budget Analyst

Summary

Organizational Chart



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 year to date are at 71% and 92% respectively for this strategic performance measure. In FY 2006-07 the Office implemented enhanced front end processes through ongoing training and staffing first responders, allowing Medical Examiners to achieve their goal.

- **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: The Office finalized the required documentation of processes and protocols consistent with ABFT national standards. The Office will make an application to ABFT prior to the end of the current calendar year, and if the application is accepted, ABFT will assemble a team of inspectors to physically validate the application in early 2008.

- **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: The Office completed Initial procedural and protocol audits of all internal activities, and established documented procedures. The remaining objective to be satisfied is in the acceptable workload assignment to the forensic pathologists. The new business model reduces the workload factor to within the acceptable standard.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO VARIANCE	ADOPTED %
REVENUE							
29ME - MEDICAL EXAMINERS	\$ 201,080	\$ 123,974	\$ 123,974	\$ 140,363	\$ 302,768	\$ 178,794	144.2%
CREM - CREMATION AUTHORIZATIONS	-	78,394	78,394	74,375	242,730	164,336	209.6%
EXAM - DECEDENT MEDICAL EXAMINATION	173,144	45,580	45,580	65,988	60,038	14,458	31.7%
SUPP - TRANSCRIPTION	(64)	-	-	-	-	-	-
TOXI - TOXICOLOGY	28,000	-	-	-	-	-	-
99AS - ADMINISTRATIVE SERVICES PROG	\$ 2,814	\$ -	\$ -	\$ (48)	\$ -	\$ -	-
99GV - GENERAL GOVERNMENT	\$ 186,489	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL PROGRAMS	\$ 390,383	\$ 123,974	\$ 123,974	\$ 140,315	\$ 302,768	\$ 178,794	144.2%
EXPENDITURES							
29ME - MEDICAL EXAMINERS	\$ 5,418,935	\$ 6,079,899	\$ 6,957,162	\$ 6,631,270	\$ 7,403,819	\$ (446,657)	-6.4%
ADMI - DECEDENT ADMISSIONS	266,577	283,868	407,571	346,202	415,387	(7,816)	-1.9%
CREM - CREMATION AUTHORIZATIONS	-	180,213	206,019	179,872	204,487	1,532	0.7%
DECE - DECEDENT TRANSPORT	289,568	202,878	347,231	390,133	385,224	(37,993)	-10.9%
EXAM - DECEDENT MEDICAL EXAMINATION	2,555,662	3,237,436	3,447,778	3,281,176	3,429,047	18,731	0.5%
HIST - HISTOTECHNOLOGY	100,806	115,258	118,677	111,471	121,917	(3,240)	-2.7%
INVG - DECEDENT MEDICAL INVESTIGATIONS	680,484	664,596	823,486	720,914	1,062,862	(239,376)	-29.1%
SUPP - TRANSCRIPTION	474,408	401,613	548,901	519,946	572,255	(23,354)	-4.3%
TOXI - TOXICOLOGY	1,051,430	994,037	1,057,499	1,081,555	1,212,640	(155,141)	-14.7%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 377,989	\$ 585,765	\$ 541,731	\$ 440,951	\$ 628,811	\$ (87,080)	-16.1%
99GV - GENERAL GOVERNMENT	\$ -	\$ 11,721	\$ 11,721	\$ -	\$ 24,262	\$ (12,541)	-107.0%
TOTAL PROGRAMS	\$ 5,796,923	\$ 6,677,385	\$ 7,510,614	\$ 7,072,221	\$ 8,056,892	\$ (546,278)	-7.3%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
29ME - MEDICAL EXAMINERS	83.00	83.90	0.90	1.1%
ADMI - DECEDENT ADMISSIONS	10.00	10.00	-	0.0%
CREM - CREMATION AUTHORIZATIONS	2.57	2.57	-	0.0%
DECE - DECEDENT TRANSPORT	9.00	9.00	-	0.0%
EXAM - DECEDENT MEDICAL EXAMINATION	26.48	27.38	0.90	3.4%
HIST - HISTOTECHNOLOGY	2.00	2.00	-	0.0%
INVG - DECEDENT MEDICAL INVESTIGATIONS	11.45	11.45	-	0.0%
SUPP - TRANSCRIPTION	10.50	10.50	-	0.0%
TOXI - TOXICOLOGY	11.00	11.00	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	7.00	7.00	-	0.0%
TOTAL PROGRAMS	90.00	90.90	0.90	1.0%

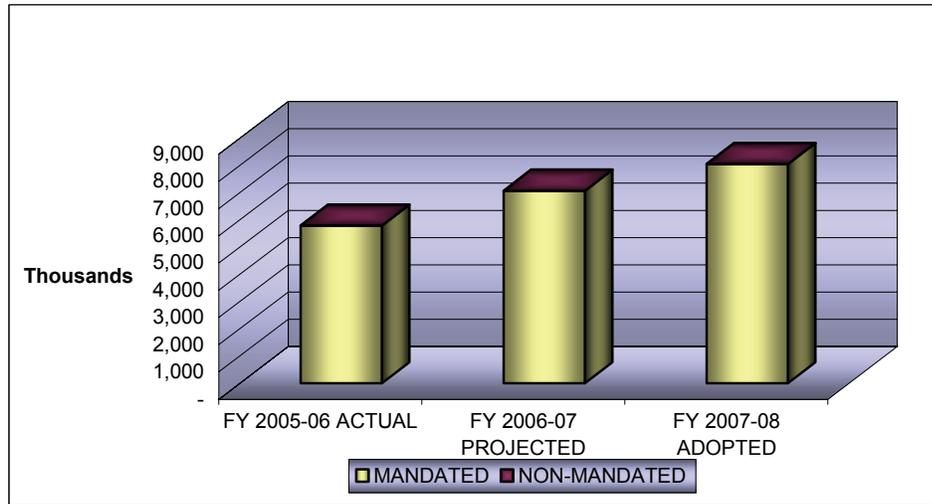
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ 259,946	\$ -	\$ -	\$ -	\$ -	\$ -	
Charges For Service	130,438	123,974	123,925	140,363	302,768	178,843	144.3%
Miscellaneous Revenues	-	-	49	(48)	-	(49)	-100.0%
Total Revenue	\$ 390,383	\$ 123,974	\$ 123,974	\$ 140,315	\$ 302,768	\$ 178,794	144.2%
EXPENDITURES							
Personal Services	\$ 5,048,642	\$ 6,057,562	\$ 6,818,106	\$ 6,245,233	\$ 7,245,186	\$ (427,080)	-6.3%
Supplies	380,947	299,016	315,717	450,024	409,405	(93,688)	-29.7%
Services	268,952	254,038	303,198	325,790	330,963	(27,765)	-9.2%
Other Financing Uses	45,260	17,188	17,188	17,188	16,613	575	3.3%
Capital Outlay	53,123	49,581	56,405	33,987	54,725	1,680	3.0%
Total Expenditures	\$ 5,796,923	\$ 6,677,385	\$ 7,510,614	\$ 7,072,221	\$ 8,056,892	\$ (546,278)	-7.3%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 129,599	\$ 123,974	\$ 123,974	\$ 140,363	\$ 302,768	\$ 178,794	144.2%
TOTAL FUNDS	\$ 390,383	\$ 123,974	\$ 123,974	\$ 140,315	\$ 302,768	\$ 178,794	144.2%
EXPENDITURES							
100 GENERAL	\$ 5,785,151	\$ 6,677,385	\$ 7,510,614	\$ 7,072,221	\$ 8,056,892	\$ (546,278)	-7.3%
TOTAL FUNDS	\$ 5,796,923	\$ 6,677,385	\$ 7,510,614	\$ 7,072,221	\$ 8,056,892	\$ (546,278)	-7.3%

Mandated vs. Non-Mandated Expenditures



For further information on mandates, refer to the [Programs and Activities](#) section.

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.

Mandates: A.R.S. §§11-591 - 11-600 mandate the county medical examiner or a licensed physician employed to perform such functions, to conduct investigation, medical examination or autopsy, and other tests of a human body when death occurs under specified circumstances to determine identity, cause and manner of death.

Program Results

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Percent of decedents released within 1 day of exam	70.0%	78.0%	78.0%	78.0%	80.0%	2.0%	2.6%
Percent of cremation authorizations completed within 3 days of receipt	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of removals completed within 2 hours of request (not arrived at OME due to multiple pickups).	41.0%	50.0%	50.0%	45.0%	55.0%	5.0%	10.0%
Percent of cases completed within 45 days	43.0%	46.0%	46.0%	46.0%	50.0%	4.0%	8.7%
Percent of microslides produced within three days of examination	98.0%	98.0%	98.0%	98.0%	98.0%	0.0%	0.0%
Percent of exams summaries completed by day of exam (omits denials)	97.0%	98.0%	98.0%	98.0%	98.0%	0.0%	0.0%
Percent of reports transcribed within two weeks of receipt	46.0%	60.0%	60.0%	60.0%	65.0%	5.0%	8.3%
Percent of tox reports produced within 30 days of exam	38.0%	70.0%	70.0%	70.0%	72.0%	2.0%	2.9%

Activities that comprise this program include:

- Decedent Admissions
- Cremation Authorizations
- Decedent Transport
- Decedent Medical Examinations
- 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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	75.0%	47.0%	53.0%	60.0%	65.0%	12.0%	22.6%
<i>Percent of admits released in 24 hrs</i>							
<i>Demand</i>	5,156	5,424	5,424	4,836	4,850	(574)	-10.6%
<i>Number of admits required</i>							
<i>Output</i>	5,156	5,424	5,424	4,836	4,850	(574)	-10.6%
<i>Number of admits completed</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<i>Efficiency</i>	\$ 51.70	\$ 52.34	\$ 75.14	\$ 71.59	\$ 85.65	\$ (10.50)	-14.0%
<i>Expenditures per unit of Output</i>							
<i>Expenditures by Fund</i>							
General	\$ 266,577	\$ 283,868	\$ 407,571	\$ 346,202	\$ 415,387	\$ (7,816)	-1.9%
Totals	\$ 266,577	\$ 283,868	\$ 407,571	\$ 346,202	\$ 415,387	\$ (7,816)	-1.9%
Staffing (FTEs)	NA	NA	10.00	NA	10.00	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY2006-07 revised budget due to enhancement of the Office of Medical Examiner's front-end processes through

training and staffing of first responders. Funded staffing level remains the same. Total budgeted expenditures are increased by \$7,816 (1.9%) from the FY2006-07, reflecting decreased volume of output offset by higher rate of expenditure per unit of output.

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. §11-599 mandates the county medical examiner or a licensed physician to examine the death certificate prior to cremation and to certify that there is no evidence of foul play or violence.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	0.0%	NA	
<i>To be determined</i>							
<u>Demand</u> <i>Number of cremation authorizations requested</i>	17,019	16,434	16,434	16,182	17,586	1,152	7.0%
<u>Output</u> <i>Number of cremation authorizations completed</i>	17,019	16,434	16,434	16,182	17,586	1,152	7.0%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u> <i>Expenditures per unit of Output</i>	NA	\$ 10.97	\$ 12.54	\$ 11.12	\$ 11.63	\$ 0.91	7.2%
<u>Revenues by Fund</u>							
General	\$ -	\$ 78,394	\$ 78,394	\$ 74,375	\$ 242,730	\$ 164,336	209.6%
Totals	\$ -	\$ 78,394	\$ 78,394	\$ 74,375	\$ 242,730	\$ 164,336	209.6%
<u>Expenditures by Fund</u>							
General	\$ -	\$ 180,213	\$ 206,019	\$ 179,872	\$ 204,487	\$ 1,532	0.7%
Totals	\$ -	\$ 180,213	\$ 206,019	\$ 179,872	\$ 204,487	\$ 1,532	0.7%
<u>Staffing (FTEs)</u>	NA	NA	2.57	NA	2.57	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY2006-07 revised budget due to increase in projected number of deaths in Maricopa County. Funded staffing level remains the same. Total budgeted expenditures are decreased by \$1,532 (0.7%) from the FY2006-07, reflecting increased volume of output offset by lower rate of expenditure per unit of output.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	53.0%	39.0%	30.0%	50.0%	55.0%	25.0%	83.3%
<i>Percent of removals completed within 2 hrs of request</i>							
Demand	7,399	7,652	7,652	7,047	7,658	6	0.1%
<i>Number of removals requested (same as investigations demand, includes declines)</i>							
Output	5,156	5,424	5,424	4,836	4,850	(574)	-10.6%
<i>Number of decedents transported (same as admits/exams)</i>							
<i>Percent of Demand met</i>	69.7%	70.9%	70.9%	68.6%	63.3%	-7.6%	-10.7%
Efficiency	\$ 56.16	\$ 37.40	\$ 64.02	\$ 80.67	\$ 79.43	\$ (15.41)	-24.1%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	\$ 289,568	\$ 202,878	\$ 347,231	\$ 390,133	\$ 385,224	\$ (37,993)	-10.9%
Totals	\$ 289,568	\$ 202,878	\$ 347,231	\$ 390,133	\$ 385,224	\$ (37,993)	-10.9%
Staffing (FTEs)	NA	NA	9.00	NA	9.00	-	0.0%

FY 2007-08 budgeted expenditures do not meet projected demand, which is higher than the FY2006-07 revised budget. This is because the transporters only transport those decedents to Forensic Science Center from the scene that require physical attention of medical examiners. Funded staffing level remains the same. Total budgeted expenditures are increased by \$37,993 (10.9%) from the FY2006-07, reflecting decreased volume of output offset by higher rate of expenditure per unit of output.

Base Adjustment: Right-sizing Supplies and Services.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	49.0%	45.0%	52.0%	55.0%	60.0%	8.0%	15.4%
<i>Percent of autopsies of total exams</i>							
Results	32.0%	31.0%	40.0%	45.0%	50.0%	10.0%	25.0%
<i>Percent of exams completed within 24 hrs of admit</i>							
Demand	5,156	5,424	5,424	4,836	4,850	(574)	-10.6%
<i>Number of exams required (same as admits)</i>							
Output	5,156	5,424	5,424	4,836	4,850	(574)	-10.6%
<i>Number of exams completed</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 495.67	\$ 596.87	\$ 635.65	\$ 678.49	\$ 707.02	\$ (71.37)	-11.2%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ 130,502	\$ 45,580	\$ 45,580	\$ 65,988	\$ 60,038	\$ 14,458	31.7%
Medical Examiner Grant Fund	42,642	-	-	-	-	-	-
Totals	\$ 173,144	\$ 45,580	\$ 45,580	\$ 65,988	\$ 60,038	\$ 14,458	31.7%
Expenditures by Fund							
General	\$ 2,549,888	\$ 3,237,436	\$ 3,447,778	\$ 3,281,176	\$ 3,429,047	\$ 18,731	0.5%
Medical Examiner Grant Fund	5,774	-	-	-	-	-	-
Totals	\$ 2,555,662	\$ 3,237,436	\$ 3,447,778	\$ 3,281,176	\$ 3,429,047	\$ 18,731	0.5%
Staffing (FTEs)	NA	NA	26.48	NA	27.38	0.90	3.4%

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY2006-07 revised budget due to enhancement of the Office of Medical Examiner's front-end processes through training and staffing of first responders. The Office of Medical Examiner will be better able to evaluate many cases in the field without transporting decedents back to the Forensic Science Center. Funded staffing level increased 0.90 FTE. Total budgeted expenditures are decreased by \$18,731 (0.5%) from the FY2006-07, reflecting decreased volume of output offset by higher rate of expenditure per unit of output.

Base Adjustment: Right-sizing of Personal Services based on higher salary and benefit costs. Added Board Certification fee costs for 2.0 physicians.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	97.0%	97.0%	97.0%	98.0%	98.0%	1.0%	1.0%
<i>Percent of microslides produced within 3 days of exam</i>							
Demand	1,748	2,090	2,090	13,300	14,551	12,461	596.2%
<i>Number of micro slides requested</i>							
Output	1,748	2,090	2,090	13,300	14,551	12,461	596.2%
<i>Number of micro slides produced</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 57.67	\$ 55.15	\$ 56.78	\$ 8.38	\$ 8.38	\$ 48.40	85.2%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	\$ 100,806	\$ 115,258	\$ 118,677	\$ 111,471	\$ 121,917	\$ (3,240)	-2.7%
Totals	\$ 100,806	\$ 115,258	\$ 118,677	\$ 111,471	\$ 121,917	\$ (3,240)	-2.7%
Staffing (FTEs)	NA	NA	2.00	NA	2.00	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand. Comparison of performance measures for prior fiscal years is not possible, since demand and output measures have changed for FY 2007-08. Funded staffing level remains the same. Total budgeted expenditures are increased by \$3,240 (2.7%) from the FY 2006-07.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	97.0%	NA	100.0%	98.0%	98.0%	-2.0%	-2.0%
<i>Percent of investigative summaries completed by day of exam</i>							
Results	30.0%	NA	29.0%	31.0%	37.0%	8.0%	27.6%
<i>Percent of denials of total investigations</i>							
Demand	7,399	NA	7,652	7,047	7,658	6	0.1%
<i>Number of investigations required</i>							
Output	7,399	NA	7,652	7,047	7,658	6	0.1%
<i>Number of investigations completed</i>							
<i>Percent of Demand met</i>	100.0%	NA	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 91.97	NA	\$ 107.62	\$ 102.30	\$ 138.79	\$ (31.17)	-29.0%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	\$ 680,484	\$ 664,596	\$ 823,486	\$ 720,914	\$ 1,062,862	\$ (239,376)	-29.1%
Totals	\$ 680,484	\$ 664,596	\$ 823,486	\$ 720,914	\$ 1,062,862	\$ (239,376)	-29.1%
Staffing (FTEs)	NA	NA	11.45	NA	11.45	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget due to increase in the projected number of deaths in Maricopa County. Total budgeted expenditures are increased by \$239,376 (29.1%) from the FY 2006-07, reflecting increased volume of output and higher rate of expenditure per unit of output.

Base Adjustment: Right-sizing Supplies and Services. Funding has been provided to hire 6.0 additional Investigators as a part of a change in front-end processes.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	49.0%	63.0%	64.0%	60.0%	65.0%	1.0%	1.6%
<i>Percent of reports transcribed within 2 weeks of receipt</i>							
Demand <i>Number of reports requested to be transcribed</i>	5,156	5,378	5,378	11,745	15,728	10,350	192.5%
Output <i>Numbers of reports transcribed.</i>	5,133	4,810	4,810	11,745	15,728	10,918	227.0%
<i>Percent of Demand met</i>	99.6%	89.4%	89.4%	100.0%	100.0%	10.6%	11.8%
Efficiency <i>Expenditures per unit of Output</i>	\$ 92.42	\$ 83.50	\$ 114.12	\$ 44.27	\$ 36.38	\$ 77.73	68.1%
Revenues by Fund							
General	\$ (64)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Totals	\$ (64)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenditures by Fund							
General	\$ 474,408	\$ 401,613	\$ 548,901	\$ 519,946	\$ 572,255	\$ (23,354)	-4.3%
Totals	\$ 474,408	\$ 401,613	\$ 548,901	\$ 519,946	\$ 572,255	\$ (23,354)	-4.3%
Staffing (FTEs)	NA	NA	10.50	NA	10.50	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget due to adoption of digitalized dictation equipment to record notes as a digital file which is then transcribed by the transcriptionists to produce a report. Funded staffing levels remains the same. Total budgeted expenditures are increased by \$23,354 (4.3%) from the FY 2006-07, reflecting increased volume of output offset by lower rate of expenditure per unit of output.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	49.0%	22.0%	22.0%	70.0%	72.0%	50.0%	227.3%
<i>Percent of toxicology reports completed within 30 days of exam</i>							
Results	4.0%	4.0%	4.0%	98.0%	98.0%	94.0%	2350.0%
<i>Percent of tests completed inhouse of total tests requested</i>							
Demand	3,592	3,833	3,833	55,860	61,110	57,277	1494.3%
<i>Number of samples requested to be completed within 30 days of exam</i>							
Output	3,592	3,833	3,833	55,860	61,110	57,277	1494.3%
<i>Number of samples produced.</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 292.71	\$ 259.34	\$ 275.89	\$ 19.36	\$ 19.84	\$ 256.05	92.8%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Medical Examiner Grant Fund	28,000	-	-	-	-	-	
Totals	\$ 28,000	\$ -	\$ -	\$ -	\$ -	\$ -	
Expenditures by Fund							
General	\$ 1,045,773	\$ 994,037	\$ 1,057,499	\$ 1,081,555	\$ 1,212,640	\$ (155,141)	-14.7%
Medical Examiner Grant Fund	5,657	-	-	-	-	-	
Totals	\$ 1,051,430	\$ 994,037	\$ 1,057,499	\$ 1,081,555	\$ 1,212,640	\$ (155,141)	-14.7%
Staffing (FTEs)	NA	NA	11.00	NA	11.00	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand. Comparison of performance measures for prior fiscal years is not possible, since demand and output measures have changed for FY 2007-08. Total budgeted expenditures are increased by \$155,141 (14.7%) from the FY 2006-07.

Base Adjustment: Right-sizing Supplies and Services. Added funding for 1.0 Forensic Chemist.

General Fund (100) Appropriated Budget Reconciliation

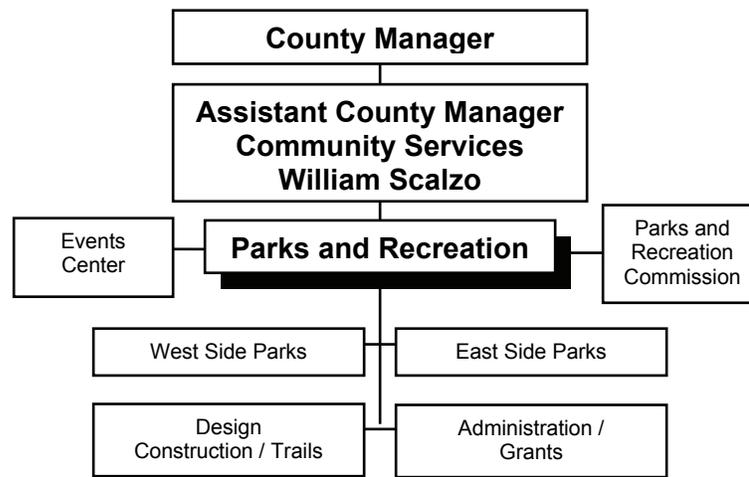
	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 6,677,385	\$ 123,974
MID-YEAR ADJUSTMENTS:		
Staffing	\$ 642,977	\$ -
Admin Market Study Phase 1	22,481	-
Subtotal	\$ 665,458	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 7,342,843	\$ 123,974
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 59,074	\$ -
Retirement Contributions	25,443	-
FY 2007-08 Pay for Performance	182,636	-
Annualization of Compensation Adjustments	26,899	-
One Time Expenses	(11,440)	-
Subtotal	\$ 282,612	\$ -
FY 2007-08 BUDGET TARGET	\$ 7,625,455	\$ 123,974
BASE ADJUSTMENTS:		
Rightsize Transport Activity	\$ (4,929)	\$ -
Rightsize Examination Activity	(94,798)	-
Forensic Board Certification in Examination Activity	32,500	-
Rightsize Investigation Activity (C-29-07-005-8-00)	352,083	-
Rightsize Toxicology Activity (C-29-07-005-8-00)	68,558	-
Rightsize Executive Management Activity	72,196	-
IT Market Study	926	-
Cremation Activity Fee Increase	-	164,336
Examination Activity Fee Increase	-	14,458
Subtotal	\$ 426,536	\$ 178,794
FY 2007-08 TENTATIVE BUDGET:	\$ 8,051,991	\$ 302,768
BASE ADJUSTMENTS:		
Change to Worker's Compensation & Unemployment Charges	\$ 4,901	\$ -
Subtotal	\$ 4,901	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 8,056,892	\$ 302,768

Parks & Recreation

Analysis by Vic Wickersham, Management & Budget Analyst

Summary

Organizational Chart



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 July 31, 2007, we will increase community involvement and awareness through improved marketing and education programs thereby reducing the percentage of the general population reporting “little or no knowledge” of County parks from 72.2% (March 2000) to 65%.**

Status: The General Population Survey began in late September 2006 and was conducted through the end of November 2006. The department believes the results were not satisfactory. The percentage of the general population reporting “little or no knowledge” of County parks increased to 78%. The department is currently developing training and a benefits-based management program. The FY 2007-08 budget supports the attainment of this goal.

- **By August 28, 2008, identify the capital improvement funding to meet the priority improvements identified in the Park System Master Plan recommendations.**

Status: The Parks & Recreation Department is awaiting the results of the master plan. A contract was approved with PROS consulting on November 14, 2006 to conduct a system wide master plan. Ten public forums are scheduled by June 2007 to gather input. Field visits to all the parks are taking place, along with meetings with key stakeholders. Recommendations are expected to be made by December 31, 2007.

- **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 land initiatives during the November 2006 general elections were unsuccessful. As an alternative, the department is working on incorporating buffer zones into their system master plan.

- **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: The System Master Plan will evaluate the current fee schedule to determine options for adjusting the fees for the parks. The department is working with several communications agencies regarding profitable concessions for cell-towers at several parks. A Request for Proposal (RFP) has been released for new concession opportunities at Adobe Dam Regional Park. Five proposals have been received and are being evaluated. Currently, General Fund projected support of the Parks and Recreation department is 23.48%. The FY 2007-08 budget support increases to 25.33%.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
30ER - PARK ED & RECREATION PRGM	\$ 5,044,025	\$ 4,698,261	\$ 4,839,583	\$ 5,047,258	\$ 5,041,247	201,664	4.2%
AREC - RECREATION	3,617,274	3,535,661	3,613,569	3,838,380	3,684,237	70,668	2.0%
CRES - COMMUNITY RESOURCE	1,175,767	957,200	1,020,517	988,458	1,125,800	105,283	10.3%
INTP - INTERPRETIVE SERVICES	250,984	205,400	205,497	220,421	231,210	25,713	12.5%
30SP - PARK SUPPORT	\$ 429,006	\$ 373,094	\$ 1,970,900	\$ 426,884	\$ 1,821,140	(149,760)	-7.6%
MDEV - MAINTENANCE AND DEVELOPMENT	429,006	373,094	1,970,900	426,884	1,821,140	(149,760)	-7.6%
62OM - OPERATIONS MANAGEMENT	\$ 23,869	\$ 75,000	\$ 75,000	\$ 75,928	\$ 75,000	-	0.0%
EVNT - EVENTS	23,869	75,000	75,000	75,928	75,000	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 4,771	\$ -	\$ -	\$ -	\$ -	-	-
99GV - GENERAL GOVERNMENT	\$ 825	\$ -	\$ -	\$ -	\$ -	-	-
TOTAL PROGRAMS	\$ 5,502,496	\$ 5,146,355	\$ 6,885,483	\$ 5,550,071	\$ 6,937,387	\$ 51,904	0.8%
EXPENDITURES							
30ER - PARK ED & RECREATION PRGM	\$ 2,678,722	\$ 2,961,181	\$ 3,040,379	\$ 2,885,314	\$ 3,235,416	(195,037)	-6.4%
AREC - RECREATION	1,572,301	2,045,219	2,106,778	1,945,997	2,207,444	(100,666)	-4.8%
CRES - COMMUNITY RESOURCE	370,205	228,584	229,931	259,333	283,454	(53,523)	-23.3%
INTP - INTERPRETIVE SERVICES	736,216	687,378	703,670	679,984	744,518	(40,848)	-5.8%
30SP - PARK SUPPORT	\$ 2,539,071	\$ 3,072,227	\$ 5,300,645	\$ 2,797,795	\$ 4,825,402	475,243	9.0%
MDEV - MAINTENANCE AND DEVELOPMENT	2,539,071	3,072,227	5,300,645	2,797,795	4,825,402	475,243	9.0%
62OM - OPERATIONS MANAGEMENT	\$ 22,149	\$ 75,000	\$ 75,000	\$ 63,000	\$ 63,000	12,000	16.0%
EVNT - EVENTS	22,149	75,000	75,000	63,000	63,000	12,000	16.0%
62CM - CAPITAL MANAGEMENT	\$ 1,852	\$ -	\$ -	\$ -	\$ -	-	-
FCLT - FACILITY MANAGEMENT	1,852	-	-	-	-	-	-
99AS - ADMINISTRATIVE SERVICES PROG	\$ 1,141,501	\$ 1,207,574	\$ 1,249,212	\$ 1,223,040	\$ 1,116,323	132,889	10.6%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 24,074	\$ 32,614	\$ 32,614	\$ 49,094	\$ 35,632	(3,018)	-9.3%
99GV - GENERAL GOVERNMENT	\$ -	\$ 26,233	\$ 26,233	\$ 26,225	\$ 78,881	(52,648)	-200.7%
TOTAL PROGRAMS	\$ 6,407,369	\$ 7,374,829	\$ 9,724,083	\$ 7,044,468	\$ 9,354,654	\$ 369,429	3.8%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
30ER - PARK ED & RECREATION PRGM	44.98	44.98	-	0.0%
AREC - RECREATION	28.98	28.98	-	0.0%
CRES - COMMUNITY RESOURCE	2.00	2.00	-	0.0%
INTP - INTERPRETIVE SERVICES	14.00	14.00	-	0.0%
30SP - PARK SUPPORT	32.00	32.00	-	0.0%
MDEV - MAINTENANCE AND DEVELOPMENT	32.00	32.00	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	14.00	15.00	1.00	7.1%
TOTAL PROGRAMS	90.98	91.98	1.00	1.1%

The increase in FTE count is due to a Management Analyst for the Events Center being added.

Revenue and Expenditures by Category

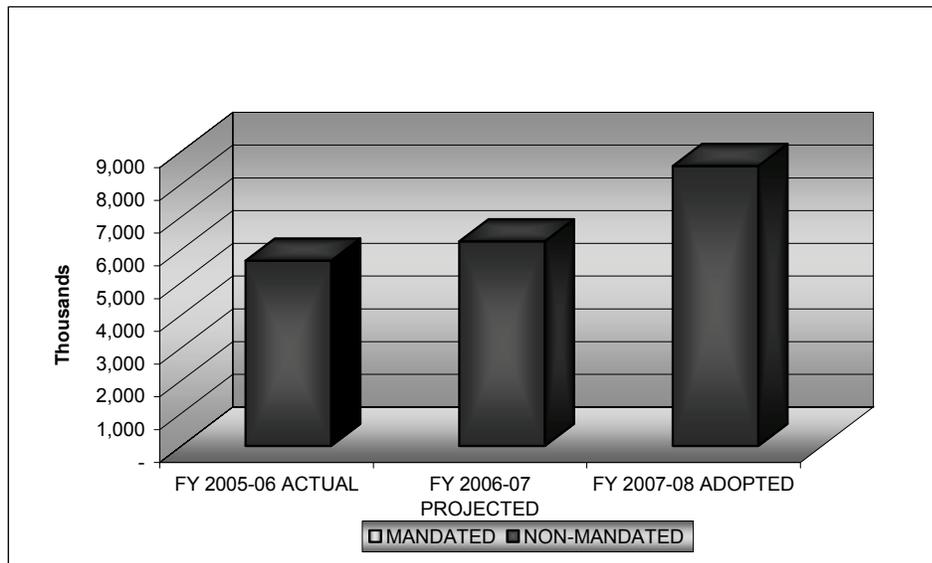
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ 238,309	\$ 468,291	\$ 2,068,291	\$ 590,365	\$ 1,794,770	\$ (273,521)	-13.2%
Charges For Service	3,752,088	3,521,764	3,623,578	3,699,323	3,753,004	129,426	3.6%
Fines & Forfeits	3,284	-	-	205	-	-	-
Miscellaneous Revenues	1,508,814	1,156,300	1,193,614	1,260,178	1,389,613	195,999	16.4%
Total Revenue	\$ 5,502,496	\$ 5,146,355	\$ 6,885,483	\$ 5,550,071	\$ 6,937,387	\$ 51,904	0.8%
EXPENDITURES							
Personal Services	\$ 4,186,674	\$ 4,856,748	\$ 5,056,002	\$ 4,837,625	\$ 5,313,667	\$ (257,665)	-5.1%
Supplies	582,426	671,032	607,580	635,438	669,438	(61,858)	-10.2%
Services	857,487	1,104,840	1,138,292	925,745	1,144,417	(6,125)	-0.5%
Other Financing Uses	275,784	179,000	1,859,000	230,000	1,600,000	259,000	13.9%
Capital Outlay	504,996	563,209	1,063,209	415,660	627,132	436,077	41.0%
Total Expenditures	\$ 6,407,369	\$ 7,374,829	\$ 9,724,083	\$ 7,044,468	\$ 9,354,654	\$ 369,429	3.8%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
225 SPUR CROSS RANCH CONSERVATION	429,907	452,500	452,500	500,576	452,500	-	0.0%
230 PARKS & REC. GRANTS	243,396	468,291	2,068,291	506,771	1,794,770	(273,521)	-13.2%
239 PARKS SOUVENIR FUND	120,611	105,000	105,000	108,618	130,000	25,000	23.8%
240 LAKE PLEASANT RECREATION SVCS	1,677,473	1,421,647	1,470,810	1,635,829	1,564,554	93,744	6.4%
241 PARKS ENHANCEMENT FUND	2,774,668	2,501,917	2,591,882	2,618,983	2,830,413	238,531	9.2%
243 PARKS DONATIONS FUND	301,742	160,000	160,000	178,365	160,000	-	0.0%
376 EVENTS CENTER OPERATIONS	23,869	75,000	75,000	75,928	75,000	-	0.0%
900 ELIMINATIONS	(69,169)	(38,000)	(38,000)	(75,000)	(69,850)	(31,850)	83.8%
TOTAL FUNDS	\$ 5,502,496	\$ 5,146,355	\$ 6,885,483	\$ 5,550,071	\$ 6,937,387	\$ 51,904	0.8%
EXPENDITURES							
100 GENERAL	\$ 1,490,551	\$ 1,781,029	\$ 1,811,155	\$ 1,674,297	\$ 1,772,629	\$ 38,526	2.1%
225 SPUR CROSS RANCH CONSERVATION	394,709	699,359	699,359	474,624	692,638	6,721	1.0%
230 PARKS & REC. GRANTS	400,728	563,291	2,163,291	510,320	1,794,770	368,521	17.0%
239 PARKS SOUVENIR FUND	120,688	105,000	105,000	132,805	130,000	(25,000)	-23.8%
240 LAKE PLEASANT RECREATION SVCS	1,295,262	1,418,033	1,967,196	1,593,343	1,946,554	20,642	1.0%
241 PARKS ENHANCEMENT FUND	2,601,132	2,611,117	2,781,082	2,561,727	2,864,913	(83,831)	-3.0%
243 PARKS DONATIONS FUND	149,468	160,000	160,000	109,351	160,000	-	0.0%
376 EVENTS CENTER OPERATIONS	24,001	75,000	75,000	63,000	63,000	12,000	16.0%
900 ELIMINATIONS	(69,169)	(38,000)	(38,000)	(75,000)	(69,850)	31,850	-83.8%
TOTAL FUNDS	\$ 6,407,369	\$ 7,374,829	\$ 9,724,083	\$ 7,044,468	\$ 9,354,654	\$ 369,429	3.8%

In the Spur Cross Ranch Conservation Fund (225), fund balance will be used in the amount of \$265,000 for one-time expenses for the Visitor Center and the Solar Oasis projects. For the Lake Pleasant Recreation Services Fund (240), fund balance will be used in the amount of \$382,000 for a recreation demand study, maintenance on Sunset Ridge and one vehicle replacement for the interpretive services activity. Lastly, in the Parks Enhancement Fund (241), fund balance will be used in the amount of \$34,500 for a park visitor survey conducted by Arizona State University.

Mandated vs. Non-Mandated Expenditures



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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopt.)	%
Percent of visitors rating overall park experience as very satisfied or extremely satisfied	98.3%	94.0%	98.3%	98.3%	98.3%	0.0%	0.0%
Percent of park visitors who attend a program	4.8%	6.2%	6.2%	6.2%	6.5%	0.3%	4.8%
Percent of change in concession and souvenir revenues compared to prior year same period	23.4%	1.5%	1.5%	1.5%	2.5%	1.0%	66.7%

Activities that comprise this program include:

- Recreation
- Community Resource
- Interpretive Services

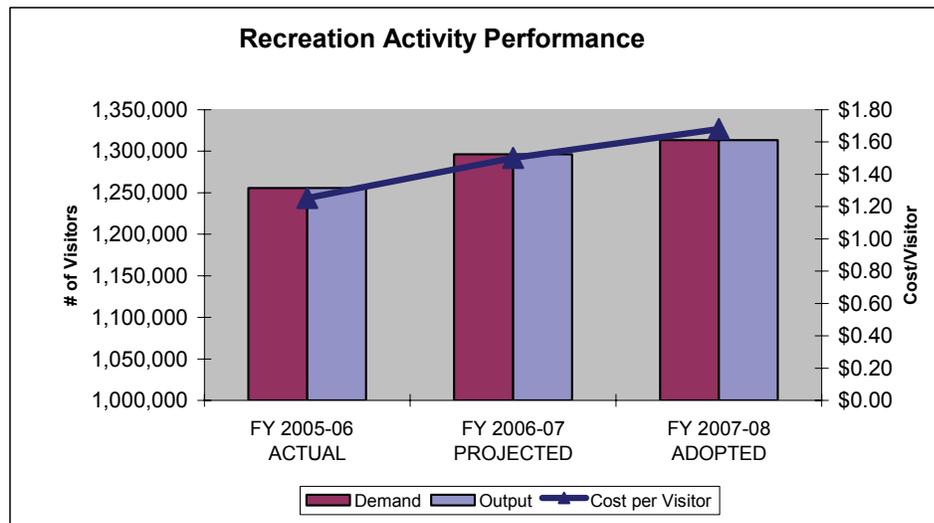
Recreation Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopt.)	%
Demand	1,255,733	1,311,719	1,311,719	1,296,379	1,313,389	1,670	0.1%
<i>Number of all regional park users</i>							
Output	1,255,733	1,311,719	1,311,719	1,296,379	1,313,389	1,670	0.1%
<i>Number of all regional park visitors</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 1.25	\$ 1.56	\$ 1.61	\$ 1.50	\$ 1.68	\$ 0.07	4.6%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Spur Cross Ranch Conservation	\$ 426,325	\$ 445,000	\$ 445,000	\$ 485,526	\$ 445,000	\$ -	0.0%
Parks & Rec. Grants	94,171	267,097	269,291	305,789	124,970	(144,321)	-53.6%
Lake Pleasant Recreation Svcs	1,578,138	1,321,847	1,371,010	1,494,061	1,466,554	95,544	7.0%
Parks Enhancement Fund	1,587,810	1,501,717	1,528,268	1,553,003	1,647,713	119,445	7.8%
Eliminations	(69,169)	-	-	-	-	-	-
Totals	\$ 3,617,274	\$ 3,535,661	\$ 3,613,569	\$ 3,838,380	\$ 3,684,237	\$ 70,668	2.0%
Expenditures by Fund							
General	\$ 511,872	\$ 734,368	\$ 755,496	\$ 663,576	\$ 786,138	\$ (30,642)	-4.1%
Spur Cross Ranch Conservation	265,523	275,754	278,084	315,150	307,876	(29,792)	-10.7%
Parks & Rec. Grants	153,863	117,097	117,097	119,645	115,742	1,355	1.2%
Lake Pleasant Recreation Svcs	416,167	495,984	516,511	470,553	550,408	(33,897)	-6.6%
Parks Enhancement Fund	286,523	419,016	436,590	373,732	444,280	(7,690)	-1.8%
Parks Donations Fund	7,522	3,000	3,000	3,341	3,000	-	0.0%
Eliminations	(69,169)	-	-	-	-	-	-
Totals	\$ 1,572,301	\$ 2,045,219	\$ 2,106,778	\$ 1,945,997	\$ 2,207,444	\$ (100,666)	-4.8%
Staffing (FTEs)	-	-	28.98	-	28.98	-	0.0%



The FY 2007-08 budget for the Recreation Activity meets the projected demand of 1,313,389 annual visitors at all regional parks at an annual cost of \$1.68 per visitor in order to achieve the result of 100% of demand. The demand for FY 2007-08 is 27,010 visitors greater than the projected amount for FY 2006-07 which represents a 1.3% increase.

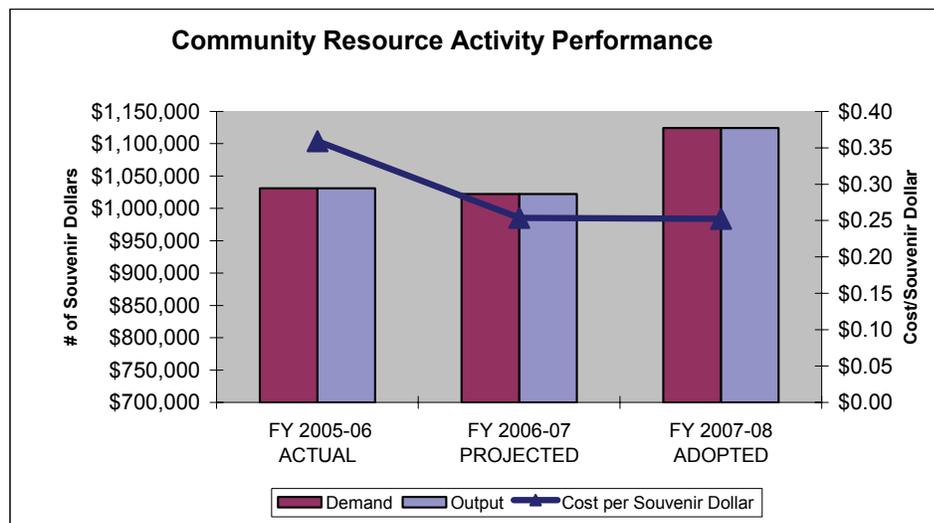
Community Resource Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopt.)	%
Demand	1,031,092	899,500	899,500	1,022,032	1,124,235	224,735	25.0%
<i>Number of concession and souvenir dollars received</i>							
Output	1,031,092	899,500	899,500	1,022,032	1,124,235	224,735	25.0%
<i>Number of dollars received from special use permits</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 0.36	\$ 0.25	\$ 0.26	\$ 0.25	\$ 0.25	\$ (0.00)	-1.4%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Spur Cross Ranch Conservation	\$ 3,582	\$ -	\$ -	\$ 930	\$ -	\$ -	
Parks Souvenir Fund	118,861	105,000	105,000	108,618	130,000	25,000	23.8%
Lake Pleasant Recreation Svcs	94,459	85,000	85,000	87,556	88,000	3,000	3.5%
Parks Enhancement Fund	958,366	805,200	868,517	866,354	977,650	109,133	12.6%
Parks Donations Fund	500	-	-	-	-	-	
Eliminations	-	(38,000)	(38,000)	(75,000)	(69,850)	(31,850)	83.8%
Totals	\$ 1,175,767	\$ 957,200	\$ 1,020,517	\$ 988,458	\$ 1,125,800	\$ 105,283	10.3%
Expenditures by Fund							
General	\$ 133,721	\$ 7,750	\$ 7,750	\$ 85,141	\$ 24,878	\$ (17,128)	-221.0%
Parks Souvenir Fund	120,368	105,000	105,000	132,805	130,000	(25,000)	-23.8%
Lake Pleasant Recreation Svcs	29,068	43,244	44,704	37,885	47,567	(2,863)	-6.4%
Parks Enhancement Fund	45,153	56,090	56,477	57,702	96,859	(40,382)	-71.5%
Parks Donations Fund	41,895	54,500	54,000	20,800	54,000	-	0.0%
Eliminations	-	(38,000)	(38,000)	(75,000)	(69,850)	31,850	-83.8%
Totals	\$ 370,205	\$ 228,584	\$ 229,931	\$ 259,333	\$ 283,454	\$ (53,523)	-23.3%
Staffing (FTEs)	-	-	2.00	-	2.00	-	0.0%



The FY 2007-08 budget for the Community Resource Activity meets projected demand of \$1,124,235 souvenir and concession revenue. This represents an annual cost of \$0.25 per dollar collected in order to achieve the result of 100% of demand. The demand for FY 2007-08 is \$102,203 greater than the projected amount for FY 2006-07 which reflects a 1% increase. The cost per unit for FY 2007-08 remains the same as the \$0.25 FY 2006-07 Projected.

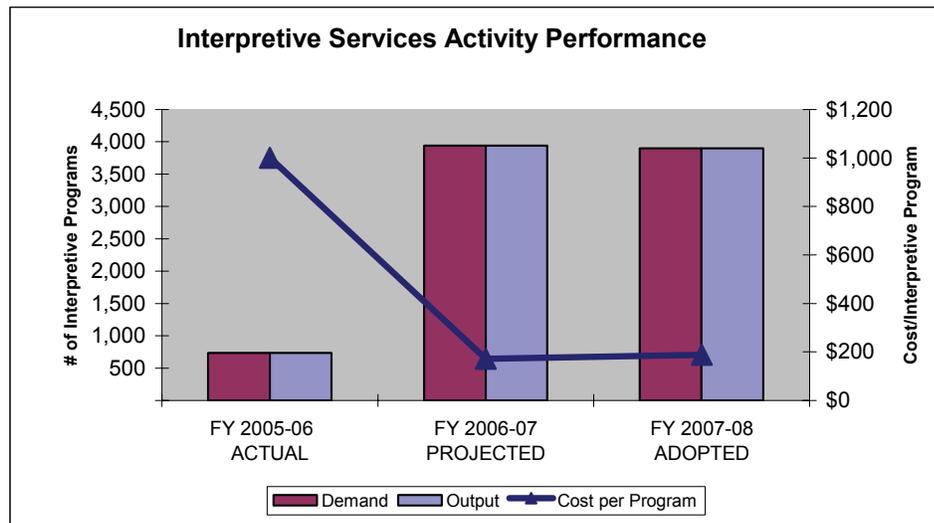
Interpretive Services Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopt.)	%
Demand	736	2,556	2,556	3,940	3,900	1,344	52.6%
<i>Number of interpretive programs to be provided</i>							
Output	736	2,556	2,556	3,940	3,900	1,344	52.6%
<i>Number of interpretive programs provided</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 1,000.29	\$ 268.93	\$ 275.30	\$ 172.58	\$ 190.90	\$ (84.40)	-30.7%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Parks & Rec. Grants	\$ 12,151	\$ -	\$ -	\$ -	\$ 9,200	\$ 9,200	
Parks Souvenir Fund	1,750	-	-	-	-	-	
Parks Enhancement Fund	205,264	195,000	195,097	199,626	205,050	9,953	5.1%
Parks Donations Fund	31,819	10,400	10,400	20,796	16,960	6,560	63.1%
Totals	\$ 250,984	\$ 205,400	\$ 205,497	\$ 220,421	\$ 231,210	\$ 25,713	12.5%
Expenditures by Fund							
General	\$ 212,089	\$ 132,105	\$ 134,387	\$ 133,596	\$ 140,409	\$ (6,022)	-4.5%
Spur Cross Ranch Conservation	49,702	47,184	47,098	47,937	69,865	(22,767)	-48.3%
Parks & Rec. Grants	12,151	-	-	-	468,303	(468,303)	
Lake Pleasant Recreation Svcs	67,050	53,883	54,017	54,027	-	54,017	100.0%
Parks Enhancement Fund	391,817	445,006	458,468	434,964	-	458,468	100.0%
Parks Donations Fund	3,408	9,200	9,700	9,460	-	9,700	100.0%
Totals	\$ 736,216	\$ 687,378	\$ 703,670	\$ 679,984	\$ 744,518	\$ (40,848)	-5.8%
Staffing (FTEs)	-	-	14.00	-	14.00	-	0.0%



The FY 2007-08 budget for the Interpretive Services Activity meets projected demand of 3,900 programs at an annual cost of \$190.90 per program in order to achieve the result of 100% of demand. The demand for FY 2007-08 is 40 programs less than the projected amount for FY 2006-07 which represents a 1% decrease. The budget is a conservative forecast since the data collected for FY 2005-06 was suspect due to turnover in Interpretive Ranger positions. Since the Interpretive Rangers were assigned the responsibility for collecting the data, the department believes that the reporting for that fiscal year was not complete.

Base Adjustment: \$12,000 in one-time funding has been added to the budget for the replacement of a club cart to be used at the Desert Outdoor Center at Lake Pleasant.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopt.)	%
Percent of park visitors rating park facilities as good to excellent.	86.7%	88.0%	86.7%	86.7%	86.7%	0.0%	0.0%

Activities that comprise this program include:

- Maintenance & Development

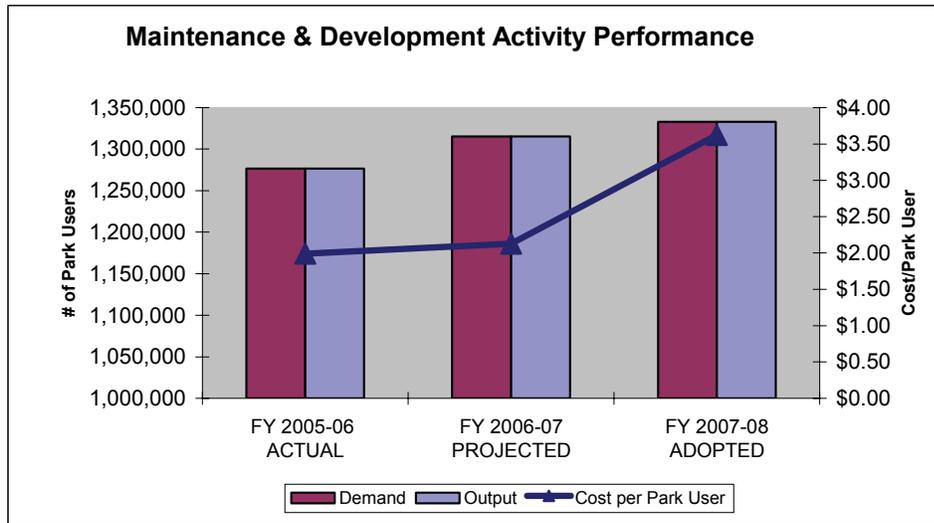
Maintenance & Development Activity

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopt.)	%
Demand	1,276,609	1,311,719	1,311,719	1,315,363	1,332,712	20,993	1.6%
<i>Expected number of all regional park users</i>							
Output	1,276,609	1,311,719	1,311,719	1,315,363	1,332,712	20,993	1.6%
<i>Number of visitors at all regional parks</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 1.99	\$ 2.34	\$ 4.04	\$ 2.13	\$ 3.62	\$ (0.42)	-10.4%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Spur Cross Ranch Conservation	\$ -	\$ 7,500	\$ 7,500	\$ 14,120	\$ 7,500	\$ -	0.0%
Parks & Rec. Grants	136,249	201,194	1,799,000	200,982	1,660,600	(138,400)	-7.7%
Lake Pleasant Recreation Svcs	-	14,800	14,800	54,213	10,000	(4,800)	-32.4%
Parks Enhancement Fund	23,333	-	-	-	-	-	-
Parks Donations Fund	269,424	149,600	149,600	157,570	143,040	(6,560)	-4.4%
Totals	\$ 429,006	\$ 373,094	\$ 1,970,900	\$ 426,884	\$ 1,821,140	\$ (149,760)	-7.6%
Expenditures by Fund							
General	\$ 111,286	\$ 436,022	\$ 436,101	\$ 291,901	\$ 433,003	\$ 3,098	0.7%
Spur Cross Ranch Conservation	55,624	338,696	336,356	64,785	303,045	33,311	9.9%
Parks & Rec. Grants	234,714	446,194	2,046,194	390,675	1,669,828	376,366	18.4%
Lake Pleasant Recreation Svcs	620,254	600,776	1,119,196	797,696	1,006,886	112,310	10.0%
Parks Enhancement Fund	1,421,595	1,157,239	1,269,498	1,176,987	1,319,340	(49,842)	-3.9%
Parks Donations Fund	95,598	93,300	93,300	75,750	93,300	-	0.0%
Totals	\$ 2,539,071	\$ 3,072,227	\$ 5,300,645	\$ 2,797,795	\$ 4,825,402	\$ 475,243	9.0%
Staffing (FTEs)	-	-	32.00	-	32.00	-	0.0%



The FY 2007-08 budget for the Maintenance and Development Activity meets projected demand of 1,332,712 annual visitors at all regional parks at an annual cost of \$3.62 per visitor in order to achieve the result of 100% of demand. The unit cost for FY 2007-08 is higher than FY 2006-07 due to the carry over of \$1.6 million for the Buckeye Hills Shooting Range project. The demand for FY 2007-08 is 17,349 visitors greater than the projected amount for FY 2006-07 which represents a 1.3% increase.

Base Adjustments:

The budget includes the following adjustments:

A \$19,788 reduction for utilities, \$250,000 in carry-over for the utility project at the visitor center at Spur Cross, \$15,000 in carry-over for the Solar Oasis project at Spur Cross, \$330,000 in carry-over for Sunset Ridge and a \$25,000 increase to compensate for the waste management service rate increase. Also, there is a \$1.6 million carry over for the Buckeye Hills Shooting Range project.

Operations Management Program

The purpose of the Operations Management Program is to provide ticketing and entertainment event services to the Maricopa County community and visitors so they can attend entertainment events at the Maricopa County Event Center.

Program Results

	FY 2005-06 ACTUAL	FY 2006-07		FY 2007-08 ADOPTED	Variance (Rev. - Adopt.) %	
		ADOPTED	REVISED PROJ ACT			
Percent increase in Event revenue	-	0%	0%	14%	14.0%	-

Activities that comprise this program include:

- Events

Events Activity

The purpose of Events Activity is to provide entertainment services to the Maricopa County community and its visitors so they can attend entertainment events.

Mandates: None.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopt.)	%
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Events Center Operations	23,869	75,000	75,000	75,928	75,000	-	0.0%
Totals	\$ 23,869	\$ 75,000	\$ 75,000	\$ 75,928	\$ 75,000	\$ -	0.0%
Expenditures by Fund							
Events Center Operations	\$ 22,149	\$ 75,000	\$ 75,000	\$ 63,000	\$ 63,000	\$ 12,000	16.0%
Totals	\$ 22,149	\$ 75,000	\$ 75,000	\$ 63,000	\$ 63,000	\$ 12,000	16.0%
Staffing (FTEs)	-	-	-	-	-	-	-

Beginning in FY 2007-08, the Office of Management and Budget will work with the Parks and Recreation Department to establish an Economic Development Contract Administration Activity previously accommodated in the General Government Department.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,766,029	\$ -
MID-YEAR ADJUSTMENTS:		
Executive Compensation Pkg	\$ 9,714	\$ -
Market Study Admin Phase I	17,328	-
Subtotal	\$ 30,126	\$ -
FY 2006-07 REVISED BUDGET:	\$ 1,796,155	\$ -
Restatements	15,000	-
FY 2006-07 REVISED RESTATED BUDGET:	\$ 1,811,155	\$ -
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 12,429	\$ -
Retirement Contributions	4,813	-
FY 2007-08 Pay for Performance	26,257	-
Annualization of Compensation Adjustments	15,432	-
Annualization of FY 2007 Initiatives	(104,456)	-
Subtotal	\$ (45,525)	\$ -
FY 2007-08 BUDGET TARGET	\$ 1,765,630	\$ -
BASE ADJUSTMENTS:		
Utilities	\$ (19,788)	\$ -
Allocation out - Mgmt Analyst to Stadium	(12,482)	-
Allocation Events Center	40,009	-
Other Personnel Costs	(3,897)	-
Risk Management increases	3,157	-
Subtotal	\$ 6,999	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 1,772,629	\$ -

Spur Cross Ranch Conservation Fund (225) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 699,359	\$ 452,500
FY 2006-07 REVISED RESTATED BUDGET:	\$ 699,359	\$ 452,500
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 2,074	\$ -
Retirement Contributions	480	-
FY 2007-08 Pay for Performance	3,337	-
Annualization of Compensation Adjustments	17,388	-
One Time Expenses	(295,000)	-
Subtotal	\$ (271,721)	\$ -
FY 2007-08 BUDGET TARGET	\$ 427,638	\$ 452,500
BASE ADJUSTMENTS:		
Spur Cross Visitor Center (one-time)	\$ 250,000	\$ -
Spur Cross Solar Oasis (one-time)	15,000	-
Subtotal	\$ 265,000	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 692,638	\$ 452,500

Spur Cross Recreation Area (225) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 386,543	\$ 316,629	\$ 316,629	\$ 421,741	\$ 447,692
Revenue	\$ 429,907	\$ 452,500	\$ 452,500	\$ 500,576	\$ 452,500
Expenditures	394,709	699,359	699,359	474,624	692,638
Net Operating	\$ 35,198	\$ (246,859)	\$ (246,859)	\$ 25,951	\$ (240,138)
Ending Fund Balance	\$ 421,741	\$ 69,770	\$ 69,770	\$ 447,692	\$ 207,554

Parks and Recreation Grant Fund (230) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 563,291	\$ 468,291
MID-YEAR ADJUSTMENTS:		
Buckeye Hills Shooting Range	\$ 1,600,000	\$ 1,600,000
Subtotal	\$ 1,600,000	\$ 1,600,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 2,163,291	\$ 2,068,291
FY 2007-08 BUDGET TARGET		
Rev/Expend Submission (Under) Target	\$ (377,721)	\$ (377,721)
BASE ADJUSTMENTS:		
Carry Over Buckeye Hills Shooting Range	\$ 1,600,000	\$ 1,600,000
Solar Powered Fish Refuge Ponds	9,200	9,200
Subtotal	\$ 1,231,479	\$ 1,231,479
FY 2007-08 ADOPTED BUDGET:	\$ 1,794,770	\$ 1,794,770

Parks & Recreation Grants (230) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 74,810	\$ 150,047	\$ 150,047	\$ (82,522)	\$ (86,071)
Revenue	\$ 243,396	\$ 468,291	\$ 2,068,291	\$ 506,771	\$ 1,794,770
Expenditures	400,728	563,291	2,163,291	510,320	1,794,770
Net Operating	\$ (157,332)	\$ (95,000)	\$ (95,000)	\$ (3,549)	\$ -
Ending Fund Balance	\$ (82,522)	\$ 55,047	\$ 55,047	\$ (86,071)	\$ (86,071)

The Parks & Recreation fund balance is negative because of the timing of revenue received from grants. It is deferred revenue as the Parks Department is reimbursed for expenditures by the grantors.

Parks Souvenir Fund (239) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 105,000	\$ 105,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 105,000	\$ 105,000
FY 2007-08 BUDGET TARGET	\$ 105,000	\$ 105,000
BASE ADJUSTMENTS:		
Increase Revenue and Expenditure	\$ 25,000	\$ 25,000
Subtotal	\$ 25,000	\$ 25,000
FY 2007-08 ADOPTED BUDGET:	\$ 130,000	\$ 130,000

Parks Souvenir (239) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 25,001	\$ 44,916	\$ 44,916	\$ 24,923	\$ 736
Revenue	\$ 120,611	\$ 105,000	\$ 105,000	\$ 108,618	\$ 130,000
Expenditures	120,688	105,000	105,000	132,805	130,000
Net Operating	\$ (78)	\$ -	\$ -	\$ (24,187)	\$ -
Ending Fund Balance	\$ 24,923	\$ 44,916	\$ 44,916	\$ 736	\$ 736

Lake Pleasant Recreation Services Fund (240) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,418,033	\$ 1,421,647
MID-YEAR ADJUSTMENTS:		
Market Study Admin Phase I	\$ 19,719	\$ 19,719
Lake Pleasant 1-time	500,000	-
General Maintenance Market Study	29,444	29,444
Subtotal	\$ 549,163	\$ 49,163
FY 2006-07 REVISED RESTATED BUDGET:	\$ 1,967,196	\$ 1,470,810
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 10,370	\$ -
Retirement Contributions	2,464	-
FY 2007-08 Pay for Performance	20,222	-
Annualization of Compensation Adjustments	39,302	-
Structural Balance	-	68,744
One Time Expenses	(500,000)	-
Subtotal	\$ (427,642)	\$ 68,744
FY 2007-08 BUDGET TARGET	\$ 1,539,554	\$ 1,539,554
Revenue Submission Over Target	\$ -	\$ 25,000
BASE ADJUSTMENTS:		
Recreation Demand Study (one-time)	\$ 40,000	\$ -
Maintenance and Development (one-time) Sunset Ridge	330,000	-
Interpretive Services Vehicle Replacement (one-time)	12,000	-
Maintenance and Development Waste Management Services	25,000	-
Subtotal	\$ 407,000	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 1,946,554	\$ 1,564,554

Lake Pleasant Recreation (240) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 1,703,149	\$ 1,845,489	\$ 1,845,489	\$ 2,085,360	\$ 2,127,847
Revenue	\$ 1,677,473	\$ 1,421,647	\$ 1,470,810	\$ 1,635,829	\$ 1,564,554
Expenditures	1,295,262	1,418,033	1,967,196	1,593,343	1,946,554
Net Operating	\$ 382,211	\$ 3,614	\$ (496,386)	\$ 42,487	\$ (382,000)
Ending Fund Balance	\$ 2,085,360	\$ 1,849,103	\$ 1,349,103	\$ 2,127,847	\$ 1,745,847

Parks Enhancement Fund (241) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 2,611,117	\$ 2,501,917
MID-YEAR ADJUSTMENTS:		
McDowell Track Comfort Station	\$ 80,000	\$ -
Market Study Admin Phase I	26,098	26,098
General Maintenance Market Study	63,867	63,867
Subtotal	\$ 169,965	\$ 89,965
FY 2006-07 REVISED RESTATED BUDGET:	\$ 2,781,082	\$ 2,591,882
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 38,021	\$ -
Retirement Contributions	9,667	-
FY 2007-08 Pay for Performance	73,929	-
Annualization of Compensation Adjustments	76,914	-
Structural Balance	-	198,531
One Time Expenses	(189,200)	-
Subtotal	\$ 9,331	\$ 198,531
FY 2007-08 BUDGET TARGET	\$ 2,790,413	\$ 2,790,413
BASE ADJUSTMENTS:		
Park Visitor Survey by ASU 1-time	\$ 34,500	\$ -
Misc. Rev. - Paintball Complex - Adobe Dam	-	15,000
Increase transfer from Sourvenir fund	25,000	25,000
Risk Management increases	9,657	-
Other Services	5,343	-
Subtotal	\$ 74,500	\$ 40,000
FY 2007-08 ADOPTED BUDGET:	\$ 2,864,913	\$ 2,830,413

Parks Enhancement (241) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 2,311,555	\$ 2,299,802	\$ 2,299,802	\$ 2,485,091	\$ 2,542,347
Revenue	\$ 2,774,668	\$ 2,501,917	\$ 2,591,882	\$ 2,618,983	\$ 2,830,413
Expenditures	2,601,132	2,611,117	2,781,082	2,561,727	2,864,913
Net Operating	\$ 173,536	\$ (109,200)	\$ (189,200)	\$ 57,256	\$ (34,500)
Ending Fund Balance	\$ 2,485,091	\$ 2,190,602	\$ 2,110,602	\$ 2,542,347	\$ 2,507,847

Parks Donation Fund (243) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 160,000	\$ 160,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 160,000	\$ 160,000
FY 2007-08 BUDGET TARGET	\$ 160,000	\$ 160,000
FY 2007-08 ADOPTED BUDGET:	\$ 160,000	\$ 160,000

Parks Donations (243) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 1,262,117	\$ 1,184,965	\$ 1,184,965	\$ 1,414,392	\$ 1,483,406
Revenue	\$ 301,742	\$ 160,000	\$ 160,000	\$ 178,365	\$ 160,000
Expenditures	149,468	160,000	160,000	109,351	160,000
Net Operating	\$ 152,275	\$ -	\$ -	\$ 69,014	\$ -
Ending Fund Balance	\$ 1,414,392	\$ 1,184,965	\$ 1,184,965	\$ 1,483,406	\$ 1,483,406

Events Center (376) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ -	\$ -
FY 2006-07 REVISED BUDGET:	\$ -	\$ -
Restatements	75,000	75,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 75,000	\$ 75,000
FY 2007-08 BUDGET TARGET	\$ 75,000	\$ 75,000
BASE ADJUSTMENTS:		
Events Center Supplies & Services Adjustments	\$ (60,009)	\$ -
Personnel Svcs Allocation in-Mgmt Analyst	48,009	-
Subtotal	\$ (12,000)	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 63,000	\$ 75,000

Event Center Operations (376) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ (24,181)	\$ (11,253)
Revenue	\$ 23,869	\$ 75,000	\$ 75,000	\$ 75,928	\$ 75,000
Expenditures	48,050	75,000	75,000	63,000	63,000
Net Operating	\$ (24,181)	\$ -	\$ -	\$ 12,928	\$ 12,000
Ending Fund Balance	\$ (24,181)	\$ -	\$ -	\$ (11,253)	\$ 747

Eliminations (900) Appropriated Budget Reconciliation

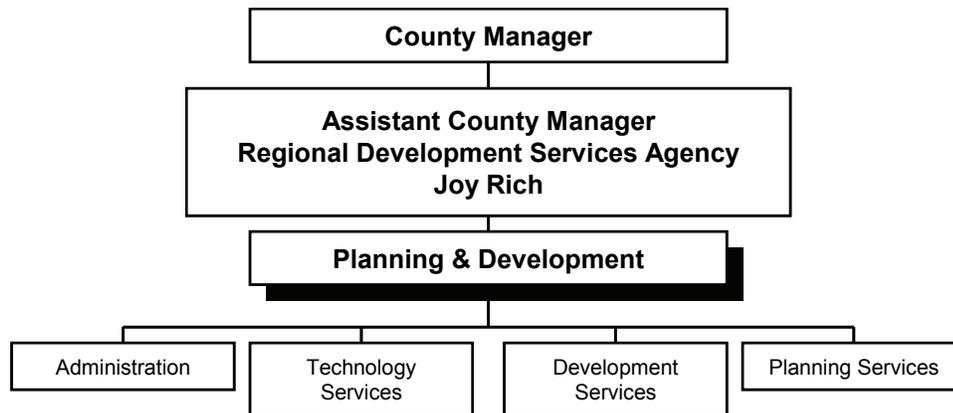
	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ (38,000)	\$ (38,000)
FY 2006-07 REVISED RESTATED BUDGET:	\$ (38,000)	\$ (38,000)
FY 2007-08 BUDGET TARGET	\$ (38,000)	\$ (38,000)
Submission Over Target	\$ (6,850)	\$ (6,850)
Adjustment for Souvenir fund transfer to the Enhancement Fund	(25,000)	(25,000)
Subtotal	\$ (31,850)	\$ (31,850)
FY 2007-08 ADOPTED BUDGET:	\$ (69,850)	\$ (69,850)

Planning and Development

Analysis by Monica Staats, Management & Budget Analyst

Summary

Organizational Chart



Mission

The mission of the Planning and Development Department is to provide market competitive 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, 2009, implement Information Technology systems that can improve automated online status information for permits, development submittals, and code violation inquiries.**

Status: The budget supports the attainment of this goal by funding software and hardware for this task. The equipment installation is complete and the first digital submission took place on December 19, 2006.

- **By June 30, 2007, the first review turnaround comments from all Planning and Development reviewing entities in the One Stop Shop process will be provided within four business weeks, for 75% of permit submittals.**

Status: The department met and exceeded this goal with all permits receiving first review comments within two weeks of submittal. The department remains focused on maintaining these rapid service times into the future.

- **By June 30, 2007, One Stop Shop agencies will physically locate counter service staff within the Planning and Development Department to enhance customer service and reduce customers' travel requirements.**

Status: The department has achieved this goal by working collaboratively and providing dedicated workspace for its One Stop Shop partners: Air Quality, Environmental Services, MCDOT, and Flood Control, to continue to provide full service counter and to serve and assist customers with a full range of permits.

- **Annually, in support of the County plan, ensure that applications for development in the unincorporated areas of Maricopa County comply with the state law, are consistent with open space initiatives, and allow for the continuation of highway and roads.**

Status: The budget supports the attainment of this goal by continuing to fund personnel to analyze all comprehensive plan amendment, development master plan, zoning, special use, plan of development, subdivision, and variance cases for compliance with state statute and open space initiatives.

- **Annually, in support of the County plan, continue to preserve military installations in Maricopa County, including Luke Air Force Base.**

Status: The budget supports the attainment of this goal by continuing to fund personnel to analyze and ensure Maricopa County is in compliance with state statutes regarding military airbase preservation.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
44SH - ONE STOP SHOP	\$ 16,459,472	\$ 18,153,747	\$ 18,413,846	\$ 15,422,487	\$ 17,227,710	(1,186,136)	-6.4%
CODE - CODE ENFORCEMENT	88,477	36,096	36,096	74,661	400,122	364,026	1008.5%
CPLG - COMPREHENSIVE PLANNING	72,650	10,960	10,960	66,290	401,118	390,158	3559.8%
CSVC - CUSTOMER SERVICES	56,930	54,800	54,800	43,690	45,000	(9,800)	-17.9%
DREN - DRAINAGE ENFORCEMENT	18,910	4,000	4,000	23,720	19,348	15,348	383.7%
DRIN - DRAINAGE INSPECTION	6,325	1,000	1,000	5,100	4,658	3,658	365.8%
DRRE - DRAINAGE REVIEW	627,050	1,405,948	1,405,948	1,428,007	1,605,114	199,166	14.2%
PINS - PERMIT INSPECTIONS	10,857,428	12,092,022	12,266,288	9,598,185	9,350,591	(2,915,697)	-23.8%
PLCS - PLANNING AND ZONING	345,673	400,040	400,040	407,235	736,055	336,015	84.0%
PREV - PLAN REVIEW	4,349,760	4,112,881	4,198,714	3,743,398	4,598,467	399,753	9.5%
ZONA - ZONING ADJUDICATION	36,270	36,000	36,000	32,201	67,237	31,237	86.8%
99AS - ADMINISTRATIVE SERVICES PROG	\$ (33,891)	\$ 122,431	\$ 122,431	\$ -	\$ -	(122,431)	-100.0%
TOTAL PROGRAMS	\$ 16,425,582	\$ 18,276,178	\$ 18,536,277	\$ 15,422,487	\$ 17,227,710	(1,308,567)	-7.1%
EXPENDITURES							
44SH - ONE STOP SHOP	\$ 10,493,264	\$ 12,561,728	\$ 12,767,078	\$ 11,828,341	\$ 12,055,930	711,148	5.6%
CODE - CODE ENFORCEMENT	753,478	1,264,362	966,222	973,094	892,833	73,389	7.6%
CPLG - COMPREHENSIVE PLANNING	291,207	381,688	325,512	372,136	402,097	(76,585)	-23.5%
CSVC - CUSTOMER SERVICES	1,380,279	1,840,557	1,940,954	1,532,813	1,725,952	215,002	11.1%
DREN - DRAINAGE ENFORCEMENT	121,162	125,880	129,015	129,238	131,637	(2,622)	-2.0%
DRIN - DRAINAGE INSPECTION	779,266	659,143	1,049,679	990,950	1,009,477	40,202	3.8%
DRRE - DRAINAGE REVIEW	795,962	903,367	1,545,498	1,101,363	1,486,235	59,263	3.8%
PINS - PERMIT INSPECTIONS	2,122,879	2,900,907	2,788,784	2,616,334	2,285,354	503,430	18.1%
PLCS - PLANNING AND ZONING	715,083	733,053	752,923	804,485	827,405	(74,482)	-9.9%
PREV - PLAN REVIEW	3,058,184	3,284,559	2,806,484	2,818,559	2,777,127	29,357	1.0%
ZONA - ZONING ADJUDICATION	475,763	468,212	462,007	489,368	517,813	(55,806)	-12.1%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 2,904,407	\$ 3,309,991	\$ 3,092,815	\$ 2,425,412	\$ 2,490,280	602,535	19.5%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 1,683,652	\$ 1,263,797	\$ 1,535,722	\$ 1,506,955	\$ 1,797,077	(261,355)	-17.0%
99GV - GENERAL GOVERNMENT	\$ 378,679	\$ 667,544	\$ 667,544	\$ 667,540	\$ 850,748	(183,204)	-27.4%
TOTAL PROGRAMS	\$ 15,460,001	\$ 17,803,060	\$ 18,063,159	\$ 16,428,249	\$ 17,194,035	869,124	4.8%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
44SH - ONE STOP SHOP	170.00	170.00	-	0.0%
CODE - CODE ENFORCEMENT	13.60	13.60	-	0.0%
CPLG - COMPREHENSIVE PLANNING	5.00	5.00	-	0.0%
CSVC - CUSTOMER SERVICES	35.00	35.00	-	0.0%
DREN - DRAINAGE ENFORCEMENT	2.40	2.40	-	0.0%
DRIN - DRAINAGE INSPECTION	13.00	14.00	1.00	7.7%
DRRE - DRAINAGE REVIEW	10.00	11.00	1.00	10.0%
PINS - PERMIT INSPECTIONS	33.00	31.00	(2.00)	-6.1%
PLCS - PLANNING AND ZONING	11.00	11.00	-	0.0%
PREV - PLAN REVIEW	39.00	39.00	-	0.0%
ZONA - ZONING ADJUDICATION	8.00	8.00	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	20.00	18.00	(2.00)	-10.0%
FSAC - FINANCIAL SERVICES	5.00	5.00	-	0.0%
HRAC - HUMAN RESOURCES	4.00	3.00	(1.00)	-25.0%
ODIR - EXECUTIVE MANAGEMENT	11.00	10.00	(1.00)	-9.1%
99IT - INFORMATION TECHNOLOGY PROGRAM	16.00	17.00	1.00	6.3%
BUAS - BUSINESS APPLICATION DEVELOP	10.00	11.00	1.00	10.0%
DACR - DATA CENTER	1.00	1.00	-	0.0%
DESK - DESKTOP SUPPORT	2.00	2.00	-	0.0%
GISA - GIS APPLICATION DEVELOPMENT	3.00	3.00	-	0.0%
TOTAL PROGRAMS	206.00	205.00	(1.00)	-0.5%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Licenses & Permits	\$ 10,504,538	\$ 11,737,752	\$ 11,912,018	\$ 8,995,470	\$ 9,159,476	\$ (2,752,542)	-23.1%
Intergovernmental	-	122,431	122,431	-	-	(122,431)	-100.0%
Charges For Service	5,023,630	5,982,889	6,068,722	5,517,991	7,278,351	1,209,629	19.9%
Fines & Forfeits	20,630	1,096	1,096	17,507	16,122	15,026	1371.0%
Miscellaneous Revenues	\$ 876,783	\$ 432,010	\$ 432,010	\$ 891,519	773,761	341,751	79.1%
Total Revenue	\$ 16,425,582	\$ 18,276,178	\$ 18,536,277	\$ 15,422,487	\$ 17,227,710	\$ (1,308,567)	-7.1%
EXPENDITURES							
Personal Services	\$ 10,228,128	\$ 12,481,401	\$ 12,429,975	\$ 11,440,151	\$ 12,414,426	\$ 15,549	0.1%
Supplies	762,334	297,839	438,490	478,120	248,722	189,768	43.3%
Services	3,700,274	4,048,298	4,046,673	3,387,994	3,517,454	529,219	13.1%
Other Financing Uses	378,679	374,905	374,905	374,905	428,849	(53,944)	-14.4%
Capital Outlay	390,586	600,617	773,116	747,080	584,584	188,532	24.4%
Total Expenditures	\$ 15,460,001	\$ 17,803,060	\$ 18,063,159	\$ 16,428,249	\$ 17,194,035	\$ 869,124	4.8%

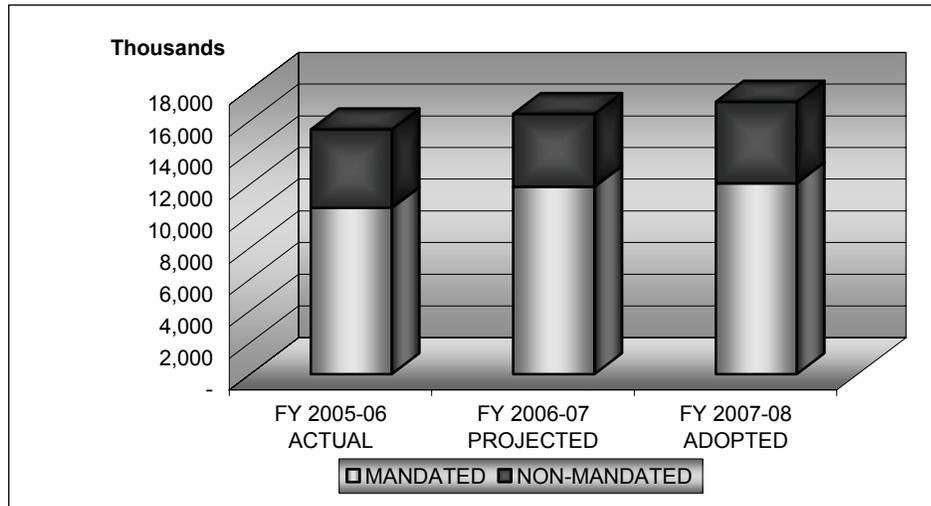
Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
226 PLANNING AND DEVELOPMENT FEES	\$ 16,234,343	\$ 18,078,228	\$ 18,338,327	\$ 15,380,252	\$ 17,188,856	\$ (1,149,471)	-6.3%
235 DEL WEBB SPECIAL FUND	191,239	197,950	197,950	42,235	38,854	(159,096)	-80.4%
TOTAL FUNDS	\$ 16,425,582	\$ 18,276,178	\$ 18,536,277	\$ 15,422,487	\$ 17,227,710	\$ (1,308,567)	-7.1%
EXPENDITURES							
226 PLANNING AND DEVELOPMENT FEES	\$ 15,282,111	\$ 17,608,732	\$ 17,868,831	\$ 16,271,577	\$ 17,061,480	\$ 807,351	4.5%
235 DEL WEBB SPECIAL FUND	177,890	194,328	194,328	156,671	132,555	61,773	31.8%
TOTAL FUNDS	\$ 15,460,001	\$ 17,803,060	\$ 18,063,159	\$ 16,428,249	\$ 17,194,035	\$ 869,124	4.8%

The FY 2007-08 budget for the Planning and Development Fee Fund includes anticipated revenue from a proposed fee increase. This proposed fee increase will generate \$1,739,827 (11%) in additional revenue compared to the FY 2006-07 projected revenue. The department is planning to ask the Board of Supervisors for approval in June 2007, **with the effective date July 1, 2007**. If the Board of Supervisors does not approve the requested fee increase, the Planning and Development budget not be structurally balanced and OMB will adjust the budgeted expenditures accordingly.

The FY 2007-08 budget for the Del Webb Fund is not structurally balanced. The expenditure variance will be supplemented using fund balance on fees previously collected for the services provided during FY 2007-08.

Mandated vs. Non-Mandated Expenditures



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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of violation complaints that are resolved	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of planning elements prepared	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of submittal reviews completed	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of drainage site visit investigations completed	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of drainage inspections completed	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of drainage reviews completed	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of permit inspections completed	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of planning and zoning cases filed	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Plan Reviews distributed	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Board of Adjustment Cases Filed	100.0%	100.0%	100.0%	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 Adjudication

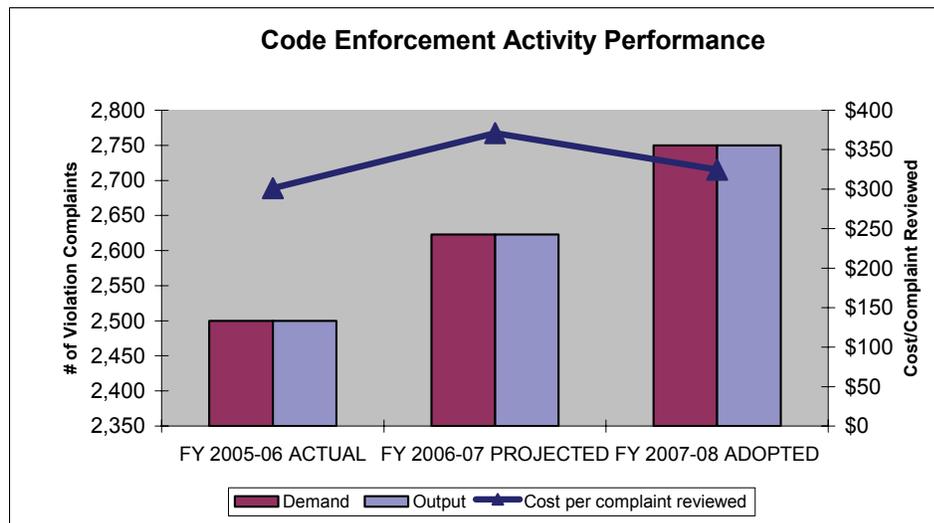
Code Enforcement Activity

The purpose of the Code Enforcement Activity is to provide inspection, enforcement, licensing and permitting services, under the operational guidelines of the Planning and Development Department, to constituents, so they can enjoy their properties and/or operate their businesses in compliance with County codes and ordinances.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	100.0%	100.0%	100.0%	100.0%	0.0%	-100.0%	-100.0%
<i>Percent of cases that complete an initial site investigation within 30 days of receipt of violation complaint.</i>							
Demand	2,500	2,623	2,623	2,623	2,750	127	4.8%
<i>Number of violation complaints anticipated annually.</i>							
Output	2,500	2,623	2,623	2,623	2,750	127	4.8%
<i>Number of complaints resolved.</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 301.39	\$ 482.03	\$ 368.37	\$ 370.99	\$ 324.67	\$ 43.70	11.9%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Planning And Development Fees	\$ 88,477	\$ 36,096	\$ 36,096	\$ 74,661	\$ 400,122	\$ 364,026	1008.5%
Totals	\$ 88,477	\$ 36,096	\$ 36,096	\$ 74,661	\$ 400,122	\$ 364,026	1008.5%
Expenditures by Fund							
Planning And Development Fees	\$ 753,478	\$ 1,264,362	\$ 966,222	\$ 973,094	\$ 892,833	\$ 73,389	7.6%
Totals	\$ 753,478	\$ 1,264,362	\$ 966,222	\$ 973,094	\$ 892,833	\$ 73,389	7.6%
Staffing (FTEs)	-	-	13.60	-	13.60	-	0.0%



The FY 2007-08 budget for the Code Enforcement Activity supports the projected demand of 2,750 violation complaints at an annual cost of \$324.67 per complaint resolved to achieve the result of 100% of demand met.

The FY 2006-07 projected budget assumes a 5% increase in demand with results of 100% as compared to FY 2005-06 actual demand of 2,500. The department has stated that FY 2005-06 data is suspect but follow a growth curve that is analytic to the growth in Maricopa County population during the past years. FY 2006-07 metrics will be used to establish baseline data. The FY 2007-08 budget forecast is based on the 5% increase the department has historically seen in complaints for violation cases due to suburbanization of unincorporated Maricopa County.

FY 2007-08 expenditures will be budgeted to decrease by \$73,389 (7.6%) compared to the FY 2006-07 revised budget. The increase related to volume is \$46,782 (4.8%), offset by a favorable rate variance of \$118,171 (12.2%). The decrease in expenses is primarily due to removal of one-time funding for vehicle and construction equipment.

Revenue is generated by fines collected and the FY 2007-08 revenue is based on fines levied through January 31, 2007. The forecast is supported by the increase in legal services. Projection could be higher if supported by a new relationship with the Department of Finance's collection unit.

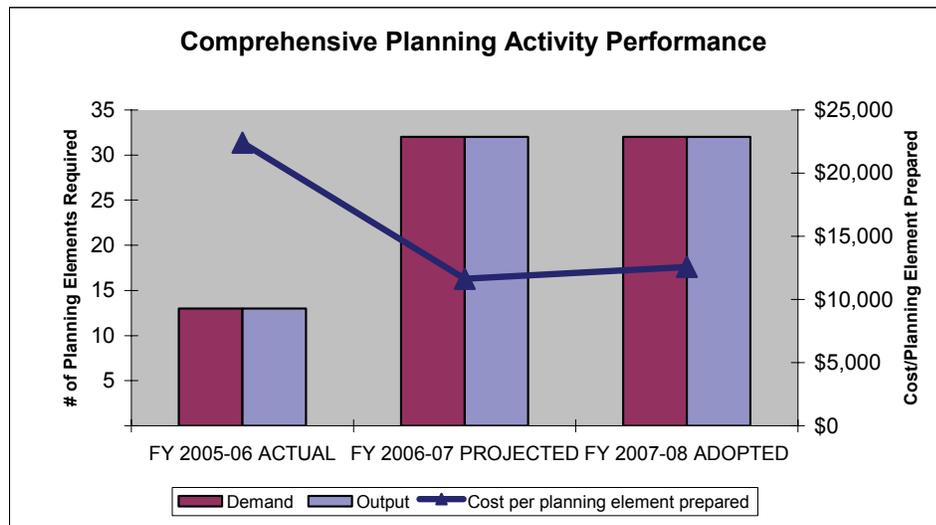
Comprehensive Planning Activity

The purpose of the Comprehensive Planning Enforcement Activity is to provide, develop and maintain planning elements and provide information to various private and public entities of Maricopa County so they make informed decisions concerning growth, development and investment.

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. §11-821 requires the commission to formulate and the board of supervisors to adopt or readopt a comprehensive long-term county plan.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand	13	32	32	32	32	-	0.0%
<i>Number of planning elements required.</i>							
Output	13	32	32	32	32	-	0.0%
<i>Number of planning elements prepared.</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 22,400.52	\$ 11,927.75	\$ 10,172.25	\$ 11,629.25	\$ 12,565.53	\$ (2,393.28)	-23.5%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Planning And Development Fees	\$ 72,650	\$ 10,960	\$ 10,960	\$ 66,290	\$ 401,118	\$ 390,158	3559.8%
Totals	\$ 72,650	\$ 10,960	\$ 10,960	\$ 66,290	\$ 401,118	\$ 390,158	3559.8%
Expenditures by Fund							
Planning And Development Fees	\$ 291,207	\$ 381,688	\$ 325,512	\$ 372,136	\$ 402,097	\$ (76,585)	-23.5%
Totals	\$ 291,207	\$ 381,688	\$ 325,512	\$ 372,136	\$ 402,097	\$ (76,585)	-23.5%
Staffing (FTEs)	-	-	5.00	-	5.00	-	0.0%



The FY 2007-08 budget for the Comprehensive Planning Activity meets projected demand of 32 planning elements required at an average cost of \$12,565.53 per comprehensive plan prepared to achieve the result of 100% of demand met.

The FY 2006-07 budget assumed a 59% increase in demand with results of 100% as compared to FY 2005-06 actual demand of 13 planning elements required. The department has stated that FY 2005-06 data is suspect and the projected FY 2006-07 is based on a straight-line forecast using first quarter actuals and will be used to establish a benchmark. Newly implemented technology (Accela) will be used to monitor, measure and track all permit submissions, review, and work flow. The projection is subject to change due to land speculators agreeing to annexation into a city or the development is delayed or cancelled. The FY 2007-08 budget forecast is based on the leveling off of the real estate market.

FY 2007-08 expenditures are budgeted to be increase by \$76,585 compared to the FY 2006-07 revised budget. The increase is at the request of the department for increased legal services.

Revenue is generated by fees for Comprehensive Plan Amendment, Development Master Plan, and Development Master Plan Amendment. The FY 2007-08 revenue is based on adjustments to current fees in the Planning Division.

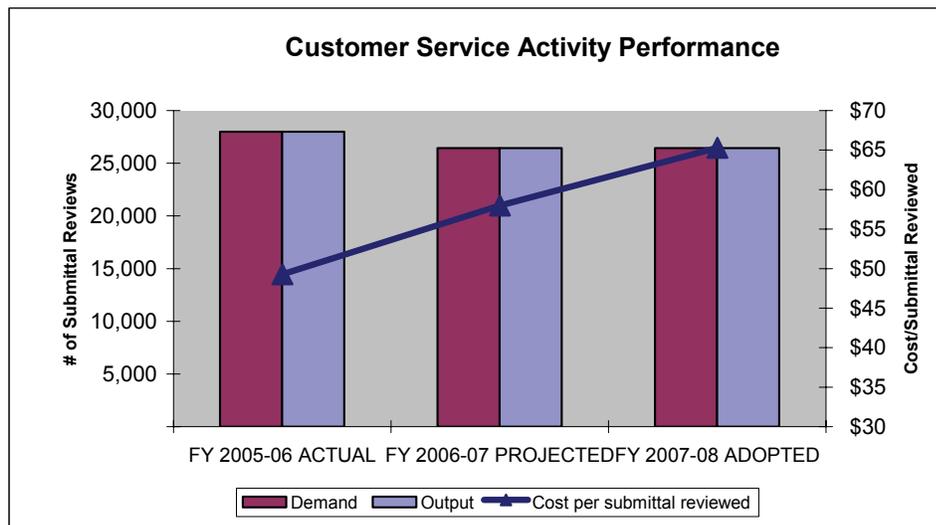
Customer Service Activity

The purpose of the Customer Service Activity is to provide accurate planning and development information to 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	100.0%	100.0%	100.0%	100.0%	0.0%	-100.0%	-100.0%
<i>Percent of submittal reviews completed within 30 minutes.</i>							
Demand	28,000	26,440	26,440	26,440	26,440	-	0.0%
<i>Number of submittal reviews anticipated.</i>							
Output	28,000	26,440	26,440	26,440	26,440	-	0.0%
<i>Number of submittal reviews completed.</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 49.30	\$ 69.61	\$ 73.41	\$ 57.97	\$ 65.28	\$ 8.13	11.1%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Planning And Development Fees	\$ 56,930	\$ 54,800	\$ 54,800	\$ 43,690	\$ 45,000	\$ (9,800)	-17.9%
Totals	\$ 56,930	\$ 54,800	\$ 54,800	\$ 43,690	\$ 45,000	\$ (9,800)	-17.9%
Expenditures by Fund							
Planning And Development Fees	\$ 1,380,279	\$ 1,840,557	\$ 1,940,954	\$ 1,532,813	\$ 1,725,952	\$ 215,002	11.1%
Totals	\$ 1,380,279	\$ 1,840,557	\$ 1,940,954	\$ 1,532,813	\$ 1,725,952	\$ 215,002	11.1%
Staffing (FTEs)	-	-	35.00	-	35.00	-	0.0%



The FY 2007-08 budget for the Customer Service Activity meets projected demand of 26,440 submittal reviews anticipated at an annual cost of \$65.28 per submittal reviewed to achieve the result of 100% of demand met.

The FY 2006-07 budget assumed a 6% decrease in demand with results of 100% as compared to FY 2005-06 actual demand of 28,000 submittals reviewed. The department has stated that FY 2005-06 data is suspect but follows a growth curve that is indicative of the real estate market activity during those years. In FY 2005-06 the department began to see a trend in builders canceling their permit applications for new homes in large subdivisions. The projected FY 2006-07 decreases in demand is based on the determination that the record construction growth in unincorporated Maricopa County would decrease and remain leveled in FY 2007-08. FY 2006-07 will be used to establish baseline data.

FY 2007-08 expenditures will be budgeted to decrease by \$215,002 (11.1%) compared to the FY 2006-07 revised budget. This decrease is primarily attributed to a reduction in other personnel services.

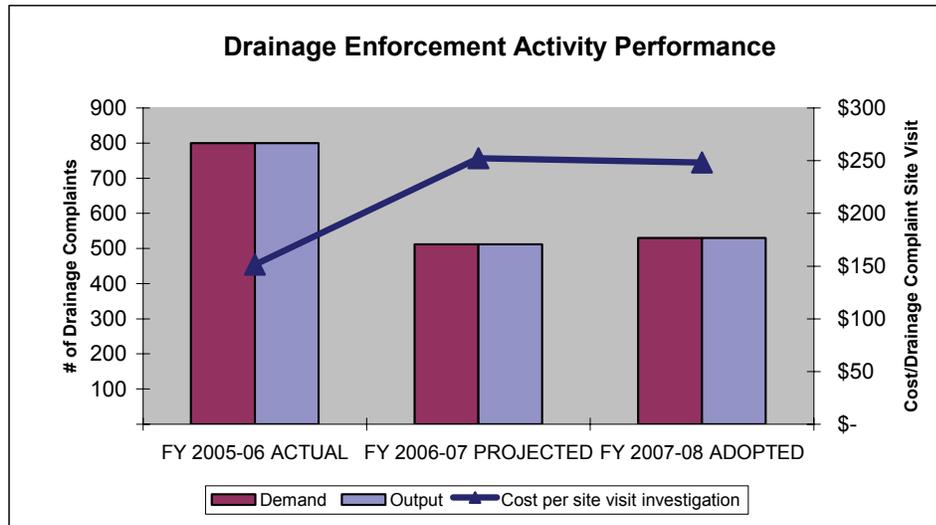
Drainage Enforcement Activity

The purpose of the Drainage Enforcement Activity is to provide enforcement of drainage regulations to residents and property owners so that they can use and develop their property in a manner that reduces and limits the risk of flooding.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	100.0%	100.0%	100.0%	100.0%	0.0%	-100.0%	-100.0%
<i>Percent of drainage cases in which an initial site investigation is conducted within 30 days of receipt of the violation complaint.</i>							
Demand	800	512	512	512	530	18	3.5%
<i>Number of drainage complaints received that warrant an initial site visit investigation.</i>							
Output	800	512	512	512	530	18	3.5%
<i>Number of drainage complaint cases in which an initial site investigation is conducted.</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 151.45	\$ 245.86	\$ 251.98	\$ 252.42	\$ 248.37	\$ 3.61	1.4%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Planning And Development Fees	\$ 18,910	\$ 4,000	\$ 4,000	\$ 23,720	\$ 19,348	\$ 15,348	383.7%
Totals	\$ 18,910	\$ 4,000	\$ 4,000	\$ 23,720	\$ 19,348	\$ 15,348	383.7%
Expenditures by Fund							
Planning And Development Fees	\$ 121,162	\$ 125,880	\$ 129,015	\$ 129,238	\$ 131,637	\$ (2,622)	-2.0%
Totals	\$ 121,162	\$ 125,880	\$ 129,015	\$ 129,238	\$ 131,637	\$ (2,622)	-2.0%
Staffing (FTEs)	-	-	2.40	-	2.40	-	0.0%



The FY 2007-08 budget for the Drainage Enforcement Activity meets projected demand of 530 drainage complaints that warrant a site visit at an annual cost of \$248.37 per site visit conducted to achieve the result of 100% of demand met.

The FY 2006-07 budget assumed a 16% decrease in demand with results of 100% as compared to FY 2005-06 actual demand of 14,000 drainage inspections completed. The department has stated that FY 2005-06 data is suspect as they were not measured separately from regular Plan Inspection Activity. The projected FY 2006-07 demand is based on a straight-line forecast using first quarter actuals and is expected to remain consistent in FY 2007-08 based on the leveling off of the real estate market and the associated inspections required. FY 2006-07 will be used to establish baseline data.

The expenditure budget for Fiscal Year 2007-08 will increase due to higher personnel costs, pay for performance, and fringe benefits increases.

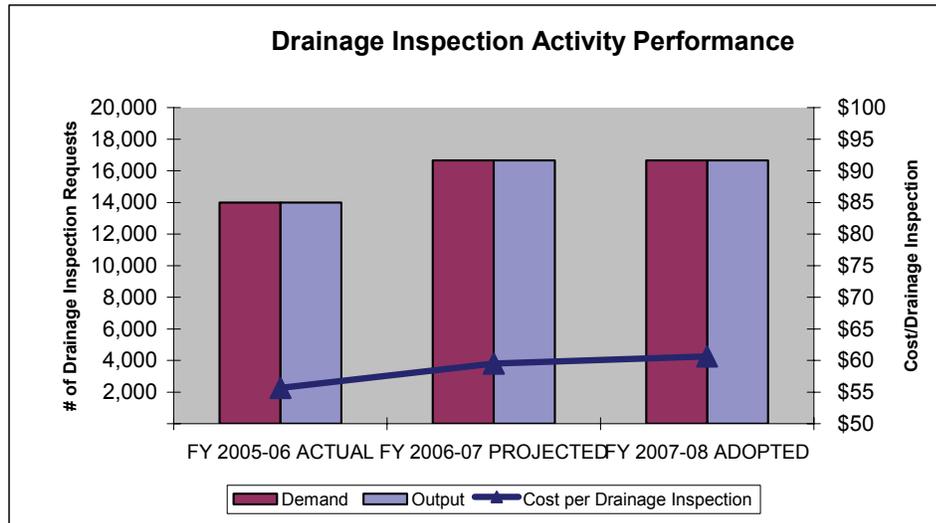
Drainage Inspection Activity

The purpose of the Drainage Inspection Activity is to provide drainage inspections to residents and builders so that they can complete construction in compliance with approved drainage regulations.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	100.0%	100.0%	100.0%	100.0%	0.0%	-100.0%	-100.0%
<i>Percentage of drainage inspections completed within one day of request.</i>							
Demand	14,000	16,652	16,652	16,652	16,652	-	0.0%
<i>Percent of drainage inspections requested.</i>							
Output	14,000	16,652	16,652	16,652	16,652	-	0.0%
<i>Number of drainage inspections completed.</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 55.66	\$ 39.58	\$ 63.04	\$ 59.51	\$ 60.62	\$ 2.41	3.8%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Planning And Development Fees	\$ 6,325	\$ 1,000	\$ 1,000	\$ 5,100	\$ 4,658	\$ 3,658	365.8%
Totals	\$ 6,325	\$ 1,000	\$ 1,000	\$ 5,100	\$ 4,658	\$ 3,658	365.8%
Expenditures by Fund							
Planning And Development Fees	\$ 779,266	\$ 659,143	\$ 1,049,679	\$ 990,950	\$ 1,009,477	\$ 40,202	3.8%
Totals	\$ 779,266	\$ 659,143	\$ 1,049,679	\$ 990,950	\$ 1,009,477	\$ 40,202	3.8%
Staffing (FTEs)	-	-	13.00	-	14.00	1.00	7.7%



The FY 2007-08 budget for the Drainage Inspection Activity meets projected demand of 16,652 drainage inspections requested at an annual cost of \$60.62 per drainage inspection completed to achieve the result of 100% of demand met.

FY 2005-06 numbers is suspect as they were not measured separately from regular Code Enforcement. FY 2006-07 projected demand is based on a straight-line forecast using first quarter actuals and will be used to establish baseline data. Newly implemented technology (Accela) will be used to monitor, measure and track all permit submissions, review, and work flow. FY 2007-08 forecast is based on the 4% to 5% growth in complaints associated with the growth in population of Maricopa County as seen in the previous years.

FY 2007-08 expenditures will be budgeted to decrease by \$40,202 (3.8%) compared to the FY 2006-07 revised budget. Although this activity has an increase in personnel costs, the decrease in expenditures is due to the removal of one-time funding for vehicle and construction equipment.

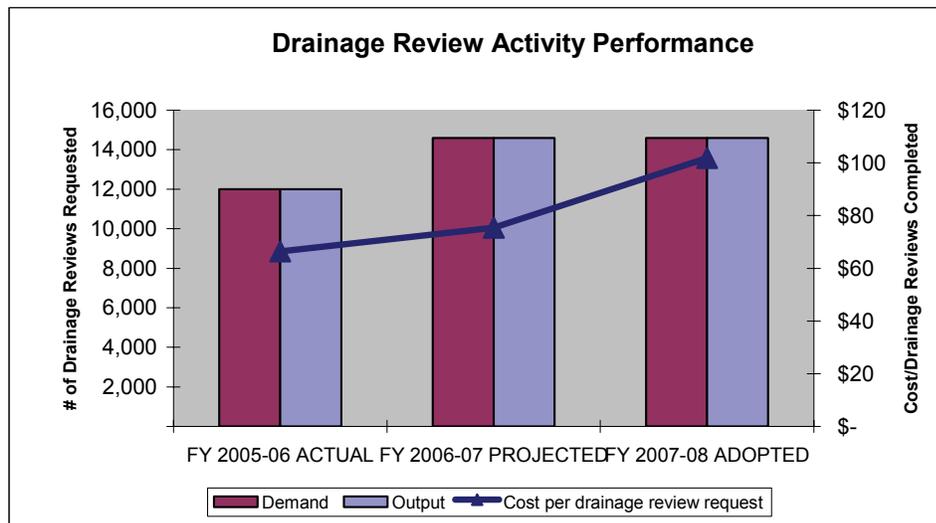
Drainage Review Activity

The purpose of the Drainage Review Activity is to provide plan review comments or approvals to the One-Stop Shop Distribution Center so that they can notify permit applicants of required changes to their plans or to pick up approved permits.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	100.0%	100.0%	100.0%	100.0%	0.0%	-100.0%	-100.0%
<i>Percent of drainage plan reviews completed within One-Stop Shop goals</i>							
Demand <i>Number of drainage reviews requested.</i>	12,000	14,596	14,596	14,596	14,596	-	0.0%
Output <i>Number of drainage reviews completed.</i>	12,000	14,596	14,596	14,596	14,596	-	0.0%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 66.33	\$ 61.89	\$ 105.89	\$ 75.46	\$ 101.82	\$ 4.06	3.8%
Revenues by Fund							
Planning And Development Fees	\$ 627,050	\$ 1,405,948	\$ 1,405,948	\$ 1,428,007	\$ 1,605,114	\$ 199,166	14.2%
Totals	\$ 627,050	\$ 1,405,948	\$ 1,405,948	\$ 1,428,007	\$ 1,605,114	\$ 199,166	14.2%
Expenditures by Fund							
Planning And Development Fees	\$ 795,962	\$ 903,367	\$ 1,545,498	\$ 1,101,363	\$ 1,486,235	\$ 59,263	3.8%
Totals	\$ 795,962	\$ 903,367	\$ 1,545,498	\$ 1,101,363	\$ 1,486,235	\$ 59,263	3.8%
Staffing (FTEs)	-	-	10.00	-	11.00	1.00	10.0%



The FY 2007-08 budget for the Drainage Review Activity meets projected demand of 14,596 drainage reviews requested at an annual cost of \$101.82 per drainage review completed to achieve the result of 100% of demand met.

The FY 2006-07 budget assumed a 22% increase in demand with results of 100% as compared to FY 2005-06 actual demand of 12,000 drainage reviews requested. The department has stated that FY 2005-06 data is suspect as they were not measured separately from regular Plan Review Activity. The projected FY 2006-07 demand is based on a straight-line forecast using first quarter actuals and is expected to remain constant in FY 2007-08 based on the leveling off of the real estate market and the associated inspections required. FY 2006-07 will be used to establish baseline data.

FY 2007-08 expenditures will be budgeted to decrease by \$59,263 (3.8%) compared to the FY 2006-07 revised budget. Although this activity has an increase in personnel costs, the decrease in expenditures is primarily due to reduction in other personnel services.

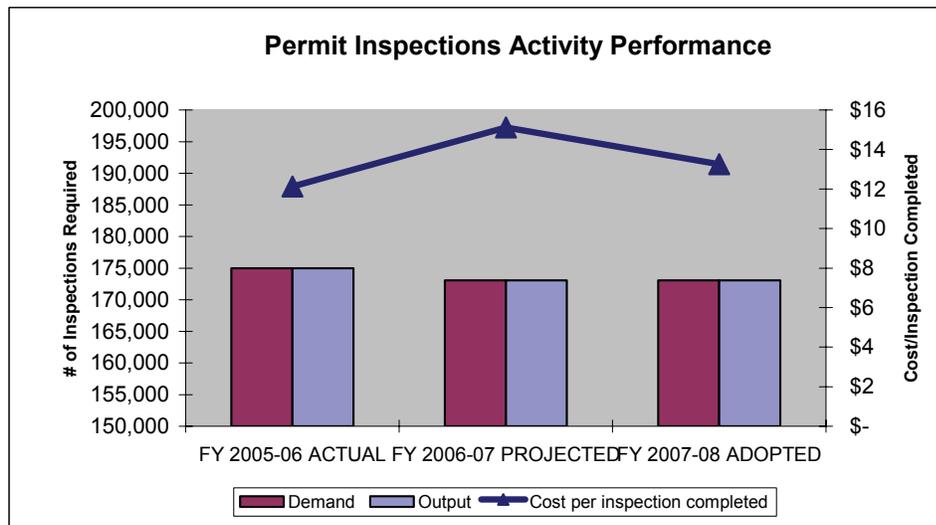
Permit Inspections Activity

The purpose of the Permit Inspections Activity is to provide development inspections for builders so they can complete construction in compliance with approved development.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	100.0%	100.0%	100.0%	100.0%	0.0%	-100.0%	-100.0%
<i>Percent of scheduled inspections completed within 1 day of request</i>							
Demand	175,000	173,068	173,068	173,068	173,068	-	0.0%
<i>Number of inspections required</i>							
Output	175,000	173,068	173,068	173,068	173,068	-	0.0%
<i>Number of inspections completed.</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 12.13	\$ 16.76	\$ 16.11	\$ 15.12	\$ 13.20	\$ 2.91	18.1%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Planning And Development Fees	\$ 10,857,428	\$ 11,894,072	\$ 12,068,338	\$ 9,555,950	\$ 9,311,737	\$ (2,756,601)	-22.8%
Del Webb Special Fund	\$ -	\$ 197,950	\$ 197,950	\$ 42,235	\$ 38,854	\$ (159,096)	-80.4%
Totals	\$ 10,857,428	\$ 12,092,022	\$ 12,266,288	\$ 9,598,185	\$ 9,350,591	\$ (2,915,697)	-23.8%
Expenditures by Fund							
Planning And Development Fees	\$ 2,065,330	\$ 2,834,211	\$ 2,731,136	\$ 2,556,341	\$ 2,225,179	\$ 505,957	18.5%
Del Webb Special Fund	\$ 57,548	\$ 66,696	\$ 57,648	\$ 59,992	\$ 60,175	\$ (2,527)	-4.4%
Totals	\$ 2,122,879	\$ 2,900,907	\$ 2,788,784	\$ 2,616,334	\$ 2,285,354	\$ 503,430	18.1%
Staffing (FTEs)	-	-	33.00	-	31.00	(2.00)	-6.1%



The FY 2007-08 budget for the Permit Inspections Activity meets projected demand of 173,068 permit inspections required at an annual cost of \$13.20 per inspection completed to achieve the result of 100% of demand met.

The FY 2006-07 budget assumed a 1% decrease in demand with results of 100% as compared to FY 2005-06 actual demand of 175,000 permit inspections requested. The department has stated that FY 2005-06 data is suspect but follows a growth curve indicative of the high point in the real estate market cycle during those years. The projected FY 2006-07 demand is based on a straight-line forecast using first quarter actuals and is expected to remain constant in FY 2007-08 based on the leveling off of the real estate market and the associated inspections required.

FY 2007-08 expenditures will be budgeted to decrease by \$503,430 (18.1%) compared to the FY 2006-07 revised budget. This decrease in expenditures is due to a decrease in Other Personnel Services and the removal of one-time funding for vehicle and construction equipment.

Planning and Zoning Activity

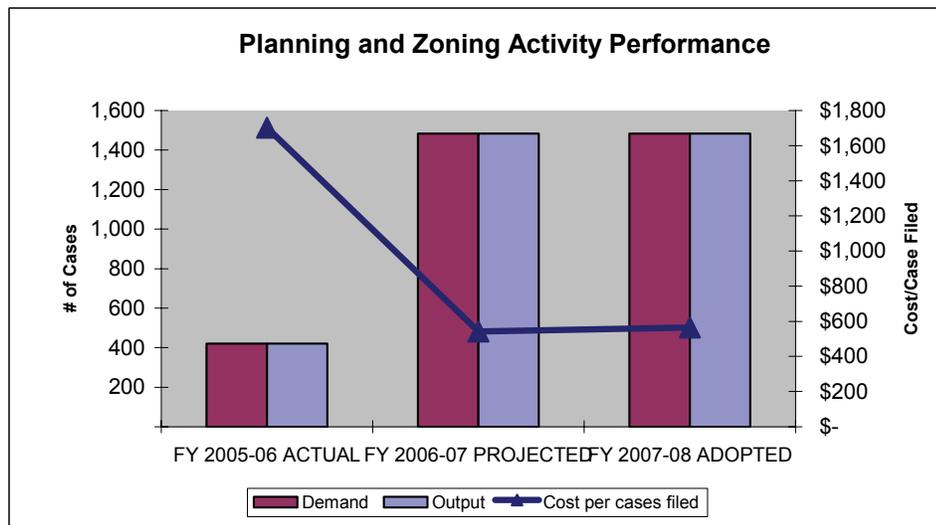
The purpose of the Planning and Zoning Activity is to provide information, support and a recommendation to the Planning Commission so they are enabled to make planning and land use recommendations to the Board of Supervisors.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	100.0%	100.0%	100.0%	100.0%	0.0%	-100.0%	-100.0%
<i>Percent of reports prepared by required date.</i>							
Demand <i>Number of cases anticipated.</i>	420	1,484	1,484	1,484	1,484	-	0.0%
Output <i>Number of cases filed.</i>	420	1,484	1,484	1,484	1,484	-	0.0%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 1,702.58	\$ 493.97	\$ 507.36	\$ 542.11	\$ 557.55	\$ (50.19)	-9.9%
Revenues by Fund							
Planning And Development Fees	\$ 345,673	\$ 400,040	\$ 400,040	\$ 407,235	\$ 736,055	\$ 336,015	84.0%
Totals	\$ 345,673	\$ 400,040	\$ 400,040	\$ 407,235	\$ 736,055	\$ 336,015	84.0%
Expenditures by Fund							
Planning And Development Fees	\$ 715,083	\$ 733,053	\$ 752,923	\$ 804,485	\$ 827,405	\$ (74,482)	-9.9%
Totals	\$ 715,083	\$ 733,053	\$ 752,923	\$ 804,485	\$ 827,405	\$ (74,482)	-9.9%
Staffing (FTEs)	-	-	11.00	-	11.00	-	0.0%



The FY 2007-08 budget for the Planning and Zoning Activity meets projected demand of 1,484 cases anticipated at an annual cost of \$557.55 per case filed and report prepared to achieve the result of 100% of demand met.

The FY 2006-07 budget assumed a 253% increase in demand with results of 100% as compared to FY 2005-06 actual demand of 420 cases filed. The department has stated that FY 2005-06 data is suspect. The FY 2006-07 projections are based on a basic straight-line methodology using first quarter actuals and will be used to establish a baseline. The FY 2007-08 forecast is expected to remain constant based on industry trend.

FY 2007-08 expenditures will be budgeted to increase by \$74,482 (9.9%) from the FY 2006-07 revised budget. This increase in expenditures is primarily due to higher personnel costs in pay for performance and fringe benefits.

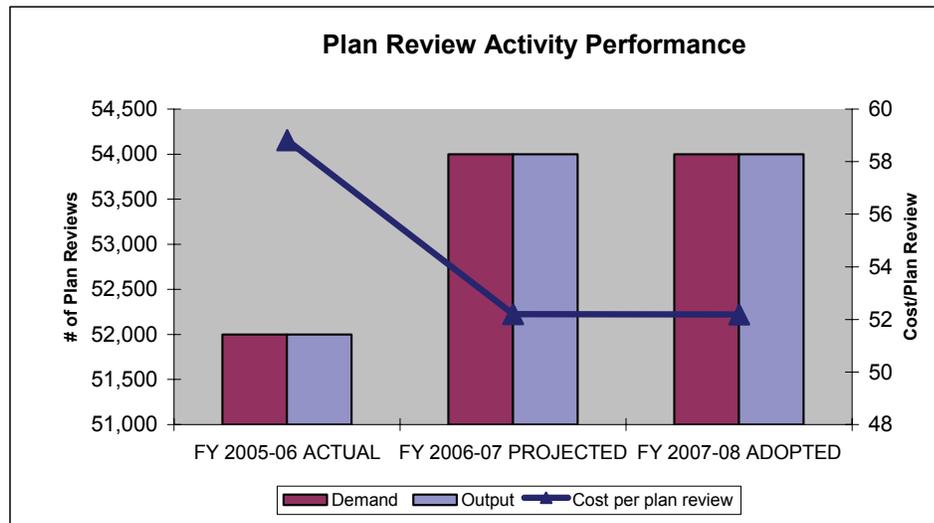
Plan Review Activity

The purpose of the Plan Review Activity is to provide plan review comments or approvals to the Distribution Center so they can notify permit applicants of required changes to their plans or to pick up their approved permits.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	100.0%	100.0%	100.0%	100.0%	0.0%	-100.0%	-100.0%
<i>Percent of plan reviews completed within OSS goals</i>							
Demand	52,000	54,000	54,000	54,000	54,000	-	0.0%
<i>Number of plan reviews anticipated</i>							
Output	52,000	54,000	54,000	54,000	54,000	-	0.0%
<i>Number of plan reviews</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 58.81	\$ 60.83	\$ 51.97	\$ 52.20	\$ 51.43	\$ 0.54	1.0%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Planning And Development Fees	\$ 4,177,385	\$ 4,112,881	\$ 4,198,714	\$ 3,743,398	\$ 4,598,467	\$ 399,753	9.5%
Del Webb Special Fund	172,375	-	-	-	-	-	-
Totals	\$ 4,349,760	\$ 4,112,881	\$ 4,198,714	\$ 3,743,398	\$ 4,598,467	\$ 399,753	9.5%
Expenditures by Fund							
Planning And Development Fees	\$ 2,945,553	\$ 3,163,515	\$ 2,676,392	\$ 2,728,260	\$ 2,711,534	\$ (35,142)	-1.3%
Del Webb Special Fund	112,631	121,044	130,092	90,300	65,593	64,499	49.6%
Totals	\$ 3,058,184	\$ 3,284,559	\$ 2,806,484	\$ 2,818,559	\$ 2,777,127	\$ 29,357	1.0%
Staffing (FTEs)	-	-	39.00	-	39.00	-	0.0%



The FY 2007-08 budget for the Plan Review Activity meets projected demand of 54,000 plan reviews at an annual cost of \$51.43 per plan review completed to achieve the result of 100% of demand met.

The FY 2006-07 budget assumed a 4% increase in demand with results of 100% as compared to FY 2005-06 actual demand of 52,000 plan reviews. The department has stated that FY 2005-06 data is suspect but follows a growth curve indicative of the high point in the real estate market cycle during those years. The projected FY 2006-07 demand is based on a straight-line forecast using first quarter

actuals and will balance out the spikes and leveling of the real estate market. The FY 2007-08 demand is expected to remain constant based on the leveling off of the real estate market.

FY 2007-08 expenditures will be budgeted to decrease by \$29,357 (1%) compared to the FY 2006-07 revised budget. The decrease in expenditures is primarily due to a reduction in education and training and other services.

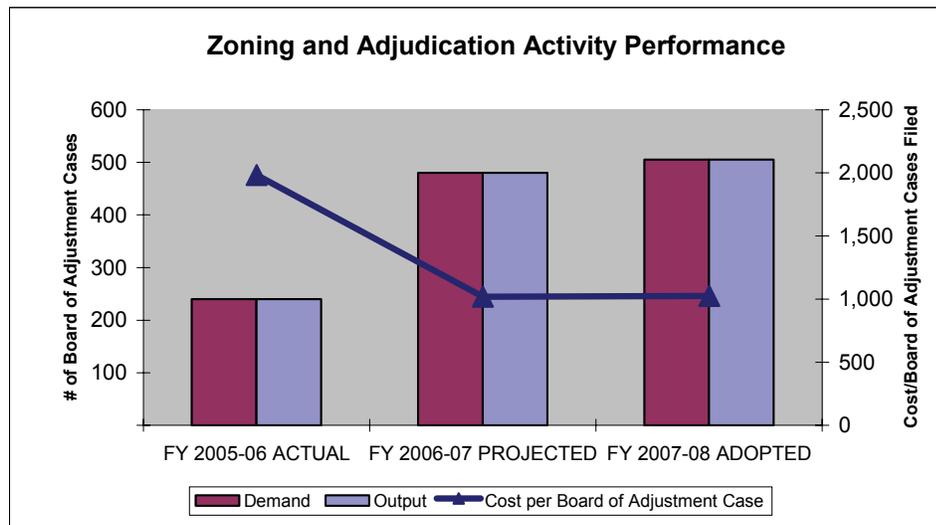
Zoning Adjudication Activity

The purpose of the Zoning Adjudication Activity is to provide information, support and a recommendation to the Board of Adjustment so they are enabled to make appropriate quasi-judicial rulings.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	100.0%	100.0%	100.0%	100.0%	0.0%	-100.0%	-100.0%
<i>Percent of reports prepared by required date.</i>							
Demand	240	480	480	480	505	25	5.2%
<i>Number of BA cases anticipated</i>							
Output	240	480	480	480	505	25	5.2%
<i>Number of BA cases filed.</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 1,982.35	\$ 975.44	\$ 962.51	\$ 1,019.52	\$ 1,025.37	\$ (62.86)	-6.5%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Planning And Development Fees	\$ 36,270	\$ 36,000	\$ 36,000	\$ 32,201	\$ 67,237	\$ 31,237	86.8%
Totals	\$ 36,270	\$ 36,000	\$ 36,000	\$ 32,201	\$ 67,237	\$ 31,237	86.8%
Expenditures by Fund							
Planning And Development Fees	\$ 475,763	\$ 468,212	\$ 462,007	\$ 489,368	\$ 517,813	\$ (55,806)	-12.1%
Totals	\$ 475,763	\$ 468,212	\$ 462,007	\$ 489,368	\$ 517,813	\$ (55,806)	-12.1%
Staffing (FTEs)	-	-	8.00	-	8.00	-	0.0%



The FY 2007-08 budget for the Zoning Adjudication Activity meets projected demand of 505 Board of Adjustment cases anticipated at an annual cost of \$1,025.37 per case filed to achieve the result of 100% of demand met.

The FY 2006-07 budget assumed a 100% increase in demand with results of 100% as compared to FY 2005-06 actual demand of 240 cases. The department has stated that FY 2005-06 data is suspect as they were not measured separately from regular Plan Review Activity. The projected FY 2006-07 demand is based on a straight-line forecast using first quarter actuals. FY 2007-08 forecasted demand is based on the growth in variance requests associated with the growth in zoning variance requests of Maricopa County as seen in the previous years.

FY 2007-08 expenditures will be budgeted to increase by \$55,806 (12.1%) compared to the FY 2006-07 revised budget. The increase related to volume is \$24,063 (5.2%), offset by an unfavorable rate variance of \$31,743 (6.9%). The increase in expenditures is due to higher personnel costs in pay for performance and fringe benefits.

Planning and Development Fee Fund (226) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 17,608,732	\$ 18,078,228
MID-YEAR ADJUSTMENTS:		
Accella/Project Dox Approp Adj	\$ 260,099	\$ -
Accella/Project Dox Approp Adj	-	260,099
Subtotal	\$ 260,099	\$ 260,099
FY 2006-07 REVISED BUDGET:	\$ 17,608,732	\$ 18,078,228
Restatements	45,426	45,426
FY 2006-07 REVISED RESTATED BUDGET:	\$ 17,654,158	\$ 18,123,654
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 145,314	\$ -
Retirement Contributions	48,369	-
FY 2007-08 Pay for Performance	365,607	-
Annualization of Compensation Adjustments	24,187	-
One Time Expenses	(824,028)	-
Central Service Cost Allocation	(29,639)	-
Subtotal	\$ (270,190)	\$ -
FY 2007-08 BUDGET TARGET	\$ 17,383,968	\$ 18,123,654
BASE ADJUSTMENTS:		
Dept submitted under target	\$ (237,361)	\$ (934,798)
Increase Salary and Benefit	63,193	-
Reduce Education & Training Customer Services Activity	(37,250)	-
Reduce Education & Training Drainage Review Activity	(10,000)	-
Reduce Education & Training Permit Inspections Activity	(8,421)	-
Reduce Education & Training Planning and Zoning Activity	(13,704)	-
Reduce Education & Training Plan Review Activity	(22,200)	-
Reduce Education & Training Financial Services Activity	(8,000)	-
Reduce Education & Training Code Enforcement Activity	(2,000)	-
Reduce Education & Training Zoning Adjudication Activity	(2,000)	-
Reduce Other Services Drainage Review Activity	(35,000)	-
Reduce Other Services Plan Review Activity	(35,000)	-
Reduce Administrative Program	(74,583)	-
Adjustment Personnel Allocation In - MCDOT	964	-
Adjustment Business Application Activity	772	-
Risk Management Cost Increase	98,102	-
Subtotal	\$ (322,488)	\$ (934,798)
FY 2007-08 ADOPTED BUDGET:	\$ 17,061,480	\$ 17,188,856

Planning and Development Fee Fund (226) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 16,431,866	\$ 6,626,699	\$ 6,626,699	\$ 17,384,097	\$ 16,492,772
Revenue	\$ 16,234,343	\$ 18,078,228	\$ 18,338,327	\$ 15,380,252	\$ 17,188,856
Expenditures	15,282,111	17,608,732	17,868,831	16,271,577	17,061,480
Net Operating	\$ 952,231	\$ 469,496	\$ 469,496	\$ (891,325)	\$ 127,376
Ending Fund Balance	\$ 17,384,097	\$ 7,096,195	\$ 7,096,195	\$ 16,492,772	\$ 16,620,148

Del Webb Fund (235) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 194,328	\$ 197,950
FY 2006-07 REVISED RESTATED BUDGET:	\$ 194,328	\$ 197,950
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 1,425	\$ -
Retirement Contributions	444	-
FY 2007-08 Pay for Performance	3,641	-
Structural Balance	-	1,445
Central Service Cost Allocation	(443)	-
Subtotal	\$ 5,067	\$ 1,445
FY 2007-08 BUDGET TARGET	\$ 199,395	\$ 199,395
BASE ADJUSTMENTS:		
Budget submitted under target	\$ (64,800)	\$ (64,800)
Adjustment to Permit Inspections Activity	(1,094)	(95,741)
Adjustment to Plan Review Activity	(1,020)	-
Risk Management Cost Increase	74	-
Subtotal	\$ (66,840)	\$ (160,541)
FY 2007-08 ADOPTED BUDGET:	\$ 132,555	\$ 38,854

Del Webb Fund (235) Fund Balance Summary

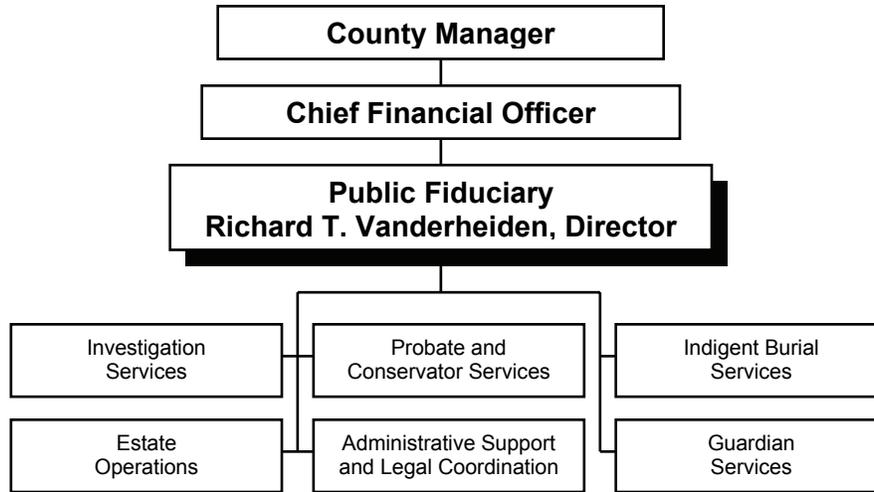
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 646,767	\$ 655,388	\$ 655,388	\$ 660,116	\$ 545,679
Revenue	\$ 191,239	\$ 197,950	\$ 197,950	\$ 42,235	\$ 38,854
Expenditures	177,890	194,328	194,328	156,671	132,555
Net Operating	\$ 13,349	\$ 3,622	\$ 3,622	\$ (114,437)	\$ (93,701)
Ending Fund Balance	\$ 660,116	\$ 659,010	\$ 659,010	\$ 545,679	\$ 451,978

Public Fiduciary

Analysis by Maria Tutelman, Management & Budget Analyst

Summary

Organizational Chart



Mission

The Mission of the Maricopa County Public Fiduciary is to provide guardianship, conservatorship, decedent services and court-ordered investigations for vulnerable persons so that their estates and well-being are protected.

Vision

To be a recognized leader in providing professional, efficient and compassionate fiduciary services.

Strategic Goals

- **Increased Productivity:** By September 1, 2007, Public Fiduciary 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 FY 2004-05 benchmarks.

Status: Department is implementing the integrated case/knowledge management system, and the estimated completion date of Phase I is December 31 of 2007.

- **Successful Delivery of Services:** By November 1, 2007, Public Fiduciary will have a comprehensive written succession plan and recruitment strategy in order to continue the successful delivery of fiduciary services.

Status: Department is currently participating in the County's Succession Planning Management Program to identify candidates for key positions through the program.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO VARIANCE	ADOPTED %
REVENUE							
34BS - BURIAL SERVICES PROGRAM	\$ -	\$ 15,000	\$ 15,000	\$ 7,500	\$ 15,000	\$ -	0.0%
BURY - BURIAL SERVICES	-	15,000	15,000	7,500	15,000	-	0.0%
34FS - FIDUCIARY SERVICES PROGRAM	\$ 771,721	\$ 735,000	\$ 735,000	\$ 774,426	\$ 735,000	\$ -	0.0%
EADM - ESTATE ADMINISTRATION	407,948	442,500	442,500	418,262	442,500	-	0.0%
ESOP - ESTATE OPERATIONS	75,326	60,000	60,000	62,813	60,000	-	0.0%
GARD - GUARDIANSHIP SERVICES	288,448	232,500	232,500	293,350	232,500	-	0.0%
TOTAL PROGRAMS	\$ 771,721	\$ 750,000	\$ 750,000	\$ 781,926	\$ 750,000	\$ -	0.0%
EXPENDITURES							
34BS - BURIAL SERVICES PROGRAM	\$ 310,732	\$ 481,335	\$ 482,005	\$ 322,531	\$ 367,919	\$ 114,086	23.7%
BURY - BURIAL SERVICES	310,732	481,335	482,005	322,531	367,919	114,086	23.7%
34FS - FIDUCIARY SERVICES PROGRAM	\$ 1,708,504	\$ 1,896,394	\$ 1,814,225	\$ 1,791,201	\$ 1,934,675	\$ (120,450)	-6.6%
EADM - ESTATE ADMINISTRATION	576,393	644,195	606,293	632,172	619,911	(13,618)	-2.2%
ESOP - ESTATE OPERATIONS	585,010	617,811	616,526	566,441	658,849	(42,323)	-6.9%
GARD - GUARDIANSHIP SERVICES	547,102	634,388	591,406	592,589	655,915	(64,509)	-10.9%
34IS - INVESTIGATION SERVICES PROGRAM	\$ 176,517	\$ 68,732	\$ 206,320	\$ 118,094	\$ 249,615	\$ (43,295)	-21.0%
FEXP - FINANCIAL EXPLOITATION PREV	55,523	8,629	73,714	36,555	79,310	(5,596)	-7.6%
INTK - INTAKE ACTIVITY	120,994	60,103	132,606	81,538	170,305	(37,699)	-28.4%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 265,528	\$ 208,459	\$ 164,003	\$ 270,805	\$ 178,898	\$ (14,895)	-9.1%
99GV - GENERAL GOVERNMENT	\$ -	\$ 1,980	\$ 1,980	\$ 990	\$ 24,851	\$ (22,871)	-1155.1%
TOTAL PROGRAMS	\$ 2,461,281	\$ 2,656,900	\$ 2,668,533	\$ 2,503,621	\$ 2,755,958	\$ (87,425)	-3.3%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 RECOMM.	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)					
34BS - BURIAL SERVICES PROGRAM	1.19	1.15	1.15	(0.04)	-3.4%
BURY - BURIAL SERVICES	1.19	1.15	1.15	(0.04)	-3.4%
34FS - FIDUCIARY SERVICES PROGRAM	30.51	30.30	30.30	(0.21)	-0.7%
EADM - ESTATE ADMINISTRATION	10.15	9.88	9.88	(0.27)	-2.7%
ESOP - ESTATE OPERATIONS	10.05	10.05	10.05	-	0.0%
GARD - GUARDIANSHIP SERVICES	10.31	10.37	10.37	0.06	0.6%
34IS - INVESTIGATION SERVICES PROGRAM	2.83	3.12	3.12	0.29	10.2%
FEXP - FINANCIAL EXPLOITATION PREV	1.10	1.10	1.10	-	0.0%
INTK - INTAKE ACTIVITY	1.73	2.02	2.02	0.29	16.8%
99AS - ADMINISTRATIVE SERVICES PROG	1.47	1.43	1.43	(0.04)	-2.7%
99GV - GENERAL GOVERNMENT	-	-	-	-	-
TOTAL PROGRAMS	36.00	36.00	36.00	-	0.0%

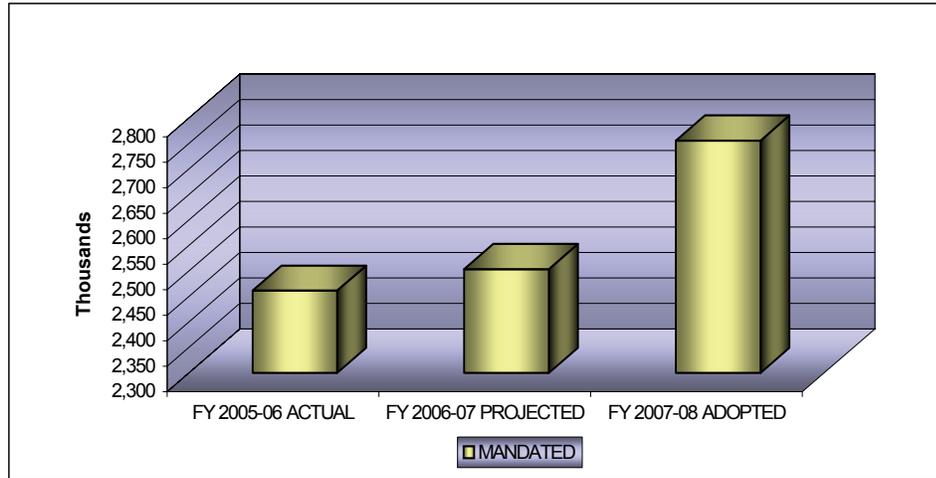
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Charges For Service	\$ 771,721	\$ 750,000	\$ 750,000	\$ 781,926	\$ 750,000	\$ -	0.0%
Total Revenue	\$ 771,721	\$ 750,000	\$ 750,000	\$ 781,926	\$ 750,000	\$ -	0.0%
EXPENDITURES							
Personal Services	\$ 1,997,401	\$ 2,159,647	\$ 2,169,118	\$ 2,168,844	\$ 2,290,628	\$ (121,510)	-5.6%
Supplies	32,234	37,296	39,458	37,129	47,755	(8,297)	-21.0%
Services	414,015	439,068	439,068	275,553	373,602	65,466	14.9%
Capital Outlay	17,631	20,889	20,889	22,095	43,973	(23,084)	-110.5%
Total Expenditures	\$ 2,461,281	\$ 2,656,900	\$ 2,668,533	\$ 2,503,621	\$ 2,755,958	\$ (87,425)	-3.3%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 771,721	\$ 750,000	\$ 750,000	\$ 781,926	\$ 750,000	\$ -	0.0%
TOTAL FUNDS	\$ 771,721	\$ 750,000	\$ 750,000	\$ 781,926	\$ 750,000	\$ -	0.0%
EXPENDITURES							
100 GENERAL	\$ 2,461,281	\$ 2,656,900	\$ 2,668,533	\$ 2,503,621	\$ 2,755,958	\$ (87,425)	-3.3%
TOTAL FUNDS	\$ 2,461,281	\$ 2,656,900	\$ 2,668,533	\$ 2,503,621	\$ 2,755,958	\$ (87,425)	-3.3%

Mandated vs. Non-Mandated Expenditures



For further information on mandates, refer to the [Programs and Activities](#) section.

Programs and Activities

Indigent Burial 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

	FY 2005-06	FY 2006-07		FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted) %
Percent of determinations made within five days	96%	96%	96%	96%	96%	0% 0%

Activities that comprise this program include:

- Indigent Burial Services

Indigent Burial Services Activity

The purpose of the Indigent 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 health's protected.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	96.0%	96.0%	96.0%	96.0%	0.0%	0
<i>Percentage of determinations made within five business days.</i>							
Demand	NA	1,040	1,040	1,040	957	(83)	-8.0%
<i>Number of referrals for indigent burial services.</i>							
Output	NA	1,040	1,040	1,040	957	(83)	-8.0%
<i>Number of eligibility assessments completed.</i>							
<i>Percent of Demand met</i>	NA	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	\$ 462.82	\$ 463.47	\$ 310.13	\$ 384.45	\$ 79.02	17.0%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	NA	\$ 15,000	\$ 15,000	\$ 7,500	\$ 15,000	\$ -	0.0%
Totals	NA	\$ 15,000	\$ 15,000	\$ 7,500	\$ 15,000	\$ -	0.0%
Expenditures by Fund							
General	\$ 310,732	\$ 481,335	\$ 482,005	\$ 322,531	\$ 367,919	\$ 114,086	23.7%
Totals	\$ 310,732	\$ 481,335	\$ 482,005	\$ 322,531	\$ 367,919	\$ 114,086	23.7%
Staffing (FTEs)	NA	NA	1.19	NA	1.15	(0.04)	-3.4%

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget due to improved front-end screening prior to eligibility assessment and determination of indigence for burial or cremation services. Total budgeted expenditures are decreased by \$114,086 (23.7%) from the FY 2006-07, reflecting decreased volume of output, and a lower rate of expenditure per unit of output.

Base Adjustments: Right-sized supplies and services based on lower burial costs and decreased demand.

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

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Percent of Estate Administration inventories filed with the Court on time.	90%	92%	92%	92%	92%	0.0%	0.0%
Percent of Court accountings filed with the Court on time.	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of annual Guardian reports filed with the Court on time.	97%	96%	96%	96%	96%	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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	92.0%	92.0%	NA	92.0%	0.0%	0
<i>Percentage of Estate Administration inventories filed with the Court on time.</i>							
Demand	NA	450	450	450	473	23	5.1%
<i>Number of clients in need of estate administration inventory services.</i>							
Output	NA	450	450	450	473	23	5.1%
<i>Number of estates administered.</i>							
<i>Percent of Demand met</i>	NA	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	\$ 1,431.54	\$ 1,347.32	\$ 1,404.83	\$ 1,310.59	\$ 36.72	2.7%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ 407,948	\$ 442,500	\$ 442,500	\$ 418,262	\$ 442,500	\$ -	0.0%
Totals	\$ 407,948	\$ 442,500	\$ 442,500	\$ 418,262	\$ 442,500	\$ -	0.0%
Expenditures by Fund							
General	\$ 576,393	\$ 644,195	\$ 606,293	\$ 632,172	\$ 619,911	\$ (13,618)	-2.2%
Totals	\$ 576,393	\$ 644,195	\$ 606,293	\$ 632,172	\$ 619,911	\$ (13,618)	-2.2%
Staffing (FTEs)	NA	NA	10.15	NA	9.88	(0.27)	-2.7%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget due to increased Probate Court active cases requiring review, forecasted at 33,500. Total budgeted expenditures are increased by \$13,618 (2.2%) from the FY 2006-07, reflecting increased volume of output offset by a lower rate of expenditure per unit of output.

Base Adjustments: Increased expenditure budget in supplies, services, and capital. The department will implement a new integrated case management and financial system.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	100.0%	100.0%	100.0%	100.0%	0.0%	0
<i>Percentage of Court accountings filed with the Court on time.</i>							
Demand	NA	295	295	295	310	15	5.1%
<i>Number of clients in need of financial and accounting services.</i>							
Output	NA	295	295	295	310	15	5.1%
<i>Number of clients provided financial and accounting services.</i>							
<i>Percent of Demand met</i>	NA	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	\$ 2,094.27	\$ 2,089.92	\$ 1,920.14	\$ 2,125.32	\$ (35.40)	-1.7%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ 75,326	\$ 60,000	\$ 60,000	\$ 62,813	\$ 60,000	\$ -	0.0%
Totals	\$ 75,326	\$ 60,000	\$ 60,000	\$ 62,813	\$ 60,000	\$ -	0.0%
Expenditures by Fund							
General	\$ 585,010	\$ 617,811	\$ 616,526	\$ 566,441	\$ 658,849	\$ (42,323)	-6.9%
Totals	\$ 585,010	\$ 617,811	\$ 616,526	\$ 566,441	\$ 658,849	\$ (42,323)	-6.9%
Staffing (FTEs)	NA	NA	10.05	NA	10.05	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget due to increased Probate Court active cases requiring review, forecasted at 33,500. Total budgeted expenditures are increased by \$42,323 (6.9%) from the FY 2006-07, reflecting increased volume of output, and a higher rate of expenditure per unit of output.

Base Adjustments: Increased expenditure budget in supplies, services, and capital. The department will implement a new integrated case management and financial system.

Guardianship Activity

The purpose of the Guardianship Activity is to provide coordination, oversight and monitoring services for our clients' medical and personal needs so they receive appropriate medical attention and their general well being is ensured.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
<u>Results</u> <i>Percentage of annual Guardian reports filed with the Court on time.</i>	NA	96.0%	96.0%	96.0%	96.0%	0.0%	0
<u>Demand</u> <i>Number of clients in need of annual Guardianship services.</i>	NA	620	620	620	651	31	5.0%
<u>Output</u> <i>Number of Guardianship estates administered.</i>	NA	620	620	620	651	31	5.0%
<i>Percent of Demand met</i>	NA	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u> <i>Expenditures per unit of Output</i>	NA	\$ 1,023.21	\$ 953.88	\$ 955.79	\$ 1,007.55	\$ (53.67)	-5.6%
<u>Revenues by Fund</u>							
General	\$ 288,448	\$ 232,500	\$ 232,500	\$ 293,350	\$ 232,500	\$ -	0.0%
Totals	\$ 288,448	\$ 232,500	\$ 232,500	\$ 293,350	\$ 232,500	\$ -	0.0%
<u>Expenditures by Fund</u>							
General	\$ 547,102	\$ 634,388	\$ 591,406	\$ 592,589	\$ 655,915	\$ (64,509)	-10.9%
Totals	\$ 547,102	\$ 634,388	\$ 591,406	\$ 592,589	\$ 655,915	\$ (64,509)	-10.9%
Staffing (FTEs)	NA	NA	10.31	NA	10.37	0.06	0.6%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget due to increased Mental Health case filings forecasted at 1,500 and Probate Court active cases requiring review forecasted at 33,500. Total budgeted expenditures are increased by \$64,509 (10.9%) from the FY 2006-07, reflecting increased volume of output, and a higher rate of expenditure per unit of output.

Base Adjustments: Increased expenditure budget in supplies, services, and capital. The department will implement a new integrated case management and financial system.

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

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Percent of financial exploitation investigations completed within 180 days.	68%	75%	75%	75%	75%	0.0%	0.0%
Percent of timeliness in filing mental health mandated reports and Court ordered reports.	85%	96%	96%	96%	96%	0.0%	0.0%

Activities that comprise this program include:

- Financial Exploitation Prevention
- Public Fiduciary & Legal Coordination

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 the remaining assets so that the court and law enforcement agencies may proceed with protective proceedings.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adoption) %	
Results	NA	75.0%	75.0%	75.0%	75.0%	0.0%	0
<i>Percentage of financial exploitation investigations completed within 180 days.</i>							
Demand	NA	35	35	35	40	5	14.3%
<i>Number of referrals requiring financial exploitation investigations.</i>							
Output	NA	90	90	90	102	12	13.3%
<i>Number of financial exploitation investigations completed.</i>							
<i>Percent of Demand met</i>	NA	257.1%	257.1%	257.1%	255.0%	-2.1%	-0.8%
Efficiency	NA	\$ 95.88	\$ 819.04	\$ 406.17	\$ 777.55	\$ 41.50	5.1%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	\$ 55,523	\$ 8,629	\$ 73,714	\$ 36,555	\$ 79,310	\$ (5,596)	-7.6%
Totals	\$ 55,523	\$ 8,629	\$ 73,714	\$ 36,555	\$ 79,310	\$ (5,596)	-7.6%
Staffing (FTEs)	NA	NA	1.10	NA	1.10	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget due to increased Probate Court active cases requiring review, forecasted at 33,500. Total budgeted expenditures are increased by \$5,596 (7.6%) from the FY 2006-07, reflecting increased volume of output offset by a lower rate of expenditure per unit of output.

Base Adjustments: Increased expenditure budget in supplies, services, and capital. The department will implement a new integrated case management and financial system.

Public Fiduciary Intake & Legal Coordination Activity

The purpose of the Public Fiduciary Intake & Legal Coordination 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
<u>Results</u> <i>Percentage of court-ordered investigations completed on time.</i>	NA	96.0%	96.0%	96.0%	96.0%	0.0%	0
<u>Demand</u> <i>Number of intake investigations requested.</i>	NA	300	300	300	373	73	24.3%
<u>Output</u> <i>Number of court ordered investigations completed.</i>	NA	80	80	80	100	20	25.0%
<i>Percent of Demand met</i>	NA	26.7%	26.7%	26.7%	26.8%	0.1%	0.5%
<u>Efficiency</u> <i>Expenditures per unit of Output</i>	NA	\$ 751.29	\$ 1,657.58	\$ 1,019.23	\$ 1,703.05	\$ (45.47)	-2.7%
<u>Expenditures by Fund</u>							
General	\$ 120,994	\$ 60,103	\$ 132,606	\$ 81,538	\$ 170,305	\$ (37,699)	-28.4%
Totals	\$ 120,994	\$ 60,103	\$ 132,606	\$ 81,538	\$ 170,305	\$ (37,699)	-28.4%
<u>Staffing (FTEs)</u>	NA	NA	1.73	NA	2.02	0.29	16.8%

FY 2007-08 budgeted expenditures meet 26.8% of projected demand, which is higher than the FY 2006-07 revised budget due to increased Mental Health case filings, forecasted at 1,500. Total budgeted expenditures are increased by \$37,699 (28.4%) from the FY 2006-07, reflecting increased volume of output, and a higher rate of expenditure per unit of output.

Base Adjustments: Increased expenditure budget in supplies, services, and capital. The department will implement a new integrated case management and financial system.

General Fund (100) Appropriated Budget Reconciliation

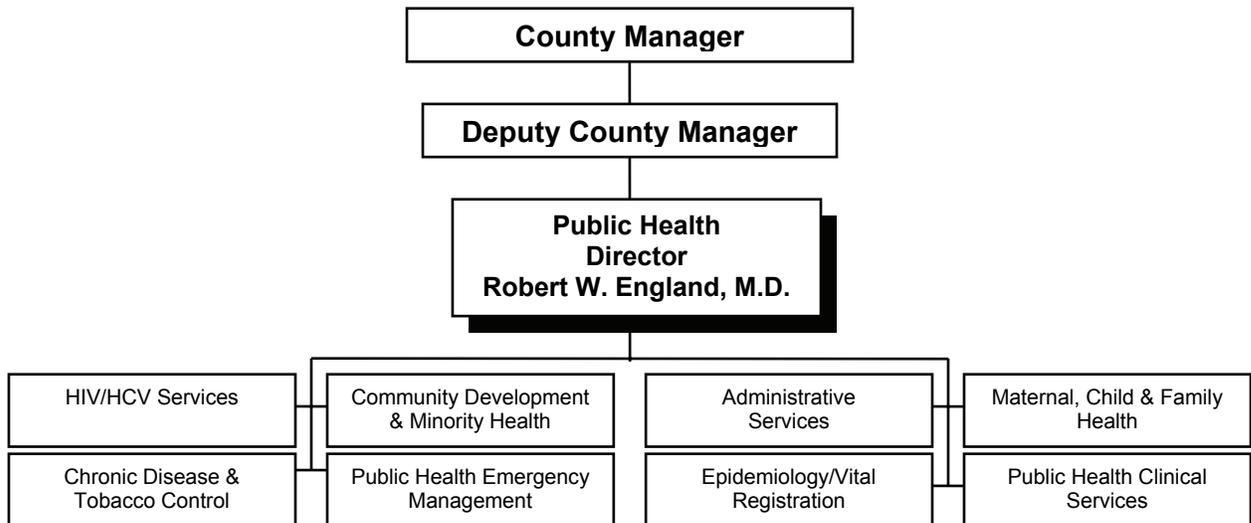
	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 2,256,900	\$ 750,000
MID-YEAR ADJUSTMENTS:		
Executive Compensation Increase (12 months)	\$ 8,767	\$ -
Administrative Market Adjustment	2,866	-
Subtotal	\$ 11,633	\$ -
FY 2006-07 REVISED BUDGET:	\$ 2,268,533	\$ 750,000
Restatements	400,000	-
FY 2006-07 REVISED RESTATED BUDGET:	\$ 2,668,533	\$ 750,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 23,583	\$ -
Retirement Contributions	8,543	-
FY 2007-08 Pay for Performance	63,240	-
Annualization of Compensation Adjustments	1,432	-
Subtotal	\$ 96,798	\$ -
FY 2007-08 BUDGET TARGET	\$ 2,765,331	\$ 750,000
BASE ADJUSTMENTS:		
Right-size Burial Services Activity	\$ (130,379)	\$ -
Case Management & Financial System, Burial Services Program	15,567	-
Case Management & Financial System, Fudiciary Services Program	61,400	-
Case Management & Financial System, Investigation Services Program	9,513	-
Right-size Internal Service Charge Activity for Worker's Compensation	22,378	-
Right-size Executive Management Activity - Parking Leases	12,148	-
Subtotal	\$ (9,373)	\$ -
FY 2007-08 TENTATIVE BUDGET:	\$ 2,755,958	\$ 750,000
BASE ADJUSTMENT:		
Change to Worker's Compensation & Unemployment Charges	\$ 6,190	\$ -
Subtotal	\$ 6,190	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 2,762,148	\$ 750,000

Public Health

Analysis by Hannah Lee, Management & Budget Analyst

Summary

Organizational Chart



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 2008, increase by 20% the number of strategic public/private partnerships that target effective strategies to improve the public health outcome of residents of Maricopa County.**

Status: A committee will be formed to address this goal.

- **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 formed a committee which: established the protocol for assessment of diseases; selected groups of diseases to be assessed; developed a work plan to include an epidemiology contract position with grant funds to carry out the assessment. A survey will be done to ascertain the current status of training of health care providers.

- **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: This will be completed as part of the Community Health Services Division's strategic planning efforts by July 1, 2007.

- **By June 2010, ensure that the County is prepared to respond to a public health emergency.**

Status:

- 80 - 90% of the Department's employees are trained in Incident Command System (ICS) courses 100 and 700, which are the core Federal Emergency Management Agency courses for designated emergency workers.
- Public Health Emergency Management (PHEM) staff are in the process of being certified in 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 training is in development.
- 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.
- PHEM recently staffed its Training/Exercise Supervisor position, so emergency response exercise strategies are now being developed comprehensively. PHEM's first ever large-scale mass dispensing exercise is taking place on May 19, 2007.

- **By June 2008, increase the effectiveness of the Department's internal administrative functions as defined by service-specific standards.**

Status: The Department centralized administrative services and consulted Materials Management ensuring County standards are followed in all programs. Medical Records and other areas will be addressed in FY 2007-08. The Department worked with the Office of Enterprise Technology to develop a three year plan to ensure up-to-date equipment and improved usage of information technology. This includes security procedures, software usage communication lines and server replacements. The Department is meeting with municipalities and other agencies in order to share facilities in a partnering situation.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO VARIANCE	ADOPTED	%
REVENUE								
86CM - HIV/HCV SERVICES	\$ 622,659	\$ 1,005,484	\$ 1,005,484	\$ 712,370	\$ 960,790	\$ (44,694)		-4.4%
HICP - HIV PREV COMM PLANNING GROUP	62,144	65,454	65,454	78,713	65,454	-		0.0%
HICT - HIV COUNSELING & TESTING	254,449	591,969	591,969	305,206	278,090	(313,879)		-53.0%
HIRC - HIV PARTNER COUNSEL & REFERRAL	-	-	-	-	244,090	244,090		
HISV - HIV SURVEILLANCE	173,159	128,568	128,568	95,280	197,893	69,325		53.9%
HIVP - HIV/HCV PREVENTION EDUCATION	132,907	219,493	219,493	233,171	175,263	(44,230)		-20.2%
86CP - CANCER PREVENTION & TREATMENT	\$ 503,122	\$ 530,787	\$ 530,787	\$ 523,981	\$ 547,060	\$ 16,273		3.1%
WWHC - WELL WOMAN HEALTHCHECK	503,122	530,787	530,787	523,981	547,060	16,273		3.1%
86CS - CLINIC SUPPORT SVCS PROGRAM	\$ 6,322,077	\$ 7,301,301	\$ 6,762,760	\$ 3,677,768	\$ 20,000	\$ (6,742,760)		-99.7%
PHPM - PUBLIC HEALTH PHARMACY	6,322,077	7,301,301	6,762,760	3,677,768	20,000	(6,742,760)		-99.7%
86EG - EPI & GEN DISEASE SURVEILLANCE	\$ 28,019	\$ -	\$ -	\$ -	\$ -	\$ -		
EPIR - EPI REPORTING	28,019	-	-	-	-	-		
86EM - PH EMERGENCY MANAGEMENT	\$ 2,423,772	\$ 2,571,785	\$ 2,571,785	\$ 2,586,156	\$ 2,958,054	\$ 386,269		15.0%
EMRP - EMERGENCY RESPONSE PLANNING	-	-	-	-	1,479,027	1,479,027		
EMRT - EMERGENCY RESPONSE TRAINING	2,423,772	2,571,785	2,571,785	2,586,156	1,479,027	(1,092,758)		-42.5%
86FH - FAMILY HEALTH	\$ 735,412	\$ 746,543	\$ 746,543	\$ 579,435	\$ 457,954	\$ (288,589)		-38.7%
FHPT - FAMILY HEALTH PARTNERSHIPS	(5,244)	19,195	99,750	18,874	128,498	28,748		28.8%
PRCN - PREGNANCY CONNECTION	740,656	727,348	646,793	560,561	329,456	(317,337)		-49.1%
86FP - FAMILY PLANNING	\$ 506,923	\$ 531,674	\$ 303,621	\$ 499,518	\$ 65,000	\$ (238,621)		-78.6%
FMPL - FAMILY PLANNING	506,923	531,674	303,621	499,518	65,000	(238,621)		-78.6%
86HI - HEALTHCARE FOR HOMELESS	\$ 2,450,265	\$ 2,103,818	\$ 2,103,818	\$ 2,059,458	\$ 2,146,854	\$ 43,036		2.0%
HCHL - HEALTHCARE FOR THE HOMELESS	2,450,265	2,103,818	2,103,818	2,059,458	2,146,854	43,036		2.0%
86HL - PROMOTING HEALTHY LIFESTYLES	\$ 7,091,894	\$ 8,283,583	\$ 8,432,009	\$ 6,603,403	\$ 8,304,526	\$ (127,483)		-1.5%
PLAY - PROMTING LIFETIME ACT FOR YOUTH	125,283	121,818	148,757	94,148	145,455	(3,302)		-2.2%
SCNT - SCHOOL-BASED NUTRITION EDU	154,292	385,572	385,572	204,202	350,333	(35,239)		-9.1%
WICC - WOMEN INFANTS & CHILDREN	6,146,292	7,395,645	7,458,563	5,915,856	7,444,180	(14,383)		-0.2%
WHTT - WOMEN TOGETHER FOR HEALTH	666,027	380,548	439,117	389,197	364,558	(74,559)		-17.0%
86HS - HEALTH START PROGRAM	\$ -	\$ -	\$ -	\$ -	\$ 363,637	\$ 363,637		
CMGT - CASE MANAGEMENT	-	-	-	-	181,819	181,819		
HEED - HEALTH EDUCATION	-	-	-	-	90,909	90,909		
SCRf - SCREENING AND REFERRALS	-	-	-	-	90,909	90,909		
86ID - INFECTIOUS DISEASE CONTROL	\$ 515,276	\$ 620,597	\$ 620,597	\$ 445,123	\$ 571,157	\$ (49,440)		-8.0%
CONT - CON-TENTS	20,472	22,500	22,500	23,743	-	(22,500)		-100.0%
HANS - HANSENS DISEASE	29,288	30,000	30,000	21,482	29,636	(364)		-1.2%
HERF - HEALTH EXAM & TREATMNT FOR REF	465,515	568,097	568,097	399,898	541,521	(26,576)		-4.7%
86IS - IMMUNIZATION SERVICES	\$ 7,821,648	\$ 5,401,763	\$ 5,401,763	\$ 3,428,179	\$ 8,040,442	\$ 2,638,679		48.8%
ADIM - ADULT IMMUNIZATIONS	362,934	401,042	401,042	364,443	433,860	32,818		8.2%
CHIM - CHILDHOOD IMMUNIZATIONS	7,458,713	5,000,721	5,000,721	3,063,736	7,606,582	2,605,861		52.1%
86OH - ORAL HEALTH	\$ 382,620	\$ 336,364	\$ 336,364	\$ 230,989	\$ 352,272	\$ 15,908		4.7%
DTSL - DENTAL SEALANTS	352,967	302,364	302,364	213,991	315,436	13,072		4.3%
DTSV - DENTAL SURVEILLANCE	29,653	34,000	34,000	16,998	36,836	2,836		8.3%

Revenue and Expenditures by Program and Activity (Continued)

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE (contd.)							
86RW - RYAN WHITE TITLE I SERV	\$ (26,457)	\$ 269,236	\$ 269,236	\$ 124,935	\$ 247,453	\$ (21,783)	-8.1%
DTIS - DENTAL INSURANCE	(4,937)	50,454	50,454	23,441	51,147	693	1.4%
RWPC - RYAN WHITE PLAN COUNCIL SUP	(21,520)	218,782	218,782	101,494	196,306	(22,476)	-10.3%
86SF - CHILD SAFETY	\$ 383,816	\$ 418,247	\$ 592,165	\$ 351,164	\$ 870,015	\$ 277,850	46.9%
CCSS - CHIL CARSEAT SAFETY ED & DISTR	-	-	-	698	-	-	-
LHZR - LEAD HAZARD REDUCTION	46,122	39,981	70,592	36,327	75,296	4,704	6.7%
NEWB - NEWBORN INTENSIVE CARE	310,707	335,776	479,083	272,169	718,882	239,799	50.1%
PAND - PREV ABUSE & NEGLCT THRU DENTL	-	-	-	-	29,636	29,636	-
PRSP - PARENT SUPPORT ACTIVITY	26,987	42,490	42,490	41,970	46,201	3,711	8.7%
86ST - STD CONTROL PROGRAM	\$ 699,943	\$ 791,891	\$ 791,891	\$ 660,637	\$ 687,031	\$ (104,860)	-13.2%
STEX - STD EXAMINATIONS	-	-	-	-	309,294	309,294	-
STIN - STD CASE INVESTIGATION	-	-	-	-	145,072	145,072	-
STSV - STD SURVEILLANCE	-	-	-	-	232,665	232,665	-
STTR - STD TREATMENT	699,943	791,891	791,891	660,637	-	(791,891)	-100.0%
86TB - TB CONTROL	\$ 762,979	\$ 878,563	\$ 878,563	\$ 729,406	\$ 876,624	\$ (1,939)	-0.2%
TBIN - TB INVESTIGATIONS	-	-	-	-	241,062	241,062	-
TBTE - TB TESTING	-	-	-	-	161,404	161,404	-
TBTR - TB TREATMENT	762,979	878,563	878,563	729,406	474,158	(404,405)	-46.0%
86TP - TOBACCO USE PREVENTION	\$ 3,130,076	\$ 3,342,556	\$ 3,742,136	\$ 3,342,814	\$ 3,734,580	\$ (7,556)	-0.2%
TUCE - TOBACCO USE CESSATION	-	-	-	-	981,513	981,513	-
TUPO - TOBACCO USE PREVENTN OUTREACH	-	-	-	-	378,518	378,518	-
TUPV - TOBACCO USE PREVENTION	3,135,481	3,304,217	3,703,797	3,325,285	1,808,789	(1,895,008)	-51.2%
TUTR - TOBACCO USE PREV TRAINING	(5,405)	38,339	38,339	17,529	38,262	(77)	-0.2%
TUWW - WORKSITE WELLNESS CONSULTING	-	-	-	-	527,498	527,498	-
86VR - VITAL REGISTRATION	\$ 2,487,970	\$ 2,680,382	\$ 2,680,382	\$ 2,550,023	\$ 2,835,554	\$ 155,172	5.8%
BDCT - BIRTH AND DEATH CERTIFICATES	2,303,764	2,496,870	2,496,870	2,450,742	2,664,827	167,957	6.7%
BDRC - BIRTH AND DEATH RECORDS	184,206	183,512	183,512	99,281	170,727	(12,785)	-7.0%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 2,269,739	\$ 1,491,606	\$ 1,509,606	\$ 4,263,615	\$ 1,293,892	\$ (215,714)	-14.3%
99GV - GENERAL GOVERNMENT	\$ 2,261,379	\$ 1,559,027	\$ 1,559,027	\$ 779,508	\$ 1,816,211	\$ 257,184	16.5%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 6,221	\$ 401,734	\$ 428,404	\$ 200,866	\$ 701,191	\$ 272,787	63.7%
TOTAL PROGRAMS	\$ 41,379,352	\$ 41,266,941	\$ 41,266,941	\$ 34,349,349	\$ 37,850,297	\$ (3,416,644)	-8.3%

Revenue and Expenditures by Program and Activity (Continued)

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
86CM - HIV/HCV SERVICES	\$ 674,739	\$ 1,051,190	\$ 1,051,188	\$ 978,313	\$ 1,001,901	\$ 49,287	4.7%
HICP - HIV PREV COMM PLANNING GROUP	61,550	65,454	65,454	62,003	65,143	311	0.5%
HICT - HIV COUNSELING & TESTING	293,414	591,969	591,969	449,230	276,457	315,512	53.3%
HIRC - HIV PARTNER COUNSEL & REFERRAL	-	-	-	-	242,691	(242,691)	
HISV - HIV SURVEILLANCE	166,614	174,274	174,272	296,365	243,217	(68,945)	-39.6%
HIVP - HIV/HCV PREVENTION EDUCATION	153,161	219,493	219,493	170,715	174,393	45,100	20.5%
86CP - CANCER PREVENTION & TREATMENT	\$ 535,070	\$ 530,787	\$ 530,787	\$ 573,436	\$ 545,816	\$ (15,029)	-2.8%
WWHC - WELL WOMAN HEALTHCHECK	535,070	530,787	530,787	573,436	545,816	(15,029)	-2.8%
86CS - CLINIC SUPPORT SVCS PROGRAM	\$ 6,692,286	\$ 8,310,833	\$ 7,723,865	\$ 4,599,605	\$ 1,126,154	\$ 6,597,711	85.4%
MDRC - MEDICAL RECORDS	-	-	-	-	268,962	(268,962)	
PHLB - PUBLIC HEALTH LABORATORY	393,993	552,099	564,439	511,023	517,496	46,943	8.3%
PHPM - PUBLIC HEALTH PHARMACY	6,298,294	7,758,734	7,159,426	4,088,582	339,696	6,819,730	95.3%
86EG - EPI & GEN DISEASE SURVEILLANCE	\$ 1,171,371	\$ 1,651,026	\$ 1,721,640	\$ 1,566,318	\$ 1,972,608	\$ (250,968)	-14.6%
EPIR - EPI REPORTING	863,742	1,322,177	1,331,690	1,261,870	919,139	412,551	31.0%
SCII - SINGLE CASE INVEST & INTRV REP	307,629	328,849	389,950	304,448	1,053,469	(663,519)	-170.2%
86EM - PH EMERGENCY MANAGEMENT	\$ 1,439,780	\$ 2,571,785	\$ 2,571,785	\$ 3,671,404	\$ 2,951,835	\$ (380,050)	-14.8%
EMRP - EMERGENCY RESPONSE PLANNING	-	-	-	-	1,475,918	(1,475,918)	
EMRT - EMERGENCY RESPONSE TRAINING	1,439,780	2,571,785	2,571,785	3,671,404	1,475,917	1,095,868	42.6%
86FH - FAMILY HEALTH	\$ 1,379,406	\$ 1,464,783	\$ 1,456,606	\$ 1,375,799	\$ 1,136,083	\$ 320,523	22.0%
FHPT - FAMILY HEALTH PARTNERSHIPS	661,559	737,435	809,813	691,696	808,182	1,631	0.2%
PRCN - PREGNANCY CONNECTION	717,847	727,348	646,793	684,103	327,901	318,892	49.3%
86FP - FAMILY PLANNING	\$ 537,120	\$ 521,318	\$ 542,801	\$ 594,211	\$ 507,058	\$ 35,743	6.6%
FMPL - FAMILY PLANNING	537,120	521,318	542,801	594,211	507,058	35,743	6.6%
86HI - HEALTHCARE FOR HOMELESS	\$ 2,298,328	\$ 2,103,818	\$ 2,103,818	\$ 2,100,179	\$ 2,138,550	\$ (34,732)	-1.7%
HCHL - HEALTHCARE FOR THE HOMELESS	2,298,328	2,103,818	2,103,818	2,100,179	2,138,550	(34,732)	-1.7%
86HL - PROMOTING HEALTHLY LIFESTYLES	\$ 7,998,452	\$ 8,636,662	\$ 8,768,151	\$ 8,731,107	\$ 8,718,109	\$ 50,042	0.6%
PLAY - PROMTNG LIFETIME ACT FOR YOUTH	134,088	121,818	148,757	114,959	144,833	3,924	2.6%
SCNT - SCHOOL-BASED NUTRITION EDU	567,754	738,651	721,714	653,029	707,003	14,711	2.0%
WICC - WOMEN INFANTS & CHILDREN	6,889,229	7,395,645	7,458,563	7,567,191	7,502,959	(44,396)	-0.6%
WTHT - WOMEN TOGETHER FOR HEALTH	407,380	380,548	439,117	395,927	363,314	75,803	17.3%
86HS - HEALTH START PROGRAM	\$ -	\$ -	\$ -	\$ -	\$ 361,614	\$ (361,614)	
CMGT - CASE MANAGEMENT	-	-	-	-	180,808	(180,808)	
HEED - HEALTH EDUCATION	-	-	-	-	90,403	(90,403)	
SCRF - SCREENING AND REFERRALS	-	-	-	-	90,403	(90,403)	
86ID - INFECTIOUS DISEASE CONTROL	\$ 552,128	\$ 840,335	\$ 781,037	\$ 768,531	\$ 658,638	\$ 122,399	15.7%
CONT - CON-TENTS	17,946	19,417	19,417	10,552	-	19,417	100.0%
HANS - HANSENS DISEASE	26,067	30,000	30,000	32,961	29,636	364	1.2%
HERF - HEALTH EXAM & TREATMNT FOR REF	508,116	790,918	731,620	725,017	629,002	102,618	14.0%
86IS - IMMUNIZATION SERVICES	\$ 8,561,640	\$ 7,001,178	\$ 6,788,312	\$ 5,076,769	\$ 9,277,804	\$ (2,489,492)	-36.7%
ADIM - ADULT IMMUNIZATIONS	389,831	346,084	346,084	377,426	431,158	(85,074)	-24.6%
CHIM - CHILDHOOD IMMUNIZATIONS	8,171,808	6,655,094	6,442,228	4,699,343	8,743,181	(2,300,953)	-35.7%
IMED - IMMUNIZATION EDUCATION	-	-	-	-	103,465	(103,465)	
86OH - ORAL HEALTH	\$ 435,222	\$ 425,783	\$ 425,800	\$ 417,228	\$ 442,612	\$ (16,812)	-3.9%
DTSL - DENTAL SEALANTS	392,450	391,783	391,800	387,818	405,776	(13,976)	-3.6%
DTSV - DENTAL SURVEILLANCE	42,772	34,000	34,000	29,410	36,836	(2,836)	-8.3%

Revenue and Expenditures by Program and Activity (Continued)

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES (contd.)							
86RW - RYAN WHITE TITLE I SERV	\$ 282,237	\$ 269,236	\$ 269,236	\$ 246,441	\$ 246,551	\$ 22,685	8.4%
DTIS - DENTAL INSURANCE	47,062	50,454	50,454	46,228	50,867	(413)	-0.8%
RWPC - RYAN WHITE PLAN COUNCIL SUP	235,175	218,782	218,782	200,212	195,684	23,098	10.6%
86SF - CHILD SAFETY	\$ 667,714	\$ 768,183	\$ 902,034	\$ 748,934	\$ 1,032,060	\$ (130,026)	-14.4%
CCSS - CHIL CARSEAT SAFETY ED & DISTR	186,556	212,018	161,677	185,197	165,155	(3,478)	-2.2%
LHZR - LEAD HAZARD REDUCTION	42,788	39,981	70,592	57,998	74,829	(4,237)	-6.0%
NEWB - NEWBORN INTENSIVE CARE	393,622	473,694	627,275	462,190	716,550	(89,275)	-14.2%
PAND - PREV ABUSE & NEGLCT THRU DENTL	-	-	-	-	29,636	(29,636)	
PRSP - PARENT SUPPORT ACTIVITY	44,747	42,490	42,490	43,549	45,890	(3,400)	-8.0%
86ST - STD CONTROL PROGRAM	\$ 2,095,066	\$ 2,446,133	\$ 2,443,927	\$ 2,087,581	\$ 2,385,433	\$ 58,494	2.4%
STEX - STD EXAMINATIONS	-	-	-	-	1,100,371	(1,100,371)	
STIN - STD CASE INVESTIGATION	-	-	-	-	575,384	(575,384)	
STSV - STD SURVEILLANCE	-	-	-	-	447,959	(447,959)	
STTR - STD TREATMENT	2,095,066	2,446,133	2,443,927	2,087,581	261,719	2,182,208	89.3%
86TB - TB CONTROL	\$ 2,029,555	\$ 3,117,634	\$ 3,274,134	\$ 2,803,121	\$ 3,123,577	\$ 150,557	4.6%
TBIN - TB INVESTIGATIONS	-	-	-	-	975,050	(975,050)	
TBTE - TB TESTING	-	-	-	-	698,179	(698,179)	
TBTR - TB TREATMENT	2,029,555	3,117,634	3,274,134	2,803,121	1,450,348	1,823,786	55.7%
86TP - TOBACCO USE PREVENTION	\$ 3,436,902	\$ 3,342,556	\$ 3,742,136	\$ 3,191,777	\$ 3,721,362	\$ 20,774	0.6%
TUCE - TOBACCO USE CESSATION	-	-	-	-	976,894	(976,894)	
TUPO - TOBACCO USE PREVENTN OUTREACH	-	-	-	-	377,414	(377,414)	
TUPV - TOBACCO USE PREVENTION	3,400,216	3,304,217	3,703,797	3,155,650	1,803,704	1,900,093	51.3%
TUTR - TOBACCO USE PREV TRAINING	36,686	38,339	38,339	36,127	38,107	232	0.6%
TUWW - WORKSITE WELLNESS CONSULTING	-	-	-	-	525,243	(525,243)	
86VR - VITAL REGISTRATION	\$ 2,360,833	\$ 1,974,212	\$ 1,984,104	\$ 2,061,229	\$ 2,475,378	\$ (491,274)	-24.8%
BDCT - BIRTH AND DEATH CERTIFICATES	785,075	906,421	811,424	785,391	1,166,197	(354,773)	-43.7%
BDRC - BIRTH AND DEATH RECORDS	1,575,759	1,067,791	1,172,680	1,275,838	1,309,181	(136,501)	-11.6%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 2,029,284	\$ 3,618,389	\$ 3,707,449	\$ 4,831,527	\$ 3,341,954	\$ 365,495	9.9%
99GV - GENERAL GOVERNMENT	\$ 1,756,450	\$ 1,768,476	\$ 1,768,476	\$ 1,768,471	\$ 2,079,432	\$ (310,956)	-17.6%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 703,681	\$ 923,901	\$ 1,030,468	\$ 705,332	\$ 1,484,348	\$ (453,880)	-44.0%
TOTAL PROGRAMS	\$ 47,637,264	\$ 53,338,218	\$ 53,587,754	\$ 48,897,312	\$ 50,728,877	\$ 2,858,877	5.3%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
86CM - HIV/HCV SERVICES	18.00	17.80	(0.20)	-1.1%
HICP - HIV PREV COMM PLANNING GROUP	1.00	1.00	-	0.0%
HICT - HIV COUNSELING & TESTING	11.35	5.25	(6.10)	-53.7%
HIRC - HIV PARTNER COUNSEL & REFERRAL	-	4.50	4.50	
HISV - HIV SURVEILLANCE	3.65	4.25	0.60	16.4%
HIVP - HIV/HCV PREVENTION EDUCATION	2.00	2.80	0.80	40.0%
86CP - CANCER PREVENTION & TREATMENT	4.00	4.00	-	0.0%
WWHC - WELL WOMAN HEALTHCHECK	4.00	4.00	-	0.0%
86CS - CLINIC SUPPORT SVCS PROGRAM	13.00	16.85	3.85	29.6%
MDRC - MEDICAL RECORDS	-	6.00	6.00	
PHLB - PUBLIC HEALTH LABORATORY	7.25	7.25	-	0.0%
PHPM - PUBLIC HEALTH PHARMACY	5.75	3.60	(2.15)	-37.4%
86EG - EPI & GEN DISEASE SURVEILLANCE	18.00	18.00	-	0.0%
EPIR - EPI REPORTING	14.00	10.00	(4.00)	-28.6%
SCII - SINGLE CASE INVEST & INTRV REP	4.00	8.00	4.00	100.0%
86EM - PH EMERGENCY MANAGEMENT	17.00	20.00	3.00	17.6%
EMRP - EMERGENCY RESPONSE PLANNING	-	10.00	10.00	
EMRT - EMERGENCY RESPONSE TRAINING	17.00	10.00	(7.00)	-41.2%
86FH - FAMILY HEALTH	20.85	14.35	(6.50)	-31.2%
FHPT - FAMILY HEALTH PARTNERSHIPS	9.35	9.35	-	0.0%
PRCN - PREGNANCY CONNECTION	11.50	5.00	(6.50)	-56.5%
86FP - FAMILY PLANNING	5.45	5.45	-	0.0%
FMPL - FAMILY PLANNING	5.45	5.45	-	0.0%
86HI - HEALTHCARE FOR HOMELESS	27.10	26.70	(0.40)	-1.5%
HCHL - HEALTHCARE FOR THE HOMELESS	27.10	26.70	(0.40)	-1.5%
86HL - PROMOTING HEALTHLY LIFESTYLES	176.05	175.80	(0.25)	-0.1%
PLAY - PROMTNG LIFETIME ACT FOR YOUTH	2.00	2.00	-	0.0%
SCNT - SCHOOL-BASED NUTRITION EDU	10.00	10.50	0.50	5.0%
WICC - WOMEN INFANTS & CHILDREN	159.05	159.30	0.25	0.2%
WTHT - WOMEN TOGETHER FOR HEALTH	5.00	4.00	(1.00)	-20.0%
86HS - HEALTH START PROGRAM	-	6.50	6.50	
CMGT - CASE MANAGEMENT	-	3.25	3.25	
HEED - HEALTH EDUCATION	-	1.63	1.63	
SCRF - SCREENING AND REFERRALS	-	1.63	1.63	
86ID - INFECTIOUS DISEASE CONTROL	9.75	8.00	(1.75)	-17.9%
HERF - HEALTH EXAM & TREATMNT FOR REF	9.75	8.00	(1.75)	-17.9%
86IS - IMMUNIZATION SERVICES	28.60	30.10	1.50	5.2%
ADIM - ADULT IMMUNIZATIONS	2.60	4.10	1.50	57.7%
CHIM - CHILDHOOD IMMUNIZATIONS	26.00	25.00	(1.00)	-3.8%
IMED - IMMUNIZATION EDUCATION	-	1.00	1.00	
86OH - ORAL HEALTH	3.60	3.60	-	0.0%
DTSL - DENTAL SEALANTS	3.60	3.60	-	0.0%

Staffing by Program and Activity (Continued)

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
86RW - RYAN WHITE TITLE I SERV	2.90	2.90	-	0.0%
DTIS - DENTAL INSURANCE	0.90	0.90	-	0.0%
RWPC - RYAN WHITE PLAN COUNCIL SUP	2.00	2.00	-	0.0%
86SF - CHILD SAFETY	12.00	12.00	-	0.0%
CCSS - CHIL CARSEAT SAFETY ED & DISTR	2.00	2.00	-	0.0%
LHZR - LEAD HAZARD REDUCTION	1.50	1.50	-	0.0%
NEWB - NEWBORN INTENSIVE CARE	7.50	7.50	-	0.0%
PRSP - PARENT SUPPORT ACTIVITY	1.00	1.00	-	0.0%
86ST - STD CONTROL PROGRAM	37.75	36.00	(1.75)	-4.6%
STEX - STD EXAMINATIONS	-	10.75	10.75	
STIN - STD CASE INVESTIGATION	-	13.50	13.50	
STSV - STD SURVEILLANCE	-	10.25	10.25	
STTR - STD TREATMENT	37.75	1.50	(36.25)	-96.0%
86TB - TB CONTROL	43.25	39.50	(3.75)	-8.7%
TBIN - TB INVESTIGATIONS	-	10.33	10.33	
TBTE - TB TESTING	-	10.24	10.24	
TBTR - TB TREATMENT	43.25	18.93	(24.32)	-56.2%
86TP - TOBACCO USE PREVENTION	42.50	42.50	-	0.0%
TUCE - TOBACCO USE CESSATION	-	14.85	14.85	
TUPO - TOBACCO USE PREVENTN OUTREACH	-	3.55	3.55	
TUPV - TOBACCO USE PREVENTION	42.00	16.35	(25.65)	-61.1%
TUTR - TOBACCO USE PREV TRAINING	0.50	0.50	-	0.0%
TUWW - WORKSITE WELLNESS CONSULTING	-	7.25	7.25	
86VR - VITAL REGISTRATION	29.00	30.00	1.00	3.4%
BDCT - BIRTH AND DEATH CERTIFICATES	10.36	10.52	0.16	1.5%
BDRC - BIRTH AND DEATH RECORDS	18.64	19.48	0.84	4.5%
99AS - ADMINISTRATIVE SERVICES PROG	51.50	36.50	(15.00)	-29.1%
99IT - INFORMATION TECHNOLOGY PROGRAM	10.00	9.00	(1.00)	-10.0%
TOTAL PROGRAMS	570.30	555.55	(14.75)	-2.6%

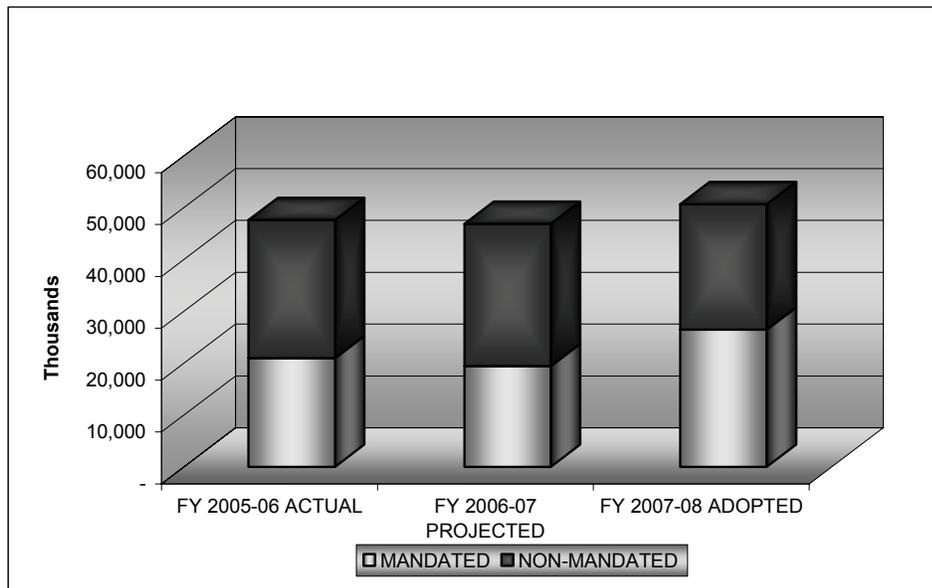
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ 36,697,022	\$ 37,620,669	\$ 37,620,669	\$ 28,798,324	\$ 33,975,644	\$ (3,645,025)	-9.7%
Charges For Service	4,675,902	3,600,172	3,600,172	3,475,824	3,777,200	177,028	4.9%
Miscellaneous Revenues	(22,613)	1,100	1,100	14,772	52,453	51,353	4668.5%
Other Financing Sources	29,040	45,000	45,000	2,060,429	45,000	-	0.0%
Total Revenue	\$ 41,379,352	\$ 41,266,941	\$ 41,266,941	\$ 34,349,349	\$ 37,850,297	\$ (3,416,644)	-8.3%
EXPENDITURES							
Personal Services	\$ 24,343,287	\$ 32,384,184	\$ 31,969,787	\$ 29,339,981	\$ 33,167,276	\$ (1,197,489)	-3.7%
Supplies	14,322,217	13,088,447	13,260,088	8,919,359	8,420,342	4,839,746	36.5%
Services	7,023,148	5,911,150	6,316,042	6,580,591	7,670,339	(1,354,297)	-21.4%
Other Financing Uses	1,787,057	1,743,440	1,743,440	3,758,869	1,196,079	547,361	31.4%
Capital Outlay	161,555	210,997	298,397	298,512	274,841	23,556	7.9%
Total Expenditures	\$ 47,637,264	\$ 53,338,218	\$ 53,587,754	\$ 48,897,312	\$ 50,728,877	\$ 2,858,877	5.3%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 2,576	\$ -	\$ -	\$ -	\$ -	-	
265 PUBLIC HEALTH FEES	4,572,538	3,523,807	3,523,807	5,376,581	3,665,586	141,779	4.0%
532 PUBLIC HEALTH GRANTS	36,804,237	37,743,134	37,743,134	28,972,767	34,184,711	(3,558,423)	-9.4%
TOTAL FUNDS	\$ 41,379,352	\$ 41,266,941	\$ 41,266,941	\$ 34,349,349	\$ 37,850,297	\$ (3,416,644)	-8.3%
EXPENDITURES							
100 GENERAL	\$ 8,456,471	\$ 12,074,428	\$ 12,323,964	\$ 10,567,712	\$ 12,878,580	\$ (554,616)	-4.5%
265 PUBLIC HEALTH FEES	3,508,999	3,520,656	3,520,656	3,302,197	3,665,586	(144,930)	-4.1%
532 PUBLIC HEALTH GRANTS	35,671,794	37,743,134	37,743,134	35,027,403	34,184,711	3,558,423	9.4%
TOTAL FUNDS	\$ 47,637,264	\$ 53,338,218	\$ 53,587,754	\$ 48,897,312	\$ 50,728,877	\$ 2,858,877	5.3%

Mandated vs. Non-Mandated Expenditures



For further information on mandates, refer to the [Programs and Activities](#) section.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of investigated individuals who receive HIV prevention education	56.0%	60.0%	60.0%	75.0%	60.0%	0.0%	0.0%
Percent of participating inmates attaining a score of 80% or above on class post-test	89.0%	93.0%	93.0%	88.0%	94.0%	1.0%	1.1%
Percent of clients who said that their HIV test result was explained clearly and simply	89.0%	80.0%	80.0%	85.0%	90.0%	10.0%	12.5%
Percent of HIV Prevention Community Planning Group members supporting the direction of the plan	97.0%	90.0%	90.0%	95.0%	92.0%	2.0%	2.2%

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	85.0%	85.0%	NA	75.0%	-10.0%	-11.8%
<i>Percent of CPG members that report the group's planning efforts are effective in improving HIV Prevention services in Maricopa and Pinal Counties.</i>							
Demand							
<i>Number of meetings required</i>	9	6	6	10	10	4	66.7%
Output							
<i>Number of meetings held</i>	9	6	6	10	10	4	66.7%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency							
<i>Expenditures per unit of Output</i>	\$ 6,838.87	\$ 10,909.00	\$ 10,909.00	\$ 6,200.27	\$ 6,514.30	\$ 4,394.70	40.3%
Revenues by Fund							
Public Health Grants	\$ 62,144	\$ 65,454	\$ 65,454	\$ 78,713	\$ 65,454	\$ -	0.0%
Totals	\$ 62,144	\$ 65,454	\$ 65,454	\$ 78,713	\$ 65,454	\$ -	0.0%
Expenditures by Fund							
Public Health Grants	\$ 61,550	\$ 65,454	\$ 65,454	\$ 62,003	\$ 65,143	\$ 311	0.5%
Totals	\$ 61,550	\$ 65,454	\$ 65,454	\$ 62,003	\$ 65,143	\$ 311	0.5%
Staffing (FTEs)	NA	NA	1.00	NA	1.00	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget. Funded staffing levels remain the same. Total budgeted expenditures are decreased by \$311 (0.5%) from the FY 2006-07, reflecting increased volume of output offset by lower rate of expenditure per unit of output.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	NA	82.0%	82.0%	NA	100.0%	18.0%	22.0%
<i>Percent of clients testing positive who are referred for services</i>							
Demand	8,104	8,200	8,200	7,000	7,750	(450)	-5.5%
<i>Number of individuals anticipated to present for counseling</i>							
Output	4,537	6,000	6,000	4,800	4,800	(1,200)	-20.0%
<i>Number of individuals counseled</i>							
<i>Percent of Demand met</i>	56.0%	73.2%	73.2%	68.6%	61.9%	-11.2%	-15.4%
Efficiency	\$ 64.67	\$ 98.66	\$ 98.66	\$ 93.59	\$ 57.60	\$ 41.07	41.6%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ 254,449	\$ 591,969	\$ 591,969	\$ 305,206	\$ 278,090	\$ (313,879)	-53.0%
Totals	\$ 254,449	\$ 591,969	\$ 591,969	\$ 305,206	\$ 278,090	\$ (313,879)	-53.0%
Expenditures by Fund							
Public Health Grants	\$ 293,414	\$ 591,969	\$ 591,969	\$ 449,230	\$ 276,457	\$ 315,512	53.3%
Totals	\$ 293,414	\$ 591,969	\$ 591,969	\$ 449,230	\$ 276,457	\$ 315,512	53.3%
Staffing (FTEs)	NA	NA	11.35	NA	5.25	(6.10)	-53.7%

FY 2007-08 budgeted expenditures do not meet projected demand, which is lower than the FY 2006-07 revised budget. Funded staffing levels decreased due to a reduction in a Grant award. Total budgeted expenditures are decreased by \$315,512 (53.3%) from the FY 2006-07, reflecting decreased volume of output and lower rate of expenditure per unit of output.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	20.0%		
<i>Percent of notified contacts who submit to HIV counseling and testing</i>							
Results	NA	NA	NA	NA	2.0%		
<i>Number of contacts agreeing to test who test positive</i>							
Demand	NA	NA	NA	NA	1,100		
<i>Number of HIV contacts anticipated</i>							
Output	NA	NA	NA	NA	1,100		
<i>Number of HIV contacts notified</i>							
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%		
Efficiency	NA	NA	NA	NA	\$ 220.63		
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 244,090	\$ 244,090	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 244,090	\$ 244,090	
Expenditures by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 242,691	\$ (242,691)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 242,691	\$ (242,691)	
Staffing (FTEs)	NA	NA	NA	NA	4.50		

This is a new activity established for FY 2007-08, and does not have any performance measure history. FY 2007-08 budgeted expenditures meet projected demand.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	75.0%		
<i>Percent of investigations closed within 30 days</i>							
Results	NA	NA	NA	NA	1540.0%		
<i>Infection rate of HIV in Maricopa County</i>							
Demand	1,675	1,300	1,300	1,400	1,750	450	34.6%
<i>Number of HIV investigation cases</i>							
Output	1,480	1,300	1,300	1,400	1,500	200	15.4%
<i>Number of HIV investigation cases closed</i>							
<i>Percent of Demand met</i>	88.4%	100.0%	100.0%	100.0%	85.7%	-14.3%	-14.3%
Efficiency	\$ 112.58	\$ 134.06	\$ 134.06	\$ 211.69	\$ 162.14	\$ (28.09)	-21.0%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ 173,159	\$ 128,568	\$ 128,568	\$ 95,280	\$ 197,893	\$ 69,325	53.9%
Totals	\$ 173,159	\$ 128,568	\$ 128,568	\$ 95,280	\$ 197,893	\$ 69,325	53.9%
Expenditures by Fund							
General	\$ 27,860	\$ 45,706	\$ 45,704	\$ 41,904	\$ 46,335	\$ (631)	-1.4%
Public Health Grants	\$ 138,754	\$ 128,568	\$ 128,568	\$ 254,461	\$ 196,882	\$ (68,314)	-53.1%
Totals	\$ 166,614	\$ 174,274	\$ 174,272	\$ 296,365	\$ 243,217	\$ (68,945)	-39.6%
Staffing (FTEs)	NA	NA	3.65	NA	4.25	0.60	16.4%

FY 2007-08 budgeted expenditures does not meet projected demand, which is higher than the FY 2006-07 revised budget. Funded staffing levels are increased. Total budgeted expenditures are increased by \$68,945 (39.6%) from the FY 2006-07, reflecting increased volume of output and higher rate of expenditure per unit of output.

Base Adjustment: Right-sized Supplies and Services.

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:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
		ADOPTED	REVISED	PROJ ACT			
Results	89.0%	95.0%	95.0%	93.0%	94.0%	-1.0%	-1.1%
<i>Percent of participants with increased knowledge of HIV/HCV transmission as indicated by a score > 80% on class post-test</i>							
Demand	602	1,050	1,050	600	600	(450)	-42.9%
<i>Anticipated number of inmates to be educated</i>							
Output	602	1,050	1,050	600	600	(450)	-42.9%
<i>Number of inmates educated</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 254.42	\$ 209.04	\$ 209.04	\$ 284.52	\$ 290.66	\$ (81.61)	-39.0%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ 132,907	\$ 219,493	\$ 219,493	\$ 233,171	\$ 175,263	\$ (44,230)	-20.2%
Totals	\$ 132,907	\$ 219,493	\$ 219,493	\$ 233,171	\$ 175,263	\$ (44,230)	-20.2%
Expenditures by Fund							
Public Health Grants	\$ 153,161	\$ 219,493	\$ 219,493	\$ 170,715	\$ 174,393	\$ 45,100	20.5%
Totals	\$ 153,161	\$ 219,493	\$ 219,493	\$ 170,715	\$ 174,393	\$ 45,100	20.5%
Staffing (FTEs)	NA	NA	2.00	NA	2.80	0.80	40.0%

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget. Funded staffing levels are increased. Total budgeted expenditures are decreased by \$45,100 (20.5%) from the FY 2006-07, reflecting decreased volume of output offset by higher rate of expenditure per unit of output.

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

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
		ADOPTED	REVISED	PROJ ACT			
Percent of clients returning for annual re-screening for breast and cervical cancer	55.0%	52.0%	52.0%	60.0%	60.0%	8.0%	15.4%

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	55.0%	52.0%	52.0%	52.0%	60.0%	8.0%	15.4%
<i>Percent of clients returning for annual re-screening for breast and cervical cancer</i>							
Demand	NA	1,100	1,100	1,540	1,675	575	52.3%
<i>Anticipated number of women to be served</i>							
Output	NA	1,100	1,100	1,540	1,675	575	52.3%
<i>Number of women served</i>							
<i>Percent of Demand met</i>	NA	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	\$ 482.53	\$ 482.53	\$ 372.36	\$ 325.86	\$ 156.67	32.5%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ 503,122	\$ 530,787	\$ 530,787	\$ 523,981	\$ 547,060	\$ 16,273	3.1%
Totals	\$ 503,122	\$ 530,787	\$ 530,787	\$ 523,981	\$ 547,060	\$ 16,273	3.1%
Expenditures by Fund							
Public Health Grants	\$ 535,070	\$ 530,787	\$ 530,787	\$ 573,436	\$ 545,816	\$ (15,029)	-2.8%
Totals	\$ 535,070	\$ 530,787	\$ 530,787	\$ 573,436	\$ 545,816	\$ (15,029)	-2.8%
Staffing (FTEs)	NA	NA	4.00	NA	4.00	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget. Funded staffing levels remain the same. Total budgeted expenditures are increased by \$15,029 (2.8%) from the FY 2006-07, reflecting increased volume of output offset by lower rate of expenditure per unit of output.

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

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Percent of cost savings on lab tests	NA	NA	NA	NA	85%		
Percent of registration error rate	NA	NA	NA	NA	15.0%		
Percent of savings over wholesale price: Rifampin 300 mg	63.0%	66.0%	66.0%	66.0%	67.0%	1.0%	1.5%

Mandates: This is a non-mandated program.

Activities that comprise this program include:

- Medical Records
- Public Health Laboratory
- Public Health Pharmacy

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	NA	NA	NA	NA	15.0%		
<i>Percent files located and delivered on time</i>							
Demand	NA	NA	NA	NA	15,000		
<i>Number of records required to be processed</i>							
Output	NA	NA	NA	NA	15,000		
<i>Number of records processed</i>							
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%		
Efficiency	NA	NA	NA	NA	\$ 17.93		
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ 268,962	\$ (268,962)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 268,962	\$ (268,962)	
Staffing (FTEs)	NA	NA	NA	NA	6.00		

This is a new activity established for FY 2007-08, and does not have any performance measure history. FY 2007-08 budgeted expenditures meet projected demand.

Base Adjustment: Budget right-sizing was accomplished using historical spending patterns of activities that have been mapped to this activity.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	99.0%	99.0%	99.0%	99.0%	99.0%	0.0%	0.0%
<i>Accuracy score on proficiency testing program</i>							
Results	NA	NA	NA	NA	85.0%		
<i>cost savings on lab tests (compared to private lab)</i>							
Demand	134,346	155,000	155,000	150,000	160,000	5,000	3.2%
<i>Number of lab tests requested</i>							
Output	134,346	155,000	155,000	150,000	160,000	5,000	3.2%
<i>Number of lab results reported</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 2.93	\$ 3.56	\$ 3.64	\$ 3.41	\$ 3.23	\$ 0.41	11.2%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	\$ 387,287	\$ 552,099	\$ 564,439	\$ 511,023	\$ 517,496	\$ 46,943	8.3%
Public Health Grants	\$ 6,706	\$ -	\$ -	\$ -	\$ -	\$ -	
Totals	\$ 393,993	\$ 552,099	\$ 564,439	\$ 511,023	\$ 517,496	\$ 46,943	8.3%
Staffing (FTEs)	NA	NA	7.25	NA	7.25	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget. Funded staffing levels remain the same. Total budgeted expenditures are decreased

by \$46,943 (8.3%) from the FY 2006-07, reflecting increased volume of output offset by lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Supplies and Services.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	63.0%	66.0%	66.0%	66.0%	67.0%	1.0%	1.5%
<i>Percent savings over wholesale price: Rifampin 300 mg</i>							
Results	55.0%	NA	NA	55.0%	66.0%		
<i>Percent savings over wholesale price: PZA 500 mg</i>							
Results	NA	NA	NA	NA	54.0%		
<i>Percent savings over wholesale price: Myambutol 400 mg</i>							
Results	NA	NA	NA	NA	73.0%		
<i>Percent savings over wholesale price: Isoniazid 300 mg</i>							
Demand	52,861	58,500	58,500	18,000	18,000	(40,500)	-69.2%
<i>Number of prescriptions requested</i>							
Output	52,820	58,000	58,000	18,000	18,000	(40,000)	-69.0%
<i>Number of prescriptions filled</i>							
Percent of Demand met	99.9%	99.1%	99.1%	100.0%	100.0%	0.9%	0.9%
Efficiency	\$ 119.24	\$ 133.77	\$ 123.44	\$ 227.14	\$ 18.87	\$ 104.57	84.7%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Fees	\$ 1,366,470	\$ 17,766	\$ 17,766	\$ 23,724	20,000	2,234	12.6%
Public Health Grants	4,955,607	7,283,535	6,744,994	3,654,044	-	(6,744,994)	-100.0%
Totals	\$ 6,322,077	\$ 7,301,301	\$ 6,762,760	\$ 3,677,768	\$ 20,000	\$ (6,742,760)	-99.7%
Expenditures by Fund							
General	\$ 125,159	\$ 459,868	\$ 399,101	\$ 416,676	\$ 321,692	\$ 77,409	19.4%
Public Health Fees	313,435	15,331	15,331	11,669	18,004	(2,673)	-17.4%
Public Health Grants	5,859,700	7,283,535	6,744,994	3,660,238	-	6,744,994	100.0%
Totals	\$ 6,298,294	\$ 7,758,734	\$ 7,159,426	\$ 4,088,582	\$ 339,696	\$ 6,819,730	95.3%
Staffing (FTEs)	NA	NA	5.75	NA	3.60	(2.15)	-37.4%

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget. Funded staffing levels were reduced. Total budgeted expenditures are decreased by \$6,819,730 (95.3%) from the FY 2006-07, reflecting decreased volume of output, and lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Supplies and Services.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of data requests filled	100.0%	95.0%	95.0%	95.0%	95.0%	0.0%	0.0%
Percent of general health surveillance reports investigated	15.0%	20.0%	20.0%	20.0%	21.0%	1.0%	5.0%

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. ARS §36-621 mandates that a person who is aware of a contagious disease must report the disease and pertinent information to the nearest board of health. AZ Admin Code R9-6-202 mandates communicable disease reporting requirements for health care providers and correctional health care facilities. AZ Admin Code R9-6-302 mandates that Public Health review each report of communicable diseases submitted to the department, confirm each diagnosis, conduct investigations, facilitate contact with concerned individuals, determine communicable trends, implement necessary control measures and ensure necessary surveillance by the department and health care providers.

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.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	100.0%		
<i>Percent of required reports that were produced</i>							
Results	NA	NA	NA	NA	60.0%		
<i>Percent of disease reports completed within the appropriate time frame</i>							
Demand	NA	147	147	610	628	481	327.2%
<i>Number of reports anticipated</i>							
Output	NA	147	147	610	628	481	327.2%
<i>number of reports</i>							
<i>Percent of Demand met</i>	NA	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	\$ 8,994.40	\$ 9,059.12	\$ 2,068.64	\$ 1,463.60	\$ 7,595.52	83.8%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ 28,019	\$ -	\$ -	\$ -	\$ -	\$ -	
Totals	\$ 28,019	\$ -	\$ -	\$ -	\$ -	\$ -	
Expenditures by Fund							
General	\$ 625,464	\$ 980,307	\$ 998,661	\$ 1,001,142	\$ 825,357	\$ 173,304	17.4%
Public Health Fees	198,408	341,870	333,029	260,728	93,782	239,247	71.8%
Public Health Grants	39,871	-	-	-	-	-	
Totals	\$ 863,742	\$ 1,322,177	\$ 1,331,690	\$ 1,261,870	\$ 919,139	\$ 412,551	31.0%
Staffing (FTEs)	NA	NA	14.00	NA	10.00	(4.00)	-28.6%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget. Funded staffing levels were reduced. Total budgeted expenditures are decreased by \$412,551 (31.0%) from the FY 2006-07, reflecting increased volume of output offset by lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Supplies and Services.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	35.0%	35.0%	NA	25.0%	-10.0%	-28.6%
<i>Percent of communicable disease cases investigated within the appropriate time frame</i>							
Results	NA	NA	NA	NA	50.0%		
<i>Percent of those requiring intervention receiving intervention within the appropriate time frame</i>							
Demand	30,380	13,000	13,000	31,291	32,230	19,230	147.9%
<i>Number of cases required to be investigated</i>							
Output	30,380	3,600	3,600	31,291	32,230	28,630	795.3%
<i>Number of cases investigated according to guidelines</i>							
Efficiency	100.0%	27.7%	27.7%	100.0%	100.0%	72.3%	261.1%
<i>Percent of Demand met</i>							
Expenditures per unit of Output	\$ 10.13	\$ 91.35	\$ 108.32	\$ 9.73	\$ 32.69	\$ 75.63	69.8%
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	\$ 307,629	\$ 328,849	\$ 389,950	\$ 304,448	\$ 959,987	\$ (570,037)	-146.2%
Public Health Fees	-	-	-	-	93,482	(93,482)	
Totals	\$ 307,629	\$ 328,849	\$ 389,950	\$ 304,448	\$ 1,053,469	\$ (663,519)	-170.2%
Staffing (FTEs)	NA	NA	4.00	NA	8.00	4.00	100.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget. Funded staffing levels were increased. Total budgeted expenditures are increased by \$663,519 (170.2%) from the FY 2006-07, reflecting increased volume of output offset by lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Supplies and Services.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of MCDPH employees to be trained to respond to a public health disaster or emergency within Maricopa County who attended formal training	90.0%	90.0%	90.0%	90.0%	99.0%	9.0%	10.0%

Mandates: This is a non-mandated program.

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.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	100.0%		
<i>Percent of percent of MOUs executed and current</i>							
Demand	NA	NA	NA	NA	36		
<i>Anticipated number MOUs/IGAs to be developed or retained</i>							
Output	NA	NA	NA	NA	36		
<i>Number of MOUs/IGAs developed or retained</i>							
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%		
Efficiency	NA	NA	NA	NA	\$ 40,997.72		
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 1,479,027	\$ 1,479,027	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 1,479,027	\$ 1,479,027	
Expenditures by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 1,475,918	\$ (1,475,918)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 1,475,918	\$ (1,475,918)	
Staffing (FTEs)	NA	NA	NA	NA	10.00		

This is a new activity established for FY 2007-08, and does not have any performance measure history. FY 2007-08 budgeted expenditures meet projected demand.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	NA	90.0%	90.0%	NA	100.0%	10.0%	11.1%
<i>Percent of those trained who indicate understanding of their roles and responsibilities in a public health emergency</i>							
Results	NA	NA	NA	NA	90.0%		
<i>Percent of exercise evaluations rated as good or excellent</i>							
Demand	1,751	14	14	500	1,205	1,191	8507.1%
<i>Number of people requiring training</i>							
Output	1,751	14	14	500	1,205	1,191	8507.1%
<i>Number of people trained</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 822.26	\$ 183,698.93	\$ 183,698.93	\$ 7,342.81	\$ 1,224.83	\$ 182,474.10	99.3%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ 2,423,772	\$ 2,571,785	\$ 2,571,785	\$ 2,586,156	\$ 1,479,027	\$ (1,092,758)	-42.5%
Totals	\$ 2,423,772	\$ 2,571,785	\$ 2,571,785	\$ 2,586,156	\$ 1,479,027	\$ (1,092,758)	-42.5%
Expenditures by Fund							
Public Health Grants	\$ 1,439,780	\$ 2,571,785	\$ 2,571,785	\$ 3,671,404	\$ 1,475,917	\$ 1,095,868	42.6%
Totals	\$ 1,439,780	\$ 2,571,785	\$ 2,571,785	\$ 3,671,404	\$ 1,475,917	\$ 1,095,868	42.6%
Staffing (FTEs)	NA	NA	17.00	NA	10.00	(7.00)	-41.2%

This is a new activity established for FY 2007-08, and does not have any comparable performance measure history. The historical performance measures and amounts refer to a single activity that has been split into two new Emergency Response activities in FY 2007-08; therefore, can not be used for comparative analysis.

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

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Percent of Coalition members who report that there is progress towards implementation of plan goals.	91.0%	70.0%	70.0%	70.0%	70.0%	0.0%	0.0%
Percent of pregnancy clients who, at delivery, had received 6 or more prenatal care visits	84.0%	80.0%	80.0%	85.0%	85.0%	5.0%	6.2%

Mandates: This is a non-mandated program.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	91.0%	70.0%	70.0%	70.0%	70.0%	0.0%	0.0%
<i>Percent of coalition members who report that there is progress towards implementation of plan to improve maternal-child health outcomes</i>							
Demand	7	350	350	7	7	(343)	-98.0%
<i>Anticipated number of partnerships to be developed or retained</i>							
Output	7	350	350	7	7	(343)	-98.0%
<i>Number of partnerships developed or retained</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 94,508.38	\$ 2,106.96	\$ 2,313.75	\$ 98,813.75	\$ 115,454.57	\$ (113,140.82)	-4889.9%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ (5,244)	\$ 19,195	\$ 99,750	\$ 18,874	\$ 128,498	\$ 28,748	28.8%
Totals	\$ (5,244)	\$ 19,195	\$ 99,750	\$ 18,874	\$ 128,498	\$ 28,748	28.8%
Expenditures by Fund							
General	\$ 625,120	\$ 718,240	\$ 710,063	\$ 658,372	\$ 679,995	\$ 30,068	4.2%
Public Health Grants	36,439	19,195	99,750	33,324	128,187	(28,437)	-28.5%
Totals	\$ 661,559	\$ 737,435	\$ 809,813	\$ 691,696	\$ 808,182	\$ 1,631	0.2%
Staffing (FTEs)	NA	NA	9.35	NA	9.35	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget. Funded staffing levels remained the same. Total budgeted expenditures are increased by \$1,631 (0.2%) from the FY 2006-07, reflecting decreased volume of output offset by higher rate of expenditure per unit of output.

Base Adjustment: Right-sized Supplies and Services.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results <i>Percent of pregnancy clients who, at delivery, had received 6 or more prenatal care visits</i>	84.0%	75.0%	75.0%	80.0%	85.0%	10.0%	13.3%
Results <i>Percent of clients who deliver full term (>= 36 weeks) babies</i>	NA	NA	NA	NA	70.0%		
Results <i>Percent of client babies who weigh >= 2500g (5lb8oz) at birth</i>	NA	NA	NA	NA	70.0%		
Demand <i>Anticipated number clients to be educated</i>	520	1,850	1,850	400	440	(1,410)	-76.2%
Output <i>Number of clients educated</i>	520	1,850	1,850	400	440	(1,410)	-76.2%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 1,380.47	\$ 393.16	\$ 349.62	\$ 1,710.26	\$ 745.23	\$ (395.61)	-113.2%
Revenues by Fund							
Public Health Grants	\$ 740,656	\$ 727,348	\$ 646,793	\$ 560,561	\$ 329,456	\$ (317,337)	-49.1%
Totals	\$ 740,656	\$ 727,348	\$ 646,793	\$ 560,561	\$ 329,456	\$ (317,337)	-49.1%
Expenditures by Fund							
Public Health Grants	\$ 717,847	\$ 727,348	\$ 646,793	\$ 684,103	\$ 327,901	\$ 318,892	49.3%
Totals	\$ 717,847	\$ 727,348	\$ 646,793	\$ 684,103	\$ 327,901	\$ 318,892	49.3%
Staffing (FTEs)	NA	NA	11.50	NA	5.00	(6.50)	-56.5%

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget. Funded staffing levels were reduced. Total budgeted expenditures are decreased by \$318,892 (49.3%) from the FY 2006-07, reflecting decreased volume of output offset by higher rate of expenditure per unit of output.

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

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Percent of women with abnormal cancer screening (Pap test) findings referred for colposcopy	54.0%	55.0%	55.0%	55.0%	55.0%	0.0%	0.0%

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	54.0%	50.0%	50.0%	55.0%	55.0%	5.0%	10.0%
<i>Percent of women with abnormal cancer screening (Pap test) findings referred for colposcopy</i>							
Results	NA	NA	NA	NA	50.0%		
<i>Percent of clients who avoid unplanned pregnancies</i>							
Demand	6,181	5,000	5,000	6,316	6,995	1,995	39.9%
<i>Anticipated number of client encounters</i>							
Output	6,181	5,000	5,000	6,316	6,995	1,995	39.9%
<i>Number of client encounters</i>							
Efficiency	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<i>Percent of Demand met</i>							
Efficiency	\$ 86.90	\$ 104.26	\$ 108.56	\$ 94.08	\$ 72.49	\$ 36.07	33.2%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Fees	\$ 64,992	\$ 75,567	\$ 75,567	\$ 70,251	65,000	(10,567)	-14.0%
Public Health Grants	\$ 441,931	\$ 456,107	\$ 228,054	\$ 429,267	\$ -	\$ (228,054)	-100.0%
Totals	\$ 506,923	\$ 531,674	\$ 303,621	\$ 499,518	\$ 65,000	\$ (238,621)	-78.6%
Expenditures by Fund							
General	\$ (1,744)	\$ -	\$ 249,536	\$ -	\$ 445,612	\$ (196,076)	-78.6%
Public Health Fees	44,510	65,211	65,211	106,405	61,446	3,765	5.8%
Public Health Grants	\$ 494,354	\$ 456,107	\$ 228,054	\$ 487,806	\$ -	\$ 228,054	100.0%
Totals	\$ 537,120	\$ 521,318	\$ 542,801	\$ 594,211	\$ 507,058	\$ 35,743	6.6%
Staffing (FTEs)	NA	NA	5.45	NA	5.45	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget. Funded staffing levels remained the same. Total budgeted expenditures are decreased by \$35,743 (6.6%) from the FY 2006-07, reflecting increased volume of output offset by lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Supplies and Services.

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

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Percent of homeless in Maricopa County seen at least once in the clinic	36.0%	52.0%	52.0%	45.0%	45.0%	-7.0%	-13.5%

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	36.0%	51.0%	51.0%	45.0%	45.0%	-6.0%	-11.8%
<i>Percent of homeless in Maricopa County seen at least once in the clinic</i>							
Demand	24,751	33,000	33,000	25,989	27,288	(5,712)	-17.3%
<i>Number of client encounters anticipated</i>							
Output	24,751	33,000	33,000	25,989	27,288	(5,712)	-17.3%
<i>Number of client encounters</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 92.86	\$ 63.75	\$ 63.75	\$ 80.81	\$ 78.37	\$ (14.62)	-22.9%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ 2,450,265	\$ 2,103,818	\$ 2,103,818	\$ 2,059,458	\$ 2,146,854	\$ 43,036	2.0%
Totals	\$ 2,450,265	\$ 2,103,818	\$ 2,103,818	\$ 2,059,458	\$ 2,146,854	\$ 43,036	2.0%
Expenditures by Fund							
General	\$ 4,788	\$ -	\$ -	\$ -	\$ -	\$ -	-
Public Health Grants	2,293,539	2,103,818	2,103,818	2,100,179	2,138,550	(34,732)	-1.7%
Totals	\$ 2,298,328	\$ 2,103,818	\$ 2,103,818	\$ 2,100,179	\$ 2,138,550	\$ (34,732)	-1.7%
Staffing (FTEs)	NA	NA	27.10	NA	26.70	(0.40)	-1.5%

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget. Funded staffing levels were reduced. Total budgeted expenditures are increased by \$34,732 (1.7%) from the FY 2006-07, reflecting decreased volume of output offset by higher rate of expenditure per unit of output.

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

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Percent of students educated who incorporate physical activity into their daily lives as evidenced by their achievement of the President's Physical Activity Award	21.0%	10.0%	10.0%	20.0%	20.0%	10.0%	100.0%
Percent increase on post-survey vs. pre-survey: Indication that student consumes more calcium foods and drinks	37.4%	40.0%	40.0%	40.0%	40.0%	0.0%	0.0%
Percent of clients redeeming nutritional food drafts	NA	NA	NA	NA	84.0%		
Percent of women participating who increase their number of steps by 2,000 per day	58.0%	50.0%	50.0%	55.0%	60.0%	10.0%	20.0%

Mandates: This is a non-mandated program.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	21.0%	10.0%	10.0%	10.0%	20.0%	10.0%	100.0%
<i>Percent of students educated who receive the President's Physical Activity Award</i>							
Demand <i>Anticipated number students to be educated</i>	3,240	3,500	3,500	3,500	4,000	500	14.3%
Output <i>Number of students educated</i>	3,240	3,500	3,500	3,500	4,000	500	14.3%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 41.39	\$ 34.81	\$ 42.50	\$ 32.85	\$ 36.21	\$ 6.29	14.8%
Revenues by Fund							
Public Health Grants	\$ 125,283	\$ 121,818	\$ 148,757	\$ 94,148	\$ 145,455	\$ (3,302)	-2.2%
Totals	\$ 125,283	\$ 121,818	\$ 148,757	\$ 94,148	\$ 145,455	\$ (3,302)	-2.2%
Expenditures by Fund							
Public Health Grants	\$ 134,088	\$ 121,818	\$ 148,757	\$ 114,959	\$ 144,833	\$ 3,924	2.6%
Totals	\$ 134,088	\$ 121,818	\$ 148,757	\$ 114,959	\$ 144,833	\$ 3,924	2.6%
Staffing (FTEs)	NA	NA	2.00	NA	2.00	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget. Funded staffing levels remained the same. Total budgeted expenditures are decreased by \$3,924 (2.6%) from the FY 2006-07, reflecting increased volume of output offset by lower rate of expenditure per unit of output.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	NA	40.0%	40.0%	NA	15.0%	-25.0%	-62.5%
<i>Increase (percent) on post-survey vs. pre-survey: Identification of five or more as the correct number of fruits/vegetables to eat each day</i>							
Results	NA	NA	NA	NA	45.0%		
<i>Increase on post-survey vs. presurvey: Can identify which foods contain fiber</i>							
Results	NA	NA	NA	NA	40.0%		
<i>Increase on post-survey vs. presurvey: Can identify which foods contain vitamins A and C</i>							
Results	NA	NA	NA	NA	40.0%		
<i>Percentage increase on post-survey vs. pre-survey: Correct identification of what constitutes a serving size</i>							
Demand	4,978	80	80	5,500	6,000	5,920	7400.0%
<i>Anticipated number students to be educated</i>							
Output	4,978	80	80	5,500	6,000	5,920	7400.0%
<i>Number of students educated</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 114.05	\$ 9,233.14	\$ 9,021.43	\$ 118.73	\$ 117.83	\$ 8,903.59	98.7%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Fees	\$ 10,392	\$ 9,400	\$ 9,400	\$ 12,022	10,184	784	8.3%
Public Health Grants	143,900	376,172	376,172	192,180	340,149	(36,023)	-9.6%
Totals	\$ 154,292	\$ 385,572	\$ 385,572	\$ 204,202	\$ 350,333	\$ (35,239)	-9.1%
Expenditures by Fund							
General	\$ 284,047	\$ 354,367	\$ 337,430	\$ 331,966	\$ 358,888	\$ (21,458)	-6.4%
Public Health Fees	9,573	8,112	8,112	8,440	9,676	(1,564)	-19.3%
Public Health Grants	274,134	376,172	376,172	312,624	338,439	37,733	10.0%
Totals	\$ 567,754	\$ 738,651	\$ 721,714	\$ 653,029	\$ 707,003	\$ 14,711	2.0%
Staffing (FTEs)	NA	NA	10.00	NA	10.50	0.50	5.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget. Funded staffing levels were increased. Total budgeted expenditures are decreased by \$14,711 (2.0%) from the FY 2006-07, reflecting increased volume of output offset by lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Supplies and Services.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	84.0%		
<i>Number of clients redeeming nutritional food drafts</i>							
Demand	994,050	1,038,000	1,038,000	999,200	1,020,000	(18,000)	-1.7%
<i>Number of client encounters anticipated</i>							
Output	994,050	1,038,000	1,038,000	999,200	1,020,000	(18,000)	-1.7%
<i>Number of client encounters</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 6.93	\$ 7.12	\$ 7.19	\$ 7.57	\$ 7.36	\$ (0.17)	-2.4%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ 6,146,292	\$ 7,395,645	\$ 7,458,563	\$ 5,915,856	\$ 7,444,180	\$ (14,383)	-0.2%
Totals	\$ 6,146,292	\$ 7,395,645	\$ 7,458,563	\$ 5,915,856	\$ 7,444,180	\$ (14,383)	-0.2%
Expenditures by Fund							
Public Health Grants	\$ 6,889,229	\$ 7,395,645	\$ 7,458,563	\$ 7,567,191	\$ 7,502,959	\$ (44,396)	-0.6%
Totals	\$ 6,889,229	\$ 7,395,645	\$ 7,458,563	\$ 7,567,191	\$ 7,502,959	\$ (44,396)	-0.6%
Staffing (FTEs)	NA	NA	159.05	NA	159.30	0.25	0.2%

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget. Funded staffing levels were increased. Total budgeted expenditures are increased by \$44,396 (0.6%) from the FY 2006-07, reflecting decreased volume of output offset by higher rate of expenditure per unit of output.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	50.0%	50.0%	NA	60.0%	10.0%	20.0%
<i>healthier eating habits and an increase in their daily physical activity</i>							
Results	NA	NA	NA	NA	75.0%		
Demand	4,128	5,000	5,000	2,500	2,500	(2,500)	-50.0%
<i>Anticipated number women to be educated</i>							
Output	4,128	5,000	5,000	2,500	2,500	(2,500)	-50.0%
<i>Number of women attending each educational session</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 98.69	\$ 76.11	\$ 87.82	\$ 158.37	\$ 145.33	\$ (57.50)	-65.5%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ 666,027	\$ 380,548	\$ 439,117	\$ 389,197	\$ 364,558	\$ (74,559)	-17.0%
Totals	\$ 666,027	\$ 380,548	\$ 439,117	\$ 389,197	\$ 364,558	\$ (74,559)	-17.0%
Expenditures by Fund							
Public Health Grants	\$ 407,380	\$ 380,548	\$ 439,117	\$ 395,927	\$ 363,314	\$ 75,803	17.3%
Totals	\$ 407,380	\$ 380,548	\$ 439,117	\$ 395,927	\$ 363,314	\$ 75,803	17.3%
Staffing (FTEs)	NA	NA	5.00	NA	4.00	(1.00)	-20.0%

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget. Funded staffing levels were decreased. Total budgeted expenditures are decreased by \$75,803 (17.3%) from the FY 2006-07, reflecting decreased volume of output offset by higher rate of expenditure per unit of output.

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

This is a new program created after restructuring of the Department activities and programs.

Mandates: This is a non-mandated program.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	NA	NA	NA	NA	1.0%		
<i>Infant mortality rate in South Phoenix</i>							
Demand	NA	NA	NA	NA	259		
<i>Number of participants expected to enroll</i>							
Output	NA	NA	NA	NA	259		
<i>Number of participants enrolled</i>							
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%		
Efficiency	NA	NA	NA	NA	\$ 698.10		
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 181,819	\$ 181,819	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 181,819	\$ 181,819	
Expenditures by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 180,808	\$ (180,808)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 180,808	\$ (180,808)	
Staffing (FTEs)	NA	NA	NA	NA	3.25		

This is a new activity established for FY2007-08, and does not have any performance measure history. FY 2007-08 budgeted expenditures meet projected demand.

Health Education Activity

The purpose of the Health Education activity is to provide educational sessions to families so that they can adopt healthy behaviors.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	NA	NA	NA	NA	80.0%		
<i>Percent of clients demonstrating application of knowledge of healthy behaviors</i>							
Demand	NA	NA	NA	NA	14,227		
<i>Anticipated number of participants to be educated</i>							
Output	NA	NA	NA	NA	14,227		
<i>Number of participants educated</i>							
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%		
Efficiency	NA	NA	NA	NA	\$ 6.35		
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 90,909	\$ 90,909	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 90,909	\$ 90,909	
Expenditures by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 90,403	\$ (90,403)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 90,403	\$ (90,403)	
Staffing (FTEs)	NA	NA	NA	NA	1.63		

This is a new activity established for FY2007-08, and does not have any performance measure history. FY 2007-08 budgeted expenditures meet projected demand.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	NA	NA	NA	NA	65.0%		
<i>Percent following through on referrals</i>							
Demand	NA	NA	NA	NA	578		
<i>Anticipated number of participants to be screened</i>							
Output	NA	NA	NA	NA	578		
<i>Number of participants screened</i>							
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%		
Efficiency	NA	NA	NA	NA	\$ 156.41		
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 90,909	\$ 90,909	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 90,909	\$ 90,909	
Expenditures by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 90,403	\$ (90,403)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 90,403	\$ (90,403)	
Staffing (FTEs)	NA	NA	-	NA	1.63	1.63	

This is a new activity established for FY2007-08, and does not have any performance measure history. FY 2007-08 budgeted expenditures meet projected demand.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Clinic appointment show rate for clients seen in Hansen's Clinic	77.0%	70.0%	70.0%	70.0%	70.0%	0.0%	0.0%
Percent of refugees identified with TB infection who receive preventive therapy	88.0%	90.0%	90.0%	95.0%	100.0%	10.0%	11.1%
Percent of refugees identified with treatable parasites placed on treatment	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Mandates: This is a non-mandated program.

Activities that comprise this program include:

- Con-Tents
- Hansen's Disease Treatment
- Health Exam & Treatment for Refugees

Con-Tents Activity

The purpose of the Con-Tents activity is to provide assessment of the health of individuals facing incarceration for non-violent offenses to determine their suitability for outdoor incarcerated work release programs.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	0.0%		
<i>Number of inmates deemed suitable for work release</i>							
Demand	799	700	700	700	-	(700)	-100.0%
<i>Number of inmates requiring screening</i>							
Output	584	525	525	575	-	(525)	-100.0%
<i>Number of inmates screened</i>							
<i>Percent of Demand met</i>	73.1%	75.0%	75.0%	82.1%			
Efficiency	\$ 30.73	\$ 36.98	\$ 36.98	\$ 18.35	\$ -	\$ 36.98	100.0%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Fees	\$ 20,472	\$ 22,500	\$ 22,500	\$ 23,743	\$ -	\$ (22,500)	-100.0%
Totals	\$ 20,472	\$ 22,500	\$ 22,500	\$ 23,743	\$ -	\$ (22,500)	-100.0%
Expenditures by Fund							
Public Health Fees	\$ 17,946	\$ 19,417	\$ 19,417	\$ 10,552	\$ -	\$ 19,417	100.0%
Totals	\$ 17,946	\$ 19,417	\$ 19,417	\$ 10,552	\$ -	\$ 19,417	100.0%
Staffing (FTEs)	NA	NA	NA	NA	-		

Base Adjustment: This activity is deleted in FY 2007-08.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	85.0%	85.0%	NA	0.0%	-85.0%	-100.0%
<i>Incidence rate of Hansen's Disease in Maricopa County</i>							
Demand	92	90	90	80	70	(20)	-22.2%
<i>Number of people requiring treatment</i>							
Output	92	90	90	80	70	(20)	-22.2%
<i>Number of people treated</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 283.34	\$ 333.33	\$ 333.33	\$ 412.01	\$ 423.37	\$ (90.04)	-27.0%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ 29,288	\$ 30,000	\$ 30,000	\$ 21,482	29,636	(364)	-1.2%
Totals	\$ 29,288	\$ 30,000	\$ 30,000	\$ 21,482	\$ 29,636	\$ (364)	-1.2%
Expenditures by Fund							
Public Health Grants	\$ 26,067	\$ 30,000	\$ 30,000	\$ 32,961	29,636	364	1.2%
Totals	\$ 26,067	\$ 30,000	\$ 30,000	\$ 32,961	\$ 29,636	\$ 364	1.2%
Staffing (FTEs)	NA	NA	NA	NA	NA		

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget. Total budgeted expenditures are decreased by \$364 (1.2%) from the FY 2006-07, reflecting decreased volume of output offset by higher rate of expenditure per unit of output.

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.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results <i>Percent of refugees identified with TB infection who receive preventive therapy</i>	88.0%	97.0%	97.0%	90.0%	100.0%	3.0%	3.1%
Results <i>Percent of refugees who receive Hepatitis B screening</i>	98.0%	NA	NA	98.0%	98.0%		
Results <i>Percent of refugees identified with treatable parasites placed on treatment</i>	100.0%	NA	NA	100.0%	100.0%		
Results <i>Percent receiving HIV screening</i>	95.0%	NA	NA	94.0%	95.0%		
Demand <i>Number of refugees requiring screening and treatment</i>	7,552	5,500	5,500	7,000	8,000	2,500	45.5%
Output <i>Number of refugees screened</i>	7,552	5,500	5,500	7,000	8,000	2,500	45.5%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 67.28	\$ 143.80	\$ 133.02	\$ 103.57	\$ 78.63	\$ 54.40	40.9%
Revenues by Fund							
Public Health Fees	\$ 21,658	\$ 31,350	\$ 31,350	\$ 17,460	\$ 11,000	\$ (20,350)	-64.9%
Public Health Grants	443,858	536,747	536,747	382,438	530,521	(6,226)	-1.2%
Totals	\$ 465,515	\$ 568,097	\$ 568,097	\$ 399,898	\$ 541,521	\$ (26,576)	-4.7%
Expenditures by Fund							
General	\$ 80,744	\$ 227,117	\$ 167,819	\$ 172,914	\$ 90,207	\$ 77,612	46.2%
Public Health Fees	29,182	27,054	27,054	21,125	10,451	16,603	61.4%
Public Health Grants	398,191	536,747	536,747	530,978	528,344	8,403	1.6%
Totals	\$ 508,116	\$ 790,918	\$ 731,620	\$ 725,017	\$ 629,002	\$ 102,618	14.0%
Staffing (FTEs)	NA	NA	9.75	NA	8.00	(1.75)	-17.9%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget. Funded staffing levels were reduced. Total budgeted expenditures are decreased by \$102,618 (14.0%) from the FY 2006-07, reflecting increased volume of output offset by lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Supplies and Services.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of children 0-2 years old receiving full complement of immunizations	57.0%	55.0%	55.0%	55.0%	55.0%	0.0%	0.0%
Percent improvement in scores on immunization knowledge (as measured in pre/post tests)	27.0%	25.0%	25.0%	25.0%	25.0%	0.0%	0.0%

Activities that comprise this program include:

- Adult Immunizations
- Childhood Immunizations
- Immunization Education

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	87.0%		
<i>Percent of clients choosing to receive all recommended shots for travel</i>							
Demand <i>Number of immunizations anticipated</i>	5,686	4,200	4,200	6,254	6,844	2,644	63.0%
Output <i>Number of immunizations provided</i>	5,686	4,000	4,000	6,254	6,844	2,844	71.1%
<i>Percent of Demand met</i>	100.0%	95.2%	95.2%	100.0%	100.0%	4.8%	5.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 68.56	\$ 86.52	\$ 86.52	\$ 60.35	\$ 63.00	\$ 23.52	27.2%
Revenues by Fund							
Public Health Fees	\$ 362,934	\$ 401,042	\$ 401,042	\$ 364,443	\$ 433,860	\$ 32,818	8.2%
Totals	\$ 362,934	\$ 401,042	\$ 401,042	\$ 364,443	\$ 433,860	\$ 32,818	8.2%
Expenditures by Fund							
Public Health Fees	\$ 389,831	\$ 346,084	\$ 346,084	\$ 377,426	\$ 431,158	\$ (85,074)	-24.6%
Totals	\$ 389,831	\$ 346,084	\$ 346,084	\$ 377,426	\$ 431,158	\$ (85,074)	-24.6%
Staffing (FTEs)	NA	NA	2.60	NA	4.10	1.50	57.7%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget. Funded staffing levels were increased. Total budgeted expenditures are increased by \$85,074 (24.6%) from the FY 2006-07, reflecting increased volume of output offset by lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Supplies and Services. Provided additional funding for administrative market study.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	57.0%	50.0%	50.0%	55.0%	55.0%	5.0%	0.1
<i>Percent of children 0-2 years old receiving their full complement of immunizations</i>							
Demand	208,493	35,000	35,000	225,000	225,000	190,000	542.9%
<i>Number of immunizations anticipated</i>							
Output	208,493	35,000	35,000	225,000	225,000	190,000	542.9%
<i>Number of immunizations provided</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 39.19	\$ 190.15	\$ 184.06	\$ 20.89	\$ 38.86	\$ 145.21	78.9%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ 240	\$ -	\$ -	\$ -	\$ -	\$ -	
Public Health Grants	7,458,473	5,000,721	5,000,721	3,063,736	7,606,582	2,605,861	52.1%
Totals	\$ 7,458,713	\$ 5,000,721	\$ 5,000,721	\$ 3,063,736	\$ 7,606,582	\$ 2,605,861	52.1%
Expenditures by Fund							
General	\$ 1,449,715	\$ 1,654,373	\$ 1,441,507	\$ 1,443,858	\$ 1,162,749	\$ 278,758	19.3%
Public Health Grants	6,722,093	5,000,721	5,000,721	3,255,485	7,580,432	(2,579,711)	-51.6%
Totals	\$ 8,171,808	\$ 6,655,094	\$ 6,442,228	\$ 4,699,343	\$ 8,743,181	\$ (2,300,953)	-35.7%
Staffing (FTEs)	NA	NA	26.00	NA	25.00	(1.00)	-3.8%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget. Funded staffing levels were reduced. Total budgeted expenditures are increased by \$2,300,953 (35.7%) from the FY 2006-07, reflecting increased volume of output offset by lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Supplies and Services.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	57.0%	NA	NA	55.0%	55.0%		
<i>Percent improvement in scores on immunization knowledge</i>							
Demand	918	NA	NA	650	650		
<i>Anticipated number of providers to be educated</i>							
Output	918	NA	NA	650	650		
<i>Number of classes</i>							
<i>Percent of Demand met</i>	100.0%	NA	NA	100.0%	100.0%		
Efficiency	\$ -	NA	NA	\$ -	\$ 159.18		
<i>Expenditures per unit of Output</i>							
Expenditures by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ 103,465	\$ (103,465)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 103,465	\$ (103,465)	
Staffing (FTEs)	NA	NA	NA	NA	1.00		

This activity was not budgeted in FY 2006-07 and does not have performance measure history. FY 2007-08 budgeted expenditures meet projected demand.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Amount of money saved by preventing tooth decay	\$973,678	\$930,000	\$930,000	\$930,000	\$940,000	\$10,000	1.1%
Percent of children with urgent oral health conditions (pain and/or infection) whose families are contacted and referred for dental appointments	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Mandates: This is a non-mandated program.

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.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	50.0%		
Demand	6,330	7,200	7,200	5,800	6,000	(1,200)	-16.7%
<i>Number of students expected to require sealants</i>							
Output	6,330	7,200	7,200	5,800	6,000	(1,200)	-16.7%
<i>Number of students served</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 62.00	\$ 54.41	\$ 54.42	\$ 66.87	\$ 67.63	\$ (13.21)	-24.3%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ 352,967	\$ 302,364	\$ 302,364	\$ 213,991	\$ 315,436	\$ 13,072	4.3%
Totals	\$ 352,967	\$ 302,364	\$ 302,364	\$ 213,991	\$ 315,436	\$ 13,072	4.3%
Expenditures by Fund							
General	\$ 88,972	\$ 89,419	\$ 89,436	\$ 113,110	\$ 91,148	\$ (1,712)	-1.9%
Public Health Grants	303,477	302,364	302,364	274,707	314,628	(12,264)	-4.1%
Totals	\$ 392,450	\$ 391,783	\$ 391,800	\$ 387,818	\$ 405,776	\$ (13,976)	-3.6%
Staffing (FTEs)	NA	NA	3.60	NA	3.60	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget. Funded staffing levels remain the same. Total budgeted expenditures are increased by \$13,976 (3.6%) from the FY 2006-07, reflecting decreased volume of output offset by higher rate of expenditure per unit of output.

Base Adjustment: Right-sized Supplies and Services.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	NA	NA	NA	NA	34.0%		
<i>Percent of parents obtaining sealants for kids who need them</i>							
Demand							
<i>Anticipated number of students to be screened</i>	7,359	10,000	10,000	8,500	8,500	(1,500)	-15.0%
Output							
<i>Number of students screened</i>	7,359	10,000	10,000	8,500	8,500	(1,500)	-15.0%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency							
<i>Expenditures per unit of Output</i>	\$ 5.81	\$ 3.40	\$ 3.40	\$ 3.46	\$ 4.33	\$ (0.93)	-27.5%
Revenues by Fund							
Public Health Grants	\$ 29,653	\$ 34,000	\$ 34,000	\$ 16,998	\$ 36,836	\$ 2,836	8.3%
Totals	\$ 29,653	\$ 34,000	\$ 34,000	\$ 16,998	\$ 36,836	\$ 2,836	8.3%
Expenditures by Fund							
Public Health Grants	\$ 42,772	\$ 34,000	\$ 34,000	\$ 29,410	\$ 36,836	\$ (2,836)	-8.3%
Totals	\$ 42,772	\$ 34,000	\$ 34,000	\$ 29,410	\$ 36,836	\$ (2,836)	-8.3%
Staffing (FTEs)	NA	NA	NA	NA	-		

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget. Total budgeted expenditures are increased by \$2,836 (8.3%) from the FY 2006-07, reflecting decreased volume of output offset by higher rate of expenditure per unit of output.

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

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Percent of Executive Committee members who indicate they are satisfied with Planning Council Support's performance of administrative duties	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent HIV/AIDS client satisfaction with the Office of Oral Health	91.0%	91.0%	91.0%	85.0%	91.0%	0.0%	0.0%

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	91.0%	91.0%	91.0%	91.0%	80.0%	-11.0%	-0.1209
<i>Percent of Ryan White-eligible HIV/AIDS clients satisfied with dental services</i>							
Demand	1,779	1,200	1,200	1,450	1,600	400	33.3%
<i>Number of applications for Ryan White Title I Dental Insurance</i>							
Output	1,779	1,200	1,200	1,450	1,600	400	33.3%
<i>Number of applications reviewed for eligibility determination</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 26.45	\$ 42.05	\$ 42.05	\$ 31.88	\$ 31.79	\$ 10.25	24.4%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ (4,937)	\$ 50,454	\$ 50,454	\$ 23,441	\$ 51,147	\$ 693	1.4%
Totals	\$ (4,937)	\$ 50,454	\$ 50,454	\$ 23,441	\$ 51,147	\$ 693	1.4%
Expenditures by Fund							
Public Health Grants	\$ 47,062	\$ 50,454	\$ 50,454	\$ 46,228	\$ 50,867	\$ (413)	-0.8%
Totals	\$ 47,062	\$ 50,454	\$ 50,454	\$ 46,228	\$ 50,867	\$ (413)	-0.8%
Staffing (FTEs)	NA	NA	0.90	NA	0.90	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget. Funded staffing levels remain the same. Total budgeted expenditures are increased by \$413 (0.8%) from the FY 2006-07, reflecting increased volume of output offset by lower rate of expenditure per unit of output.

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: Administrative Mandate of the Ryan White Title I grant.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	100.0%	85.0%	85.0%	100.0%	90.0%	5.0%	5.9%
<i>Results of the Planning Council's evaluation of the Ryan White Title I staff administrative duties (performance)</i>							
Demand							
<i>Number of meetings scheduled</i>	114	90	90	90	96	6	6.7%
Output							
<i>Number of meetings held</i>	114	90	90	90	96	6	6.7%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency							
<i>Expenditures per unit of Output</i>	\$ 2,062.94	\$ 2,430.91	\$ 2,430.91	\$ 2,224.58	\$ 2,038.38	\$ 392.54	16.1%
Revenues by Fund							
Public Health Grants	\$ (21,520)	\$ 218,782	\$ 218,782	\$ 101,494	\$ 196,306	\$ (22,476)	-10.3%
Totals	\$ (21,520)	\$ 218,782	\$ 218,782	\$ 101,494	\$ 196,306	\$ (22,476)	-10.3%
Expenditures by Fund							
Public Health Grants	\$ 235,175	\$ 218,782	\$ 218,782	\$ 200,212	\$ 195,684	\$ 23,098	10.6%
Totals	\$ 235,175	\$ 218,782	\$ 218,782	\$ 200,212	\$ 195,684	\$ 23,098	10.6%
Staffing (FTEs)	NA	NA	2.00	NA	2.00	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget. Funded staffing levels remain the same. Total budgeted expenditures are decreased by \$23,098 (10.6%) from the FY 2006-07, reflecting increased volume of output offset by lower rate of expenditure per unit of output.

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

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Car seats inspected and distributed	2,099	1,800	1,800	1,800	1,800	0	0.0%
Percent of babies referred from the Newborn Intensive Care Unit that receive a home visit	97.0%	80.0%	80.0%	80.0%	80.0%	0.0%	0.0%
Percent of children with urgent oral health conditions (pain and/or infection) whose families are contacted and referred for dental appointments	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of clients that improve in post-intervention evaluations	78.0%	75.0%	75.0%	90.0%	90.0%	15.0%	20.0%

Mandates: This is a non-mandated program.

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 and Distribution 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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	95.0%		
<i>Percent people satisfied with services</i>							
Results	NA	NA	NA	NA	80.0%		
<i>Percent of people who indicate they always use a car seat to protect their child(ren) from injury</i>							
Demand	5,898	7,000	7,000	6,000	7,000	-	0.0%
<i>Anticipated number of people to be educated</i>							
Output	5,898	7,000	7,000	6,000	7,000	-	0.0%
<i>Number of people educated</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 31.63	\$ 30.29	\$ 23.10	\$ 30.87	\$ 23.59	\$ (0.50)	-2.2%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ 698	\$ -	\$ -	
Totals	\$ -	\$ -	\$ -	\$ 698	\$ -	\$ -	
Expenditures by Fund							
General	\$ 186,556	\$ 212,018	\$ 161,677	\$ 184,499	\$ 165,155	\$ (3,478)	-2.2%
Public Health Grants	-	-	-	698	-	-	
Totals	\$ 186,556	\$ 212,018	\$ 161,677	\$ 185,197	\$ 165,155	\$ (3,478)	-2.2%
Staffing (FTEs)	NA	NA	2.00	NA	2.00	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is same as the FY 2006-07 revised budget. Funded staffing levels remain the same. Total budgeted expenditures are increased by \$3,478 (2.2%) from the FY 2006-07, reflecting the same volume of output at higher rate of expenditure per unit of output.

Base Adjustment: Right-sized Supplies and Services.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	80.0%		
<i>Percent participants with normal blood lead levels at completion of education</i>							
Demand <i>Anticipated number of families to be educated</i>	11	100	100	100	100	-	0.0%
Output <i>Number of families educated</i>	11	100	100	100	100	-	0.0%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 3,889.85	\$ 399.81	\$ 705.92	\$ 579.98	\$ 748.29	\$ (42.37)	-6.0%
Revenues by Fund							
Public Health Grants	\$ 46,122	\$ 39,981	\$ 70,592	\$ 36,327	\$ 75,296	\$ 4,704	6.7%
Totals	\$ 46,122	\$ 39,981	\$ 70,592	\$ 36,327	\$ 75,296	\$ 4,704	6.7%
Expenditures by Fund							
Public Health Grants	\$ 42,788	\$ 39,981	\$ 70,592	\$ 57,998	\$ 74,829	\$ (4,237)	-6.0%
Totals	\$ 42,788	\$ 39,981	\$ 70,592	\$ 57,998	\$ 74,829	\$ (4,237)	-6.0%
Staffing (FTEs)	NA	NA	1.50	NA	1.50	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is same as the FY 2006-07 revised budget. Funded staffing levels remain the same. Total budgeted expenditures are increased by \$4,237 (6.0%) from the FY 2006-07, reflecting the same volume of output at higher rate of expenditure per unit of output.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	97.0%	80.0%	80.0%	97.0%	80.0%	0.0%	0
<i>Percent of families referred from NIC units receiving education to improve the health status of their infants</i>							
Demand <i>Number of home visits anticipated</i>	2,589	1,000	1,000	2,200	3,500	2,500	250.0%
Output <i>Number of home visits</i>	2,589	2,200	2,200	2,200	3,500	1,300	59.1%
<i>Percent of Demand met</i>	100.0%	220.0%	220.0%	100.0%	100.0%	-120.0%	-54.5%
Efficiency <i>Expenditures per unit of Output</i>	\$ 152.04	\$ 215.32	\$ 285.13	\$ 210.09	\$ 204.73	\$ 80.40	28.2%
Revenues by Fund							
Public Health Grants	\$ 310,707	\$ 335,776	\$ 479,083	\$ 272,169	\$ 718,882	\$ 239,799	50.1%
Totals	\$ 310,707	\$ 335,776	\$ 479,083	\$ 272,169	\$ 718,882	\$ 239,799	50.1%
Expenditures by Fund							
General	\$ 51,902	\$ 137,918	\$ 148,192	\$ 98,071	\$ -	\$ 148,192	100.0%
Public Health Grants	341,720	335,776	479,083	364,119	716,550	(237,467)	-49.6%
Totals	\$ 393,622	\$ 473,694	\$ 627,275	\$ 462,190	\$ 716,550	\$ (89,275)	-14.2%
Staffing (FTEs)	NA	NA	7.50	NA	7.50	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget. Funded staffing levels remain the same. Total budgeted expenditures are increased by \$89,275 (14.2%) from the FY 2006-07, reflecting higher volume of output offset by lower rate of expenditure per unit of output.

Preventing Abuse & 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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	NA	NA	NA	NA	75.0%		
<i>Percent of dental healthcare professionals indicating they will report suspected family violence</i>							
Demand	NA	NA	NA	NA	400		
<i>Anticipated number of dental healthcare professionals to be educated</i>							
Output	NA	NA	NA	NA	400		
<i>Number of dental healthcare professionals educated</i>							
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%		
Efficiency	NA	NA	NA	NA	\$ 74.09		
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 29,636	\$ 29,636	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 29,636	\$ 29,636	
Expenditures by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 29,636	\$ (29,636)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 29,636	\$ (29,636)	
Staffing (FTEs)	NA	NA	NA	NA	-		

This is a new activity established for FY 2007-08, and does not have any comparable performance measure history. FY 2007-08 budgeted expenditures meet projected demand.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	78.0%	NA	NA	75.0%	90.0%		
<i>Percent of clients who improve their parenting skills as measured by post-intervention evaluations</i>							
Demand	243	NA	NA	225	230		
<i>Anticipated number of families to be educated</i>							
Output	243	NA	NA	225	230		
<i>Number of families educated</i>							
<i>Percent of Demand met</i>	100.0%	NA	NA	100.0%	100.0%		
Efficiency	\$ 184.14	NA	NA	\$ 193.55	\$ 199.52		
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ 26,987	\$ 42,490	\$ 42,490	\$ 41,970	\$ 46,201	\$ 3,711	8.7%
Totals	\$ 26,987	\$ 42,490	\$ 42,490	\$ 41,970	\$ 46,201	\$ 3,711	8.7%
Expenditures by Fund							
Public Health Grants	\$ 44,747	\$ 42,490	\$ 42,490	\$ 43,549	\$ 45,890	\$ (3,400)	-8.0%
Totals	\$ 44,747	\$ 42,490	\$ 42,490	\$ 43,549	\$ 45,890	\$ (3,400)	-8.0%
Staffing (FTEs)	NA	NA	1.00	NA	1.00	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand. Demand and output data for FY 2006-07 revised budget are not available. Funded staffing levels remain the same. Total budgeted expenditures are increased by \$3,400 (8.0%) from the FY 2006-07.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of clients initiated for syphilis who are preventively treated or treated for infection within 7 days	86.0%	85.0%	85.0%	84.0%	82.0%	-3.0%	-3.5%
Percent of early syphilis clients interviewed by communicable disease investigators	93.0%	95.0%	95.0%	95.0%	95.0%	0.0%	0.0%
Rate per 100,000 of early syphilis cases in Maricopa County	8.2	8.0	8.0	8.8	9.0	1.0	12.5%

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.

Activities that comprise this program include:

- STD Examinations
- STD Case Investigation
- 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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	NA	NA	NA	NA	18.0%		
<i>Percent of clients receiving exams who test positive for a STD</i>							
Demand	NA	NA	NA	NA	16,500		
<i>Number of persons needing exams</i>							
Output	NA	NA	NA	NA	16,500		
<i>Number of persons receiving exams</i>							
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%		
Efficiency	NA	NA	NA	NA	\$ 66.69		
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Fees	\$ -	\$ -	\$ -	\$ -	\$ 62,047	\$ 62,047	
Public Health Grants	-	-	-	-	247,247	247,247	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 309,294	\$ 309,294	
Expenditures by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ 802,203	\$ (802,203)	
Public Health Fees	-	-	-	-	51,698	(51,698)	
Public Health Grants	-	-	-	-	246,470	(246,470)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 1,100,371	\$ (1,100,371)	
Staffing (FTEs)	NA	NA	NA	NA	10.75		

This is a new activity established for FY 2007-08, and does not have any comparable performance measure history. FY 2007-08 budgeted expenditures meet projected demand.

Base Adjustment: Budget right-sizing was accomplished using historical spending patterns of activities that have been mapped to this activity.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	NA	NA	NA	NA	70.0%		
<i>Percent of cases brought in for exam examined and treated within 7 days</i>							
Demand	NA	NA	NA	NA	3,700		
<i>Number of case investigations</i>							
Output	NA	NA	NA	NA	3,700		
<i>Number of case investigations closed</i>							
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%		
Efficiency	NA	NA	NA	NA	\$ 155.51		
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 145,072	\$ 145,072	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 145,072	\$ 145,072	
Expenditures by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ 431,401	\$ (431,401)	
Public Health Grants	-	-	-	-	143,983	(143,983)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 575,384	\$ (575,384)	
Staffing (FTEs)	NA	NA	NA	NA	13.50		

This is a new activity established for FY 2007-08, and does not have any comparable performance measure history. FY 2007-08 budgeted expenditures meet projected demand.

Base Adjustment: Budget right-sizing was accomplished using historical spending patterns of activities that have been mapped to this activity.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	NA	NA	NA	NA	95.0%		
<i>Percent of reports reviewed within 24 hours</i>							
Demand	NA	NA	NA	NA	16,400		
<i>Number of positive STD case reports</i>							
Output	NA	NA	NA	NA	16,400		
<i>Number of positive STD case reports reviewed</i>							
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%		
Efficiency	NA	NA	NA	NA	\$ 27.31		
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Fees	\$ -	\$ -	\$ -	\$ -	\$ 167,141	\$ 167,141	
Public Health Grants	-	-	-	-	65,524	65,524	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 232,665	\$ 232,665	
Expenditures by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ 209,284	\$ (209,284)	
Public Health Fees	-	-	-	-	173,618	(173,618)	
Public Health Grants	-	-	-	-	65,057	(65,057)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 447,959	\$ (447,959)	
Staffing (FTEs)	NA	NA	NA	NA	10.25		

This is a new activity established for FY 2007-08, and does not have any comparable performance measure history. FY 2007-08 budgeted expenditures meet projected demand.

Base Adjustment: Budget right-sizing was accomplished using historical spending patterns of activities that have been mapped to this activity.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	97.0%		
<i>Percent testing positive who are treated</i>							
Demand <i>Number of persons requiring treatment</i>	6,813	15,750	15,750	10,221	11,857	(3,893)	-24.7%
Output <i>Number of persons treated</i>	6,813	6,964	6,964	10,221	11,857	4,893	70.3%
<i>Percent of Demand met</i>	100.0%	44.2%	44.2%	100.0%	100.0%	55.8%	126.2%
Efficiency <i>Expenditures per unit of Output</i>	\$ 307.51	\$ 351.25	\$ 350.94	\$ 204.24	\$ 22.07	\$ 328.86	93.7%
Revenues by Fund							
Public Health Fees	\$ 187,362	\$ 225,000	\$ 225,000	\$ 233,521	\$ -	\$ (225,000)	-100.0%
Public Health Grants	512,581	566,891	566,891	427,116	-	(566,891)	-100.0%
Totals	\$ 699,943	\$ 791,891	\$ 791,891	\$ 660,637	\$ -	\$ (791,891)	-100.0%
Expenditures by Fund							
General	\$ 1,346,868	\$ 1,685,076	\$ 1,682,870	\$ 1,406,064	\$ 261,719	\$ 1,421,151	84.4%
Public Health Fees	242,221	194,166	194,166	208,326	-	194,166	100.0%
Public Health Grants	505,977	566,891	566,891	473,191	-	566,891	100.0%
Totals	\$ 2,095,066	\$ 2,446,133	\$ 2,443,927	\$ 2,087,581	\$ 261,719	\$ 2,182,208	89.3%
Staffing (FTEs)	NA	NA	37.75	NA	1.50	(36.25)	-96.0%

This is a new activity established for FY 2007-08, and does not have any comparable performance measure history. The historical performance measures and amounts refer to a single activity that has been split into various STD activities in FY 2007-08; therefore, can not be used for comparative analysis. FY 2007-08 budgeted expenditures meet projected demand.

Base Adjustment: Budget right-sizing was accomplished using historical spending patterns of activities that have been mapped to this activity. 0.14 FTE Nurse Practitioner/Physician Assistant in Con-Tents activity is moved to this activity after the deletion of Con-Tents activity in FY 2007-08.

Tuberculosis Control (TB) 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

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Percent of TB suspects/cases who receive intervention	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of contacts placed on preventive therapy	72.0%	70.0%	70.0%	70.0%	75.0%	5.0%	7.1%

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.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	NA	NA	NA	NA	75.3%		
<i>Percent of identified individuals who are tested</i>							
Demand	NA	NA	NA	NA	2,471		
<i>Number of individuals identified or suspected</i>							
Output	NA	NA	NA	NA	2,471		
<i>Number of individuals evaluated</i>							
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%		
Efficiency	NA	NA	NA	NA	\$ 394.60		
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 241,062	\$ 241,062	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 241,062	\$ 241,062	
Expenditures by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ 735,076	\$ (735,076)	
Public Health Grants	-	-	-	-	239,974	(239,974)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 975,050	\$ (975,050)	
Staffing (FTEs)	NA	NA	NA	NA	10.33		

This is a new activity established for FY 2007-08, and does not have any comparable performance measure history. FY 2007-08 budgeted expenditures meet projected demand.

Base Adjustment: Budget right-sizing was accomplished using historical spending patterns of activities that have been mapped to this activity.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	NA	NA	NA	NA	100.0%		
<i>Percent testing positive who are treated</i>							
Demand	NA	NA	NA	NA	12,000		
<i>Number of TB tests indicated</i>							
Output	NA	NA	NA	NA	12,000		
<i>Number of TB tests performed</i>							
Percent of Demand met	NA	NA	NA	NA	100.0%		
Efficiency	NA	NA	NA	NA	\$ 58.18		
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Fees	\$ -	\$ -	\$ -	\$ -	\$ 60,800	\$ 60,800	
Public Health Grants	-	-	-	-	100,604	100,604	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 161,404	\$ 161,404	
Expenditures by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ 540,710	\$ (540,710)	
Public Health Fees	-	-	-	-	57,456	(57,456)	
Public Health Grants	-	-	-	-	100,013	(100,013)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 698,179	\$ (698,179)	
Staffing (FTEs)	NA	NA	NA	NA	10.24		

This is a new activity established for FY 2007-08, and does not have any comparable performance measure history. FY 2007-08 budgeted expenditures meet projected demand.

Base Adjustment: Budget right-sizing was accomplished using historical spending patterns of activities that have been mapped to this activity.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	NA	100.0%	100.0%	NA	96.0%	-4.0%	-4.0%
<i>Percent of diagnosed TB cases who complete treatment within 12 months</i>							
Demand	NA	24,000	24,000	NA	879	(23,121)	-96.3%
<i>Number of TB cases identified for which treatment is indicated</i>							
Output	NA	24,000	24,000	NA	879	(23,121)	-96.3%
<i>Number of TB cases identified that are treated</i>							
Percent of Demand met	NA	100.0%	100.0%	NA	100.0%	0.0%	0.0%
Efficiency	NA	\$ 129.90	\$ 136.42	NA	\$ 1,650.00	\$ (1,513.58)	-1109.5%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Fees	\$ 50,289	\$ 60,800	\$ 60,800	\$ 50,992	\$ -	\$ (60,800)	-100.0%
Public Health Grants	712,690	817,763	817,763	678,414	474,158	(343,605)	-42.0%
Totals	\$ 762,979	\$ 878,563	\$ 878,563	\$ 729,406	\$ 474,158	\$ (404,405)	-46.0%
Expenditures by Fund							
General	\$ 1,426,810	\$ 2,247,403	\$ 2,403,903	\$ 2,010,696	\$ 978,554	\$ 1,425,349	59.3%
Public Health Fees	47,995	52,468	52,468	46,581	-	52,468	100.0%
Public Health Grants	554,750	817,763	817,763	745,844	471,794	345,969	42.3%
Totals	\$ 2,029,555	\$ 3,117,634	\$ 3,274,134	\$ 2,803,121	\$ 1,450,348	\$ 1,823,786	55.7%
Staffing (FTEs)	NA	NA	43.25	NA	18.93	(24.32)	-56.2%

This is a new activity established for FY 2007-08, and does not have any comparable performance measure history. The historical performance measures and amounts refer to a single activity that has

been split into various TB activities in FY 2007-08; therefore, can not be used for comparative analysis. FY 2007-08 budgeted expenditures meet projected demand.

Base Adjustment: Budget right-sizing was accomplished using historical spending patterns of activities that have been mapped to this activity.

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

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
	1	ADOPTED 2	REVISED 2	PROJ ACT 2	2		
Hours per contracted school for intensive, school-based prevention						0	0.0%
Percent of adult clients quitting tobacco use	NA	20.0%	20.0%	20.0%	20.0%	0.0%	0.0%

Mandates: This is a non-mandated program.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
		ADOPTED	REVISED	PROJ ACT			
Results	NA	NA	NA	NA	40.0%		
<i>Percent of adult clients who have quit using tobacco by the end of the last cessation session</i>							
Demand	NA	NA	NA	NA	2,000		
<i>Anticipated number of people to be educated</i>							
Output	NA	NA	NA	NA	2,000		
<i>Number of people educated</i>							
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%		
Efficiency	NA	NA	NA	NA	\$ 488.45		
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 981,513	\$ 981,513	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 981,513	\$ 981,513	
Expenditures by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 976,894	\$ (976,894)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 976,894	\$ (976,894)	
Staffing (FTEs)	NA	NA	NA	NA	14.85		

This is a new activity established for FY 2007-08, and does not have any comparable performance measure history. FY 2007-08 budgeted expenditures meet projected demand.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	NA	NA	NA	NA	20.0%		
<i>Rate of tobacco use among adults</i>							
Demand	NA	NA	NA	NA	40,000		
<i>Anticipated number of people to be reached</i>							
Output	NA	NA	NA	NA	40,000		
<i>Number of people reached</i>							
Percent of Demand met	NA	NA	NA	NA	100.0%		
Efficiency	NA	NA	NA	NA	\$ 9.44		
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 378,518	\$ 378,518	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 378,518	\$ 378,518	
Expenditures by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 377,414	\$ (377,414)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 377,414	\$ (377,414)	
Staffing (FTEs)	NA	NA	NA	NA	3.55		

This is a new activity established for FY 2007-08, and does not have any comparable performance measure history. FY 2007-08 budgeted expenditures meet projected demand.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	NA	20.0%	20.0%	NA	10.0%	-10.0%	-50.0%
<i>Rate of tobacco use among school-aged children</i>							
Demand	18,973	11,800	11,800	20,000	20,000	8,200	69.5%
<i>Anticipated number of students completing educational program</i>							
Output	18,973	11,800	11,800	20,000	20,000	8,200	69.5%
<i>Number of students completing educational program</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 179.21	\$ 280.02	\$ 313.88	\$ 157.78	\$ 90.19	\$ 223.70	71.3%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ 3,135,481	\$ 3,304,217	\$ 3,703,797	\$ 3,325,285	\$ 1,808,789	\$ (1,895,008)	-51.2%
Totals	\$ 3,135,481	\$ 3,304,217	\$ 3,703,797	\$ 3,325,285	\$ 1,808,789	\$ (1,895,008)	-51.2%
Expenditures by Fund							
Public Health Grants	\$ 3,400,216	\$ 3,304,217	\$ 3,703,797	\$ 3,155,650	\$ 1,803,704	\$ 1,900,093	51.3%
Totals	\$ 3,400,216	\$ 3,304,217	\$ 3,703,797	\$ 3,155,650	\$ 1,803,704	\$ 1,900,093	51.3%
Staffing (FTEs)	NA	NA	42.00	NA	16.35	(25.65)	-61.1%

This is a new activity established for FY 2007-08, and does not have any comparable performance measure history. The historical performance measures and amounts refer to various activities from FY

2006-07 that have been split into various Tobacco activities in FY 2007-08; therefore, can not be used for comparative analysis. FY 2007-08 budgeted expenditures meet projected demand.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	90.0%	90.0%	NA	90.0%	0.0%	0.0%
<i>Percent of attendee satisfaction with oral health tobacco use training session</i>							
Demand	858	3,450	3,450	600	600	(2,850)	-82.6%
<i>Number of dental healthcare professionals requesting training</i>							
Output	858	500	500	600	600	100	20.0%
<i>Number of dental healthcare professionals trained</i>							
<i>Percent of Demand met</i>	100.0%	14.5%	14.5%	100.0%	100.0%	85.5%	590.0%
Efficiency	\$ 42.76	\$ 76.68	\$ 76.68	\$ 60.21	\$ 63.51	\$ 13.17	17.2%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Grants	\$ (5,405)	\$ 38,339	\$ 38,339	\$ 17,529	\$ 38,262	\$ (77)	-0.2%
Totals	\$ (5,405)	\$ 38,339	\$ 38,339	\$ 17,529	\$ 38,262	\$ (77)	-0.2%
Expenditures by Fund							
Public Health Grants	\$ 36,686	\$ 38,339	\$ 38,339	\$ 36,127	\$ 38,107	\$ 232	0.6%
Totals	\$ 36,686	\$ 38,339	\$ 38,339	\$ 36,127	\$ 38,107	\$ 232	0.6%
Staffing (FTEs)	NA	NA	0.50	NA	0.50	-	0.0%

FY 2007-08 budgeted expenditures meet projected demand, which is lower than the FY 2006-07 revised budget. Funded staffing levels remain the same. Total budgeted expenditures are decreased by \$232 (0.6%) from the FY 2006-07, reflecting increased volume of output offset by lower rate of expenditure per unit of output.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	NA	NA	NA	NA	25.0%		
<i>Percent of worksites that implement cessation referral programs</i>							
Demand <i>Number of work sites expected to participate</i>	NA	NA	NA	NA	650		
Output <i>Number of work sites participating</i>	NA	NA	NA	NA	650		
<i>Percent of Demand met</i>	NA	NA	NA	NA	100.0%		
Efficiency <i>Expenditures per unit of Output</i>	NA	NA	NA	NA	\$ 808.07		
Revenues by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 527,498	\$ 527,498	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 527,498	\$ 527,498	
Expenditures by Fund							
Public Health Grants	\$ -	\$ -	\$ -	\$ -	\$ 525,243	\$ (525,243)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 525,243	\$ (525,243)	
Staffing (FTEs)	NA	NA	NA	NA	7.25		

This is a new activity established for FY 2007-08, and does not have any comparable performance measure history. FY 2007-08 budgeted expenditures meet projected demand.

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

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Percent of birth and death certificate copies provided within two working days	93.0%	100.0%	100.0%	90.0%	90.0%	-10.0%	-10.0%
Percent of births and deaths registered within one working day	91.0%	100.0%	100.0%	95.0%	95.0%	-5.0%	-5.0%

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.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	93.0%	100.0%	100.0%	100.0%	90.0%	-10.0%	-10.0%
<i>Percentage of birth and death certificate copies provided within two working days</i>							
Demand	311,980	298,107	298,107	320,000	329,600	31,493	10.6%
<i>Number of copies of birth and death certificates requested</i>							
Output	311,980	298,107	298,107	320,000	329,600	31,493	10.6%
<i>Number of certified copies of birth and death certificates provided</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 2.52	\$ 3.04	\$ 2.72	\$ 2.45	\$ 3.54	\$ (0.82)	-30.0%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Fees	\$ 2,303,764	\$ 2,496,870	\$ 2,496,870	\$ 2,450,742	\$ 2,664,827	\$ 167,957	6.7%
Totals	\$ 2,303,764	\$ 2,496,870	\$ 2,496,870	\$ 2,450,742	\$ 2,664,827	\$ 167,957	6.7%
Expenditures by Fund							
Public Health Fees	\$ 785,075	\$ 906,421	\$ 811,424	\$ 785,391	\$ 1,166,197	\$ (354,773)	-43.7%
Totals	\$ 785,075	\$ 906,421	\$ 811,424	\$ 785,391	\$ 1,166,197	\$ (354,773)	-43.7%
Staffing (FTEs)	NA	NA	10.36	NA	10.52	0.16	1.5%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget. Funded staffing levels were increased. Total budgeted expenditures are increased by \$354,773 (43.7%) from the FY 2006-07, reflecting increased volume of output and higher rate of expenditure per unit of output.

Base Adjustment: Right-sized Supplies and Services. Provided additional funding for administrative market study. Increased revenue and expenditures due to implementation of VitalChek.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	91.0%	100.0%	100.0%	100.0%	95.0%	-5.0%	-5.0%
<i>Percent of births and deaths registered within one working day</i>							
Demand	29,051	27,506	27,506	30,000	31,245	3,739	13.6%
<i>Number of reported births (registered by Maricopa County) and deaths within Maricopa County</i>							
Output	29,051	27,506	27,506	30,000	31,245	3,739	13.6%
<i>Number of births and deaths registered</i>							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 54.24	\$ 38.82	\$ 42.63	\$ 42.53	\$ 41.90	\$ 0.73	1.7%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Public Health Fees	\$ 184,206	\$ 183,512	\$ 183,512	\$ 99,281	\$ 170,727	\$ (12,785)	-7.0%
Totals	\$ 184,206	\$ 183,512	\$ 183,512	\$ 99,281	\$ 170,727	\$ (12,785)	-7.0%
Expenditures by Fund							
Public Health Fees	\$ 1,575,759	\$ 1,067,791	\$ 1,172,680	\$ 1,275,838	\$ 1,309,181	\$ (136,501)	-11.6%
Totals	\$ 1,575,759	\$ 1,067,791	\$ 1,172,680	\$ 1,275,838	\$ 1,309,181	\$ (136,501)	-11.6%
Staffing (FTEs)	NA	NA	18.64	NA	19.48	0.84	4.5%

FY 2007-08 budgeted expenditures meet projected demand, which is higher than the FY 2006-07 revised budget. Funded staffing levels were increased. Total budgeted expenditures are increased by \$136,501 (11.6%) from the FY 2006-07, reflecting increased volume of output offset by lower rate of expenditure per unit of output.

Base Adjustment: Right-sized Supplies and Services. Provided additional funding for administrative market study.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES		REVENUE
FY 2006-07 ADOPTED BUDGET:	\$	12,074,428	\$ -
MID-YEAR ADJUSTMENTS:			
Family Health Program	\$	249,536	\$ -
Subtotal	\$	249,536	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$	12,323,964	\$ -
TARGET ADJUSTMENTS:			
Employee Health/Dental Plan Changes (12 months)	\$	113,923	\$ -
Retirement Contributions		42,236	-
FY 2007-08 Pay for Performance		288,100	-
Annualization of Mid-Year Adjustments		74,704	-
One Time Expenses		(222,700)	-
Subtotal	\$	296,263	\$ -
FY 2007-08 BUDGET TARGET	\$	12,620,227	\$ -
BASE ADJUSTMENTS:			
Right-size HIV/HCV Services Program	\$	(700)	\$ -
Right-size Clinic Support Services Program		(20,193)	-
Right-size Epi & Gen Disease Surveillance Program		(15,770)	-
Right-size Family Health Program		(4,592)	-
Right-size Family Planning Program		(56,232)	-
Right-size Promoting Healthy Lifestyles		(432)	-
Right-size Infectious Disease Control Program		(12,884)	-
Right-size Immunization Services Program		(27,516)	-
Right-size Oral Health Program		(1,208)	-
Right-size Child Safety Program		(2,560)	-
Right-size STD Control Program		(44,544)	-
Right-size TB Control Program		(37,094)	-
Right-size Administrative Services Program		(64,050)	-
Right-size Information Technology Program		(52,593)	-
Right-size Rate of a TB Physician		(36,723)	-
Delete a Counselor in Human Resources		(81,654)	-
Ongoing Cost for Information Technology Studies		420,324	-
Transfer 0.14 FTE from Fee Fund to General Fund		18,478	-
Information Technology Market Study		38,337	-
Administrative Market Study		83,005	-
Subtotal	\$	101,399	\$ -
FY 2007-08 TENTATIVE BUDGET:	\$	12,721,626	\$ -
BASE ADJUSTMENT:			
Change to Worker's Compensation & Unemployment Charges	\$	10,116	\$ -
West Nile Virus and Newly Emerging Diseases		198,200	-
Savings in Est. Health & Dental Premiums Due to Open Enrollment		(51,362)	-
Subtotal	\$	156,954	\$ -
FY 2007-08 ADOPTED BASE:	\$	12,878,580	\$ -
FY 2007-08 ADOPTED BUDGET:	\$	12,878,580	\$ -

Public Health Fees (265) Appropriated Budget Reconciliation

	EXPENDITURES		REVENUE	
FY 2006-07 ADOPTED BUDGET:	\$	3,520,656	\$	3,523,807
FY 2006-07 REVISED RESTATED BUDGET:	\$	3,520,656	\$	3,523,807
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)	\$	27,635	\$	-
Retirement Contributions		7,842		-
FY 2007-08 Pay for Performance		56,722		-
One Time Expenses		(54,000)		-
Structural Balance		-		27,419
Central Service Cost Allocation		(7,629)		-
Subtotal	\$	30,570	\$	27,419
FY 2007-08 BUDGET TARGET	\$	3,551,226	\$	3,551,226
BASE ADJUSTMENTS:				
Delete Con-Tents Activity	\$	(21,253)	\$	(25,000)
Right-size Adult Immunization Activity		(698)		-
Right-size Birth and Death Cert Activity		(60,620)		-
Right-size Birth and Death Records Activity		(5,900)		-
Right-size Epidemiology Reporting Activity		(3,113)		-
Right-size Single Case Invest & Intrv Rep Activity		(3,113)		-
Administrative Market Study		69,697		-
Vital Check Network Agreement		150,000		150,000
Subtotal	\$	125,000	\$	125,000
FY 2007-08 TENTATIVE BUDGET:	\$	3,676,226	\$	3,676,226
BASE ADJUSTMENTS:				
Change to Worker's Compensation & Unemployment Charges and Vital Registration Revenue	\$	2,453	\$	2,453
Savings in Est. Health & Dental Premiums Due to Open Enrollment		(13,093)		(13,093)
Subtotal	\$	(10,640)	\$	(10,640)
FY 2007-08 ADOPTED BUDGET:	\$	3,665,586	\$	3,665,586

Public Health Fees (265) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 633,349	\$ 395,118	\$ 395,118	\$ 1,762,889	\$ 3,837,273
Revenue	\$ 4,572,538	\$ 3,523,807	\$ 3,523,807	\$ 5,376,581	\$ 3,665,586
Expenditures	3,508,999	3,520,656	3,520,656	3,302,197	3,665,586
Net Operating	\$ 1,063,540	\$ 3,151	\$ 3,151	\$ 2,074,384	\$ -
Ending Fund Balance	\$ 1,696,889	\$ 398,269	\$ 398,269	\$ 3,837,273	\$ 3,837,273

Public Health Grant (532) Appropriated Budget Reconciliation

	EXPENDITURES		REVENUE	
FY 2006-07 ADOPTED BUDGET:	\$	44,178,638	\$	44,178,638
FY 2006-07 REVISED BUDGET:	\$	44,178,638	\$	44,178,638
Restatements		(6,435,504)		(6,435,504)
FY 2006-07 REVISED RESTATED BUDGET:	\$	37,743,134	\$	37,743,134
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)	\$	252,550	\$	-
Retirement Contributions		65,255		-
FY 2007-08 Pay for Performance		479,511		-
Structural Balance		-		735,378
Central Service Cost Allocation		(61,938)		-
Subtotal	\$	735,378	\$	735,378
FY 2007-08 BUDGET TARGET	\$	38,478,512	\$	38,478,512
BASE ADJUSTMENTS:				
Grants Reduction	\$	(4,207,898)	\$	(4,207,898)
FY 2007-08 TENTATIVE BUDGET:	\$	34,270,614	\$	34,270,614
BASE ADJUSTMENTS:				
Change to Worker's Compensation & Unemployment Charges and Childhood Immunizations Revenue	\$	22,418	\$	22,418
Savings in Est. Health & Dental Premiums Due to Open Enrollment		(108,321)		(108,321)
Subtotal	\$	(85,903)	\$	(85,903)
FY 2007-08 ADOPTED BUDGET:	\$	34,184,711	\$	34,184,711

Public Health Grant (532) Fund Balance Summary

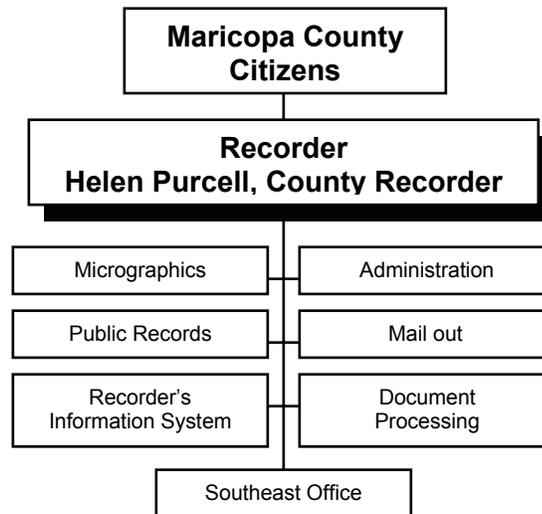
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ (5,729,144)	\$ (5,554,850)	\$ (5,554,850)	\$ (4,596,701)	\$ (8,492,044)
Revenue	\$ 36,804,237	\$ 37,743,134	\$ 37,743,134	\$ 28,972,767	\$ 34,184,711
Expenditures	35,671,794	37,743,134	37,743,134	35,027,403	34,184,711
Net Operating	\$ 1,132,443	\$ -	\$ -	\$ (3,895,343)	\$ -
Ending Fund Balance	\$ (4,596,701)	\$ (5,554,850)	\$ (5,554,850)	\$ (8,492,044)	\$ (8,492,044)

Recorder

Analysis by Monica Staats, Management & Budget Analyst

Summary

Organizational Chart



Mission

The mission of the Recorder's 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

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, 2007, input legal descriptions, parcel numbers and addresses on all recordings so the data will be available to the public in a searchable format.**

Status: The efforts to achieve this goal have shifted to include protecting selective information from public view. The department is reviewing auto indexing products which will allow them to create a new system to redact certain data.

- **By December 31, 2007, implement selective block information from public view.**

Status: The FY 2007-08 budget supports the attainment of this goal by funding personnel and increasing expenditures in information technology resources, Business Application Development (BUAS) activity, to ensure the completion of the Recorder's Redaction Project and auto indexing system.

- **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: Realizing that many entities are not aware of the department's ability to accept electronic submissions, the department has developed a resource collaboration with Property Records Education Partners (PREP). PREP meets with various organizations, agencies, and network channels who submit recorded documents, such as title companies and law firms, to discuss changes and trends in the industry. In an effort to achieve this goal, the Recorder's staff will work with Property Records Education Partners to aide them in informing and educating potential customers on electronic filing.

- **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: Through the first 2 quarters of FY 2006-07, the department has reported 152 of 595 eligible customers were submitting recorded documents electronically (25.5%).

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
36RP - RECORDER'S PROGRAM	\$ 17,668,044	\$ 13,246,000	\$ 13,245,997	\$ 14,010,932	\$ 13,245,997	\$ -	0.0%
DCOP - DOCUMENT OPERATIONS	16,002,475	12,001,000	12,000,001	12,699,579	12,000,001	-	0.0%
MCRO - MICROGRAPHICS	111,990	95,000	94,999	104,005	94,999	-	0.0%
MOUT - MAILOUT	900,212	600,000	600,000	634,137	600,000	-	0.0%
PASS - PUBLIC ASSISTANCE	653,367	550,000	550,997	573,211	550,997	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	\$ (45,398)	\$ -	\$ 3	\$ -	\$ 3	\$ -	0.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 7,968,318	\$ 6,300,000	\$ 6,300,000	\$ 6,516,273	\$ 6,300,000	\$ -	0.0%
TOTAL PROGRAMS	\$ 25,590,965	\$ 19,546,000	\$ 19,546,000	\$ 20,527,205	\$ 19,546,000	\$ -	0.0%
EXPENDITURES							
36RP - RECORDER'S PROGRAM	\$ 2,459,417	\$ 2,475,653	\$ 2,636,728	\$ 2,317,411	\$ 3,283,000	\$ (646,272)	-24.5%
DCOP - DOCUMENT OPERATIONS	871,420	910,293	974,255	901,822	1,892,275	(918,020)	-94.2%
MCRO - MICROGRAPHICS	812,332	724,966	771,646	652,018	485,401	286,245	37.1%
MOUT - MAILOUT	512,925	540,425	569,234	498,286	546,939	22,295	3.9%
PASS - PUBLIC ASSISTANCE	262,740	299,969	321,593	265,286	358,385	(36,792)	-11.4%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 516,888	\$ 584,060	\$ 621,636	\$ 690,018	\$ 657,375	\$ (35,739)	-5.7%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 5,933,094	\$ 5,716,982	\$ 5,667,243	\$ 8,810,395	\$ 5,066,400	\$ 600,843	10.6%
99GV - GENERAL GOVERNMENT	\$ -	\$ 7,582	\$ 16,580	\$ 5,538	\$ 6,816	\$ 9,764	58.9%
TOTAL PROGRAMS	\$ 8,909,399	\$ 8,784,277	\$ 8,942,187	\$ 11,823,362	\$ 9,013,591	\$ (71,404)	-0.8%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
36RP - RECORDER'S PROGRAM	38.25	38.25	-	0.0%
DCOP - DOCUMENT OPERATIONS	23.50	23.50	-	0.0%
MCRO - MICROGRAPHICS	3.75	3.75	-	0.0%
MOUT - MAILOUT	5.00	5.00	-	0.0%
PASS - PUBLIC ASSISTANCE	6.00	6.00	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	8.00	8.00	-	0.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	38.00	38.00	-	0.0%
TOTAL PROGRAMS	84.25	84.25	-	0.0%

Revenue and Expenditures by Category

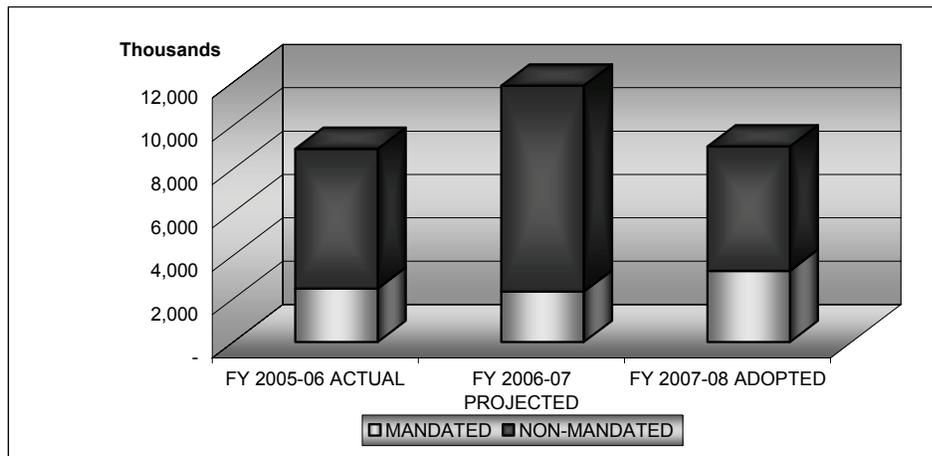
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ (45,398)	\$ -	\$ -	\$ -	\$ -	-	
Charges For Service	23,649,923	18,000,000	18,000,002	18,893,380	18,000,002	-	0.0%
Miscellaneous Revenues	1,986,439	1,546,000	1,545,998	1,633,825	1,545,998	-	0.0%
Total Revenue	\$ 25,590,965	\$ 19,546,000	\$ 19,546,000	\$ 20,527,205	\$ 19,546,000	\$ -	0.0%
EXPENDITURES							
Personal Services	\$ 4,061,277	\$ 4,482,129	\$ 4,837,825	\$ 4,289,012	\$ 4,886,910	\$ (49,085)	-1.0%
Supplies	971,248	1,383,400	1,343,821	645,948	1,208,850	134,971	10.0%
Services	3,279,477	1,408,748	1,408,748	6,390,034	1,757,831	(349,083)	-24.8%
Capital Outlay	597,397	1,510,000	1,351,793	498,368	1,160,000	191,793	14.2%
Total Expenditures	\$ 8,909,399	\$ 8,784,277	\$ 8,942,187	\$ 11,823,362	\$ 9,013,591	\$ (71,404)	-0.8%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 17,668,044	\$ 13,246,000	\$ 13,246,000	\$ 14,010,932	\$ 13,246,000	\$ -	0.0%
236 RECORDERS SURCHARGE	7,922,920	6,300,000	6,300,000	6,516,273	6,300,000	-	0.0%
TOTAL FUNDS	\$ 25,590,965	\$ 19,546,000	\$ 19,546,000	\$ 20,527,205	\$ 19,546,000	\$ -	0.0%
EXPENDITURES							
100 GENERAL	\$ 2,169,774	\$ 2,349,174	\$ 2,507,084	\$ 2,336,900	\$ 2,638,611	\$ (131,527)	-5.2%
236 RECORDERS SURCHARGE	6,739,625	6,435,103	6,435,103	9,486,462	6,374,980	60,123	0.9%
TOTAL FUNDS	\$ 8,909,399	\$ 8,784,277	\$ 8,942,187	\$ 11,823,362	\$ 9,013,591	\$ (71,404)	-0.8%

To continue to provide public access to information, the FY 2007-08 budget includes one-time funding for technology upgrades in the amount of \$1,759,000.

Mandated vs. Non-Mandated Expenditures



Programs and Activities

Recorder's Program

The purpose of the Recorder's 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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of documents presented for recording	98.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of documents delivered	98.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of documents scanned	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of copies made	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Document Operations
- Mail out
- Micrographics
- Public Assistance

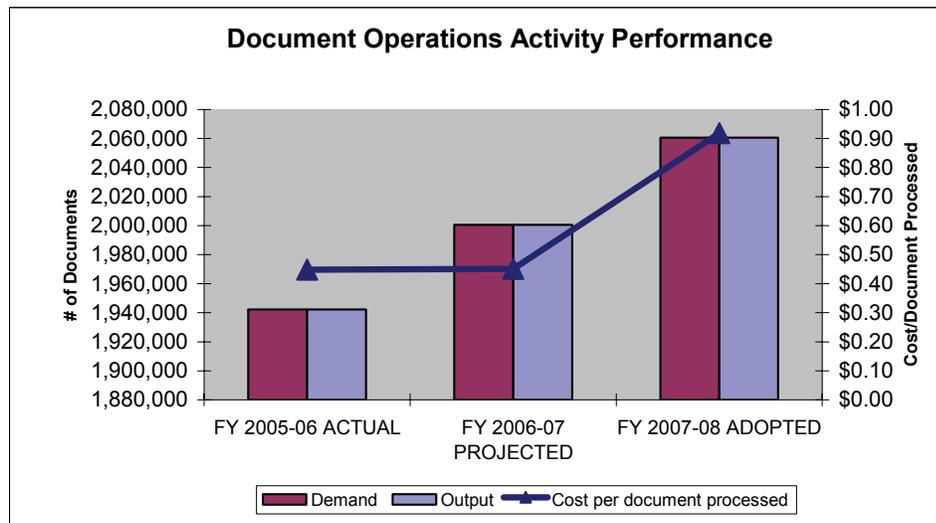
Document Operations Activity

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	100.0%	100.0%	100.0%	100.0%	0.0%	-100.0%	-100.0%
<u>Demand</u>	1,942,233	1,850,000	2,000,500	2,000,500	2,060,515	60,015	3.0%
<i>Number of recorded documents presented for indexing.</i>							
<u>Output</u>	1,942,233	1,850,000	2,000,500	2,000,500	2,060,515	60,015	3.0%
<i>Number of documents recorded.</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u>	\$ 0.45	\$ 0.49	\$ 0.49	\$ 0.45	\$ 0.92	\$ (0.43)	-88.6%
<i>Expenditures per unit of Output</i>							
<u>Revenues by Fund</u>							
General	\$ 16,002,475	\$ 12,001,000	\$ 12,000,001	\$ 12,699,579	\$ 12,000,001	\$ -	0.0%
Totals	\$ 16,002,475	\$ 12,001,000	\$ 12,000,001	\$ 12,699,579	\$ 12,000,001	\$ -	0.0%
<u>Expenditures by Fund</u>							
General	\$ 871,420	\$ 910,293	\$ 974,255	\$ 901,822	\$ 1,053,884	\$ (79,629)	-8.2%
Recorders Surcharge	-	-	-	-	838,391	(838,391)	
Totals	\$ 871,420	\$ 910,293	\$ 974,255	\$ 901,822	\$ 1,892,275	\$ (918,020)	-94.2%
<u>Staffing (FTEs)</u>	-	-	23.50	-	23.50	-	0.0%



The FY 2007-08 budget for the Document Operations Activity meets the projected demand of 2,060,515 recorded documents presented for indexing at an annual cost of \$0.92 per document processed in order to achieve the result of 100% of number of documents indexed.

The FY 2006-07 revised budget assumed a 3% increase in demand compared to FY 2005-06 actuals. This occurred as a result of slower growth in population, home building and other recording activities. The increase in demand of 3% for FY 2007-08 is based on the assumption that the County will continue to see slow growth in the housing market as well as County population growth of 3%.

FY 2007-08 budgeted expenditures are anticipated to increase by \$918,020 (94.2%) from the FY 2006-07 Revised budget. The increase includes one-time funding to complete phase I and II of the State mandated Document Redaction Project. The funding is needed to complete the project as well as align with the Board of Supervisors' goal to ensure the safety and protection of its citizens from identity theft. The increase is also due to market adjustments, pay for performance, and fixed and variable benefit increases.

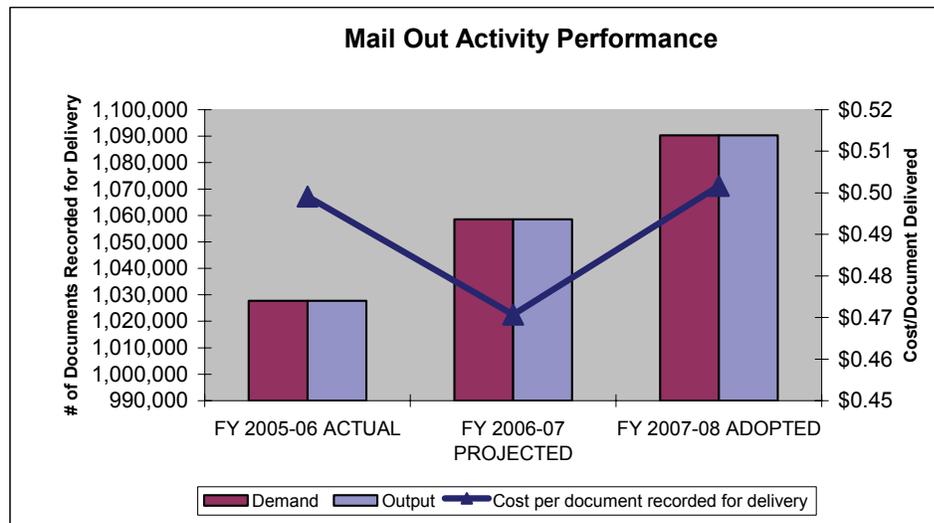
Mail Out Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	100.0%	97.5%	97.5%	100.0%	0.0%	-97.5%	-100.0%
<i>Average time to return documents.</i>							
Demand <i>Number of documents recorded for delivery.</i>	1,027,756	1,000,000	1,000,000	1,058,589	1,090,346	90,346	9.0%
Output <i>Number of documents delivered.</i>	1,027,756	975,000	975,000	1,058,589	1,090,346	115,346	11.8%
<i>Percent of Demand met</i>	100.0%	97.5%	97.5%	100.0%	100.0%	2.5%	2.6%
Efficiency <i>Expenditures per unit of Output</i>	\$ 0.50	\$ 0.55	\$ 0.58	\$ 0.47	\$ 0.50	\$ 0.08	14.1%
Revenues by Fund							
General	\$ 900,212	\$ 600,000	\$ 600,000	\$ 634,137	\$ 600,000	\$ -	0.0%
Totals	\$ 900,212	\$ 600,000	\$ 600,000	\$ 634,137	\$ 600,000	\$ -	0.0%
Expenditures by Fund							
General	\$ 512,925	\$ 540,425	\$ 569,234	\$ 498,286	\$ 546,939	\$ 22,295	3.9%
Totals	\$ 512,925	\$ 540,425	\$ 569,234	\$ 498,286	\$ 546,939	\$ 22,295	3.9%
Staffing (FTEs)	-	-	5.00	-	5.00	-	0.0%



The FY 2007-08 budget for the Mail Out Activity meets the projected demand of 1,090,346 documents recorded for delivery at an annual cost of \$0.50 per document delivered in order to achieve the result of 100% of the goal reached.

The FY 2006-07 projected budget assumes a 3% increase in demand, with results of 100% as compared to FY 2005-06 actual demand of 1,027,756. The increase in demand reflects a conservative forecast of population growth in Maricopa County. In FY 2005-06, the County's increase in documents recorded for delivery was 25.25% (1,027,756) as compared to FY 2004-05 actuals of 820,584. This was a result of real estate transactions and growth in County population. The FY 2007-08 growth is forecasted to be level at 3%.

The FY 2007-08 budgeted expenditures are anticipated to decrease by \$22,295 (3.9%) from the FY 2006-07 Revised budget. This decrease in the budget is largely due to expected lower County Revenue.

Base Adjustment: With FY 2007-08 County revenue expected to be lower than previous years, the Recorder's Office worked closely with the Office of Management and Budget to gain

efficiencies equaling \$40,000 while the expected result of preparing 100% of outgoing recorded documents for businesses and the general public should be met. OMB will continue to work with the department and monitor the efficiency gains throughout FY 2007-08.

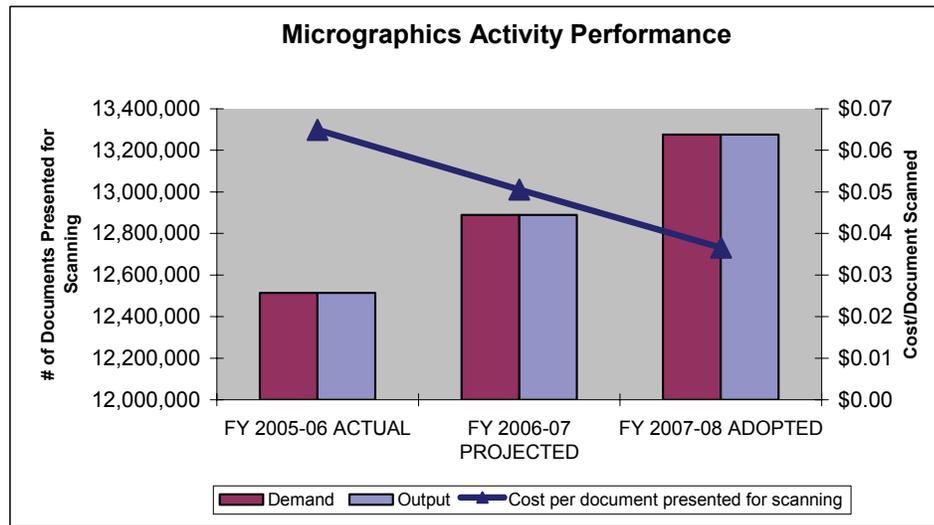
Micrographics Activity

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:

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED REVISED		PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	100.0%	100.0%	100.0%	100.0%	26.0%	-74.0%	-74.0%
<i>The percentage of daily CD Master Reports completed within three work days following presentation.</i>							
Demand <i>Number of documents presented for scanning.</i>	12,513,972	8,000,000	8,000,000	12,889,391	13,276,073	5,276,073	66.0%
Output <i>Number of documents scanned.</i>	12,513,972	8,000,000	8,000,000	12,889,391	13,276,073	5,276,073	66.0%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 0.06	\$ 0.09	\$ 0.10	\$ 0.05	\$ 0.04	\$ 0.06	62.1%
Expenditures per unit of Output							
Revenues by Fund							
General	\$ 111,990	\$ 95,000	\$ 94,999	\$ 104,005	\$ 94,999	\$ -	0.0%
Totals	\$ 111,990	\$ 95,000	\$ 94,999	\$ 104,005	\$ 94,999	\$ -	0.0%
Expenditures by Fund							
General	\$ 126,949	\$ 154,395	\$ 171,646	\$ 101,662	\$ 185,401	\$ (13,755)	-8.0%
Recorders Surcharge	685,383	570,571	600,000	550,356	300,000	300,000	50.0%
Totals	\$ 812,332	\$ 724,966	\$ 771,646	\$ 652,018	\$ 485,401	\$ 286,245	37.1%
Staffing (FTEs)	-	-	3.75	-	3.75	-	0.0%



The FY 2007-08 demand in the Micrographics Activity expects an increase from 12,889,391 to 13,276,073 documents scanned. This increase in demand is forecasted to grow 3% from the FY 2006-07 projected demand due to the completion of the Recorder's Elections Document Conversion Archival Project (REDCAP). The REDCAP project includes scanning of older documents, which had not previously been scanned and were included beginning in the FY 2005-06 counts. The cost per

document scanned will decrease from FY 2006-07 revised (\$0.10/unit) to \$0.04 in FY 2007-08 due to volume increases.

Savings in FY 2007-08 for Micrographics Activity is to be \$286,245 less than the current appropriation. This reduction resulted from a new micrographics contract in FY 2006-07.

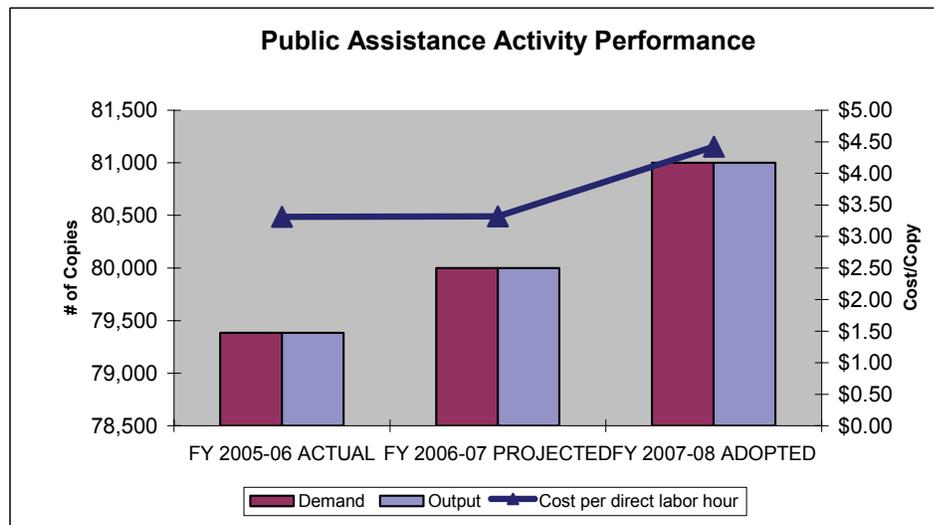
Public Assistance Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<i>The percentage of all copy requests of fewer than 10 pages completed within one hour and of all larger requests completed within 24 hours.</i>							
Demand <i>Number of copies requested.</i>	79,384	275,000	275,000	80,000	81,000	(194,000)	-70.5%
Output <i>Number of copies made.</i>	79,384	275,000	275,000	80,000	81,000	(194,000)	-70.5%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 3.31	\$ 1.09	\$ 1.17	\$ 3.32	\$ 4.42	\$ (3.26)	-278.3%
Revenues by Fund							
General	\$ 653,367	\$ 550,000	\$ 550,997	\$ 573,211	\$ 550,997	\$ -	0.0%
Totals	\$ 653,367	\$ 550,000	\$ 550,997	\$ 573,211	\$ 550,997	\$ -	0.0%
Expenditures by Fund							
General	\$ 262,740	\$ 299,969	\$ 321,593	\$ 265,286	\$ 358,385	\$ (36,792)	-11.4%
Totals	\$ 262,740	\$ 299,969	\$ 321,593	\$ 265,286	\$ 358,385	\$ (36,792)	-11.4%
Staffing (FTEs)	-	-	6.00	-	6.00	-	0.0%



The FY 2007-08 budget for the Public Assistance Activity allows for the increase in projected demand for FY 2007-08 (80,000 to 81,000 request for copies). This increase in demand of 1.0% is due to a steady increase in population growth and the trend of more customers obtaining copies on-line. The Fiscal Year 2007-08 budget reflects an increase of 11.4% compared to fiscal year 2006-07 due to increased personnel costs (pay for performance adjustments, fixed and variable benefits). The increase related to rate is \$36,792 (11.4%) and is offset by a favorable volume variance of \$226,869 (70.5%).

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES		REVENUE	
FY 2006-07 ADOPTED BUDGET:	\$	2,349,174	\$	13,246,000
MID-YEAR ADJUSTMENTS:				
Administrative Market Study	\$	157,910	\$	-
Subtotal	\$	157,910	\$	-
FY 2006-07 REVISED RESTATED BUDGET:	\$	2,507,084	\$	13,246,000
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)	\$	30,604	\$	-
Retirement Contributions		13,860		-
FY 2007-08 Pay for Performance		50,195		-
Annualization of Compensation Adjustments		78,956		-
Subtotal	\$	173,615	\$	-
FY 2007-08 BUDGET TARGET	\$	2,680,699	\$	13,246,000
BASE ADJUSTMENTS:				
Adjustment to Variable Benefits	\$	(2,729)	\$	-
Reduction to Mailout Activity		(40,000)		-
Risk Management Cost Increase		641		-
Subtotal	\$	(42,088)	\$	-
FY 2007-08 ADOPTED BUDGET:	\$	2,638,611	\$	13,246,000

Recorder's Surcharge (236) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 6,435,103	\$ 6,300,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 6,435,103	\$ 6,300,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 27,665	\$ -
Retirement Contributions	9,862	-
FY 2007-08 Pay for Performance	73,629	-
One Time Expenses	(2,843,650)	-
Subtotal	\$ (2,732,494)	\$ -
FY 2007-08 BUDGET TARGET	\$ 3,702,609	\$ 6,300,000
BASE ADJUSTMENTS:		
Increase to Information Technology Program for IT market studies	\$ 74,400	\$ -
One-time expense Phase I Document Redaction Project	383,000	-
One-Time Phase II Document Redaction Project Document Operations Activity	455,391	-
One-Time Increase to Business Application Development and Support Activity Technology Upgrade	1,759,000	-
Risk Management Cost Increase	580	-
Subtotal	\$ 2,672,371	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 6,374,980	\$ 6,300,000

Recorder's Surcharge (236) Fund Balance Summary

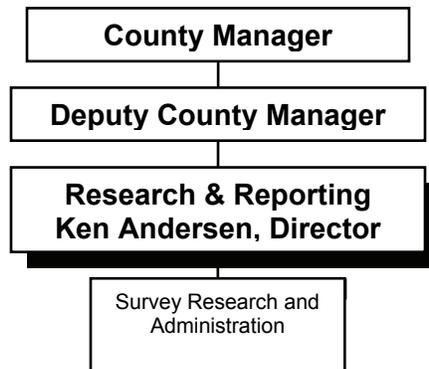
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 10,075,797	\$ 9,132,526	\$ 9,132,526	\$ 11,259,092	\$ 8,288,903
Revenue	\$ 7,922,920	\$ 6,300,000	\$ 6,300,000	\$ 6,516,273	\$ 6,300,000
Expenditures	6,739,625	6,435,103	6,435,103	9,486,462	6,374,980
Net Operating	\$ 1,183,295	\$ (135,103)	\$ (135,103)	\$ (2,970,189)	\$ (74,980)
Ending Fund Balance	\$ 11,259,092	\$ 8,997,423	\$ 8,997,423	\$ 8,288,903	\$ 8,213,923

Research & Reporting

Analysis by Tara Acuña, Management & Budget Analyst

Summary

Organizational Chart



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: The Research and Reporting department is currently working with the Deputy County Manager in the development of a succession plan framework. The development of a succession plan does not require additional funds so the budget does not include funding for this goal.

- **By January 1, 2008, acquire a communications system allowing supervisor monitoring of all telephone interviewing conducted in the department.**

Status: The Research and Reporting department is looking into a new phone system that would permit monitoring. There will be no additional funding to help reach this goal until the department is able to find a system that meets their needs.

- **By June 30, 2009, complete an evaluation of the desirability and feasibility of conducting the Employee Satisfaction Survey 'on-line'.**

Status: The Research and Reporting department has not been able to find software that would meet employee satisfaction survey needs. The department will continue to seek out software

that will meet their needs. Once the department has found a suitable software system, they will work with OMB to identify resources to fund it.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
46RR - RESEARCH AND REPORTING	\$ 306,178	\$ -	\$ -	\$ 67,782	\$ -	\$ -	-
SURV - COUNTY SPONSORED SURVEYS	227,420	-	-	-	-	-	-
OACS - OUTSIDE AGENCY CONTRACT SURVEY	78,758	-	-	67,782	-	-	-
TOTAL PROGRAMS	\$ 306,178	\$ -	\$ -	\$ 67,782	\$ -	\$ -	-
EXPENDITURES							
46RR - RESEARCH AND REPORTING	\$ 271,763	\$ 271,209	\$ 293,818	\$ 268,032	\$ 303,462	\$ (9,644)	-3.3%
CDCS - COUNTY DEPT CONTRACTED SURVEYS	65,912	-	-	(0)	-	-	-
SURV - COUNTY SPONSORED SURVEYS	175,250	271,209	293,818	268,033	303,462	(9,644)	-3.3%
OACS - OUTSIDE AGENCY CONTRACT SURVEY	30,601	-	-	-	-	-	-
99AS - ADMINISTRATIVE SERVICES PROG	\$ 117,313	\$ 77,863	\$ 76,921	\$ 87,381	\$ 73,736	\$ 3,185	4.1%
99GV - GENERAL GOVERNMENT	\$ 34,502	\$ -	\$ -	\$ -	\$ 1,557	\$ (1,557)	-
TOTAL PROGRAMS	\$ 423,578	\$ 349,072	\$ 370,739	\$ 355,413	\$ 378,755	\$ (8,016)	-2.2%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
46RR - RESEARCH AND REPORTING	5.60	5.60	-	0.0%
SURV - COUNTY SPONSORED SURVEYS	5.60	5.60	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	0.90	0.90	-	0.0%
TOTAL PROGRAMS	6.50	6.50	-	0.0%

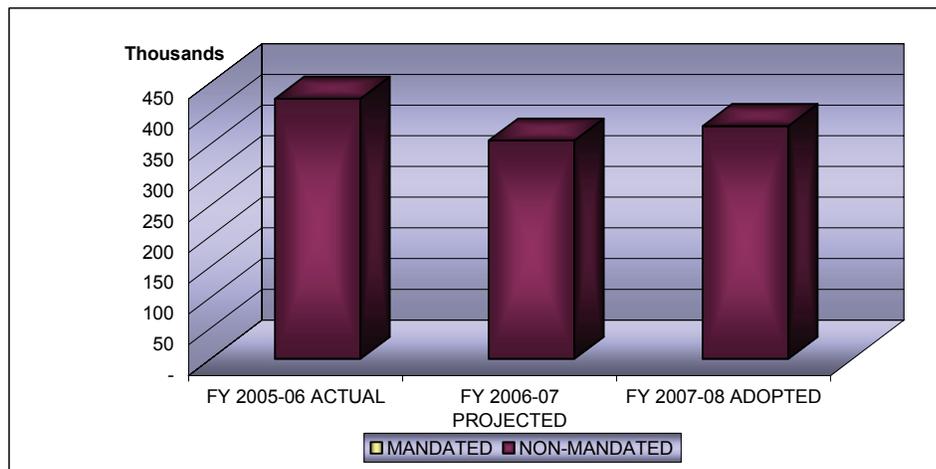
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Charges For Service	\$ 227,420	\$ -	\$ -	\$ -	\$ -	\$ -	-
Miscellaneous Revenues	78,758	-	-	67,782	-	-	-
Total Revenue	\$ 306,178	\$ -	\$ -	\$ 67,782	\$ -	\$ -	-
EXPENDITURES							
Personal Services	\$ 211,980	\$ 321,754	\$ 343,421	\$ 334,745	\$ 359,015	\$ (15,594)	-4.5%
Supplies	5,764	5,998	5,998	6,000	6,000	(2)	0.0%
Services	18,619	19,580	19,580	12,929	12,000	7,580	38.7%
Other Financing Uses	185,477	-	-	-	-	-	-
Capital Outlay	1,738	1,740	1,740	1,739	1,740	-	0.0%
Total Expenditures	\$ 423,578	\$ 349,072	\$ 370,739	\$ 355,413	\$ 378,755	\$ (8,016)	-2.2%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ -	\$ -	\$ -	\$ 67,782	\$ -	\$ -	-
260 RESEARCH & REPORTING	306,178	-	-	-	-	-	-
TOTAL FUNDS	\$ 306,178	\$ -	\$ -	\$ 67,782	\$ -	\$ -	-
EXPENDITURES							
100 GENERAL	\$ -	\$ 349,072	\$ 370,739	\$ 355,413	\$ 378,755	\$ (8,016)	-2.2%
260 RESEARCH & REPORTING	423,578	-	-	-	-	-	-
TOTAL FUNDS	\$ 423,578	\$ 349,072	\$ 370,739	\$ 355,413	\$ 378,755	\$ (8,016)	-2.2%

Mandated vs. Non-Mandated Expenditures



For further information on mandates, refer to the [Programs and Activities](#) section.

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:

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Percent of eligible respondents who are interviewed	93.0%	85.0%	86.0%	89.0%	94.0%	8.0%	9.3%

Activities that comprise this program include:

- County Department Contracted Surveys
- County Sponsored Surveys
- Outside Agency Contracted Surveys

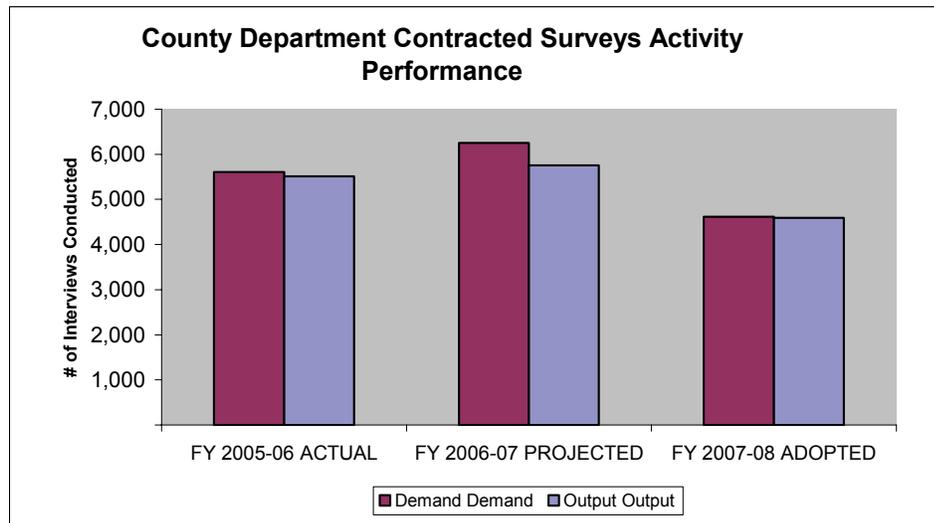
County Department Contracted Surveys Activity

The purpose of the County Department Contracted Surveys Activity (CDCS) is to provide survey data to County agencies and departments so they have statistically valid data upon which to base informed decisions.

Mandates: There are no mandates associated with the County Department Contracted Surveys Activity.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand	5,603	2,200	6,325	6,250	4,615	(1,710)	-27.0%
<i>Number of eligible respondents.</i>							
Output	5,510	2,000	5,750	5,752	4,595	(1,155)	-20.1%
<i>Number of interviews conducted.</i>							
<i>Percent of Demand met</i>	98.3%	90.9%	90.9%	92.0%	99.6%	8.7%	9.5%
Efficiency	\$ 11.96	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Research & Reporting	-	-	-	-	-	-	-
Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenditures by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Research & Reporting	65,912	-	-	-	-	-	-
Totals	\$ 65,912	\$ -	\$ -	\$ -	\$ -	\$ -	-
Staffing (FTEs)	n/a	n/a	-	n/a	-	-	-



The FY 2007-08 budget for the County Department Contracted Surveys Activity meets projected demand of 4,615 average number of interviews conducted at an annual cost of \$16,000 which is charged directly to the corresponding department.

The FY 2006-07 budget assumed a 11.5% increase in demand from the prior year, based on an ad hoc survey that will be completed for the Parks department. In the County Department Contracted Surveys Activity, different departments contract with Research and Reporting to conduct surveys that may not be on an annual basis thus creating fluctuations in the demand and output for the department. The FY 2007-08 budget assumes a decrease based on the known survey agreements between Research and Reporting and other County departments.

Since the Parks survey will only be conducted in FY 2006-07, the only surveys that can be included in the demand and output forecasts for FY 2007-08 are for Employee Health Initiatives (EHI) with a demand of about 1,000 and a cost of approximately \$10,000 and Human Resources with a demand of about 3,615 and a cost of approximately \$6,000. Each department that Research and Reporting conducts a survey for requires different and varying assignments; as a result, the costs differ. For example, the survey given for EHI requires Research and Reporting to telephonically survey a predetermined percent of the County workforce and then review the results thus taking a lot more time and effort than the survey for HR in which the surveys have already been conducted and Research and Reporting is only responsible for reviewing the data and reporting back to HR on the outcome.

Additional resources will not be needed for FY 2007-08 in the County Department Contracted Surveys Activity.

Base Adjustment: There were no base adjustments in the County Department Contracted Surveys since all of the costs associated with this Activity are charged to the corresponding departments.

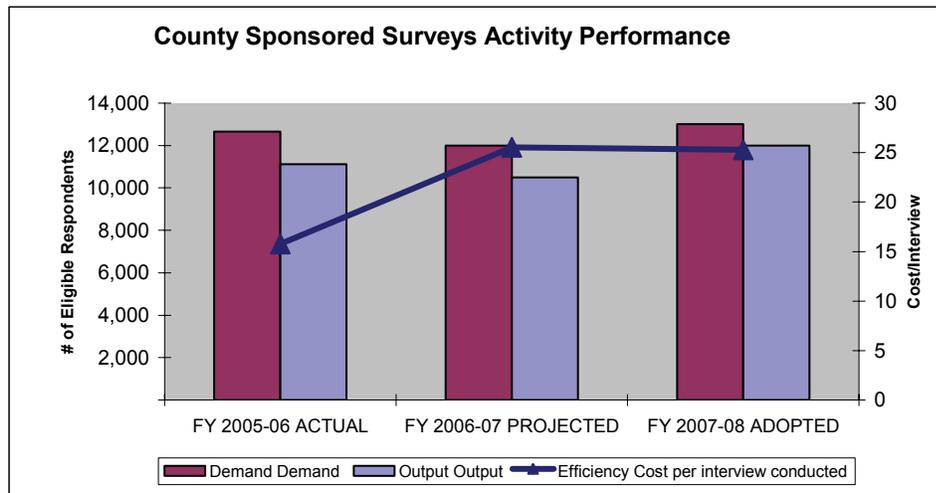
County Sponsored Surveys Activity

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: There are no mandates associated with the County Sponsored Surveys Activity.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand	12,648	12,000	12,000	12,000	13,000	1,000	8.3%
<i>Number of eligible respondents.</i>							
Output	11,120	10,000	10,000	10,500	12,000	2,000	20.0%
<i>Number of interviews conducted.</i>							
Percent of Demand met	87.9%	83.3%	83.3%	87.5%	92.3%	9.0%	10.8%
Efficiency	\$ 15.76	\$ 27.12	\$ 29.38	\$ 25.53	\$ 25.29	\$ (4.09)	-13.9%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Research & Reporting	227,420	-	-	-	-	-	-
Totals	\$ 227,420	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenditures by Fund							
General	\$ -	\$ 271,209	\$ 293,818	\$ 268,033	\$ 303,462	\$ (9,644)	-3.3%
Research & Reporting	175,250	-	-	-	-	-	-
Totals	\$ 175,250	\$ 271,209	\$ 293,818	\$ 268,033	\$ 303,462	\$ (9,644)	-3.3%
Staffing (FTEs)	n/a	n/a	5.60	n/a	5.60	-	0.0%



The FY 2007-08 budget for the County Sponsored Surveys Activity meets projected demand of 13,000 eligible survey respondents at an annual cost of \$25.29 per interview in order to achieve the result of 92.3% of eligible respondents interviewed.

The FY 2006-07 budget assumed a (-5.1%) decrease in demand, with results of 87.5% of eligible respondents interviewed. The decrease in demand was due to a portion of the Trial Courts department (Adult Probation) deciding to have surveys given bi-annually, and the rest of the courts agreeing to be on board for annual surveys. Since Adult Probation was surveyed in FY 2005-06, they will not be surveyed in FY 2006-07. The FY 2007-08 budget therefore assumes an 8.3% increase in demand. Additional resources will not be necessary to meet demand in this Activity.

Base Adjustment: The base adjustments in the County Sponsored Surveys Activity include the reduction of education and training based on historical spending, an increase in regular pay and benefits to accommodate for Pay for Performance increases, and a decrease in the budget to accommodate for an increased personnel savings rate, resulting in an efficiency rate close to the projected rate for FY 2006-07. These adjustments will not have an effect on the department’s ability to meet their demand and output.

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: There are no mandates associated with the Outside Agency Contracted Surveys Activity.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
<u>Demand</u>	6,667	-	-	-	-	-	-
<i>Number of eligible respondents.</i>							
<u>Output</u>	6,478	-	-	-	-	-	-
<i>Number of interviews conducted.</i>							
<i>Percent of Demand met</i>	97.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<u>Efficiency</u>	\$ 4.72	\$ -	\$ -	\$ -	\$ -	\$ -	-
<i>Expenditures per unit of Output</i>							
<u>Revenues by Fund</u>							
General	\$ -	\$ -	\$ -	\$ 67,782	\$ -	\$ -	-
Research & Reporting	78,758	-	-	-	-	-	-
Totals	\$ 78,758	\$ -	\$ -	\$ 67,782	\$ -	\$ -	-
<u>Expenditures by Fund</u>							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Research & Reporting	30,601	-	-	-	-	-	-
Totals	\$ 30,601	\$ -	\$ -	\$ -	\$ -	\$ -	-
<u>Staffing (FTEs)</u>	n/a	n/a	-	n/a	-	-	-

The FY 2007-08 budget for the County Sponsored Contracted Surveys Activity is currently \$0 because there are no Intergovernmental Agreements (IGAs) in place for FY2007-08.

The FY 2006-07 budget is also \$0. Since 1992 Arizona Department of Economic Security has contracted with Research and Reporting to conduct a child care market range survey bi-annually. The Governor's Office and other state agencies also contract with Research and Reporting on an ad hoc basis. The child care survey is still expected to occur in FY 2006-07; however, until the IGA is in place, Research and Reporting will not be able to forecast the demand/output measures or associated costs.

Base Adjustment: There are no base adjustments associated with the Outside Agency Contracted Surveys Activity.

General Fund (100) Appropriated Budget Reconciliation

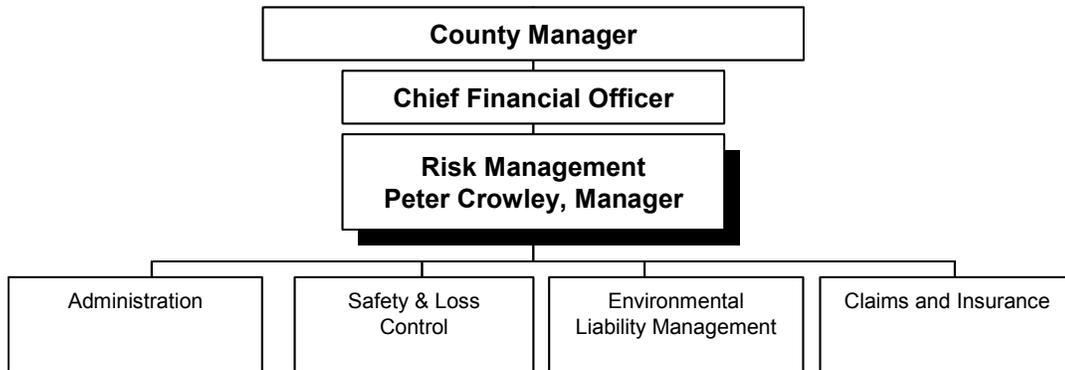
	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 349,072	\$ -
MID-YEAR ADJUSTMENTS:		
Executive Compensation Package	\$ 5,488	\$ -
Admin Market Study Phase I	16,179	-
Subtotal	\$ 21,667	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 370,739	\$ -
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 3,980	\$ -
Retirement Contributions	1,347	-
FY 2007-08 Pay for Performance	6,303	-
Annualization of Compensation Adjustments	10,953	-
Subtotal	\$ 22,583	\$ -
FY 2007-08 BUDGET TARGET	\$ 393,322	\$ -
BASE ADJUSTMENTS:		
Budget submission below target	\$ (7,096)	\$ -
Right-sized Internal Service Fund charges in County Sponsored Surveys Activity	452	-
Increased personnel savings (salary and benefits) in County Sponsored Surveys Activity and Administrative Services Activities	(9,737)	-
Increased regular pay and benefits in County Sponsored Surveys to account for current year pay for performance	2,571	-
Reduced education and training in County Sponsored Surveys Activity	(1,000)	-
Increased Risk Management Unemployment and Workers Compensation charges	243	-
Subtotal	\$ (14,567)	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 378,755	\$ -

Risk Management

Analysis by Tara Acuña, Management & Budget Analyst

Summary

Organizational Chart



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

- **By the end of FY 2006-07, Risk Management will establish an Enterprise Risk Management program to identify and address areas of risk that adversely effect either County operations or citizen perceptions of County services.**

Status: This program has been drafted and presented to County Management. It is slated for implementation in spring, 2007.

- **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: This goal was established in FY 2006-07 by Risk Management. The department will work with other departments including Human Resources in an effort to ensure continuous timely data transfer between HR and the third party administrator (TPA). In addition, the adopted budget includes an increase in the staff complement of one FTE to work specifically in

the Worker's Compensation Activity. This addition should allow the timely processing of data related to this activity to assist them in achieving this goal.

- **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 is a new goal established by the Risk Management in FY 2006-07. The Risk Management department is taking a more proactive role in an effort to reduce injury incident rates and encourage a safe workplace. Risk Management will be focusing on departments with high injury incident rates and administering more safety training classes, instruction and consultations and getting the departments/districts to take on more responsibility for their share of the County's injury incident rate thus assisting them in achieving this goal by the end of the fiscal year.

- **Each year through 2012, the cost of risk (Risk Management expenses divided by the total County's expenses) will be 1% or less.**

Status: This is a new goal established in FY 2006-07 by the Risk Management department. In FY 2005-06 the cost of risk was 1.20% (total Risk expenditures of \$28,435,029 divided by total County Expenditures including Districts \$2,357,283,370). Risk Management should be able to meet this goal by the end of the fiscal year.

- **Each year though 2012, Risk Management's voluntary, non-retirement employee turnover rate shall not exceed 10%.**

Status: Historically, the Risk Management department has had a high voluntary non-retirement turnover rate (33% in FY 2004-05, and 42% in FY 2005-06). The current YTD turnover rate is at 10%, and they are fully staffed as of March 2007. Consistent with this recent trend, the FY 2007-08 budget assumes a lower turnover rate.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
75CR - CLAIMS AND INSURANCE PROGRAM	\$ 25,727,067	\$ 26,750,000	\$ 26,750,000	\$ 26,556,940	\$ 37,303,357	\$ 10,553,357	39.5%
ALCI - AUTO LIABILITY	-	-	-	-	1,013,123	1,013,123	
APDA - AUTO PROPERTY DAMAGE	-	-	-	-	844,293	844,293	
GLCI - GENERAL LIABILITY	25,727,067	26,750,000	26,750,000	26,556,940	17,923,582	(8,826,418)	-33.0%
PDCI - PROPERTY DAMAGE	-	-	-	-	1,597,379	1,597,379	
UCIP - UNEMPLOYMENT	-	-	-	-	906,382	906,382	
WADM - WORKERS' COMPENSATION	-	-	-	-	7,945,692	7,945,692	
MMCI - MEDICAL MALPRACTICE	-	-	-	-	7,072,906	7,072,906	
75EM - ENVIRONMENTAL MANAGEMENT PROG	\$ 3,251	\$ -	\$ -	\$ 1,424	\$ 558,000	\$ 558,000	
ENSS - ENVIRONMENTAL MANAGEMENT SVCS	3,251	-	-	1,424	558,000	558,000	
75SM - SAFETY MANAGEMENT PROGRAM	\$ -	\$ -	\$ -	\$ -	\$ 755,891	\$ 755,891	
SAMA - SAFETY MANAGEMENT SERVICES	-	-	-	-	755,891	755,891	
99AS - ADMINISTRATIVE SERVICES PROG	\$ -	\$ -	\$ -	\$ -	\$ 460,263	\$ 460,263	
99GV - GENERAL GOVERNMENT	\$ -	\$ -	\$ -	\$ -	\$ 194,503	\$ 194,503	
TOTAL PROGRAMS	\$ 25,730,318	\$ 26,750,000	\$ 26,750,000	\$ 26,558,364	\$ 39,272,014	\$ 12,522,014	46.8%
EXPENDITURES							
75CR - CLAIMS AND INSURANCE PROGRAM	\$ 32,634,886	\$ 27,723,475	\$ 27,827,142	\$ 33,247,838	\$ 34,094,271	\$ (6,267,129)	-22.5%
ALCI - AUTO LIABILITY	-	-	-	-	925,967	(925,967)	
APDA - AUTO PROPERTY DAMAGE	-	-	-	-	771,661	(771,661)	
GLCI - GENERAL LIABILITY	32,634,886	27,723,475	27,796,027	33,241,586	16,381,675	11,414,352	41.1%
PDCI - PROPERTY DAMAGE	-	-	-	-	1,459,962	(1,459,962)	
UCIP - UNEMPLOYMENT	-	-	-	-	828,409	(828,409)	
WADM - WORKERS' COMPENSATION	-	-	31,115	6,252	7,262,150	(7,231,035)	-23239.7%
MMCI - MEDICAL MALPRACTICE	-	-	-	-	6,464,447	(6,464,447)	
75EM - ENVIRONMENTAL MANAGEMENT PROG	\$ 334,550	\$ 515,560	\$ 502,166	\$ 502,392	\$ 510,001	\$ (7,835)	-1.6%
ENSS - ENVIRONMENTAL MANAGEMENT SVCS	334,550	515,560	502,166	502,392	510,001	(7,835)	-1.6%
75SM - SAFETY MANAGEMENT PROGRAM	\$ 582,123	\$ 590,425	\$ 640,294	\$ 619,730	\$ 690,864	\$ (50,570)	-7.9%
SAMA - SAFETY MANAGEMENT SERVICES	582,123	590,425	640,294	619,730	690,864	(50,570)	-7.9%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 196,678	\$ 337,198	\$ 197,056	\$ 197,482	\$ 420,665	\$ (223,609)	-113.5%
99GV - GENERAL GOVERNMENT	\$ 117,794	\$ 117,932	\$ 117,932	\$ 117,932	\$ 177,771	\$ (59,839)	-50.7%
TOTAL PROGRAMS	\$ 33,866,031	\$ 29,284,590	\$ 29,284,590	\$ 34,685,375	\$ 35,893,572	\$ (6,608,982)	-22.6%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
75CR - CLAIMS AND INSURANCE PROGRAM	8.73	10.51	1.79	20.5%
ALCI - AUTO LIABILITY	-	0.70	0.70	
GLCI - GENERAL LIABILITY	8.18	3.98	(4.20)	-51.4%
APDA - AUTO PROPERTY DAMAGE	-	1.35	1.35	
MMCI - MEDICAL MALPRACTICE	-	1.90	1.90	
PDCI - PROPERTY DAMAGE	-	0.70	0.70	
UCIP - UNEMPLOYMENT	-	0.10	0.10	
WADM - WORKERS' COMPENSATION	0.55	1.79	1.24	225.0%
75EM - ENVIRONMENTAL MANAGEMENT PROG	1.50	1.81	0.31	20.8%
ENSS - ENVIRONMENTAL MANAGEMENT SVCS	1.50	1.81	0.31	20.8%
75SM - SAFETY MANAGEMENT PROGRAM	7.98	8.04	0.06	0.8%
SAMA - SAFETY MANAGEMENT SERVICES	7.98	8.04	0.06	0.8%
99AS - ADMINISTRATIVE SERVICES PROG	2.80	3.89	1.09	38.8%
TOTAL PROGRAMS	21.00	24.25	3.25	15.5%

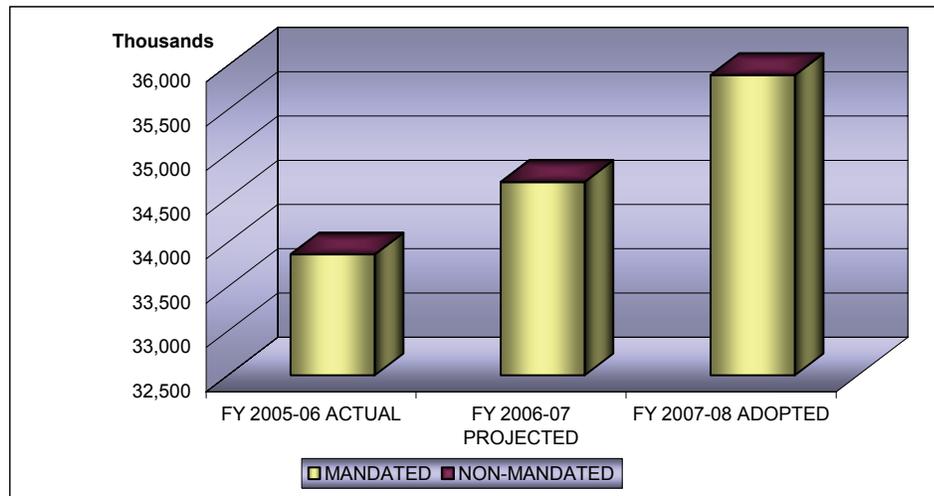
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Charges For Service	22,460,153	26,000,000	26,000,000	25,556,940	38,272,014	12,272,014	47.2%
Miscellaneous Revenues	3,270,165	750,000	750,000	1,001,424	1,000,000	250,000	33.3%
Total Revenue	\$ 25,730,318	\$ 26,750,000	\$ 26,750,000	\$ 26,558,364	\$ 39,272,014	\$ 12,522,014	46.8%
EXPENDITURES							
Personal Services	\$ 1,416,532	\$ 1,576,899	\$ 1,576,899	\$ 1,556,426	\$ 1,754,734	\$ (177,835)	-11.3%
Supplies	47,009	59,000	59,000	57,994	65,000	\$ (6,000)	-10.2%
Services	32,263,045	27,521,759	27,521,759	32,943,840	33,882,067	\$ (6,360,308)	-23.1%
Other Financing Uses	117,794	117,932	117,932	117,932	177,771	\$ (59,839)	-50.7%
Capital Outlay	21,651	9,000	9,000	9,183	14,000	\$ (5,000)	-55.6%
Total Expenditures	\$ 33,866,031	\$ 29,284,590	\$ 29,284,590	\$ 34,685,375	\$ 35,893,572	\$ (6,608,982)	-22.6%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
675 RISK MANAGEMENT	\$ 25,730,318	\$ 26,750,000	\$ 26,750,000	\$ 26,558,364	\$ 39,272,014	\$ 12,522,014	46.8%
TOTAL FUNDS	\$ 25,730,318	\$ 26,750,000	\$ 26,750,000	\$ 26,558,364	\$ 39,272,014	\$ 12,522,014	46.8%
EXPENDITURES							
675 RISK MANAGEMENT	\$ 33,866,031	\$ 29,284,590	\$ 29,284,590	\$ 34,685,375	\$ 35,893,572	\$ (6,608,982)	-22.6%
TOTAL FUNDS	\$ 33,866,031	\$ 29,284,590	\$ 29,284,590	\$ 34,685,375	\$ 35,893,572	\$ (6,608,982)	-22.6%

Mandated vs. Non-Mandated Expenditures



For further information on mandates, refer to the [Programs and Activities](#) section.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Cost of Risk	1.2%	1.2%	1.2%	1.2%	1.0%	-0.2%	-16.7%

Activities that comprise this program include:

- General Liability
- Auto Liability
- Medical Malpractice
- Auto Property Damage
- Property Damage
- Unemployment
- Worker's Compensation

Historically, Risk Management has not tracked claims data by line of business. As a result, there is no historical data for comparisons. However, claims have been tracked overall as shown in the chart below; they have increased at an average rate of 20% since FY 2002-03.

Overall Claims				
FY02/03	FY03/04	FY04/05	FY05/06	FY06/07
742	941	970	1375	1505
	26.82%	3.08%	41.75%	9.45%

Due to a change in the activity structure of the department in FY 2007-08, an activity level budget comparison is not possible. However, when reviewing budgeted revenue and expenditure for Claims and Insurance at the program level, the FY 2007-08 adopted revenues are increasing by \$10,533,357 or 39.5% as compared to the FY 2006-07 revised budget. The adopted FY 2007-08 expenditures are also increasing by 22.5% or \$6,267,129. These increases are largely due to the increase in the number of claims filed, the recent experience of higher claims settlements, and an increase in verdicts not favorable to the County. Prior budgets and estimates were based on actuarial estimates based on a 50% confidence level which have proven to be too low. The FY 2007-08 budget assumes an 80% confidence level, which based on recent experience, is closer to actual expenditures. These items combined to cause the extraordinary increase in the department's budget.

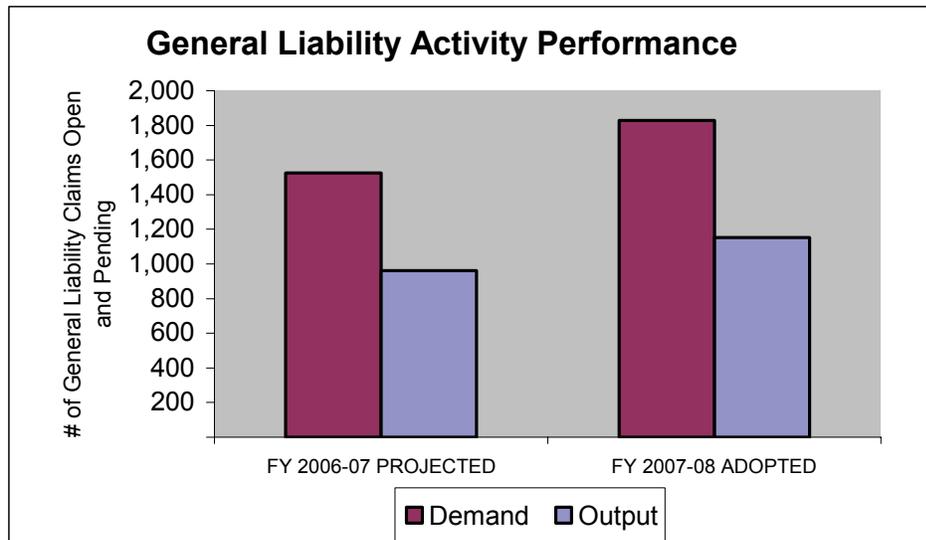
General Liability Activity

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.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted.)	%
Results	2.1%	1.3%	1.3%	1.7%	2.9%	1.6%	120.0%
<i>Percent of County expenditures spent on Risk Management (Cost of Risk).</i>							
Demand	Not Reported	Not Reported	Not Reported	1,524	1,829	-	
<i>Number of GL claims opened and pending.</i>							
Output	Not Reported	Not Reported	Not Reported	962	1,152	-	
<i>Number of GL claims closed .</i>							
Percent of Demand met				63.1%	63.0%		
Efficiency	\$ -	\$ -	\$ -	\$ 34,554.66	\$ 14,220.20	\$ (14,220.20)	
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Risk Management	\$ 25,727,067	\$ 26,750,000	\$ 26,750,000	\$ 26,556,940	\$ 17,923,582	\$ (8,826,418)	-33.0%
Totals	\$ 25,727,067	\$ 26,750,000	\$ 26,750,000	\$ 26,556,940	\$ 17,923,582	\$ (8,826,418)	-33.0%
Expenditures by Fund							
Risk Management	\$ 32,634,886	\$ 27,723,475	\$ 27,796,027	\$ 33,241,586	\$ 16,381,675	\$ 11,414,352	41.1%
Totals	\$ 32,634,886	\$ 27,723,475	\$ 27,796,027	\$ 33,241,586	\$ 16,381,675	\$ 11,414,352	41.1%
Staffing (FTEs)	n/a	n/a	8.18	n/a	3.98	(4.20)	-51.4%



The FY 2007-08 budget for the General Liability Activity meets projected demand of 1,829 claims open and pending at a cost of \$14,220.20 per claim closed in order to achieve the results of 63% of demand met. General Liability claims involve complex negligence questions, many times requiring expert testimony, and sometimes involving larger damage amounts. As a result, it takes on average 279 days to process a general liability claim.

The FY 2007-08 demand is estimated to be 1,829 General Liability claims open and pending based on historical annual average growth of overall claims of approximately 20%. The projected demand for FY 2006-07 assumes that 660 claims will carry-over from the prior fiscal year, and 864 claims will be filed for a total of 1,524.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance	
		ADOPTED	REVISED	PROJ ACT		(Rev. - Adopted)	%
Demand	Not Reported	Not Reported	Not Reported	142	171	-	
<i>Number of AL claims opened and pending.</i>							
Output	Not Reported	Not Reported	Not Reported	105	127	-	
<i>Number of AL claims closed .</i>							
<i>Percent of Demand met</i>				73.9%	74.3%		
Efficiency	\$ -	\$ -	\$ -	\$ -	\$ 7,291.08	\$ (7,291.08)	
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Risk Management	\$ -	\$ -	\$ -	\$ -	\$ 1,013,123	\$ 1,013,123	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 1,013,123	\$ 1,013,123	
Expenditures by Fund							
Risk Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 925,967	\$ (925,967)	
Staffing (FTEs)	n/a	n/a	-	n/a	0.70	0.70	

The FY 2007-08 budget for the Auto Liability Activity meets projected demand of 171 claims open and pending at a cost of \$7,291.08 per claim closed in order to achieve the results of 74.3% of demand met. Auto Liability claims usually involve simple negligence questions and do not require expert testimony, and normally involve smaller damage amounts. Auto Liability Claims are processed in 160 days on average.

The FY 2007-08 demand is estimated to be 171 Auto Liability claims open and pending based on historical annual average growth of overall claims of approximately 20%. The projected demand for FY 2006-07 assumes that 28 claims will carry-over from the prior fiscal year, and 114 claims will be filed for a total of 142.

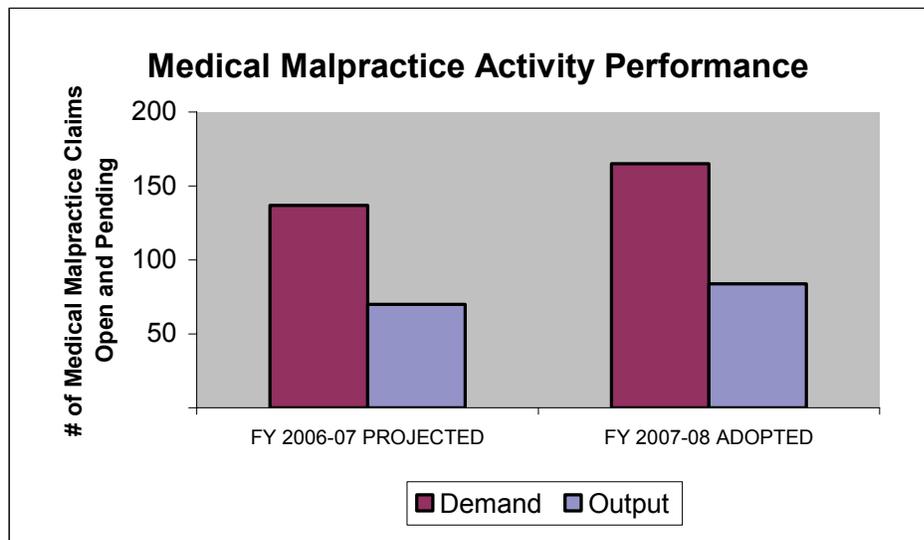
Medical Malpractice Activity

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.

Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance	
		ADOPTED	REVISED	PROJ ACT		(Rev. - Adopted)	%
Demand	Not Reported	Not Reported	Not Reported	137	165	-	
<i>Number of MM claims closed.</i>							
Output	Not Reported	Not Reported	Not Reported	70	84	-	
<i>Number of MM claims closed.</i>							
<i>Percent of Demand met</i>				51.1%	50.9%		
Efficiency	\$ -	\$ -	\$ -	\$ -	\$ 76,957.70	\$ (76,957.70)	
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Risk Management	\$ -	\$ -	\$ -	\$ -	\$ 7,072,906	\$ 7,072,906	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 7,072,906	\$ 7,072,906	
Expenditures by Fund							
Risk Management	\$ -	\$ -	\$ -	\$ -	\$ 6,464,447	\$ (6,464,447)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 6,464,447	\$ (6,464,447)	
Staffing (FTEs)	n/a	n/a	-	n/a	1.90	1.90	



The FY 2007-08 budget for the Medical Malpractice Activity meets projected demand of 165 claims open and pending at a cost of \$76,957.70 per claim closed in order to achieve the results of 50.9% of demand met. Medical Malpractice claims almost always require expert testimony, and the damages are usually very significant. As a result, it takes on average 530 days to process a medical malpractice claim.

The FY 2007-08 demand is estimated to be 165 Medical Malpractice claims open and pending based on historical annual average growth of overall claims of approximately 20%. The projected demand for FY 2006-07 assumes that 79 claims will carry-over from the prior fiscal year, and 58 claims will be filed for a total of 137.

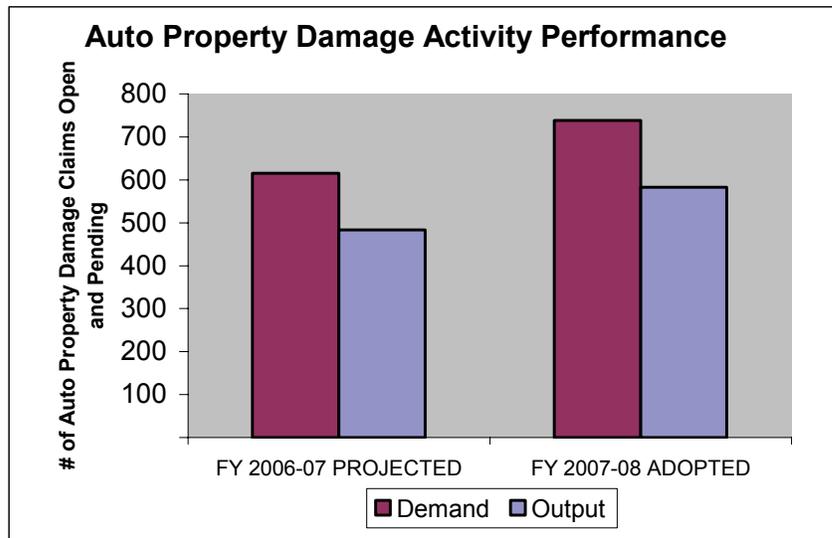
Auto Property Damage Activity

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.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Demand <i>Number of APD claims opened and pending.</i>	Not Reported	Not Reported	Not Reported	615	738	-	
Output <i>Number of APD claims closed .</i>	Not Reported	Not Reported	Not Reported	483	583	-	
<i>Percent of Demand met</i>				78.5%	79.0%		
Efficiency <i>Expenditures per unit of Output</i>	\$ -	\$ -	\$ -	\$ -	\$ 1,323.60	\$ (1,323.60)	
Revenues by Fund							
Risk Management	\$ -	\$ -	\$ -	\$ -	\$ 844,293	\$ 844,293	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 844,293	\$ 844,293	
Expenditures by Fund							
Risk Management	\$ -	\$ -	\$ -	\$ -	\$ 771,661	\$ (771,661)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 771,661	\$ (771,661)	
Staffing (FTEs)	n/a	n/a	-	n/a	1.35	1.35	



The FY 2007-08 budget for the Auto Property Damage Activity meets projected demand of 738 claims open and pending at a cost of \$1,323.60 per claim closed in order to achieve the results of 79% of demand met. Auto Property Damage claims can be extended for extensive periods due to the lag between when a claim is filed and when repairs are actually completed. As a result, it takes an average of 136 days to close an auto liability claim.

The FY 2007-08 demand is estimated to be 738 Auto Property Damage claims open and pending based on historical annual average growth of overall claims of approximately 20%. The projected demand for FY 2006-07 assumes that 101 claims will carry-over from the prior fiscal year, and 514 claims will be filed for a total of 615.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08	Variance	
		ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Demand <i>Number of PD claims opened and pending.</i>	Not Reported	Not Reported	Not Reported	104	125	-	
Output <i>Number of PD claims closed.</i>	Not Reported	Not Reported	Not Reported	82	99	-	
<i>Percent of Demand met</i>				78.8%	79.2%	0.0%	
Efficiency <i>Expenditures per unit of Output</i>	\$ -	\$ -	\$ -	\$ -	\$ 14,747.09	\$ (14,747.09)	
Revenues by Fund							
Risk Management	\$ -	\$ -	\$ -	\$ -	\$ 1,597,379	\$ 1,597,379	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 1,597,379	\$ 1,597,379	
Expenditures by Fund							
Risk Management	\$ -	\$ -	\$ -	\$ -	\$ 1,459,962	\$ (1,459,962)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 1,459,962	\$ (1,459,962)	
Staffing (FTEs)	n/a	n/a	-	n/a	0.70	0.70	

The FY 2007-08 budget for the Property Damage Activity meets projected demand of 125 claims open and pending at a cost of \$14,747.09 per claim closed in order to achieve the results of 79.2% of demand met. The average number of days it took to close a Property Damage claim between FY 2000 and FY 2005 was 163 days.

The FY 2007-08 demand is estimated to be 125 Property Damage claims open and pending based on historical annual average growth of overall claims of approximately 20%. The projected demand for FY 2006-07 assumes that 17 claims will carry-over from the prior fiscal year, and 87 claims will be filed for a total of 104.

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.

Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08	Variance	
		ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Demand <i>Total Number of Unemployment claims.</i>	Not Reported	Not Reported	Not Reported	632	656	-	
Output <i>Number of non-protestable claims.</i>	Not Reported	Not Reported	Not Reported	302	326	-	
<i>Percent of Demand met</i>				47.8%	49.7%		
Efficiency <i>Expenditures per unit of Output</i>	\$ -	\$ -	\$ -	\$ -	\$ 2,541.13	\$ (2,541.13)	
Revenues by Fund							
Risk Management	\$ -	\$ -	\$ -	\$ -	\$ 906,382	\$ 906,382	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 906,382	\$ 906,382	
Expenditures by Fund							
Risk Management	\$ -	\$ -	\$ -	\$ -	\$ 828,409	\$ (828,409)	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 828,409	\$ (828,409)	
Staffing (FTEs)	n/a	n/a	-	n/a	0.10	0.10	

The FY 2007-08 budget for the Unemployment Activity meets projected demand of 656 total claims opened at a cost of \$2,541.13 per non-protestable claim in order to achieve the results of 49.7% of demand met. The percentage of non-protestable claims to all claims filed in a period indicates the claims are required to be paid by statute.

The projected demand for the FY 2006-07 budget is 632 claims and the projection for FY 2007-08 is 656. These projections are based on market trends and conservative growth estimates.

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.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Demand	1,727	1,865	1,865	1,865	2,033	168	9.0%
<i>Number of WC claims opened and pending.</i>							
Output	1,141	1,232	1,232	1,232	1,331	99	8.0%
<i>Percent of Demand met</i>	66.1%	66.1%	66.1%	66.1%	65.5%	-0.6%	-0.9%
Efficiency	\$ -	\$ -	\$ 25.26	\$ 5.07	\$ 5,456.16	\$ (5,430.91)	-21503.7%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Risk Management	\$ -	\$ -	\$ -	\$ -	\$ 7,945,692	\$ 7,945,692	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 7,945,692	\$ 7,945,692	
Expenditures by Fund							
Risk Management	\$ -	\$ -	\$ 31,115	\$ 6,252	\$ 7,262,150	\$ (7,231,035)	-23239.7%
Totals	\$ -	\$ -	\$ 31,115	\$ 6,252	\$ 7,262,150	\$ (7,231,035)	-23239.7%
Staffing (FTEs)	n/a	n/a	0.55	n/a	1.79	1.24	225.0%

The FY 2007-08 budget for the Worker's Compensation Activity meets projected demand of 2,033 claims open and pending at a cost of \$5,456.16 per claim closed in order to achieve the results of 65.5% of claims closed. Claims often remain open for extended periods of time due to rulings of continuing disability which requires payment of continuing medical treatment and/or payment of lost earnings capacity.

The projected demand for the FY 2006-07 budget is 1,865 claims opened and pending. This projection is based on number of Worker's Compensation claims through the end of January of 2007 and historical trends which are influenced by fluctuations in the employee population and the impact of training provided by the safety department.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
% reduction of County injury incident rate from the prior 3-year average rate	-7.6%	10.0%	10.0%	5.0%	5.0%	-5.0%	-50.0%

Activities that comprise this program include:

- Safety Management Services

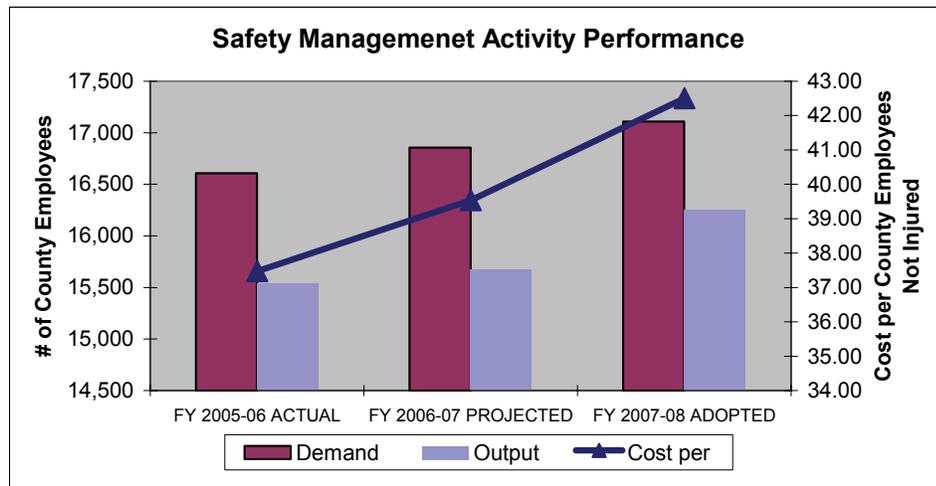
Safety Management Services Activity

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: The Safety Management Services Activity has several mandates. The OSHA Compliance Requirement: Section 5(a)(1) of the OSHA Act, 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”. The OSHA Training requirement: 1926.21(b)(2) 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	-7.6%	10.0%	10.0%	5.0%	5.0%	-5.0%	-50.0%
<i>Percent reduction/increase of County quarterly injury incident rate compared to a 3-year average rate.</i>							
Demand	16,607	17,337	17,337	16,856	17,109	(228)	-1.3%
<i>Number of County employees.</i>							
Output	15,533	13,600	13,600	15,676	16,254	2,654	19.5%
<i>Number of County employees not injured.</i>							
Percent of Demand met	93.5%	78.4%	78.4%	93.0%	95.0%	16.6%	21.1%
Efficiency	\$ 37.48	\$ 43.41	\$ 47.08	\$ 39.53	\$ 42.50	\$ 4.58	9.7%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
Risk Management	\$ -	\$ -	\$ -	\$ -	\$ 755,891	\$ 755,891	
Totals	\$ -	\$ -	\$ -	\$ -	\$ 755,891	\$ 755,891	
Expenditures by Fund							
Risk Management	\$ 582,123	\$ 590,425	\$ 640,294	\$ 619,730	\$ 690,864	\$ (50,570)	-7.9%
Totals	\$ 582,123	\$ 590,425	\$ 640,294	\$ 619,730	\$ 690,864	\$ (50,570)	-7.9%
Staffing (FTEs)	n/a	n/a	7.98	n/a	8.04	0.06	0.8%



The FY 2007-08 budget for the Safety Management Activity meets projected demand of 17,109 County employees (including Maricopa Integrated Health Services (MIHS)) at a cost of \$42.50 per employee in order to achieve the results of 95% of County employees not injured.

The FY 2006-07 projected budget assumes a 2.8% increase in demand and a 1.3% increase in output. The minor increase in demand reflects a conservative increase in the overall staff at Maricopa County including MIHS.

Total FY 2007-08 expenditures are 7.9% greater (\$50,570) than FY 2006-07 due primarily to the anticipated increase in telecom and equipment services charges and market-based salary increases.

Environmental Services Program

The purpose of the Environmental Services program is to provide environmental technical services to Maricopa County departments, districts and trust members so they can minimize or eliminate liabilities.

Program Results

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
% reduction/increase in possible environmental liability exposures	3.0%	2.00%	2.00%	2.00%	2.00%	0.0%	0.0%

Activities that comprise this program include:

- Environmental Services Activity

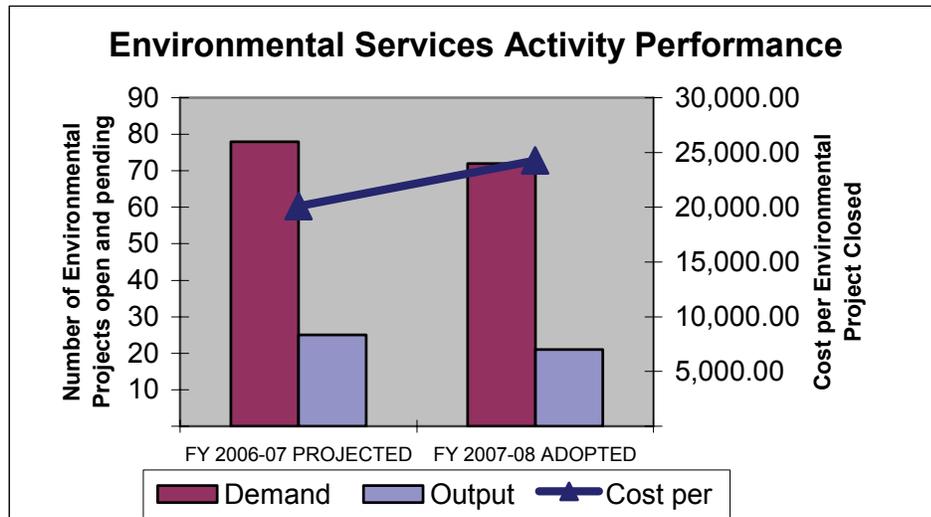
Environmental Services Activity

The purpose of the Environmental 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: The Environmental Services Activity has the following mandates: 40 CFR: Protection of the Environment ARS Title 49 (formerly Title 18) – The Environment sets up guidelines for department employees, legal counsel, 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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	3.0%	2.0%	2.0%	2.0%	2.0%	0.0%	0.0%
<u>Demand</u> Number of environmental projects open and pending.	29	78	78	78	72	(6)	-7.7%
<u>Output</u> Number of environmental projects closed.	17	25	25	25	21	(4)	-16.0%
Percent of Demand met	58.6%	32.1%	32.1%	32.1%	29.2%	-2.9%	-9.0%
<u>Efficiency</u> Expenditures per unit of Output	\$ 19,679.41	\$ 20,622.40	\$ 20,086.64	\$ 20,095.68	\$ 24,285.76	\$ (4,199.12)	-20.9%
<u>Revenues by Fund</u>							
Risk Management	\$ 3,251	\$ -	\$ -	\$ 1,424	\$ 558,000	\$ 558,000	
Totals	\$ 3,251	\$ -	\$ -	\$ 1,424	\$ 558,000	\$ 558,000	
<u>Expenditures by Fund</u>							
Risk Management	\$ 334,550	\$ 515,560	\$ 502,166	\$ 502,392	\$ 510,001	\$ (7,835)	-1.6%
Totals	\$ 334,550	\$ 515,560	\$ 502,166	\$ 502,392	\$ 510,001	\$ (7,835)	-1.6%
Staffing (FTEs)	n/a	n/a	1.50	n/a	1.81	0.31	20.8%



The FY 2007-08 budget for the Environmental Services Activity meets projected demand of 72 environmental projects open and pending at a cost of \$24,285.76 per project in order to achieve the results of 29.2% of projects closed. Environmental Service Projects can take months, or, for cases requiring involvement of the Environmental Protection Agency or the Arizona Department of Environmental Quality, years to resolve.

The FY 2007-08 demand assumes an 8% decrease in demand based on historical data. The projected Environmental Services Claims demand for the FY 2006-07 assumes that 60 projects will carry-over from the prior fiscal year, and 18 projects will be opened.

Total FY 2007-08 expenditures are 1.6% greater (\$7,835) than FY 2006-07 due primarily to market-based salary increases.

Risk Fund (675) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 29,284,590	\$ 26,750,000
MID-YEAR ADJUSTMENTS:		
FY 2006-07 REVISED RESTATED BUDGET:	\$ 29,284,590	\$ 26,750,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 16,168	\$ -
Retirement Contributions	5,992	-
FY 2007-08 Pay for Performance	44,800	-
Structural Balance	-	2,598,416
Subtotal	\$ 63,826	\$ 2,598,416
FY 2007-08 BUDGET TARGET	\$ 29,348,416	\$ 29,348,416
BASE ADJUSTMENTS:		
Budget submission over target	\$ 3,251,020	\$ 1,480,102
Increased Revenue and Expenditures to account for higher Risk charges (including Unemployment and Workers Compensation)	3,294,136	8,943,496
Decreased Interest Earnings in Claims-related Activities	-	(500,000)
New Position in the Workers Compensation Activity to improve timeliness and efficiency in processing Worker's Compensation claims and reduce costs associated with Third Party Administrator	47,694	-
Reduced Workers Compensation Third Party Administrator Fees as a result of increase in staff complement in the Worker's Compensation Activity	(47,694)	-
New Accountant Position allocated to various Administrative Services Program Activities	54,060	-
Reduced Overtime Salary and Benefits in various Activities	(31,037)	-
Reduced Broker fees in various Activities	(23,023)	-
Subtotal	\$ 6,545,156	\$ 9,923,598
FY 2007-08 ADOPTED BUDGET:	\$ 35,893,572	\$ 39,272,014

Risk Fund (675) Fund Balance Summary

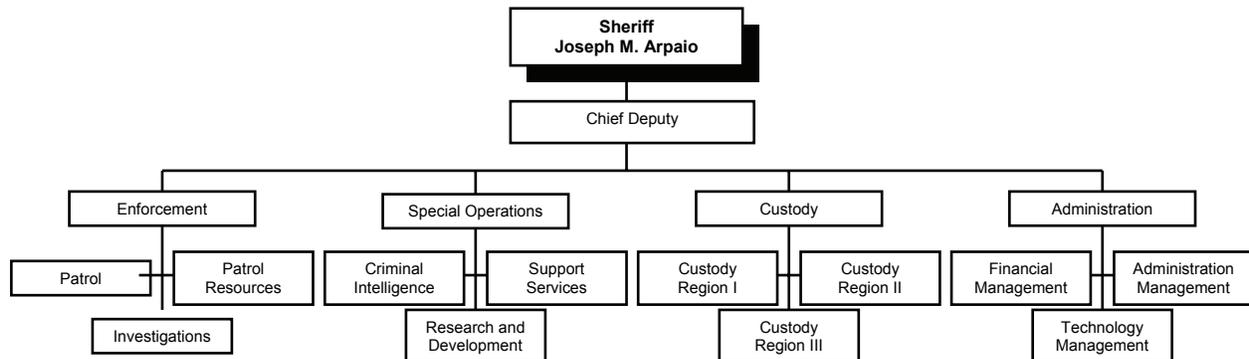
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Unreserved Beginning Fund Balance	\$ 17,620,205	\$ 16,368,598	\$ 16,368,598	\$ 11,992,165	\$ 3,865,154
Designations	(5,150,000)	-	-	-	-
Unreserved/Undesignated Beginning Fund Balance	\$ 12,470,205	\$ 16,368,598	\$ 16,368,598	\$ 11,992,165	\$ 3,865,154
Revenue	25,730,318	26,750,000	26,750,000	26,558,364	39,272,014
Expenditures	33,866,031	29,284,590	29,284,590	34,685,375	35,893,572
Net Operating	\$ (8,135,713)	\$ (2,534,590)	\$ (2,534,590)	\$ (8,127,011)	\$ 3,378,442
Changes to Balance Sheet Impacting Fund Balance	2,507,670	-	-	-	-
Unreserved/Undesignated Ending Fund Balance	\$ 6,842,162	\$ 13,834,008	\$ 13,834,008	\$ 3,865,154	\$ 7,243,596
Unreserved Ending Fund Balance	\$ 11,992,162	\$ 13,834,008	\$ 13,834,008	\$ 3,865,154	\$ 7,243,596

Sheriff

Analysis by Bradley Kendrex, Management & Budget Analyst

Summary

Organizational Chart



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: The Sheriff's Office has met this goal. One of the projects has been to secure funding for hand-held iris scan technology for the jails from the National Institute of Justice (NIJ). The Sheriff's Office has negotiated funding for a joint project with the Integrated Criminal Justice Information System (ICJIS) through the Arizona Criminal Justice Commission (ACJC) for the Homeland Security Arrest Capture/Data Collection (AC/DC) system. The Sheriff's Office continues implementation of its mobile data computing terminals pilot.

- **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 has met this goal through continued participation in: the Maricopa County Neighborhood Narcotics Enforcement Team (MCNNET); three Crime Inhibiting Task Force Groups with the Federal Bureau of Investigation (FBI); a participation agreement with Drug Enforcement Administration (DEA); and High Intensity Drug Trafficking Area (HIDTA), Joint Drug Intelligence Group (JDIG), and State Homeland Security Initiative groups. In addition, MCSO has entered into an agreement with Immigration and Customs Enforcement (ICE) to train designated deputies on immigration law.

- **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: The Sheriff's Office reports progress in this area, with 33% more cases cleared in the second quarter of FY 2006-07 than in the first quarter. However, a substantial backlog impacts the clearance rate. It must be noted that MCSO qualified that the data may not be complete due to uneven use and reporting in RMS.

- **By January 2008, the Sheriff's Office will respond to 50% of Priority 1 calls within five minutes.**

Status: The Sheriff's Office has experienced difficulty meeting this goal. One possible explanation is the high number of vacancies in deputy sheriff positions in the Patrol Activity. In the first half of FY 2006-07, 33.5% of Priority 1 calls were responded to within 5 minutes. A market salary adjustment was implemented for Enforcement personnel in December 2006. While this will likely improve response times, noticeable results may not be obvious until the second quarter of FY 2007-08 due to the fact that the hiring and training process frequently surpasses a year in length.

- **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: The Sheriff's Office reports that this goal is being met.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
50CM - CUSTODY MANAGEMENT	\$ 40,339,840	\$ 41,975,611	\$ 41,751,932	\$ 39,836,456	\$ 41,447,833	\$ (304,099)	-0.7%
IARP - INMATE ADDICTIVE RECOVERY	247,784	348,477	161,844	164,948	115,978	(45,866)	-28.3%
IEPA - INMATE EDUCATION	-	389,026	321,135	338,742	324,197	3,062	1.0%
INLA - INMATE LABOR	-	-	1	-	-	(1)	-100.0%
INRL - INMATE RELEASE	-	130,500	140,800	150,013	140,800	-	0.0%
INSS - INMATE CANTEEN AND SPEC SVCS	12,825,506	13,581,552	13,581,552	13,752,582	12,042,042	(1,539,510)	-11.3%
ISTP - INMATE SKILLS TRAINING	-	-	12,799	16,949	10,060	(2,739)	-21.4%
MANS - INMATE RELATED MANDATES	341,399	12,000	-	(0)	50	50	-
MEAL - INMATE MEALS	12,173	-	-	-	-	-	-
NTAK - INTAKE	130,500	-	19,745	-	19,744	(1)	0.0%
PRDM - ADULT DETENTION MANAGEMENT	26,782,478	27,514,056	27,514,056	25,413,221	28,794,962	1,280,906	4.7%
50CO - CENTRALIZED MCSO OPERATIONS	\$ -	\$ -	\$ 1	\$ 1,805	\$ 10,698	\$ 10,697	-
MCSI - INFORMATION TECHNOLOGY	-	-	1	1,805	10,698	10,697	-
50EN - ENFORCEMENT	\$ 11,166,433	\$ 15,673,376	\$ 17,259,048	\$ 15,315,557	\$ 15,712,307	\$ (1,546,741)	-9.0%
CVPR - CIVIL PROCESS	-	532,000	532,000	468,780	475,000	(57,000)	-10.7%
DISP - DISPATCH	-	-	1	52,223	69,538	69,537	-
DSTR - DISASTER & DISRUPTION RESP	-	2,135,506	3,013,528	1,033,067	1,767,334	(1,246,194)	-41.4%
ENFO - ENF SUPPORT AND SPEC RESPONSE	684,890	4,000	3,200	1,333	5,390	2,190	68.4%
INTL - INTELLIGENCE	553,982	70,400	65,401	65,655	65,000	(401)	-0.6%
INVT - INVESTIGATIONS	2,981,911	3,652,821	3,436,952	3,032,227	2,959,834	(477,118)	-13.9%
OUTR - COMMUNITY OUTREACH	-	73,123	38,564	68,847	5,050	(33,514)	-86.9%
PATR - PATROL	6,945,650	9,205,526	10,164,403	10,575,684	10,343,111	178,708	1.8%
PPEV - PROPERTY AND EVIDENCE	-	-	4,999	17,741	22,000	17,001	340.1%
SRCH - SEARCH AND RESCUE	-	-	-	-	50	50	-
99AS - ADMINISTRATIVE SERVICES PROG	\$ 951,835	\$ 514,917	\$ 510,159	\$ 499,435	\$ 500,800	\$ (9,359)	-1.8%
FSAC - FINANCIAL SERVICES	939,917	509,917	505,159	499,435	500,800	(4,359)	-0.9%
HRAC - HUMAN RESOURCES	2,519	5,000	5,000	-	-	(5,000)	-100.0%
ODIR - EXECUTIVE MANAGEMENT	9,399	-	-	-	-	-	-
99GV - GENERAL GOVERNMENT	\$ 379,423	\$ -	\$ -	\$ -	\$ 2,780	\$ 2,780	-
GGOV - GENERAL GOVERNMENT	379,423	-	-	-	-	-	-
TOTAL PROGRAMS	\$ 52,837,531	\$ 58,163,904	\$ 59,521,140	\$ 55,653,253	\$ 57,674,418	\$ (1,846,722)	-3.1%

Revenue and Expenditures by Program and Activity (continued)

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
Expenditures							
50CM - CUSTODY MANAGEMENT	\$ 134,442,494	\$ 144,025,072	\$ 151,523,895	\$ 139,698,950	\$ 164,257,402	\$ (12,733,507)	-8.4%
IARP - INMATE ADDICTIVE RECOVERY	523,323	1,892,773	1,749,127	636,049	1,606,357	142,770	8.2%
IEPA - INMATE EDUCATION	-	1,225,714	1,651,281	1,207,467	1,838,032	(186,751)	-11.3%
IFID - INMATE FINGERPRINT IDENTIFICATION	407,249	2,324,760	2,215,011	1,429,682	2,246,364	(31,353)	-1.4%
INLA - INMATE LABOR	285,429	424,876	54,568	2,617	965,720	(911,152)	-1669.8%
INRL - INMATE RELEASE	-	3,476,116	3,806,858	3,934,070	4,211,765	(404,907)	-10.6%
INSS - INMATE CANTEEN AND SPEC SVCS	5,902,118	4,516,602	4,221,628	4,077,705	4,660,882	(439,254)	-10.4%
INTR - INMATE TRANSPORT	-	15,622,888	15,935,914	15,803,930	17,840,798	(1,904,884)	-12.0%
ISTP - INMATE SKILLS TRAINING	-	-	42,395	273,090	34,788	7,607	17.9%
MANS - INMATE RELATED MANDATES	13,152,705	15,035,257	9,181,580	6,523,109	9,726,962	(545,382)	-5.9%
MEAL - INMATE MEALS	16,815,878	15,596,053	14,588,794	14,306,006	16,562,842	(1,974,048)	-13.5%
NTAK - INTAKE	22,809,473	11,896,926	14,452,495	13,726,877	16,029,996	(1,577,501)	-10.9%
PRDM - ADULT DETENTION MANAGEMENT	74,546,320	71,461,227	82,914,057	77,729,528	87,808,135	(4,894,078)	-5.9%
SMIT - INMATE SMI ADDICTIVE RECOV	-	551,880	710,187	48,820	724,761	(14,574)	-2.1%
50CO - CENTRALIZED MCSO OPERATIONS	\$ 13,924,032	\$ 17,556,000	\$ 17,999,770	\$ 15,423,426	\$ 12,444,925	\$ 5,554,845	30.9%
FMGT - FLEET MANAGEMENT	372,228	340,167	344,336	688,942	762,302	(417,966)	-121.4%
MCSI - INFORMATION TECHNOLOGY	7,037,215	9,336,696	8,598,192	7,966,254	1,978,231	6,619,961	77.0%
PROF - EMPLOYEE PROFESSIONAL STANDAR	1,080,575	1,769,048	2,888,078	1,376,694	3,072,548	(184,470)	-6.4%
TRAG - MANDATED ENF AND DET TRAINING	5,434,015	6,110,089	6,169,164	5,391,535	6,631,844	(462,680)	-7.5%
50EN - ENFORCEMENT	\$ 65,570,564	\$ 71,245,804	\$ 78,082,996	\$ 73,402,246	\$ 78,813,652	\$ (730,656)	-0.9%
CVPR - CIVIL PROCESS	-	3,832,216	3,952,792	4,288,724	4,278,212	(325,420)	-8.2%
DISP - DISPATCH	2,049,452	2,604,447	2,869,962	2,166,700	2,672,248	197,714	6.9%
DSTR - DISASTER & DISRUPTION RESP	-	2,150,282	3,034,115	1,922,855	1,792,307	1,241,808	40.9%
ENFO - ENF SUPPORT AND SPEC RESPONSE	12,912,688	10,834,205	12,023,913	13,968,741	13,040,243	(1,016,330)	-8.5%
EXTR - EXTRADITIONS	-	976,914	1,317,952	1,529,830	1,442,613	(124,661)	-9.5%
INTL - INTELLIGENCE	8,490,302	3,146,677	3,143,487	2,719,930	3,236,075	(92,588)	-2.9%
INVT - INVESTIGATIONS	14,381,114	15,858,427	16,198,718	14,738,867	16,208,475	(9,757)	-0.1%
OUTR - COMMUNITY OUTREACH	-	79,835	51,690	865	174,104	(122,414)	-236.8%
PATR - PATROL	26,416,310	27,716,991	31,081,812	28,654,072	31,869,960	(788,148)	-2.5%
PPEV - PROPERTY AND EVIDENCE	-	742,640	1,083,658	1,009,706	1,014,924	68,734	6.3%
SMIA - SMI APPREHEN INTERVEN	-	1,175,991	1,045,467	338,077	675,254	370,213	35.4%
SRCH - SEARCH AND RESCUE	-	-	19,562	7,211	173,418	(153,856)	-786.5%
WRNT - WARRANTS INFO PROCESSING	1,320,699	2,127,179	2,259,868	2,056,668	2,235,819	24,049	1.1%
70OM - BLDG OPERATIONS & MAINTENANCE	\$ 2,211,911	\$ 2,040,091	\$ 2,033,125	\$ 2,039,289	\$ 2,491,338	\$ (458,213)	-22.5%
BLDR - BUILDINGS AND GROUNDS	2,211,911	2,040,091	2,033,125	2,039,289	2,491,338	(458,213)	-22.5%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 17,857,939	\$ 13,905,727	\$ 10,802,613	\$ 10,478,614	\$ 10,705,147	\$ 97,466	0.9%
99GV - GENERAL GOVERNMENT	\$ -	\$ 8,619,052	\$ 8,636,760	\$ 7,219,540	\$ 12,583,760	\$ (3,947,000)	-45.7%
TOTAL PROGRAMS	\$ 234,006,941	\$ 257,391,746	\$ 269,079,159	\$ 248,262,066	\$ 288,092,712	\$ (19,013,553)	-7.1%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
41IF - INFO TECHNOLOGY INFRASTRUCTURE	-	1.00	1.00	
DTNW - DATA NETWORK	-	1.00	1.00	
50CM - CUSTODY MANAGEMENT	2,622.00	2,609.00	(13.00)	-0.5%
IARP - INMATE ADDICTIVE RECOVERY	11.00	11.00	-	0.0%
IEPA - INMATE EDUCATION	35.00	34.00	(1.00)	-2.9%
IFID - INMATE FINGERPRINT IDENTIFICATION	49.00	49.00	-	0.0%
INLA - INMATE LABOR	-	16.00	16.00	
INRL - INMATE RELEASE	80.00	80.00	-	0.0%
INSS - INMATE CANTEEN AND SPEC SVCS	29.50	27.50	(2.00)	-6.8%
INTR - INMATE TRANSPORT	267.50	267.50	-	0.0%
ISTP - INMATE SKILLS TRAINING	1.00	1.00	-	0.0%
MANS - INMATE RELATED MANDATES	158.00	158.00	-	0.0%
MEAL - INMATE MEALS	202.00	202.00	-	0.0%
NTAK - INTAKE	268.00	268.00	-	0.0%
PRDM - ADULT DETENTION MANAGEMENT	1,518.00	1,492.00	(26.00)	-1.7%
SMIT - INMATE SMI ADDICTIVE RECOV	3.00	3.00	-	0.0%
50CO - CENTRALIZED MCSO OPERATIONS	214.00	154.20	(59.80)	-27.9%
FMGT - FLEET MANAGEMENT	4.00	4.00	-	0.0%
MCSI - INFORMATION TECHNOLOGY	67.00	7.20	(59.80)	-89.3%
PROF - EMPLOYEE PROFESSIONAL STANDARDS	41.00	41.00	-	0.0%
TRAG - MANDATED ENF AND DET TRAINING	102.00	102.00	-	0.0%
50EN - ENFORCEMENT	844.50	844.50	-	0.0%
CVPR - CIVIL PROCESS	54.00	54.00	-	0.0%
DISP - DISPATCH	41.00	41.00	-	0.0%
DSTR - DISASTER & DISRUPTION RESP	-	-	-	
ENFO - ENF SUPPORT AND SPEC RESPONSE	151.00	148.80	(2.20)	-1.5%
EXTR - EXTRADITIONS	4.00	4.00	-	0.0%
INTL - INTELLIGENCE	38.00	38.00	-	0.0%
INVT - INVESTIGATIONS	162.00	162.00	-	0.0%
OUTR - COMMUNITY OUTREACH	-	2.20	2.20	
PATR - PATROL	330.50	330.50	-	0.0%
PPEV - PROPERTY AND EVIDENCE	13.00	13.00	-	0.0%
SMIA - SMI APPREHEN INTERVEN	8.00	8.00	-	0.0%
WRNT - WARRANTS INFO PROCESSING	43.00	43.00	-	0.0%
70OM - BLDG OPERATIONS & MAINTENANCE	47.00	47.00	-	0.0%
BLDR - BUILDINGS AND GROUNDS	47.00	47.00	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	123.00	126.00	3.00	2.4%
99IT - INFORMATION TECHNOLOGY PROGRAM	-	67.80	67.80	
TOTAL PROGRAMS	3,850.50	3,849.50	(1.00)	0.0%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Licenses & Permits	\$ 53,500	\$ 66,000	\$ 66,000	\$ 51,604	\$ 66,000	\$ -	0.0%
Intergovernmental	8,014,553	8,853,635	9,474,929	6,745,780	7,634,102	(1,840,827)	-19.4%
Charges For Service	30,280,541	34,461,217	35,197,159	34,083,970	36,707,176	1,510,017	4.3%
Fines & Forfeits	1,048,054	1,100,700	1,100,700	910,879	1,101,000	300	0.0%
Miscellaneous Revenues	13,440,882	13,682,352	13,682,352	13,861,020	12,166,140	(1,516,212)	-11.1%
Total Revenue	\$ 52,837,531	\$ 58,163,904	\$ 59,521,140	\$ 55,653,253	\$ 57,674,418	\$ (1,846,722)	-3.1%
EXPENDITURES							
Personal Services	\$ 194,590,743	\$ 214,031,722	\$ 224,144,705	\$ 206,425,457	\$ 240,749,086	\$ (16,604,381)	-7.4%
Supplies	20,159,303	18,517,401	18,368,243	18,930,801	18,476,586	(108,343)	-0.6%
Services	16,463,136	20,852,779	20,406,342	17,358,101	23,809,544	(3,403,202)	-16.7%
Other Financing Uses	135,779	51,563	51,563	51,563	49,838	1,725	3.3%
Capital Outlay	2,657,980	3,938,281	6,108,306	5,467,907	5,007,658	1,100,648	18.0%
Total Expenditures	\$ 234,006,941	\$ 257,391,746	\$ 269,079,159	\$ 248,233,829	\$ 288,092,712	\$ (19,013,553)	-7.1%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 7,325,152	\$ 9,648,261	\$ 10,384,205	\$ 10,973,705	\$ 10,636,912	\$ 252,707	2.4%
203 SHERIFF DONATIONS	17,485	16,400	16,400	19,403	16,400	-	0.0%
212 SHERIFF RICO FUND	1,019,149	1,100,000	1,100,000	909,774	1,100,000	-	0.0%
214 SHERIFF JAIL ENHANCEMENT	1,645,654	2,050,000	2,050,000	1,651,568	2,050,000	-	0.0%
251 SHERIFF GRANTS	4,946,990	6,303,635	6,924,927	4,584,568	5,084,102	(1,840,825)	-26.6%
252 INMATE SERVICES	13,301,944	13,581,552	13,581,552	13,752,582	12,042,042	(1,539,510)	-11.3%
254 INMATE HEALTH SERVICES	139,535	149,715	149,715	106,997	149,715	-	0.0%
255 DETENTION OPERATIONS	24,441,622	25,314,341	25,314,341	23,654,656	26,595,247	1,280,906	5.1%
TOTAL FUNDS	\$ 52,837,531	\$ 58,163,904	\$ 59,521,140	\$ 55,653,253	\$ 57,674,418	\$ (1,846,722)	-3.1%
EXPENDITURES							
100 GENERAL	\$ 59,990,396	\$ 68,092,509	\$ 72,244,594	\$ 68,011,901	\$ 71,117,264	\$ 1,127,330	1.6%
203 SHERIFF DONATIONS	10,285	16,400	16,400	8,056	16,400	-	0.0%
212 SHERIFF RICO FUND	1,028,046	1,100,000	1,100,000	916,836	1,100,000	-	0.0%
214 SHERIFF JAIL ENHANCEMENT	1,588,240	2,050,000	2,050,000	1,487,828	2,050,000	-	0.0%
251 SHERIFF GRANTS	4,351,984	6,303,635	6,924,927	4,805,979	5,084,102	1,840,825	26.6%
252 INMATE SERVICES	6,376,360	11,192,105	11,192,105	6,308,390	12,042,042	(849,937)	-7.6%
254 INMATE HEALTH SERVICES	-	489,187	489,187	163,060	149,715	339,472	69.4%
255 DETENTION OPERATIONS	160,661,630	168,147,910	175,061,946	166,560,016	196,533,189	(21,471,243)	-12.3%
TOTAL FUNDS	\$ 234,006,941	\$ 257,391,746	\$ 269,079,159	\$ 248,262,066	\$ 288,092,712	\$ (19,013,553)	-7.1%

General Adjustments

Right-size Detention and Law Enforcement Pay for Performance:

Detention and Law Enforcement Officers received a market compensation increase in FY 2006-07. In order to right-size pay-for-performance based upon market salary increases, the expenditure budget was increased by \$198,554 in the General Fund and by \$468,510 in the Detention Fund.

Right-size Shift Differential and Regular Over Budget:

Shift differential and regular over budget were right-sized, leading to a decrease in expenditures of \$2,509,095 in the General Fund and an increase of \$246,315 in the Detention Fund.

Adjust 'Transfer Out' to Debt Service Fund:

The General Fund transfer to the Debt Service Fund was reduced by \$1,725.

Reduce Grant Fund Revenue and Expenditures:

Sheriff's Grant Fund budgeted expenditures were reduced by \$2,057,110 and revenue was reduced by \$1,922,011 due to lower than expected grant revenue.

Annualize Detention and Law Enforcement Market Increases:

Detention and Law Enforcement Officers received a market compensation increase in FY 2006-07. In order to annualize this increase, the Inmate Services Fund expenditure budget was increased by \$4,661.

Right-size Personnel Savings and Overtime for Shift Coverage:

Based on FY 2006-07 projected expenditures, Personnel Savings was increased from 4.7% to 7.5%, a reduction of \$2,684,328 in the General Fund. As a result of right-sizing personnel savings and overtime to account for shift coverage and expected vacancies, the Detention Fund expenditure budget was increased by \$735,563. Personnel savings was increased from 7.2% to 7.5%.

Workers' Compensation / Unemployment Insurance

Workers Compensation and Unemployment Insurance rates have been updated for FY 2007-08. An additional \$16,470 has been added to the expenditure budget to fund the increased expense.

Risk Management Charges

Risk Management charges have been updated for FY 2007-08 an additional \$2,023,741 has been added to the expenditure budget to fund the increased expense.

Programs and Activities

Custody Management Program

The purpose of the Custody Management Program is to provide 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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev.-Adpt.)	%
Percent of Inmates not assaulted by other inmates while in custody	98.8%	98.6%	98.8%	98.8%	98.8%	0.0%	0.0%
Percent of staff not assaulted by inmates while on duty	97.2%	Not Reported	97.2%	97.2%	97.2%	0.0%	0.0%
Percent of requested items sold	Not Reported	64.0%	Not Reported	Not Reported	Not Reported		
Percent of net revenue for inmate programs	Not Reported						
Percent of available inmate labor hours worked	Not Reported	12.0%	Not Reported	Not Reported	Not Reported		
Percent of MEAL Activity food costs avoided using donated food	78.0%	71.0%	78.0%	Not Reported	78.0%	0.0%	0.0%
Percent of fingerprint sets processed	Not Reported						
Percent of Inmates graduating from Alpha classes who do not return to jail within 2 years	87.0%	88.0%	88.0%	81.0%	88.0%	0.0%	0.0%
Percent of Alpha Program participants that complete program and graduate	Not Reported						
Percent of Seriously Mentally Ill Addictive Treatment program completers who don't return to jail within 2 Years	Not Reported	30.0%	30.0%	Not Reported	30.0%	0.0%	0.0%
Percent of Seriously Mentally Ill Addictive Treatment participants that complete treatment	Not Reported						
Percent of Accurate inmate releases	99.0%	100.0%	99.0%	0.0%	99.0%	0.0%	0.0%
Percent of persons booked and classified or released within 24 hours	Not Reported	100.0%	100.0%	Not Reported	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Adult Detention Management Activity
- Inmate Canteen and Special Services Activity
- Inmate Labor Activity
- Inmate Education Activity
- Inmate Related Mandates Activity
- Inmate Meals Activity
- Inmate Fingerprint Identification Activity
- Inmate Addictive Recovery Activity
- Seriously Mentally Ill Addictive Treatment Activity
- Inmate Release Activity
- Inmate Skills Training Activity
- Inmate Transport Activity
- Intake Activity

Adult Detention Management Activity

The purpose of the Adult Detention Management Activity is 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
Results	98.8%	98.6%	98.8%	98.8%	98.8%	0.0%	0.0%
Percent of Inmates not assaulted by other inmates while in custody							
Results	97.2%	Not Reported	97.2%	97.2%	97.2%	0.0%	0.0%
Percent of staff not assaulted by inmates while on duty							
Demand	9,733	10,216	10,216	8,972	9,450	(766)	-7.5%
Number of inmates requiring detention							
Output	9,733	10,216	10,216	8,972	9,450	(766)	-7.5%
Number of inmates detained							
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 7,659.13	\$ 6,995.03	\$ 8,116.10	\$ 8,663.57	\$ 9,291.87	\$ (1,175.77)	-14.5%
Expenditures per unit of Output							
Revenues by Fund							
Sheriff Jail Enhancement Fund	\$ 1,645,654	\$ 2,050,000	\$ 2,050,000	\$ 1,651,568	\$ 2,050,000	\$ -	0.0%
Sheriff Grants	585,454	-	-	-	-	-	-
Inmate Health Services	131,289	149,715	149,715	106,997	149,715	-	0.0%
Detention Operations	24,420,080	25,314,341	25,314,341	23,654,656	26,595,247	1,280,906	5.1%
Totals	\$ 26,782,478	\$ 27,514,056	\$ 27,514,056	\$ 25,413,221	\$ 28,794,962	\$ 1,280,906	4.7%
Expenditures by Fund							
Sheriff Rico Fund	\$ 104,873	\$ -	\$ -	\$ -	\$ -	\$ -	-
Sheriff Jail Enhancement Fund	1,025,406	1,204,690	1,204,690	858,842	1,204,690	-	0.0%
Sheriff Grants	523,873	-	-	-	-	-	-
Inmate Services	56,623	-	-	-	-	-	-
Inmate Health Services	-	489,187	489,187	163,060	149,715	339,472	69.4%
Detention Operations	72,835,546	69,767,350	81,220,180	76,707,626	86,453,730	(5,233,550)	-6.4%
Totals	\$ 74,546,320	\$ 71,461,227	\$ 82,914,057	\$ 77,729,528	\$ 87,808,135	\$ (4,894,078)	-5.9%
Staffing (FTEs)	NA	NA	1,518.00	NA	1,492.00	(26.00)	-1.7%

The FY 2007-08 budget for the Adult Detention Management Activity assumes a 7.5% decrease in demand and output when compared with FY 2006-07 Revised. This reduction reflects continued progress on lowering the average length of stay (ALOS) of jail inmates. FY 2007-08 budgeted expenditures increased by \$4.8 million (5.8%) from FY 2006-07 due largely to an increase in employee benefits and market increases, resulting in a higher rate of expenditure per unit of output. Personnel costs from the Inmate Labor Activity were charged to this activity in FY 2006-07, thus contributing to the Detention Fund FY 2006-07 budget. This has been corrected in the FY 2007-08 budget.

Increase for Fuel: In order to right-size the budget for fuel, the expenditure budget has been increased by \$54,298 in the Detention Operations Fund.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
<u>Results</u>							
Percent of requested items sold	Not Reported	64.0%	Not Reported	Not Reported	Not Reported		
<u>Results</u>							
Percent of net revenue for inmate programs	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
<u>Demand</u>							
Number of items requested	450,510	477,541	477,541	410,668	422,988	(54,553)	-11.4%
<u>Output</u>							
Number of items sold	355,258	376,573	376,573	324,423	334,160	(42,413)	-11.3%
<i>Percent of Demand met</i>	78.9%	78.9%	78.9%	79.0%	79.0%	0.1%	0.2%
<u>Efficiency</u>							
Expenditures per unit of Output	\$ 16.61	\$ 0.49	\$ 11.21	\$ 12.58	\$ 13.95	\$ (2.74)	-24.4%
<u>Revenues by Fund</u>							
Inmate Services	\$ 12,825,506	\$ 13,581,552	\$ 13,581,552	\$ 13,752,582	\$ 12,042,042	\$ (1,539,510)	-11.3%
Totals	\$ 12,825,506	\$ 13,581,552	\$ 13,581,552	\$ 13,752,582	\$ 12,042,042	\$ (1,539,510)	-11.3%
<u>Expenditures by Fund</u>							
Sheriff Donations	\$ -	\$ -	\$ -	\$ -	\$ 10,860	\$ (10,860)	
Inmate Services	5,902,078	4,516,602	4,220,569	4,078,636	4,647,893	(427,324)	-10.1%
Detention Operations	40	-	1,059	1,405	2,129	(1,070)	-101.0%
Totals	\$ 5,902,118	\$ 4,516,602	\$ 4,221,628	\$ 4,080,041	\$ 4,660,882	\$ (439,254)	-10.4%
Staffing (FTEs)	NA	NA	29.50	NA	27.50	(2.00)	-6.8%

The FY 2007-08 budget for the Inmate Canteen and Special Services Activity assumes an 11% decrease in demand and output when compared with FY 2006-07 Revised. This reduction reflects continued progress on lowering the average length of stay (ALOS) of jail inmates. Results data was not reported for this activity. FY 2007-08 budgeted expenditures increased by \$783,942 (18.6%) from FY 2006-07 due largely to an increase in employee benefits and market increases, resulting in a higher rate of expenditure per unit of output.

Reduce Inmate Service Fund Revenue: Beginning in FY 2006-07, the Sheriff's Office converted long distance phone calls from a 'collect call' system to an inmate calling card system. Since collect calls generate much more revenue than calls using a calling card, revenue is expected to decline significantly. As a result, FY 2007-08 revenue in the Inmate Services Fund was reduced by \$1,539,510.

Increase Inmate Service Fund Expenditures: The FY 2007-08 budget includes an increase of \$701,280 in the Inmate Services Fund to allow for additional expenditure authority.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Results	Not Reported	12.0%	Not Reported	Not Reported	Not Reported		
Percent of available inmate labor hours worked	Not Reported		Not Reported	Not Reported	Not Reported		
Demand	2,280,000	2,785,263	2,785,263	3,509,352	3,509,352	724,089	26.0%
Number of Inmate labor hours available							
Output	2,280,000	2,785,236	2,785,236	3,509,352	3,509,352	724,116	26.0%
Number of inmate labor hours worked							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 0.13	\$ 0.02	\$ 0.02	\$ 0.00	\$ 0.28	\$ (0.26)	-1304.6%
Expenditures per unit of Output							
Expenditures by Fund							
Detention Operations	\$ 285,429	\$ 424,876	\$ 54,568	\$ 2,617	\$ 965,720	\$ (911,152)	-1669.8%
Totals	\$ 285,429	\$ 424,876	\$ 54,568	\$ 2,617	\$ 965,720	\$ (911,152)	-1669.8%
Staffing (FTEs)	NA	NA	-	NA	16.00	16.00	

The performance measures and data collection methodologies for this activity were refined at the beginning of FY 2006-07; therefore, the data reported for FY 2005-06 Actual and FY 2006-07 Adopted/Revised are estimates. The FY 2007-08 budget assumes over 3.5 million inmate labor hours will be available (demand) and worked (output), which is consistent with FY 2006-07 projected trends. In FY 2006-07, personnel costs were primarily charged to the Adult Detention Management Activity, thus the budget was reduced accordingly. This has been corrected in the FY 2007-08 budget. Results data was not reported for this activity.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Results	NA	NA	17.0%	Not Reported	17.0%	0.0%	0.0%
Demand	NA	NA	4,334	4,334	4,334	-	0.0%
Number of Inmate population eligible for education classes							
Output	NA	NA	1,752	1,752	1,752	-	0.0%
Number of Inmates participating in education classes							
<i>Percent of Demand met</i>	NA	NA	40.4%	40.4%	40.4%	0.0%	0.0%
Efficiency	NA	NA	\$ 942.51	\$ 662.04	\$ 1,049.11	\$ (106.59)	-11.3%
Expenditures per unit of Output							
Revenues by Fund							
Sheriff Grants	NA	\$ 389,026	\$ 321,135	\$ 338,742	\$ 324,197	\$ 3,062	1.0%
Totals	NA	\$ 389,026	\$ 321,135	\$ 338,742	\$ 324,197	\$ 3,062	1.0%
Expenditures by Fund							
Sheriff Grants	NA	\$ 398,543	\$ 323,419	\$ 310,631	\$ 326,977	\$ (3,558)	-1.1%
Inmate Services	NA	827,171	1,237,694	723,432	1,417,687	(179,993)	-14.5%
Detention Operations	NA	-	90,168	125,831	93,368	(3,200)	-3.5%
Totals	NA	\$ 1,225,714	\$ 1,651,281	\$ 1,159,893	\$ 1,838,032	\$ (186,751)	-11.3%
Staffing (FTEs)	NA	NA	35.00	NA	34.00	(1.00)	-2.9%

This was a new activity in FY 2006-07; therefore, historical data is not available. The FY 2007-08 budget for the Inmate Education Activity assumes no growth in demand or output when compared with FY 2006-07 Revised. FY 2007-08 budgeted expenditures increased by \$186,751 (11.3%) from FY 2006-07 due largely to an increase in employee benefits and market increases, resulting in a higher rate of expenditure per unit of output.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
Results							
To be developed	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Demand	9,733	10,216	10,216	8,972	9,450	(766)	-7.5%
Number of prisoners requiring inmate related mandates services							
Output	9,733	10,216	10,216	8,972	9,450	(766)	-7.5%
Number of prisoners receiving inmate related mandated services							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 1,351.35	\$ 0.39	\$ 898.75	\$ 727.24	\$ 1,029.31	\$ (130.56)	-14.5%
Expenditures per unit of Output							
Revenues by Fund							
Sheriff Donations	\$ 14,642	\$ 12,000	\$ -	\$ -	\$ 50	\$ 50	
Sheriff Grants	326,757	-	-	-	-	-	
Totals	\$ 341,399	\$ 12,000	\$ -	\$ -	\$ 50	\$ 50	
Expenditures by Fund							
Sheriff Donations	\$ 3,718	\$ -	\$ -	\$ -	\$ 50	\$ (50)	
Sheriff Jail Enhancement Fund	287,677	69,133	69,133	53,537	69,133	-	0.0%
Sheriff Grants	275,914	-	-	-	-	-	
Inmate Services	1,515	194,321	528,452	442,949	404,838	123,614	23.4%
Detention Operations	12,583,881	14,771,803	8,583,995	6,028,332	9,252,941	(668,946)	-7.8%
Totals	\$ 13,152,705	\$ 15,035,257	\$ 9,181,580	\$ 6,524,818	\$ 9,726,962	\$ (545,382)	-5.9%
Staffing (FTEs)	NA	NA	158.00	NA	158.00	-	0.0%

The FY 2007-08 budget for the Inmate Related Mandates Activity assumes a 7.5% decrease in demand and output when compared with FY 2006-07 Revised. This reduction reflects continued progress on lowering the average length of stay (ALOS) of jail inmates. Results data was not reported for this activity. FY 2007-08 budgeted expenditures increased by \$545,382 (5.9%) from FY 2006-07 due largely to an increase in employee benefits and market increases, resulting in a higher rate of expenditure per unit of output.

Inmate Meals Activity

The purpose of the Inmate 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	78.0%	71.0%	78.0%	Not Reported	78.0%	0.0%	0.0%
Percent of MEAL Activity food costs avoided using donated food							
Demand							
Number of Inmate meals needed	15,104,392	16,333,200	16,161,699	14,480,074	14,914,476	(1,247,223)	-7.7%
Output							
Number of Inmate meals served	15,104,392	16,333,200	16,161,699	14,480,074	14,914,476	(1,247,223)	-7.7%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency							
Expenditures per unit of Output	\$ 1.11	\$ 0.95	\$ 0.90	\$ 0.99	\$ 1.11	\$ (0.21)	-23.0%
Revenues by Fund							
Detention Operations	\$ 12,173	\$ -	\$ -	\$ -	\$ -	\$ -	
Totals	\$ 12,173	\$ -	\$ -	\$ -	\$ -	\$ -	
Expenditures by Fund							
Inmate Services	\$ 157,385	\$ 2,280,197	\$ 1,594,695	\$ 102,598	\$ 1,917,856	\$ (323,161)	-20.3%
Detention Operations	16,658,492	13,315,856	12,994,099	14,203,408	14,644,986	(1,650,887)	-12.7%
Totals	\$ 16,815,878	\$ 15,596,053	\$ 14,588,794	\$ 14,306,006	\$ 16,562,842	\$ (1,974,048)	-13.5%
Staffing (FTEs)	NA	NA	202.00	NA	202.00	-	0.0%

The FY 2007-08 budget for the Inmate Meals Activity assumes a 7.7% decrease in demand and output when compared with FY 2006-07 Revised. This reduction reflects continued progress on lowering the average length of stay (ALOS) of jail inmates. Results data was not reported for this activity. FY 2007-08 budgeted expenditures increased by \$1.1 million (7.8%) from FY 2006-07 due largely to an increase in employee benefits and market increases, resulting in a higher rate of expenditure per unit of output.

Increase Inmate Meals Activity: In order to right-size the Inmate Meals Activity, the expenditure budget was increased by \$344,688 in the Inmate Services Fund and \$487,129 in the Detention Operations Fund.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
<u>Results</u>	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of fingerprint sets processed	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
<u>Demand</u>	336,577	365,210	365,210	200,453	206,467	(158,743)	-43.5%
Number of fingerprint sets taken							
<u>Output</u>	113,159	118,466	118,466	152,624	157,202	38,736	32.7%
Number of fingerprint sets verified (processed)							
<i>Percent of Demand met</i>	33.6%	32.4%	32.4%	76.1%	76.1%	43.7%	134.7%
<u>Efficiency</u>	\$ 3.60	\$ -	\$ 18.70	\$ 9.37	\$ 14.29	\$ 4.41	23.6%
Expenditures per unit of Output							
<u>Expenditures by Fund</u>							
Detention Operations	\$ 407,249	\$ 2,324,760	\$ 2,215,011	\$ 1,429,682	\$ 2,246,364	\$ (31,353)	-1.4%
Totals	\$ 407,249	\$ 2,324,760	\$ 2,215,011	\$ 1,429,682	\$ 2,246,364	\$ (31,353)	-1.4%
Staffing (FTEs)	NA	NA	49.00	NA	49.00	-	0.0%

The FY 2007-08 budget for the Inmate Fingerprint Identification Activity assumes a 3% increase in the number of fingerprint sets to be taken (demand) and the number of fingerprint sets processed (output) when compared with FY 2006-07 projected. Prior year demand included backlog in the calculation. This is corrected with FY 2006-07 projected and FY 2007-08 adopted. Results data was not reported for this activity.

Inmate Addictive Recovery Activity

The purpose of the Inmate Addictive Recovery Activity is to provide addictive recovery treatment and rehabilitation service to adult and juvenile inmates so that they will not return to jail.

Mandates: This Activity is not a mandated function of the Sheriff's Office.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
Results Percent of Inmates graduating from Alpha classes who do not return to jail within 2 years	87.0%	88.0%	88.0%	81.0%	88.0%	0.0%	0.0%
Results Percent of Alpha Program participants that complete program and graduate	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Demand Number of Alpha Program applicants	1,505	1,674	1,595	1,586	1,595	-	0.0%
Output Number of Alpha Program participants	950	1,272	1,196	932	1,196	-	0.0%
<i>Percent of Demand met</i>	63.1%	76.0%	75.0%	58.8%	75.0%	0.0%	0.0%
Efficiency Expenditures per unit of Output	\$ 550.87	\$ 1,488.03	\$ 1,462.48	\$ 689.09	\$ 1,343.11	\$ 119.37	8.2%
Revenues by Fund							
Sheriff Grants	\$ 247,784	\$ 348,477	\$ 161,844	\$ 164,948	\$ 115,978	\$ (45,866)	-28.3%
Totals	\$ 247,784	\$ 348,477	\$ 161,844	\$ 164,948	\$ 115,978	\$ (45,866)	-28.3%
Expenditures by Fund							
Sheriff Grants	\$ 290,743	\$ 348,477	\$ 163,479	\$ 158,799	\$ 115,978	\$ 47,501	29.1%
Inmate Services	232,580	1,544,296	1,585,625	483,407	1,490,357	95,268	6.0%
Totals	\$ 523,323	\$ 1,892,773	\$ 1,749,127	\$ 642,229	\$ 1,606,357	\$ 142,770	8.2%
Staffing (FTEs)	NA	NA	11.00	NA	11.00	-	0.0%

Due to difficulty in recruiting counselors, FY 2006-07 projected expenditures and output are significantly lower than budgeted in the Inmate Addictive Recover Activity. A market increase was implemented during FY 2006-07, which is already having a positive effect on recruitment efforts in this area. The FY 2007-08 budget for the Inmate Addictive Recovery Activity assumes no growth in demand or output when compared with FY 2006-07 Revised.

With the market increases, both the number of participants (output) and the percent of inmates graduating from "Alpha" classes with no return to jail in two years (result) are expected to increase to adopted budget levels.

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 Activity is not a mandated function of the Sheriff's Office.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
Results	NA	30.0%	30.0%	Not Reported	30.0%	0.0%	0.0%
Percent of Seriously Mentally Ill Addictive Treatment program completers who don't return to jail within 2 Years							
Results	NA	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of Seriously Mentally Ill Addictive Treatment participants that complete treatment							
Demand	NA	500	300	Not Reported	300.0%	(297)	-99.0%
Number of Inmates referred or diverted to seriously mentally ill treatment program							
Output	NA	240	285	Not Reported	285	-	0.0%
Number of Seriously Mentally Ill Addictive Treatment program participants							
<i>Percent of Demand met</i>	NA	48.0%	95.0%	Not Reported	95.0%	0.0%	0.0%
Efficiency	NA	\$ 2,299.50	\$ 2,491.88	Not Reported	\$ 2,543.02	\$ (51.14)	-2.1%
Expenditures per unit of Output							
Expenditures by Fund							
Inmate Services	NA	\$ 551,880	\$ 710,164	\$ 40,121	\$ 724,739	\$ (14,575)	-2.1%
Detention Operations	NA	-	23	23	22	1	4.3%
Totals	NA	\$ 551,880	\$ 710,187	\$ 40,144	\$ 724,761	\$ (14,574)	-2.1%
Staffing (FTEs)	NA	NA	3.00	NA	3.00	-	0.0%

The Seriously Mentally Ill Addictive Recovery Activity was initially funded in FY 2004-05; however, delays in implementation due to recruitment problems and program development have slowed the progress off this initiative. As a result, projected FY 2006-07 expenditures and output are projected to be significantly lower than budgeted. The FY 2007-08 budget provides full funding for this activity; however, no growth in demand or output over FY 2006-07 Revised is planned.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
Results	NA	100.0%	99.0%	Not Reported	99.0%	0.0%	0.0%
Percent of Accurate inmate releases							
Demand	NA	124,760	134,626	126,592	130,389	(4,237)	-3.1%
Number of inmates ordered for release							
Output	NA	119,199	134,626	126,592	130,389	(4,237)	-3.1%
Number of inmates released							
<i>Percent of Demand met</i>	NA	95.5%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	\$ 29.16	\$ 28.28	\$ 31.08	\$ 32.30	\$ (4.02)	-14.2%
Expenditures per unit of Output							
Revenues by Fund							
Sheriff Grants	NA	\$ 130,500	\$ 140,800	\$ 150,013	\$ 140,800	\$ -	0.0%
Totals	NA	\$ 130,500	\$ 140,800	\$ 150,013	\$ 140,800	\$ -	0.0%
Expenditures by Fund							
Sheriff Jail Enhancement Fund	NA	\$ 120,982	\$ 120,982	\$ 40,324	\$ 120,982	\$ -	0.0%
Sheriff Grants	NA	130,500	139,165	189,489	140,800	(1,635)	-1.2%
Detention Operations	NA	3,224,634	3,546,711	3,704,257	3,949,983	(403,272)	-11.4%
Totals	NA	\$ 3,476,116	\$ 3,806,858	\$ 3,934,070	\$ 4,211,765	\$ (404,907)	-10.6%
Staffing (FTEs)	NA	NA	80.00	NA	80.00	-	0.0%

The FY 2007-08 budget for the Inmate Release Activity assumes a 3.1 % decrease in demand and output when compared with FY 2006-07 Revised. This reduction reflects continued progress on lowering the average length of stay (ALOS) of jail inmates. FY 2007-08 budgeted expenditures increased by \$404,907 (10.69 %) from FY 2006-07 due largely to an increase in employee benefits and market increases, resulting in a higher rate of expenditure per unit of output.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
<u>Results</u>	NA	NA	Not	Not	Not		
To be developed			Reported	Reported	Reported		
<u>Demand</u>	NA	NA	7,344	7,344	7,344	-	0.0%
Number of Inmates eligible for Skills Training							
<u>Output</u>	NA	NA	7,344	7,344	7,344	-	0.0%
Number of Inmate Skills Training participants							
<i>Percent of Demand met</i>	NA	NA	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u>	NA	NA	\$ 5.77	\$ 39.50	\$ 4.74	\$ 1.04	17.9%
Expenditures per unit of Output							
<u>Revenues by Fund</u>							
Sheriff Donations	NA	NA	\$ 12,799	\$ 16,949	\$ 10,060	\$ (2,739)	-21.4%
Totals	NA	NA	\$ 12,799	\$ 16,949	\$ 10,060	\$ (2,739)	-21.4%
<u>Expenditures by Fund</u>							
Inmate Services	NA	NA	\$ 42,372	\$ 290,063	\$ 34,766	\$ 7,606	18.0%
Detention Operations	NA	NA	23	23	22	1	4.3%
Totals	NA	NA	\$ 42,395	\$ 290,086	\$ 34,788	\$ 7,607	17.9%
<u>Staffing (FTEs)</u>	NA	NA	1.00	NA	1.00	-	0.0%

This was a new activity in FY 2006-07; therefore, historical data is not available. The FY 2007-08 budget for the Inmate Skills Training Activity assumes no growth in demand or output when compared with FY 2006-07 Revised. Result data was not reported for this activity.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
Results	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
To be developed	142,802	Not Reported	152,749	142,756	147,038	(5,711)	-3.7%
Demand							
Number of Court Ordered Transports	142,802	Not Reported	152,749	142,756	147,038	(5,711)	-3.7%
Output							
Number of Inmates transported to court	142,802	208,656	152,749	142,756	147,038	(5,711)	-3.7%
<i>Percent of Demand met</i>	100.0%	Not Reported	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency							
Expenditures per unit of Output	\$ -	\$ 74.87	\$ 104.33	\$ 110.71	\$ 121.33	\$ (17.01)	-16.3%
Expenditures by Fund							
Sheriff Jail Enhancement Fund	\$ -	\$ 69,133	\$ 69,133	\$ 27,163	\$ 69,133	\$ -	0.0%
Detention Operations	-	15,553,755	15,866,781	15,776,767	17,771,665	(1,904,884)	-12.0%
Totals	\$ -	\$ 15,622,888	\$ 15,935,914	\$ 15,803,930	\$ 17,840,798	\$ (1,904,884)	-12.0%
Staffing (FTEs)	NA	NA	267.50	NA	267.50	-	0.0%

The FY 2007-08 budget for the Inmate Transport Activity assumes a 3.7% decrease in demand and output when compared with FY 2006-07 Revised. This reduction reflects continued progress on lowering the average length of stay (ALOS) of jail inmates. FY 2007-08 budgeted expenditures increased by \$1.9 million (12%) from FY 2006-07 due largely to an increase in employee benefits and market increases, resulting in a higher rate of expenditure per unit of output.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	Not Reported	100.0%	100.0%	Not Reported	100.0%	0.0%	0.0%
Percent of persons booked and classified or released within 24 hours							
Demand	125,505	132,246	134,290	128,290	134,290	-	0.0%
Number of persons required to be booked and classified							
Output	125,505	133,481	134,290	128,280	134,290	-	0.0%
Number of persons booked and classified or released							
<i>Percent of Demand met</i>	100.0%	100.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 181.74	\$ 89.13	\$ 107.62	\$ 107.01	\$ 119.37	\$ (11.75)	-10.9%
Expenditures per unit of Output							
Revenues by Fund							
Sheriff Grants	\$ 130,500	\$ -	\$ 19,745	\$ -	\$ 19,744	\$ (1)	0.0%
Totals	\$ 130,500	\$ -	\$ 19,745	\$ -	\$ 19,744	\$ (1)	0.0%
Expenditures by Fund							
Sheriff Jail Enhancement Fund	\$ -	\$ 69,133	\$ 69,133	\$ 50,984	\$ 69,133	\$ -	0.0%
Sheriff Grants	126,584	-	19,745	28,952	19,744	1	0.0%
Inmate Services	26,180	225,875	220,771	67,184	220,369	402	0.2%
Detention Operations	22,656,708	11,601,918	14,142,846	13,580,550	15,720,750	(1,577,904)	-11.2%
Totals	\$ 22,809,473	\$ 11,896,926	\$ 14,452,495	\$ 13,727,669	\$ 16,029,996	\$ (1,577,501)	-10.9%
Staffing (FTEs)	NA	NA	268.00	NA	268.00	-	0.0%

The FY 2007-08 budget for the Intake Activity assumes no growth in demand and output when compared with FY 2006-07 Revised, which reflects continued progress on lowering the average length of stay (ALOS) of jail inmates. FY 2007-08 budgeted expenditures increased by \$1.6 million (11.2%) from FY 2006-07 due largely to an increase in employee benefits and market increases, resulting in a higher rate of expenditure per unit of output.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev.-Adpt.)	%
Percent of Priority 1 calls dispatched under threshold	0.0%	83.0%	83.0%	86.4%	83.0%	0.0%	0.0%
Percent of zero-injury Special Resources Bureau responses	100.0%	Not Reported	100.0%	95.0%	100.0%	0.0%	0.0%
Percent of Court employees surveyed who respond they feel reasonably secure at work	Not Reported						
Percent of intelligence items forwarded to law enforcement	94.0%	96.0%	96.0%	96.0%	96.0%	0.0%	0.0%
Percent of criminal intelligence items forwarded to law enforcement	Not Reported						
Percent of cases cleared by arrest	6.0%	8.0%	8.0%	4.8%	4.8%	-3.2%	-40.0%
Percent of cases cleared	0.0%	75.0%	75.0%	0.0%	75.0%	0.0%	0.0%
Percent of Priority 1 calls responded to within 5 minutes or less	34.0%	45.0%	34.0%	34.0%	34.0%	0.0%	0.0%
Percent of program participant respondents who are better informed from attending an MCSO Community Outreach event.	Not Reported						
Percent of subjects returned to Arizona within court requested time frame	Not Reported						
Percent of item records managed with automation	Not Reported	30.0%	Not Reported	Not Reported	Not Reported		
Percent of missions resulting in rescue	85.0%	Not Reported	85.0%	91.0%	88.0%	3.0%	3.5%
Percent of Calls for SMI evaluations resulting in transport to a non-jail facility	NA	75.0%	Not Reported	Not Reported	Not Reported		

Activities that comprise this program include:

- Dispatch Activity
- Enforcement Support and Specialized Response Activity
- Jail and Criminal Intelligence Activity
- Investigations Activity
- Patrol Activity
- Warrants Information Processing Activity
- Civil Process Activity
- Community Outreach Activity
- Disaster and Community Threat Disruption Response Activity
- Extraditions Activity
- Property and Evidence Activity
- Search and Rescue Activity
- Seriously Mentally Ill Apprehension Intervention Activity

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 threshold.

Mandates: This activity supports the overall mandate of the Enforcement Program.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07		FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
			REVISED	PROJ ACT			
Results	Not Reported	83.0%	83.0%	86.4%	83.0%	0.0%	0.0%
Percent of Priority 1 calls dispatched under threshold							
Demand	222,080	847,015	228,742	221,777	228,742	-	0.0%
Number of incoming police service communications							
Output	221,310	527,105	221,310	221,777	221,310	-	0.0%
Number of police service calls dispatched							
<i>Percent of Demand met</i>	99.7%	62.2%	96.8%	100.0%	96.8%	0.0%	0.0%
Efficiency	\$ 9.26	\$ 4.94	\$ 12.97	\$ 9.77	\$ 12.07	\$ 0.89	6.9%
Expenditures per unit of Output							
Revenues by Fund							
General	\$ -	\$ -	\$ 1	\$ 52,223	\$ 69,538	\$ 69,537	
Totals	\$ -	\$ -	\$ 1	\$ 52,223	\$ 69,538	\$ 69,537	
Expenditures by Fund							
General	\$ 1,805,936	\$ 2,360,615	\$ 2,626,107	\$ 1,922,850	\$ 2,417,911	\$ 208,196	7.9%
Detention Operations	243,516	243,832	243,855	243,850	254,337	(10,482)	-4.3%
Totals	\$ 2,049,452	\$ 2,604,447	\$ 2,869,962	\$ 2,166,700	\$ 2,672,248	\$ 197,714	6.9%
Staffing (FTEs)	NA	NA	41.00	NA	41.00	-	0.0%

The FY 2007-08 budget for the Dispatch Activity assumes no growth in demand and output when compared with FY 2006-07 Revised. The percent of Priority 1 calls dispatched under threshold is projected to increase from 83% to 86.4% in FY 2006-07. The same result is expected with the FY 2007-08 budget.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	100.0%	Not Reported	100.0%	95.0%	100.0%	0.0%	0.0%
Percent of zero-injury Special Resources Bureau responses							
Results	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of Court employees surveyed who respond they feel reasonably secure at work							
Demand	Not Reported	Not Reported	Not Reported	4,588	4,633		
Number of Calls for Service requiring Patrol Resource Bureau assistance							
Output	Not Reported	Not Reported	Not Reported	4,588	4,633		
Number of Calls for Service Responses by Patrol Resources Bureau units							
<i>Percent of Demand met</i>	Not Reported	Not Reported	Not Reported	100.0%	100.0%		
Efficiency	Not Reported	Not Reported	Not Reported	\$ 3,044.63	\$ 2,814.64		
Expenditures per unit of Output							
Revenues by Fund							
Sheriff Donations	\$ 1,700	\$ 4,000	\$ 3,200	\$ 1,333	\$ 5,390	\$ 2,190	68.4%
Sheriff Grants	683,190	-	-	-	-	-	-
Totals	\$ 684,890	\$ 4,000	\$ 3,200	\$ 1,333	\$ 5,390	\$ 2,190	68.4%
Expenditures by Fund							
General	\$ 9,719,424	\$ 8,736,595	\$ 9,419,273	\$ 11,406,452	\$ 10,492,697	\$ (1,073,424)	-11.4%
Sheriff Donations	-	-	-	-	5,390	(5,390)	
Sheriff Rico Fund	286,895	188,572	188,572	140,175	188,572	-	0.0%
Sheriff Jail Enhancement Fund	56,560	153,982	153,982	107,431	153,982	-	0.0%
Sheriff Grants	672,363	-	-	-	-	-	-
Detention Operations	2,177,446	1,755,056	2,262,086	2,314,683	2,199,602	62,484	2.8%
Totals	\$ 12,912,688	\$ 10,834,205	\$ 12,023,913	\$ 13,968,741	\$ 13,040,243	\$ (1,016,330)	-8.5%
Staffing (FTEs)	NA	NA	151.00	NA	148.80	(2.20)	-1.5%

The FY 2007-08 budget for the Enforcement Support and Specialized Response Activity assumes a slight increase (1%) in demand and output when compared with FY 2006-07 Projected. Performance data was not reported for this activity in prior years. FY 2007-08 budgeted expenditures increased by over \$1 million (8.5%) from FY 2006-07 due largely to an increase in employee benefits and market increases, resulting in a higher rate of expenditure per unit of output.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
Results	94.0%	96.0%	96.0%	96.0%	96.0%	0.0%	0.0%
Percent of intelligence items forwarded to law enforcement							
Results	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of criminal intelligence items forwarded to law enforcement							
Demand	9,026	11,149	9,297	15,000	15,000	5,703	61.3%
Number of intelligence items/requests (jail and criminal) received							
Output	4,766	4,905	4,909	14,000	14,000	9,091	185.2%
Number of intelligence items (jail and criminal) processed							
<i>Percent of Demand met</i>	52.8%	44.0%	52.8%	93.3%	93.3%	40.5%	76.8%
Efficiency	\$ 1,781.43	\$ 641.52	\$ 640.35	\$ 194.28	\$ 231.15	\$ 409.20	63.9%
Expenditures per unit of Output							
Revenues by Fund							
General	\$ 547,731	\$ 70,400	\$ 65,401	\$ 65,655	\$ 65,000	\$ (401)	-0.6%
Sheriff Grants	6,251	-	-	-	-	-	
Totals	\$ 553,982	\$ 70,400	\$ 65,401	\$ 65,655	\$ 65,000	\$ (401)	-0.6%
Expenditures by Fund							
General	\$ 4,479,691	\$ 165,067	\$ 157,350	\$ 81,943	\$ 141,352	\$ 15,998	10.2%
Sheriff Rico Fund	(25)	71,190	71,190	29,498	71,190	-	0.0%
Sheriff Jail Enhancement Fund	-	69,133	69,133	41,246	69,133	-	0.0%
Sheriff Grants	4,975	-	-	-	-	-	
Detention Operations	4,005,660	2,841,287	2,845,814	2,567,243	2,954,400	(108,586)	-3.8%
Totals	\$ 8,490,302	\$ 3,146,677	\$ 3,143,487	\$ 2,719,930	\$ 3,236,075	\$ (92,588)	-2.9%
Staffing (FTEs)	NA	NA	38.00	NA	38.00	-	0.0%

The FY 2007-08 budget for the Jail and Criminal Intelligence Activity assumes no increase in demand and output when compared with FY 2006-07 Projected. Demand will always exceed output in this activity as many of the intelligence items/requests received (demand) are reviewed and immediately dismissed without further analysis (output). Per the Sheriff's Office, the data reported in prior years is questionable. The Office is working to improve data collection efforts in this activity.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	6.0%	8.0%	8.0%	4.8%	4.8%	-3.2%	-40.0%
Percent of cases cleared by arrest							
Results	Not Reported	75.0%	75.0%	Not Reported	75.0%	0.0%	0.0%
Percent of cases cleared							
Demand	10,219	7,187	7,187	12,690	14,919	7,732	107.6%
Number of cases assigned/undertaken							
Output	7,037	6,988	7,037	7,571	7,751	714	10.1%
Number of cases investigated (open cases)							
<i>Percent of Demand met</i>	68.9%	97.2%	97.9%	59.7%	52.0%	-46.0%	-46.9%
Efficiency	\$ 2,043.64	\$ 2,269.38	\$ 2,301.94	\$ 1,946.75	\$ 2,091.15	\$ 210.79	9.2%
Expenditures per unit of Output							
Revenues by Fund							
Sheriff Rico Fund	\$ 1,019,149	\$ 1,100,000	\$ 1,100,000	\$ 909,774	\$ 1,100,000	\$ -	0.0%
Sheriff Grants	1,962,762	2,552,821	2,336,952	2,122,453	1,859,834	(477,118)	-20.4%
Totals	\$ 2,981,911	\$ 3,652,821	\$ 3,436,952	\$ 3,032,227	\$ 2,959,834	\$ (477,118)	-13.9%
Expenditures by Fund							
General	\$ 9,006,829	\$ 8,606,909	\$ 9,170,478	\$ 8,534,089	\$ 9,634,720	\$ (464,242)	-5.1%
Sheriff Donations	470	-	-	-	-	-	-
Sheriff Rico Fund	557,569	776,549	776,549	654,066	765,149	11,400	1.5%
Sheriff Jail Enhancement Fund	79,501	86,416	86,416	118,674	86,416	-	0.0%
Sheriff Grants	1,869,521	2,552,821	2,329,520	1,596,372	1,859,834	469,686	20.2%
Detention Operations	2,867,223	3,835,732	3,835,755	3,835,666	3,862,356	(26,601)	-0.7%
Totals	\$ 14,381,114	\$ 15,858,427	\$ 16,198,718	\$ 14,738,867	\$ 16,208,475	\$ (9,757)	-0.1%
Staffing (FTEs)	NA	NA	162.00	NA	162.00	-	0.0%

The FY 2007-08 budget for the Investigations Activity assumes a 17.6% increase in the number of cases/assigned/undertaken (demand) and a 2.4% increase in the number of cases investigated (output) when compared with FY 2006-07 projected. The increase in demand includes a sharp increase in sex offender notifications. At present, only 4.8% of cases are being cleared by arrest, which is down from 6% in FY 2005-06.

Patrol Activity

The purpose of the Patrol Activity is to provide preventative 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
Results	34.0%	45.0%	34.0%	34.0%	34.0%	0.0%	0.0%
Percent of Priority 1 calls responded to within 5 minutes or less							
Demand	Not Reported	242,074	226,084	219,616	226,084	-	0.0%
Number of radio calls for service dispatched to patrol (INCIDENTS)							
Output	195,868	242,074	195,470	219,177	225,180	29,710	15.2%
Number of radio call for service responses (RESPONSES)							
<i>Percent of Demand met</i>	Not Reported	100.0%	86.5%	99.8%	99.6%	13.1%	15.2%
Efficiency	\$ 134.87	\$ 114.50	\$ 159.01	\$ 130.73	\$ 141.53	\$ 17.48	11.0%
Expenditures per unit of Output							
Revenues by Fund							
General	\$ 6,320,781	\$ 8,540,861	\$ 9,276,803	\$ 9,865,072	\$ 9,494,676	\$ 217,873	2.3%
Sheriff Grants	624,869	664,665	887,600	710,612	848,435	(39,165)	-4.4%
Totals	\$ 6,945,650	\$ 9,205,526	\$ 10,164,403	\$ 10,575,684	\$ 10,343,111	\$ 178,708	1.8%
Expenditures by Fund							
General	\$ 23,182,434	\$ 25,486,990	\$ 28,519,197	\$ 26,351,371	\$ 27,660,531	\$ 858,666	3.0%
Sheriff Rico Fund	(1,335)	22,976	22,976	14,074	22,976	-	0.0%
Sheriff Jail Enhancement Fund	(20,922)	-	-	-	-	-	-
Sheriff Grants	586,712	664,665	863,981	626,484	848,435	15,546	1.8%
Detention Operations	2,669,421	1,542,360	1,675,658	1,662,143	3,338,018	(1,662,360)	-99.2%
Totals	\$ 26,416,310	\$ 27,716,991	\$ 31,081,812	\$ 28,654,072	\$ 31,869,960	\$ (788,148)	-2.5%
Staffing (FTEs)	NA	NA	330.50	NA	330.50	-	0.0%

The FY 2007-08 budget for the Patrol Activity assumes no growth in the number of calls for service dispatched to patrol (demand), but the number of radio calls for service responded to (output) is expected to increase by 15.2% when compared with FY 2006-07 Revised. The increase in output is consistent with FY 2006-07 projected trends and population growth. The number of Priority 1 calls responded to within five minutes or less is expected to remain flat at 34% going into FY 2007-08.

FY 2007-08 budgeted expenditures increased due to an increase in employee benefits and market increases for Law Enforcement Officers; however, these costs were offset by reduction in shift differential. Overall, the FY 2007-08 budget reflects an increase of \$540,286 (1.7%), resulting in a slightly higher rate of expenditure per unit of output.

Amendment to Stadium District IGA: Due to an amendment in the IGA between the Sheriff's Office and the Maricopa County Stadium District for event security, the Patrol Activity revenue and expenditure budgets were increased by \$100,000 in the General Fund.

Increase for Fuel: In order to right-size the budget for fuel, the expenditure budget has been increased by \$207,862 in the General Fund.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results							
To be developed	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Demand	101,301	Not Reported	103,137	94,964	103,137	-	0.0%
Number of Items received							
Output	66,958	Not Reported	72,423	65,851	72,423	-	0.0%
Number of Items processed							
<i>Percent of Demand met</i>	66.1%	Not Reported	70.2%	69.3%	70.2%	0.0%	0.0%
Efficiency	\$ 19.72	Not Reported	\$ 31.20	\$ 31.23	\$ 30.87	\$ 0.33	1.1%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ 1,314,539	\$ 2,127,179	\$ 2,258,592	\$ 2,055,009	\$ 2,233,166	\$ 25,426	1.1%
Sheriff Jail Enhancement Fund	6,159	-	-	-	-	-	
Detention Operations	-	-	1,276	1,659	2,653	(1,377)	-107.9%
Totals	\$ 1,320,699	\$ 2,127,179	\$ 2,259,868	\$ 2,056,668	\$ 2,235,819	\$ 24,049	1.1%
Staffing (FTEs)	NA	NA	43.00	NA	43.00	-	0.0%

The FY 2007-08 budget for the Warrants Information Processing Activity assumes no growth in demand or output when compared with FY 2006-07 Revised. Result data was not reported for this activity.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results							
To be developed	NA	Not Reported	Not Reported	Not Reported	48.7%		
Demand	NA	814,336	108,080	114,600	124,914	16,834	15.6%
Number of items received for action							
Output	NA	273,712	60,927	59,467	60,927	-	0.0%
Number of items served or processed							
<i>Percent of Demand met</i>	NA	33.6%	56.4%	51.9%	48.8%	-7.6%	-13.5%
Efficiency	NA	\$ 14.00	\$ 64.88	\$ 72.12	\$ 70.22	\$ (5.34)	-8.2%
Expenditures per unit of Output							
Revenues by Fund							
General	NA	\$ 532,000	\$ 532,000	\$ 468,780	\$ 475,000	\$ (57,000)	-10.7%
Totals	NA	\$ 532,000	\$ 532,000	\$ 468,780	\$ 475,000	\$ (57,000)	-10.7%
Expenditures by Fund							
General	NA	\$ 3,831,758	\$ 3,952,311	\$ 4,288,283	\$ 4,278,190	\$ (325,879)	-8.2%
Detention Operations	NA	458	481	441	22	459	95.4%
Totals	NA	\$ 3,832,216	\$ 3,952,792	\$ 4,288,724	\$ 4,278,212	\$ (325,420)	-8.2%
Staffing (FTEs)	NA	NA	54.00	NA	54.00	-	0.0%

This was a new activity in FY 2006-07; therefore, historical data is not available. Prior to FY 2006-07, funding for this activity was allocated to various activities within the Enforcement Program. The FY 2007-08 budget for the Civil Process Activity assumes a 15.6% increase in the number of items received for action (demand); however, no growth in the number of items served or processed (output) is expected when compared with FY 2006-07 Revised. The increase in demand is consistent with FY 2006-07 projected trends and population growth. The Sheriff's Office contends that staffing shortages are affecting their ability to improve output in this area. A staffing study for the Civil Process Activity is currently under review by OMB. Significant input from the Sheriff's Office is still required in order to move closer to a final recommendation for additional Civil Process staff.

Result data was not reported for this activity.

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 not a mandated function of the Sheriff's Office.

Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
		ADOPTED	REVISED	PROJ ACT			
Results	NA	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of program participant respondents who are better informed from attending an MCSO Community Outreach event.							
Demand	NA	38,000	37,542	31,667	37,542	-	0.0%
Number of community outreach program participants							
Output	NA	36,860	36,416	27,994	34,726	(1,690)	-4.6%
Number of participants who benefit as a result of attending an MCSO crime prevention program							
<i>Percent of Demand met</i>	NA	97.0%	97.0%	88.4%	92.5%	-4.5%	-4.6%
Efficiency	NA	\$ 2.17	\$ 1.42	\$ 0.03	\$ 5.01	\$ (3.59)	-253.2%
Expenditures per unit of Output							
Revenues by Fund							
Sheriff Donations	NA	\$ -	\$ -	\$ -	\$ 50	\$ 50	
Sheriff Grants	NA	73,123	38,564	68,847	5,000	(33,564)	-87.0%
Totals	NA	\$ 73,123	\$ 38,564	\$ 68,847	\$ 5,050	\$ (33,514)	-86.9%
Expenditures by Fund							
General	NA	\$ 6,712	\$ 6,766	\$ 54	\$ 169,032	\$ (162,266)	-2398.3%
Sheriff Donations	NA	-	-	-	50	(50)	
Sheriff Grants	NA	73,123	44,901	788	5,000	39,901	88.9%
Detention Operations	NA	-	23	23	22	1	4.3%
Totals	NA	\$ 79,835	\$ 51,690	\$ 865	\$ 174,104	\$ (122,414)	-236.8%
Staffing (FTEs)	NA	NA	-	NA	2.20	2.20	

This was a newly-tracked activity in FY 2006-07; therefore, historical data is not available. Prior to FY 2006-07, funding for this activity was allocated to the Enforcement Support and Specialized Response Activity. The FY 2007-08 budget for the Community Outreach Activity assumes no growth in the number of community outreach program participants (demand), but the number of participants who benefit as a result of attending an MCSO crime prevention program (output) is expected to decline by

4.6% when compared with FY 2006-07 Revised. The decline in output is consistent with FY 2006-07 projected trends. Result data was not reported for this activity.

Disaster and Community Threat Disruption Response Activity

The purpose of the Disaster and Community Threat Disruption Response Activity is to provide support to the Nation 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
<u>Results</u>	NA	Not Reported	Not Reported	Not Reported	Not Reported		
To be developed							
<u>Demand</u>	NA	Not Reported	365	365	365	-	0.0%
Number of days MCSO is required to be prepared to respond							
<u>Output</u>	NA	Not Reported	365	365	365	-	0.0%
Number of days MCSO is prepared to respond							
<u>Percent of Demand met</u>	NA	Not Reported	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u>	NA	Not Reported	\$ 8,312.64	\$ 5,268.10	\$ 4,910.43	\$ 3,402.21	40.9%
Expenditures per unit of Output							
<u>Revenues by Fund</u>							
Sheriff Grants	NA	\$ 2,135,506	\$ 3,013,528	\$ 1,033,067	\$ 1,767,334	\$ (1,246,194)	-41.4%
Totals	NA	\$ 2,135,506	\$ 3,013,528	\$ 1,033,067	\$ 1,767,334	\$ (1,246,194)	-41.4%
<u>Expenditures by Fund</u>							
General	NA	\$ 9,657	\$ 8,439	\$ 9,854	\$ 8,432	\$ 7	0.1%
Sheriff Rico Fund	NA	5,119	5,119	36,222	16,519	(11,400)	-222.7%
Sheriff Grants	NA	2,135,506	3,020,534	1,876,756	1,767,334	1,253,200	41.5%
Detention Operations	NA	-	23	23	22	1	4.3%
Totals	NA	\$ 2,150,282	\$ 3,034,115	\$ 1,922,855	\$ 1,792,307	\$ 1,241,808	40.9%
<u>Staffing (FTEs)</u>	NA	NA	-	NA	-	-	

This was a new activity in FY 2006-07; therefore, historical data is not available. Prior to FY 2006-07, funding for this activity was allocated to the Enforcement Support and Specialized Response Activity. The Sheriff’s Office maintains disaster readiness 365 days per year (represents both demand and output). FY 2007-08 budgeted expenditures reflect a reduction of over \$1.7 million (41%) when compared to FY 2006-07 Revised. The reduction in budget capacity is due to the loss of various Homeland Security grants.

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 they 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
<u>Results</u>	NA	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of subjects returned to Arizona within court requested time frame							
<u>Demand</u>	NA	Not Reported	819	810	819	-	0.0%
Number of requests for return of subjects							
<u>Output</u>	NA	Not Reported	819	810	819	-	0.0%
Number of subjects returned							
<i>Percent of Demand met</i>	NA	Not Reported	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u>	NA	Not Reported	\$ 1,609.22	\$ 1,888.68	\$ 1,761.43	\$ (152.21)	-9.5%
Expenditures per unit of Output							
<u>Expenditures by Fund</u>							
General	NA	\$ -	\$ 45,573	\$ 15,725	\$ 45,566	\$ 7	0.0%
Detention Operations	NA	976,914	1,272,379	1,514,105	1,397,047	(124,668)	-9.8%
Totals	NA	\$ 976,914	\$ 1,317,952	\$ 1,529,830	\$ 1,442,613	\$ (124,661)	-9.5%
<u>Staffing (FTEs)</u>	NA	NA	4.00	NA	4.00	-	0.0%

This was a new activity in FY 2006-07; therefore, historical data is not available. Prior to FY 2006-07, funding for this activity was allocated to the Enforcement Support and Specialized Response Activity. The FY 2007-08 budget for the Extraditions Activity assumes no growth in demand or output when compared with FY 2006-07 Revised. Results data was not reported for this Activity.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Results	NA	30.0%	Not Reported	Not Reported	Not Reported		
Percent of item records managed with automation							
Demand	NA	Not Reported	Not Reported	43,522	44,828		
Number of items of property and evidence required to be stored							
Output	NA	Not Reported	Not Reported	43,522	44,828		
Number of items of property and evidence stored							
<i>Percent of Demand met</i>	NA	Not Reported	Not Reported	100.0%	100.0%		
Efficiency	NA	Not Reported	Not Reported	\$ 23.20	\$ 22.64		
Expenditures per unit of Output							
Revenues by Fund							
General	NA	\$ -	\$ 4,999	\$ 17,741	\$ 22,000	\$ 17,001	340.1%
Totals	NA	\$ -	\$ 4,999	\$ 17,741	\$ 22,000	\$ 17,001	340.1%
Expenditures by Fund							
General	NA	\$ 700,160	\$ 861,328	\$ 809,688	\$ 596,599	\$ 264,729	30.7%
Sheriff Rico Fund	NA	5,119	5,119	1,704	5,119	-	0.0%
Sheriff Jail Enhancement Fund	NA	34,567	34,567	11,518	34,567	-	0.0%
Detention Operations	NA	2,794	182,644	186,796	378,639	(195,995)	-107.3%
Totals	NA	\$ 742,640	\$ 1,083,658	\$ 1,009,706	\$ 1,014,924	\$ 68,734	6.3%
Staffing (FTEs)	NA	NA	13.00	NA	13.00	-	0.0%

This was a new activity in FY 2006-07; therefore, historical data is not available. Prior to FY 2006-07, funding for this activity was allocated to various activities within the Enforcement Program. The FY 2007-08 budget for the Property and Evidence Activity assumes 3% growth in demand and output when compared with FY 2006-07 Projected. Results data was not reported for this Activity.

Search and Rescue Activity

The purpose of the Search and Rescue Activity is to provide aid in mission 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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
<u>Results</u>	NA	NA	85.0%	91.0%	88.0%	3.0%	3.5%
Percent of missions resulting in rescue							
<u>Demand</u>	NA	NA	23	35	35	12	52.2%
Number of search and rescue incidents							
<u>Output</u>	NA	NA	23	35	35	12	52.2%
Number of search and rescue missions undertaken							
<i>Percent of Demand met</i>	NA	NA	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u>	NA	NA	\$ 850.52	\$ 206.03	\$ 4,954.80	\$ (4,104.28)	-482.6%
Expenditures per unit of Output							
<u>Revenues by Fund</u>							
Sheriff Donations	NA	NA	\$ -	\$ -	\$ 50	\$ 50	
Totals	NA	NA	\$ -	\$ -	\$ 50	\$ 50	
<u>Expenditures by Fund</u>							
General	NA	NA	\$ 19,539	\$ 7,188	\$ 173,346	\$ (153,807)	-787.2%
Sheriff Donations	NA	NA	-	-	50	(50)	
Detention Operations	NA	NA	23	23	22	1	4.3%
Totals	NA	NA	\$ 19,562	\$ 7,211	\$ 173,418	\$ (153,856)	-786.5%
Staffing (FTEs)	NA	NA	-	NA	-	-	

This was a new activity in FY 2006-07; therefore, historical data is not available. Prior to FY 2006-07, funding for this activity was allocated to the Enforcement Support and Specialized Response Activity. The FY 2007-08 budget for the Search and Rescue Activity assumes over 52% growth in demand and output when compared with FY 2006-07 Revised. The growth in output and demand is supported by current trends as noted in FY 2006-07 Projected. The FY 2007-08 budget assumes 88% of missions will result in rescue, a decrease of 3.5% when compared with FY 2006-07 Revised.

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 not a mandated function of the Sheriff's Office.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.)	%
Results	NA	75.0%	Not Reported	Not Reported	Not Reported		
Percent of Calls for SMI evaluations resulting in transport to a non-jail facility							
Demand	NA	2,600	2,600	2,600	2,600	-	0.0%
Number of Local law enforcement requests for SMI Evaluations							
Output	NA	1,300	750	750	750	-	0.0%
Number of SMI Evaluations performed							
<i>Percent of Demand met</i>	NA	50.0%	28.8%	28.8%	28.8%	0.0%	0.0%
Efficiency	NA	\$ 904.61	\$ 1,393.96	\$ 450.77	\$ 900.34	\$ 493.62	35.4%
Expenditures per unit of Output							
Expenditures by Fund							
General	NA	\$ 1,175,991	\$ 1,045,444	\$ 338,054	\$ 675,232	\$ 370,212	35.4%
Detention Operations	NA	-	23	23	22	1	4.3%
Totals	NA	\$ 1,175,991	\$ 1,045,467	\$ 338,077	\$ 675,254	\$ 370,213	35.4%
Staffing (FTEs)	NA	NA	8.00	NA	8.00	-	0.0%

The Sheriff's Office established the Seriously Mentally Ill Apprehension Intervention Activity as a results initiative request funded in FY 2006-07. Since this Activity was not staffed and operational until January 2007, there is no projected demand growth for FY 2007-08 until historical experience is built.

Centralized MCSO Operations Program

The purpose of the Centralized MCSO Operations Program 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

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev.-Adpt.)	%
Percent of applicants that meet new hire standards	99.0%	Not Reported	98.0%	Not Reported	98.0%	0.0%	0.0%
Percent of FTE meeting mandated proficiency standards	71.4%	100.0%	71.4%	66.1%	71.4%	0.0%	0.0%
Percent of vehicles receiving APMs in 2 hours or less	Not Reported	Not Reported	Not Reported	86.0%	93.0%		

Activities that comprise this program include:

- Employee Professional Standards Activity
- Mandated Enforcement and Detention Training Activity
- MCSO Fleet Management Activity
- MCSO Information Technology Management Activity

Employee Professional Standards 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 activity supports the mandates of the Enforcement and Custody Management Programs.

Performance Analysis:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Results	990.0%	Not Reported	98.0%	Not Reported	98.0%	0.0%	0.0%
Percent of applicants that meet new hire standards							
Demand	Not Reported	Not Reported	Not Reported	4,588	4,588		
Number of new hire standards reviews required							
Output	Not Reported	Not Reported	Not Reported	3,205	3,205		
Number new hire standards reviews conducted							
<i>Percent of Demand met</i>	Not Reported	Not Reported	Not Reported	69.9%	69.9%		
Efficiency	Not Reported	Not Reported	Not Reported	\$ 429.55	\$ 958.67		
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ 311,040	\$ 1,538,585	\$ 1,219,372	\$ (333,622)	\$ 1,618,130	\$ (398,758)	-32.7%
Detention Operations	769,535	230,463	1,668,706	1,710,316	1,454,418	214,288	12.8%
Totals	\$ 1,080,575	\$ 1,769,048	\$ 2,888,078	\$ 1,376,694	\$ 3,072,548	\$ (184,470)	-6.4%
Staffing (FTEs)	NA	NA	41.00	NA	41.00	-	0.0%

The FY 2007-08 budget for the Employee Professional Standards Activity assumes no growth in demand and output when compared with FY 2006-07 Projected. Performance data, including result measures, was not consistently reported for this Activity.

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:

	FY 2005-06 ACTUAL	FY 2006-07		FY 2007-08	Variance		
		ADOPTED	REVISED	ADOPTED	(Rev. - Adpt.)	%	
Results	71.4%	100.0%	71.4%	66.1%	71.4%	0.0%	0.0%
Percent of FTE meeting mandated proficiency standards							
Demand	2,683	3,000	3,023	2,815	3,023	-	0.0%
Number of MSCO FTEs who are required to meet mandated proficiency standards							
Output	Not Reported	3,000	3,023	2,815	3,023	-	0.0%
Number of Mandated proficiency standards training program participants							
<i>Percent of Demand met</i>	Not Reported	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	Not Reported	\$ 2,036.70	\$ 2,040.74	\$ 1,915.29	\$ 2,193.80	\$ (153.05)	-7.5%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ 2,373,618	\$ 2,471,710	\$ 2,364,297	\$ 2,371,274	\$ 2,430,436	\$ (66,139)	-2.8%
Detention Operations	3,060,397	3,638,379	3,804,867	3,020,261	4,201,408	(396,541)	-10.4%
Totals	\$ 5,434,015	\$ 6,110,089	\$ 6,169,164	\$ 5,391,535	\$ 6,631,844	\$ (462,680)	-7.5%
Staffing (FTEs)	NA	NA	102.00	NA	102.00	-	0.0%

The FY 2007-08 budget for the Mandated Enforcement and Detention Training Activity assumes no growth in demand and output when compared with FY 2006-07 Revised. FY 2007-08 budgeted expenditures increased by \$462,680 (7.5%) from FY 2006-07 due largely to an increase in employee benefits and market increases, resulting in a higher rate of expenditure per unit of output.

MCSO Fleet Management Activity

The purpose of the MCSO Fleet Management Activity is to provide vehicle management services to the MCSO employees so that they can accomplish their assignments.

Mandates: This is not a mandated activity of the Sheriff's Office.

Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07		FY 2007-08	Variance		
		ADOPTED	REVISED	ADOPTED	(Rev. - Adpt.)	%	
Results	Not Reported	Not Reported	Not Reported	86.0%	93.0%		
Percent of vehicles receiving APMs in 2 hours or less							
Demand	661	628	675	675	675	-	0.0%
Number of MCSO vehicles in fleet							
Output	647	628	662	662	662	-	0.0%
Number of Vehicles managed							
<i>Percent of Demand met</i>	97.9%	100.0%	98.1%	98.1%	98.1%	0.0%	0.0%
Efficiency	\$ 575.31	\$ 541.67	\$ 520.15	\$ 1,040.70	\$ 1,151.51	\$ (631.37)	-121.4%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ 249,586	\$ 266,716	\$ 270,861	\$ 615,588	\$ 458,126	\$ (187,265)	-69.1%
Detention Operations	122,642	73,451	73,475	73,354	304,176	(230,701)	-314.0%
Totals	\$ 372,228	\$ 340,167	\$ 344,336	\$ 688,942	\$ 762,302	\$ (417,966)	-121.4%
Staffing (FTEs)	NA	NA	4.00	NA	4.00	-	0.0%

The FY 2007-08 budget for the MCSO Fleet Management Activity assumes no growth in demand and output when compared with FY 2006-07 Revised. The percent of vehicles receiving basic preventative

maintenance (APM) in two hours or less is expected to improve from 86% to 93% with the FY 2007-08 budget.

MCSO Information Technology Management Activity

The purpose of the MCSO Information Technology Management Activity is to provide IT leadership and service to MCSO bureaus so that communication and processes can be accomplished more efficiently through automation.

Mandates: This is not a mandated activity of the Sheriff's Office.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
<u>Results</u>	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
To be developed	365	365	365	365	365	-	0.0%
<u>Demand</u>							
Number of Days information/telecommunications systems required							
<u>Output</u>	363	365	363	363	363	-	0.0%
Number of Days information/telecommunications systems operational (24x7)							
<i>Percent of Demand met</i>	99.3%	99.9%	99.5%	99.5%	99.5%	0.0%	0.0%
<u>Efficiency</u>	\$ 19,410.87	\$ 25,612.97	\$ 23,686.48	\$ 21,945.60	\$ 5,449.67	\$ 18,236.81	77.0%
Expenditures per unit of Output							
<u>Revenues by Fund</u>							
General	\$ -	\$ -	\$ 1	\$ 1,805	\$ 10,698	\$ 10,697	
Totals	\$ -	\$ -	\$ 1	\$ 1,805	\$ 10,698	\$ 10,697	
<u>Expenditures by Fund</u>							
General	\$ 3,468,384	\$ 5,228,731	\$ 4,752,403	\$ 3,922,691	\$ 1,202,658	\$ 3,549,745	74.7%
Detention Operations	3,568,831	4,107,965	3,845,789	4,043,563	775,573	3,070,216	79.8%
Totals	\$ 7,037,215	\$ 9,336,696	\$ 8,598,192	\$ 7,966,254	\$ 1,978,231	\$ 6,619,961	77.0%
<u>Staffing (FTEs)</u>	NA	NA	67.00	NA	7.20	(59.80)	-89.3%

The FY 2007-08 budget for the MCSO Information Technology Management Activity assumes no growth in demand and output when compared with FY 2006-07 Revised. The budget for this activity is being transitioned to the County Information Technology Program.

Administrative Services Program

The purpose of the Administrative Services Program is to compile cost information and standardized performance data on a variety of internal administrative and support services for County departments, OMB and the Board of Supervisors so they can conduct comparative analyses and track program performance and costs.

Right-size Elected Official Retirement: The Elected Official Retirement Plan (EORP) will see a rate increase of 9.1% for FY 2007-08, therefore an additional \$8,250 was added to the Executive Management Activity in the General Fund expenditure budget.

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.

Annualize IT Market Increases: IT staff received a market compensation increase in FY 2006-07. In order to annualize this increase, the General Fund expenditure budget was increased by \$684,808.

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.

Building and Grounds Maintenance 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.

Annualize General Maintenance Market Increase: General Maintenance staff received a market compensation increase in FY 2006-07. In order to annualize this increase, the Detention Fund expenditure budget was increased by \$191,806.

General Fund (100) Appropriated Budget Reconciliation:

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 67,507,004	\$ 9,066,716
MID-YEAR ADJUSTMENTS:		
Executive Compensation Increase	\$ 6,338	\$ -
Amendment to Town of Queen Creek IGA	723,582	-
Law Enforcement Market Increase	3,140,811	-
Lease-Purchase of Replacement Radios	155,674	-
Detention Officer Market Increase	125,680	-
Amendment to Town of Queen Creek IGA	-	735,944
Subtotal	\$ 4,152,085	\$ 735,944
FY 2006-07 REVISED BUDGET:	\$ 71,659,089	\$ 9,802,660
Restatements <i>Stadium District (Chase Field) Security IGA; Security Bldg. Parking</i>	\$ 585,505	\$ 581,545
FY 2006-07 REVISED RESTATED BUDGET:	\$ 72,244,594	\$ 10,384,205
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 728,060	\$ -
Retirement Contributions	1,070,837	-
FY 2007-08 Pay for Performance	1,967,082	-
Annualization of Compensation Adjustments	2,512,762	-
Annualization of Mid-Year Adjustments	154,861	91,828
Adjust Hours Per FTE	577,807	-
Annualization of FY 2007 Initiatives	(237,337)	-
Annualization of FY 2006-07 LRP	50,819	-
One Time Expenses	(649,730)	-
Subtotal	\$ 6,175,161	\$ 91,828
FY 2007-08 BUDGET TARGET	\$ 78,419,755	\$ 10,476,033

*continued on subsequent page

General Fund (100) Appropriated Budget Reconciliation (Continued)

	EXPENDITURES	REVENUE
BASE ADJUSTMENTS:		
Request over/(under) target	\$ (3,414,533)	\$ 20,761
Amendment to Stadium District IGA	100,000	100,000
Annualize IT Market Increases	684,808	-
PFP Detention/Law Enforcement	198,554	-
Right-size Shift Diff./Reg. Over Budget	(2,509,095)	-
Right-size Personnel Savings	(2,684,328)	-
Right-size Elected Official Retirement	8,250	-
Adjust Transfer Out to Debt Service Fund	(1,725)	-
Subtotal	\$ (7,618,069)	\$ 120,761
FY 2007-08 TENTATIVE BUDGET:	\$ 70,801,686	\$ 10,596,794
BASE ADJUSTMENTS:		
Youngstown Dispatch IGA	\$ 40,118	\$ 40,118
Overfunded IT Market Increase	(106,449)	-
Fully Fund General Maintenance Market Increases	5,197	-
Increase for Fuel	207,862	-
Workers Compensation / Unemployment Insurance	168,850	-
Subtotal	\$ 315,578	\$ 40,118
FY 2007-08 ADOPTED BUDGET:	\$ 71,117,264	\$ 10,636,912

Sheriff Donations Fund (203) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 16,400	\$ 16,400
FY 2006-07 REVISED RESTATED BUDGET:	\$ 16,400	\$ 16,400
FY 2007-08 BUDGET TARGET	\$ 16,400	\$ 16,400
FY 2007-08 ADOPTED BUDGET:	\$ 16,400	\$ 16,400

Sheriff Donations Fund (203) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 32,417	\$ 38,033	\$ 38,033	\$ 39,618	\$ 50,966
Revenue	\$ 17,485	\$ 16,400	\$ 16,400	\$ 19,403	\$ 16,400
Expenditures	10,285	16,400	16,400	8,056	16,400
Net Operating	\$ 7,200	\$ -	\$ -	\$ 11,348	\$ -
Ending Fund Balance	\$ 39,617	\$ 38,033	\$ 38,033	\$ 50,966	\$ 50,966

Sheriff RICO Fund (212) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,100,000	\$ 1,100,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 1,100,000	\$ 1,100,000
FY 2007-08 BUDGET TARGET	\$ 1,100,000	\$ 1,100,000
FY 2007-08 ADOPTED BUDGET:	\$ 1,100,000	\$ 1,100,000

Sheriff RICO Fund (212) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ (25,532)	\$ 28,884	\$ 28,884	\$ (34,430)	\$ 104
Revenue	\$ 1,019,149	\$ 1,100,000	\$ 1,100,000	\$ 909,774	\$ 1,100,000
Expenditures	1,028,046	1,100,000	1,100,000	840,810	1,100,000
Net Operating	\$ (8,897)	\$ -	\$ -	\$ 34,534	\$ -
Ending Fund Balance	\$ (34,429)	\$ 28,884	\$ 28,884	\$ 104	\$ 104

Sheriff Jail Enhancement Fund (214) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 2,050,000	\$ 2,050,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 2,050,000	\$ 2,050,000
FY 2007-08 BUDGET TARGET	\$ 2,050,000	\$ 2,050,000
FY 2007-08 ADOPTED BUDGET:	\$ 2,050,000	\$ 2,050,000

Sheriff Jail Enhancement Fund (214) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 544,001	\$ 699,946	\$ 699,946	\$ 601,415	\$ 765,155
Revenue	\$ 1,645,654	\$ 2,050,000	\$ 2,050,000	\$ 1,651,568	\$ 2,050,000
Expenditures	1,588,240	2,050,000	2,050,000	1,487,828	2,050,000
Net Operating	\$ 57,414	\$ -	\$ -	\$ 163,740	\$ -
Ending Fund Balance	\$ 601,415	\$ 699,946	\$ 699,946	\$ 765,155	\$ 765,155

Sheriff Grants Fund (251) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 6,303,635	\$ 6,303,635
MID-YEAR ADJUSTMENTS:		
Grant Reconcilliation	\$ 621,292	621,292
Subtotal	\$ 621,292	\$ 621,292
FY 2006-07 REVISED RESTATED BUDGET:	\$ 6,924,927	\$ 6,924,927
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 19,386	\$ -
Retirement Contributions	20,600	-
FY 2007-08 Pay for Performance	38,302	-
Annualization of Compensation Adjustments	137,997	-
Structural Balance	-	81,186
Subtotal	\$ 216,285	\$ 81,186
FY 2007-08 BUDGET TARGET	\$ 7,141,212	\$ 7,006,113
BASE ADJUSTMENTS:		
Request over/(under) target	\$ (2,057,110)	\$ (1,922,011)
FY 2007-08 ADOPTED BUDGET:	\$ 5,084,102	\$ 5,084,102

Inmate Services Fund (252) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 11,192,105	\$ 13,581,552
FY 2006-07 REVISED RESTATED BUDGET:	\$ 11,192,105	\$ 13,581,552
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 55,646	\$ -
Retirement Contributions	11,246	-
FY 2007-08 Pay for Performance	60,437	-
Annualization of Compensation Adjustments	16,667	-
Subtotal	\$ 143,996	\$ -
FY 2007-08 BUDGET TARGET	\$ 11,336,101	\$ 13,581,552
BASE ADJUSTMENTS:		
Request over/(under) target	\$ -	\$ (1,539,510)
Annualize Detention and Law Enforcement Officer	4,661	-
Market Increases		-
Increase Expenditure Authority	701,280	-
Subtotal	\$ 705,941	\$ (1,539,510)
FY 2007-08 TENTATIVE BUDGET:	\$ 12,042,042	\$ 12,042,042
BASE ADJUSTMENTS:		
Increase Inmate Meals Activity	\$ 344,688	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 12,386,730	\$ 12,042,042

Inmate Services Fund (252) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 11,223,476	\$ 17,844,846	\$ 17,844,846	\$ 18,149,060	\$ 25,621,489
Revenue	\$ 13,301,944	\$ 13,581,552	\$ 13,581,552	\$ 13,752,582	\$ 12,042,042
Expenditures	6,376,360	11,192,105	11,192,105	6,280,153	12,042,042
Net Operating	\$ 6,925,584	\$ 2,389,447	\$ 2,389,447	\$ 7,472,429	\$ -
Ending Fund Balance	\$ 18,149,060	\$ 20,234,293	\$ 20,234,293	\$ 25,621,489	\$ 25,621,489

Inmate Health Services Fund (254) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 489,187	\$ 149,715
FY 2006-07 REVISED RESTATED BUDGET:	\$ 489,187	\$ 149,715
TARGET ADJUSTMENTS:		
One Time Expenses	(339,472)	-
FY 2007-08 BUDGET TARGET	\$ 149,715	\$ 149,715
FY 2007-08 ADOPTED BUDGET:	\$ 149,715	\$ 149,715

Inmate Health Services Fund (254) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 RECOMM.	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 198,520	\$ 339,472	\$ 339,472	\$ 338,056	\$ 281,993	\$ 281,993
Revenue	\$ 139,535	\$ 149,715	\$ 149,715	\$ 106,997	\$ 149,715	\$ 149,715
Expenditures	-	489,187	489,187	163,060	149,715	149,715
Net Operating	\$ 139,535	\$ (339,472)	\$ (339,472)	\$ (56,063)	-	-
Ending Fund Balance	\$ 338,055	-	-	\$ 281,993	\$ 281,993	\$ 281,993

Detention Operations Fund (255) Appropriated Budget Reconciliation

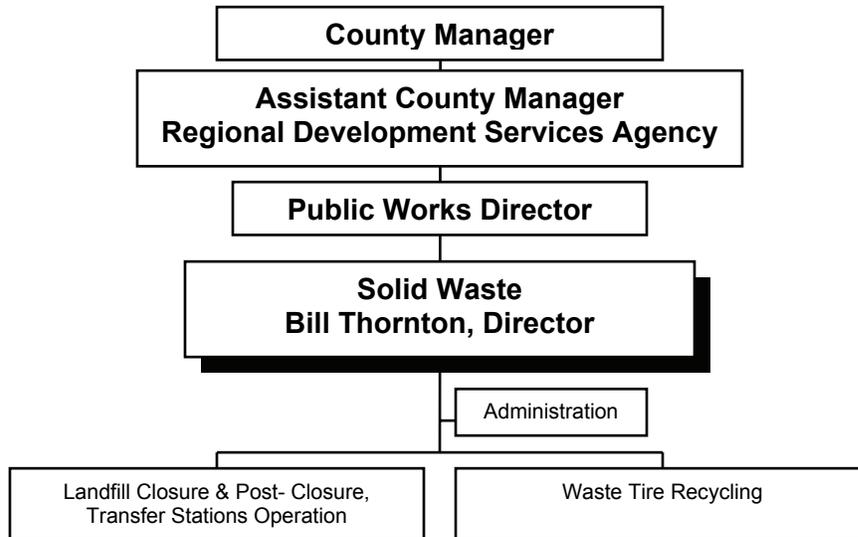
	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 168,147,910	\$ 25,314,341
MID-YEAR ADJUSTMENTS:		
Lease-Purchase of Replacement Radios	\$ 123,322	\$ -
Detention Officer Market Increase	6,790,714	-
Subtotal	\$ 6,914,035	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 175,061,945	\$ 25,314,341
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 1,955,493	\$ -
Retirement Contributions	1,241,459	-
FY 2007-08 Pay for Performance	3,632,998	-
Annualization of Compensation Adjustments	5,782,617	-
Annualization of Mid-Year Adjustments	123,321	-
Adjust Hours Per FTE	380,000	-
One Time Expenses	(63,000)	-
Subtotal	\$ 13,052,888	\$ -
FY 2007-08 BUDGET TARGET	\$ 188,114,833	\$ 25,314,341
BASE ADJUSTMENTS:		
Request over/(under) target	\$ 3,565,673	\$ 1,280,906
Annualize General Maintenance Market Increases	191,806	-
PFP for Detention and Law Enforcement Officer Market Increase	468,510	-
Right-size Shift Differential and Regular Over Budget	246,315	-
Right-size Personnel Savings and Overtime for Shift Coverage	735,563	-
Subtotal	\$ 5,207,867	\$ 1,280,906
FY 2007-08 TENTATIVE BUDGET:	\$ 193,322,700	\$ 26,595,247
BASE ADJUSTMENTS:		
Workers Compensation / Unemployment Insurance	\$ 453,515	\$ -
Risk Management Charges	2,023,741	-
Fully Fund General Maintenance Market Increases	191,806	-
Increase for Fuel	54,298	-
Increase Inmate Meals Activity	487,129	-
Subtotal	\$ 3,210,489	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 196,533,189	\$ 26,595,247

Solid Waste Management

Analysis by Jamie Rullo, Principal Management & Budget Analyst

Summary

Organizational Chart



Mission

The mission of the Solid Waste Management Department is to provide an economical and environmentally sound waste management program by making waste collection and tire recycling facilities available for residents and businesses in order for the safe handling of solid waste materials and protection of the public health and environment.

Vision

Provide a range of solid waste management services including waste transfer stations, waste tire drop-off facilities, and material recovery sites for County residents and businesses, while protecting public health and environment from illegal dumping.

Strategic Goals

- **By June 2007, develop a design plan and identify funding for the construction and operation of a waste tire drop-off facility to manage waste tires in western Maricopa County. Providing this service will give waste tire generators a shorter haul to dispose of waste tires and reduce illegal dumping of waste tires.**

Status: The budget supports attainment of this goal by providing funds for the operation of new waste tire facilities. Construction of a waste tire collection site at the Hassayampa station has begun.

- **By June 2008, develop a design plan and identify funding for the construction and operation associated with the collection of household hazardous waste (HHW) at Maricopa County transfer stations by adding additional storage equipment to provide for the proper disposal of batteries, oil, paint, and antifreeze (BOPA) wastes to minimize illegal dumping of HHW.**

Status: Funding has been provided in the budget to meet this goal. The design plan has been completed; construction has not yet begun.

- **By June 2008, forecast expenses and identify possible sources of funding for the establishment of an Illegal Dumping Clean-up Team lead by a Program Coordinator, staffed with trained employees, and provided with equipment that will ensure clean up illegally disposed solid wastes.**

Status: Funding has not yet been identified to enable the Department to meet this goal.

- **By 2008, begin to rebuild transfer stations at Morristown and Aguila in order to provide an efficient, effective and convenient service that will assist in dissuading illegal dumping.**

Status: Funding was provided in the Fiscal Year 2006-07 budget to accomplish the rebuilding of these transfer stations. Construction of the Morristown transfer station has begun. The Fiscal Year 2007-08 budget contains funds to rebuild two more stations: New River and Rainbow Valley.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
67SW - SOLID WASTE MANAGEMENT	\$ 5,668,720	\$ 5,644,500	\$ 5,644,500	\$ 6,230,130	\$ 6,050,000	\$ 405,500	7.2%
TIRE - WASTE TIRE	4,881,882	4,840,000	4,840,000	5,280,129	5,455,000	615,000	12.7%
MONT - LANDFILL POST-CLOSURE MONITOR	300,450	740,000	740,000	850,001	420,000	(320,000)	-43.2%
TRAN - TRANSFER STATION	486,387	64,500	64,500	100,000	175,000	110,500	171.3%
99AS - ADMINISTRATIVE SERVICES PROG	\$ (6,883)	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL PROGRAMS	\$ 5,661,836	\$ 5,644,500	\$ 5,644,500	\$ 6,230,130	\$ 6,050,000	\$ 405,500	7.2%
EXPENDITURES							
67SW - SOLID WASTE MANAGEMENT	\$ 6,026,192	\$ 7,777,751	\$ 7,974,301	\$ 7,642,202	\$ 8,052,707	\$ (78,406)	-1.0%
HOUS - HOUSEHOLD HAZARDOUS WASTE	105,082	-	-	-	-	-	-
TIRE - WASTE TIRE	3,819,019	6,283,609	6,304,826	5,981,839	6,757,150	(452,324)	-7.2%
MONT - LANDFILL POST-CLOSURE MONITOR	1,887,628	746,188	909,147	905,574	880,209	28,938	3.2%
TRAN - TRANSFER STATION	214,462	747,954	760,328	754,790	415,348	344,980	45.4%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 139,787	\$ 143,135	\$ 148,524	\$ 153,639	\$ 212,880	\$ (64,356)	-43.3%
99GV - GENERAL GOVERNMENT	\$ 89,041	\$ 93,863	\$ 93,863	\$ 93,860	\$ 136,538	\$ (42,675)	-45.5%
TOTAL PROGRAMS	\$ 6,255,020	\$ 8,014,749	\$ 8,216,688	\$ 7,889,701	\$ 8,402,125	\$ (185,437)	-2.3%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
67SW - SOLID WASTE MANAGEMENT	16.00	21.00	5.00	31.3%
HOUS - HOUSEHOLD HAZARDOUS WASTE	-	-	-	
ILLG - ILLEGAL DUMPING	-	-	-	
TIRE - WASTE TIRE	8.00	10.00	2.00	25.0%
MONT - LANDFILL POST-CLOSURE MONITOR	2.95	5.95	3.00	101.7%
TRAN - TRANSFER STATION	5.05	5.05	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	2.00	2.00	-	0.0%
99GV - GENERAL GOVERNMENT	-	-	-	
TOTAL PROGRAMS	18.00	23.00	5.00	27.8%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ 4,904,745	\$ 5,100,000	\$ 5,100,000	\$ 5,400,000	\$ 5,175,000	\$ 75,000	1.5%
Charges For Service	103,040	104,500	104,500	180,000	255,000	150,500	144.0%
Miscellaneous Revenues	651,234	440,000	440,000	650,130	620,000	180,000	40.9%
Other Financing Sources	2,817	-	-	-	-	-	
Total Revenue	\$ 5,661,836	\$ 5,644,500	\$ 5,644,500	\$ 6,230,130	\$ 6,050,000	\$ 405,500	7.2%
EXPENDITURES							
Personal Services	\$ 690,388	\$ 814,757	\$ 855,055	\$ 813,053	\$ 1,290,683	\$ (435,628)	-50.9%
Supplies	78,527	81,746	81,746	96,756	96,367	(14,621)	-17.9%
Services	5,341,526	5,096,848	5,258,489	5,273,776	4,984,088	274,401	5.2%
Other Financing Uses	89,041	75,683	75,683	75,683	78,259	(2,576)	-3.4%
Capital Outlay	55,539	1,945,715	1,945,715	1,630,434	1,952,728	(7,013)	-0.4%
Total Expenditures	\$ 6,255,020	\$ 8,014,749	\$ 8,216,688	\$ 7,889,701	\$ 8,402,125	\$ (185,437)	-2.3%

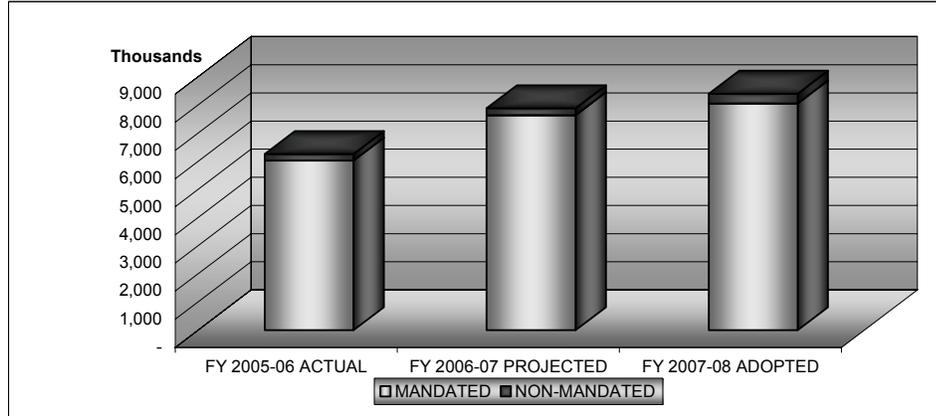
Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
290 WASTE TIRE	\$ 4,881,882	\$ 4,840,000	\$ 4,840,000	\$ 5,280,129	\$ 5,455,000	\$ 615,000	12.7%
580 SOLID WASTE MANAGEMENT	779,955	804,500	804,500	950,001	595,000	(209,500)	-26.0%
TOTAL FUNDS	\$ 5,661,836	\$ 5,644,500	\$ 5,644,500	\$ 6,230,130	\$ 6,050,000	\$ 405,500	7.2%
EXPENDITURES							
290 WASTE TIRE	\$ 3,858,626	\$ 6,327,487	\$ 6,348,704	\$ 6,026,225	\$ 6,844,916	\$ (496,212)	-7.8%
580 SOLID WASTE MANAGEMENT	2,396,394	1,687,262	1,867,984	1,863,476	1,557,209	310,775	16.6%
TOTAL FUNDS	\$ 6,255,020	\$ 8,014,749	\$ 8,216,688	\$ 7,889,701	\$ 8,402,125	\$ (185,437)	-2.3%

In the Waste Tire Fund (290), expenditures do include \$1,950,000 of one-time funding for waste tire site infrastructure. Recurring revenue of \$5,455,000 will support on-going expenditures of \$4,894,916.

The Solid Waste Management Fund (580) does not have recurring revenue to support the expenditures; however, \$880,209 will be expensed to the landfill monitoring liability account. All Landfill Post-Closure Monitor Activity expenditures are expensed to this account that was set up for the ongoing liability of monitoring and maintaining landfills for 30 years after the closure date. The Solid Waste Management Department will also undertake a fee study of transfer station service charges, which should reduce the deficit in this fund.

Mandated vs. Non-Mandated Expenditures



Programs and Activities

Solid Waste Management Program

The purpose of the Solid Waste Management Program is to provide convenient, safe and economical waste disposal services for residents of Maricopa County and perform landfill closure and post-closure services to protect public health and the environment.

Program Results

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of closed landfills maintained and monitored	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of closed landfills maintained and monitored that are in compliance with State and Federal requirements	89.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of tons of solid waste collected at transfer stations that are disposed of in a safe manner	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of tons of waste tires that have been dropped off at County facility that are properly disposed of	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Household Hazardous Waste Collection
- Illegal Dumping Clean Up
- Landfill Post-Closure Monitoring and Maintenance
- Transfer Station
- Waste Tire

Household Hazardous Waste Collection Activity

The purpose of the Household Hazardous Waste (HHW) Collection Activity is to provide waste collection services for batteries, oil, paint, and antifreeze (BOPA) for residents of Maricopa County so that they can have an environmentally safe disposal outlet for BOPA wastes.

Mandates: Administrative mandate

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand <i>Number of tons of Household Hazardous Waste collected.</i>	-	9	-	-	100	100	
Output <i>Number of tons of Household Hazardous Waste disposed in a safe manner.</i>	-	9	-	-	100	100	
<i>Percent of Demand met</i>		100.0%			100.0%		
Efficiency <i>Cost per ton</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Revenues by Fund							
Waste Tire	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Solid Waste Management	-	-	-	-	-	-	
Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Expenditures by Fund							
Waste Tire	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Solid Waste Management	105,082	-	-	-	-	-	
Totals	\$ 105,082	\$ -	\$ -	\$ -	\$ -	\$ -	
Staffing (FTEs)	-	-	-	-	-	-	

No funding has been allocated to this activity in Fiscal Years 2006-07 or 2007-08. Funding may be appropriated from the Board of Supervisors Departments as determined by each Supervisor during the year.

Illegal Dumping Clean-Up Activity

The purpose of the Illegal Dumping Activity is to provide for the cleanup of illegally disposed of solid wastes for Maricopa County residents so that they can be provided with a safe environment and protection of public health.

Mandates: Administrative mandate

Performance Analysis:

A funding source for this activity has not yet been determined.

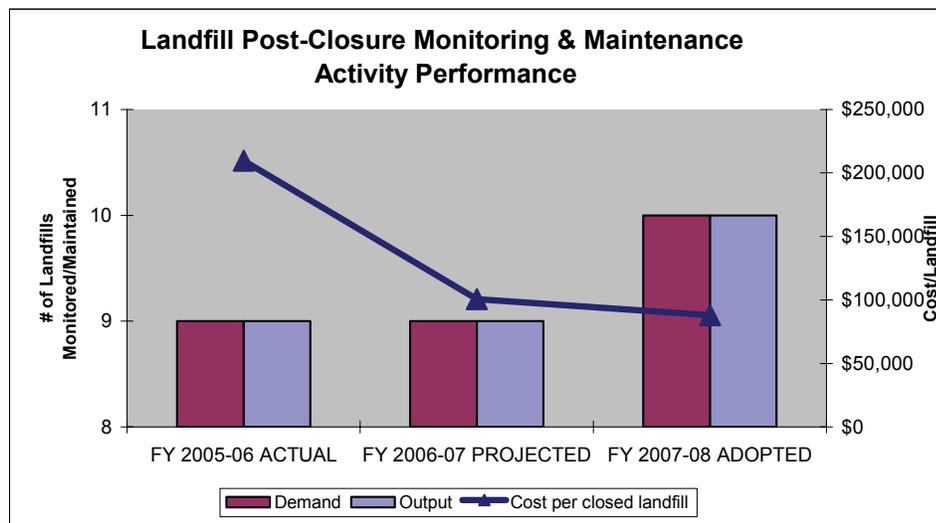
Landfill Post-Closure Monitoring and Maintenance Activity

The purpose of the Landfill Post-Closure Maintenance and Monitoring Activity is to provide the necessary post-closure maintenance and monitoring services to landfills in order to protect the health and environment of the residents of Maricopa County.

Mandates: 40CFR258 (Code of Federal Regulations) establishes groundwater monitoring rules via the Environmental Protection Agency; ARS §49-761B establishes rules for solid waste land disposal facilities.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	0.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<i>Percent of closed landfills that are in compliance with State and Federal requirements</i>							
Demand	9	9	9	9	10	1	11.1%
<i>Number of closed landfills to be maintained and monitored.</i>							
Output	9	9	9	9	10	1	11.1%
<i>Number of closed landfills that are maintained and monitored.</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 209,736.49	\$ 82,909.78	\$ 101,016.33	\$ 100,619.29	\$ 88,020.90	\$ 12,995.43	12.9%
<i>Cost per landfill</i>							
Revenues by Fund							
Waste Tire	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Solid Waste Management	300,450	740,000	740,000	850,001	420,000	(320,000)	-43.2%
Totals	\$ 300,450	\$ 740,000	\$ 740,000	\$ 850,001	\$ 420,000	\$ (320,000)	-43.2%
Expenditures by Fund							
Waste Tire	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Solid Waste Management	1,887,628	746,188	909,147	905,574	880,209	28,938	3.2%
Totals	\$ 1,887,628	\$ 746,188	\$ 909,147	\$ 905,574	\$ 880,209	\$ 28,938	3.2%
Staffing (FTEs)	-	-	2.95	-	5.95	3.00	101.7%



The Fiscal Year 2007-08 expenditure budget for the Landfill Post-Closure Monitoring and Maintenance Activity supports the demand of an additional landfill (Queen Creek), which is planned to close in May 2007. The Department will now have a total of 10 landfills which require monitoring and maintaining. The cost of monitoring and maintaining a landfill has decreased by \$12,996 or 12.9%, from \$101,016 in Fiscal Year 2006-07 to \$88,021 in Fiscal Year 2007-08. The Department increased spending for maintenance and repair projects in Fiscal Year 2006-07 in order to comply with environmental regulations.

The revenue budget has decreased by \$400,000 due to the closing of the Queen Creek landfill and the resultant termination of the IGA with the Town. The revenue loss will be somewhat offset by an increase of \$80,000 in interest earnings.

Base Adjustment: In order to conduct all of the routine and Arizona Department of Environmental Quality-required maintenance and monitoring of the landfills, three full-time

Equipment Operators have been added to the activity budget at a rate of \$19.60 per hour beginning July 2007. Total pay and benefits for the three positions is \$162,237.

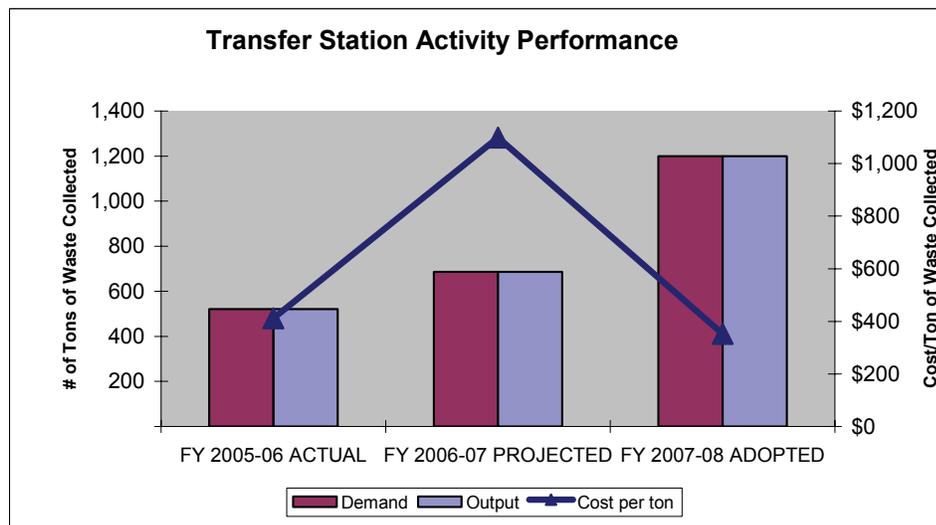
Transfer Station Activity

The purpose of the Transfer Station Activity is to provide waste disposal facilities for Maricopa County residents who are not provided with private waste collection so that they can safely dispose of solid wastes.

Mandates: ARS §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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	0.0%	0.0%	0.0%	12.6%	12.6%	12.6%	
<i>Percent increase of visits to Maricopa County transfer stations compared to previous year</i>							
Demand	521	1,667	1,667	687	1,200	(467)	-28.0%
<i>Number of tons of solid waste collected at Transfer Stations.</i>							
Output	521	1,667	1,667	687	1,200	(467)	-28.0%
<i>Number of tons of solid waste collected and disposed of in a safe manner.</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 411.64	\$ 448.68	\$ 456.11	\$ 1,098.67	\$ 346.12	\$ 109.98	24.1%
<i>Cost per ton</i>							
Revenues by Fund							
Waste Tire	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Solid Waste Management	486,387	64,500	64,500	100,000	175,000	110,500	171.3%
Totals	\$ 486,387	\$ 64,500	\$ 64,500	\$ 100,000	\$ 175,000	\$ 110,500	171.3%
Expenditures by Fund							
Waste Tire	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Solid Waste Management	214,462	747,954	760,328	754,790	415,348	344,980	45.4%
Totals	\$ 214,462	\$ 747,954	\$ 760,328	\$ 754,790	\$ 415,348	\$ 344,980	45.4%
Staffing (FTEs)	-	-	5.05	-	5.05	-	0.0%



In Fiscal Year 2006-07, the Transfer Station activity was funded to rebuild two transfer stations (Morristown and Hassayampa) and to increase operating days from two to six per week. A portion of that funding, \$476,000, was for one-time expenditures, which is why the Fiscal Year 2007-08 budget has been reduced. The reduction has been offset by increases in personnel costs due to pay for performance and higher fixed and variable benefits for the five positions in this activity. Additional expenditures budgeted for this activity are enumerated in the "Base Adjustments" section below. The Department has experienced some delays in completing these projects, which is why the projected output (tons of disposed waste) in Fiscal Year 2006-07 is less than half of what was anticipated. The projected unit cost of \$1,099 per ton is high because of the one-time rebuild costs. The Fiscal Year 2007-08 unit cost will, therefore, be lower at \$353 per ton. The added days of operation will result in a demand of 1,200 tons. Some efficiencies and economies of scale will result in a lower unit cost. Additional revenue should be generated; based on a demand of 1,200 tons, \$175,000 in charges should be realized.

Base Adjustments: Revenue: Charges for Services was reduced by \$75,000 from \$250,000 to \$175,000. Based on the current fee structure, revenue per ton is \$146.56. The revenue expected for 1,200 tons is approximately \$175,000.

Expenditures: Regular Pay and Benefits were decreased by \$710 after the budgeted rates of two positions were revised to reflect updated filled position data. Regular Pay and Benefits was then increased by \$28,991 to share the cost (50/50) of a new position added to Fund 290: Program Coordinator. Other Services was increased by \$45,000 to accommodate additional tipping fees paid for the disposal of the added waste tonnage. Utilities were increased by \$18,000 to accommodate higher electrical costs for the transfer stations created by higher rates and added capacity. Additional funding of \$15,464 was provided for operating costs of the New River and Rainbow Valley transfer stations, which will be operational five days a week instead of two. This funding is for tipping fees, utilities, uniforms, and training.

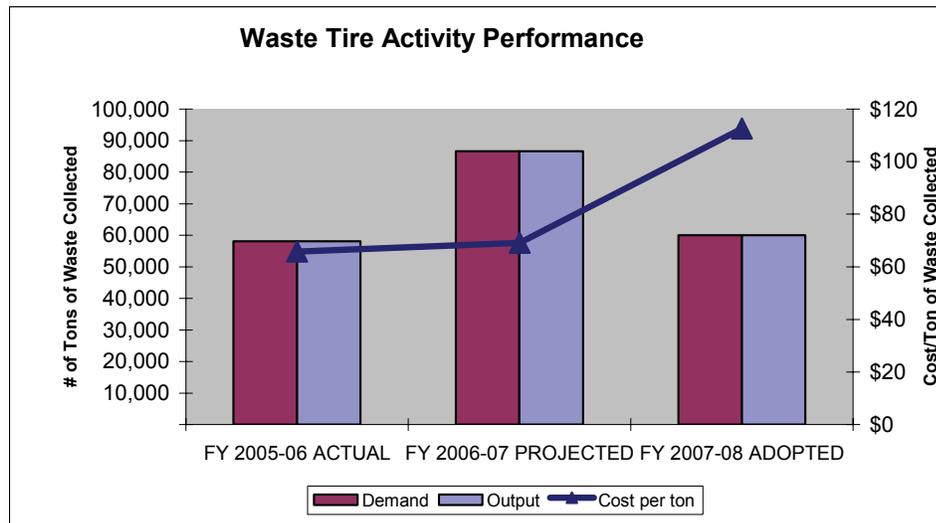
Waste Tire Activity

The purpose of the Waste Tire Activity is to provide collection and disposal facilities for Maricopa County residents so waste tires will not be illegally disposed of within the County.

Mandates: ARS §44-1305 establishes a waste tire fund consisting of monies that are distributed to counties which are required to establish waste tire programs.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
<u>Demand</u> <i>Number of tons of waste tires to be dropped off at a designated County facility.</i>	58,083	97,590	97,590	86,590	60,000	(37,590)	-38.5%
<u>Output</u> <i>Number of tons of waste tires dropped off and properly disposed of.</i>	58,083	97,590	97,590	86,590	60,000	(37,590)	-38.5%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u>	\$ 65.75	\$ 64.39	\$ 64.61	\$ 69.08	\$ 112.62	\$ (48.01)	-74.3%
<u>Cost per ton</u>							
<u>Revenues by Fund</u>							
Waste Tire	\$ 4,881,882	\$ 4,840,000	\$ 4,840,000	\$ 5,280,129	\$ 5,455,000	\$ 615,000	12.7%
Solid Waste Management	-	-	-	-	-	-	-
Totals	\$ 4,881,882	\$ 4,840,000	\$ 4,840,000	\$ 5,280,129	\$ 5,455,000	\$ 615,000	12.7%
<u>Expenditures by Fund</u>							
Waste Tire	\$ 3,819,801	\$ 6,283,609	\$ 6,304,826	\$ 5,981,839	\$ 6,757,150	\$ (452,324)	-7.2%
Solid Waste Management	(782)	-	-	-	-	-	-
Totals	\$ 3,819,019	\$ 6,283,609	\$ 6,304,826	\$ 5,981,839	\$ 6,757,150	\$ (452,324)	-7.2%
<u>Staffing (FTEs)</u>	-	-	8.00	-	10.00	2.00	25.0%



Expenditures in the Waste Tire Activity have remained fairly steady at \$66 to \$69 per ton of waste tires collected. The Fiscal Year 2007-08 expenditure budget shows a significant increase to \$113 per ton because of additional one-time funding to include waste tire collections at the County's New River and Rainbow Valley transfer stations. This one-time funding is noted below in the Base Adjustments section. The higher unit cost is also driven by higher personnel costs due to pay for performance adjustments and fringe benefit increases. Demand and output increased in Fiscal Year 2006-07 because of a backlog of stored tires that needed to be disposed. The Fiscal Year 2007-08 demand of 60,000 tons of tires reverts to normal annual increases based on the County's population growth.

Revenue has also increased in this activity. Revenue is generated by State-shared sales tax on the sale of tires as well as charges for service at the waste tire collection sites and interest earnings. Tire sales are expected to increase as the population increases in Arizona. Charges for services will increase due to the additional tonnage expected. Total revenue has been budgeted at \$5,455,000 in Fiscal Year 2007-08, an increase of 12.7% over Fiscal Year 2006-07.

Base Adjustments: Regular Pay and Benefits were increased by \$832 after the budgeted rates of two positions were revised to reflect updated filled position data. An additional \$28,992 was added for the addition of a Program Coordinator that will be shared 50/50 with Fund 580 in the Transfer Station activity. Other Services has been increased by \$375,000 to accommodate the added recycling costs charged by our contractor, CRM America. The Solid Waste Department contracts with CRM America to recycle its tires into crumb rubber. The contract payment is adjusted annually based on the current Producer Price Index (PPI), which results in an 8% increase for Fiscal Year 2007-08. Infrastructure has been increased by \$1,950,000 to rebuild the New River and Rainbow Valley transfer stations by adding waste tire collections sites. The funding will be one-time and come from available fund balance monies. Lastly, Regular Pay and Benefits have been increased by \$36,293 with the addition of two full-time Public Service Representatives (cashiers) who will work at the new tire collection facilities at the New River and Rainbow Valley stations. The cashier at the New River facility is budgeted to start in November 2007 (8 months of pay and benefits), and the cashier at the Rainbow Valley facility is budgeted to start March 2008 (4 months of pay and benefits).

Waste Tire Fund (290) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 6,327,487	\$ 4,840,000
MID-YEAR ADJUSTMENTS:		
Admin Market Study Phase 1	\$ 21,217	\$ -
Subtotal	\$ 21,217	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 6,348,704	\$ 4,840,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 4,890	\$ -
Retirement Contributions	1,188	-
FY 2007-08 Pay for Performance	6,393	-
Annualization of Compensation Adjustments	11,412	-
Annualization of FY 2007 Initiatives	99,630	-
One Time Expenses	(2,021,000)	-
Central Service Cost Allocation	(634)	-
Subtotal	\$ (1,898,121)	\$ -
FY 2007-08 BUDGET TARGET	\$ 4,450,583	\$ 4,840,000
BASE ADJUSTMENTS:		
Waste tire revenue submitted above target	\$ -	\$ 615,000
Increased Other Services in Waste Tire activity for more recycling	375,000	-
Increased Pay and Benefits in Waste Tire activity; added 2 FTEs	36,292	-
Corrected Pay and Benefits (updated Position Cube)	832	-
Increased Pay and Benefits for Program Coordinator (50% shared with Fund 580)	28,992	-
Increased Risk Management charges	3,217	-
Increased Infrastructure in Waste Tire activity for waste tire collection sites (one-time costs)	1,950,000	-
Subtotal	\$ 2,394,333	\$ 615,000
FY 2007-08 ADOPTED BUDGET:	\$ 6,844,916	\$ 5,455,000

Waste Tire (290) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 5,823,815	\$ 6,627,940	\$ 6,627,940	\$ 6,847,070	\$ 6,100,974
Revenue	\$ 4,881,882	\$ 4,840,000	\$ 4,840,000	\$ 5,280,129	\$ 5,455,000
Expenditures	3,858,626	6,327,487	6,348,704	6,026,225	6,844,916
Net Operating	\$ 1,023,255	\$ (1,487,487)	\$ (1,508,704)	\$ (746,096)	\$ (1,389,916)
Ending Fund Balance	\$ 6,847,070	\$ 5,140,453	\$ 5,119,236	\$ 6,100,974	\$ 4,711,058

Waste Management Fund (580) Appropriated Budget Reconciliation

	EXPENDITURES		REVENUE	
FY 2006-07 ADOPTED BUDGET:	\$	1,687,262	\$	804,500
MID-YEAR ADJUSTMENTS:				
Admin Market Study Phase 1	\$	16,098	\$	-
Landfill Consultant Study		163,300		-
General Maintenance Market Study		1,324		-
Subtotal	\$	180,722	\$	-
FY 2006-07 REVISED RESTATED BUDGET:	\$	1,867,984	\$	804,500
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)	\$	6,112	\$	-
Retirement Contributions		2,130		-
FY 2007-08 Pay for Performance		13,786		-
Annualization of Compensation Adjustments		9,322		-
Structural Balance		-		427,227
Annualization of FY 2007 Initiatives		29,618		56,500
One Time Expenses		(639,300)		-
Central Service Cost Allocation		(1,425)		-
Subtotal	\$	(579,757)	\$	483,727
FY 2007-08 BUDGET TARGET	\$	1,288,227	\$	1,288,227
BASE ADJUSTMENTS:				
Revenue submitted under target	\$	-	\$	(618,227)
Decreased Charges for Services in Transfer Station Activity		-		(75,000)
Corrected Pay and Benefits (updated Position Cube)		(710)		-
Increased Pay and Benefits for Program Coordinator (50% shared with Fund 580)		28,991		-
Increased Other Services for transfer station tipping fees		45,000		-
Increased Utilities for more electric usage at transfer stations		18,000		-
Increased various items for new waste tire facilities that will be operational		15,464		-
Increased Pay and Benefits for monitoring activity; added 3 FTEs		162,237		-
Subtotal	\$	268,982	\$	(693,227)
FY 2007-08 ADOPTED BUDGET:	\$	1,557,209	\$	595,000

Solid Waste Management (580) Fund Balance Summary

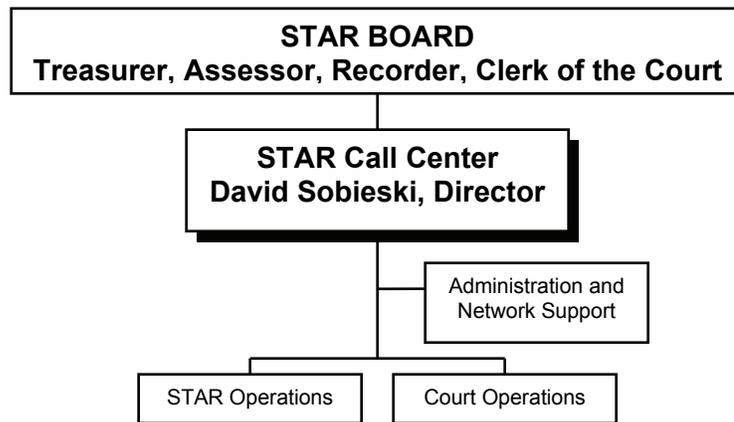
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 14,341,783	\$ 13,754,358	\$ 13,754,358	\$ 13,922,825	\$ 13,009,350
Revenue	\$ 779,955	\$ 804,500	\$ 804,500	\$ 950,001	\$ 595,000
Expenditures	2,396,394	1,687,262	1,867,984	1,863,476	1,557,209
Net Operating	\$ (1,616,439)	\$ (882,762)	\$ (1,063,484)	\$ (913,475)	\$ (962,209)
Ending Fund Balance	\$ 12,725,344	\$ 12,871,596	\$ 12,690,874	\$ 13,009,350	\$ 12,047,141

STAR Call Center

Analysis by Monica Staats, Management & Budget Analyst

Summary

Organizational Chart



Mission

The Mission of the Maricopa County STAR 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

To increase STAR Center efficiency by expanding the information available on the 24-hour automated system.

Strategic Goals

- **By January 1, 2008, implement new technology that meets the growth of Maricopa County and the increasing demand for customer service.**

Status: The department has advised the Office of Management and Budget (OMB) that they are currently researching new technologies. The FY 2007-08 budget supports the current levels of technology support.

- **By January 1, 2008, the STAR Call Center will meet the requirements to provide multi-lingual automated information retrieval in accordance with the Help America Vote Act of 2002.**

Status: The department has advised OMB that they are currently researching new technology that will enable them to meet the multi-lingual reporting requirements of the Help America Vote

Act. The FY 2007-08 budget supports the current practice of offering differential pay to multi-lingual customer service telephone staff.

- **Annually, the STAR Center will maintain customer service at above the 90% composite level of customer service satisfaction as measured by Research and Reporting.**

Status: The FY 2007-08 budget supports the attainment of this goal.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
14SC - STAR CENTER	\$ 1,468,207	\$ 1,552,236	\$ 1,682,520	\$ 1,661,539	\$ 1,630,710	\$ (51,810)	-3.1%
TELE - CUSTOMER SERVICE TELEPHONE	1,468,207	1,552,236	1,682,520	1,661,539	1,630,710	(51,810)	-3.1%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 3,720	\$ 131,203	\$ 919	\$ 66,457	\$ 122,800	\$ 121,881	13262.4%
99GV - GENERAL GOVERNMENT	\$ -	\$ 3,534	\$ 3,534	\$ 3,531	\$ 5,624	\$ 2,090	59.1%
TOTAL PROGRAMS	\$ 1,471,927	\$ 1,686,973	\$ 1,686,973	\$ 1,731,527	\$ 1,759,134	\$ (72,161)	-4.3%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
14SC - STAR CENTER	33.00	32.00	(1.00)	-3.0%
TELE - CUSTOMER SERVICE TELEPHONE	33.00	32.00	(1.00)	-3.0%
99AS - ADMINISTRATIVE SERVICES PROG	-	1.00	-	
TOTAL PROGRAMS	33.00	33.00	-	0.0%

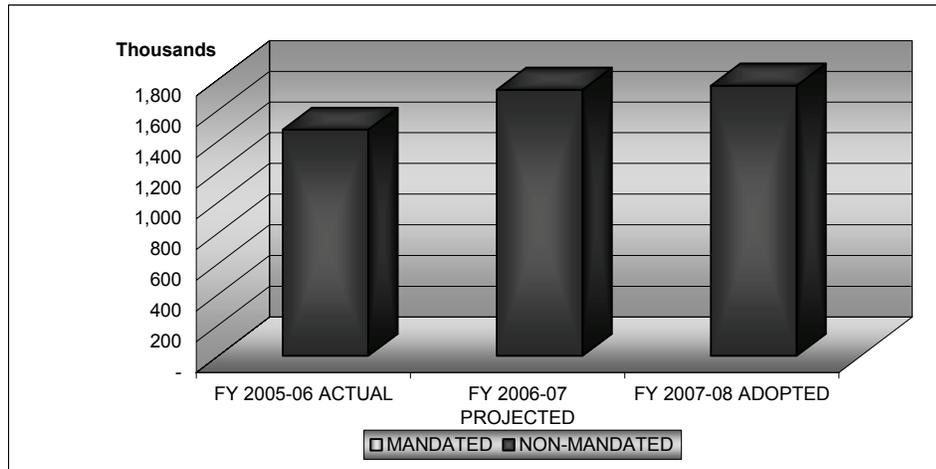
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
Personal Services	\$ 1,354,512	\$ 1,554,474	\$ 1,556,111	\$ 1,519,421	\$ 1,583,707	\$ (27,596)	-1.8%
Supplies	12,441	11,240	10,819	9,789	10,773	46	0.4%
Services	76,495	92,741	76,530	169,907	104,041	(27,511)	-35.9%
Capital Outlay	28,479	28,518	43,513	32,410	60,613	(17,100)	-39.3%
Total Expenditures	\$ 1,471,927	\$ 1,686,973	\$ 1,686,973	\$ 1,731,527	\$ 1,759,134	\$ (72,161)	-4.3%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
EXPENDITURES							
100 GENERAL	\$ 1,471,927	\$ 1,686,973	\$ 1,686,973	\$ 1,731,527	\$ 1,759,134	\$ (72,161)	-4.3%
TOTAL FUNDS	\$ 1,471,927	\$ 1,686,973	\$ 1,686,973	\$ 1,731,527	\$ 1,759,134	\$ (72,161)	-4.3%

Mandated vs. Non-Mandated Expenditures



Programs and Activities

STAR Center Program

The purpose of the STAR Call Center is to provide an immediate information bridge for the residents of Maricopa County so that the caller and the customer service 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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of calls answered within 30 seconds.	75.8%	80.0%	80.0%	81.0%	80.0%	0.0%	0.0%

Activities that comprise this program include:

- Customer Service Telephone

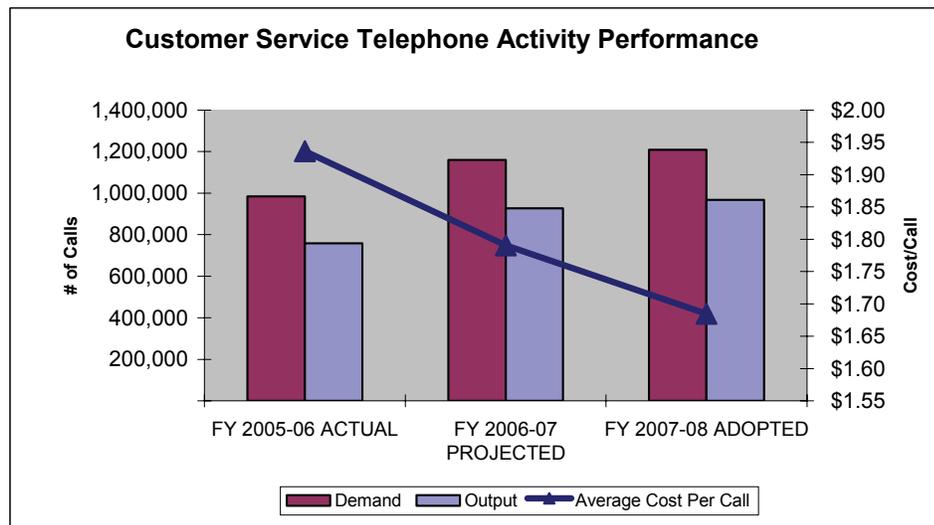
Customer Service Telephone Activity

The purpose of the Customer Service Telephone Activity is to provide information for residents of Maricopa County so that they can make accurate, timely and informed decisions with a single telephone call.

Mandates: Activity not mandated.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	77.0%	82.0%	82.0%	80.0%	80.0%	-2.0%	-2.4%
<i>Percent of demand met.</i>							
Demand <i>Number of calls projected to be offered.</i>	984,470	1,400,000	1,400,000	1,160,000	1,210,000	(190,000)	-13.6%
Output <i>Number of calls answered within 30 seconds.</i>	758,226	1,148,000	1,148,000	928,000	968,000	(180,000)	-15.7%
Efficiency <i>Expenditures per unit of Output</i>	\$ 1.94	\$ 1.35	\$ 1.47	\$ 1.79	\$ 1.68	\$ 0.22	14.9%
Expenditures by Fund							
GENERAL	\$ 1,468,207	\$ 1,552,236	\$ 1,682,520	\$ 1,661,539	\$ 1,630,710	\$ 51,810	3.1%
Totals	\$ 1,468,207	\$ 1,552,236	\$ 1,682,520	\$ 1,661,539	\$ 1,630,710	\$ 51,810	3.1%
Staffing (FTEs)	-	-	33.00	-	32.00	(1.00)	-3.0%



The FY 2007-08 budget for the Customer Service Telephone Activity allows for the increase in projected demand for FY 2007-08 (1,160,000 to 1,210,000 calls). This increase in demand is forecasted higher than the FY 2006-07 projected demand due to the Presidential Preferential Primary election. This primary election historically generates increased volumes of questions from the County's citizens. Another contributing factor in the projected increase are calls from citizens regarding the mailing of the Assessor's Office Notice of Valuation which is projected to show an increase in assessed property values for most areas. The cost per call should decrease compared to FY 2006-07 due to the increased volume of calls projected in FY 2007-08.

Base Adjustment: With FY 2007-08 County revenue expected to be lower than previous years, the STAR Call Center budget will be able to absorb \$749 in expenditures while attaining the result of answering 80% of all calls within thirty (30) seconds.

General Fund (100) Appropriated Budget Reconciliation

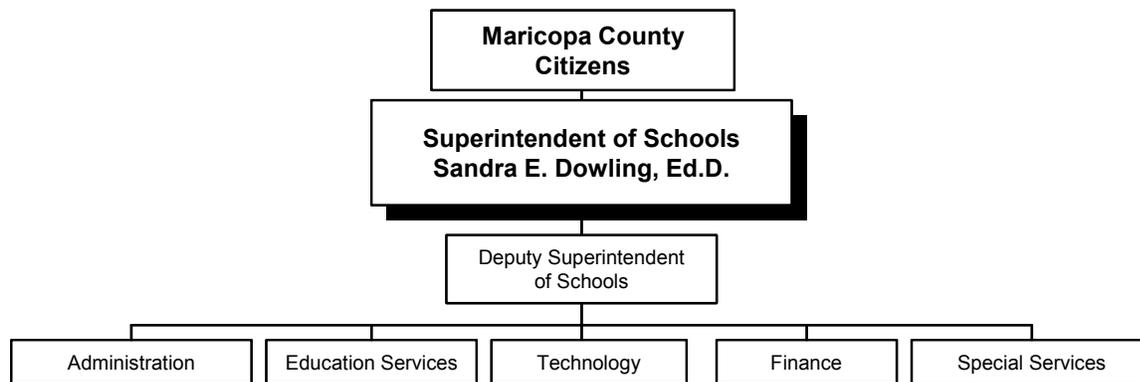
	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,686,973	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 1,686,973	\$ -
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 21,207	\$ -
Retirement Contributions	5,524	-
FY 2007-08 Pay for Performance	41,303	-
Annualization of Compensation Adjustments	4,876	-
Subtotal	\$ 72,910	\$ -
FY 2007-08 BUDGET TARGET	\$ 1,759,883	\$ -
BASE ADJUSTMENTS:		
Adjustment to Customer Service Telephone Activity	\$ (1,677)	\$ -
Risk Management Cost Increase	928	-
Subtotal	\$ (749)	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 1,759,134	\$ -

Superintendent of Schools

Analysis by Vic Wickersham, Management & Budget Analyst

Summary

Organizational Chart



Mission

The mission of the Superintendent of Schools (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: The department continues to update job descriptions to meet the needs of the department. Improvement of applicant questions during job interviews is being addressed and will be submitted for assistance and suggestions to the County Human Resource Department before the July 1, 2008, SOS self-imposed deadline. The FY 2007-08 budget supports the attainment of this goal.

- **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: At the current time, this goal is not being met. The FY 2007-08 budget supports this goal. The department's technology division performance plans are being reviewed on a semi-annual basis and other divisions will soon follow.

- **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 Educational Services Agency (ESA) utilizes hybrid online/face-to-face professional development strategies as well as web-based live interactive meeting strategies.

- **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: The system was fully configured in February 2007 and 100% of staff has received the training necessary. Educational Services Agency (ESA) grant finances have been set up on the Visions Enterprise system and project leaders have begun implementation. ESA staff is currently being trained on using the system to monitor grant finances.

- **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: In the first quarter of FY 2006-07, the Educational Services Agency (ESA) staff has worked toward the development of procedure manuals for each support position within the division.

- **By June 30, 2008, the SOS will increase legislative participation by working with government relations to develop an annual strategy to address legislative issues affecting the department. By June 2010, finalize the strategy so that the department can be better informed and have active participation in the legislative changes.**

Status: To become more aligned with the department's strategic goals of increasing active legislative participation regarding legislative issues affecting the Superintendent of Schools, a Public Information Officer has been hired in January 2007. He will be addressing the SOS issues and working as a lobbyist and thus keep the department more informed about upcoming concerns that may affect school districts in Maricopa County.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
37SC - EDUCATION	\$ 187,388	\$ 3,858,304	\$ 3,858,254	\$ 3,957,561	\$ 4,761,912	\$ 903,658	23.4%
EDSU - SCHOOL DISTRICT SUPPORT	187,388	3,858,304	3,858,254	3,957,561	4,761,912	903,658	23.4%
99AS - ADMINISTRATIVE SERVICES PROG	\$ -	\$ -	\$ 50	\$ -	\$ 50	\$ -	0.0%
TOTAL PROGRAMS	\$ 187,388	\$ 3,858,304	\$ 3,858,304	\$ 3,957,561	\$ 4,761,962	\$ 903,658	23.4%
EXPENDITURES							
37SC - EDUCATION	\$ 1,628,687	\$ 5,323,334	\$ 5,586,254	\$ 3,560,872	\$ 5,368,724	\$ 217,530	3.9%
EDSU - SCHOOL DISTRICT SUPPORT	1,479,257	5,218,017	5,568,142	3,440,629	5,211,827	356,315	6.4%
PBIN - PUBLIC INFORMATION SERVICES	149,430	105,317	18,112	120,243	156,897	(138,785)	-766.3%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 353,225	\$ 408,321	\$ 137,812	\$ 286,794	\$ 475,911	\$ (338,099)	-245.3%
99GV - GENERAL GOVERNMENT	\$ -	\$ 49,445	\$ 58,443	\$ 37,974	\$ 52,063	\$ 6,380	10.9%
TOTAL PROGRAMS	\$ 1,981,912	\$ 5,781,100	\$ 5,782,509	\$ 3,885,640	\$ 5,896,698	\$ (114,189)	-2.0%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
37SC - EDUCATION	47.80	38.80	(9.00)	-18.8%
EDSU - SCHOOL DISTRICT SUPPORT	47.60	36.95	(10.65)	-22.4%
PBIN - PUBLIC INFORMATION SERVICES	0.20	1.85	1.65	825.0%
99AS - ADMINISTRATIVE SERVICES PROG	1.20	1.20	-	0.0%
TOTAL PROGRAMS	49.00	40.00	(9.00)	-18.4%

Revenue and Expenditures by Category

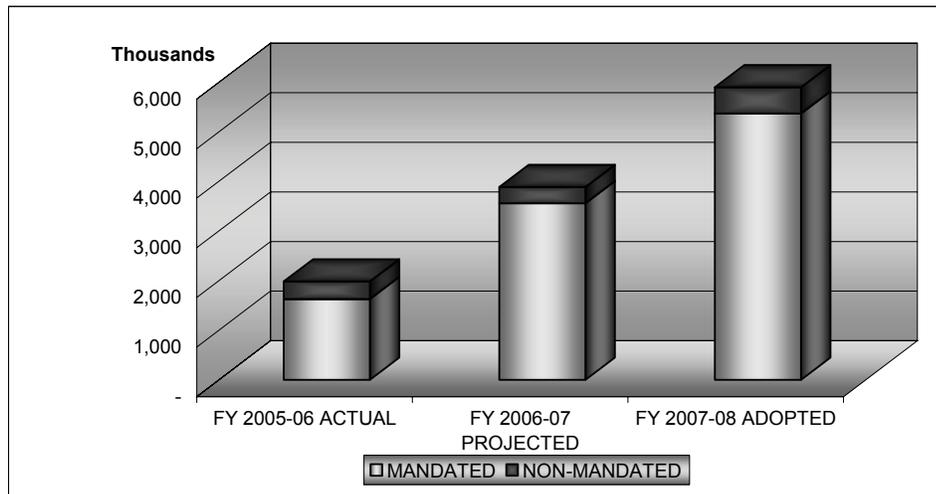
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ -	\$ 2,565,512	\$ 2,565,512	\$ 1,634,462	\$ 3,141,034	\$ 575,522	22.4%
Charges For Service	187,388	590,534	590,534	1,301,986	828,041	237,507	40.2%
Miscellaneous Revenues	-	702,258	702,258	1,021,113	792,887	90,629	12.9%
Total Revenue	\$ 187,388	\$ 3,858,304	\$ 3,858,304	\$ 3,957,561	\$ 4,761,962	\$ 903,658	23.4%
EXPENDITURES							
Personal Services	\$ 1,828,488	\$ 3,163,634	\$ 2,873,537	\$ 2,139,435	\$ 2,878,037	\$ (4,500)	-0.2%
Supplies	67,446	351,143	353,143	248,878	339,073	14,070	4.0%
Services	72,723	2,252,818	2,542,324	1,483,206	2,662,316	(119,992)	-4.7%
Capital Outlay	13,255	13,505	13,505	14,121	17,272	(3,767)	-27.9%
Total Expenditures	\$ 1,981,912	\$ 5,781,100	\$ 5,782,509	\$ 3,885,640	\$ 5,896,698	\$ (114,189)	-2.0%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 187,388	\$ 210,000	\$ 210,000	\$ 145,629	\$ 218,550	\$ 8,550	4.1%
715 SCHOOL GRANT FUND	-	2,540,717	2,540,717	2,002,622	3,058,354	517,637	20.4%
780 SCHOOL TRANSPORTATION FUND	-	702,258	702,258	569,671	792,887	90,629	12.9%
782 SCHOOL COMMUNICATION FUND	-	24,795	24,795	67,698	82,680	57,885	233.5%
795 COUNTY SCHOOL INDIRECT COST	-	380,534	380,534	1,171,942	609,491	228,957	60.2%
TOTAL FUNDS	\$ 187,388	\$ 3,858,304	\$ 3,858,304	\$ 3,957,561	\$ 4,761,962	\$ 903,658	23.4%
EXPENDITURES							
100 GENERAL	\$ 1,981,912	\$ 2,132,796	\$ 2,134,205	\$ 1,641,596	\$ 2,461,627	\$ (327,422)	-15.3%
715 SCHOOL GRANT FUND	-	2,540,717	2,540,717	1,471,800	2,559,504	(18,787)	-0.7%
780 SCHOOL TRANSPORTATION FUND	-	702,258	702,258	569,671	792,887	(90,629)	-12.9%
782 SCHOOL COMMUNICATION FUND	-	24,795	24,795	44,017	82,680	(57,885)	-233.5%
795 COUNTY SCHOOL INDIRECT COST	-	380,534	380,534	158,555	-	380,534	100.0%
TOTAL FUNDS	\$ 1,981,912	\$ 5,781,100	\$ 5,782,509	\$ 3,885,640	\$ 5,896,698	\$ (114,189)	-2.0%

Rent for the Superintendent of Schools new location is \$321,662. This was included as part of the base budget submission by the department at the request of the Office of Management and Budget. This amount is included in the Administrative Services Program of the General Fund.

Mandated vs. Non-Mandated Expenditures



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

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopt.)	%
Percent of inquiries processed	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of elections coordinated	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Public Information Services
- School District Support

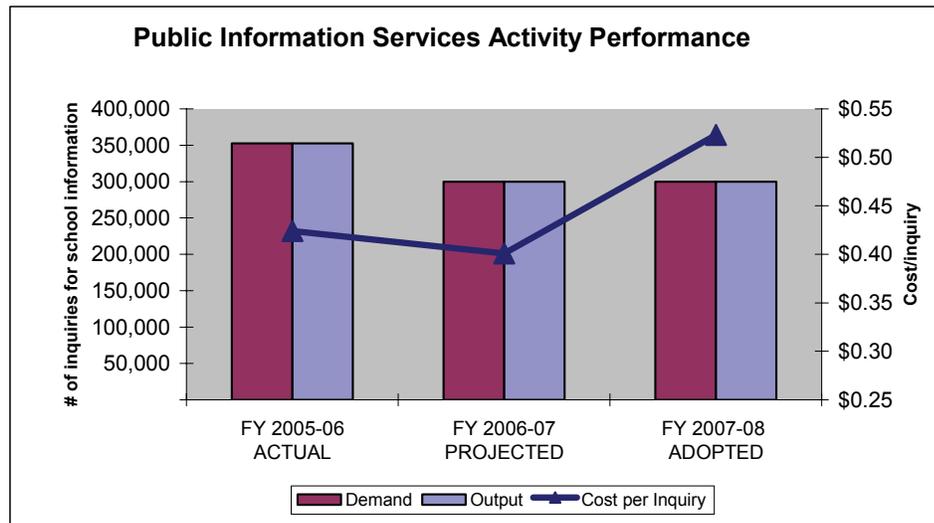
Public Information Services Activity

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopt.)	%
Demand <i>Number of inquiries for school and education related information required</i>	352,412	300,000	300,000	300,000	300,000	-	0.0%
Output <i>Number of Private/Home School Information packets provided</i>	352,412	300,000	300,000	300,000	300,000	-	0.0%
Percent of Demand met	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Expenditures per unit of Output</i>	\$ 0.42	\$ 0.35	\$ 0.06	\$ 0.40	\$ 0.52	\$ (0.46)	-766.3%
Expenditures by Fund							
Exp 100 GENERAL	\$ 149,430	\$ 105,317	\$ 18,112	\$ 120,243	\$ 156,897	\$ (138,785)	-766.3%
Totals	\$ 149,430	\$ 105,317	\$ 18,112	\$ 120,243	\$ 156,897	\$ (138,785)	-766.3%
Staffing (FTEs)	-	-	0.20	-	1.85	1.65	825.0%



The department did not provide a justification for the projected FY 2006-07 inquiry decline of 15% compared to the FY 2005-06 Actual. However, the department has experienced significant staff turnover in FY 2006-07 and several key positions are held by new employees that are still learning job responsibilities. OMB will continue to work with the SOS staff on refining their use of Strategic Plan tools so that they can improve their targeting of demand and output measures. The change in efficiency from \$0.42 per unit in FY 2005-06 to \$0.52 per unit in FY 2007-08 is due to increased costs for medical/dental and pay for performance increases over the two year period.

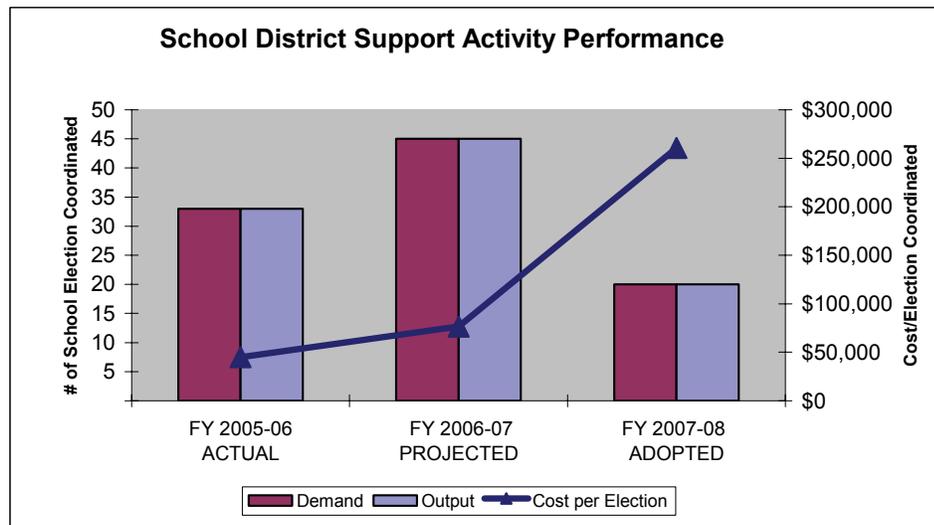
School District Support Activity

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopt.) %	
Demand	33	45	45	45	20	(25)	-55.6%
<i>Number of school district special elections required</i>							
Output	33	45	45	45	20	(25)	-55.6%
<i>Number of school district special elections coordinated</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 44,825.96	\$ 115,955.93	\$ 123,736.49	\$ 76,458.41	\$ 260,591.35	\$ (136,854.86)	-110.6%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ 187,388	\$ 210,000	\$ 209,950	\$ 145,629	\$ 218,500	\$ 8,550	4.1%
School Grant Fund	-	2,540,717	2,540,717	2,002,622	3,058,354	517,637	20.4%
School Transportation Fund	-	702,258	702,258	569,671	792,887	90,629	12.9%
School Communication Fund	-	24,795	24,795	67,698	82,680	57,885	233.5%
County School Indirect Cost	-	380,534	380,534	1,171,942	609,491	228,957	60.2%
Totals	\$ 187,388	\$ 3,858,304	\$ 3,858,254	\$ 3,957,561	\$ 4,761,912	\$ 903,658	23.4%
Expenditures by Fund							
General	\$ 1,479,257	\$ 1,569,713	\$ 1,919,838	\$ 1,196,585	\$ 1,791,403	\$ 128,435	6.7%
School Grant Fund	-	2,540,717	2,540,717	1,471,800	2,544,857	(4,140)	-0.2%
School Transportation Fund	-	702,258	702,258	569,671	792,887	(90,629)	-12.9%
School Communication Fund	-	24,795	24,795	44,017	82,680	(57,885)	-233.5%
County School Indirect Cost	-	380,534	380,534	158,555	-	380,534	100.0%
Totals	\$ 1,479,257	\$ 5,218,017	\$ 5,568,142	\$ 3,440,629	\$ 5,211,827	\$ 356,315	6.4%
Staffing (FTEs)	-	-	47.60	-	36.95	(10.65)	-22.4%



The number of scheduled school elections in FY 2007-08 will decrease compared to FY 2006-07 projections from 45 to 20 as the number of elections fluctuates from year to year. The FY 2007-08 budget supports the number of elections at the current level. The FY 2007-08 budget supports not only these elections, but the ability to redefine business processes and continue to support the school districts.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 2,132,796	\$ 210,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 2,134,205	\$ 210,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 22,914	\$ -
Retirement Contributions	12,792	-
FY 2007-08 Pay for Performance	41,800	-
Annualization of Compensation Adjustments	704	-
Annualization of Mid-Year Adjustments	321,662	-
Subtotal	\$ 399,872	\$ -
FY 2007-08 BUDGET TARGET	\$ 2,534,077	\$ 210,000
Submission Over Target	\$ -	\$ 8,550
BASE ADJUSTMENTS:		
Adjustment in the Public Information Service Activity	\$ 2,860	\$ -
Adjustment in the School District Support Activity	(88,965)	-
Adjustment in the Administrative Services Program	8,599	-
Risk Management increases	5,056	-
Subtotal	\$ (72,450)	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 2,461,627	\$ 218,550

School Grant Fund (715) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 2,540,717	\$ 2,540,717
FY 2006-07 REVISED RESTATED BUDGET:	\$ 2,540,717	\$ 2,540,717
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 11,110	\$ -
Retirement Contributions	2,834	-
FY 2007-08 Pay for Performance	10,575	-
Subtotal	\$ 24,519	\$ 24,519
FY 2007-08 BUDGET TARGET	\$ 2,565,236	\$ 2,565,236
Submission Over/(Under) Target	\$ (8,185)	\$ 493,118
BASE ADJUSTMENTS:		
Other Benefits Adjustment	\$ 2,453	\$ -
Subtotal	\$ 2,453	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 2,559,504	\$ 3,058,354

School Transportation Fund (780) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 702,258	\$ 702,258
FY 2006-07 REVISED RESTATED BUDGET:	\$ 702,258	\$ 702,258
FY 2007-08 BUDGET TARGET	\$ 702,258	\$ 702,258
BASE ADJUSTMENTS:		
Submission Over Target	\$ 90,629	\$ 90,629
Subtotal	\$ 90,629	\$ 90,629
FY 2007-08 ADOPTED BUDGET:	\$ 792,887	\$ 792,887

School Communication Fund (782) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 24,795	\$ 24,795
FY 2006-07 REVISED RESTATED BUDGET:	\$ 24,795	\$ 24,795
FY 2007-08 BUDGET TARGET	\$ 24,795	\$ 24,795
BASE ADJUSTMENTS:		
Submission Over Target	\$ 57,885	\$ 57,885
Subtotal	\$ 57,885	\$ 57,885
FY 2007-08 ADOPTED BUDGET:	\$ 82,680	\$ 82,680

School Indirect Cost Fund (795) Appropriated Budget Reconciliation

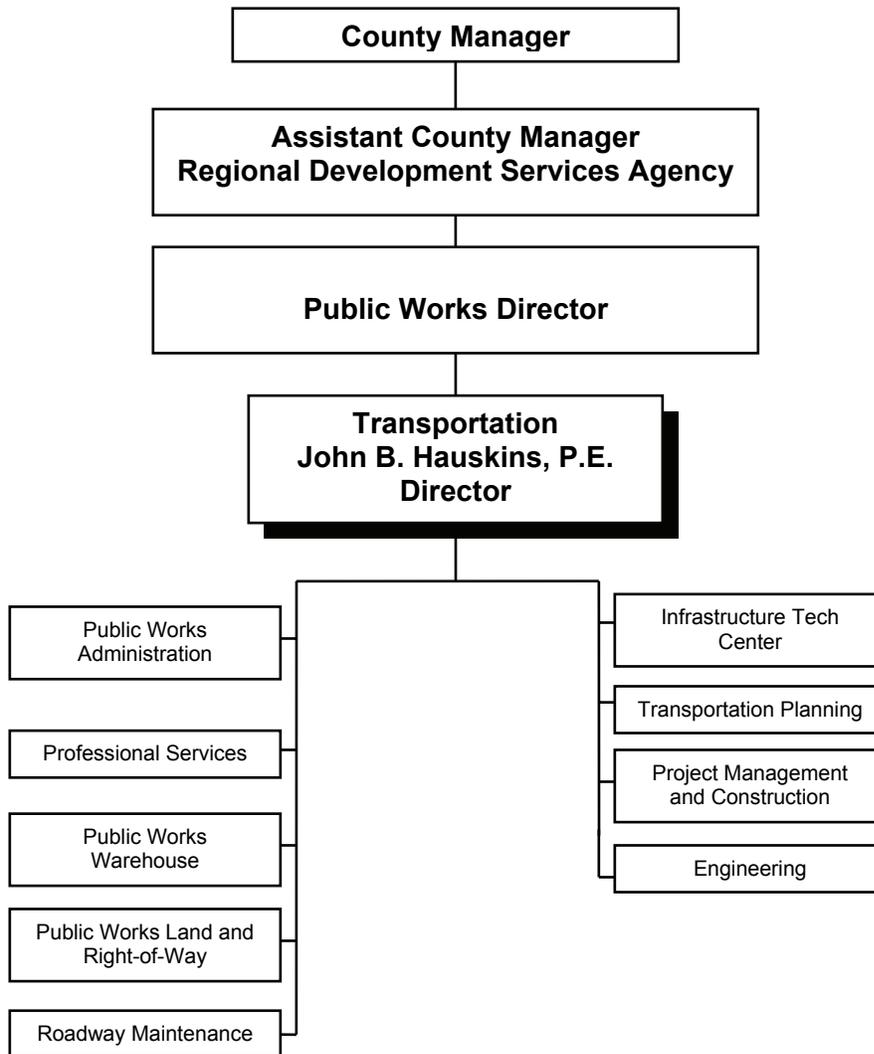
	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 380,534	\$ 380,534
FY 2006-07 REVISED RESTATED BUDGET:	\$ 380,534	\$ 380,534
FY 2007-08 BUDGET TARGET	\$ 380,534	\$ 380,534
Submission Over Target	\$ 228,957	\$ 228,957
BASE ADJUSTMENTS:		
Indirect Cost Offset	\$ (609,491)	\$ -
Subtotal	\$ (609,491)	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ -	\$ 609,491

Transportation

Analysis by Jamie Rullo, Principal Management & Budget Analyst

Summary

Organizational Chart



Mission

The mission of the Department of Transportation is to provide a quality transportation system to the travelers in Maricopa County so they can experience a safe, efficient and cost-effective journey.

Vision

We set a standard of excellence regionally enabling us to consistently deliver on our commitment to provide the right transportation system for Maricopa County at the right time and the right cost.

Strategic Goals

- **By June 30, 2009, the Maricopa County Department of Transportation will annually complete 85% of planned transportation infrastructure projects on time and within budget.**

Status: The budget supports attainment of this goal by funding activities in the Engineer and Build Roads and Structures Programs. The Department anticipates completing 76% of their projects in Fiscal Year 2006-07.

- **By December 31, 2007, the Maricopa County Department of Transportation will demonstrate support for the Maricopa Association of Governments Regional Transportation Plan and cooperation with our regional partners by proactively establishing partnerships with other local governments on the regional arterial projects contained in the Plan.**

Status: Partnerships with Mesa, Gilbert, El Mirage, and the Maricopa Association of Governments have been developed for several projects and studies related to the regional arteries. The budget supports attainment of this goal by funding the Project Partnerships activity.

- **By June 30, 2008, the Maricopa County Department of Transportation will achieve annual improvements in employee satisfaction and workplace safety by leading change for the efficient and effective management of people, programs, and operations through training, improved access to available resources, innovation, continuously improved processes, and the deployment of advanced technologies.**

Status: Working collaboratively with Staff Development, Public Works is providing classroom space for over sixty different classes to be held at the Durango Complex during the 2007 calendar year. The budget supports attainment of this goal by funding educational resources in Fiscal Year 2007-08.

- **By June 30, 2008, the Maricopa County Department of Transportation will improve access to the services and opportunities offered by the department to ensure the inclusion and participation of our diverse community.**

Status: The Maricopa County Department of Transportation is utilizing diverse interview panels to fill all vacancies, as mandated. The Public Works Diversity Council which is comprised of employees from Transportation, Flood Control District and Solid Waste Management Department have made their presence known in Public Works through publishing a Diversity questionnaire, the establishment of Diversity suggestion boxes at each location, and the distribution of Diversity information to all Public Works employees. Public Works Diversity Training has been scheduled and attendance is mandatory. The Transportation Department hosted the Maricopa County Diversity Council meeting in January 2007. The budget supports attainment of this goal by funding diversity resources in Fiscal Year 2007-08.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
64BT - BUILD ROADS AND BRIDGES	\$ 10,159,950	\$ 39,510,191	\$ 46,211,875	\$ 39,266,949	\$ 22,416,868	(\$ 23,795,007)	-51.5%
PRJT - PROJECT MANAGEMENT	-	-	2,500	2,316	-	(2,500)	-100.0%
RDCS - ROADWAY CONSTRUCTION	10,142,850	39,510,191	46,209,375	39,264,633	22,404,868	(23,804,507)	-51.5%
SRVY - SURVEY	-	-	-	-	12,000	12,000	-
TIPM - PROGRAM MGT AND SUPPORT	17,100	-	-	-	-	-	-
64ER - ENGINEER ROADS & STRUCTURES	\$ -	\$ 3,442,149	\$ 3,375,649	\$ 3,745,031	\$ 2,706,813	(\$ 668,836)	-19.8%
DSGN - ROADS AND STRUCTURE DESIGN	-	-	110,000	373,092	291,313	181,313	164.8%
REGU - REGULATION	-	3,351,416	3,174,916	2,656,149	2,400,000	(774,916)	-24.4%
RWAY - RIGHT-OF-WAY	-	90,733	90,733	715,790	15,500	(75,233)	-82.9%
64MT - MANAGE TRAFFIC	\$ 734,387	\$ 2,068,222	\$ 2,074,222	\$ 628,904	\$ 1,310,610	(\$ 763,612)	-36.8%
TRFC - TRAFFIC SIGNALS MAINT	-	30,000	31,000	53,698	39,850	8,850	28.5%
TRFE - TRAFFIC ENGINEERING	199,747	54,000	54,000	100,000	100,000	46,000	85.2%
TRIN - INCIDENT MANAGEMENT	-	-	-	-	420,760	420,760	-
TRMG - REAL TIME TRAFFIC MANAGEMENT	534,639	1,984,222	1,989,222	475,207	-	(1,989,222)	-100.0%
TRRS - REGIONAL TRAFFIC MGT SUPPORT	-	-	-	-	750,000	750,000	-
64RB - ROADWAY MAINTENANCE	\$ 540,481	\$ 540,858	\$ 541,858	\$ 739,642	\$ 1,201,500	\$ 659,642	121.7%
IRMT - INTEGRATED ROADWAY MAINT	540,481	540,858	540,858	724,027	1,200,000	659,142	121.9%
SIGN - TRAFFIC SIGNS MAINT	-	-	1,000	15,616	1,500	500	50.0%
64SD - TRANSPORTATION SYSTEM DEVT	\$ 2,991,647	\$ -	\$ -	\$ -	\$ -	-	-
PART - PROJECT PARTNERSHIPS	200	-	-	-	-	-	-
PROG - TRANSP PROJECT PROGRAMMING	2,991,447	-	-	-	-	-	-
99AS - ADMINISTRATIVE SERVICES PROG	\$ 122,610	\$ 40,990	\$ 97,390	\$ 103,482	\$ 96,311	(\$ 1,079)	-1.1%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 3,538	\$ -	\$ -	\$ 875	\$ -	-	-
99GV - GENERAL GOVERNMENT	\$ 108,590,283	\$ 109,547,042	\$ 109,547,642	\$ 112,367,448	\$ 114,449,088	\$ 4,901,446	4.5%
TOTAL PROGRAMS	\$ 123,142,894	\$ 155,149,452	\$ 161,848,636	\$ 156,852,332	\$ 142,181,190	(\$ 19,667,446)	-12.2%
EXPENDITURES							
64BT - BUILD ROADS AND BRIDGES	\$ 87,918,572	\$ 121,567,988	\$ 121,509,727	\$ 116,249,367	\$ 100,922,088	\$ 20,587,639	16.9%
CMGT - CONSTRUCTION MGT & ENG	-	444,804	279,160	224,379	221,322	57,838	20.7%
INSP - CONSTRUCTION INSPECTION	-	202,313	265,226	113,181	231,513	33,713	12.7%
PRJT - PROJECT MANAGEMENT	-	346,489	270,574	221,938	209,934	60,640	22.4%
QAQC - QUALITY ASSUR & QLTY CNTRL	-	576,060	711,525	608,110	668,786	42,739	6.0%
RDCS - ROADWAY CONSTRUCTION	87,360,865	119,240,034	119,194,034	114,106,705	98,605,934	20,588,100	17.3%
SRVY - SURVEY	-	574,352	673,008	673,995	679,732	(106,724)	-18.6%
TIPM - PROGRAM MGT AND SUPPORT	557,707	183,936	216,200	301,058	304,867	(88,667)	-41.0%
64ER - ENGINEER ROADS & STRUCTURES	\$ -	\$ 4,222,927	\$ 4,178,363	\$ 3,852,966	\$ 4,504,912	(\$ 326,549)	-7.8%
DSGN - ROADS AND STRUCTURE DESIGN	-	1,305,917	1,556,516	1,161,727	1,471,458	85,058	5.5%
IMPR - IMPROVEMENT DISTRICT ADMIN	-	8,653	-	-	-	-	-
REGU - REGULATION	-	1,732,891	1,726,257	1,639,468	1,818,365	(92,108)	-5.3%
RWAY - RIGHT-OF-WAY	-	663,424	670,881	633,003	849,523	(178,642)	-26.6%
UREL - UTILITY RELOCATION	-	512,042	224,709	418,769	365,566	(140,857)	-62.7%
64MT - MANAGE TRAFFIC	\$ 3,774,077	\$ 6,084,534	\$ 6,579,345	\$ 4,617,956	\$ 5,811,010	\$ 768,335	11.7%
TRFC - TRAFFIC SIGNALS MAINT	-	913,364	1,469,949	1,373,082	1,615,920	(145,971)	-9.9%
TRFE - TRAFFIC ENGINEERING	1,739,741	2,011,246	2,049,624	1,789,313	1,814,030	235,594	11.5%
TRIN - INCIDENT MANAGEMENT	-	-	-	-	903,993	(903,993)	-
TRMG - REAL TIME TRAFFIC MANAGEMENT	2,034,336	3,159,924	3,059,772	1,455,561	632,067	2,427,705	79.3%
TRRS - REGIONAL TRAFFIC MGT SUPPORT	-	-	-	-	845,000	(845,000)	-
64RB - ROADWAY MAINTENANCE	\$ 28,456,727	\$ 33,061,186	\$ 32,099,795	\$ 32,723,565	\$ 36,574,815	(\$ 4,475,020)	-13.9%
EAST - EAST AREA MAINTENANCE	-	1,373,677	1,420,569	1,319,991	1,485,429	(64,860)	-4.6%
IRMT - INTEGRATED ROADWAY MAINT	28,456,727	20,056,335	18,978,380	19,641,831	22,606,176	(3,627,796)	-19.1%
OFFQ - OFF-ROAD EQUIPMENT	-	1,491,529	1,211,944	1,329,193	1,338,742	(126,798)	-10.5%
ONEQ - ON-ROAD EQUIPMENT	-	3,486,219	2,575,651	2,621,849	2,652,355	(76,704)	-3.0%
RDCU - ROADWAY CLEAN-UP	-	-	-	-	392,271	(392,271)	-
ROFW - RIGHT-OF-WAY MAINTENANCE	-	1,201,100	1,960,488	1,961,031	2,051,764	(91,276)	-4.7%
SIGN - TRAFFIC SIGNS MAINT	-	1,543,391	1,841,257	1,444,822	1,746,627	94,630	5.1%
STRP - ROADWAY STRIPING MAINT	-	1,576,384	1,813,859	2,058,764	1,833,884	(20,025)	-1.1%
WEST - WEST AREA MAINTENANCE	-	1,200,880	866,770	990,185	917,023	(50,253)	-5.8%
ZONE - WORK ZONE TRAFFIC CONTROL	-	1,131,671	1,430,877	1,355,898	1,550,544	(119,667)	-8.4%
64SD - TRANSPORTATION SYSTEM DEVT	\$ 3,841,333	\$ 2,582,266	\$ 2,567,856	\$ 2,494,470	\$ 2,415,754	\$ 152,102	5.9%
ENVC - ENVIRONMENTAL CLEARANCE	-	271,073	272,174	253,151	277,782	(5,608)	-2.1%
PART - PROJECT PARTNERSHIPS	342,005	432,616	407,192	340,603	402,008	5,184	1.3%
POUT - PUBLIC OUTREACH	466,548	448,860	467,225	440,163	470,566	(3,341)	-0.7%
PROG - TRANSP PROJECT PROGRAMMING	3,032,780	663,025	626,003	678,301	654,445	(28,442)	-4.5%
TPLN - TRANSPORTATION PLANNING	-	766,692	795,262	782,251	610,953	184,309	23.2%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 5,304,253	\$ 5,150,432	\$ 6,405,491	\$ 6,161,994	\$ 6,202,201	\$ 203,290	3.2%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 3,455,500	\$ 3,541,494	\$ 2,913,695	\$ 2,664,341	\$ 3,060,731	(\$ 147,036)	-5.0%
99GV - GENERAL GOVERNMENT	\$ 1,647,490	\$ 2,995,153	\$ 2,995,153	\$ 3,035,149	\$ 4,011,569	(\$ 1,016,416)	-33.9%
TOTAL PROGRAMS	\$ 134,397,951	\$ 179,205,980	\$ 179,249,425	\$ 171,799,809	\$ 163,503,080	\$ 15,746,345	8.8%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
64BT - BUILD ROADS AND BRIDGES	51.00	51.00	-	0.0%
CMGT - CONSTRUCTION MGT & ENG	4.00	4.00	-	0.0%
INSP - CONSTRUCTION INSPECTION	6.00	6.00	-	0.0%
PRJT - PROJECT MANAGEMENT	6.00	6.00	-	0.0%
QAQC - QUALITY ASSUR & QLTY CNTRL	11.00	11.00	-	0.0%
SRVY - SURVEY	16.00	16.00	-	0.0%
TIPM - PROGRAM MGT AND SUPPORT	8.00	8.00	-	0.0%
64ER - ENGINEER ROADS & STRUCTURES	69.00	80.00	11.00	15.9%
DSGN - ROADS AND STRUCTURE DESIGN	19.00	19.16	0.16	0.8%
IMPR - IMPROVEMENT DISTRICT ADMIN	2.00	1.84	(0.16)	-8.0%
REGU - REGULATION	23.00	23.00	-	0.0%
RWAY - RIGHT-OF-WAY	19.00	30.00	11.00	57.9%
UREL - UTILITY RELOCATION	6.00	6.00	-	0.0%
64MT - MANAGE TRAFFIC	37.00	37.00	-	0.0%
TRFC - TRAFFIC SIGNALS MAINT	11.00	11.00	-	0.0%
TRFE - TRAFFIC ENGINEERING	20.00	21.00	1.00	5.0%
TRIN - INCIDENT MANAGEMENT	-	2.00	2.00	
TRMG - REAL TIME TRAFFIC MANAGEMENT	6.00	3.00	(3.00)	-50.0%
64RB - ROADWAY MAINTENANCE	223.00	223.00	-	0.0%
EAST - EAST AREA MAINTENANCE	23.00	23.00	-	0.0%
IRMT - INTEGRATED ROADWAY MAINT	29.00	28.00	(1.00)	-3.4%
OFFQ - OFF-ROAD EQUIPMENT	21.00	22.00	1.00	4.8%
ONEQ - ON-ROAD EQUIPMENT	42.00	42.00	-	0.0%
RDCU - ROADWAY CLEAN-UP	-	1.00	1.00	
ROFW - RIGHT-OF-WAY MAINTENANCE	37.00	37.00	-	0.0%
SIGN - TRAFFIC SIGNS MAINT	18.00	18.00	-	0.0%
STRP - ROADWAY STRIPING MAINT	16.00	15.00	(1.00)	-6.3%
WEST - WEST AREA MAINTENANCE	15.00	15.00	-	0.0%
ZONE - WORK ZONE TRAFFIC CONTROL	22.00	22.00	-	0.0%
64SD - TRANSPORTATION SYSTEM DEVT	29.00	29.00	-	0.0%
ENVC - ENVIRONMENTAL CLEARANCE	4.00	4.00	-	0.0%
PART - PROJECT PARTNERSHIPS	6.00	6.00	-	0.0%
POUT - PUBLIC OUTREACH	6.00	6.00	-	0.0%
PROG - TRANSP PROJECT PROGRAMMING	8.00	8.00	-	0.0%
TPLN - TRANSPORTATION PLANNING	5.00	5.00	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	40.00	54.00	14.00	35.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	35.00	41.00	6.00	17.1%
TOTAL PROGRAMS	484.00	515.00	31.00	6.4%

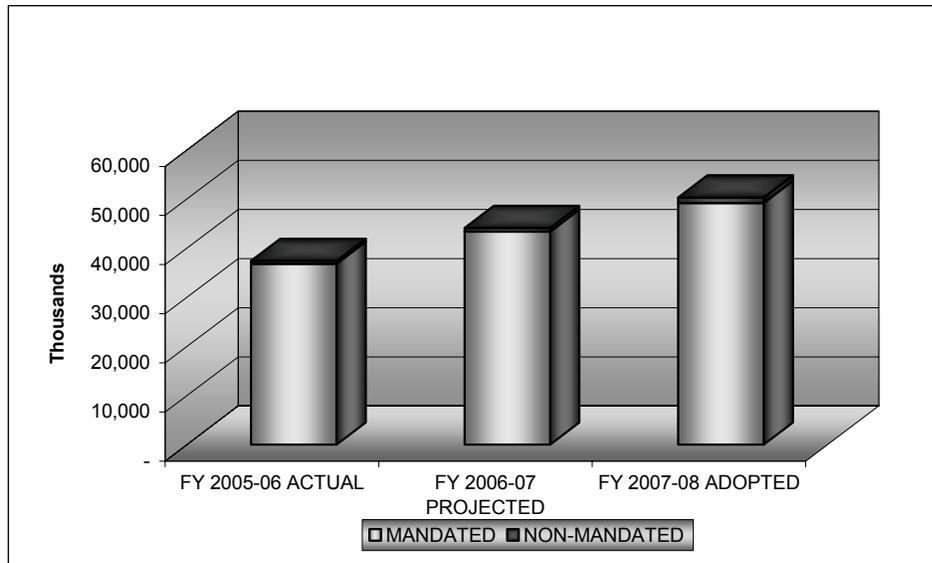
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Licenses & Permits	\$ 2,901,458	\$ 3,351,416	\$ 3,274,916	\$ 3,029,241	\$ 2,691,313	\$ (583,603)	-17.8%
Intergovernmental	115,893,662	150,177,983	150,624,253	150,930,659	136,964,716	(13,659,537)	-9.1%
Charges For Service	-	-	250,000	225,000	98,850	(151,150)	-60.5%
Miscellaneous Revenues	4,027,728	1,415,253	7,494,667	2,462,633	1,526,311	(5,968,356)	-79.6%
Other Financing Sources	320,046	204,800	204,800	204,800	900,000	695,200	339.5%
Total Revenue	\$ 123,142,894	\$ 155,149,452	\$ 161,848,636	\$ 156,852,332	\$ 142,181,190	\$ (19,667,446)	-12.2%
EXPENDITURES							
Personal Services	\$ 27,158,458	\$ 30,400,391	\$ 30,579,531	\$ 29,817,719	\$ 31,827,014	\$ (1,247,483)	-4.1%
Supplies	2,939,081	2,745,582	2,633,918	2,528,702	2,762,431	(128,513)	-4.9%
Services	25,342,159	46,356,254	47,704,823	44,943,344	41,541,969	6,162,854	12.9%
Other Financing Uses	1,647,489	1,710,409	1,710,409	1,710,409	1,810,747	(100,338)	-5.9%
Capital Outlay	77,310,763	97,993,344	96,620,744	92,799,635	85,560,919	11,059,825	11.4%
Total Expenditures	\$ 134,397,951	\$ 179,205,980	\$ 179,249,425	\$ 171,799,809	\$ 163,503,080	\$ 15,746,345	8.8%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
223 TRANSPORTATION GRANTS	\$ 370,123	\$ 1,984,222	\$ 1,984,222	\$ 475,207	\$ 1,170,760	\$ (813,462)	-41.0%
232 TRANSPORTATION OPERATIONS	111,872,001	113,655,039	113,655,039	117,112,493	118,605,562	4,950,523	4.4%
234 TRANSPORTATION CAPITAL PROJECT	77,628,212	105,893,752	112,549,491	105,604,749	82,114,126	(30,435,365)	-27.0%
900 ELIMINATIONS	(66,727,442)	(66,383,561)	(66,340,116)	(66,340,116)	(59,709,258)	6,630,858	-10.0%
TOTAL FUNDS	\$ 123,142,894	\$ 155,149,452	\$ 161,848,636	\$ 156,852,332	\$ 142,181,190	\$ (19,667,446)	-12.2%
EXPENDITURES							
223 TRANSPORTATION GRANTS	\$ 471,836	\$ 1,984,222	\$ 1,984,222	\$ 475,207	\$ 1,170,760	\$ 813,462	41.0%
232 TRANSPORTATION OPERATIONS	117,289,276	124,411,285	124,411,285	123,558,013	123,435,644	975,641	0.8%
234 TRANSPORTATION CAPITAL PROJECT	83,364,282	119,194,034	119,194,034	114,106,705	98,605,934	20,588,100	17.3%
900 ELIMINATIONS	(66,727,442)	(66,383,561)	(66,340,116)	(66,340,116)	(59,709,258)	(6,630,858)	10.0%
TOTAL FUNDS	\$ 134,397,951	\$ 179,205,980	\$ 179,249,425	\$ 171,799,809	\$ 163,503,080	\$ 15,746,345	8.8%

Mandated vs. Non-Mandated Expenditures



Programs and Activities

Build Roads and Structures Program

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.

Program Results

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of capital budget expended compared to planned	73.0%	90.0%	90.0%	98.0%	85.0%	-5.0%	-5.6%

Activities that comprise this program include:

- Program Management and Support
- Project Management
- Roadway Construction
- Construction Management and Engineering
- Construction Inspection
- Survey
- Quality Assurance/Quality Control

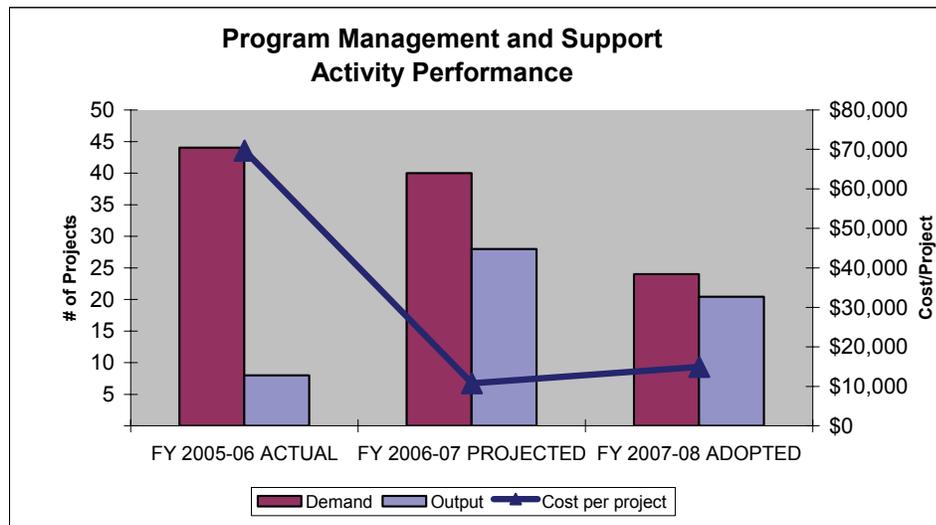
Program Management and Support Activity

The purpose of the Program Management & Support Activity is to provide program management oversight & support so that projects can be delivered in a timely and cost effective manner.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	0.0%	75.0%	75.0%	70.0%	88.0%	13.0%	17.3%
<i>Percent of projects completed on time and within budget.</i>							
Demand	44	40	37	40	24	(13)	-35.1%
<i>Number of planned transportation projects</i>							
Output	8	30	30	28	20	(10)	-32.0%
<i>Number of planned transportation projects completed</i>							
Efficiency	18.2%	75.0%	81.1%	70.0%	85.0%	3.9%	4.8%
<i>Percent of Demand met</i>							
Cost per project	\$ 69,713.38	\$ 6,131.20	\$ 7,206.67	\$ 10,752.07	\$ 14,944.46	\$ (7,737.79)	-107.4%
<i>Cost per project</i>							
Revenues by Fund							
Transportation Operations	\$ 17,100	\$ -	\$ -	\$ -	\$ -	\$ -	-
Totals	\$ 17,100	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenditures by Fund							
Transportation Operations	\$ 557,707	\$ 183,936	\$ 216,200	\$ 301,058	\$ 304,867	\$ (88,667)	-41.0%
Totals	\$ 557,707	\$ 183,936	\$ 216,200	\$ 301,058	\$ 304,867	\$ (88,667)	-41.0%
Staffing (FTEs)	-	-	8.00	-	8.00	-	0.0%



The FY 2007-08 budget for the Program Management and Support Activity meets the forecasted output of 20 projects at an annual cost of \$14,944 per project completed in order to achieve 85% completion. The budget also supports results of 88% of projects completed on time and within budget.

The FY 2006-07 budget assumed a decrease in demand, with an 81% completion rate. The number of transportation projects projected to be completed has actually declined by 6.7%. The FY 2007-08 budget assumes a continued decrease in demand. The demand of projects supported and managed is based on the Transportation Improvement Program developed by the Department and will vary from year to year.

Total FY 2007-08 expenditures will be budgeted to increase by \$88,667 (41%) from the FY 2006-07 revised budget. The increase related to rate is \$157,851 (73%) and is offset by a favorable volume variance of \$69,184 (32%). The increased rate cost is due to fewer personnel costs being allocated out to the Transportation Capital Projects Fund (234) since the number of projects is reduced.

Project Management Activity

The purpose of the Project Management Activity is to provide overall project coordination to transportation improvement projects so that projects are delivered on time and in a cost effective manner.

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:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand						
<i>Number of TIP projects to be managed</i>	50	40	40	30	(10)	-25.0%
Output						
<i>Number of projects managed</i>	50	32	37	30	(2)	-6.3%
<i>Percent of Demand met</i>	100.0%	80.0%	92.5%	100.0%	20.0%	25.0%
Efficiency						
<i>Cost per project</i>	\$ 6,929.78	\$ 8,455.44	\$ 5,998.32	\$ 6,997.80	\$ 1,457.64	17.2%
Revenues by Fund						
Transportation Operations	\$ -	\$ 2,500	\$ 2,316	\$ -	\$ (2,500)	-100.0%
Totals	\$ -	\$ 2,500	\$ 2,316	\$ -	\$ (2,500)	-100.0%
Expenditures by Fund						
Transportation Operations	\$ 346,489	\$ 270,574	\$ 221,938	\$ 209,934	\$ 60,640	22.4%
Totals	\$ 346,489	\$ 270,574	\$ 221,938	\$ 209,934	\$ 60,640	22.4%
Staffing (FTEs)						
	-	6.00	-	6.00	-	0.0%

The FY 2007-08 budget for the Project Management Activity meets the forecasted demand of 30 projects at an annual cost of \$6,998 per project managed in order to achieve 100.0% completion. The demand is expected to decrease by 10 or 25.0% in Fiscal Year 2007-08. The demand of projects managed is based on the Transportation Improvement Program developed by the Department and will vary from year to year.

Total FY 2007-08 expenditures will be budgeted to decrease by \$60,640 (22.4%) from the FY 2006-07 revised budget. The decrease related to rate is \$9,907 (3.7%) and the decrease related to volume is \$50,733 (18.8%). The decrease in rate cost is due to declining marginal costs in projects managed.

Roadway Construction Activity

The purpose of the Roadway Construction Activity is to deliver new or improved road and structure projects on time and in a cost effective manner.

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:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand	62	62	37	24	(38)	-61.3%
<i>Number of new or improved projects</i>						
Output	49	49	28	20	(29)	-58.4%
<i>Number of new or improved projects completed.</i>						
Percent of Demand met	79.0%	79.0%	75.7%	85.0%	6.0%	7.6%
Efficiency	\$ 2,433,470.08	\$ 2,432,531.31	\$ 4,075,239.47	\$ 4,833,624.22	\$ (2,401,092.91)	-98.7%
<i>Cost per project</i>						
Revenues by Fund						
Transportation Capital Project	\$ 105,893,752	\$ 112,549,491	\$ 105,604,749	\$ 82,114,126	\$ (30,435,365)	-27.0%
Eliminations	(66,383,561)	(66,340,116)	(66,340,116)	(59,709,258)	6,630,858	-10.0%
Totals	\$ 39,510,191	\$ 46,209,375	\$ 39,264,633	\$ 22,404,868	\$ (23,804,507)	-51.5%
Expenditures by Fund						
Transportation Operations	\$ 66,429,561	\$ 66,340,116	\$ 66,340,116	\$ 59,709,258	\$ 6,630,858	10.0%
Transportation Capital Project	119,194,034	119,194,034	114,106,705	98,605,934	20,588,100	17.3%
Eliminations	(66,383,561)	(66,340,116)	(66,340,116)	(59,709,258)	(6,630,858)	10.0%
Totals	\$ 119,240,034	\$ 119,194,034	\$ 114,106,705	\$ 98,605,934	\$ 20,588,100	17.3%
Staffing (FTEs)	-	-	-	-	-	-

The FY 2007-08 budget for the Roadway Construction Activity meets the forecasted output of 20 projects at an annual cost of \$4,833,624 per project in order to achieve 85% completion. The budget assumes a decrease in demand by 38 projects or 61.3% compared to FY 2006-07 revised. The demand of new projects constructed is based on the Transportation Improvement Program developed by the Department and will vary from year to year.

Total FY 2007-08 expenditures will be budgeted to decrease by \$20,588,100 (17.3%) from the FY 2006-07 revised budget. The decrease related to volume is \$69,570,395 (58.4%) and is offset by an unfavorable rate variance of \$48,982,295 (41.1%). The increased rate cost is immaterial in this activity as the expenditures are determined by the size and scope of the individual projects, which will vary from year to year.

Base Adjustments: Transfers Out in the Transportation Operations Fund (232) were reduced by \$2,881,339, from \$64,401,344 to \$61,520,005 in the budget in order to fund an increase in Risk Management charges of \$421,951 and to achieve a \$0 fund balance. Transfers In to the Transportation Capital Project Fund (234) were reduced by \$2,881,339, from \$62,590,597 to \$59,709,258. Accordingly, Transfers In and Out in the Eliminations Fund (900) were increased by \$2,881,339.

Construction Management and Engineering Activity

The purpose of the Construction Management & Engineering Activity is to provide construction management and engineering support to construction projects so that projects can be delivered on time and in a cost effective manner.

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:

	FY 2006-07			FY 2007-08 ADOPTED	Variance	
	ADOPTED	REVISED	PROJ ACT		(Rev. - Adopted)	%
Demand						
<i>Number of projects requiring support</i>	30	50	50	30	(20)	-40.0%
Output						
<i>Number of projects supported.</i>	30	50	50	30	(20)	-40.0%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency						
<i>Cost per project supported</i>	\$ 14,826.80	\$ 5,583.20	\$ 4,487.59	\$ 7,377.40	\$ (1,794.20)	-32.1%
Expenditures by Fund						
Transportation Operations	\$ 444,804	\$ 279,160	\$ 224,379	\$ 221,322	\$ 57,838	20.7%
Totals	\$ 444,804	\$ 279,160	\$ 224,379	\$ 221,322	\$ 57,838	20.7%
Staffing (FTEs)	-	4.00	-	4.00	-	0.0%

The FY 2007-08 budget for the Construction Management and Engineering Activity meets the forecasted demand of 30 projects supported at an annual cost of \$7,377 per project in order to achieve 100.0% completion. The budget assumes a decrease in demand of 20 projects or 40.0%. The demand of projects supported is based on the Transportation Improvement Program developed by the Department and will vary from year to year.

Total FY 2007-08 expenditures will be budgeted to decrease by \$57,838 (20.7%) from the FY 2006-07 revised budget. The decrease attributed to volume is \$111,644 (11.0%) and is offset by an unfavorable rate variance of \$53,826 (19.3%). The rate per project increased because personnel and other resources remain somewhat constant regardless of the number of projects supported. Swings in project amounts will occur from year to year, and personnel allocations out to capital projects vary as well depending upon the scope of the projects. The Department plans to allocate out \$40,000 more in FY 2007-08 than in FY 2006-07.

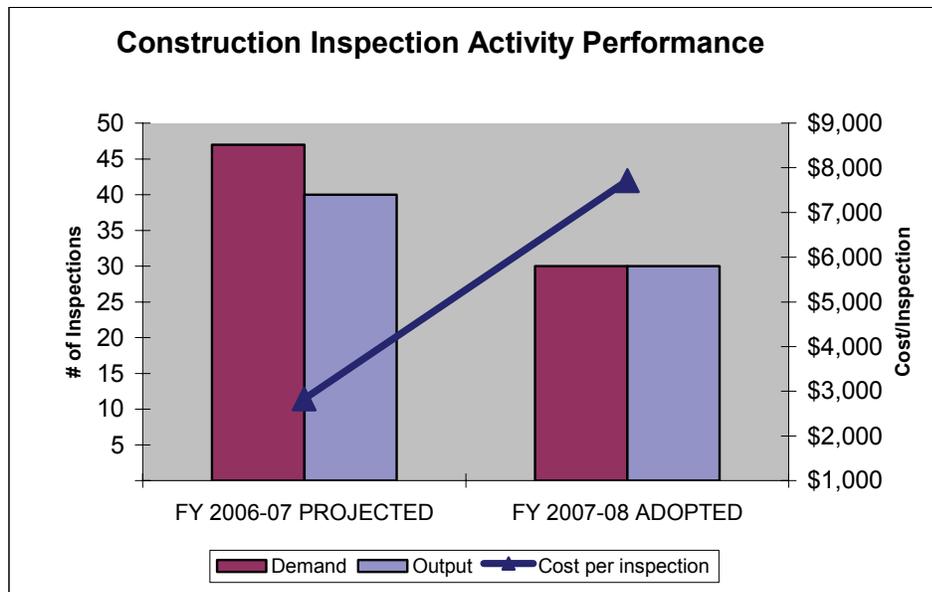
Construction Inspection Activity

The purpose of the Construction Inspection Activity is to provide inspection support so that projects can be delivered in a safe and cost effective manner.

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:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand <i>Number of construction inspections required</i>	30	47	47	30	(17)	-36.2%
Output <i>Number of construction inspections completed</i>	30	40	40	30	(10)	-25.0%
Percent of Demand met	100.0%	85.1%	85.1%	100.0%	14.9%	17.5%
Efficiency <i>Cost per inspection</i>	\$ 6,743.77	\$ 6,630.65	\$ 2,829.51	\$ 7,717.10	\$ (1,086.45)	-16.4%
Expenditures by Fund Transportation Operations	\$ 202,313	\$ 265,226	\$ 113,181	\$ 231,513	\$ 33,713	12.7%
Totals	\$ 202,313	\$ 265,226	\$ 113,181	\$ 231,513	\$ 33,713	12.7%
Staffing (FTEs)	-	6.00	-	6.00	-	0.0%



The FY 2007-08 budget for the Construction Inspection Activity meets the forecasted demand of 30 inspections at an annual cost of \$7,717 per inspection in order to achieve 100% completion. The budget assumes a decrease in demand of 17 projects or 36.2%. The demand of projects inspected is based on the Transportation Improvement Program developed by the Department and will vary from year to year. The FY 2006-07 revised budget assumed a completion rate of 85.1%.

Total FY 2007-08 expenditures will be budgeted to decrease by \$33,713 (12.7%) from the FY 2006-07 revised budget. The decrease related to volume is \$66,307 (25.0%) and is offset by an unfavorable rate variance of \$32,594 (12.7%). The increased rate cost is created by increased personnel costs in this activity.

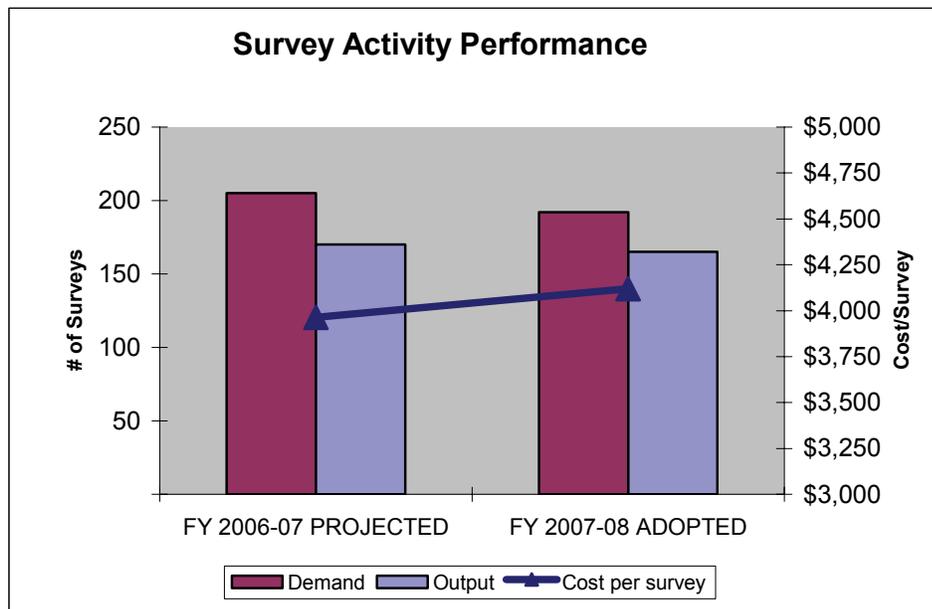
Survey Activity

The purpose of the Survey Activity is to provide survey support so that projects can be delivered in a safe and cost effective manner.

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:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
<u>Demand</u>	220	205	205	192	(13)	-6.3%
<i>Number of surveys needed</i>						
<u>Output</u>	215	176	170	165	(11)	-6.3%
<i>Number of surveys completed</i>						
<i>Percent of Demand met</i>	97.7%	85.9%	82.9%	85.9%	0.1%	0.1%
<u>Efficiency</u>	\$ 2,671.40	\$ 3,255.73	\$ 3,964.68	\$ 4,119.59	\$ (863.86)	-26.5%
<i>Cost per survey</i>						
<u>Revenues by Fund</u>						
Transportation Operations	\$ -	\$ -	\$ -	\$ 12,000	\$ 12,000	
Totals	\$ -	\$ -	\$ -	\$ 12,000	\$ 12,000	
<u>Expenditures by Fund</u>						
Transportation Operations	\$ 574,352	\$ 573,008	\$ 673,995	\$ 679,732	\$ (106,724)	-18.6%
Totals	\$ 574,352	\$ 573,008	\$ 673,995	\$ 679,732	\$ (106,724)	-18.6%
<u>Staffing (FTEs)</u>	-	16.00	-	16.00	-	0.0%



The FY 2007-08 budget for the Survey Activity meets the budgeted output of 165 surveys at an annual cost of \$4,120 per survey completed in order to achieve 85.9% completion. The budget assumes a decrease in demand by 13 surveys or 6.3%.

Total FY 2007-08 expenditures will be budgeted to increase by \$106,724 (18.6%) from the FY 2006-07 revised budget. The increase related to rate is \$142,537 (24.9%) and is offset by favorable volume variance of \$35,813 (6.3%). The increased rate cost is created by increased personnel costs in this activity.

Total FY 2007-08 revenue is budgeted to increase by \$12,000, which is expected from the trade in of two Global Positioning System rovers.

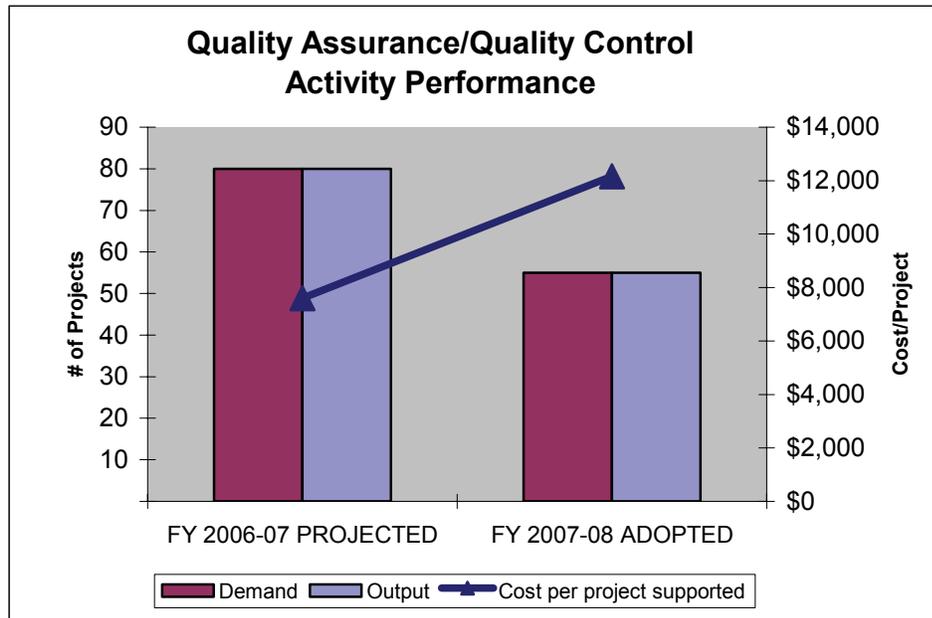
Quality Assurance/Quality Control Activity

The purpose of the Quality Assurance/Quality Control Activity is to provide quality oversight so that projects can be delivered at the level of quality specified.

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:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Rec.) %	
<u>Demand</u> <i>Anticipated number of projects to be supported.</i>	80	80	80	55	(25)	-31.3%
<u>Output</u> <i>Number of projects supported.</i>	80	80	80	55	(25)	-31.3%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u> <i>Cost per project supported</i>	\$ 7,200.75	\$ 8,894.06	\$ 7,601.38	\$ 12,159.75	\$ (3,265.68)	-36.7%
<u>Expenditures by Fund</u> Transportation Operations	\$ 576,060	\$ 711,525	\$ 608,110	\$ 668,786	\$ 42,739	6.0%
Totals	\$ 576,060	\$ 711,525	\$ 608,110	\$ 668,786	\$ 42,739	6.0%
<u>Staffing (FTEs)</u>	-	11.00	-	11.00	-	0.0%



The FY 2007-08 budget for the Quality Assurance/Quality Control Activity meets the forecasted demand of 55 projects supported at an annual cost of \$12,160 per project in order to achieve 100% completion. The budget assumes a decrease in demand by 25 projects or 31.3%. The demand of

projects supported is based on historical data and the Department's In-Progress Review project status update program.

Total FY 2007-08 expenditures will be budgeted to decrease by \$42,739 (6.0%) from the FY 2006-07 revised budget. The decrease related to volume is \$222,352 (31.3%) and is offset by an unfavorable rate variance of \$179,613 (25.2%). The rate variance is insignificant in this activity as the personnel supporting the projects are not shifted to other activities if the demand changes. Demand will vary from year to year.

Engineer Roads and Structures Program

The purpose of the Engineer Roads and Structures Program is to provide roadway pre-build services and support to contractors so that they can build and implement cost effective and safe projects in a timely manner.

Activities that comprise this program include:

- Roads and Structure Design
- Regulation
- Right-of-Way
- Utilities Relocation

Roads and Structures Design Activity

The purpose of the Roads and Structures Design Activity is to provide complete construction plans and plans reviews to contractors so they can build and implement cost effective and safe projects in a timely manner and with minimal changes.

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:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand	96	96	96	96	-	0.0%
<i>Number of project reviews needed</i>						
Output	23	23	48	96	73	317.4%
<i>Number of project reviews completed.</i>						
<i>Percent of Demand met</i>	24.0%	24.0%	50.0%	100.0%	76.0%	317.4%
Efficiency	\$ 56,779.00	\$ 67,674.61	\$ 24,202.64	\$ 15,327.69	\$ 52,346.92	77.4%
<i>Cost per project review</i>						
Revenues by Fund						
Transportation Operations	\$ -	\$ 110,000	\$ 373,092	\$ 291,313	\$ 181,313	164.8%
Totals	\$ -	\$ 110,000	\$ 373,092	\$ 291,313	\$ 181,313	164.8%
Expenditures by Fund						
Transportation Operations	\$ 1,305,917	\$ 1,556,516	\$ 1,161,727	\$ 1,471,458	\$ 85,058	5.5%
Totals	\$ 1,305,917	\$ 1,556,516	\$ 1,161,727	\$ 1,471,458	\$ 85,058	5.5%
Staffing (FTEs)	-	19.00	-	19.16	0.16	0.8%

The FY 2007-08 budget for the Roads and Structures Design Activity meets the forecasted demand of 96 project reviews at an annual cost of \$15,328 per review at 100% completion.

The FY 2006-07 budget assumed an increase in demand from 79 to 96 project reviews, with a completion rate of 24% or 23 reviews completed. The completed reviews are actually projected to

increase by 25 at a 50% completion rate. The FY 2007-08 budget assumes the same level of demand with the percent of demand met at 100%. The Transportation Department is expecting to meet 100% of their goal by changing the review process and gaining efficiencies.

Total FY 2007-08 expenditures will be budgeted to decrease by \$85,058 (5.5%) from the FY 2006-07 revised budget. The decrease related to rate is \$5,025,304 (322.9%) and is offset by an unfavorable volume variance of \$4,940,246 (317.4%). The decreased rate cost is due to the decrease in marginal costs of project reviews completed.

Total FY 2007-08 revenue is budgeted to increase by \$181,313 over revised FY 2006-07. The revenue source for this activity is fiber-optic licensing fees from telecommunications companies that use our right-of-way. The FY 2007-08 amount is a more accurate estimate; FY 2006-07 revenue was budgeted too conservatively.

Regulation Activity

The purpose of the Regulation Activity is to provide plan review and field inspections of projects impacting County right-of-way for permit applicants so that they can complete their projects in compliance with County requirements.

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:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand <i>Number of project plan sheets submitted for review.</i>	8,000	8,000	2,240	2,240	(5,760)	-72.0%
Output <i>Number of project plan sheets reviewed for compliance.</i>	6,500	6,500	1,000	1,000	(5,500)	-84.6%
Percent of Demand met	81.3%	81.3%	44.6%	44.6%	-36.6%	-45.1%
Efficiency <i>Cost per project plan sheet review</i>	\$ 266.60	\$ 265.58	\$ 1,639.47	\$ 1,818.37	\$ (1,552.79)	-584.7%
Revenues by Fund						
Transportation Operations	\$ 3,351,416	\$ 3,174,916	\$ 2,656,149	\$ 2,400,000	\$ (774,916)	-24.4%
Totals	\$ 3,351,416	\$ 3,174,916	\$ 2,656,149	\$ 2,400,000	\$ (774,916)	-24.4%
Expenditures by Fund						
Transportation Operations	\$ 1,732,891	\$ 1,726,257	\$ 1,639,468	\$ 1,818,365	\$ (92,108)	-5.3%
Totals	\$ 1,732,891	\$ 1,726,257	\$ 1,639,468	\$ 1,818,365	\$ (92,108)	-5.3%
Staffing (FTEs)	-	23.00	-	23.00	-	0.0%

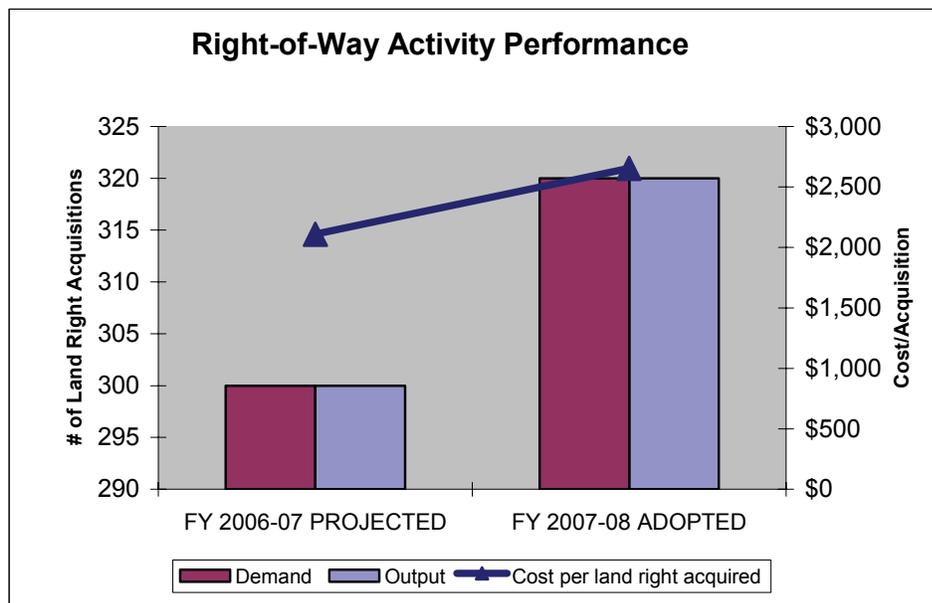
Right of Way Activity

The purpose of the Right-of-Way Activity is to provide the land rights identified in the roadway or structure design plans to the public and project team so that they can build the roads or structures on time.

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:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand <i>Number of land right acquisitions needed</i>	450	450	300	320	(130)	-28.9%
Output <i>Number of land rights acquired.</i>	400	400	300	320	(80)	-20.0%
<i>Percent of Demand met</i>	88.9%	88.9%	100.0%	100.0%	11.1%	12.5%
Efficiency <i>Cost per acquisition</i>	\$ 1,658.56	\$ 1,677.20	\$ 2,110.01	\$ 2,654.76	\$ (977.56)	-58.3%
Revenues by Fund						
Transportation Operations	\$ 90,733	\$ 90,733	\$ 715,790	\$ 15,500	\$ (75,233)	-82.9%
Totals	\$ 90,733	\$ 90,733	\$ 715,790	\$ 15,500	\$ (75,233)	-82.9%
Expenditures by Fund						
Transportation Operations	\$ 663,424	\$ 670,881	\$ 633,003	\$ 849,523	\$ (178,642)	-26.6%
Totals	\$ 663,424	\$ 670,881	\$ 633,003	\$ 849,523	\$ (178,642)	-26.6%
Staffing (FTEs)	-	19.00	-	30.00	11.00	57.9%



The FY 2007-08 budget for the Right-of-Way Activity meets the forecasted demand of 320 acquisitions at a cost of \$2,655 per acquisition in order to achieve 100% completion.

The FY 2006-07 budget assumed an increase in demand to 450, with completion of 88.9%; however, projections indicate a reduction in demand of 150 and output of 100. The FY 2007-08 budget assumes the lower level of demand at 320 but with greater percent of demand met at 100.0%. The demand and output are forecasted based on the anticipated acquisition schedule as determined by the Department's Project Management Information System and the reprioritization of transportation projects each year.

Total FY 2007-08 expenditures will be budgeted to increase by \$178,642 (26.6%) from the FY 2006-07 revised budget. The decrease related to volume is \$134,176 (20.0%) and is offset by an unfavorable rate variance of \$312,818 (46.6%). The increased rate cost is due to decreased personnel costs being allocated out to the Flood Control District for services provided. These cost allocations may vary from year to year depending on the District's need.

Total FY 2007-08 revenue is budgeted to decrease by \$75,233 over revised FY 2006-07. The revenue source is payment by the Flood Control District for services rendered by Transportation. Prior years' services were reported as an expenditure allocation out.

Utilities Relocation Activity

The purpose of the Utilities Relocation Activity is to provide oversight and management of utilities installation and relocation in County rights of way so that contractors can complete their projects in compliance with County requirements.

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:

	FY 2006-07			FY 2007-08 ADOPTED	Variance	
	ADOPTED	REVISED	PROJ ACT		(Rev. - Adopted)	%
<u>Demand</u>	1,500	1,500	1,500	1,500	-	0.0%
<i>Number of utility permits needed</i>						
<u>Output</u>	1,500	1,500	1,500	1,500	-	0.0%
<i>Number of utility permits completed.</i>						
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u>	\$ 341.36	\$ 149.81	\$ 279.18	\$ 243.71	\$ (93.90)	-62.7%
<i>Cost per utility permit</i>						
<u>Expenditures by Fund</u>						
Transportation Operations	\$ 512,042	\$ 224,709	\$ 418,769	\$ 365,566	\$ (140,857)	-62.7%
Totals	\$ 512,042	\$ 224,709	\$ 418,769	\$ 365,566	\$ (140,857)	-62.7%
<u>Staffing (FTEs)</u>	-	6.00	-	6.00	-	0.0%

Manage Traffic Program

The purpose of the Manage Traffic Program is to effectively and continuously manage the existing roadway system through the application of Traffic Engineering and Intelligent Transportation Systems (ITS) technologies for the traveling public so that they can experience efficient, safe, and predictable travel.

Activities that comprise this program include:

- Real Time Traffic Management Activity
- Traffic Engineering
- Incident Management
- Regional Traffic Management Support
- Traffic Signals Maintenance

Real Time Traffic Management Activity

The purpose of the Real Time Traffic Management Activity is to provide coordinated traffic and Intelligent Transportation Systems (ITS) operations services to reduce traffic congestion for the traveling public so that travel delays are minimized.

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:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
<u>Demand</u>	490,250	490,250	1,260,548,000	1,298,364,440	1,297,874,190	264737.2%
<i>Number of Vehicle Miles Traveled (VMT) to be serviced by real time traffic management activities</i>						
<u>Output</u>	102,000	102,000	945,411,000	1,038,691,552	1,038,589,552	1018225.1%
<i>Number of VMT on county roadways that benefited from real time traffic management services</i>						
<i>Percent of Demand met</i>	20.8%	20.8%	75.0%	80.0%	59.2%	284.5%
<u>Efficiency</u>	\$ 30.98	\$ 30.00	\$ 0.00	\$ 0.00	\$ 30.00	100.0%
<i>Cost per VMT</i>						
<u>Revenues by Fund</u>						
Transportation Grants	\$ 1,984,222	\$ 1,984,222	\$ 475,207	\$ -	\$ (1,984,222)	-100.0%
Transportation Operations	-	5,000	-	-	(5,000)	-100.0%
Totals	\$ 1,984,222	\$ 1,989,222	\$ 475,207	\$ -	\$ (1,989,222)	-100.0%
<u>Expenditures by Fund</u>						
Transportation Grants	\$ 1,931,471	\$ 1,931,471	\$ 422,459	\$ -	\$ 1,931,471	100.0%
Transportation Operations	1,228,453	1,128,301	1,033,103	632,067	496,234	44.0%
Totals	\$ 3,159,924	\$ 3,059,772	\$ 1,455,561	\$ 632,067	\$ 2,427,705	79.3%
<u>Staffing (FTEs)</u>	-	6.00	-	3.00	(3.00)	-50.0%

Traffic Engineering Activity

The purpose of the Traffic Engineering Activity is to provide less congested and safer roadways to the traveling public through the implementation of traffic engineering solutions so they experience less delays and improved public safety.

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:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
<u>Demand</u>	80	80	85	95	15	18.8%
<i>Number of traffic engineering service projects requested</i>						
<u>Output</u>	80	80	80	90	10	12.5%
<i>Number of projects that were completed</i>						
<i>Percent of Demand met</i>	100.0%	100.0%	94.1%	94.7%	-5.3%	-5.3%
<u>Efficiency</u>	\$ 25,140.58	\$ 25,620.30	\$ 22,366.41	\$ 20,155.89	\$ 5,464.41	21.3%
<i>Cost per project</i>						
<u>Revenues by Fund</u>						
Transportation Operations	\$ 54,000	\$ 54,000	\$ 100,000	\$ 100,000	\$ 46,000	85.2%
Totals	\$ 54,000	\$ 54,000	\$ 100,000	\$ 100,000	\$ 46,000	85.2%
<u>Expenditures by Fund</u>						
Transportation Grants	\$ 52,000	\$ 52,000	\$ 52,000	\$ -	\$ 52,000	100.0%
Transportation Operations	1,959,246	1,997,624	1,737,313	1,814,030	183,594	9.2%
Totals	\$ 2,011,246	\$ 2,049,624	\$ 1,789,313	\$ 1,814,030	\$ 235,594	11.5%
<u>Staffing (FTEs)</u>	-	20.00	-	21.00	1.00	5.0%

Incident Management Activity

The purpose of the Incident Management Activity delivered through the Transportation Department's Regional Emergency Action Coordinating Team (REACT) is to provide on-scene incident and traffic management services to minimize delays and prevent secondary incidents to facilitate safe and efficient commutes for the public 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:

	FY 2007-08 ADOPTED
<u>Demand</u> <i>Number of incident/event REACT requests</i>	330
<u>Output</u> <i>Number of incident/event REACT responses</i>	325
<i>Percent of Demand met</i>	98.5%
<u>Efficiency</u> <i>Cost per incident/event response</i>	\$ 2,781.52
<u>Revenues by Fund</u>	
Transportation Grants	\$ 420,760
Totals	\$ 420,760
<u>Expenditures by Fund</u>	
Transportation Grants	\$ 420,573
Transportation Operations	483,420
Totals	\$ 903,993
<u>Staffing (FTEs)</u>	2.00

The Incident Management Activity is partially funded by a grant in Fiscal Year 2007-08: the Bell Road Incident Management Program. The total award for this grant is \$986,000, with \$420,760 planned to be expended. There are matching funds provided by the Highway User Revenue Fund.

Regional Traffic Management Support Activity

The purpose of the Regional Traffic Management Support Activity is to provide regional operations and institutional leadership in traffic management to the regional partners with focus on reducing traffic delays on regional corridors through enhanced inter-agency operations and traveler information to the public.

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:

	FY 2007-08 ADOPTED
<u>Demand</u> Number of planned/on-going regional project initiatives to be served by MCDOT	10
<u>Output</u> Number of regional project initiatives served by MCDOT	10
Percent of Demand met	100.0%
<u>Efficiency</u> Cost per project initiative	\$ 84,500
<u>Revenues by Fund</u>	
Transportation Grants	\$ 750,000
Totals	\$ 750,000
<u>Expenditures by Fund</u>	
Transportation Grants	\$ 750,000
Transportation Operations	95,000
Totals	\$ 845,000
Staffing (FTEs)	-

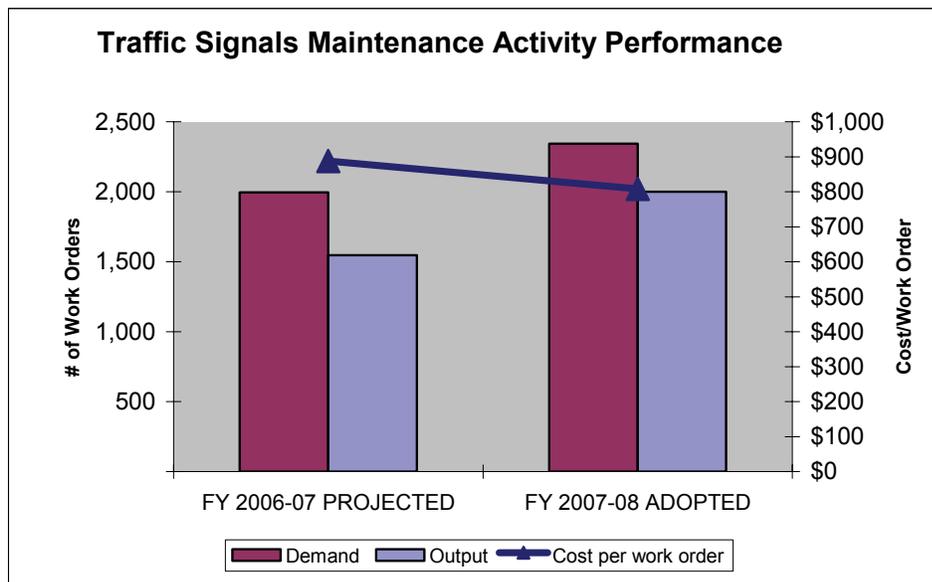
Traffic Signals Maintenance Activity

The purpose of the Traffic Signals Maintenance Activity is to maintain and repair Maricopa County's traffic signal system so that road users are provided efficient movement through current traffic conditions.

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:

	FY 2006-07			FY 2007-08 ADOPTED	Variance	
	ADOPTED	REVISED	PROJ ACT		(Rev. - Adopted)	%
<u>Demand</u>	1,996	1,996	1,996	2,344	348	17.4%
Number of traffic signal preventative maintenance work orders						
<u>Output</u>	1,500	1,800	1,546	2,000	200	11.1%
Number of work orders completed						
Percent of Demand met	75.2%	90.2%	77.5%	85.3%	-4.9%	-5.4%
<u>Efficiency</u>	\$ 608.91	\$ 816.64	\$ 888.15	\$ 807.96	\$ 8.68	1.1%
Cost per work order						
<u>Revenues by Fund</u>						
Transportation Operations	\$ 30,000	\$ 31,000	\$ 53,698	\$ 39,850	\$ 8,850	28.5%
Totals	\$ 30,000	\$ 31,000	\$ 53,698	\$ 39,850	\$ 8,850	28.5%
<u>Expenditures by Fund</u>						
Transportation Operations	\$ 913,364	\$ 1,469,949	\$ 1,373,082	\$ 1,615,920	\$ (145,971)	-9.9%
Totals	\$ 913,364	\$ 1,469,949	\$ 1,373,082	\$ 1,615,920	\$ (145,971)	-9.9%
Staffing (FTEs)	-	11.00	-	11.00	-	0.0%



The FY 2007-08 budget for the Traffic Signals Maintenance Activity meets the budgeted output of 2,000 work orders at a cost of \$808 per work order in order to achieve 85.3% completion. The number of work orders is projected to increase by 17.4% in Fiscal Year 2007-08. The demand is based on the number of signals and signal systems requiring preventative maintenance as well scheduled operational maintenance projects. Output lags due to production-related issues. For example, equipment breaks down or there is a shortage in manpower due to illness, leaves of absence, and other reasons.

Total FY 2007-08 expenditures will be budgeted to increase by \$145,971 (9.9%) from the FY 2006-07 revised budget. The increase related to volume is \$163,328 (11.1%) and is offset by a favorable rate variance of \$17,357 (1.2%). The recommended budget contains \$48,000 in expenditures for non-capital equipment such as cameras, cables, computers, traffic counter equipment, and networking equipment; however, the favorable rate variance is due to declining marginal costs for additional work orders.

Roadway Maintenance Program

The purpose of the Roadway Maintenance Program is to provide roadway upkeep and betterments to the traveling public so that they can have safe trips on smooth, cost effective roads.

Program Results

Activities that comprise this program include:

- Integrated Roadway Maintenance
- Traffic Signs Maintenance
- Roadway Striping Maintenance
- Work Zone Traffic Control
- On Road Equipment
- Off Road Equipment
- Right-of-Way Maintenance
- West Area Maintenance
- East Area Maintenance
- Roadway Clean Up Activity

This section contains analyses of major activities that comprise the Roadway Maintenance Program. There are four activities that are not discussed at length, but deserve special mention: Roadway

Striping Maintenance, Right-of-Way Maintenance, West Area Maintenance, and East Area Maintenance. The performance tables of these activities show that the recommended budgeted output does not meet 100% of the demand. Although the Transportation Department strives to accomplish 100% of demand, the reality is that output in maintenance activities falls short due to many reasons. Demand is based on several factors, one of which is a maintenance schedule that is developed according to surface types, conditions, and probable remedies needed to maintain roads and structures according to certain standards. When the roads/structures are then visually inspected, the conditions may vary from what was expected. The method of repair/maintenance may then change, requiring different resources and different funding levels. The Department then prioritizes maintenance activities in order to maximize results. Additionally, output is affected by uncontrollable factors such as equipment failures, manpower shortages (illness, staff turnover, etc.), weather, and price increases of materials.

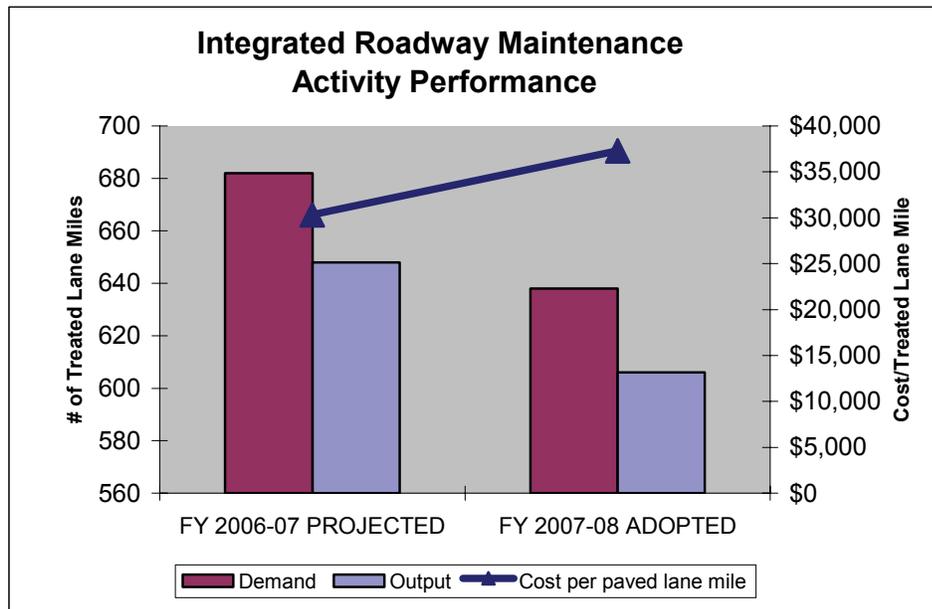
Integrated Roadway Maintenance Activity

The purpose of the Integrated Roadway Maintenance Activity is to provide cost effective surface treatments, rehabilitations, betterments and minor construction to roadways so that the public travels on safe and efficient 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:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand <i>Number of paved lane mile requiring surface treatments.</i>	897	957	682	638	(319)	-33.3%
Output <i>Number of paved lane miles which received surface treatments.</i>	850	910	648	606	(304)	-33.4%
<i>Percent of Demand met</i>	94.8%	95.1%	95.0%	95.0%	-0.1%	-0.1%
Efficiency <i>Cost per paved lane mile</i>	\$ 23,595.69	\$ 20,855.36	\$ 30,311.47	\$ 37,303.92	\$ (16,448.56)	-78.9%
Revenues by Fund						
Transportation Operations	\$ 540,858	\$ 540,858	\$ 724,027	\$ 1,200,000	\$ 659,142	121.9%
Totals	\$ 540,858	\$ 540,858	\$ 724,027	\$ 1,200,000	\$ 659,142	121.9%
Expenditures by Fund						
Transportation Operations	\$ 20,056,335	\$ 18,978,380	\$ 19,641,831	\$ 22,606,176	\$ (3,627,796)	-19.1%
Totals	\$ 20,056,335	\$ 18,978,380	\$ 19,641,831	\$ 22,606,176	\$ (3,627,796)	-19.1%
Staffing (FTEs)	-	29.00	-	28.00	(1.00)	-3.4%



The FY 2007-08 budget for the Integrated Roadway Maintenance Activity meets the forecasted output of 606 paved lane miles that require surface treatments at a cost of \$37,304 per mile in order to achieve 95.0% completion. The number of treated lane miles is projected to decrease from Fiscal Year 2006-07 by 33.4%. Mileage may decrease based on the type of pavement materials and methods used, which are dependent upon available funding.

Total FY 2007-08 expenditures will be budgeted to increase by \$3,627,796 (19.1%) from the FY 2006-07 revised budget. The increase related to the rate variance is \$9,967,826 (52.5%) and is offset by a favorable volume variance of \$6,340,030 (33.4%). The recommended budget contains increased expenditures which contribute to the unfavorable rate per mile and are noted in the Base Adjustments section below.

Total FY 2007-08 revenue is budgeted to increase by \$659,142 over the revised FY 2006-07 budget. Revenue will be generated by auction sales and a buy-back program of construction equipment that will be replaced in FY 2007-08. The amount of equipment that will be replaced is over \$5 million—about double that of previous years; therefore, additional revenue from auction sales is expected.

Base Adjustments: \$2,659,855 in vehicles and construction equipment funding was added to this activity in order to replace existing equipment as determined by the Equipment Services Department (\$2,434,655) and for vehicles that were expected to be replaced in Fiscal Year 2006-07 but were not able to be received because of new emissions mandates that necessitated order revisions (\$225,200). Fuel costs were increased by \$251,110 to accommodate rising fuel prices and increased usage of vehicles and construction equipment.

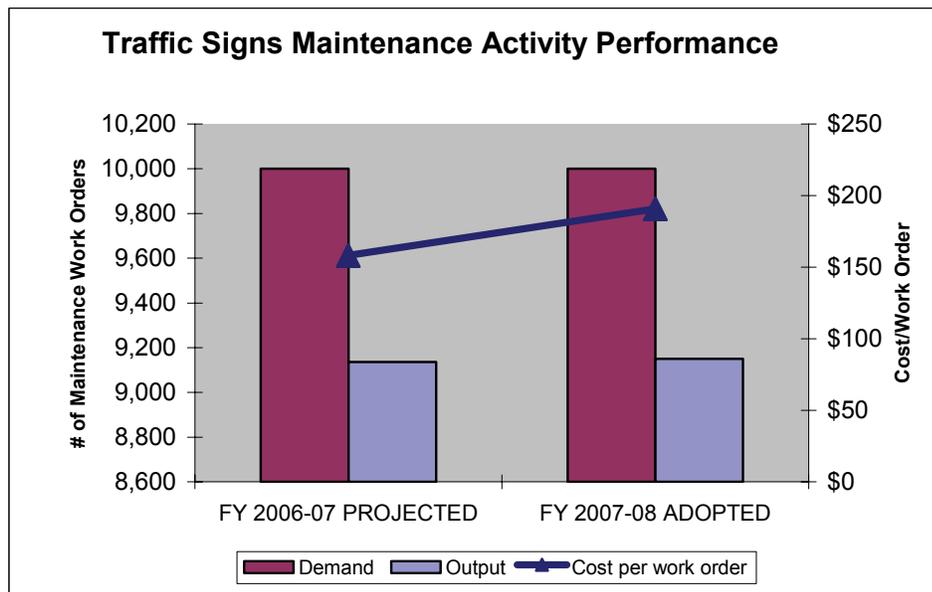
Traffic Signs Maintenance Activity

The purpose of the Traffic Signs Maintenance Activity is to repair/replace, manufacture and install traffic signs along Maricopa County’s roadways in accordance with placement standards so that road users are provided information necessary to travel safely and lawfully.

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:

	FY 2006-07		PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	
	ADOPTED	REVISED			(Rev. - Adopted)	%
Demand	13,000	13,000	10,000	10,000	(3,000)	-23.1%
<i>Number of traffic sign maintenance work orders</i>						
Output	10,000	10,000	9,136	9,150	(850)	-8.5%
<i>Number of traffic sign maintenance work orders completed</i>						
Percent of Demand met	76.9%	76.9%	91.4%	91.5%	14.6%	19.0%
Efficiency	\$ 154.34	\$ 184.13	\$ 158.15	\$ 190.89	\$ (6.76)	-3.7%
<i>Cost per work order</i>						
Revenues by Fund						
Transportation Operations	\$ -	\$ 1,000	\$ 15,616	\$ 1,500	\$ 500	50.0%
Totals	\$ -	\$ 1,000	\$ 15,616	\$ 1,500	\$ 500	50.0%
Expenditures by Fund						
Transportation Operations	\$ 1,543,391	\$ 1,841,257	\$ 1,444,822	\$ 1,746,627	\$ 94,630	5.1%
Totals	\$ 1,543,391	\$ 1,841,257	\$ 1,444,822	\$ 1,746,627	\$ 94,630	5.1%
Staffing (FTEs)	-	18.00	-	18.00	-	0.0%



The FY 2007-08 budget for the Traffic Signs Maintenance Activity meets the forecasted output of 9,150 work orders at a cost of \$191 per work order at 91.5% completion. The demand of work orders is projected to decrease from Fiscal Year 2006-07 by 23.1%; however, output is projected to decrease by only 8.5%. This is a new measure, and the number of work orders demanded was over-budgeted in FY 2006-07. The Department actually projects the demand to fall to 10,000 work orders at 91.4% completion (9,136 orders).

Total FY 2007-08 expenditures will be budgeted to decrease by \$94,630 (5.1%) from the FY 2006-07 revised budget. The decrease related to the volume is \$156,507 (8.5%) and is offset by an unfavorable

rate variance of \$61,877 (3.4%). The rate variance is nominal at \$7 (3.7%) per work order and is attributed to increased personnel costs.

Roadway Striping Maintenance Activity

The purpose of the Roadway Striping Maintenance Activity is to provide roadway markings on County roads so the road users can travel on safe roads in an orderly fashion.

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:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand	5,750	5,750	5,750	5,750	-	0.0%
<i>Number of County lane miles that require striping.</i>						
Output	5,500	5,500	4,744	4,800	(700)	-12.7%
<i>Number of County lane miles striped.</i>						
Percent of Demand met	95.7%	95.7%	82.5%	83.5%	-12.2%	-12.7%
Efficiency	\$ 286.62	\$ 329.79	\$ 433.97	\$ 382.06	\$ (52.27)	-15.8%
<i>Cost per lane mile</i>						
Expenditures by Fund						
Transportation Operations	\$ 1,576,384	\$ 1,813,859	\$ 2,058,764	\$ 1,833,884	\$ (20,025)	-1.1%
Totals	\$ 1,576,384	\$ 1,813,859	\$ 2,058,764	\$ 1,833,884	\$ (20,025)	-1.1%
Staffing (FTEs)	-	16.00	-	15.00	(1.00)	-6.3%

Work Zone Traffic Control Activity

The purpose of the Work Zone Traffic Control Activity is to provide barricades, flagging, and other temporary traffic control services to the traveling public and MCDOT workforce so that they can drive and work safely in County work zones.

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:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand	1,600	1,600	1,550	1,550	(50)	-3.1%
<i>Number of temporary traffic control jobsites needed</i>						
Output	1,250	1,250	1,550	1,550	300	24.0%
<i>Number of traffic control jobsites completed</i>						
Percent of Demand met	78.1%	78.1%	100.0%	100.0%	21.9%	28.0%
Efficiency	\$ 905.34	\$ 1,144.70	\$ 874.77	\$ 1,000.35	\$ 144.35	12.6%
<i>Cost per jobsite</i>						
Expenditures by Fund						
Transportation Operations	\$ 1,131,671	\$ 1,430,877	\$ 1,355,898	\$ 1,550,544	\$ (119,667)	-8.4%
Totals	\$ 1,131,671	\$ 1,430,877	\$ 1,355,898	\$ 1,550,544	\$ (119,667)	-8.4%
Staffing (FTEs)	-	22.00	-	22.00	-	0.0%

On Road Equipment Activity

The purpose of the On Road Equipment Activity is to provide timely trucking services to County roadway maintenance projects and maintenance area supervisors so that projects can be completed efficiently and effectively.

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:

	FY 2006-07			FY 2007-08 ADOPTED	Variance	
	ADOPTED	REVISED	PROJ ACT		(Rev. - Adopted)	%
<u>Demand</u> <i>Number of projects/service requests</i>	400	400	275	275	(125)	-31.3%
<u>Output</u> <i>Number of projects/service requests completed</i>	375	375	274	270	(105)	-28.0%
<i>Percent of Demand met</i>	93.8%	93.8%	99.6%	98.2%	4.4%	4.7%
<u>Efficiency</u> <i>Cost per request</i>	\$ 9,296.58	\$ 6,868.40	\$ 9,568.79	\$ 9,823.54	\$ (2,955.13)	-43.0%
<u>Expenditures by Fund</u>						
Transportation Operations	\$ 3,486,219	\$ 2,575,651	\$ 2,621,849	\$ 2,652,355	\$ (76,704)	-3.0%
Totals	\$ 3,486,219	\$ 2,575,651	\$ 2,621,849	\$ 2,652,355	\$ (76,704)	-3.0%
<u>Staffing (FTEs)</u>	-	42.00	-	42.00	-	0.0%

Off Road Equipment Activity

The purpose of the Off Road Equipment Activity is to provide timely heavy equipment operations to County roadway repair projects and maintenance area supervisors so that projects/requests can be completed efficiently and effectively.

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:

	FY 2006-07			FY 2007-08 ADOPTED	Variance	
	ADOPTED	REVISED	PROJ ACT		(Rev. - Adopted)	%
<u>Demand</u> <i>Number of projects/service requests</i>	250	250	220	220	(30)	-12.0%
<u>Output</u> <i>Number of projects/service requests completed</i>	230	230	192	200	(30)	-13.0%
<i>Percent of Demand met</i>	92.0%	92.0%	87.3%	90.9%	-1.1%	-1.2%
<u>Efficiency</u> <i>Cost per request</i>	\$ 6,484.91	\$ 5,269.32	\$ 6,922.88	\$ 6,693.71	\$ (1,424.39)	-27.0%
<u>Expenditures by Fund</u>						
Transportation Operations	\$ 1,491,529	\$ 1,211,944	\$ 1,329,193	\$ 1,338,742	\$ (126,798)	-10.5%
Totals	\$ 1,491,529	\$ 1,211,944	\$ 1,329,193	\$ 1,338,742	\$ (126,798)	-10.5%
<u>Staffing (FTEs)</u>	-	21.00	-	22.00	1.00	4.8%

Right-of-Way Maintenance Activity

The purpose of the Right-of-Way Maintenance Activity is to maintain guardrails and roadway appurtenances in addition to keeping rights-of-way clear of sight restrictions so that the public can travel safely.

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:

	FY 2006-07			FY 2007-08 ADOPTED	Variance	
	ADOPTED	REVISED	PROJ ACT		(Rev. - Adopted)	%
Demand <i>Number of projects/service requests</i>	400	400	910	910	510	127.5%
Output <i>Number of projects/service requests completed</i>	375	375	744	750	375	100.0%
<i>Percent of Demand met</i>	93.8%	93.8%	81.8%	82.4%	-11.3%	-12.1%
Efficiency <i>Cost per request</i>	\$ 3,202.93	\$ 5,227.97	\$ 2,635.79	\$ 2,735.69	\$ 2,492.28	47.7%
Expenditures by Fund						
Transportation Operations	\$ 1,201,100	\$ 1,960,488	\$ 1,961,031	\$ 2,051,764	\$ (91,276)	-4.7%
Totals	\$ 1,201,100	\$ 1,960,488	\$ 1,961,031	\$ 2,051,764	\$ (91,276)	-4.7%
Staffing (FTEs)	-	37.00	-	37.00	-	0.0%

West Area Maintenance Activity

The purpose of the West Area Maintenance Activity is to provide dirt roadway maintenance and overall system inspections in the Western region of Maricopa County so that the traveling public can drive on safe roads.

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:

	FY 2006-07			FY 2007-08 ADOPTED	Variance	
	ADOPTED	REVISED	PROJ ACT		(Rev. - Adopted)	%
Demand <i>Number of West area dirt road miles scheduled to be maintained.</i>	4,593	3,123	3,123	3,123	-	0.0%
Output <i>Number of West Area dirt road miles maintained.</i>	3,800	2,584	2,030	2,030	(554)	-21.4%
<i>Percent of Demand met</i>	82.7%	82.7%	65.0%	65.0%	-17.7%	-21.4%
Efficiency <i>Cost per mile maintained</i>	\$ 316.02	\$ 335.44	\$ 487.78	\$ 451.74	\$ (116.30)	-34.7%
Expenditures by Fund						
Transportation Operations	\$ 1,200,880	\$ 866,770	\$ 990,185	\$ 917,023	\$ (50,253)	-5.8%
Totals	\$ 1,200,880	\$ 866,770	\$ 990,185	\$ 917,023	\$ (50,253)	-5.8%
Staffing (FTEs)	-	15.00	-	15.00	-	0.0%

East Area Maintenance Activity

The purpose of the East Area Maintenance Activity is to provide dirt roadway maintenance and overall system inspections in the Eastern region of Maricopa County so that the traveling public can drive on safe roads.

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:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
<u>Demand</u> <i>Number of East area dirt road miles scheduled to be maintained.</i>	4,593	1,470	1,470	1,470	-	0.0%
<u>Output</u> <i>Number of East Area dirt road miles maintained.</i>	3,800	1,216	956	956	(260)	-21.4%
<i>Percent of Demand met</i>	82.7%	82.7%	65.0%	65.0%	-17.7%	-21.4%
<u>Efficiency</u> <i>Cost per mile maintained</i>	\$ 361.49	\$ 1,168.23	\$ 1,380.74	\$ 1,553.80	\$ (385.56)	-33.0%
<u>Expenditures by Fund</u>						
Transportation Operations	\$ 1,373,677	\$ 1,420,569	\$ 1,319,991	\$ 1,485,429	\$ (64,860)	-4.6%
Totals	\$ 1,373,677	\$ 1,420,569	\$ 1,319,991	\$ 1,485,429	\$ (64,860)	-4.6%
<u>Staffing (FTEs)</u>	-	23.00	-	23.00	-	0.0%

Roadway Clean Up Activity

The purpose of the Roadway Clean Up Activity is to proactively reduce roadside litter and build the public's litter prevention awareness so the public can enjoy traveling safe and clean Maricopa County roadways.

Mandates: Administrative mandate

Performance Analysis:

	FY 2007-08 ADOPTED
<u>Demand</u> <i>Number of tons of litter on County roadsides that need to be removed.</i>	120
<u>Output</u> <i>Number of tons of litter removed.</i>	120
<i>Percent of Demand met</i>	100.0%
<u>Efficiency</u> <i>Cost per ton</i>	\$ 3,268.93
<u>Expenditures by Fund</u>	
Transportation Operations	\$ 392,271
Totals	\$ 392,271
<u>Staffing (FTEs)</u>	1.00

Transportation System Development Program

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.

Activities that comprise this program include:

- Transportation Planning
- Transportation Project Programming
- Project Partnerships
- Public Outreach
- Environmental Clearance

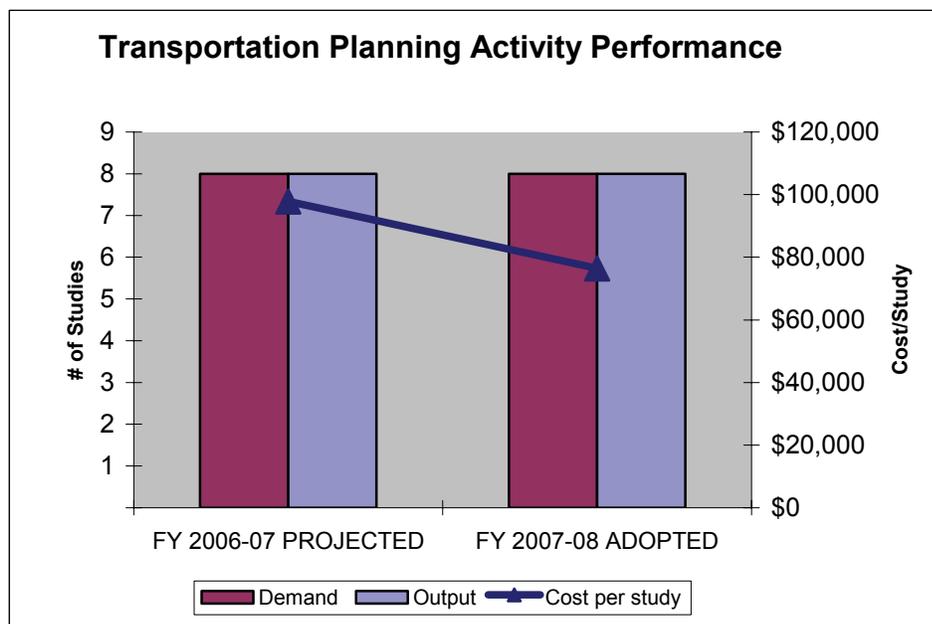
Transportation Planning Activity

The purpose of the Transportation Planning Activity is to provide plans, studies, general transportation system research, information, and recommendations for Maricopa County so that County decision makers can take an active and informed role in deciding long-range regional issues.

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:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Demand <i>Number of studies in annual work plan needed</i>	8	8	8	8	-	0.0%
Output <i>Number of studies in annual work plan that are completed.</i>	8	8	8	8	-	0.0%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency <i>Cost per study</i>	\$ 95,836.50	\$ 99,407.75	\$ 97,781.41	\$ 76,369.13	\$ 23,038.63	23.2%
Expenditures by Fund Transportation Operations	\$ 766,692	\$ 795,262	\$ 782,251	\$ 610,953	\$ 184,309	23.2%
Totals	\$ 766,692	\$ 795,262	\$ 782,251	\$ 610,953	\$ 184,309	23.2%
Staffing (FTEs)	-	5.00	-	5.00	-	0.0%



The FY 2007-08 budget for the Transportation Planning Activity meets the forecasted demand of 8 studies at a cost of \$76,369 per study in order to achieve 100.0% completion. The demand of studies is projected to stay the same as Fiscal Year 2006-07.

Total FY 2007-08 expenditures will be budgeted to decrease by \$184,309 (23.2%) from the FY 2006-07 revised budget. The decrease is solely related to a favorable rate variance of \$23,039 per study. In Fiscal Year 2006-07, the Department retained consultants to perform the regional 20-year transportation plan; therefore, funding for that particular plan is not required in Fiscal Year 2007-08. Although the number of studies remains the same, the scopes differ resulting in varying consultant fees.

Transportation Project Programming Activity

The purpose of the Transportation Project Programming Activity is to provide prioritized transportation project recommendations to the Board of Supervisors so that they can demonstrate regional leadership through effective and efficient transportation investment decisions.

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:

	FY 2006-07			FY 2007-08 ADOPTED	Variance	
	ADOPTED	REVISED	PROJ ACT		(Rev. - Adopted)	%
<u>Demand</u>	5	5	5	5	-	0.0%
<i>Number of analyses required</i>						
<u>Output</u>	5	5	5	5	-	0.0%
<i>Number of analyses completed.</i>						
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u>	\$ 132,605.00	\$ 125,200.60	\$ 135,660.30	\$ 130,889.00	\$ (5,688.40)	-4.5%
<i>Cost per analysis</i>						
<u>Expenditures by Fund</u>						
Transportation Operations	\$ 663,025	\$ 626,003	\$ 678,301	\$ 654,445	\$ (28,442)	-4.5%
Totals	\$ 663,025	\$ 626,003	\$ 678,301	\$ 654,445	\$ (28,442)	-4.5%
<u>Staffing (FTEs)</u>	-	8.00	-	8.00	-	0.0%

Project Partnerships Activity

The purpose of the Project Partnerships Activity is to provide agreements and funding opportunities to public and private partners so that the Maricopa County region can benefit from coordinated and collaborative transportation investments.

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:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
<u>Demand</u> <i>Number of partnerships agreements requested</i>	42	10	40	40	30	300.0%
<u>Output</u> <i>Number of partnership agreements completed.</i>	38	10	40	40	30	300.0%
<i>Percent of Demand met</i>	90.5%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u> <i>Cost per agreement</i>	\$ 11,384.63	\$ 40,719.20	\$ 8,515.08	\$ 10,050.20	\$ 30,669.00	75.3%
<u>Expenditures by Fund</u> Transportation Operations	\$ 432,616	\$ 407,192	\$ 340,603	\$ 402,008	\$ 5,184	1.3%
Totals	\$ 432,616	\$ 407,192	\$ 340,603	\$ 402,008	\$ 5,184	1.3%
Staffing (FTEs)	-	6.00	-	6.00	-	0.0%

Public Outreach Activity

The purpose of the Public Outreach Activity is to provide information and interactions to the public so that they can be better informed about how Maricopa County Department of Transportation projects affect them and participate more fully in the development of 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:

	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
<u>Demand</u> <i>Number of events to be supported by Community Relations.</i>	75	75	75	75	-	0.0%
<u>Output</u> <i>Number of events supported by Community Relations.</i>	75	75	75	75	-	0.0%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u> <i>Cost per event</i>	\$ 5,984.80	\$ 6,229.67	\$ 5,868.84	\$ 6,274.21	\$ (44.55)	-0.7%
<u>Expenditures by Fund</u> Transportation Operations	\$ 448,860	\$ 467,225	\$ 440,163	\$ 470,566	\$ (3,341)	-0.7%
Totals	\$ 448,860	\$ 467,225	\$ 440,163	\$ 470,566	\$ (3,341)	-0.7%
Staffing (FTEs)	-	6.00	-	6.00	-	0.0%

Environmental Clearance Activity

The purpose of the Environmental Clearance Activity is to provide environmental compliance documentation to the appropriate government agencies so they can allocate funds, issue permits, grant right-of-way, and ensure environmental mitigation for transportation 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:

	FY 2006-07			FY 2007-08 ADOPTED	Variance	
	ADOPTED	REVISED	PROJ ACT		(Rev. - Adopted)	%
<u>Demand</u> <i>Number of environmental clearances needed.</i>	22	22	22	25	3	13.6%
<u>Output</u> <i>Number of environmental clearances completed.</i>	22	22	22	25	3	13.6%
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u> <i>Cost per clearance</i>	\$ 12,321.50	\$ 12,371.55	\$ 11,506.87	\$ 11,111.28	\$ 1,260.27	10.2%
Expenditures by Fund						
Transportation Operations	\$ 271,073	\$ 272,174	\$ 253,151	\$ 277,782	\$ (5,608)	-2.1%
Totals	\$ 271,073	\$ 272,174	\$ 253,151	\$ 277,782	\$ (5,608)	-2.1%
Staffing (FTEs)	-	4.00	-	4.00	-	0.0%

Transportation Grants Fund (223) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,984,222	\$ 1,984,222
FY 2006-07 REVISED RESTATED BUDGET:	\$ 1,984,222	\$ 1,984,222
BASE ADJUSTMENTS:		
Revenue and Expenditures Budget Submittal Under Target	\$ (813,462)	\$ (813,462)
Subtotal	\$ (813,462)	\$ (813,462)
FY 2007-08 ADOPTED BUDGET:	\$ 1,170,760	\$ 1,170,760

Transportation Grants (223) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ (349,784)	\$ (349,784)	\$ (349,784)	\$ (451,497)	\$ (451,497)
Revenue	\$ 370,123	\$ 1,984,222	\$ 1,984,222	\$ 475,207	\$ 1,170,760
Expenditures	471,836	1,984,222	1,984,222	475,207	1,170,760
Net Operating	\$ (101,713)	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ (451,497)	\$ (349,784)	\$ (349,784)	\$ (451,497)	\$ (451,497)

Transportation Operations Fund (232) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 124,411,285	\$ 113,655,039
FY 2006-07 REVISED BUDGET:	\$ 124,411,285	\$ 113,655,039
Restatements	1,051,015	1,051,015
FY 2006-07 REVISED RESTATED BUDGET:	\$ 125,462,300	\$ 114,706,054
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 342,096	\$ -
Retirement Contributions	117,046	-
FY 2007-08 Pay for Performance	888,879	-
Annualization of Compensation Adjustments	59,932	-
Annualization of FY 2007 Initiatives	40,726	-
One Time Expenses	730,345	-
HURF	-	4,917,770
Transfer to Capital Improvement Program	(66,340,116)	-
State-Shared Vehicle License Tax	-	(50,912)
Central Service Cost Allocation	(75,681)	-
Subtotal	\$ (64,236,773)	\$ 4,866,858
FY 2007-08 BUDGET TARGET	\$ 61,225,527	\$ 119,572,912
BASE ADJUSTMENTS:		
Increased Pay and Benefits for IT Market Adjustments	\$ 182,706	\$ -
Increased Fuel in Maintenance Activity	251,110	-
Increased Vehicles/Construction Equipment for Maintenance Activity	2,659,855	-
Increased Personal Services Allocations Out to Equipment Services	(15,599)	-
Decreased Supplies Allocated Out to Equipment Services	6,992	-
Revenue Budget Submittal Over Target	-	589,718
Decreased State Shared Vehicle License Tax	-	(550,912)
Revenue/Expenditures Decreased due to Allocations from Flood Control District	(1,006,156)	(1,006,156)
Increased Risk Management Charges	421,951	-
Subtotal	\$ 2,500,859	\$ (967,350)
FY 2007-08 ADOPTED BASE:	\$ 63,726,386	\$ 118,605,562
Transfer to CIP Budget/Decreased Transfers Out	59,709,258	-
FY 2007-08 ADOPTED BUDGET:	\$ 123,435,644	\$ 118,605,562

Transportation Operations (232) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 16,692,875	\$ 10,756,246	\$ 10,756,246	\$ 11,275,602	\$ 4,830,082
Revenue	\$ 111,872,001	\$ 113,655,039	\$ 113,655,039	\$ 117,112,493	\$ 118,605,562
Operating Expenditures	\$ 50,561,835	\$ 58,027,724	\$ 58,071,169	\$ 57,217,897	\$ 63,726,386
Expenditures	\$ 117,289,276	\$ 124,411,285	\$ 124,411,285	\$ 123,558,013	\$ 123,435,644
Net Operating	\$ 61,310,167	\$ 55,627,315	\$ 55,583,870	\$ 59,894,596	\$ 54,879,176
Less Transfer to CIP	\$ 66,727,441	\$ 66,383,561	\$ 66,340,116	\$ 66,340,116	\$ 59,709,258
Net Operating	\$ (5,417,274)	\$ (10,756,246)	\$ (10,756,246)	\$ (6,445,520)	\$ (4,830,082)
Ending Fund Balance	\$ 11,275,602	\$ -	\$ -	\$ 4,830,082	\$ -

Transportation Capital Project Fund (234) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 119,194,034	\$ 105,893,752
MID-YEAR ADJUSTMENTS:		
New Project Revenue/IGA	\$ -	\$ 6,550,739
New Project Revenue/IGA	-	105,000
Subtotal	\$ -	\$ 6,655,739
FY 2006-07 REVISED BUDGET:	\$ 119,194,034	\$ 112,549,491
IT Market Study Adjustment	-	(77,084)
FY 2006-07 REVISED RESTATED BUDGET:	\$ 119,194,034	\$ 112,472,407
BASE ADJUSTMENTS:		
Revenue and Expenditures Budget Submittal Under Target	\$ (20,588,100)	\$ (27,476,942)
Decreased Transfers In from Operating Fund	-	(2,881,339)
Subtotal	\$ (20,588,100)	\$ (30,358,281)
FY 2007-08 ADOPTED BUDGET:	\$ 98,605,934	\$ 82,114,126

Transportation Capital Project (234) Fund Balance Summary

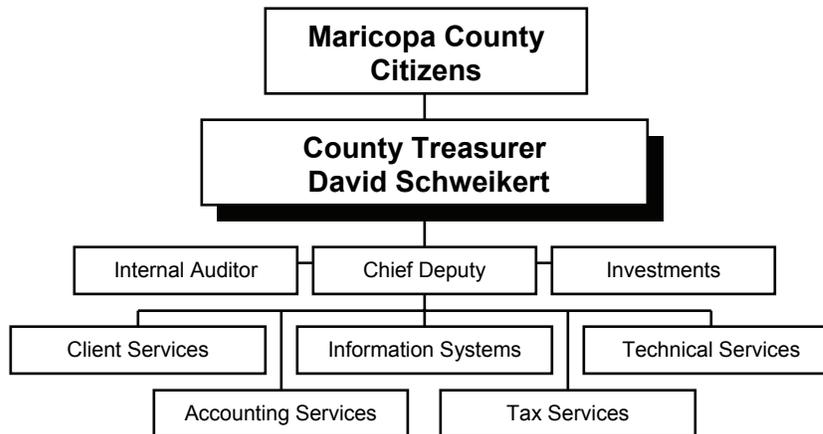
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 37,876,584	\$ 29,249,892	\$ 29,249,892	\$ 32,140,514	\$ 23,638,558
Revenue	\$ 77,628,212	\$ 105,893,752	\$ 112,549,491	\$ 105,604,749	\$ 82,114,126
Expenditures	\$ 83,364,282	\$ 119,194,034	\$ 119,194,034	\$ 114,106,705	\$ 98,605,934
Net Operating	\$ (5,736,070)	\$ (13,300,282)	\$ (6,644,543)	\$ (8,501,956)	\$ (16,491,808)
Ending Fund Balance	\$ 32,140,514	\$ 15,949,610	\$ 22,605,349	\$ 23,638,558	\$ 7,146,750

Treasurer

Analysis by Monica Staats, Management & Budget Analyst

Summary

Organizational Chart



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.

Strategic Goals

- **By FY 2007, the Treasurer will excel in customer service using technological advances to provide taxpayers with access to all tax information via Internet applications through increased budget allocations of personnel and capital resources. Achievements will be measured by growth in internet business applications and daily internet activity during the two year period.**

Status: The Department is currently working with the Office of Management and Budget (OMB) on a revised MFR Plan.

- **By FY 2007, the Treasurer will improve and refine all tax collection and revenue apportionment functions by upgrading computer hardware and software aspects related to these procedures. By 2007 the goal of the Treasurer is to have collected and apportioned to the appropriate county jurisdictions 98.0% of the annual levy effective the conclusion of the tax year. After the subsequent Tax Lien Auction held the following February, this collection rate will have increased to 99.3% each year. Results will be measured by comparing tax collections with the adjusted annual levy at each month-end as well as at the end of the tax year.**

Status: The Department is currently working with the Office of Management and Budget (OMB) on a revised MFR Plan.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
99AS - ADMINISTRATIVE SERVICES PROG	\$ 2,250	\$ 4,000	\$ 4,000	\$ 2,466	\$ 804,000	\$ 800,000	20000.0%
TOTAL PROGRAMS	\$ 2,250	\$ 4,000	\$ 4,000	\$ 2,466	\$ 804,000	\$ 800,000	20000.0%
EXPENDITURES							
43AP - ACCOUNTING PROGRAM	\$ 371,878	\$ 372,841	\$ 300,632	\$ 378,339	\$ 326,571	\$ (25,939)	-8.6%
ACCT - AGENCY ACCOUNTING	89,930	32,496	49,090	69,946	50,434	(1,344)	-2.7%
TRAC - TREASURER ACCOUNTING	281,949	340,345	251,542	308,393	276,137	(24,595)	-9.8%
43TP - PROPERTY TAX PROGRAM	\$ 1,383,988	\$ 1,293,593	\$ 1,459,308	\$ 1,494,919	\$ 1,946,324	\$ (487,016)	-33.4%
CLTS - CLIENT SERVICE	663,714	716,498	647,741	720,920	729,290	(81,549)	-12.6%
TXSV - TAX SERVICES	720,274	577,095	811,567	773,999	1,217,034	(405,467)	-50.0%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 1,492,257	\$ 1,928,028	\$ 1,441,271	\$ 1,785,390	\$ 1,839,765	\$ (398,494)	-27.6%
99GV - GENERAL GOVERNMENT	\$ -	\$ 3,765	\$ 12,763	\$ 1,567	\$ 8,066	\$ 4,697	36.8%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 1,028,664	\$ 1,070,609	\$ 1,518,697	\$ 1,064,404	\$ 1,791,231	\$ (272,534)	-17.9%
TOTAL PROGRAMS	\$ 4,276,788	\$ 4,668,836	\$ 4,732,671	\$ 4,724,618	\$ 5,911,957	\$ (1,179,286)	-24.9%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
43AP - ACCOUNTING PROGRAM	4.98	4.98	-	-
ACCT - AGENCY ACCOUNTING	0.99	0.99	-	-
TRAC - TREASURER ACCOUNTING	3.99	3.99	-	-
43TP - PROPERTY TAX PROGRAM	24.90	24.90	-	-
CLTS - CLIENT SERVICE	12.90	12.90	-	-
TXSV - TAX SERVICES	12.00	12.00	-	-
99AS - ADMINISTRATIVE SERVICES PROG	12.12	12.12	-	-
99GV - GENERAL GOVERNMENT	-	-	-	-
99IT - INFORMATION TECHNOLOGY PROGRAM	22.00	22.00	-	-
TOTAL PROGRAMS	93.88	93.88	-	-

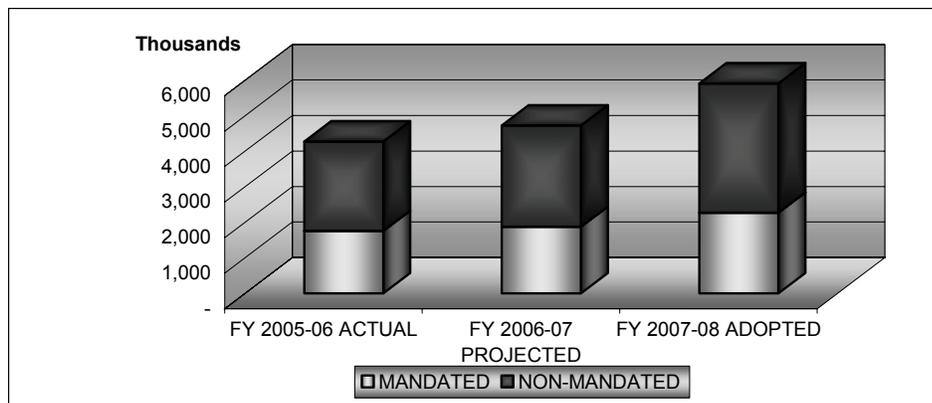
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Charges For Service	\$ 2,250	\$ 4,000	\$ 4,000	\$ 2,466	\$ 4,000	\$ -	0.0%
Miscellaneous Revenues	-	-	-	-	800,000	800,000	
Total Revenue	\$ 2,250	\$ 4,000	\$ 4,000	\$ 2,466	\$ 804,000	\$ 800,000	20000.0%
EXPENDITURES							
Personal Services	\$ 3,299,617	\$ 3,683,032	\$ 3,689,692	\$ 3,614,821	\$ 4,160,791	\$ (471,099)	-12.8%
Supplies	155,805	73,735	101,138	58,483	60,387	40,751	40.3%
Services	769,675	853,124	876,753	996,177	1,627,147	(750,394)	-85.6%
Capital Outlay	51,691	58,945	65,088	55,137	63,632	1,456	2.2%
Total Expenditures	\$ 4,276,788	\$ 4,668,836	\$ 4,732,671	\$ 4,724,618	\$ 5,911,957	\$ (1,179,286)	-24.9%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 2,250	\$ 4,000	\$ 4,000	\$ 2,466	\$ 4,000	\$ -	0.0%
741 TAXPAYER INFORMATION	-	-	-	-	800,000	800,000	
TOTAL FUNDS	\$ 2,250	\$ 4,000	\$ 4,000	\$ 2,466	\$ 804,000	\$ 800,000	20000.0%
EXPENDITURES							
100 GENERAL	\$ 4,276,788	\$ 4,668,836	\$ 4,732,671	\$ 4,724,618	\$ 5,111,957	\$ (379,286)	-8.0%
741 TAXPAYER INFORMATION	-	-	-	-	800,000	(800,000)	
TOTAL FUNDS	\$ 4,276,788	\$ 4,668,836	\$ 4,732,671	\$ 4,724,618	\$ 5,911,957	\$ (1,179,286)	-24.9%

Mandated vs. Non-Mandated Expenditures



Programs and Activities

The FY 2007-08 budget is based on the department's current strategic plan. The department acknowledges that its current plan is out of date and is working on bringing it up to date. The department has requested OMB to assist them in revising their strategic plan and budget to ensure compliance with the Budgeting for Results format. OMB concurs with this request and looks forward to working with the department on any changes needed in their strategic plan.

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.

Activities that comprise this program include:

- Agency Accounting
- Treasurer Accounting

Agency Accounting 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
<u>Expenditures by Fund</u>							
General	\$ 89,930	\$ 32,496	\$ 49,090	\$ 69,946	\$ 50,434	\$ (1,344)	-2.7%
Totals	\$ 89,930	\$ 32,496	\$ 49,090	\$ 69,946	\$ 50,434	\$ (1,344)	-2.7%
Staffing (FTEs)	-	-	0.99	-	0.99	-	0.0%

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

Expenditures by Fund	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
General	\$ 281,949	\$ 340,345	\$ 251,542	\$ 308,393	\$ 276,137	\$ (24,595)	-9.8%
Totals	\$ 281,949	\$ 340,345	\$ 251,542	\$ 308,393	\$ 276,137	\$ (24,595)	-9.8%
Staffing (FTEs)	-	-	3.99	-	3.99	-	0.0%

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).

Activities that comprise this program include:

- Client Service
- Tax Service

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 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:

Expenditures by Fund	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
General	\$ 663,714	\$ 716,498	\$ 647,741	\$ 720,920	\$ 729,290	\$ (81,549)	-12.6%
Totals	\$ 663,714	\$ 716,498	\$ 647,741	\$ 720,920	\$ 729,290	\$ (81,549)	-12.6%
Staffing (FTEs)	-	-	12.90	-	12.90	-	0.0%

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:

Expenditures by Fund	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
General	\$ 720,274	\$ 577,095	\$ 811,567	\$ 773,999	\$ 1,217,034	\$ (405,467)	-50.0%
Totals	\$ 720,274	\$ 577,095	\$ 811,567	\$ 773,999	\$ 1,217,034	\$ (405,467)	-50.0%
Staffing (FTEs)	-	-	12.00	-	12.00	-	0.0%

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 4,668,836	\$ 4,000
MID-YEAR ADJUSTMENTS:		
Admin Market Study Phase I	\$ 63,835	\$ -
Subtotal	\$ 63,835	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 4,732,671	\$ 4,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 44,355	\$ -
Retirement Contributions	20,705	-
FY 2007-08 Pay for Performance	100,154	-
Annualization of Compensation Adjustments	31,916	-
Subtotal	\$ 197,130	\$ -
FY 2007-08 BUDGET TARGET	\$ 4,929,801	\$ 4,000
BASE ADJUSTMENTS:		
Increase Pay Benefits for IT Market Studies	\$ 176,487	\$ -
Increase Salary Savings All Activities	(47,044)	-
Increase Tax Services (TXSV) for New Legal Assistant for the Tax Deeded Land Sales	55,074	-
TXSV Tax Services Temporary Pay and Benefits	(3,230)	-
ODIR Temporary Pay and Benefits	(8,612)	-
ODIR Utilities	(1,047)	-
Decrease Supplies in Data Center Activity	(10,000)	-
Increase Debt Services in Data Center to Support DRP Increase	28,182	-
Decrease Debt Service in Director Activity and Re-Allocate to Data Center Activity	(9,266)	-
Risk Management Cost Increase	1,612	-
Subtotal	\$ 182,156	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 5,111,957	\$ 4,000

Taxpayer Information Fund (741) Appropriated Budget Reconciliation

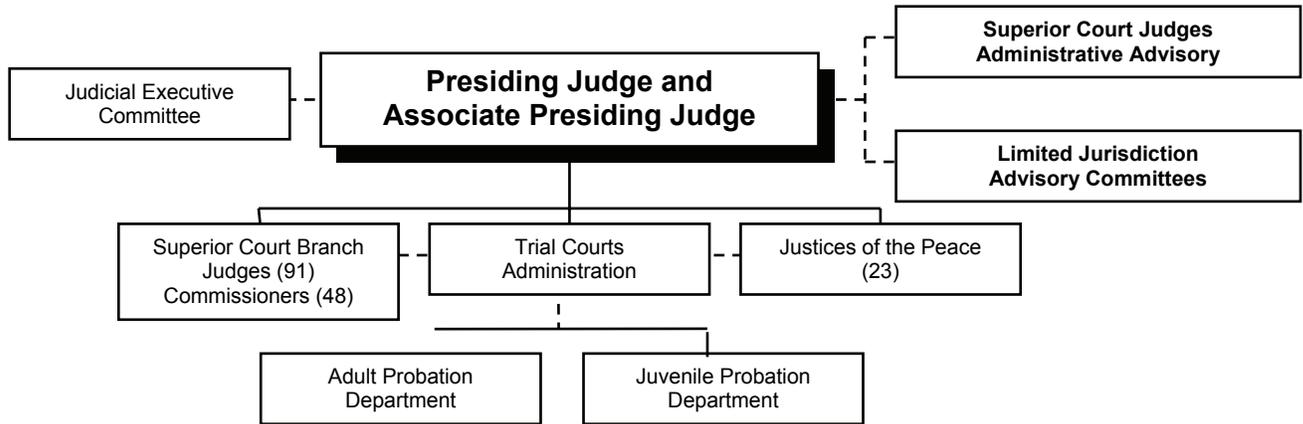
	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ -	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ -	\$ -
FY 2007-08 BUDGET TARGET	\$ -	\$ -
BASE ADJUSTMENTS:		
Taxpayer Information Fund	\$ 800,000	\$ 800,000
Subtotal	\$ 800,000	\$ 800,000
FY 2007-08 ADOPTED BUDGET:	\$ 800,000	\$ 800,000

Trial Courts

Analysis by Wendy Johnson, Management & Budget Analyst

Summary

Organizational Chart



Mission

The commitment and mission of the Superior Court of Arizona in Maricopa County and the Maricopa County Justice Courts 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 and the Maricopa County Justice Courts 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 2007, the Superior Court and Justice Courts will provide timely, fair, and impartial justice in case processing by resolving 95% of all Court cases in compliance with established trial court and limited jurisdiction court standards.**

Status: In both Family Court and the Civil Department, the Court consistently achieves time standards for case processing. Family Court terminates new cases within 12 months of case filing, and Civil terminates 95% of new filings within 18 months.

- **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 2007, the case clearance rate in Mental Health Court will average 95%.**

Status: 100% of all defendants who are required to be evaluated for competency are evaluated; however, the Court has not established time standards for these evaluations.

- **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 2007, 90% of website visitors will report satisfaction with the services and information provided.**

Status: The Courts have surpassed this goal. At present, 95% of all website visitors report satisfaction with the services and information provided on the court website. Utilizing the internet to conduct business with the court allows citizens the ability to avoid traveling to a court location.

- **The courts and justice agencies will expand their ability to make informed decisions using timely, accurate, and coordinated information provided through the enhanced, integrated Court Information System (iCIS). By July 2006, all 23 Maricopa County Justice Courts will have implemented iCIS as their case and financial management database system. By October 2006, the Juvenile Probation Department and Juvenile Court will be fully integrated with iCIS and by March 2007, the Adult Probation Department will be fully integrated with iCIS.**

Status: Juvenile Court, the last of the major court departments to migrate to the iCIS case management system, will complete testing and training for implementation in early April 2007. Both Juvenile Court and the Juvenile Probation Department will see tremendous benefits with the iCIS application, which ultimately benefits the citizens and juvenile populations of Maricopa County. By October 2007, the Adult Probation Department will be fully integrated with iCIS.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
80CJ - CRIMINAL JUSTICE PROGRAM	\$ 23,612,804	\$ 13,464,941	\$ 15,429,394	\$ 15,245,079	\$ 15,096,150	\$ (333,244)	-2.2%
CPAD - CAPITAL ADJUDICATION	-	67,866	83,000	40,612	96,100	13,100	15.8%
CTRF - CRIMINAL TRAFFIC	-	1,151,613	74,592	113,746	-	(74,592)	-100.0%
FDAD - FELONY DUI ADJUDICATION	-	-	138,491	140,267	-	(138,491)	-100.0%
FELA - GENERAL FELONY ADJUDICATION	5,484,927	5,758,799	2,624,865	2,455,273	2,668,124	43,259	1.6%
MCAD - MISDEMEANOR CRIM ADJUDICATION	18,127,877	5,613,302	12,471,150	12,461,010	12,331,926	(139,224)	-1.1%
MDUI - MISDEMEANOR DUI	-	873,361	37,296	34,171	-	(37,296)	-100.0%
80CV - CIVIL JUSTICE PROGRAM	\$ 70,110	\$ 11,045,541	\$ 10,601,920	\$ 10,413,189	\$ 10,161,012	\$ (440,908)	-4.2%
CIVT - CIVIL TRAFFIC	-	5,635,545	2,015,985	2,088,563	1,845,571	(170,414)	-8.5%
CVAD - GENERAL CIVIL ADJUDICATION	70,110	84,000	3,078,969	2,932,522	3,177,290	98,321	3.2%
CVSC - CIVIL SMALL CLAIMS	-	1,340,028	74,592	68,376	-	(74,592)	-100.0%
FDET - FORCIBLE DETAINER	-	2,332,447	149,184	135,878	-	(149,184)	-100.0%
INJH - INJUNCTIONS AGAINST HARASS	-	591,985	37,296	34,188	-	(37,296)	-100.0%
ORDP - ORDERS OF PROTECTION	-	1,061,536	37,296	29,528	-	(37,296)	-100.0%
SMCV - SMALL CIVIL (JUSTICE COURTS)	-	-	5,208,598	5,124,135	5,138,151	(70,447)	-1.4%
80FA - FAMILY ADJUDICATION PROGRAM	\$ 3,593,109	\$ 3,379,723	\$ 3,440,088	\$ 3,705,733	\$ 3,471,351	\$ 31,263	0.9%
FPRE - FAMILY PRE DECREE	3,593,109	2,696,894	3,023,185	3,147,310	2,745,716	(277,469)	-9.2%
FPST - FAMILY POST DECREE	-	682,829	416,903	558,423	725,635	308,732	74.1%
80JJ - JUVENILE JUSTICE PROGRAM	\$ 738,333	\$ 843,347	\$ 929,513	\$ 941,918	\$ 1,073,487	\$ 143,974	15.5%
JDEL - JUVENILE DELINQUENCY ADJUD	261,848	-	7,000	14,000	32,000	25,000	357.1%
JDEP - JUVENILE DEPENDENCY ADJUD	476,485	843,347	922,513	927,918	1,041,487	118,974	12.9%
80OS - COURT OPERATIONS SUPPORT PROG	\$ 1,649,955	\$ 2,602,066	\$ 2,955,566	\$ 3,013,546	\$ 2,643,352	\$ (312,214)	-10.6%
CINT - COURT INTERPRETATION	-	500	500	814	500	-	0.0%
CSEC - COURT SECURITY	(451)	1,276,272	1,276,272	1,033,465	920,862	(355,410)	-27.8%
JURR - JURORS	476,428	440,294	440,294	747,371	470,294	30,000	6.8%
OCRK - OFFICIAL COURT RECORD KEEPING	-	-	65,000	67,126	78,196	13,196	20.3%
PICO - PUB INFORM & COMMUNITY OUTRCH	1,173,978	885,000	1,173,500	1,164,770	1,173,500	-	0.0%
80PC - PROBATE COURT PROGRAM	\$ 391,729	\$ 372,097	\$ 372,097	\$ 379,311	\$ 389,628	\$ 17,531	4.7%
EPTA - ESTATE PROBATES & TRUST ADMIN	391,729	372,097	372,097	379,311	389,628	17,531	4.7%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 2,238,184	\$ 1,949,027	\$ 200,991	\$ 207,130	\$ 451,295	\$ 250,304	124.5%
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 1,498,354	\$ 1,563,885	\$ 1,471,342	\$ 1,385,216	\$ 1,355,471	\$ (115,871)	-7.9%
TOTAL PROGRAMS	\$ 33,792,578	\$ 35,220,627	\$ 35,400,911	\$ 35,291,122	\$ 34,641,746	\$ (759,165)	-2.1%

Revenue and Expenditures by Program and Activity (continued)

EXPENDITURES									
80CJ - CRIMINAL JUSTICE PROGRAM	\$ 31,389,639	\$ 23,391,490	\$ 18,208,294	\$ 18,305,398	\$ 20,597,534	\$ (2,389,240)	-13.1%		
CPAD - CAPITAL ADJUDICATION	-	310,932	331,925	285,658	1,206,882	(874,957)	-263.6%		
CTRF - CRIMINAL TRAFFIC	-	1,117,689	993,706	1,026,799	1,179,021	(185,315)	-18.6%		
FDAD - FELONY DUI ADJUDICATION	-	543,586	815,252	811,477	746,755	68,497	8.4%		
FELA - GENERAL FELONY ADJUDICATION	16,653,499	17,478,258	13,816,151	13,926,331	14,982,720	(1,166,569)	-8.4%		
MCAD - MISDEMEANOR CRIM ADJUDICATION	14,736,140	3,142,627	1,467,026	1,459,614	1,651,487	(184,461)	-12.6%		
MDUI - MISDEMEANOR DUI	-	798,398	784,234	795,520	830,669	(46,435)	-5.9%		
80CV - CIVIL JUSTICE PROGRAM	\$ 4,327,177	\$ 13,196,543	\$ 17,339,280	\$ 16,883,190	\$ 18,912,920	\$ (1,573,640)	-9.1%		
CIVT - CIVIL TRAFFIC	-	3,681,000	3,881,500	3,908,897	4,378,162	(496,662)	-12.8%		
CVAD - GENERAL CIVIL ADJUDICATION	4,327,177	4,758,831	6,165,511	5,782,852	6,502,744	(337,233)	-5.5%		
CVSC - CIVIL SMALL CLAIMS	-	1,142,558	1,292,798	1,277,375	1,470,230	(177,432)	-13.7%		
FDET - FORCIBLE DETAINER	-	2,356,928	2,697,873	2,651,669	2,890,941	(193,068)	-7.2%		
INJH - INJUNCTIONS AGAINST HARASS	-	450,410	608,981	597,837	634,747	(25,766)	-4.2%		
ORDP - ORDERS OF PROTECTION	-	806,816	861,543	851,800	949,629	(88,086)	-10.2%		
SMCV - SMALL CIVIL (JUSTICE COURTS)	-	-	1,831,074	1,812,760	2,086,467	(255,393)	-13.9%		
80FA - FAMILY ADJUDICATION PROGRAM	\$ 11,185,671	\$ 12,077,227	\$ 13,299,472	\$ 13,133,825	\$ 14,388,333	\$ (1,088,861)	-8.2%		
FPRE - FAMILY PRE DECREE	11,054,772	8,926,915	10,003,173	9,865,365	10,754,038	(750,865)	-7.5%		
FPST - FAMILY POST DECREE	130,899	3,150,312	3,296,299	3,268,460	3,634,295	(337,996)	-10.3%		
80JJ - JUVENILE JUSTICE PROGRAM	\$ 6,296,799	\$ 6,874,628	\$ 7,112,340	\$ 6,599,040	\$ 8,296,766	\$ (1,184,426)	-16.7%		
JDEL - JUVENILE DELINQUENCY ADJUD	5,673,757	3,411,621	3,335,747	3,028,330	3,966,590	(630,843)	-18.9%		
JDEP - JUVENILE DEPENDENCY ADJUD	623,042	3,463,007	3,776,593	3,570,711	4,330,176	(553,583)	-14.7%		
80MH - MENTAL HEALTH COURT PROGRAM	\$ -	\$ -	\$ 1,006,342	\$ 1,007,302	\$ 1,096,011	\$ (89,669)	-8.9%		
MENT - MENTAL HEALTH	-	-	1,006,342	1,007,302	1,096,011	(89,669)	-8.9%		
80OS - COURT OPERATIONS SUPPORT PROG	\$ 12,140,293	\$ 15,500,663	\$ 21,419,066	\$ 21,676,173	\$ 22,183,659	\$ (764,593)	-3.6%		
CINT - COURT INTERPRETATION	-	2,625,318	2,677,306	2,967,270	2,778,231	(100,925)	-3.8%		
CSEC - COURT SECURITY	4,957,274	6,661,606	7,251,836	6,804,068	7,375,819	(123,983)	-1.7%		
CTRN - COURT TRANSLATION	-	231,441	252,043	237,083	267,382	(15,339)	-6.1%		
INDG - INDIGENT DEFENSE REIMBURSE	233,785	244,040	243,535	233,014	270,486	(26,951)	-11.1%		
JURR - JURORS	4,239,074	3,653,156	3,321,166	4,179,096	3,778,354	(457,188)	-13.8%		
OCRK - OFFICIAL COURT RECORD KEEPING	-	-	4,027,818	3,743,407	3,795,927	231,891	5.8%		
PICO - PUB INFORM & COMMUNITY OUTRCH	2,710,160	2,085,102	3,645,362	3,512,234	3,917,460	(272,098)	-7.5%		
80PC - PROBATE COURT PROGRAM	\$ 2,298,821	\$ 2,934,378	\$ 1,980,283	\$ 1,964,240	\$ 2,101,209	\$ (120,926)	-6.1%		
EPTA - ESTATE PROBATES & TRUST ADMIN	2,298,821	2,934,378	1,980,283	1,964,240	2,101,209	(120,926)	-6.1%		
80TA - TAX ADJUDICATION PROGRAM	\$ 289,468	\$ 317,763	\$ 496,752	\$ 496,570	\$ 544,478	\$ (47,726)	-9.6%		
LRTA - LARGE RECORD TAX ADJUD	289,468	317,763	313,165	315,090	339,244	(26,079)	-8.3%		
SRTA - SMALL RECORD TAX ADJUD	-	-	183,587	181,481	205,234	(21,647)	-11.8%		
99AS - ADMINISTRATIVE SERVICES PROG	\$ 15,981,780	\$ 16,887,410	\$ 9,740,900	\$ 9,332,017	\$ 8,624,259	\$ 1,116,641	11.5%		
99IT - INFORMATION TECHNOLOGY PROGRAM	\$ 5,820,023	\$ 5,869,059	\$ 6,630,550	\$ 6,088,268	\$ 6,929,931	\$ (299,381)	-4.5%		
99GV - GENERAL GOVERNMENT	\$ 53	\$ -	\$ 972,617	\$ 973,885	\$ 269,901	\$ 702,716	72.3%		
TOTAL PROGRAMS	\$ 89,729,724	\$ 97,049,161	\$ 98,205,896	\$ 96,459,908	\$ 103,945,001	\$ (5,739,105)	-5.8%		

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
80CJ - CRIMINAL JUSTICE PROGRAM	316.00	331.00	15.00	4.7%
CPAD - CAPITAL ADJUDICATION	9.55	18.55	9.00	94.2%
CTRF - CRIMINAL TRAFFIC	20.00	21.00	1.00	5.0%
FDAD - FELONY DUI ADJUDICATION	10.00	10.00	-	0.0%
FELA - GENERAL FELONY ADJUDICATION	235.45	239.45	4.00	1.7%
MCAD - MISDEMEANOR CRIM ADJUDICATION	25.00	26.00	1.00	4.0%
MDUI - MISDEMEANOR DUI	16.00	16.00	-	0.0%
80CV - CIVIL JUSTICE PROGRAM	297.53	307.53	10.00	3.4%
CIVT - CIVIL TRAFFIC	74.03	76.03	2.00	2.7%
CVAD - GENERAL CIVIL ADJUDICATION	101.00	101.00	-	0.0%
CVSC - CIVIL SMALL CLAIMS	24.50	25.50	1.00	4.1%
FDET - FORCIBLE DETAINER	43.00	45.00	2.00	4.7%
INJH - INJUNCTIONS AGAINST HARASS	11.00	11.00	-	0.0%
ORDP - ORDERS OF PROTECTION	13.00	14.00	1.00	7.7%
SMCV - SMALL CIVIL (JUSTICE COURTS)	31.00	35.00	4.00	12.9%
80FA - FAMILY ADJUDICATION PROGRAM	223.00	223.00	-	0.0%
FPRE - FAMILY PRE DECREE	165.00	165.00	-	0.0%
FPST - FAMILY POST DECREE	58.00	58.00	-	0.0%
80JJ - JUVENILE JUSTICE PROGRAM	120.50	128.50	8.00	6.6%
JDEL - JUVENILE DELINQUENCY ADJUD	54.00	62.00	8.00	14.8%
JDEP - JUVENILE DEPENDENCY ADJUD	66.50	66.50	-	0.0%
80MH - MENTAL HEALTH COURT PROGRAM	14.00	14.00	-	0.0%
MENT - MENTAL HEALTH	14.00	14.00	-	0.0%
80OS - COURT OPERATIONS SUPPORT PROG	318.50	313.00	(5.50)	-1.7%
CINT - COURT INTERPRETATION	35.00	35.00	-	0.0%
CSEC - COURT SECURITY	167.50	162.00	(5.50)	-3.3%
CTRN - COURT TRANSLATION	2.50	2.50	-	0.0%
INDG - INDIGENT DEFENSE REIMBURSE	4.00	4.00	-	0.0%
JURR - JURORS	12.00	12.00	-	0.0%
OCRK - OFFICIAL COURT RECORD KEEPING	47.00	47.00	-	0.0%
PICO - PUB INFORM & COMMUNITY OUTRCH	50.50	50.50	-	0.0%
80PC - PROBATE COURT PROGRAM	35.00	35.00	-	0.0%
EPTA - ESTATE PROBATES & TRUST ADMIN	35.00	35.00	-	0.0%
80TA - TAX ADJUDICATION PROGRAM	7.00	7.00	-	0.0%
LRTA - LARGE RECORD TAX ADJUD	5.00	5.00	-	0.0%
SRTA - SMALL RECORD TAX ADJUD	2.00	2.00	-	0.0%
99AS - ADMINISTRATIVE SERVICES PROG	111.25	121.25	10.00	9.0%
99IT - INFORMATION TECHNOLOGY PROGRAM	92.00	92.00	-	0.0%
99GV - GENERAL GOVERNMENT	-	-	-	
TOTAL PROGRAMS	1,534.78	1,572.28	37.50	2.4%

Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ 5,008,769	\$ 4,370,445	\$ 4,462,750	\$ 4,633,447	\$ 3,651,850	\$ (810,900)	-18.2%
Charges For Service	15,813,405	17,562,676	17,709,927	17,455,017	17,825,310	115,383	0.7%
Fines & Forfeits	11,818,388	12,420,365	12,146,450	12,022,945	12,034,898	(111,552)	-0.9%
Miscellaneous Revenues	1,152,017	867,141	1,081,784	1,179,713	1,129,688	47,904	4.4%
Total Revenue	\$ 33,792,578	\$ 35,220,627	\$ 35,400,911	\$ 35,291,122	\$ 34,641,746	\$ (759,165)	-2.1%
EXPENDITURES							
Personal Services	\$ 74,170,427	\$ 85,270,945	\$ 85,384,501	\$ 82,651,715	\$ 91,797,082	\$ (6,412,581)	-7.5%
Supplies	3,245,809	3,347,947	3,101,092	3,169,598	2,095,404	1,005,688	32.4%
Services	11,327,342	7,336,066	8,032,710	8,943,648	8,600,584	(567,874)	-7.1%
Capital Outlay	986,147	1,094,203	1,687,593	1,694,947	1,451,931	235,662	14.0%
Total Expenditures	\$ 89,729,724	\$ 97,049,161	\$ 98,205,896	\$ 96,459,908	\$ 103,945,001	\$ (5,739,105)	-5.8%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 16,188,998	\$ 18,162,083	\$ 18,162,083	\$ 17,942,777	\$ 16,914,273	\$ (1,247,810)	-6.9%
204 JUSTICE CT JUDICIAL ENHANCEMNT	626,740	650,000	650,000	667,486	657,982	7,982	1.2%
208 JUDICIAL ENHANCEMENT	436,508	500,000	500,000	446,387	433,277	(66,723)	-13.3%
238 TRIAL COURTS GRANTS	1,754,974	1,930,131	1,955,131	1,942,294	2,013,717	58,586	3.0%
245 JUSTICE COURTS SPECIAL REVENUE	2,986,854	3,000,000	3,000,000	3,183,276	3,094,077	94,077	3.1%
256 PROBATE FEES	391,704	372,000	372,000	379,311	389,531	17,531	4.7%
257 CONCILIATION COURT FEES	1,766,754	1,630,000	1,630,000	1,674,160	1,695,930	65,930	4.0%
259 TRIAL COURTS SPECIAL REVENUE	6,102,794	5,478,677	5,478,677	5,519,894	5,680,313	201,636	3.7%
261 LAW LIBRARY FEES	920,421	885,000	885,000	898,553	885,000	-	0.0%
264 SUPERIOR COURT FILL THE GAP	1,737,703	1,783,651	1,938,935	1,788,472	2,010,456	71,521	3.7%
271 EXPEDITED CHILD SUPPORT	457,072	425,000	425,000	424,373	445,580	20,580	4.8%
276 SPOUSAL MAINT ENF ENHANCEMENT	137,306	111,750	111,750	119,300	115,921	4,171	3.7%
281 CHILDRENS ISSUES EDUCATION	114,258	110,000	110,000	117,741	115,007	5,007	4.6%
282 DOM REL MEDIATION EDUCATION	170,492	182,335	182,335	187,098	190,682	8,347	4.6%
TOTAL FUNDS	\$ 33,792,578	\$ 35,220,627	\$ 35,400,911	\$ 35,291,122	\$ 34,641,746	\$ (759,165)	-2.1%
EXPENDITURES							
100 GENERAL	\$ 73,962,305	\$ 79,156,617	\$ 79,633,068	\$ 78,955,933	\$ 86,217,528	\$ (6,584,460)	-8.3%
204 JUSTICE CT JUDICIAL ENHANCEMNT	372,878	1,484,000	944,000	707,359	657,982	286,018	30.3%
208 JUDICIAL ENHANCEMENT	545,899	500,000	500,000	425,406	433,277	66,723	13.3%
238 TRIAL COURTS GRANTS	1,711,283	1,930,131	1,955,131	1,761,987	2,013,717	(58,586)	-3.0%
245 JUSTICE COURTS SPECIAL REVENUE	2,251,948	3,000,000	3,540,000	3,285,785	3,094,077	445,923	12.6%
256 PROBATE FEES	346,595	372,000	372,000	356,221	389,531	(17,531)	-4.7%
257 CONCILIATION COURT FEES	1,499,635	1,630,000	1,630,000	1,616,174	1,695,930	(65,930)	-4.0%
259 TRIAL COURTS SPECIAL REVENUE	5,763,859	5,478,677	5,978,677	5,855,689	5,680,313	298,364	5.0%
261 LAW LIBRARY FEES	785,005	885,000	885,000	865,164	885,000	-	0.0%
264 SUPERIOR COURT FILL THE GAP	1,738,407	1,783,651	1,938,935	1,846,609	2,010,456	(71,521)	-3.7%
271 EXPEDITED CHILD SUPPORT	428,923	425,000	425,000	413,087	445,580	(20,580)	-4.8%
276 SPOUSAL MAINT ENF ENHANCEMENT	73,006	111,750	111,750	96,869	115,921	(4,171)	-3.7%
281 CHILDRENS ISSUES EDUCATION	83,029	110,000	110,000	105,863	115,007	(5,007)	-4.6%
282 DOM REL MEDIATION EDUCATION	166,953	182,335	182,335	167,763	190,682	(8,347)	-4.6%
TOTAL FUNDS	\$ 89,729,724	\$ 97,049,161	\$ 98,205,896	\$ 96,459,908	\$ 103,945,001	\$ (5,739,105)	-5.8%

General Adjustments

Justice Court Clerk Staffing Analysis

Increase General Fund \$178,500 to support additional staffing in the Justice Courts as a result of an increase in case filings.

Justice Court Managers

Increase General Fund \$385,000 to restore Justice Court Managers as a result of Supreme Court Administrative Order No. 2006-56, which directed changes in the administration of the Justice Courts

Over funded FY 2006-07 Retirement Contributions

Decrease General Fund (\$91,759) and Judicial Enhancement Fund (\$13,865) for over funded retirement contributions in FY 2006-07.

FY 2007-08 Elected Official Retirement Contributions

Increase General Fund \$213,862 and Judicial Enhancement Fund \$11,927 for FY 2007-08 elected official retirement contributions.

Worker's Compensation / Unemployment Insurance

As a technical adjustment, add \$32,501 to the Internal Service Fund Charges Activity to fully fund Workers' Compensation and Unemployment Insurance for FY 2007-08.

Pro Tem Hours

Increase General Fund \$134,312 to cover the cost of Justice Court pro tem hours. The Justice Courts are expected to receive 400,000 case filings in FY 2006-07, which is a 3% increase over FY 2005-06. It is necessary to provide judicial coverage in the absence of the elected judge, specifically on calendar days such as traffic arraignments and forcible detainers. With the increased case filings and recent judicial salary increases, the additional funding will fully fund anticipated pro tem hours for FY 2007-08.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adpt.)	%
Percent of Capital cases resolved within 545 days	NA	NA	40.0%	40.0%	50.0%	10.0%	25.0%
Percent of Criminal Traffic cases resolved within 180 days	NA	NA	82.5%	82.5%	85.0%	2.5%	3.0%
Percent of Felony DUI cases resolved within 180 days	NA	NA	85.0%	85.0%	85.0%	0.0%	0.0%
Percent of General Felony cases resolved within 180 days	NA	NA	90.0%	90.0%	90.0%	0.0%	0.0%
Percent of Misdemeanor Criminal cases resolved within 180 days	NA	NA	75.0%	75.0%	75.0%	0.0%	0.0%
Percent of Misdemeanor DUI cases resolved within 180 days	NA	NA	80.0%	80.0%	80.0%	0.0%	0.0%

Activities that comprise this program include:

- Capital Adjudication
- Criminal Traffic
- Felony DUI Adjudication
- General Felony Adjudication
- Misdemeanor Criminal Adjudication
- Misdemeanor DUI

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.

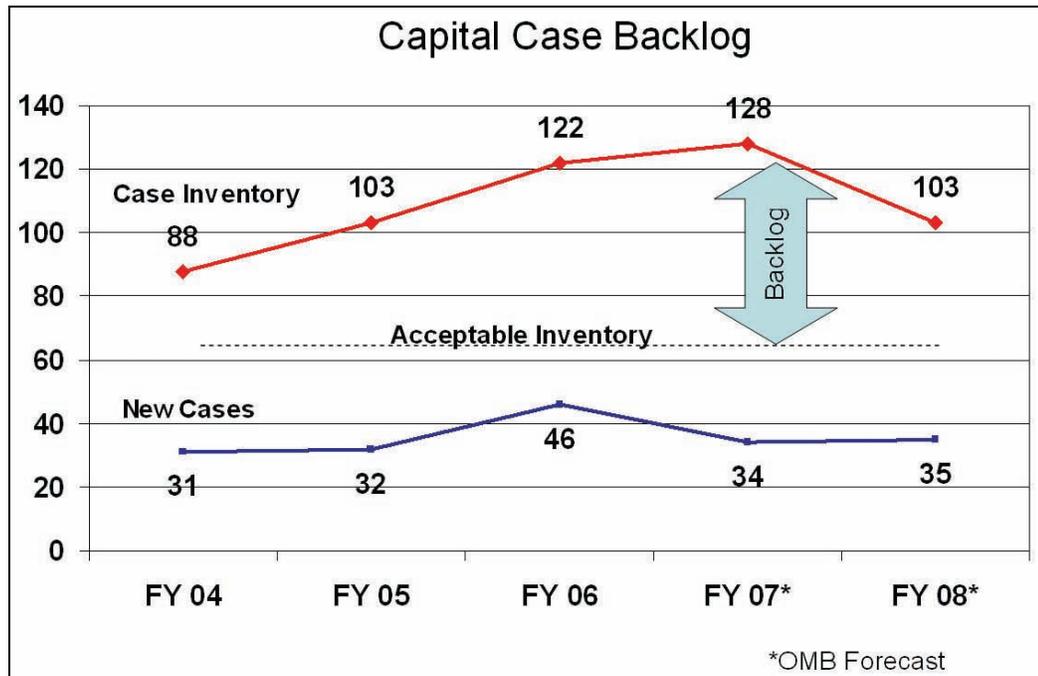
Performance Analysis:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
		ADOPTED	REVISED	PROJ ACT			
<u>Results</u>	NA	NA	40.0%	40.0%	50.0%	10.0%	25.0%
Percent of Capital cases resolved within 545 days							
<u>Demand</u>	46	NA	25	34	35	10	40.0%
Number of Capital cases filed							
<u>Output</u>	27	NA	12	28	60	48	400.0%
Number of Capital cases resolved							
Percent of Demand met	NA	NA	48.0%	82.4%	171.4%	123.4%	257.1%
<u>Efficiency</u>	NA	NA	\$ 27,660.42	\$ 10,202.06	\$ 20,114.70	\$ 7,545.72	27.3%
Expenditures per unit of Output							
<u>Revenues by Fund</u>							
Trial Courts Grants	NA	\$ 67,866	\$ 83,000	\$ 40,612	\$ 96,100	\$ 13,100	15.8%
Totals	NA	\$ 67,866	\$ 83,000	\$ 40,612	\$ 96,100	\$ 13,100	15.8%
<u>Expenditures by Fund</u>							
General	NA	\$ 243,066	\$ 248,925	\$ 250,276	\$ 1,043,657	\$ (794,732)	-319.3%
Judicial Enhancement	NA	-	-	-	3,245	(3,245)	
Trial Courts Grants	NA	67,866	83,000	35,382	96,100	(13,100)	-15.8%
Trial Courts Special Revenue	NA	-	-	-	34,318	(34,318)	
Superior Court Fill The Gap	NA	-	-	-	29,562	(29,562)	
Totals	NA	\$ 310,932	\$ 331,925	\$ 285,658	\$ 1,206,882	\$ (874,957)	-263.6%
<u>Staffing (FTEs)</u>	NA	NA	9.55	NA	18.55	9.00	94.2%

Historical data was not available for this report because case tracking processes are currently being refined. This information will be provided as soon as it is made available.

The FY 2007-08 budget for the Capital Adjudication Activity assumes a 20% increase in the number of Capital cases filed (demand) and a 66.7% increase in the number of Capital cases resolved (output) when compared with FY 2006-07 Revised. The FY 2007-08 further assumes that the percent of Capital cases resolved within 545 days will increase from 40% to 50% when compared with FY 2006-07 projected trends.

The number of cases filed fluctuates from year-to-year and there has been a backlog in cases due to a slow down in bringing cases to trial (see table, below). The increases in output and the percent of cases resolved within 545 days are due to better case management practices and a greater focus on the processing of such cases through the Court system.



Results Initiative: A total of \$621,982 annualized is budgeted for the addition of 9.0 FTEs, including one Superior Court Judge and three FTE retired judges, necessary to maintain and improve the number of capital cases resolved. This initiative will allow the Department to meet current demand and decrease backlog. The Department will also increase the performance target of percent of cases resolved within 545 days.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07		FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
			REVISED	PROJ ACT			
Results	NA	NA	82.5%	82.5%	85.0%	2.5%	3.0%
Percent of Criminal Traffic cases resolved within 180 days							
Demand	NA	NA	58,000	64,433	64,433	6,433	11.1%
Number of Criminal Traffic cases filed							
Output	NA	NA	58,389	65,000	65,000	6,611	11.3%
Number of Criminal Traffic cases resolved							
Percent of Demand met	NA	NA	100.7%	100.9%	100.9%	0.2%	0.2%
Efficiency	NA	NA	\$ 17.02	\$ 15.80	\$ 18.14	\$ (1.12)	-6.6%
Expenditures per unit of Output							
Revenues by Fund							
General	NA	\$ 1,034,779	\$ 74,592	\$ 68,376	\$ -	\$ (74,592)	-100.0%
Justice Courts Special Revenue	NA	116,834	-	45,370	-	-	
Totals	NA	\$ 1,151,613	\$ 74,592	\$ 113,746	\$ -	\$ (74,592)	-100.0%
Expenditures by Fund							
General	NA	\$ 1,110,692	\$ 747,769	\$ 784,938	\$ 942,956	\$ (195,187)	-26.1%
Justice Ct Judicial Enhancemnt	NA	-	59,686	47,744	34,388	25,298	42.4%
Justice Courts Special Revenue	NA	6,997	186,251	194,117	201,677	(15,426)	-8.3%
Totals	NA	\$ 1,117,689	\$ 993,706	\$ 1,026,799	\$ 1,179,021	\$ (185,315)	-18.6%
Staffing (FTEs)	NA	NA	20.00	NA	21.00	1.00	5.0%

The FY 2007-08 budget assumes no increase in demand and output when compared with the FY 2006-07 projected budget. The percent of Criminal Traffic cases resolved within 180 days is expected to increase from 82.5% to 85% with the FY 2007-08 budget. The improvement in results is attributed to increased staffing and improved case management practices, including technology improvements. FY 2007-08 budgeted expenditures increased by \$90,755 (9.1%) from FY 2006-07 due increases in employee benefits, market and judicial salary increases, resulting in a higher rate of expenditure per unit of output.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	85.0%	85.0%	85.0%	0.0%	0.0%
Percent of Felony DUI cases resolved within 180 days							
Demand	NA	NA	1,200	1,200	1,236	36	3.0%
Number of Felony DUI cases filed							
Output	NA	NA	1,080	1,080	1,112	32	3.0%
Number of Felony DUI cases resolved							
Percent of Demand met	NA	NA	90.0%	90.0%	90.0%	0.0%	0.0%
Efficiency	NA	NA	\$ 754.86	\$ 751.37	\$ 671.54	\$ 83.32	11.0%
Expenditures per unit of Output							
Revenues by Fund							
Trial Courts Grants	NA	NA	\$ 138,491	\$ 140,267	\$ -	\$ (138,491)	-100.0%
Totals	NA	NA	\$ 138,491	\$ 140,267	\$ -	\$ (138,491)	-100.0%
Expenditures by Fund							
General	NA	\$ 406,208	\$ 583,761	\$ 576,283	\$ 647,455	\$ (63,694)	-10.9%
Trial Courts Grants	NA	-	138,491	140,267	-	138,491	100.0%
Trial Courts Special Revenue	NA	44,451	-	-	-	-	
Superior Court Fill The Gap	NA	92,927	93,000	94,927	99,300	(6,300)	-6.8%
Totals	NA	\$ 543,586	\$ 815,252	\$ 811,477	\$ 746,755	\$ 68,497	8.4%
Staffing (FTEs)	NA	NA	10.00	NA	10.00	-	0.0%

The FY 2007-08 budget assumes a 3% increase in demand and output when compared with the FY 2006-07 Projected budget; however, the percent of Felony DUI cases resolved within 180 days is expected to remain flat at 85%. The increase in demand and output is due new legislation and a continued focus by law enforcement on DUI offenses. FY 2007-08 budgeted expenditures decreased by \$68,497 (8.4%) from FY 2006-07 due to a federally funded DUI Grant not being renewed.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	90.0%	90.0%	90.0%	0.0%	0.0%
Percent of General Felony cases resolved within 180 days							
Demand	NA	NA	40,000	40,000	42,000	2,000	5.0%
Number of General Felony cases filed							
Output	NA	NA	38,000	38,000	39,900	1,900	5.0%
Number of General Felony cases resolved							
Percent of Demand met	NA	NA	95.0%	95.0%	95.0%	0.0%	0.0%
Efficiency	NA	NA	\$ 363.58	\$ 366.48	\$ 375.51	\$ (11.92)	-3.3%
Expenditures per unit of Output							
Revenues by Fund							
General	\$ 53,448	\$ 56,218	\$ 11,858	\$ 11,858	\$ 11,858	\$ -	0.0%
Judicial Enhancement	436,508	500,000	500,000	446,387	433,277	(66,723)	-13.3%
Trial Courts Grants	290,544	288,961	154,072	154,072	177,533	23,461	15.2%
Trial Courts Special Revenue	2,966,724	3,129,969	20,000	54,484	35,000	15,000	75.0%
Superior Court Fill The Gap	1,737,703	1,783,651	1,938,935	1,788,472	2,010,456	71,521	3.7%
Totals	\$ 5,484,927	\$ 5,758,799	\$ 2,624,865	\$ 2,455,273	\$ 2,668,124	\$ 43,259	1.6%
Expenditures by Fund							
General	\$ 13,262,780	\$ 14,104,384	\$ 10,564,169	\$ 10,762,950	\$ 11,597,370	\$ (1,033,201)	-9.8%
Judicial Enhancement	276,571	289,093	84,765	75,963	63,665	21,100	24.9%
Trial Courts Grants	240,245	288,961	154,072	157,942	177,533	(23,461)	-15.2%
Trial Courts Special Revenue	1,337,085	1,296,965	1,439,920	1,378,353	1,516,522	(76,602)	-5.3%
Superior Court Fill The Gap	1,536,818	1,498,855	1,573,225	1,551,123	1,627,630	(54,405)	-3.5%
Totals	\$ 16,653,499	\$ 17,478,258	\$ 13,816,151	\$ 13,926,331	\$ 14,982,720	\$ (1,166,569)	-8.4%
Staffing (FTEs)	NA	NA	235.45	NA	239.45	4.00	1.7%

The FY 2007-08 budget assumes a 5% increase in demand and output when compared with the FY 2006-07 Projected budget; however, the percent of General Felony Adjudication cases resolved within 180 days is expected to remain flat at 90%. The increase in demand and output is based on an average annual increase over the last three fiscal years.

FY 2007-08 budgeted expenditures increased by \$1,166,569 (8.4%) from FY 2006-07 due to increases in staffing, including a Court Commissioner, for the Downtown Regional Court Center (RCC). The increased cost in addition to the increased volume result in a higher rate of expenditure per unit of output.

Base Adjustment: Revenue (\$110,158) and expenditures (\$32,453) were reduced based on an evaluation of prior year trends.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	75.0%	75.0%	75.0%	0.0%	0.0%
Percent of Misdemeanor Criminal cases resolved within 180 days							
Demand	NA	NA	20,500	20,500	21,525	1,025	5.0%
Number of Misdemeanor Criminal cases filed							
Output	NA	NA	19,500	19,500	20,475	975	5.0%
Number of Misdemeanor Criminal cases resolved							
Percent of Demand met	NA	NA	95.1%	95.1%	95.1%	0.0%	0.0%
Efficiency	NA	NA	\$ 75.23	\$ 74.85	\$ 80.66	\$ (5.43)	-7.2%
Expenditures per unit of Output							
Revenues by Fund							
General	\$ 15,723,156	\$ 5,083,660	\$ 11,396,028	\$ 11,237,976	\$ 11,226,187	\$ (169,841)	-1.5%
Justice Ct Judicial Enhancemnt	32,785	-	162,272	246,186	164,263	1,991	1.2%
Justice Courts Special Revenue	2,371,936	529,642	912,850	976,848	941,476	28,626	3.1%
Totals	\$ 18,127,877	\$ 5,613,302	\$ 12,471,150	\$ 12,461,010	\$ 12,331,926	\$ (139,224)	-1.1%
Expenditures by Fund							
General	\$ 13,562,774	\$ 2,862,095	\$ 1,212,788	\$ 1,244,282	\$ 1,375,021	\$ (162,233)	-13.4%
Justice Ct Judicial Enhancemnt	12,228	-	34,653	4,074	42,236	(7,583)	-21.9%
Justice Courts Special Revenue	1,161,138	280,532	219,585	211,258	234,230	(14,645)	-6.7%
Totals	\$ 14,736,140	\$ 3,142,627	\$ 1,467,026	\$ 1,459,614	\$ 1,651,487	\$ (184,461)	-12.6%
Staffing (FTEs)	NA	NA	25.00	NA	26.00	1.00	4.0%

The FY 2007-08 budget assumes a 5% increase in demand and output when compared with the FY 2006-07 Projected budget; however, the percent of Misdemeanor Criminal Adjudication cases resolved within 180 days is expected to remain flat at 75%. The increase in demand and output is based on an average annual increase over the last three fiscal years.

FY 2007-08 budgeted expenditures increased by \$187,461 (12.6%) from FY 2006-07 due to increases in staffing (reallocation of Justice System Clerks based on demand), employee benefits and elected official pay. The increased cost in addition to the increased volume result in a higher rate of expenditure per unit of output.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED PROJ ACT		FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	80.0%	80.0%	80.0%	0.0%	0.0%
Percent of Misdemeanor DUI cases resolved within 180 days							
Demand	NA	NA	13,000	12,720	12,720	(280)	-2.2%
Number of Misdemeanor DUI cases filed							
Output	NA	NA	11,500	12,388	12,388	888	7.7%
Number of Misdemeanor DUI cases resolved							
Percent of Demand met	NA	NA	88.5%	97.4%	97.4%	8.9%	10.1%
Efficiency	NA	NA	\$ 68.19	\$ 64.22	\$ 67.05	\$ 1.14	1.7%
Expenditures per unit of Output							
Revenues by Fund							
General	NA	\$ 665,854	\$ 37,296	\$ 34,171	\$ -	\$ (37,296)	-100.0%
Justice Courts Special Revenue	NA	207,507	-	-	-	-	
Totals	NA	\$ 873,361	\$ 37,296	\$ 34,171	\$ -	\$ (37,296)	-100.0%
Expenditures by Fund							
General	NA	\$ 714,905	\$ 615,560	\$ 644,846	\$ 658,775	\$ (43,215)	-7.0%
Justice Ct Judicial Enhancemnt	NA	-	29,917	11,570	25,042	4,875	16.3%
Justice Courts Special Revenue	NA	83,493	138,757	139,104	146,852	(8,095)	-5.8%
Totals	NA	\$ 798,398	\$ 784,234	\$ 795,520	\$ 830,669	\$ (46,435)	-5.9%
Staffing (FTEs)	NA	NA	16.00	NA	16.00	-	0.0%

The FY 2007-08 budget assumes no increase in demand and output when compared with the FY 2006-07 Projected budget. The percent of Criminal Traffic cases resolved within 180 days is expected to remain flat at 80% with the FY 2007-08 budget. FY 2007-08 budgeted expenditures increased by \$46,435 (5.9%) from FY 2006-07 due to increases in employee benefits and elected official pay, resulting in a higher rate of expenditure per unit of output.

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

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED PROJ ACT		FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
Percent of Civil Traffic ases resolved within 180 days	NA	NA	85.5%	85.5%	88.0%	2.5%	2.9%
Percent of Civil cases resolved within 180 days	NA	NA	95.0%	95.0%	98.0%	3.0%	3.2%
Percent of Small Claims cases resolved within 180 days	NA	NA	75.5%	75.5%	78.0%	2.5%	3.3%
Percent of Small Civil (Justice Courts) cases resolved within 180 days	NA	NA	90.0%	90.0%	99.9%	9.9%	11.0%

Activities that comprise this program include:

- Civil Traffic
- General Civil Adjudication
- 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	85.5%	85.5%	88.0%	2.5%	2.9%
Percent of Civil Traffic cases resolved within 180 days							
Demand	NA	NA	145,000	150,372	150,372	5,372	3.7%
Number of Civil Traffic cases filed							
Output	NA	NA	148,000	150,372	150,372	2,372	1.6%
Number of Civil Traffic cases resolved							
Percent of Demand met	NA	NA	102.1%	100.0%	100.0%	-2.1%	-2.0%
Efficiency	NA	NA	\$ 26.23	\$ 25.99	\$ 29.12	\$ (2.89)	-11.0%
Expenditures per unit of Output							
Revenues by Fund							
General	NA	\$ 4,905,015	\$ 1,277,705	\$ 1,305,725	\$ 1,084,137	\$ (193,568)	-15.1%
Justice Courts Special Revenue	NA	730,530	738,280	782,838	761,434	23,154	3.1%
Totals	NA	\$ 5,635,545	\$ 2,015,985	\$ 2,088,563	\$ 1,845,571	\$ (170,414)	-8.5%
Expenditures by Fund							
General	NA	\$ 3,151,888	\$ 2,918,760	\$ 3,084,988	\$ 3,439,602	\$ (520,842)	-17.8%
Justice Ct Judicial Enhancemnt	NA	38,920	294,593	228,006	224,341	70,252	23.8%
Justice Courts Special Revenue	NA	490,192	668,147	595,902	714,219	(46,072)	-6.9%
Totals	NA	\$ 3,681,000	\$ 3,881,500	\$ 3,908,897	\$ 4,378,162	\$ (496,662)	-12.8%
Staffing (FTEs)	NA	NA	74.03	NA	76.03	2.00	2.7%

The FY 2007-08 budget assumes no increase in demand and output when compared with the FY 2006-07 Projected budget. The percent of Civil Traffic cases resolved within 180 days is expected to increase from 85.5% to 88% with the FY 2007-08 budget. The increase in results is attributed to improved case management practices and additional Justice Court staff approved in FY 2006-07.

Base Adjustment: Expenditures were reduced by \$30,054 based on an evaluation of prior year trends.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	95.0%	95.0%	98.0%	3.0%	3.2%
Percent of Civil cases resolved within 180 days							
Demand	NA	NA	38,000	32,004	32,004	(5,996)	-15.8%
Number of Civil cases filed							
Output	NA	NA	36,000	30,308	30,308	(5,692)	-15.8%
Number of Civil cases resolved							
Percent of Demand met	NA	NA	94.7%	94.7%	94.7%	0.0%	0.0%
Efficiency	NA	NA	\$ 171.26	\$ 190.80	\$ 214.56	\$ (43.29)	-25.3%
Expenditures per unit of Output							
Revenues by Fund							
Trial Courts Special Revenue	\$ 70,110	\$ 84,000	\$ 3,078,969	\$ 2,932,522	\$ 3,177,290	\$ 98,321	3.2%
Totals	\$ 70,110	\$ 84,000	\$ 3,078,969	\$ 2,932,522	\$ 3,177,290	\$ 98,321	3.2%
Expenditures by Fund							
General	\$ 4,325,857	\$ 4,674,831	\$ 5,650,245	\$ 5,305,952	\$ 5,983,511	\$ (333,266)	-5.9%
Judicial Enhancement	-	-	110,579	75,501	93,354	17,225	15.6%
Trial Courts Special Revenue	1,320	84,000	404,687	401,399	425,879	(21,192)	-5.2%
Totals	\$ 4,327,177	\$ 4,758,831	\$ 6,165,511	\$ 5,782,852	\$ 6,502,744	\$ (337,233)	-5.5%
Staffing (FTEs)	NA	NA	101.00	NA	101.00	-	0.0%

The FY 2007-08 budget assumes no increase in demand and output when compared with the FY 2006-07 Projected budget. The percent of civil cases resolved within 180 days is expected to increase from 95% to 98% with the FY 2007-08 budget. The increase in results is attributed to improved case management practices.

FY 2007-08 budgeted expenditures increased by \$337,233 (5.5%) from FY 2006-07 due to increases employee benefits and elected official pay, resulting in a higher rate of expenditure per unit of output.

Base Adjustment: Expenditures were reduced by \$7,000 based on an evaluation of prior year trends.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	75.5%	75.5%	78.0%	2.5%	3.3%
Percent of Small Claims cases resolved within 180 days							
Demand	NA	NA	15,000	14,328	14,328	(672)	-4.5%
Number of Small Claims cases filed							
Output	NA	NA	15,250	14,328	14,328	(922)	-6.0%
Number of Small Claims cases resolved							
Percent of Demand met	NA	NA	101.7%	100.0%	100.0%	-1.7%	-1.6%
Efficiency	NA	NA	\$ 84.77	\$ 89.15	\$ 102.61	\$ (17.84)	-21.0%
Expenditures per unit of Output							
Revenues by Fund							
General	NA	\$ 1,189,512	\$ 74,592	\$ 68,376	\$ -	\$ (74,592)	-100.0%
Justice Courts Special Revenue	NA	150,516	-	-	-	-	
Totals	NA	\$ 1,340,028	\$ 74,592	\$ 68,376	\$ -	\$ (74,592)	-100.0%
Expenditures by Fund							
General	NA	\$ 967,623	\$ 983,416	\$ 1,022,189	\$ 1,135,122	\$ (151,706)	-15.4%
Justice Ct Judicial Enhancemnt	NA	-	41,843	5,148	50,083	(8,240)	-19.7%
Justice Courts Special Revenue	NA	174,935	267,539	250,038	285,025	(17,486)	-6.5%
Totals	NA	\$ 1,142,558	\$ 1,292,798	\$ 1,277,375	\$ 1,470,230	\$ (177,432)	-13.7%
Staffing (FTEs)	NA	NA	24.50	NA	25.50	1.00	4.1%

The FY 2007-08 budget assumes no increase in demand and output when compared with the FY 2006-07 Projected budget. The percent of Civil Small Claims cases resolved within 180 days is expected to increase from 75.5% to 78% with the FY 2007-08 budget. The increase in results is attributed to improved case management practices and additional Justice Court staff approved in FY 2006-07.

FY 2007-08 budgeted expenditures increased by \$177,432 (13.7%) from FY 2006-07 due to increases staffing, employee benefits and elected official pay, resulting in a higher rate of expenditure per unit of output.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	NA		
To be developed							
Demand	NA	NA	65,000	67,080	67,080	2,080	3.2%
Number of Forcible Detainer cases filed							
Output	NA	NA	62,500	64,531	64,531	2,031	3.2%
Number of Forcible Detainer cases resolved							
Percent of Demand met	NA	NA	96.2%	96.2%	96.2%	0.0%	0.0%
Efficiency	NA	NA	\$ 43.17	\$ 41.09	\$ 44.80	\$ (1.63)	-3.8%
Expenditures per unit of Output							
Revenues by Fund							
General	NA	\$ 2,124,797	\$ 149,184	\$ 135,878	\$ -	\$ (149,184)	-100.0%
Justice Courts Special Revenue	NA	207,650	-	-	-	-	
Totals	NA	\$ 2,332,447	\$ 149,184	\$ 135,878	\$ -	\$ (149,184)	-100.0%
Expenditures by Fund							
General	NA	\$ 2,260,736	\$ 2,161,249	\$ 2,201,794	\$ 2,459,388	\$ (298,139)	-13.8%
Justice Ct Judicial Enhancemnt	NA	-	224,825	174,794	153,617	71,208	31.7%
Justice Courts Special Revenue	NA	96,192	311,799	275,081	277,936	33,863	10.9%
Totals	NA	\$ 2,356,928	\$ 2,697,873	\$ 2,651,669	\$ 2,890,941	\$ (193,068)	-7.2%
Staffing (FTEs)	NA	NA	43.00	NA	45.00	2.00	4.7%

The FY 2007-08 budget for the Forcible Detainer Activity assumes no increase in demand and output when compared with the FY 2006-07 Projected budget. Result data was not reported for this activity.

FY 2007-08 budgeted expenditures increased by \$193,068 (7.2%) from FY 2006-07 due to increased Justice Court staffing, employee benefits and elected official pay increases, resulting in a higher rate of expenditure per unit of output.

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:

	FY 2005-06 ACTUAL	FY 2006-07			FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
		ADOPTED	REVISED	PROJ ACT			
Results	NA	NA	NA	NA	NA		
To be developed							
Demand	NA	NA	6,000	5,124	5,124	(876)	-14.6%
Number of Injunctions against Harassment requested							
Output	NA	NA	5,000	4,268	4,268	(732)	-14.6%
Number of Injunctions against Harassment issued							
Percent of Demand met	NA	NA	83.3%	83.3%	83.3%	0.0%	0.0%
Efficiency	NA	NA	\$ 121.80	\$ 140.07	\$ 148.72	\$ (26.93)	-22.1%
Expenditures per unit of Output							
Revenues by Fund							
General	NA	\$ 533,486	\$ 37,296	\$ 34,188	\$ -	\$ (37,296)	-100.0%
Justice Courts Special Revenue	NA	58,499	-	-	-	-	
Totals	NA	\$ 591,985	\$ 37,296	\$ 34,188	\$ -	\$ (37,296)	-100.0%
Expenditures by Fund							
General	NA	\$ 404,330	\$ 523,247	\$ 523,268	\$ 549,651	\$ (26,404)	-5.0%
Justice Ct Judicial Enhancemnt	NA	-	23,802	11,570	17,194	6,608	27.8%
Justice Courts Special Revenue	NA	46,080	61,932	63,000	67,902	(5,970)	-9.6%
Totals	NA	\$ 450,410	\$ 608,981	\$ 597,837	\$ 634,747	\$ (25,766)	-4.2%
Staffing (FTEs)	NA	NA	11.00	NA	11.00	-	0.0%

The FY 2007-08 budget for the Injunctions Against Harassment Activity assumes no increase in demand and output when compared with the FY 2006-07 Projected budget. Result data was not reported for this activity.

FY 2007-08 budgeted expenditures increased by \$25,766 (4.2%) from FY 2006-07 due to increased benefits and judicial salaries, resulting in a higher rate of expenditure per unit of output.

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:

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Results	NA	NA	NA	NA	NA		
To be developed							
Demand	NA	NA	5,500	5,364	5,364	(136)	-2.5%
Number of Orders of Protection requested							
Output	NA	NA	5,500	5,364	5,364	(136)	-2.5%
Number of Orders of Protection issued							
Percent of Demand met	NA	NA	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	NA	\$ 156.64	\$ 158.80	\$ 177.04	\$ (20.39)	-13.0%
Expenditures per unit of Output							
Revenues by Fund							
General	NA	\$ 918,886	\$ 37,296	\$ 29,528	\$ -	\$ (37,296)	-100.0%
Justice Courts Special Revenue	NA	142,650	-	-	-	-	
Totals	NA	\$ 1,061,536	\$ 37,296	\$ 29,528	\$ -	\$ (37,296)	-100.0%
Expenditures by Fund							
General	NA	\$ 761,606	\$ 773,762	\$ 784,165	\$ 853,328	\$ (79,566)	-10.3%
Justice Ct Judicial Enhancemnt	NA	-	20,817	5,528	21,117	(300)	-1.4%
Justice Courts Special Revenue	NA	45,210	66,964	62,106	75,184	(8,220)	-12.3%
Totals	NA	\$ 806,816	\$ 861,543	\$ 851,800	\$ 949,629	\$ (88,086)	-10.2%
Staffing (FTEs)	NA	NA	13.00	NA	14.00	1.00	7.7%

The FY 2007-08 budget for the Orders of Protection Activity assumes no increase in demand and output when compared with the FY 2006-07 Projected budget. Result data was not reported for this activity.

FY 2007-08 budgeted expenditures increased by \$88,086 (10.2%) from FY 2006-07 due to increased Justice Court staffing, increased benefits and judicial salaries, resulting in a higher rate of expenditure per unit of output.

Small Civil Activity (Justice Courts)

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07		FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
			REVISED	PROJ ACT			
Results	NA	NA	90.0%	90.0%	99.9%	9.9%	11.0%
Percent of Small Civil cases resolved within 180 days							
Demand	NA	NA	52,000	63,123	63,123	11,123	21.4%
Number of Small Civil cases filed							
Output	NA	NA	56,000	63,123	63,123	7,123	12.7%
Number of Small Civil cases resolved							
Percent of Demand met	NA	NA	107.7%	100.0%	100.0%	-7.7%	-7.1%
Efficiency	NA	NA	\$ 32.70	\$ 28.72	\$ 33.05	\$ (0.36)	-1.1%
Expenditures per unit of Output							
Revenues by Fund							
General	NA	NA	\$ 3,372,000	\$ 3,324,616	\$ 3,253,265	\$ (118,735)	-3.5%
Justice Ct Judicial Enhancemnt	NA	NA	487,728	421,299	493,719	5,991	1.2%
Justice Courts Special Revenue	NA	NA	1,348,870	1,378,220	1,391,167	42,297	3.1%
Totals	NA	NA	\$ 5,208,598	\$ 5,124,135	\$ 5,138,151	\$ (70,447)	-1.4%
Expenditures by Fund							
General	NA	NA	\$ 1,411,934	\$ 1,456,197	\$ 1,700,037	\$ (288,103)	-20.4%
Justice Ct Judicial Enhancemnt	NA	NA	39,809	12,288	39,812	(3)	0.0%
Justice Courts Special Revenue	NA	NA	379,331	344,275	346,618	32,713	8.6%
Totals	NA	NA	\$ 1,831,074	\$ 1,812,760	\$ 2,086,467	\$ (255,393)	-13.9%
Staffing (FTEs)	NA	NA	31.00	NA	35.00	4.00	12.9%

The FY 2007-08 budget assumes no increase in demand and output when compared with the FY 2006-07 Projected budget. The percent of Small Civil cases resolved within 180 days is expected to increase from 90% to 99.9% with the FY 2007-08 budget. The increase in results is attributed to improved case management practices and additional Justice Court staff approved in FY 2006-07.

FY 2007-08 budgeted expenditures increased by \$210,043 (11.5%) from FY 2006-07 due to increases staffing, employee benefits and elected official pay, resulting in a higher rate of expenditure per unit of output.

Family Adjudication 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.

Mandates: Arizona Constitution, Article VI, Section 14 and A.R.S. §25-311 gives the Superior Court jurisdiction to resolve matters of divorce and annulment of marriages.

Program Results

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07		FY 2007-08 ADOPTED	Variance (Rev. - Adpt.) %	
			REVISED	PROJ ACT			
Percent of Pre Decree Family Court cases resolved within twelve months	NA	NA	95.0%	95.0%	95.0%	0.0%	0.0%
Percent of Post Decree Family Court cases resolved within seven months	NA	NA	Not Reported	Not Reported	Not Reported		

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07		FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
			REVISED	PROJ ACT			
Results	NA	NA	95.0%	95.0%	95.0%	0.0%	0.0%
Percent of Pre Decree Family Court cases resolved within twelve months							
Demand	NA	NA	34,000	34,500	34,500	500	1.5%
Number of Pre Decree Family Court cases filed							
Output	NA	NA	33,320	34,500	34,500	1,180	3.5%
Number of Pre Decree Family Court cases resolved							
Percent of Demand met	NA	NA	98.0%	100.0%	100.0%	2.0%	2.0%
Efficiency	NA	NA	\$ 300.22	\$ 285.95	\$ 311.71	\$ (11.50)	-3.8%
Expenditures per unit of Output							
Revenues by Fund							
General	\$ 1,200	\$ 4,685	\$ 4,200	\$ 1,477	\$ 4,200	\$ -	0.0%
Trial Courts Grants	269,617	196,075	331,934	333,004	170,274	(161,660)	-48.7%
Conciliation Court Fees	1,766,754	1,630,000	1,630,000	1,674,160	1,695,930	65,930	4.0%
Trial Courts Special Revenue	676,410	644,384	644,384	837,990	644,384	-	0.0%
Expedited Child Support	457,072	-	210,250	70,082	-	(210,250)	-100.0%
Spousal Maint Enf Enhancement	137,306	111,750	56,250	100,800	115,921	59,671	106.1%
Childrens Issues Education	114,258	110,000	57,000	100,077	115,007	58,007	101.8%
Dom Rel Mediation Education	170,492	-	89,167	29,720	-	(89,167)	-100.0%
Totals	\$ 3,593,109	\$ 2,696,894	\$ 3,023,185	\$ 3,147,310	\$ 2,745,716	\$ (277,469)	-9.2%
Expenditures by Fund							
General	\$ 6,784,799	\$ 5,385,140	\$ 5,905,471	\$ 5,871,677	\$ 6,698,745	\$ (793,274)	-13.4%
Judicial Enhancement	37,853	-	63,677	64,621	63,726	(49)	-0.1%
Trial Courts Grants	250,004	196,075	331,934	308,294	170,274	161,660	48.7%
Conciliation Court Fees	1,499,635	1,630,000	1,630,000	1,616,174	1,695,930	(65,930)	-4.0%
Trial Courts Special Revenue	1,730,570	1,493,950	1,243,006	1,221,018	1,258,173	(15,167)	-1.2%
Expedited Child Support	428,923	-	425,000	413,087	445,580	(20,580)	-4.8%
Spousal Maint Enf Enhancement	73,006	111,750	111,750	96,869	115,921	(4,171)	-3.7%
Childrens Issues Education	83,029	110,000	110,000	105,863	115,007	(5,007)	-4.6%
Dom Rel Mediation Education	166,953	-	182,335	167,763	190,682	(8,347)	-4.6%
Totals	\$ 11,054,772	\$ 8,926,915	\$ 10,003,173	\$ 9,865,365	\$ 10,754,038	\$ (750,865)	-7.5%
Staffing (FTEs)	NA	NA	165.00	NA	165.00	-	0.0%

The FY 2007-08 budget assumes no increase in demand and output when compared with the FY 2006-07 Projected budget. The percent of Family Pre-Decree cases resolved within twelve months is expected to remain flat at 95% with the FY 2007-08 budget.

FY 2007-08 budgeted expenditures increased by \$750,865 (7.5%) from FY 2006-07 due to increases in employee benefits in addition to market and judicial salary increases, resulting in a higher rate of expenditure per unit of output.

Base Adjustment: Revenue and expenditures were reduced by \$19,000 based on an evaluation of prior year trends.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07		FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
			REVISED	PROJ ACT			
Results	NA	NA	Not Reported	Not Reported	Not Reported		
Percent of Post Decree Family Court cases resolved within seven months							
Demand	NA	NA	18,000	20,085	20,085	2,085	11.6%
Number of Post Decree Family Court cases filed							
Output	NA	NA	17,500	20,085	20,085	2,585	14.8%
Number of Post Decree Family Court cases resolved							
Percent of Demand met	NA	NA	97.2%	100.0%	100.0%	2.8%	2.9%
Efficiency	NA	NA	\$ 188.36	\$ 162.73	\$ 180.95	\$ 7.41	3.9%
Expenditures per unit of Output							
Revenues by Fund							
General	\$ -	\$ -	\$ 485	\$ 10,589	\$ 485	\$ -	0.0%
Trial Courts Grants	-	75,494	-	-	88,888	88,888	
Expedited Child Support	-	425,000	214,750	354,291	445,580	230,830	107.5%
Spousal Maint Enf Enhancement	-	-	55,500	18,500	-	(55,500)	-100.0%
Childrens Issues Education	-	-	53,000	17,664	-	(53,000)	-100.0%
Dom Rel Mediation Education	-	182,335	93,168	157,378	190,682	97,514	104.7%
Totals	\$ -	\$ 682,829	\$ 416,903	\$ 558,423	\$ 725,635	\$ 308,732	74.1%
Expenditures by Fund							
General	\$ 130,899	\$ 2,197,244	\$ 2,816,567	\$ 2,822,820	\$ 3,043,093	\$ (226,526)	-8.0%
Judicial Enhancement	-	44,080	196,379	159,022	204,891	(8,512)	-4.3%
Trial Courts Grants	-	75,494	-	-	88,888	(88,888)	
Trial Courts Special Revenue	-	226,159	283,353	286,618	297,423	(14,070)	-5.0%
Expedited Child Support	-	425,000	-	-	-	-	
Dom Rel Mediation Education	-	182,335	-	-	-	-	
Totals	\$ 130,899	\$ 3,150,312	\$ 3,296,299	\$ 3,268,460	\$ 3,634,295	\$ (337,996)	-10.3%
Staffing (FTEs)	NA	NA	58.00	NA	58.00	-	0.0%

The FY 2007-08 budget for the Family Post-Decree Activity assumes no increase in demand and output when compared with the FY 2006-07 Projected budget. Result data was not reported for this activity.

FY 2007-08 budgeted expenditures increased by \$337,996 (10.3%) from FY 2006-07 due to increases in employee benefits in addition to market and judicial salary increases, resulting in a higher rate of expenditure per unit of output.

Base Adjustment: Expenditures were reduced by \$7,000 based on an evaluation of prior year trends.

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 are being developed.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED PROJ ACT		FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	NA	NA	NA	NA	NA		
To be developed							
Demand	NA	NA	15,000	13,772	13,772	(1,228)	-8.2%
Number of Delinquency cases filed							
Output	NA	NA	13,335	13,413	13,413	78	0.6%
Number of Delinquency cases resolved							
Percent of Demand met	NA	NA	88.9%	97.4%	97.4%	8.5%	9.6%
Efficiency	NA	NA	\$ 250.15	\$ 225.78	\$ 295.73	\$ (45.58)	-18.2%
Expenditures per unit of Output							
Revenues by Fund							
Trial Courts Grants	\$ 261,848	-	\$ 7,000	\$ 14,000	\$ 32,000	\$ 25,000	357.1%
Totals	\$ 261,848	-	\$ 7,000	\$ 14,000	\$ 32,000	\$ 25,000	357.1%
Expenditures by Fund							
General	\$ 5,373,673	\$ 3,411,621	\$ 3,319,012	\$ 3,011,145	\$ 3,933,509	\$ (614,497)	-18.5%
Judicial Enhancement	-	-	9,735	9,735	1,081	8,654	88.9%
Trial Courts Grants	300,084	-	7,000	7,449	32,000	(25,000)	-357.1%
Totals	\$ 5,673,757	\$ 3,411,621	\$ 3,335,747	\$ 3,028,330	\$ 3,966,590	\$ (630,843)	-18.9%
Staffing (FTEs)	NA	NA	54.00	NA	62.00	8.00	14.8%

The FY 2007-08 budget for the Juvenile Delinquency Activity assumes no increase in demand and output when compared with the FY 2006-07 Projected budget. Result data was not reported for this activity.

FY 2007-08 budgeted expenditures increased by \$630,843 (18.9%) from FY 2006-07 due to increases in staffing, employee benefits and market and judicial salary increases, resulting in a higher rate of expenditure per unit of output.

Base Adjustment: Expenditures were reduced by \$19,500 based on an evaluation of prior year trends.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
To be developed	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Demand	NA	NA	3,000	2,652	2,652	(348)	-11.6%
Number of Dependency cases filed							
Output	NA	NA	2,550	2,004	2,004	(546)	-21.4%
Number of Dependency cases resolved							
Percent of Demand met	NA	NA	85.0%	75.6%	75.6%	-9.4%	-11.1%
Efficiency	NA	NA	\$ 1,481.02	\$ 1,781.79	\$ 2,160.77	\$ (679.75)	-45.9%
Expenditures per unit of Output							
Revenues by Fund							
Trial Courts Grants	\$ 476,485	\$ 843,347	\$ 922,513	\$ 927,918	\$ 1,041,487	\$ 118,974	12.9%
Totals	\$ 476,485	\$ 843,347	\$ 922,513	\$ 927,918	\$ 1,041,487	\$ 118,974	12.9%
Expenditures by Fund							
General	\$ 146,558	\$ 2,619,660	\$ 2,854,080	\$ 2,736,046	\$ 3,287,607	\$ (433,527)	-15.2%
Judicial Enhancement	-	-	-	-	1,082	(1,082)	
Trial Courts Grants	476,484	843,347	922,513	834,665	1,041,487	(118,974)	-12.9%
Totals	\$ 623,042	\$ 3,463,007	\$ 3,776,593	\$ 3,570,711	\$ 4,330,176	\$ (553,583)	-14.7%
Staffing (FTEs)	NA	NA	66.50	NA	66.50	-	0.0%

The FY 2007-08 budget for the Juvenile Dependency Activity assumes no increase in demand and output when compared with the FY 2006-07 Projected budget. Result data was not reported for this activity.

FY 2007-08 budgeted expenditures increased by \$553,583 (14.7%) from FY 2006-07 increases in employee benefits and market and judicial salary increases, resulting in a higher rate of expenditure per unit of output.

Base Adjustment: Expenditures were reduced by \$19,500 based on an evaluation of prior year trends.

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 are being developed.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results							
To be developed	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Demand	NA	NA	1,400	1,596	1,596	196	14.0%
Number of Mental Health cases filed							
Output	NA	NA	1,400	1,596	1,596	196	14.0%
Number of Mental Health cases resolved							
Percent of Demand met	NA	NA	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	NA	\$ 718.82	\$ 631.14	\$ 686.72	\$ 32.09	4.5%
Expenditures per unit of Output							
Expenditures by Fund							
General	NA	NA	\$ 779,164	\$ 775,913	\$ 857,326	\$ (78,162)	-10.0%
Trial Courts Special Revenue	NA	NA	227,178	231,389	238,685	(11,507)	-5.1%
Totals	NA	NA	\$ 1,006,342	\$ 1,007,302	\$ 1,096,011	\$ (89,669)	-8.9%
Staffing (FTEs)	NA	NA	14.00	NA	14.00	-	0.0%

The FY 2007-08 budget for the Mental Health Activity assumes no increase in demand and output when compared with the FY 2006-07 Projected budget. Result data was not reported for this activity.

FY 2007-08 budgeted expenditures increased by \$89,669 (8.9%) from FY 2006-07 increases in employee benefits and market and judicial salary increases, resulting in a higher rate of expenditure per unit of output.

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 resolution.

Program results are being developed.

Activities that comprise this program include:

- Court Interpretation
- Court Security
- Court Translation
- Indigent Defense Reimbursement
- Jurors
- 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED PROJ ACT		FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
<u>Results</u>	NA	NA	Not	Not	Not		
To be developed			Reported	Reported	Reported		
<u>Demand</u>	NA	NA	25,958	28,039	29,828	3,870	14.9%
Number of interpretation requests received							
<u>Output</u>	NA	NA	25,958	28,039	29,828	3,870	14.9%
Number of interpretation requests completed							
Percent of Demand met	NA	NA	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u>	NA	NA	\$ 103.14	\$ 114.31	\$ 93.14	\$ 10.00	9.7%
Expenditures per unit of Output							
<u>Revenues by Fund</u>							
General	NA	\$ 500	\$ 500	\$ 814	\$ 500	\$ -	0.0%
Totals	NA	\$ 500	\$ 500	\$ 814	\$ 500	\$ -	0.0%
<u>Expenditures by Fund</u>							
General	NA	\$ 2,433,449	\$ 2,432,898	\$ 2,789,315	\$ 2,546,172	\$ (113,274)	-4.7%
Judicial Enhancement	NA	-	21,000	26,698	2,233	18,767	89.4%
Superior Court Fill The Gap	NA	191,869	223,408	151,257	229,826	(6,418)	-2.9%
Totals	NA	\$ 2,625,318	\$ 2,677,306	\$ 2,967,270	\$ 2,778,231	\$ (100,925)	-3.8%
<u>Staffing (FTEs)</u>	NA	NA	35.00	NA	35.00	-	0.0%

The FY 2007-08 budget for the Court Interpretation Activity assumes an increase of 4.4% in the number of interpretation requests received (demand) and completed (output) when compared with the FY 2006-07 projected budget. The increase in demand and output is due to increases in case filings and increases in the non-English speaking population. Result data was not reported for this activity.

FY 2007-08 budgeted expenditures increased by \$100,925 (3.8%) from FY 2006-07 due to increases in employee benefits, resulting in a higher rate of expenditure per unit of output.

Base Adjustment: Expenditures were reduced by \$17,767 based on an evaluation of prior year trends.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07		FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
			REVISED	PROJ ACT			
Results	NA	NA	Not Reported	Not Reported	Not Reported		
To be developed							
Demand	NA	NA	3,000,000	3,000,000	3,100,000	100,000	3.3%
Number of people entering court facilities							
Output	NA	NA	3,000,000	3,000,000	3,100,000	100,000	3.3%
Number of people screened							
Percent of Demand met	NA	NA	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	NA	\$ 2.42	\$ 2.27	\$ 2.38	\$ 0.04	1.6%
Expenditures per unit of Output							
Revenues by Fund							
General	\$ (451)	\$ 1,276,272	\$ 1,276,272	\$ 1,033,465	\$ 920,862	\$ (355,410)	-27.8%
Totals	\$ (451)	\$ 1,276,272	\$ 1,276,272	\$ 1,033,465	\$ 920,862	\$ (355,410)	-27.8%
Expenditures by Fund							
General	\$ 4,957,274	\$ 6,661,606	\$ 7,212,626	\$ 6,788,312	\$ 7,335,667	\$ (123,041)	-1.7%
Justice Ct Judicial Enhancemnt	-	-	39,210	15,756	40,152	(942)	-2.4%
Totals	\$ 4,957,274	\$ 6,661,606	\$ 7,251,836	\$ 6,804,068	\$ 7,375,819	\$ (123,983)	-1.7%
Staffing (FTEs)	NA	NA	167.50	NA	162.00	(5.50)	-3.3%

The FY 2007-08 budget for the Court Security Activity assumes a 3.3% increase in demand and output when compared with the FY 2006-07 Projected budget. The FY 2007-08 increase in demand and output is due to increases in case filings and extended court hours at Northeast and Durango, resulting in a lower rate of expenditure per unit of output. Result data was not reported for this activity.

FY 2007-08 budgeted expenditures increased by \$123,983 (1.7%) from FY 2006-07 due to an increase in employee benefits, resulting in a higher rate of expenditure per unit of output.

Base Adjustment: Revenue and expenditures were reduced by (\$254,986) due to the elimination of the Gilbert and Surprise (\$355,410) intergovernmental agreements and an increase of 3.5 FTE security officer positions for One West Madison \$100,424.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
<u>Results</u>	NA	NA	Not Reported	Not Reported	Not Reported		
To be developed							
<u>Demand</u>	NA	NA	175	200	200	25	14.3%
Number of Translation requests received							
<u>Output</u>	NA	NA	175	200	200	25	14.3%
Number of Translations completed							
Percent of Demand met	NA	NA	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u>	NA	NA	\$ 1,440.25	\$ 1,185.42	\$ 1,336.91	\$ 103.34	7.2%
Expenditures per unit of Output							
<u>Expenditures by Fund</u>							
General	NA	\$ 231,441	\$ 252,043	\$ 237,083	\$ 267,382	\$ (15,339)	-6.1%
Totals	NA	\$ 231,441	\$ 252,043	\$ 237,083	\$ 267,382	\$ (15,339)	-6.1%
Staffing (FTEs)	NA	NA	2.50	NA	2.50	-	0.0%

The FY 2007-08 budget for the Court Translation Activity assumes no growth in demand and output when compared with the FY 2006-07 Projected budget. Result data was not reported for this activity.

FY 2007-08 budgeted expenditures increased by \$15,339 (6.1%) from FY 2006-07 due to an increase in employee benefits resulting in a higher rate of expenditure per unit of output.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
<u>Results</u>	Not Reported	Not Reported	80.0%	80.0%	80.0%	0.0%	0.0%
<u>Demand</u>	Not Reported	Not Reported	37,000	42,000	42,000	5,000	13.5%
Number of defendants who request legal representation at public expense							
<u>Output</u>	Not Reported	Not Reported	6,000	8,000	8,000	2,000	33.3%
Number of defendants screened							
Percent of Demand met	Not Reported	Not Reported	16.2%	19.0%	19.0%	2.8%	17.5%
<u>Efficiency</u>	Not Reported	Not Reported	\$ 40.59	\$ 29.13	\$ 33.81	\$ 6.78	16.7%
Expenditures per unit of Output							
<u>Expenditures by Fund</u>							
General	\$ 233,785	\$ 244,040	\$ 243,535	\$ 233,014	\$ 270,486	\$ (26,951)	-11.1%
Totals	\$ 233,785	\$ 244,040	\$ 243,535	\$ 233,014	\$ 270,486	\$ (26,951)	-11.1%
Staffing (FTEs)	NA	NA	4.00	NA	4.00	-	0.0%

The FY 2007-08 budget for the Indigent Defense Reimbursement Activity assumes no growth in demand and output when compared with the FY 2006-07 Projected budget.

FY 2007-08 budgeted expenditures increased by \$26,951 (11.1%) from FY 2006-07 due to an increase in employee benefits.

Jurors 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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
<u>Results</u>	NA	NA	Not Reported	Not Reported	Not Reported		
To be developed							
<u>Demand</u>	NA	NA	74,000	76,750	76,750	2,750	3.7%
Number of jurors reporting for cases							
<u>Output</u>	NA	NA	61,500	61,500	61,500	-	0.0%
Number of jurors sent to a courtroom							
Percent of Demand met	NA	NA	83.1%	80.1%	80.1%	-3.0%	-3.6%
<u>Efficiency</u>	NA	NA	\$ 54.00	\$ 67.95	\$ 61.44	\$ (7.43)	-13.8%
Expenditures per unit of Output							
<u>Revenues by Fund</u>							
General	\$ 398,225	\$ 368,322	\$ 368,322	\$ 610,682	\$ 368,322	\$ -	0.0%
Trial Courts Special Revenue	78,203	71,972	71,972	136,690	101,972	30,000	41.7%
Totals	\$ 476,428	\$ 440,294	\$ 440,294	\$ 747,371	\$ 470,294	\$ 30,000	6.8%
<u>Expenditures by Fund</u>							
General	\$ 4,188,552	\$ 3,581,184	\$ 3,249,194	\$ 4,073,352	\$ 3,676,382	\$ (427,188)	-13.1%
Trial Courts Special Revenue	50,522	71,972	71,972	105,745	101,972	(30,000)	-41.7%
Totals	\$ 4,239,074	\$ 3,653,156	\$ 3,321,166	\$ 4,179,096	\$ 3,778,354	\$ (457,188)	-13.8%
<u>Staffing (FTEs)</u>	NA	NA	12.00	NA	12.00	-	0.0%

The FY 2007-08 budget for the Juror Activity assumes no growth in demand and output when compared with the FY 2006-07 Projected budget. Result data was not reported for this activity.

FY 2007-08 budgeted expenditures increased by \$457,188 (13.8%) from FY 2006-07 due to an increase in employee benefits and market increases resulting in a higher rate of expenditure per unit of output.

Base Adjustment: Increase expenditures by \$400,000 based on an evaluation of prior year trends.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
<u>Results</u>	NA	NA	Not Reported	Not Reported	Not Reported		
To be developed							
<u>Demand</u>	NA	NA	205,500	210,000	210,000	4,500	2.2%
Number of hours of Court proceedings that need to be recorded.							
<u>Output</u>	NA	NA	205,500	210,000	210,000	4,500	2.2%
Number of hours of Court proceedings that were recorded.							
Percent of Demand met	NA	NA	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u>	NA	NA	\$ 19.60	\$ 17.83	\$ 18.08	\$ 1.52	7.8%
Expenditures per unit of Output							
<u>Revenues by Fund</u>							
Trial Courts Special Revenue	NA	NA	\$ 65,000	\$ 67,126	\$ 78,196	\$ 13,196	20.3%
Totals	NA	NA	\$ 65,000	\$ 67,126	\$ 78,196	\$ 13,196	20.3%
<u>Expenditures by Fund</u>							
General	NA	NA	\$ 3,953,594	\$ 3,673,115	\$ 3,717,731	\$ 235,863	6.0%
Trial Courts Special Revenue	NA	NA	74,224	70,293	78,196	(3,972)	-5.4%
Totals	NA	NA	\$ 4,027,818	\$ 3,743,407	\$ 3,795,927	\$ 231,891	5.8%
Staffing (FTEs)	NA	NA	47.00	NA	47.00	-	0.0%

The FY 2007-08 budget for the Official Court Record Keeping Activity assumes no growth in demand and output when compared with the FY 2006-07 Projected budget. Result data was not reported for this activity. FY 2007-08 budgeted expenditures decreased by \$231,891 (5.8%) from FY 2006-07 due to the purchase of non-capital equipment.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
<u>Results</u>	NA	NA	Not Reported	Not Reported	Not Reported		
To be developed							
<u>Demand</u>	NA	NA	3,500,000	3,500,000	4,000,000	500,000	14.3%
Number of website sessions requested							
<u>Output</u>	NA	NA	3,500,000	3,500,000	4,000,000	500,000	14.3%
Number of website sessions completed							
Percent of Demand met	NA	NA	100.0%	100.0%	100.0%	0.0%	0.0%
<u>Efficiency</u>	NA	NA	\$ 1.04	\$ 1.00	\$ 0.98	\$ 0.06	6.0%
Expenditures per unit of Output							
<u>Revenues by Fund</u>							
General	\$ 364	\$ -	\$ 500	\$ 350	\$ 500	\$ -	0.0%
Trial Courts Special Revenue	253,193	-	288,000	265,867	288,000	-	0.0%
Law Library Fees	920,421	885,000	885,000	898,553	885,000	-	0.0%
Totals	\$ 1,173,978	\$ 885,000	\$ 1,173,500	\$ 1,164,770	\$ 1,173,500	\$ -	0.0%
<u>Expenditures by Fund</u>							
General	\$ 1,698,267	\$ 1,200,102	\$ 2,472,362	\$ 2,380,016	\$ 2,744,460	\$ (272,098)	-11.0%
Trial Courts Special Revenue	226,888	-	288,000	267,054	288,000	-	0.0%
Law Library Fees	785,005	885,000	885,000	865,164	885,000	-	0.0%
Totals	\$ 2,710,160	\$ 2,085,102	\$ 3,645,362	\$ 3,512,234	\$ 3,917,460	\$ (272,098)	-7.5%
<u>Staffing (FTEs)</u>	NA	NA	50.50	NA	50.50	-	0.0%

The FY 2007-08 budget for the Public Information and Community Outreach Activity assumes a 14.3% increase in demand and output when compared with FY 2006-07 Projected. The increased demand and output is due to increases in information and services available via the Court website for remote users. Result data was not reported for this activity.

FY 2007-08 budgeted expenditures increased by \$272,098 (7.5%) from FY 2006-07 due to market pay increases and an increase in employee benefits, which results in a higher rate of expenditure per unit of output.

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 are being developed.

Activities that comprise this program include:

- Estate Probates & Trust Administrations

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Percent of Cases reviewed within 30 days of the required due date	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Demand	NA	NA	32,000	32,000	33,500	1,500	4.7%
Number of active Cases requiring review	NA	NA	32,000	32,000	33,500	1,500	4.7%
Output	NA	NA	32,000	32,000	33,500	1,500	4.7%
Number of active Cases reviewed	NA	NA	32,000	32,000	33,500	1,500	4.7%
Percent of Demand met	NA	NA	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	NA	NA	\$ 61.88	\$ 61.38	\$ 62.72	\$ (0.84)	-1.4%
Expenditures per unit of Output	NA	NA	\$ 61.88	\$ 61.38	\$ 62.72	\$ (0.84)	-1.4%
Revenues by Fund							
General	\$ 25	\$ 97	\$ 97	\$ -	\$ 97	\$ -	0.0%
Probate Fees	391,704	372,000	372,000	379,311	389,531	17,531	4.7%
Totals	\$ 391,729	\$ 372,097	\$ 372,097	\$ 379,311	\$ 389,628	\$ 17,531	4.7%
Expenditures by Fund							
General	\$ 1,810,502	\$ 2,404,281	\$ 1,544,156	\$ 1,530,455	\$ 1,652,653	\$ (108,497)	-7.0%
Probate Fees	346,595	372,000	372,000	356,221	389,531	(17,531)	-4.7%
Trial Courts Special Revenue	141,725	158,097	64,127	77,564	59,025	5,102	8.0%
Totals	\$ 2,298,821	\$ 2,934,378	\$ 1,980,283	\$ 1,964,240	\$ 2,101,209	\$ (120,926)	-6.1%
Staffing (FTEs)	NA	NA	35.00	NA	35.00	-	0.0%

The FY 2007-08 budget for the Estate Probates and Trust Administrations Activity assumes an increase of 4.7% in demand and output when compared with the FY 2006-07 revised budget, which takes into account growth in the County's overall population. The percent of cases reviewed within 30 days of the required due date is estimated at 98% for FY 2007-08. Prior to now, the time standard measure was under development.

FY 2007-08 budgeted expenditures increased by \$120,926 (-6.1%) from FY 2006-07 due to increases in employee benefits and market, resulting in a higher rate of expenditure per unit of output.

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.

Mandates

A.R.S. §12-162 establishes the Maricopa County Superior Court as the seat of the Arizona Tax Court, which is charged with adjudicating all tax-related matters in Arizona.

Program results are being developed.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
To be developed	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Demand	NA	NA	750	750	800	50	6.7%
Number of Large Record Tax cases filed							
Output	NA	NA	740	740	750	10	1.4%
Number of Large Record Tax cases resolved							
Percent of Demand met	NA	NA	98.7%	98.7%	93.8%	-4.9%	-5.0%
Efficiency	NA	NA	\$ 423.20	\$ 425.80	\$ 452.33	\$ (29.13)	-6.9%
Expenditures per unit of Output							
Expenditures by Fund							
General	\$ 289,468	\$ 317,763	\$ 313,165	\$ 315,090	\$ 339,244	\$ (26,079)	-8.3%
Totals	\$ 289,468	\$ 317,763	\$ 313,165	\$ 315,090	\$ 339,244	\$ (26,079)	-8.3%
Staffing (FTEs)	NA	NA	5.00	NA	5.00	-	0.0%

The FY 2007-08 budget for the Large Record Tax Adjudication Activity assumes an increase of 6.7% in the number of large record tax cases filed (demand) and a 1.4% increase in the number of large record tax cases resolved (output) when compared with the FY 2006-07 revised budget. The increase in demand and output is related to population growth in addition to growth in the number of property valuation appeals expected given recent economic conditions and the decline in the housing market overall. Result data was not reported for this activity.

FY 2007-08 budgeted expenditures increased by \$26,079 (8.3%) from FY 2006-07 due to increases in employee benefit. The increased cost in addition to the increased volume result in a higher rate of expenditure per unit of output.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
To be developed	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported		
Demand	NA	NA	150	150	150	-	0.0%
Number of Small Record Tax cases filed							
Output	NA	NA	150	150	160	10	6.7%
Number of Small Record Tax cases resolved							
Percent of Demand met	NA	NA	100.0%	100.0%	106.7%	6.7%	6.7%
Efficiency	NA	NA	\$ 1,223.91	\$ 1,209.87	\$ 1,282.71	\$ (58.80)	-4.8%
Expenditures per unit of Output							
Expenditures by Fund							
General	NA	NA	\$ 183,587	\$ 181,481	\$ 205,234	\$ (21,647)	-11.8%
Totals	NA	NA	\$ 183,587	\$ 181,481	\$ 205,234	\$ (21,647)	-11.8%
Staffing (FTEs)	NA	NA	2.00	NA	2.00	-	0.0%

The FY 2007-08 budget for the Small Record Tax Adjudication Activity assumes an increase of 6.7% in the number of large record tax cases filed (demand) and resolved (output) when compared with the FY 2006-07 revised budget. The increase in demand and output is related to population growth in addition to growth in the number of property valuation appeals expected given recent economic conditions and the decline in the housing market overall. Result data was not reported for this activity.

FY 2007-08 budgeted expenditures increased by \$21,647 (11.8%) from FY 2006-07 due to increases in employee benefit. The increased cost in addition to the increased volume result in a higher rate of expenditure per unit of output.

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.

Base Adjustment: Increase Business Application Development Activity by \$529,738 to fund multiple court technology projects including: upgrading the iCIS case management system, jury automation system, and hardware upgrades. Additional funding of \$689,760 has been budgeted in Appropriated Fund Balance to cover the cost of contractors needed to complete the projects.

Administrative Services Program

The purpose of the Administrative Services Program is to compile cost information and standardized performance data on a variety of internal administrative and support services for County departments, OMB and the Board of Supervisors so they can conduct comparative analyses and track program performance and costs.

General Fund (100) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 77,815,530	\$ 18,162,083
MID-YEAR ADJUSTMENTS:		
Probation Security Staffing (Agenda Item: C-49-07-003-8-00)	\$ 476,451	\$ -
FY 2006-07 REVISED BUDGET:	\$ 78,291,981	\$ 18,162,083
Restatements	1,154,083	-
FY 2006-07 REVISED RESTATED BUDGET:	\$ 79,446,064	\$ 18,162,083
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes	\$ 865,493	\$ -
Retirement Contributions	1,298,194	-
FY 2007-08 Pay for Performance	1,671,497	-
Annualization of Mid-Year Adjustments	(117,825)	-
Annualization of FY 2007 Initiatives	441,610	-
One Time Expenses	(399,568)	-
Elected Official Pay Increase	892,967	-
Subtotal	\$ 4,652,368	\$ -
FY 2007-08 BUDGET TARGET	\$ 84,098,432	\$ 18,162,083
BASE ADJUSTMENTS:		
Elected Official Retirement Contributions	\$ 213,862	\$ -
Reduce Civil Traffic Activity	(30,054)	-
Reduce Court Security Activity (Gilbert)	(257,703)	(257,703)
Reduce Court Security Activity (Surprise)	(97,707)	(97,707)
Overfunded FY 2006-07 Retirement Funding	(91,759)	-
Court Technology TFP	895,446	-
Pro Tem Hours (Justice Courts)	134,312	-
Right-size Juror Activity	400,000	-
Subtotal	\$ 1,166,397	\$ (355,410)
FY 2007-08 TENTATIVE BUDGET:	\$ 85,264,829	\$ 17,806,673
BASE ADJUSTMENTS:		
Court Technology TFP	\$ (365,708)	\$ -
Justice Court Clerk Staffing Analysis	178,500	-
Restore Justice Court Managers (Supreme Court Order)	385,000	-
One West Madison Security Staff	100,424	-
Workers' Compensation/Unemployment Insurance	32,501	-
Subtotal	\$ 330,717	\$ -

*Continued on subsequent page

General Fund (100) Appropriated Budget Reconciliation (Continued)

FY 2007-08 ADOPTED BASE:	\$ 85,595,546	\$ 17,806,673
RESULTS INITIATIVES:		
Capital Case Adjudication (Judges & Capital Case Management Attorney)	\$ 621,982	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 86,217,528	\$ 17,806,673
ITEMS FUNDED ELSEWHERE:		
<u>Appropriated Fund Balance (480) General Fund (100)</u>		
Court Technology	\$ 689,760	\$ -
Glendale EDC/RCC	330,000	-
	<u>\$ 1,019,760</u>	<u>\$ -</u>

Justice Courts Judicial Enhancement Fund (204) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,484,000	\$ 650,000
MID-YEAR ADJUSTMENTS:		
One Time Expenditures from Fund Balance <i>Agenda C-38-07-011-8-00</i>	\$ (540,000)	\$ -
	-	-
Subtotal	\$ (540,000)	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 944,000	\$ 650,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes	\$ 2,694	\$ -
Retirement Contributions	574	-
FY 2007-08 Pay for Performance	4,714	-
Structural Balance	-	7,982
Non-Recurring Expenditures from Fund Balance	(294,000)	-
Subtotal	\$ (286,018)	\$ 7,982
FY 2007-08 BUDGET TARGET	\$ 657,982	\$ 657,982
BASE ADJUSTMENTS:		
Overfunded FY 2006-07 Retirement Funding	\$ (12,326)	\$ -
Right-size Civil Traffic Activity	12,326	-
Subtotal	\$ -	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 657,982	\$ 657,982

Justice Court Judicial Enhancement (204) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 2,065,304	\$ 2,211,148	\$ 2,211,148	\$ 2,319,170	\$ 2,279,297
Revenue	\$ 626,740	\$ 650,000	\$ 650,000	\$ 667,486	\$ 657,982
Expenditures	372,878	1,484,000	944,000	707,359	657,982
Net Operating	\$ 253,862	\$ (834,000)	\$ (294,000)	\$ (39,873)	\$ -
Ending Fund Balance	\$ 2,319,166	\$ 1,377,148	\$ 1,917,148	\$ 2,279,297	\$ 2,279,297

Judicial Enhancement Fund (208) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 500,000	\$ 500,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 500,000	\$ 500,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 3,367	\$ -
Retirement Contributions	10,674	-
FY 2007-08 Pay for Performance	3,941	-
Structural Balance	-	17,982
Subtotal	\$ 17,982	\$ 17,982
FY 2007-08 BUDGET TARGET	\$ 517,982	\$ 517,982
BASE ADJUSTMENTS:		
Overfunded FY 2006-07 Retirement Funding	\$ (13,865)	\$ -
Elected Official Retirement Contributions	11,927	-
Right-size General Felony Adjudication Activity	(7,000)	(84,705)
Right-size General Civil Adjudication Activity	(7,000)	-
Right-size Family Pre Decree Activity	(5,000)	-
Right-size Family Post Decree Activity	(7,000)	-
Right-size Juvenile Delinquency Activity	(19,500)	-
Right-size Juvenile Dependency Activity	(19,500)	-
Right-size Court Interpretation Activity	(17,767)	-
Subtotal	\$ (84,705)	\$ (84,705)
FY 2007-08 ADOPTED BUDGET:	\$ 433,277	\$ 433,277

Judicial Enhancement Fund (208) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 1,640,279	\$ 1,503,418	\$ 1,503,418	\$ 1,628,261	\$ 970,650
Clerk of the Superior Court (160)					
Revenue	\$ 905,281	\$ 868,192	\$ 868,192	\$ 775,192	\$ 814,000
Expenditures	1,003,439	1,546,784	1,546,784	1,453,784	1,039,333
Net Operating	\$ (98,158)	\$ (678,592)	\$ (678,592)	\$ (678,592)	\$ (225,333)
Trial Courts (800)					
Revenue	\$ 436,508	\$ 500,000	\$ 500,000	\$ 446,387	\$ 433,277
Expenditures	545,899	500,000	500,000	425,406	433,277
Net Operating	\$ (109,391)	\$ -	\$ -	\$ 20,981	\$ -
Ending Fund Balance	\$ 1,628,257	\$ 824,826	\$ 824,826	\$ 970,650	\$ 745,317

Trial Courts Grants Fund (238) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,930,131	\$ 1,930,131
MID-YEAR ADJUSTMENTS:		
CASA Grant Award <i>Agenda C-20-06-011-3-02</i>	\$ 25,000	\$ 25,000
Subtotal	\$ 25,000	\$ 25,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 1,955,131	\$ 1,955,131
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 17,845	\$ -
Retirement Contributions	4,970	-
FY 2007-08 Pay for Performance	35,771	-
Structural Balance	-	58,586
Subtotal	\$ 58,586	\$ 58,586
FY 2007-08 BUDGET TARGET	\$ 2,013,717	\$ 2,013,717
FY 2007-08 ADOPTED BUDGET:	\$ 2,013,717	\$ 2,013,717

Justice Courts Special Revenue Fund (245) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 3,000,000	\$ 3,000,000
MID-YEAR ADJUSTMENTS:		
One Time Expenditures from Fund Balance <i>Agenda C-38-07-011-8-00</i>	\$ 540,000	\$ -
Subtotal	\$ 540,000	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 3,540,000	\$ 3,000,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 28,956	\$ -
Retirement Contributions	7,302	-
FY 2007-08 Pay for Performance	57,819	-
Structural Balance	-	94,077
Subtotal	\$ (445,923)	\$ 94,077
FY 2007-08 BUDGET TARGET	\$ 3,094,077	\$ 3,094,077
FY 2007-08 ADOPTED BUDGET:	\$ 3,094,077	\$ 3,094,077

Justice Courts Special Revenue Fund (245) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 3,013,675	\$ 3,115,766	\$ 3,115,766	\$ 3,748,573	\$ 3,646,064
Revenue	\$ 2,986,854	\$ 3,000,000	\$ 3,000,000	\$ 3,183,276	\$ 3,094,077
Expenditures	2,251,948	3,000,000	3,540,000	3,285,785	3,094,077
Net Operating	\$ 734,906	\$ -	\$ (540,000)	\$ (102,509)	\$ -
Ending Fund Balance	\$ 3,748,581	\$ 3,115,766	\$ 2,575,766	\$ 3,646,064	\$ 3,646,064

Probate Fees Fund (256) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 372,000	\$ 372,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 372,000	\$ 372,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	4,714	-
Retirement Contributions	1,392	-
FY 2007-08 Pay for Performance	11,425	-
Structural Balance	-	17,531
Subtotal	\$ 17,531	\$ 17,531
FY 2007-08 BUDGET TARGET	\$ 389,531	\$ 389,531
FY 2007-08 ADOPTED BUDGET:	\$ 389,531	\$ 389,531

Probate Fees Fund (256) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 210,042	\$ 201,573	\$ 201,573	\$ 255,152	\$ 278,243
Revenue	\$ 391,704	\$ 372,000	\$ 372,000	\$ 379,311	\$ 389,531
Expenditures	346,595	372,000	372,000	356,221	389,531
Net Operating	\$ 45,110	\$ -	\$ -	\$ 23,091	\$ -
Ending Fund Balance	\$ 255,152	\$ 201,573	\$ 201,573	\$ 278,243	\$ 278,243

Conciliation Court Fees Fund (257) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 1,630,000	\$ 1,630,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 1,630,000	\$ 1,630,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 16,835	\$ -
Retirement Contributions	6,853	-
FY 2007-08 Pay for Performance	56,242	-
Structural Balance	-	79,930
Subtotal	\$ 79,930	\$ 79,930
FY 2007-08 BUDGET TARGET	\$ 1,709,930	\$ 1,709,930
BASE ADJUSTMENTS:		
Right-size Family Pre Decree Activity	\$ (14,000)	\$ (14,000)
FY 2007-08 ADOPTED BUDGET:	\$ 1,695,930	\$ 1,695,930

Conciliation Court Fees Fund (257) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 324,534	\$ 272,783	\$ 272,783	\$ 591,653	\$ 649,639
Revenue	\$ 1,766,754	\$ 1,630,000	\$ 1,630,000	\$ 1,674,160	\$ -
Expenditures	1,499,635	1,630,000	1,630,000	1,616,174	-
Net Operating	\$ 267,119	\$ -	\$ -	\$ 57,986	\$ -
Ending Fund Balance	\$ 591,653	\$ 272,783	\$ 272,783	\$ 649,639	\$ 649,639

Trial Courts Special Revenue Fund (259) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 5,478,677	\$ 5,478,677
MID-YEAR ADJUSTMENTS:		
One Time Expenditures from Fund Balance <i>Agenda C-38-07-005-8-00</i>	\$ 500,000	\$ -
FY 2006-07 REVISED RESTATED BUDGET:	\$ 5,978,677	\$ 5,478,677
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 46,464	\$ -
Retirement Contributions	49,111	-
FY 2007-08 Pay for Performance	106,061	-
Structural Balance	-	201,636
Subtotal	\$ (298,364)	\$ 201,636
FY 2007-08 BUDGET TARGET	\$ 5,680,313	\$ 5,680,313
BASE ADJUSTMENTS:		
Elected Official Retirement Contributions	\$ 42,409	\$ -
Right-size Business Applications Development Activity	(42,409)	-
Subtotal	\$ -	\$ -
FY 2007-08 ADOPTED BUDGET:	\$ 5,680,313	\$ 5,680,313

Trial Courts Special Revenue Fund (259) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 2,599,924	\$ 2,624,927	\$ 2,624,927	\$ 2,743,328	\$ 2,407,534
Revenue	\$ 6,102,794	\$ 5,478,677	\$ 5,478,677	\$ 5,519,894	\$ -
Expenditures	5,763,859	5,478,677	5,978,677	5,855,689	-
Net Operating	\$ 338,935	\$ -	\$ (500,000)	\$ (335,794)	\$ -
Ending Fund Balance	\$ 2,938,859	\$ 2,624,927	\$ 2,124,927	\$ 2,407,534	\$ 2,407,534

Law Library Fees Fund (261) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 885,000	\$ 885,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 885,000	\$ 885,000
FY 2007-08 BUDGET TARGET	\$ 885,000	\$ 885,000
FY 2007-08 ADOPTED BUDGET:	\$ 885,000	\$ 885,000

Law Library Fees Fund (261) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 350,711	\$ 416,352	\$ 416,352	\$ 486,127	\$ 519,516
Revenue	\$ 920,421	\$ 885,000	\$ 885,000	\$ 898,553	\$ -
Expenditures	785,005	885,000	885,000	865,164	-
Net Operating	\$ 135,416	\$ -	\$ -	\$ 33,389	\$ -
Ending Fund Balance	\$ 486,127	\$ 416,352	\$ 416,352	\$ 519,516	\$ 519,516

Superior Court Fill the Gap Fund (264) Appropriated Budget Reconciliation

	EXPENDITURES		REVENUE	
FY 2006-07 ADOPTED BUDGET:	\$	1,783,651	\$	1,783,651
MID-YEAR ADJUSTMENTS:				
Appropriation Adjustment <i>Agenda C-38-07-010-3-00</i>	\$	155,284	\$	155,284
FY 2006-07 REVISED RESTATED BUDGET:	\$	1,938,935	\$	1,938,935
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)	\$	22,222	\$	-
Retirement Contributions		40,442		-
FY 2007-08 Pay for Performance		34,310		-
Structural Balance		-		96,974
Subtotal	\$	96,974	\$	96,974
FY 2007-08 BUDGET TARGET	\$	2,035,909	\$	2,035,909
BASE ADJUSTMENTS:				
Overfunded FY 2006-07 Retirement Funding	\$	(25,164)	\$	-
Right-size General Felony Adjudication Activity		25,164		-
Subtotal	\$	-	\$	-
FY 2007-08 TENTATIVE BUDGET:	\$	2,035,909	\$	2,035,909
BASE ADJUSTMENTS:				
Right-size General Felony Adjudication Activity	\$	(25,453)	\$	(25,453)
Subtotal	\$	(25,453)	\$	(25,453)
FY 2007-08 ADOPTED BUDGET:	\$	2,010,456	\$	2,010,456

Superior Court Fill the Gap Fund (264) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 295,715	\$ 297,139	\$ 297,139	\$ 295,011	\$ 236,874
Revenue	\$ 1,737,703	\$ 1,783,651	\$ 1,938,935	\$ 1,788,472	\$ -
Expenditures	1,738,407	1,783,651	1,938,935	1,846,609	-
Net Operating	\$ (704)	\$ -	\$ -	\$ (58,137)	\$ -
Ending Fund Balance	\$ 295,011	\$ 297,139	\$ 297,139	\$ 236,874	\$ 236,874

Expedited Child Support Fund (271) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 425,000	\$ 425,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 425,000	\$ 425,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 6,734	\$ -
Retirement Contributions	1,652	-
FY 2007-08 Pay for Performance	12,194	-
Structural Balance	-	20,580
Subtotal	\$ 20,580	\$ 20,580
FY 2007-08 BUDGET TARGET	\$ 445,580	\$ 445,580
FY 2007-08 ADOPTED BUDGET:	\$ 445,580	\$ 445,580

Expedited Child Support Fund (271) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 234,642	\$ 218,881	\$ 218,881	\$ 325,743	\$ 337,030
Revenue	\$ 457,072	\$ 425,000	\$ 425,000	\$ 424,373	\$ -
Expenditures	428,923	425,000	425,000	413,087	-
Net Operating	\$ 28,149	\$ -	\$ -	\$ 11,287	\$ -
Ending Fund Balance	\$ 262,791	\$ 218,881	\$ 218,881	\$ 337,030	\$ 337,030

Spousal Maintenance Enforcement Enhancement Fund (276) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 111,750	\$ 111,750
FY 2006-07 REVISED RESTATED BUDGET:	\$ 111,750	\$ 111,750
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 1,347	\$ -
Retirement Contributions	307	-
FY 2007-08 Pay for Performance	2,517	-
Structural Balance	-	4,171
Subtotal	\$ 4,171	\$ 4,171
FY 2007-08 BUDGET TARGET	\$ 115,921	\$ 115,921
FY 2007-08 ADOPTED BUDGET:	\$ 115,921	\$ 115,921

Spousal Maintenance Enforcement Enhancement Fund (276) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 86,495	\$ 104,963	\$ 104,963	\$ 87,843	\$ 110,274
Revenue	\$ 137,306	\$ 111,750	\$ 111,750	\$ 119,300	\$ -
Expenditures	73,006	111,750	111,750	96,869	-
Net Operating	\$ 64,300	\$ -	\$ -	\$ 22,431	\$ -
Ending Fund Balance	\$ 150,795	\$ 104,963	\$ 104,963	\$ 110,274	\$ 110,274

Children's Issues Education Fund (281) Appropriated Budget Reconciliation

	EXPENDITURES	REVENUE
FY 2006-07 ADOPTED BUDGET:	\$ 110,000	\$ 110,000
FY 2006-07 REVISED RESTATED BUDGET:	\$ 110,000	\$ 110,000
TARGET ADJUSTMENTS:		
Employee Health/Dental Plan Changes (12 months)	\$ 1,347	\$ -
Retirement Contributions	397	-
FY 2007-08 Pay for Performance	3,263	-
Structural Balance	-	5,007
Subtotal	\$ 5,007	\$ 5,007
FY 2007-08 BUDGET TARGET	\$ 115,007	\$ 115,007
FY 2007-08 ADOPTED BUDGET:	\$ 115,007	\$ 115,007

Children's Issues Education Fund (281) Fund Balance Summary

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 185,478	\$ 208,607	\$ 208,607	\$ 216,707	\$ 228,585
Revenue	\$ 114,258	\$ 110,000	\$ 110,000	\$ 117,741	\$ -
Expenditures	83,029	110,000	110,000	105,863	-
Net Operating	\$ 31,229	\$ -	\$ -	\$ 11,878	\$ -
Ending Fund Balance	\$ 216,707	\$ 208,607	\$ 208,607	\$ 228,585	\$ 228,585

Domestic Relations Mediation Education Fund (282) Appropriated Budget Reconciliation

	EXPENDITURES		REVENUE	
FY 2006-07 ADOPTED BUDGET:	\$	182,335	\$	182,335
FY 2006-07 REVISED RESTATED BUDGET:	\$	182,335	\$	182,335
TARGET ADJUSTMENTS:				
Employee Health/Dental Plan Changes (12 months)	\$	2,020	\$	-
Retirement Contributions		687		-
FY 2007-08 Pay for Performance		5,640		-
Structural Balance		-		8,347
Subtotal	\$	8,347	\$	8,347
FY 2007-08 BUDGET TARGET	\$	190,682	\$	190,682
FY 2007-08 ADOPTED BUDGET:	\$	190,682	\$	190,682

Domestic Relations Mediation Education Fund (282) Fund Balance Summary

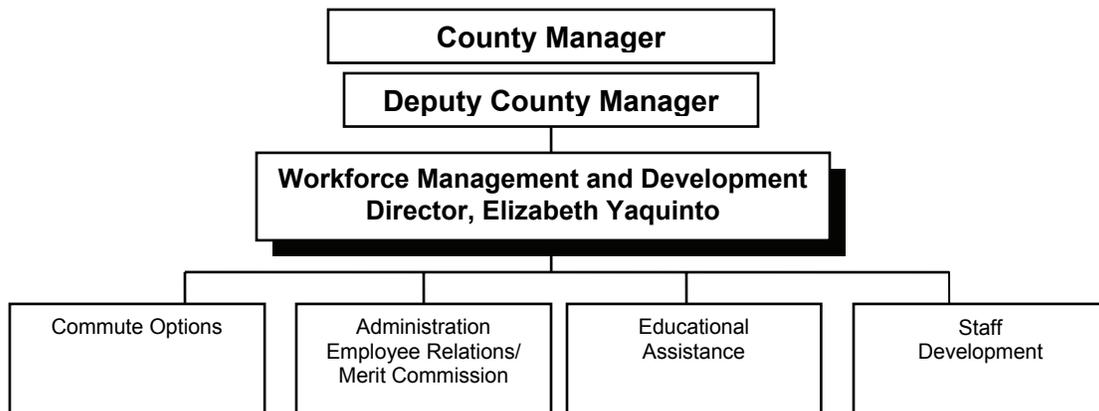
	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED
Beginning Fund Balance	\$ 199,115	\$ 200,773	\$ 200,773	\$ 202,654	\$ 221,989
Revenue	\$ 170,492	\$ 182,335	\$ 182,335	\$ 187,098	\$ -
Expenditures	166,953	182,335	182,335	167,763	-
Net Operating	\$ 3,539	\$ -	\$ -	\$ 19,335	\$ -
Ending Fund Balance	\$ 202,654	\$ 200,773	\$ 200,773	\$ 221,989	\$ 221,989

Workforce Management and Development

Analysis by Tara Acuña, Management & Budget Analyst

Summary

Organizational Chart



Mission

The mission of Workforce Management and Development is to establish and administer effective 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: Workforce Management and Development worked with the Research and Reporting department to clarify the role of and services provided by Workforce Management and Development in the survey questions. The latest Customer Service Survey data reflects that WMD is close to meeting their goal. Satisfaction levels are as follows:

- Mission fulfillment: 89% (up from 77% in prior period)
- Courtesy and respect shown to customers: 100% (up from 89% in prior period)
- Quality of work: 87% (up from 79% in prior period)
- Timeliness of work: 74% (up from 73% in prior period)
- Cost effectiveness: 83% (up from 68% in prior period)

- WMD will continue to monitor all results associated with this goal, with particular attention to those still below standard (timeliness) and trending downward (professionalism).

The Workforce Management and Development department has made internal changes to improve processes and improve satisfaction within current funding levels.

- **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: The Workforce Management and Development department is actively working on drafts/revisions to the Ethics, Safe Harbor, Reduction-in-Force, and Reasonable Suspicion policies. WMD is re-evaluating whether changes are necessary for the Telecommuting and Work Place Professionalism policies. In addition, WMD is actively reworking A1608 Electronic Mail, and all related administrative policies that 1) address use of the county's computers and network, and 2) affect county management's ability to conduct electronic investigations. Work on other WMD policies will commence prior to year end 2007. These reviews and revisions are an ongoing process within Employee Relations and can be accomplished within current funding levels.

- **By September 2008, Workforce Management and Development will re-engineer Maricopa County's Personnel Action Form (PAF) process that will incorporate appropriate automation and other process efficiencies to allow for seamless personnel action processing.**

Status: The Workforce Management and Development department continues to work with the e-PAF committee to move this effort forward. WMD continues to try and improve the current process. Workforce Management and Development began using Faxination (faxing via email) to reduce the number improperly routed PAFs and reduce the number of trips out lying departments have to make to Central WMD to deliver PAFs. The E-PAF committee has documented the PAF process and system requirements to be used with potential vendors. This goal can be accomplished within current funding levels.

- **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: Workforce Management and Development certified 12 employees as mediators using a third-party vendor. WMD is currently re-evaluating the program.

Revenue and Expenditures by Program and Activity

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
31CT - CORPORATE INITIATIVES	\$ -	\$ 1,110	\$ 1,110	\$ 960	\$ 1,000	(110)	-9.9%
COMM - COMMUTE OPTIONS	-	1,110	1,110	960	1,000	(110)	-9.9%
31ED - EMPLOYEE DEVELOPMENT	\$ 4,830	\$ 18,300	\$ 18,300	\$ 10,717	\$ 6,100	(12,200)	-66.7%
MERT - MERIT COMMISSION	2,540	15,000	15,000	9,067	6,100	(8,900)	-59.3%
STDV - STAFF DEVELOPMENT	2,290	3,300	3,300	1,650	-	(3,300)	-100.0%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 22	\$ -	\$ -	\$ -	\$ -	-	-
TOTAL PROGRAMS	\$ 4,852	\$ 19,410	\$ 19,410	\$ 11,677	\$ 7,100	(12,310)	-63.4%
EXPENDITURES							
31CT - CORPORATE INITIATIVES	\$ 31,232	\$ 43,503	\$ 51,744	\$ 33,617	\$ 52,402	(658)	-1.3%
CHAR - COMBINED CHARITABLE CAMPAIGN	4,864	12,298	12,698	2,328	11,229	1,469	11.6%
COMM - COMMUTE OPTIONS	26,369	31,205	39,046	31,289	41,173	(2,127)	-5.4%
31ED - EMPLOYEE DEVELOPMENT	\$ 746,395	\$ 903,211	\$ 933,390	\$ 852,051	\$ 820,505	112,885	12.1%
EREL - EMPLOYEE RELATIONS	162,861	277,237	233,242	185,556	226,263	6,979	3.0%
MERT - MERIT COMMISSION	75,922	115,088	110,852	89,999	90,698	20,154	18.2%
STDV - STAFF DEVELOPMENT	507,611	510,886	589,296	576,497	503,544	85,752	14.6%
99AS - ADMINISTRATIVE SERVICES PROG	\$ 633,434	\$ 429,689	\$ 404,389	\$ 375,686	\$ 347,767	56,622	14.0%
99GV - GENERAL GOVERNMENT	\$ -	\$ -	\$ 11,197	\$ 4,666	\$ 7,473	3,724	33.3%
TOTAL PROGRAMS	\$ 1,411,061	\$ 1,376,403	\$ 1,400,720	\$ 1,266,021	\$ 1,228,147	172,573	12.3%

Staffing by Program and Activity

	FY 2006-07 REVISED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
FULL TIME EQUIVALENT (FTE)				
31CT - CORPORATE INITIATIVES	0.68	0.68	-	-
CHAR - COMBINED CHARITABLE CAMPAIGN	0.13	0.13	-	-
COMM - COMMUTE OPTIONS	0.55	0.55	-	-
31ED - EMPLOYEE DEVELOPMENT	14.97	12.32	(2.65)	(0.18)
EREL - EMPLOYEE RELATIONS	3.45	2.80	(0.65)	(0.19)
MERT - MERIT COMMISSION	0.90	0.90	-	-
STDV - STAFF DEVELOPMENT	10.62	8.62	(2.00)	(0.19)
99AS - ADMINISTRATIVE SERVICES PROG	5.35	4.00	(1.35)	(0.25)
TOTAL PROGRAMS	21.00	17.00	(4.00)	(0.19)

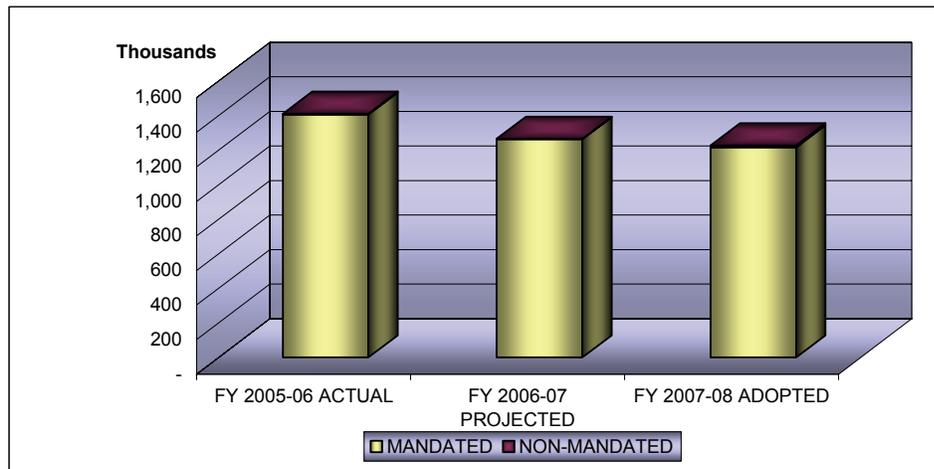
Revenue and Expenditures by Category

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
Charges For Service	3,295	19,410	19,410	11,677	7,000	(12,410)	-63.9%
Miscellaneous Revenues	1,557	-	-	-	100	100	-
Total Revenue	\$ 4,852	\$ 19,410	\$ 19,410	\$ 11,677	\$ 7,100	(12,310)	-63.4%
EXPENDITURES							
Personal Services	\$ 1,195,243	\$ 1,236,629	\$ 1,261,983	\$ 1,157,613	\$ 1,140,025	121,958	9.7%
Supplies	148,251	36,475	33,786	32,318	27,536	6,250	18.5%
Services	45,840	95,990	97,227	65,716	51,333	45,894	47.2%
Capital Outlay	21,727	7,309	7,724	10,373	9,253	(1,529)	-19.8%
Total Expenditures	\$ 1,411,061	\$ 1,376,403	\$ 1,400,720	\$ 1,266,021	\$ 1,228,147	172,573	12.3%

Revenue and Expenditures by Fund

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJECTED	FY 2007-08 ADOPTED	REVISED TO ADOPTED VARIANCE	%
REVENUE							
100 GENERAL	\$ 4,852	\$ 19,410	\$ 19,410	\$ 11,677	\$ 7,100	\$ (12,310)	-63.4%
TOTAL FUNDS	\$ 4,852	\$ 19,410	\$ 19,410	\$ 11,677	\$ 7,100	\$ (12,310)	-63.4%
EXPENDITURES							
100 GENERAL	\$ 1,411,061	\$ 1,376,403	\$ 1,400,720	\$ 1,266,021	\$ 1,228,147	\$ 172,573	12.3%
TOTAL FUNDS	\$ 1,411,061	\$ 1,376,403	\$ 1,400,720	\$ 1,266,021	\$ 1,228,147	\$ 172,573	12.3%

Mandated vs. Non-Mandated Expenditures



For further information on mandates, refer to the [Programs and Activities](#) section.

Programs and Activities

Corporate Initiatives Program

The purpose of the Corporate Initiatives Program is to provide administrative support for the enterprise-wide initiatives for Maricopa County departments so that they are in compliance with Maricopa County regulations and are able to meet program goals.

Program Results

	FY 2005-06 ACTUAL	FY 2006-07 ADOPTED	FY 2006-07 REVISED	FY 2006-07 PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Percent of Combined Charitable Campaign goal reached	115.9%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of County employees who use an alternative mode of transportation	48.8%	48.4%	49.6%	49.2%	50.5%	0.9%	1.7%

Activities that comprise this program include:

- Combined Charitable Campaign
- Commute Options

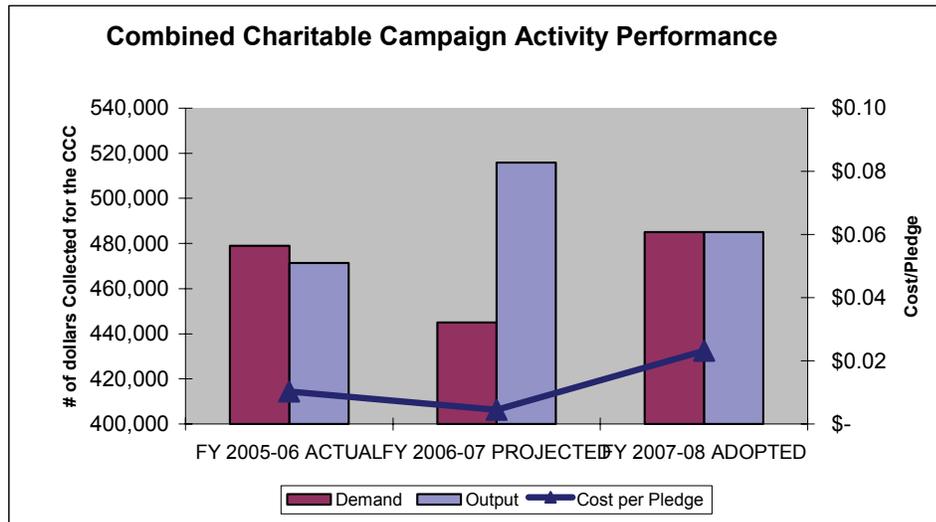
Combined Charitable Campaign Activity

The purpose of the Combined Charitable Campaign Activity is to provide administrative support to the Combined Charitable Campaign Chair, County Management and employees so they can give back to the Community they serve.

Mandates: There are no mandates associated with the Combined Charitable Campaign Activity.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Demand <i>Dollar goal set for the annual Combined Charitable Campaign.</i>	479,000	400,000	445,000	445,000	485,000	40,000	9.0%
Output <i>Total dollars pledged for the Combined Charitable Campaign.</i>	471,363	400,000	515,920	515,920	485,000	(30,920)	-6.0%
<i>Percent of Demand met</i>	98.4%	100.0%	115.9%	115.9%	100.0%	-15.9%	-13.7%
Efficiency <i>Expenditures per unit of Output</i>	\$ 0.01	\$ 0.03	\$ 0.02	\$ 0.00	\$ 0.02	\$ (0.00)	-5.9%
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenditures by Fund							
General	\$ 4,864	\$ 12,298	\$ 12,698	\$ 2,328	\$ 11,229	\$ 1,469	11.6%
Totals	\$ 4,864	\$ 12,298	\$ 12,698	\$ 2,328	\$ 11,229	\$ 1,469	11.6%
Staffing (FTEs)	n/a	n/a	0.13	n/a	0.13	-	0.0%



The FY 2007-08 budget for the Combined Charitable Campaign Activity meets projected demand of \$485,000 collected at a cost of \$.02 per pledge. The total expenditures were reduced in the FY 2007-08 budget by increasing salary savings in this and other Activities, and reducing travel and education expenses based on historical trends.

The Combined Charitable Campaign is measured on a calendar-year basis. The campaign occurring during FY 2006-07 has concluded. For 2006, the County exceeded the targeted collections of \$445,000 by \$70,920. Additional resources were not necessary to reach 116% of this goal.

Total FY 2007-08 budgeted expenditures are 12% less (\$1,469) than FY 2006-07.

Base Adjustment: Travel and training/education were reduced in all Activities. Salary savings were also increased in this Activity based on historical trends.

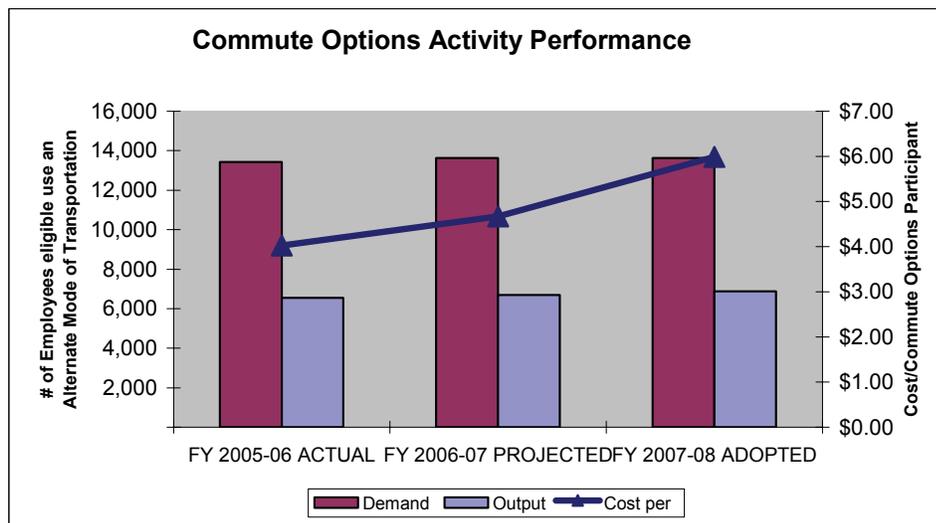
Commute Options Activity

The purpose of the Commute Options Activity is to provide administrative support and coordination of the Trip Reduction initiative so that Maricopa County and its departments are in compliance with applicable ordinances.

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:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	
							%
Demand <i>Total number of County employees eligible for commute options.</i>	13,429	13,373	13,373	13,625	13,625	252	1.9%
Output <i>Number of employees who use alternative modes of transportation.</i>	6,550	5,779	6,700	6,700	6,880	180	2.7%
Efficiency <i>Percent of Demand met</i>	48.8%	43.2%	50.1%	49.2%	50.5%	0.4%	0.8%
Expenditures per unit of Output	\$ 4.03	\$ 5.40	\$ 5.83	\$ 4.67	\$ 5.98	\$ 0.16	2.7%
Revenues by Fund							
General	\$ -	\$ 1,110	\$ 1,110	\$ 960	\$ 1,000	\$ (110)	-9.9%
Totals	\$ -	\$ 1,110	\$ 1,110	\$ 960	\$ 1,000	\$ (110)	-9.9%
Expenditures by Fund							
General	\$ 26,369	\$ 31,205	\$ 39,046	\$ 31,289	\$ 41,173	\$ (2,127)	-5.4%
Totals	\$ 26,369	\$ 31,205	\$ 39,046	\$ 31,289	\$ 41,173	\$ (2,127)	-5.4%
Staffing (FTEs)	n/a	n/a	0.55	n/a	0.55	-	0.0%



The FY 2007-08 budget for the Commute Options Activity has the potential demand for 13,625 employees eligible for Commute Options and the anticipated output is 6,880, or 50.5% of employees who actually use an alternate mode of transportation at a cost of \$5.98 per Commute Options participant. If there were a change in demand or output, the overall cost of the Activity would not change significantly.

The FY 2006-07 projected budget assumes a 1.5% increase in demand, with results of 50% of County Employees who use an alternate mode of transportation. The minor increase in demand reflects a conservative increase in the overall staff at Maricopa County. The FY 2007-08 budget does not assume an increase in demand.

Total FY 2007-08 budgeted expenditures are 5.4% greater (\$2,127) than FY 2006-07 due primarily the increased cost of bus cards.

Base Adjustment: Travel and training/education were reduced in all Activities. Salary savings were also increased in this Activity based on historical trends.

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

	FY 2005-06	FY 2006-07			FY 2007-08	Variance	
	ACTUAL	ADOPTED	REVISED	PROJ ACT	ADOPTED	(Rev. - Adopted)	%
Percent of customers who reported a satisfied or higher rating with Employee Relations Services	66.0%	80.0%	80.0%	80.0%	80.0%	0.0%	0.0%
Percent of participants in a Staff Development sponsored activity that reported they were satisfied with the training	98.0%	98.0%	98.0%	98.0%	98.0%	0.0%	0.0%

Activities that comprise this program include:

- Employee Relations
- Merit Commission
- Staff Development

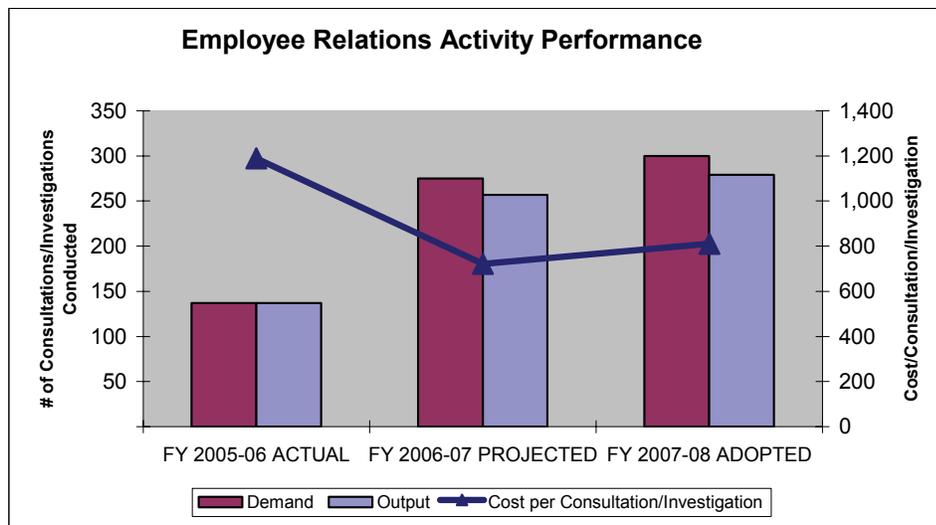
Employee Relations Activity

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: There are no mandates associated with the Employee Relations Activity.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	66.0%	80.0%	80.0%	80.0%	80.0%	0.0%	0.0%
<i>Percent of customers who reported a satisfied or higher rating with Employee Relations Services.</i>							
Demand							
<i>Anticipated number of Employee Relations consultations/investigations conducted.</i>	137	194	194	275	300	106	54.6%
Output							
<i>Number of Employee Relations consultations/investigations conducted.</i>	137	135	135	257	279	144	106.7%
Percent of Demand met	100.0%	69.6%	69.6%	93.5%	93.0%	23.4%	33.6%
Efficiency	\$ 1,188.77	\$ 2,053.61	\$ 1,727.72	\$ 722.01	\$ 810.98	\$ (916.74)	-53.1%
Expenditures per unit of Output							
Revenues by Fund							
General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Totals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenditures by Fund							
General	\$ 162,861	\$ 277,237	\$ 233,242	\$ 185,556	\$ 226,263	\$ 6,979	3.0%
Totals	\$ 162,861	\$ 277,237	\$ 233,242	\$ 185,556	\$ 226,263	\$ 6,979	3.0%
Staffing (FTEs)	n/a	n/a	3.45	n/a	2.80	(0.65)	-18.8%



The FY 2007-08 budget for the Employee Relations Activity meets projected demand of 300 consultations/investigations conducted at a cost of \$810.98 per investigation/consultation in order to achieve the results of 80% of customers with a satisfied or higher rating of the department.

The FY 2006-07 projected budget assumes a 100.7% increase in demand based on recent trend data, with results of 80% customer satisfaction rate. The significant increase in the demand is attributed to improved marketing of the Employee Relations division.

Total FY 2007-08 budgeted expenditures are 3% less (\$6,979) than FY 2006-07.

Base Adjustment: Travel and training/education were reduced in all Activities. The FY 2006-07 budget had several staff vacancies which are now filled therefore the FY 2007-08 adopted budget includes funding for the full staff compliment to ensure the department will continue to achieve a rating of at least 80% customer satisfaction.

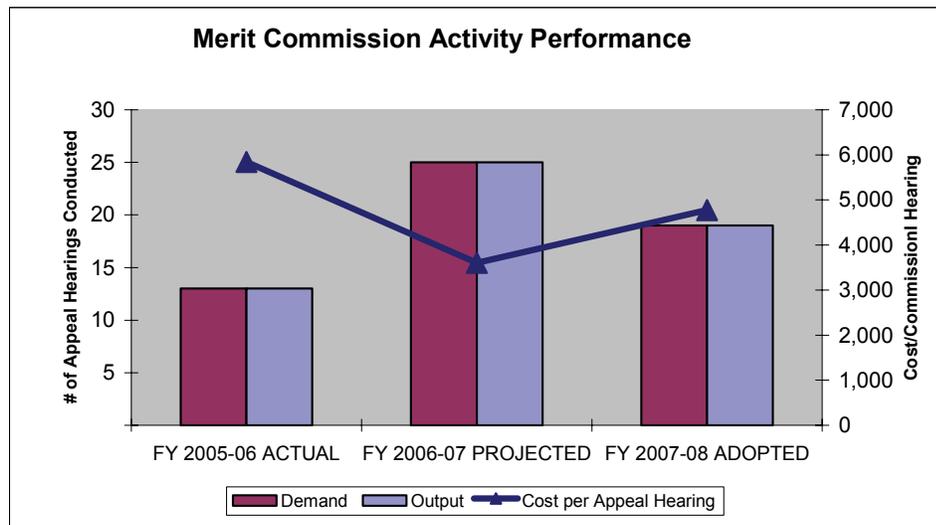
Merit Commission Activity

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: A.R.S. §11-351 thru 356 establishes the County Employees Merit System including adoption of limited county employee merit system by resolution; removal of certain administrative positions by resolution, County employee merit system commission; members, terms, vacancies, powers and duties of the commission, minimum qualifications for employment, dismissal, suspension or reduction in rank of employees, appeals, and hearings. A.R.S. §12-242 requires Interpreters for deaf persons; proceedings; definitions; A.R.S. §38-1001 thru 1007 establishes merit system council for law enforcement officers, powers and duties of council, appeals/hearings, status of persons employed prior to merit system institution, authority of city or town to use county merit system council, and exemptions; A.R.S. §38; A.R.S. §38-847 establishes local boards; A.R.S. §38-531 thru 38-532 establishes disclosure of information by public employees; A.R.S. §38-431 establishes public meeting and proceeding definitions; and A.R.S. §38-503 establishes conflict of interest; exemption, employment prohibition.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted)	%
Results	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
<i>Percent of time requirements met for the Merit Commission.</i>							
Demand	13	40	40	25	19	(21)	-52.5%
<i>Anticipated number of appeal hearings.</i>							
Output	13	40	40	25	19	(21)	-52.5%
<i>Number of appeal hearings conducted.</i>							
<i>Percent of Demand met</i>	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 5,840.16	\$ 2,877.20	\$ 2,771.30	\$ 3,599.94	\$ 4,773.58	\$ 2,002.28	72.3%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ 2,540	\$ 15,000	\$ 15,000	\$ 9,067	\$ 6,100	\$ (8,900)	-59.3%
Totals	\$ 2,540	\$ 15,000	\$ 15,000	\$ 9,067	\$ 6,100	\$ (8,900)	-59.3%
Expenditures by Fund							
General	\$ 75,922	\$ 115,088	\$ 110,852	\$ 89,999	\$ 90,698	\$ 20,154	18.2%
Totals	\$ 75,922	\$ 115,088	\$ 110,852	\$ 89,999	\$ 90,698	\$ 20,154	18.2%
Staffing (FTEs)	n/a	n/a	0.90	n/a	0.90	-	0.0%



The FY 2007-08 budget for the Merit Commission Activity meets projected demand of 19 appeals hearings conducted at a cost of \$4,773.58 per hearing to achieve the results of 100% of time requirements for merit hearings met.

The FY 2006-07 projected budget assumes a 92% increase in demand based on recent trend data, with results of 100% of time requirements for merit hearings met. The FY 2007-08 budget assumes a decrease in demand since the Special Healthcare District will no longer use Maricopa County for merit hearings in FY 2007-08.

Total FY 2007-08 budgeted expenditures are 18% lower (\$20,154) than FY 2006-07 due primarily to the demand reduction associated with the Special Healthcare District.

Base Adjustment: Travel and training/education were reduced in all Activities. Salary and benefits savings were decreased in this Activity based on unusually high savings in FY 2006-07.

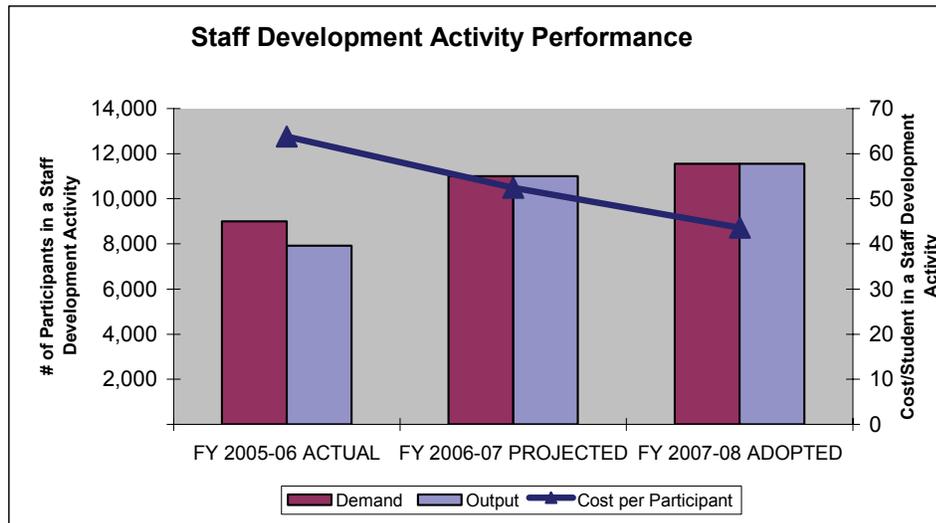
Staff Development Activity

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: There are no mandates associated with the Staff Development Activity.

Performance Analysis:

	FY 2005-06 ACTUAL	ADOPTED	FY 2006-07 REVISED	PROJ ACT	FY 2007-08 ADOPTED	Variance (Rev. - Adopted) %	
Results	98.0%	98.0%	98.0%	98.0%	98.0%	0.0%	0.0%
<i>Percent of participants in a Staff Development sponsored activity that reported they were satisfied with the training.</i>							
Demand	9,000	11,000	11,000	11,000	11,550	550	5.0%
<i>Anticipated number of applicants of Staff Development sponsored activities.</i>							
Output	7,914	11,000	11,000	11,000	11,550	550	5.0%
<i>Number of Participants in a Staff Development sponsored activity.</i>							
Percent of Demand met	87.9%	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Efficiency	\$ 63.79	\$ 46.44	\$ 53.57	\$ 52.41	\$ 43.60	\$ (9.98)	-18.6%
<i>Expenditures per unit of Output</i>							
Revenues by Fund							
General	\$ 2,030	\$ 3,300	\$ 3,300	\$ 1,650	\$ -	\$ (3,300)	-100.0%
Totals	\$ 2,030	\$ 3,300	\$ 3,300	\$ 1,650	\$ -	\$ (3,300)	-100.0%
Expenditures by Fund							
General	\$ 504,837	\$ 510,886	\$ 589,296	\$ 576,497	\$ 503,544	\$ 85,752	14.6%
Totals	\$ 504,837	\$ 510,886	\$ 589,296	\$ 576,497	\$ 503,544	\$ 85,752	14.6%
Staffing (FTEs)	n/a	n/a	10.62	n/a	8.62	(2.00)	-18.8%



The FY 2007-08 budget for the Staff Development Activity meets projected demand of 11,550 applicants of Staff Development Sponsored Activities at a cost of \$43.60 per student in order to achieve the result of 98% satisfaction.

The FY 2006-07 projected budget assumes a 22% increase in demand, with results of 98% satisfaction with Staff Development Sponsored Activities. The increase in demand reflects the addition of several high volume classes including Supervision 101 and HR boot camp. The FY 2007-08 budget assumes a more modest 5% increase in demand due to the fact that no major curriculum changes are expected.

Total FY 2007-08 budgeted expenditures are 15% lower (\$85,751) than FY 2006-07 due primarily to a reduction in personnel costs.

Base Adjustment: Travel and training/education were reduced in all Activities. Salary savings were also increased in this Activity based on historical trends. The Succession Planning Supervisor Position was deleted reflecting a significant savings in the budget.

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, 2006. 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, 2006. 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 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, 2006.

LONG-TERM LIABILITIES
All Categories of Debt (2)
Maricopa County, Arizona
As of June 30, 2006

	Year Ending June 30				
	2002	2003	2004	2005	2006
GOVERNMENTAL ACTIVITIES:					
Bonds, loans, and other payables:					
General obligation bonds	\$ 58,370,000	\$ 39,515,000	\$ 20,165,000	\$ 0	\$ 0
Lease revenue bonds (4)	104,355,000	91,558,756	93,569,382	101,101,501	81,188,067
Lease trust certificates	0	0	0	10,812,000	9,212,000
Special assessment debt with governmental commitment (1)	458,977	368,573	343,102	235,458	154,269
Housing Department bonds (3)	64,925	50,811	0	0	0
Housing Department loans (3)	1,754,922	1,641,310	0	0	0
Certificates of participation (4)	9,804,315	5,808,084	0	5,500,000	5,115,000
Installment purchase agreements (4)	0	0	0	892,254	546,202
Capital leases	19,442,376	19,414,904	10,820,105	13,507,633	16,320,381
Total Governmental activities	\$ 252,475,515	\$ 223,471,326	\$ 186,551,477	\$ 189,212,734	\$ 165,014,807
BUSINESS-TYPE ACTIVITIES:					
Bonds and other payables:					
Lease revenue bonds (4)	\$ 20,500,000	\$ 17,986,244	\$ 16,670,618	\$ 43,499	\$ 36,933
Certificates of participation (4)	11,768,519	10,940,368	5,865,000	0	0
Installment purchase agreements (4)	2,607,815	2,350,524	1,252,049	0	0
Total Business-type activities	\$ 34,876,334	\$ 31,277,136	\$ 23,787,667	\$ 43,499	\$ 36,933

*Modified to exclude Stadium District bonds and obligations

Notes:

- (1) Does not represent an obligation of the County.
- (2) Long-term liabilities excludes 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:

- A vehicle to deal with temporary cash flow difficulties. This situation arises when cash receipts do not follow the same pattern as cash outlays.
- To handle unexpected costs resulting from natural emergencies or other significant unexpected events.
- 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 true, 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. The County does not issue bonds and 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. 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. 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 stem 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 by the Chief Financial Officer to be prudent and advantageous to the County, 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, 2001, the County entered into a \$35,000,000 municipal revolving line of credit with an interest rate of 65% of the bank's prime rate and a maturity date of June 30, 2006. The municipal revolving line of credit was renewed to July 1, 2007, for \$35,000,000. Outstanding principal and interest is due on June 30 of each year. During fiscal year 2006, the County had not borrowed against the line of credit.

On July 1, 2005, the County entered into an \$8,031,435 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, 2006. The letter of credit was reserved against the municipal revolving line of credit. During fiscal year 2006, the letter of credit had not been drawn upon. The irrevocable standby letter of credit was renewed to July 1, 2007 for \$9,797,315.

On September 30, 2005, the County entered into a \$7,000,000 irrevocable standby letter of credit issued to the Arizona Health Care Cost Containment System (AHCCCS) for the benefit of the Maricopa County Special Health Care District, a separate legal entity, to guarantee contractual obligations. The irrevocable standby letter of credit matured on June 30, 2006. During fiscal year 2006, the letter of credit had not been drawn upon. The letter of credit was not renewed by the County.

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.

Revenue Bonds

Revenue bonds are long-term debt instruments retired by specific dedicated revenues. Often these revenues are generated by the project funded out of 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 by 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 twenty five 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

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 fifteen 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.

2006-07 Constitutional General Obligation Bonding Capacity Maricopa County, Arizona	
2006-07 Secondary Assessed Valuation	\$ 49,534,573,831
15% of Secondary Assessed Valuation	7,430,186,075
Less: GO Bonded Debt Outstanding	-
Plus: GO Debt Service Fund Balance	-
Unused Fifteen Percent Borrowing Capacity	<u>\$ 7,430,186,075</u>

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. There are five primary factors that comprise their ratings:

- 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	AAA	Aaa	AAA
High quality	AA	Aa	AA
Medium quality	A	A	A
Medium grade, lower quality	BBB	Baa	BBB
Predominantly speculative	BB	Ba	BB
Speculative, low grade	B	B	B
Poor to default	CCC	Caa	CCC
Highest speculation	CC	Ca	CC
Lowest quality, no interest	C	C	C
In default, in arrears	DDD		DDD
Questionable value	DD		DD
	D		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 ratings were on April 25, 2007, and April 26, 2007, from Fitch Ratings and Moody's Investors Service where Maricopa County received a bond rating upgrade on its General Obligation bonds (implied rating) to AAA and Aa1, respectively. Fitch Ratings assigned an AA+ rating to the County's Lease Revenue Bonds while Moody's Investors Service assigned the bonds an Aa2 rating.

Fitch Ratings Press Release dated April 25, 2007, states that the "AA+ rating on the lease revenue bonds and the implied AAA GO 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. Sound fiscal stewardship has enabled the county to meet the service delivery demands of a burgeoning populace while accumulating significant financial resources. 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	Moody's	Date	Standard & Poor's	Date
		Rating		Rating		Rating
		Assigned		Assigned		Assigned
General Obligation	AAA	4/25/07	Aa1	4/26/07	A+	4/11/97
	AA+	11/11/03	Aa3	12/6/01	A	5/27/94
	AA	12/4/01	Aa3	5/26/00	AA	6/2/76
	AA	4/5/00	A-1	11/6/98		
			A-2	3/17/97		
			A	6/13/94		
			Aa	7/26/93		
			Aa-1	8/21/81		
			Aa	12/6/72		

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 ACTIVITIES	Audited 6/30/05	Unaudited 6/30/06	Projected 6/30/07	Projected 6/30/08
Lease Revenue Bonds (5)	\$ 101,145,000	\$ 81,225,000	\$ 72,550,000	\$ 64,945,000
Lease Trust Certificates	10,812,000	9,212,000	6,812,000	5,212,000
Certificates of Participation (5)	5,500,000	5,115,000	4,715,000	4,295,000
Capital Leases	13,507,633	16,320,381	8,695,036	3,224,073
Installment Purchase Agreements (5)	892,254	546,202	205,765	0
Direct Net Debt	\$ 131,856,887	\$ 112,418,583	\$ 92,977,801	\$ 77,676,073
Overlapping Debt (1)	5,880,408,658	6,428,761,322	7,489,506,940	8,725,275,585
Overall Net Debt	\$ 6,012,265,545	\$ 6,541,179,905	\$ 7,593,507,989	\$ 8,823,551,216
Population Estimate (2)	3,648,545	3,764,446	3,879,150	3,992,887
Full Value of Taxable Property (3)	\$ 273,817,028	\$ 301,474,323	\$ 331,621,755	\$ 364,783,931
Ratios (4)				
Direct Net Debt Per Capita	\$ 36.14	\$ 29.86	\$ 26.81	\$ 24.61
Overall Net Debt Per Capita	\$ 1,647.85	\$ 1,737.62	\$ 1,957.52	\$ 2,209.82
Direct Net Debt As Percentage Of Full Value Property	0.0482%	0.0373%	0.0314%	0.0269%
Overall Net Debt As % Of FV Property	2.20%	2.17%	2.29%	2.42%
FV Property Per Capita	\$ 75,048.28	\$ 80,084.65	\$ 85,488.25	\$ 91,358.44

Notes:

- (1) Projected overlapping debt for 2007 and 2008 was based on a three year average increase of 16.50% for General Obligation Bonds: Cities, Towns, School Districts and Special Assessment Districts. Source: www.azdor.gov
- (2) Projections for 2006, 2007 and 2008 are based on estimates provided by the Department of Economic Security. Source: www.workforce.az.gov
- (3) Secondary Valuation Taxable Property Estimates: 2006 provided by Maricopa County Assessor's Office; 2007 and 2008; based on a 10% estimated annual growth; 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 shall 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, 2006, 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 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 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 on 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.

Under the terms of the bond indentures, the Corporation received the proceeds to current refund 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.

**DEBT SERVICE REQUIREMENTS TO MATURITY
 Lease Revenue Bonds
 Maricopa County, Arizona
 As of June 30, 2006**

Year Ending June 30	Governmental Activities		Business-Type Activities	
	Principal	Interest	Principal	Interest
2007	\$ 8,668,024	\$ 3,893,053	\$ 6,976	\$ 1,021
2008	7,597,750	3,543,202	7,250	791
2009	7,677,476	3,213,122	7,524	587
2010	7,930,076	2,830,225	4,924	394
2011	8,354,939	2,422,198	5,061	238
2012-16	40,959,802	5,725,841	5,198	81
Total	\$ 81,188,067	\$ 21,627,641	\$ 36,933	\$ 3,112

**SUMMARY OF LEASE REVENUE BOND AMOUNTS OUTSTANDING BY ISSUE
 As of June 30, 2006**

Bond Issue	Amount
2001 Lease Revenue Bonds	\$ 70,910,000
2003 Lease Revenue Refunding Bonds	10,315,000
Total	\$ 81,225,000

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, 2006**

Year Ending June 30	Principal	Interest	Total Debt Service
2007	\$ 1,530,562	\$ 626,270	\$ 2,156,832
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
2012-16	6,002,551	852,603	6,855,154
Total	\$ 13,748,488	\$ 3,344,427	\$ 17,092,915

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% and maturing on June 1, 2012. 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, 2006, the County had drawn all \$15,000,000 from the lease trust certificates.

**DEBT SERVICE REQUIREMENTS TO MATURITY
 Lease Trust Certificates
 Maricopa County, Arizona
 As of June 30, 2006**

Year Ending June 30	Principal	Interest	Total Debt Service
2007	\$ 1,600,000	\$ 190,489	\$ 1,790,489
2008	1,600,000	283,713	1,883,713
2009	1,617,000	216,720	1,833,720
2010	1,700,000	147,646	1,847,646
2011	1,800,000	74,760	1,874,760
2012	895,000	18,638	913,638
Total	\$ 9,212,000	\$ 931,966	\$ 10,143,966

**SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
 As of June 30, 2006**

Lease Trust Certificates Issue	Amount
Total Lease Trust Certificates, Series 2004	\$ 9,212,000

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 fifty-one 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 contain regulations for public notification through posting of the property, publication in the local newspaper, and the set up 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, 2006

Bond Issue	Amount
Queen Creek Water	\$ 36,910
East Fairview Lane	3,883
White Fence Farms	15,750
104 th Place/University Drive	8,324
Central Avenue	30,316
Billings Street	1,504
Marquerite Drive	13,205
7 th Street North	44,377
Total	\$ 154,269

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, 2006. 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 provided for in 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 provided for in the Intergovernmental Agreement.

DEBT SERVICE REQUIREMENTS TO MATURITY
Certificates of Participation
Maricopa County, Arizona
As of June 30, 2006

Year Ending June 30	Governmental Activities	
	Principal	Interest
2007	\$ 400,000	\$ 253,043
2008	420,000	233,258
2009	445,000	212,170
2010	465,000	189,759
2011	490,000	166,000
2012 – 16	2,895,000	406,885
Total	\$ 5,115,000	\$ 1,461,114

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2006

Certificate of Participation Issues	Amount
Total Certificates of Participation, Series 2000	\$ 5,115,000

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 where 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, 2006.

Capital Leases Governmental Activities Maricopa County, Arizona Fiscal Year Ending June 30, 2006	
2007	\$ 8,097,183
2008	5,470,963
2009	2,497,391
2010	522,406
2011	504,276
Total minimum lease payments	17,092,219
Less: Amount representing interest	(771,838)
Present value of net minimum lease payments	\$ 16,320,381

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 provided for in 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, 2006, are as follows.

Installment Purchase Contracts Payable Governmental Activities Maricopa County, Arizona Fiscal Year Ending June 30, 2006	
2007	\$ 358,051
2008	208,863
Total minimum lease payments	566,914
Less: Amount representing interest	(20,713)
Present value of net minimum lease payments	\$ 546,201

Debt Policies

Regular, updated debt policies can be 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 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 or competitive bids. Advantages of using a competitive sale is that the issuer is getting the lowest net interest cost on that day time and all parties are given an equal opportunity, but timing is very inflexible.

Negotiated Sale

When determined 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 is 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 shall establish a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code. This will include 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 will be monitored to ensure that all covenants are met. The County will structure 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

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

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 will 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 issuance's of its bonds will be available through the following recognized municipal repositories:

Bloomberg Municipal Repositories
100 Business Park Drive
Skillman, NJ 08558
Phone: (609) 279-3225
Fax: (609) 279-5962
Email: Munis@Bloomberg.com

DPC Data Inc.
One Executive Drive
Fort Lee, NJ 07024
Phone: (201) 346-0701
Fax: (201) 947-0107
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
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
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 to the public information repositories on a continuing basis both annual financial information and notices of specified material events affecting the issuer or its securities.

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 actual costs 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 for FY 2007-08

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.

Property Taxes:

The budget will continue to advance the strategic goal of reducing property tax rates by controlling expenditure increases. The targeted overall increase in operating expenditures should be less than the rate of increase allowed by the County's constitutional expenditure limitation, which is equal to the combined rate of increase in population and inflation (as measured by the GDP Price Deflator). The allowable rate of increase is estimated at **7.0%** for FY 2007-08. To achieve this target, OMB is directed to fulfill the County strategic goal to identify non-essential programs and recommend their elimination.

Employee Compensation:

The budget should continue to support progress toward achieving the strategic goal of competitive total compensation that results in improved customer service. The Office of Management and Budget is therefore directed to allocate funding for employee salary and benefit increases, including market and performance-based salary adjustments.

1. Department base budgets will include allocations for performance-based salary adjustments averaging **3.5%** (subject to available funding) for employees eligible under the performance-based salary adjustment plan for the upcoming fiscal year. The budgeted rate for performance-based salary adjustments may not be increased without direction from the Board of Supervisors. The Employee Compensation Division of the Office of Management & Budget is directed to develop the Performance-Based Salary Advancement Plan consistent with the previous year and present it to the Board of Supervisors for review and approval.
2. To the extent allowed by available funds, the budget will include reserves in Contingency to implement ongoing and pending market compensation studies. Funding for market 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 may not include requests for new market compensation funding in their budget requests

Budgeting for Results Guidelines and priorities for FY 2007-08 (cont'd)

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 2006-07 approved Results Initiatives;
2. Annualized impact of FY 2006-07 mid-year appropriation adjustments;
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. Estimated cost of performance-based salary adjustments for FY 2007-08 averaging 3.5%, as well as estimated employee benefit increases.
6. 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.

Base Budget Reductions:

Lower revenue growth 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 work with the Office of Management and Budget to identify budget savings through greater efficiency and reduction or elimination of services that have little or no impact on results.

Requests for Additional Funding:

Funding for new initiatives will be extremely limited in FY 2007-08. Results Initiative Requests will not be considered unless directed by the Board of Supervisors.

Budgeting for Results Guidelines and priorities for FY 2007-08 (cont'd)

Capital Improvement Program:

The Office of Management and Budget is directed to work with departments to develop an updated Capital Improvement Program and Capital Projects budget for FY 2007-08 that meets the County strategic goal to *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, and enhances and expands conservation programs in order to reduce energy and water consumption*. Requests should be supported by documented return-on-investment. The capital improvement program should be financed on a pay-as-you-go basis through a combination of operating revenues and non-recurring resources. For General Fund capital projects, OMB is directed to develop a capital projects budget to carry out the projects prioritized and approved by the Board of Supervisors within the funding limit adopted on October 4, 2006. OMB is directed to identify as much additional recurring and non-recurring funding as possible within the General Fund to increase the CIP funding limit.

Budget Calendar

11/27/2006 - 12/18/2006	OMB Develops Targets, Internal Charges, Forms & Instructions
12/4/2006	Board Approves Budget Guidelines
12/11/2006 - 1/29/2007	Develop and Review Budget Assumptions and Preliminary Results Initiatives
12/18/2006 - 1/29/2007	Budget System, Information, Targets and Instructions provided to Departments
1/11/2007 - 2/26/2007	Departments Prepare & Submit Budget Requests
1/11/2007 - 4/2/2007	OMB Analyzes Department Budgets, Develops Recommendations
2/12/2007	Assessed Values & Levy Limits Reported by Assessor
3/5/2007 - 3/30/2007	OMB & Departments Review Budget Recommendations
3/16/2007	Departments Submit Final CIP Budgets
4/2/2007 - 5/4/2007	OMB Consolidates Budget, Prepares Budget Document
5/7/2007 - 5/11/2007	Board Briefings
5/14/2007	Recommended Budget Presentation
5/16/2007	Tentative Budget Adoption
5/17/2007 - 6/17/2007	Publication of Tentative Budget & Truth in Taxation Notice
6/18/2007	Final Adoption of FY 2007-08 Budget
8/20/2007	Property Tax Levy Adoption

Budgeting for Results Accountability Policy

Introduction

According to A.R.S. §42-17106, 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 purpose of the Budgeting for Results Accountability Policy is to provide Departments/Special Districts with flexibility in managing their allocated public resources to achieve program results, while upholding accountability for spending within legal appropriations.

Definitions

Appropriation: Authorization by the Board of Supervisors to incur expenditures for a specific purpose, defined in Maricopa County as total expenditures by Department and fund; “budget items” as referenced in A.R.S. §42-17106. Appropriation for a Special District is the authorization by its Board of Directors to incur expenditures for the purposes specified in the Detailed Budget adopted by the Board of Directors.

Department: All County Departments, including Elected Official Offices, Court Departments, and Appointed Departments.

Detailed Budget: Budget allocation within an appropriation by month, organization unit, program/activity/service, object/source, and position.

Special District: All Maricopa County Special Districts, including the Flood Control District, Library District, and Stadium District.

Policy Guidelines

1. Budgets shall be appropriated and controlled by the Board of Supervisors/Board of Directors at the level of Department/Special District and fund and, where applicable, by capital improvement project.
2. Appropriation levels are not guaranteed from one fiscal year to the next. Each year, appropriation amounts for each Department/Special District and fund shall be recommended by OMB for approval by the Board of Supervisors/Board of Directors, based on detailed reviews of spending needs, priorities, expected results, and available funding.
3. Departments/Special Districts 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, organization unit, object/source and position according to instructions developed by the Office of Management and Budget. *Beginning in FY 2002-03, detailed budgets will also be allocated to programs and activities.* Detailed budgets shall exactly equal Board appropriations.
4. Appropriations 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 in the previous fiscal year and carried over into the new 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.
5. The Board of Supervisors/Board of Directors must approve all changes in capital improvement project appropriations. All requests for project appropriations must be accompanied by a request for Board approval to amend the five-year capital improvement program.

Budgeting for Results Accountability Policy (continued)

6. In order to maximize results, Departments/Special Districts will have the flexibility to reallocate their detailed budgets for the remainder of the current fiscal year within appropriations approved by the Board of Supervisors/Board of Directors. Budgetary flexibility is accompanied by the responsibility to produce expected results while absorbing unanticipated spending increases. If a Department/Special District requests an appropriation increase or contingency transfer for an unanticipated spending increase, the Board of Supervisors/Board of Directors shall determine whether the department will be controlled according to its detailed budget. 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.
7. All positions must be fully funded and budgeted in accordance with the *Funded Positions Policy (B3001)*. In order to create new positions, departments/special districts must first verify full-year funding. If a position loses funding, it shall be identified and eliminated.
8. Departments/Special Districts shall recommend for approval any agreements that commit the County/Special District to expenditures for which funding is not identified in future years. Departments/Special Districts shall verify funding for all purchase requisitions or other contracts or agreements.
9. Department/Special District 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/Special District and fund, and will investigate any negative year-to-date variances.
10. Any Departments/Special Districts 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.
11. If there is a significant risk that a Department/Special District will exceed its annual appropriation, the Board of Supervisors/Board of Directors may place restrictions on the ability of a Department/Special District to adjust its detailed budget, and may also control its expenditures according to the detailed budget.
12. Departments/Special Districts shall not exceed their expenditure appropriations. Departments/Special Districts shall be required to reduce expenditures to offset any revenue shortfall. Also, Departments/Special Districts may not exceed the budget for a specific capital improvement project.
13. 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 all audited actual expenditures relative to all Department/Special District appropriations. The report will include an explanation of each instance in which expenditures exceed appropriations by the Board of Supervisors/Board of Directors.
14. If a Department/Special District exceeds its annual expenditure appropriation, its expenditures will be reviewed by the Office of Management and Budget. They will identify the causes of the overrun and report the findings, along with a corrective action plan, to the Board of Supervisors/Board of Directors.
15. If a Department/Special District exceeds its expenditure appropriation, the Office of Management and Budget may recommend that the Department's/Special District's appropriation be appropriated and controlled according to the specific line-items in its detailed budget for the entire succeeding fiscal year, and any changes in the detailed budget shall require Board of Supervisors/Board of Directors approval.
16. The Board of Supervisors/Board of Directors may reduce a Department or Special District's appropriations for the subsequent fiscal year by an amount equal to the overrun in the previous 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

Introduction

The purpose of this policy is to serve as the frame work for Departments/Special Districts to follow when applying for grants and negotiating the terms and conditions of the agreements and/or contracts to ensure optimum financial and administrative arrangements for Maricopa County or the Special District.

Definitions

Central Service Costs (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 the 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 service 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.

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.

The Board of Supervisors or Board of Directors must formally accept all grant awards prior to any funds being expended.

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 a Special District pursuing a particular grant.

Policy for Administering Grants (continued)

Departments/Special Districts will negotiate for advance funding financial arrangements first and only accept reimbursement funding as the final option.

Departments/Special Districts will clearly define any matching requirements required by Maricopa County or Special District during the application process.

To minimize interest expense to Maricopa County, Departments/Special Districts will attempt to 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.

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.

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.

Departments/Special Districts do not have the authority to negotiate a lower indirect cost reimbursement in order to increase program funding.

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.

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 Grant Manual will be updated as necessary by the Department of Finance.

Initial Grant Application

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.

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.

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

Policy for Administering Grants (continued)

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.

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.

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.

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.

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.

Policy for Administering Grants (continued)

Claiming Reimbursement

Departments/Special District will record and track grant revenues and expenditures utilizing the County financial system.

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.

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 Board of Supervisors by the Department of Finance and the Office of Management and Budget by utilizing the Fund Balance Report.

Indirect Costs (A-87 Charges)

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-87 County-wide Central Services Cost Allocation Plan. The Department of Finance is responsible for preparing and negotiating the County-wide 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 in-kind match before utilizing County Overhead (A87). If the required match exceeds the amount of in-kind 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 in-kind impact.

Departmental Indirect Cost Allocation Plan(s). The County's 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 shall submit a written request to the Department of Finance to prepare a Departmental 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 A-87 indirect rate. In these cases, the Departmental A-87 rate shall be satisfied first. Any remaining funds will then be applied to the County-wide A-87 rate.

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)

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.

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:

- Review and approve grant agenda items when they comply with County policy and the County Grant Manual.
- Establish a Board approved grant on the County financial system when all supporting documentation is provided.
- 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.
- Ensure that grant expenditures do not exceed grant awards.
- 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 timely basis. Departments/Special Districts that are not regularly claiming reimbursements will be contacted by the Department of Finance.
- Communicate with the Office of Management and Budget regarding fund balance and/or deficit issues.
- 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.
- Review Fund Balance Report for closed Grants to determine compliance with fund balance/(deficits).
- Review and recommend approval of proposed Grant applications when Department/Special District is not in full compliance with Grant policy.

Policy for Administering Grants (continued)

Office of Management and Budget Responsibilities

- Review and recommend approval of grant agenda items when they comply with County policy and the County Grant Manual.
- Review and recommend approval of Department's/Special District's proposed grant budget.
- Review and recommend approval of adjustments to Department's/Special District's grant budget as necessary.
- Review and take action as necessary to correct any deficit in Grant Funded Budgets.
- Review and take action as necessary to minimize lost interest earnings to the General Fund due to negative cash positions in Grant funds.
- Review and take action as necessary regarding departmental indirect cost rate plans. Ensure maximum reimbursement of all allowable indirect costs.
- 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.
- Review and recommend approval of proposed Grant applications when Department/Special District is not in full compliance with Grant policy.

Department/Special District Responsibilities

Each Department/Special District will ensure the following general maintenance activities are completed as defined below:

- 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 validate the monthly certification.
- 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).
- Communicate with the Office of Management and Budget and the Department of Finance regarding grants with a negative balance (unreimbursable 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.
- 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 documentation to the Department of Finance and the Office of Management and Budget by the timeline established by the Department of Finance.
- Comply with all reporting requirements as defined by the grantor.
- Comply with all record retention requirements as defined by the grantor.

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

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 five dollars, 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 four dollars, 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
- 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. Name to be changed later in the Fiscal Year to Non Departmental Grants.
- 251 Sheriff Grants** — Accounts for grant funds that are utilized for patrolling lakes, improving the fingerprinting system, and enhancing DUI and overall traffic enforcement capabilities.
- 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 Superior Court 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.
- 260 Research and Reporting** — Accounts for the activity of governmental research projects that are billed back to the municipalities contracting for these services on a cost reimbursement basis.
- 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. sections 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. section 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 Restitution 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. Fund is used for establishing, maintaining and supporting programs that compensate and assist victims of crime.
- 269 Victim Compensation 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 (seventy-five per cent 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 five dollars 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** — Accounts for Maricopa County Events Center (formerly Sundome) revenues and expenditures associated with staging entertainment events.
- 377 Events Center Donation Fund** — Account for all donations directly related to MC Events Center.
- 378 Events Center Capital Improvement Fund** — Accounts for capital project activity for the MC Events Center.
- 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 have 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 have 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 Pollution 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.
- 541 Health Plan** — was an ambulatory health care plan operated by Maricopa Managed Care Systems (MMCS). MMCS contracted with the Arizona Health Care Cost Containment System (AHCCCS) which provided monthly capitation revenues based on Maricopa County Health Plan enrollment. This fund was discontinued beginning FY 2006-07. The operation and ownership of this health plan was transferred to the Maricopa County Special Health Care District effective October 1, 2005.
- 551 Long-Term Care Plan** — was a managed care, long term care plan operated by Maricopa Managed Care Systems (MMCS). Chronically ill and physically disabled patients received medical services under an annual contract with the Arizona Health Care Cost Containment System (AHCCCS). This plan ceased operation on October 7, 2005. The fund was discontinued beginning in FY 2006-07.
- 561 Senior Select Plan**— was a Medicare plan operated by Maricopa Managed Care Systems (MMCS) operating under a contract with the Federal Government. This plan ceased operation on October 7, 2005. The fund was discontinued beginning in FY 2006-07.
- 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 Operation** — 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 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.

Fund Descriptions (continued)

- 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%.
- 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%.
- 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%.
- 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%.
- 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.

Fund Descriptions (continued)

- 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.
- 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.
- 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 section §42-18116, fifteen dollars of each judgment deed fee collected pursuant to section §42-18205, interest earned from the elderly assistance fund pursuant to section §42-17401 and the community facilities district special assessment fee imposed pursuant to section §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.

FY 2007-08 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 2007-08 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 2007-08 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.

Arizona State Auditor General Forms (Schedule A)

MARICOPA COUNTY
 Summary Schedule of Estimated Revenues and Expenditures/Expenses
 Fiscal Year 2007-08

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES 2006-07* (1)	ACTUAL EXPENDITURES/EXPENSES 2006-07**	FUND BALANCE/ NET ASSETS*** July 1, 2007**	DIRECT PROPERTY TAX REVENUES 2007-08****	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2007-08	OTHER FINANCING SOURCES <USES>		INTERFUND TRANSFERS 2007-08		TOTAL FINANCIAL RESOURCES AVAILABLE 2007-08	BUDGETED EXPENDITURES/EXPENSES 2007-08
						SOURCES	<OUT>	IN	<OUT>		
1. General Fund	\$ 1,074,667,726	\$ 859,269,684	\$ 165,048,694	\$ 425,284,450	\$ 744,856,205	\$ -	\$ -	\$ 6,838,417	\$ 217,269,903	\$ 1,127,759,863	\$ 1,129,764,439
2. General Fund - Override Election				Primary: Secondary:							
3. Total General Fund	1,074,667,726	859,269,684	165,048,694	425,284,450	744,856,205	-	-	6,838,417	217,269,903	1,127,759,863	1,129,764,439
4. Special Revenue Funds	738,604,559	635,590,632	195,293,418	88,846,635	623,181,035	-	-	166,505,844	161,070,425	912,746,507	797,025,020
5. Debt Service Funds Available	34,627,894	23,118,674	11,543,046	-	11,707,001	-	-	17,004,599	482,500	39,772,146	27,163,110
6. Less: Designation for Future Debt Retirement											
7. Total Debt Service Funds	34,627,894	23,118,674	11,543,046	-	11,707,001	-	-	17,004,599	482,500	39,772,146	27,163,110
8. Capital Projects Funds	343,193,896	247,268,612	456,879,082		22,954,868	120,710,166	-	196,238,144	6,775,900	790,006,350	336,894,244
9. Internal Service Funds	81,649,184	88,029,536	38,681,080		203,831,033	-	-	-	988,276	241,523,837	196,441,007
10. Enterprise Funds Available											
11. Less: Designation for Future Debt Retirement											
12. Total Enterprise Funds	(67,940,624)	(73,361,632)	-		(164,273,332)	-	-	(386,567,004)	(386,567,004)	(164,273,332)	(164,273,332)
13. Eliminations Funds											
14. TOTAL ALL FUNDS	\$ 2,204,802,335	\$ 1,779,915,606	\$ 870,435,320	\$ 514,131,085	\$ 1,442,258,810	\$ 120,710,166	\$ -	\$ -	\$ -	\$ 2,947,535,371	\$ 2,322,704,488

EXPENDITURE LIMITATION COMPARISON

	2006-07	2007-08
1. Budgeted expenditures/expenses	2,204,802,335	2,322,704,488
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	2,204,802,335	2,322,704,488
4. Less: estimated exclusions	1,401,354,482	1,288,935,891
5. Amount subject to the expenditure limitation	803,447,853	1,033,768,597
6. EEC expenditure limitation	803,447,854	1,033,768,598

UPDATED TO REFLECT ADOPTED BUDGET

- * Includes Expenditure/Expense Adjustments Approved in 2005-06 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)

**** Represents budgeted Property Tax Revenue. Property tax revenue is budgeted in FY 2007-08 based on prior years' collection trends, rather than on the actual levy amount. Each year, approximately 30% 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 \$430,023,436; for Flood Control District is \$70,422,870 and for Library District is \$19,368,018.

Arizona State Auditor General Forms (Schedule B)

MARICOPA COUNTY Summary of Tax Levy and Tax Rate Information Fiscal Year 2007-08

	2006-07 FISCAL YEAR	2007-08 FISCAL YEAR
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A).	\$ 398,725,245	\$ 430,023,735
2. Amount received from primary property taxation in the 2005-06 fiscal 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	\$ 398,725,245	\$ 430,023,735
B. Secondary property taxes		
General Fund - Override election	\$ _____	\$ _____
Flood Control District	67,096,622	70,422,870
Library District	18,401,410	19,368,018
Total secondary property taxes	\$ 85,498,032	\$ 89,790,888
C. Total property tax levy amounts	\$ 484,223,277	\$ 519,814,623
4. Property taxes collected*		
A. Primary property taxes		
(1) 2005-06 year's levy	\$ 386,763,488	417,123,023
(2) Prior years' levies	6,495,182	8,161,427
(3) Total primary property taxes	\$ 393,258,670	425,284,450
B. Secondary property taxes		
(1) 2005-06 year's levy	\$ 82,933,091	87,118,275
(2) Prior years' levies	2,090,781	1,728,360
(3) Total secondary property taxes	\$ 85,023,872	88,846,635
C. Total property taxes collected	\$ 478,282,542	514,131,085
5. Property tax rates		
A. County tax rate		
(1) Primary property tax rate	1.1794	1.1046
(2) Secondary property tax rate		
General Fund - Override election	_____	_____
Flood Control District	0.2047	0.1533
Library District	0.0507	0.0391
(3) Total county tax rate	1.4348	1.2970
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 2007-08 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 \$430,023,438; for Flood Control District is \$70,422,870 and for Library District is \$19,368,018.

Arizona State Auditor General Forms (Schedule C)

MARICOPA COUNTY Summary by Fund Type of Revenues Other Than Property Taxes Fiscal Year 2007-08

SOURCE OF REVENUES	ESTIMATED REVENUES 2006-07	ACTUAL REVENUES 2006-07*	ESTIMATED REVENUES 2007-08
GENERAL FUND			
Taxes			
TAX PENALTIES & INTEREST	\$ 12,700,000	\$ 14,104,767	\$ 14,550,571
PAYMENTS IN LIEU OF TAXES	8,782,492	8,782,492	7,953,924
STATE SHARED SALES TAX	491,811,670	482,964,215	497,453,141
STATE SHARED VEHICLE LICENSE	144,035,674	143,247,168	143,247,168
Licenses and permits			
LICENSES AND PERMITS	2,066,000	2,156,704	2,156,000
Intergovernmental			
OTHER INTERGOVERNMENTAL GRANTS	17,865,429	20,625,965	4,465,841
	-	-	-
Charges for services			
OTHER CHARGES FOR SERVICES	24,869,084	25,912,095	25,844,692
INTERGOV CHARGES FOR SERVICES	12,605,790	13,341,732	13,508,317
PATIENT SERVICE REVENUE	46,237	8,409	7,200
INTERNAL SERVICE CHARGES	5,732,994	6,037,115	4,354,799
Fines and forfeits			
FINES & FORFEITS	15,044,128	15,677,078	16,433,137
Investments			
INTEREST EARNINGS	10,003,265	24,671,114	12,000,000
Rents, royalties, and commissions			
Contributions			
Voluntary contributions			
Miscellaneous			
MISCELLANEOUS REVENUE	2,618,383	4,140,651	2,883,415
Total General Fund	\$ 748,181,146	\$ 761,669,504	\$ 744,858,205

* 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	\$ 114,706,054	\$ 118,163,508	\$ 118,605,562
Total Road Fund	\$ 114,706,054	\$ 118,163,508	\$ 118,605,562
Health Services Fund			
PATIENT SERVICE REVENUE	\$ 979,740	\$ 878,248	\$ 959,563
Total Health Services Fund	\$ 979,740	\$ 878,248	\$ 959,563
GRANTS, MISC. REVENUE, ETC.	\$ 512,128,056	\$ 458,537,082	\$ 503,615,910
	\$ 512,128,056	\$ 458,537,082	\$ 503,615,910
Total Special Revenue Funds	\$ 627,813,850	\$ 577,578,839	\$ 623,181,035

Arizona State Auditor General Forms (Schedule C) (continued)

MARICOPA COUNTY
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2007-08

SOURCE OF REVENUES	ESTIMATED REVENUES 2006-07	ACTUAL REVENUES 2006-07*	ESTIMATED REVENUES 2007-08
DEBT SERVICE FUNDS			
NON-DEPARTMENTAL	\$ 5,041,366	\$ 4,941,366	\$ 4,931,907
STADIUM DISTRICT	5,515,094	6,442,132	6,775,094
Total Debt Service Funds	\$ 10,556,460	\$ 11,383,498	\$ 11,707,001
CAPITAL PROJECTS FUNDS			
APPROPRIATED FUND BALANCE	\$ 3,300,000	\$ 7,712,517	\$ -
TRANSPORTATION	39,510,191	39,264,633	22,404,868
STADIUM DISTRICT	493,683	1,379,877	550,000
Total Capital Projects Funds	\$ 43,303,874	\$ 48,357,027	\$ 22,954,868
PERMANENT FUNDS			
	\$ -	\$ -	\$ -
Total Permanent Funds	\$ -	\$ -	\$ -
ENTERPRISE FUNDS			
Total Enterprise Funds	\$ -	\$ -	\$ -
INTERNAL SERVICE FUNDS			
EMPLOYEE HEALTH INITIATIVES	\$ 24,628,889	\$ 24,988,452	\$ 133,744,348
OFFICE OF ENTERPRISE TECHNOLOGY	16,557,997	17,152,123	16,557,997
MATERIALS MANAGEMENT	901,885	859,757	996,885
EQUIPMENT SERVICES	12,280,301	13,907,439	13,259,789
RISK MANAGEMENT	26,750,000	26,558,364	39,272,014
Total Internal Service Funds	\$ 81,119,072	\$ 83,466,136	\$ 203,831,033
ELIMINATIONS FUNDS			
ELIMINATIONS	\$ (67,940,624)	\$ (73,361,532)	\$ (164,273,332)
Total Eliminations Funds	\$ (67,940,624)	\$ (73,361,532)	\$ (164,273,332)
TOTAL ALL FUNDS	\$ 1,443,033,778	\$ 1,409,093,472	\$ 1,442,258,810

* 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. UPDATED FOR ADOPTED BUDGET.

Arizona State Auditor General Forms (Schedule D)

MARICOPA COUNTY

Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers Fiscal Year 2007-08

FUND	OTHER FINANCING 2007-08		INTERFUND TRANSFERS 2007-08	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
MEDICAL EXAMINER	\$	\$	\$	\$ 16,613
NON-DEPARTMENTAL	-		6,838,417	174,896,642
APPROPRIATED FUND BALANCE	-			42,261,810
SHERIFF	-			49,838
PUBLIC HEALTH	-			45,000
Total General Fund	\$ -	\$ -	\$ 6,838,417	\$ 217,269,903
SPECIAL REVENUE FUNDS				
EMERGENCY MANAGEMENT	\$	\$	\$	\$ 64,906
COMMUNITY DEVELOPMENT				24,493
HUMAN SERVICES				937,832
PARKS & RECREATION			44,850	1,644,850
PLANNING & DEVELOPMENT				428,849
NON-DEPARTMENTAL			165,933,494	-
APPROPRIATED FUND BALANCE				32,112,796
TRANSPORTATION				61,941,956
SOLID WASTE				78,259
STADIUM DISTRICT			482,500	1,504,076
FLOOD CONTROL DISTRICT				58,628,253
ANIMAL CARE & CONTROL				1,897,390
AIR QUALITY				274,896
PUBLIC HEALTH			45,000	1,151,079
ENVIRONMENTAL SERVICES				380,790
Total Special Revenue Funds	\$ -	\$ -	\$ 166,505,844	\$ 161,070,425
DEBT SERVICE FUNDS				
NON-DEPARTMENTAL	\$	\$	\$ 17,004,599	\$
STADIUM DISTRICT				482,500
Total Debt Service Funds	\$ -	\$ -	\$ 17,004,599	\$ 482,500
CAPITAL PROJECTS FUNDS				
APPROPRIATED FUND BALANCE	\$ 120,710,156	\$	\$ 75,974,606	\$ 6,775,900
TRANSPORTATION			60,131,209	
STADIUM DISTRICT			1,504,076	
FLOOD CONTROL DISTRICT			58,628,253	
Total Capital Projects Funds	\$ 120,710,156	\$ -	\$ 196,238,144	\$ 6,775,900
PERMANENT FUNDS				
Total Permanent Funds	\$ -	\$ -	\$ -	\$ -
ENTERPRISE FUNDS				
Total Enterprise Funds	\$ -	\$ -	\$ -	\$ -

Arizona State Auditor General Forms (Schedule D) (continued)

MARICOPA COUNTY

Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
 Fiscal Year 2007-08

FUND	OTHER FINANCING 2007-08		INTERFUND TRANSFERS 2007-08	
	SOURCES	<USES>	IN	<OUT>
INTERNAL SERVICE FUNDS				
OFFICE OF ENTERPRISE TECHNOLC	\$	\$	\$	\$ 328,024
MATERIALS MANAGEMENT				56,977
EQUIPMENT SERVICES				425,504
RISK MANAGEMENT				177,771
Total Internal Service Funds	\$ -	\$ -	\$ -	\$ 988,276
ELIMINATIONS FUND				
PARKS & RECREATION	\$	\$	\$ (44,850)	\$ (44,850)
TRANSPORTATION			(60,131,209)	(60,131,209)
STADIUM DISTRICT			(1,986,576)	(1,986,576)
FLOOD CONTROL DISTRICT			(58,628,253)	(58,628,253)
ELIMINATIONS			(265,796,116)	(265,796,116)
Total Eliminations Funds	\$ -	\$ -	\$ (386,587,004)	\$ (386,587,004)
TOTAL ALL FUNDS	\$ 120,710,156	\$ -	\$ -	\$ -

Arizona State Auditor General Forms (Schedule E)

MARICOPA COUNTY Summary by Department of Expenditures/Expenses Within Each Fund Type Fiscal Year 2007-08

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006-07	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2006-07	ACTUAL EXPENDITURES/ EXPENSES 2006-07*	BUDGETED EXPENDITURES/ EXPENSES 2007-08
GENERAL FUND				
BOARD OF SUPERVISORS DIST 1	\$ 341,043	\$ 49,978	\$ 375,593	\$ 391,021
BOARD OF SUPERVISORS DIST 2	\$ 341,043	\$ 49,978	\$ 351,671	\$ 391,021
BOARD OF SUPERVISORS DIST 3	\$ 341,043	\$ 49,978	\$ 370,920	\$ 391,021
BOARD OF SUPERVISORS DIST 4	\$ 341,043	\$ 49,978	\$ 343,679	\$ 391,021
BOARD OF SUPERVISORS DIST 5	\$ 341,043	\$ 49,978	\$ 362,618	\$ 391,021
CLERK OF THE BOARD	\$ 623,410	\$ 159,894	\$ 720,502	\$ 828,062
ADULT PROBATION	\$ 55,280,402	\$ 3,997,357	\$ 54,384,990	\$ 65,583,879
ASSESSOR	\$ 22,979,361	\$ -	\$ 22,468,047	\$ 25,386,138
CALL CENTER	\$ 1,686,973	\$ -	\$ 1,731,527	\$ 1,758,206
EMERGENCY MANAGEMENT	\$ 235,773	\$ 4,193	\$ 228,576	\$ 268,600
CLERK OF THE SUPERIOR COURT	\$ 32,090,197	\$ 16,950	\$ 31,953,641	\$ 33,933,221
FINANCE	\$ 4,209,665	\$ 18,222	\$ 3,882,029	\$ 4,048,417
COUNTY ATTORNEY	\$ 67,573,452	\$ 116,785	\$ 62,807,895	\$ 70,838,840
COUNTY MANAGERS OFFICE	\$ 2,105,110	\$ 58,919	\$ 2,241,775	\$ 2,193,682
ELECTIONS	\$ 19,040,514	\$ 87,357	\$ 21,110,341	\$ 12,148,918
HUMAN SERVICES	\$ 2,702,378	\$ -	\$ 3,705,864	\$ 2,702,378
INTERNAL AUDIT	\$ 1,897,474	\$ -	\$ 1,837,306	\$ 1,949,418
CONSTABLES	\$ 2,126,145	\$ -	\$ 2,102,798	\$ 2,387,474
CORRECTIONAL HEALTH	\$ 3,719,176	\$ -	\$ 3,312,419	\$ 3,568,755
JUVENILE PROBATION	\$ 19,979,824	\$ 1,505,794	\$ 19,197,508	\$ 21,203,450
MEDICAL EXAMINER	\$ 6,660,197	\$ 833,229	\$ 7,055,033	\$ 8,035,378
PARKS & RECREATION	\$ 1,781,029	\$ 30,126	\$ 1,674,297	\$ 1,834,767
HUMAN RESOURCES	\$ 3,182,409	\$ 59,063	\$ 3,141,864	\$ 3,246,183
PUBLIC FIDUCIARY	\$ 2,656,900	\$ 11,633	\$ 2,503,621	\$ 2,755,958
EMPLOYEE HEALTH INITIATIVES	\$ 2,457,959	\$ 16,221	\$ 2,474,180	\$ -
RECORDER	\$ 2,349,174	\$ 157,910	\$ 2,336,900	\$ 2,637,970
SUPERINTENDENT OF SCHOOLS	\$ 2,132,796	\$ 1,409	\$ 1,641,596	\$ 2,456,571
GENERAL GOVERNMENT	\$ 264,323,557	\$ 107,843	\$ 230,586,557	\$ 243,649,163
OFFICE OF ENTERPRISE TECHNOLC	\$ 7,746,422	\$ 49,330	\$ 6,877,097	\$ 9,507,433
JUSTICE SYSTEM PLANNING & INFO	\$ 562,243	\$ -	\$ 371,027	\$ 570,536
TREASURER	\$ 4,668,836	\$ 63,835	\$ 4,724,618	\$ 5,110,345
RESEARCH & REPORTING	\$ 349,072	\$ 21,667	\$ 355,413	\$ 378,512
NON-DEPARTMENTAL	\$ 184,984,980	\$ (26,630,985)	\$ 83,154,832	\$ 202,618,929
APPROPRIATED FUND BALANCE	\$ 165,391,470	\$ (52,808,500)	\$ 30,016,317	\$ 125,786,884
MANAGEMENT & BUDGET	\$ 3,145,451	\$ 53,431	\$ 2,906,727	\$ 3,137,512
SHERIFF	\$ 68,040,946	\$ 4,152,085	\$ 67,960,338	\$ 70,751,848
PUBLIC DEFENDER	\$ 36,608,991	\$ 297,712	\$ 37,170,814	\$ 39,642,002
LEGAL DEFENDER	\$ 8,483,583	\$ 6,071	\$ 8,445,813	\$ 9,314,944
LEGAL ADVOCATE	\$ 7,752,303	\$ 15,923	\$ 7,739,819	\$ 8,174,200
CONTRACT COUNSEL	\$ 16,768,051	\$ 7,686	\$ 16,259,112	\$ 17,930,394
FACILITIES MANAGEMENT	\$ 13,270,018	\$ 170,535	\$ 13,094,203	\$ 14,035,553
MATERIALS MANAGEMENT	\$ 1,961,265	\$ 7,212	\$ 1,835,813	\$ 2,070,287
ANIMAL CARE & CONTROL	\$ 375,982	\$ -	\$ 390,828	\$ 361,432
TRIAL COURTS	\$ 79,156,617	\$ 476,451	\$ 78,955,933	\$ 85,264,829
AIR QUALITY	\$ 546,899	\$ -	\$ 513,914	\$ -
PUBLIC HEALTH	\$ 12,029,428	\$ 249,536	\$ 10,537,685	\$ 12,676,626
ENVIRONMENTAL SERVICES	\$ 2,419,397	\$ 3,341,898	\$ 3,055,635	\$ 7,061,640
Total General Fund	\$ 1,137,761,044	\$ (63,093,318)	\$ 859,269,684	\$ 1,129,764,439

* 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 E) (continued)

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2007-08

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006-07	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2006-07	ACTUAL EXPENDITURES/ EXPENSES 2006-07*	BUDGETED EXPENDITURES/ EXPENSES 2007-08
SPECIAL REVENUE FUNDS				
ADULT PROBATION	\$ 16,132,870	2,394,918	\$ 17,241,787	\$ 17,815,999
EMERGENCY MANAGEMENT	\$ 1,250,147	49,163	\$ 1,248,689	\$ 980,599
CLERK OF THE SUPERIOR COURT	\$ 9,561,287	33,265	\$ 8,786,066	\$ 9,323,510
COMMUNITY DEVELOPMENT	\$ 13,518,945	-	\$ 8,350,468	\$ 13,499,406
COUNTY ATTORNEY	\$ 11,918,136	369,518	\$ 10,891,492	\$ 13,759,698
ELECTIONS	\$ -	-	\$ 7,255,809	\$ 29,524
HUMAN SERVICES	\$ 36,892,125	97,700	\$ 36,594,908	\$ 41,485,048
CORRECTIONAL HEALTH	\$ 41,838,500	5,355,660	\$ 45,656,196	\$ 48,385,299
JUVENILE PROBATION	\$ 39,937,815	5,490,395	\$ 39,743,947	\$ 47,996,924
PARKS & RECREATION	\$ 5,414,800	639,128	\$ 5,140,170	\$ 5,932,825
RECORDER	\$ 6,435,103	-	\$ 9,486,462	\$ 6,374,400
SUPERINTENDENT OF SCHOOLS	\$ 3,648,304	-	\$ 2,244,044	\$ 3,432,618
GENERAL GOVERNMENT	\$ 6,435,504	-	\$ 5,330,545	\$ 6,435,504
JUSTICE SYSTEM PLANNING & INFO	\$ 1,817,932	-	\$ 1,817,115	\$ 1,980,781
PLANNING & DEVELOPMENT	\$ 17,462,072	260,099	\$ 16,098,500	\$ 16,969,602
NON-DEPARTMENTAL	\$ 79,096,363	(26,444,707)	\$ 17,852,290	\$ 80,529,634
APPROPRIATED FUND BALANCE	\$ 34,917,369	(539,025)	\$ 10,212,691	\$ 35,035,610
SHERIFF	\$ 189,299,237	7,535,328	\$ 180,221,928	\$ 213,764,959
PUBLIC DEFENDER	\$ 2,526,833	150,000	\$ 2,512,544	\$ 2,589,341
LEGAL DEFENDER	\$ 134,794	-	\$ 120,150	\$ 134,794
LEGAL ADVOCATE	\$ 17,500	-	\$ 12,500	\$ 12,500
TRANSPORTATION	\$ 59,352,552	43,445	\$ 57,033,710	\$ 63,670,604
LIBRARY DISTRICT	\$ 18,948,379	1,492,931	\$ 18,834,656	\$ 20,717,140
SOLID WASTE	\$ 7,939,066	201,939	\$ 7,814,018	\$ 8,262,666
STADIUM DISTRICT	\$ 2,514,561	125,000	\$ 2,501,731	\$ 2,726,390
FLOOD CONTROL DISTRICT	\$ 35,368,749	(473,637)	\$ 34,677,327	\$ 36,250,609
FACILITIES MANAGEMENT	\$ 3,081,810	-	\$ 2,624,254	\$ 3,026,268
ANIMAL CARE & CONTROL	\$ 8,527,458	-	\$ 8,705,968	\$ 8,603,970
TRIAL COURTS	\$ 17,892,544	680,284	\$ 17,503,975	\$ 17,752,926
AIR QUALITY	\$ 13,510,386	1,546,758	\$ 12,774,121	\$ 14,721,477
PUBLIC HEALTH	\$ 39,565,350	-	\$ 34,600,758	\$ 36,795,761
ENVIRONMENTAL SERVICES	\$ 11,939,909	2,699,997	\$ 11,701,812	\$ 17,228,634
TREASURER	\$ -	-	\$ -	\$ 800,000
Total Special Revenue Funds	\$ 736,896,400	\$ 1,708,159	\$ 635,590,632	\$ 797,025,020
DEBT SERVICE FUNDS				
NON-DEPARTMENTAL	\$ 17,691,300	\$ 11,494,000	\$ 17,691,300	\$ 21,710,516
STADIUM DISTRICT	\$ 5,442,594	-	\$ 5,427,374	\$ 5,442,594
Total Debt Service Funds	\$ 23,133,894	\$ 11,494,000	\$ 23,118,674	\$ 27,153,110

* 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 E) (continued)

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2007-08

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006-07	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2006-07	ACTUAL EXPENDITURES/ EXPENSES 2006-07*	BUDGETED EXPENDITURES/ EXPENSES 2007-08
CAPITAL PROJECTS FUNDS				
APPROPRIATED FUND BALANCE	\$ 97,675,894	\$ 63,605,463	\$ 70,327,453	\$ 172,785,310
TRANSPORTATION	119,194,034	-	114,106,705	98,605,934
STADIUM DISTRICT	1,003,000	1,715,205	2,834,455	4,203,000
FLOOD CONTROL DISTRICT	71,000,000	(11,000,000)	60,000,000	61,000,000
Total Capital Projects Funds	\$ 288,872,928	\$ 54,320,668	\$ 247,268,612	\$ 336,594,244
PERMANENT FUNDS				
Total Permanent Funds	\$ -	\$ -	\$ -	\$ -
ENTERPRISE FUNDS				
Total Enterprise Funds	\$ -	\$ -	\$ -	\$ -
INTERNAL SERVICE FUNDS				
EMPLOYEE HEALTH INITIATIVES	\$ 24,253,889	\$ -	\$ 24,176,071	\$ 133,444,348
OFFICE OF ENTERPRISE TECHNOLOGY	13,790,213	1,628,000	15,634,884	14,410,086
MATERIALS MANAGEMENT	1,005,833	-	995,935	922,874
EQUIPMENT SERVICES	11,804,591	-	12,655,204	11,947,898
RISK MANAGEMENT	29,166,658	-	34,567,443	35,715,801
Total Internal Service Funds	\$ 80,021,184	\$ 1,628,000	\$ 88,029,536	\$ 196,441,007
ELIMINATIONS FUNDS				
ELIMINATIONS	\$ (67,940,624)	\$ -	\$ (73,361,532)	\$ (164,273,332)
Total Eliminations Funds	\$ (67,940,624)	\$ -	\$ (73,361,532)	\$ (164,273,332)
TOTAL ALL FUNDS	\$ 2,198,744,826	\$ 6,057,509	\$ 1,779,915,606	\$ 2,322,704,488

* 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 2007-08

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006-07	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2006-07	ACTUAL EXPENDITURES/ EXPENSES 2006-07*	BUDGETED EXPENDITURES/ EXPENSES 2007-08
ADULT PROBATION				
GENERAL	\$ 55,280,402	\$ 3,997,357	\$ 54,384,990	\$ 65,774,128
ADULT PROBATION FEES	11,986,437	2,154,507	13,501,442	13,561,826
ADULT PROBATION GRANTS	4,146,433	240,411	3,740,346	4,254,173
DEPARTMENT TOTAL	\$ 71,413,272	\$ 6,392,275	\$ 71,626,777	\$ 83,590,127
AIR QUALITY				
GENERAL	\$ 546,899	\$ -	\$ 513,914	\$ -
AIR QUALITY GRANT	4,149,013	-	3,573,207	4,010,023
AIR QUALITY FEES	9,665,175	1,546,758	9,504,716	12,393,623
DEPARTMENT TOTAL	\$ 14,361,087	\$ 1,546,758	\$ 13,591,837	\$ 16,403,646
ANIMAL CARE & CONTROL				
GENERAL	\$ 375,982	\$ -	\$ 390,828	\$ 361,432
ANIMAL CONTROL LICENSE/SHELTER	7,045,839	-	5,751,753	6,905,589
ANIMAL CONTROL GRANTS	446,168	-	433,378	446,765
ANIMAL CONTROL FIELD OPERATION	2,994,586	-	3,155,595	3,213,071
DEPARTMENT TOTAL	\$ 10,862,575	\$ -	\$ 9,731,554	\$ 10,926,857
APPROPRIATED FUND BALANCE				
GENERAL	\$ 212,381,047	\$ 1,797,973	\$ 345,627,367	\$ 164,614,794
DETENTION OPERATIONS	73,587,844	(539,025)	48,883,166	67,148,406
INTERGOVERNMENTAL CAP PROJ	7,954,616	5,349,654	6,853,619	9,351,324
COUNTY IMPROVEMENT FUND	34,489,709	3,797,483	5,873,873	143,166
COUNTY IMPROVEMENT FUND 2	-	9,594,000	22,179,145	88,609,418
FINANCING SERIES 2008	-	-	-	23,418,046
GENERAL FUND CTY IMPROV	35,680,782	44,610,926	92,937,029	33,628,876
DETENTION CAPITAL PROJECTS	19,550,787	253,400	2,109,592	46,428,953
DEPARTMENT TOTAL	\$ 383,644,785	\$ 64,864,411	\$ 524,463,791	\$ 433,342,983
ASSESSOR				
GENERAL	\$ 22,979,361	\$ -	\$ 22,468,047	\$ 25,446,423
DEPARTMENT TOTAL	\$ 22,979,361	\$ -	\$ 22,468,047	\$ 25,446,423
BOARD OF SUPERVISORS DIST 1				
GENERAL	\$ 341,043	\$ 49,978	\$ 375,593	\$ 391,686
DEPARTMENT TOTAL	\$ 341,043	\$ 49,978	\$ 375,593	\$ 391,686
BOARD OF SUPERVISORS DIST 2				
GENERAL	\$ 341,043	\$ 49,978	\$ 351,671	\$ 391,686
DEPARTMENT TOTAL	\$ 341,043	\$ 49,978	\$ 351,671	\$ 391,686
BOARD OF SUPERVISORS DIST 3				
GENERAL	\$ 341,043	\$ 49,978	\$ 370,920	\$ 391,686
DEPARTMENT TOTAL	\$ 341,043	\$ 49,978	\$ 370,920	\$ 391,686
BOARD OF SUPERVISORS DIST 4				
GENERAL	\$ 341,043	\$ 49,978	\$ 343,679	\$ 391,686
DEPARTMENT TOTAL	\$ 341,043	\$ 49,978	\$ 343,679	\$ 391,686
BOARD OF SUPERVISORS DIST 5				
GENERAL	\$ 341,043	\$ 49,978	\$ 362,618	\$ 391,686
DEPARTMENT TOTAL	\$ 341,043	\$ 49,978	\$ 362,618	\$ 391,686
CALL CENTER				
GENERAL	\$ 1,686,973	\$ -	\$ 1,731,527	\$ 1,759,134
DEPARTMENT TOTAL	\$ 1,686,973	\$ -	\$ 1,731,527	\$ 1,759,134
CLERK OF THE BOARD				
GENERAL	\$ 623,410	\$ 159,894	\$ 720,502	\$ 840,627
DEPARTMENT TOTAL	\$ 623,410	\$ 159,894	\$ 720,502	\$ 840,627

Arizona State Auditor General Forms (Schedule F) (continued)

MARICOPA COUNTY
 Summary by Department of Expenditures/Expenses
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DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006-07	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2006-07	ACTUAL EXPENDITURES/ EXPENSES 2006-07*	BUDGETED EXPENDITURES/ EXPENSES 2007-08
CLERK OF THE SUPERIOR COURT				
GENERAL	\$ 32,090,197	\$ 16,950	\$ 31,953,641	\$ 34,177,630
COURT DOCUMENT RETRIEVAL	1,218,377	-	1,218,377	1,150,243
JUDICIAL ENHANCEMENT	1,546,784	-	1,453,784	1,039,333
CLERK OF THE COURT GRANTS	1,592,568	33,265	1,480,118	1,676,124
CLERK OF COURT FILL THE GAP	1,892,222	-	1,442,222	1,962,909
TRIAL COURTS SPECIAL REVENUE	-	-	-	-
CHILD SUPPORT ENHANCEMENT	145,000	-	65,000	75,000
EXPEDITED CHILD SUPPORT	-	-	-	-
VICTIM LOCATION	39,901	-	130	89,901
CLERK OF THE COURT EDMS	3,126,435	-	3,126,435	3,330,000
SPOUSAL MAINT ENF ENHANCEMENT	-	-	-	-
DEPARTMENT TOTAL	\$ 41,651,484	\$ 50,215	\$ 40,739,707	\$ 43,501,140
COMMUNITY DEVELOPMENT				
CDBG, HOUSING TRUST	\$ 13,544,325	\$ -	\$ 8,375,848	\$ 13,523,899
DEPARTMENT TOTAL	\$ 13,544,325	\$ -	\$ 8,375,848	\$ 13,523,899
CONSTABLES				
GENERAL	\$ 2,126,145	\$ -	\$ 2,102,798	\$ 2,424,814
DEPARTMENT TOTAL	\$ 2,126,145	\$ -	\$ 2,102,798	\$ 2,424,814
CONTRACT COUNSEL				
GENERAL	\$ 16,768,051	\$ 7,686	\$ 16,259,112	\$ 17,930,726
DEPARTMENT TOTAL	\$ 16,768,051	\$ 7,686	\$ 16,259,112	\$ 17,930,726
CORRECTIONAL HEALTH				
GENERAL	\$ 3,719,176	\$ -	\$ 3,312,419	\$ 3,570,368
DETENTION OPERATIONS	41,139,040	5,314,376	45,238,662	48,797,341
CORRECTIONAL HEALTH GRANT	699,460	41,284	417,534	351,729
DETENTION CAPITAL PROJECTS	-	-	-	-
DEPARTMENT TOTAL	\$ 45,557,676	\$ 5,355,660	\$ 48,968,614	\$ 52,719,438
COUNTY ATTORNEY				
GENERAL	\$ 67,573,452	\$ 116,785	\$ 62,807,895	\$ 70,629,513
COUNTY ATTORNEY RICO	1,600,000	-	1,353,030	2,000,000
COUNTY ATTORNEY GRANTS	5,702,781	269,518	5,531,754	6,160,825
DIVERSION	1,000,000	-	567,759	1,008,810
COUNTY ATTORNEY FILL THE GAP	1,266,624	-	1,296,905	1,483,493
CHECK ENFORCEMENT PROGRAM	720,031	-	564,751	600,000
CRIM JUSTICE ENHANCEMENT	1,488,700	-	1,400,347	1,566,570
VICTIM COMP AND ASSISTANCE	100,000	-	41,665	500,000
VICTIM COMP RESTITUTION INT	40,000	100,000	135,281	440,000
DEPARTMENT TOTAL	\$ 79,491,588	\$ 486,303	\$ 73,699,387	\$ 84,389,211
COUNTY MANAGERS OFFICE				
GENERAL	\$ 2,105,110	\$ 58,919	\$ 2,241,775	\$ 2,342,668
DEPARTMENT TOTAL	\$ 2,105,110	\$ 58,919	\$ 2,241,775	\$ 2,342,668
ELECTIONS				
GENERAL	\$ 19,040,514	\$ 87,357	\$ 21,110,341	\$ 12,157,522
ELECTIONS GRANT	-	-	7,255,809	29,524
DEPARTMENT TOTAL	\$ 19,040,514	\$ 87,357	\$ 28,366,149	\$ 12,187,046
ELIMINATIONS				
ELIMINATIONS	\$ (331,079,203)	\$ (58,042,803)	\$ (665,215,369)	\$ (425,729,107)
DEPARTMENT TOTAL	\$ (331,079,203)	\$ (58,042,803)	\$ (665,215,369)	\$ (425,729,107)
EMERGENCY MANAGEMENT				
GENERAL	\$ 235,773	\$ 4,193	\$ 228,576	\$ 268,636
PALO VERDE	309,161	-	312,704	333,615
EMERGENCY MANAGEMENT	1,015,733	49,163	1,010,732	750,269
DEPARTMENT TOTAL	\$ 1,560,667	\$ 53,356	\$ 1,552,013	\$ 1,352,520

Arizona State Auditor General Forms (Schedule F) (continued)

MARICOPA COUNTY
 Summary by Department of Expenditures/Expenses
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DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006-07	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2006-07	ACTUAL EXPENDITURES/ EXPENSES 2006-07*	BUDGETED EXPENDITURES/ EXPENSES 2007-08
EMPLOYEE HEALTH INITIATIVES				
GENERAL	\$ 2,457,959	\$ 16,221	\$ 2,474,180	\$ -
CMG HIGH OPTION	-	-	-	35,852,089
CMG LOW OPTION	-	-	-	1,045,601
IPA	-	-	-	19,367,538
OAP HIGH OPTION	-	-	-	27,583,057
OAP LOW OPTION	-	-	-	1,124,588
CHOICE FUND H.S.A.	-	-	-	68,604
FI DENTAL PPO	-	-	-	5,722,570
COINSURANCE	-	-	-	15,647,088
CONSUMER CHOICE	-	-	-	2,358,585
70% STD	-	-	-	1,884,823
60% STD	-	-	-	547,974
50% STD	-	-	-	596,675
40% STD	-	-	-	465,815
BEHAVIORAL HEALTH	-	-	-	2,289,637
WELLNESS	-	-	-	392,832
CONTRACT ADMINISTRATION	-	-	-	469,017
MEDICAL INCENTIVE/PENALTIES	-	-	-	1,001,088
BENEFIT ADMINISTRATION	-	-	-	2,796,091
ADMIN UNASSIGNED	-	-	-	-
ADMIN UNASSIGNED	-	-	-	-
FLEX SPENDING HEALTH	-	-	-	2,160,460
FLEX SPENDING DEP CARE	-	-	-	926,820
VISION	-	-	-	1,346,502
STAND ALONE VISION	-	-	-	92,524
FI PREPAID DENTAL	-	-	-	719,709
FI LIFE & AD&D	-	-	-	986,813
SUPPLEMENTAL LIFE	-	-	-	3,452,646
EMPLOYEE ASSISTANCE(EAP)	-	-	-	210,264
SI DENTAL	-	-	-	2,671,409
DEPENDENT LIFE	-	-	-	641,505
VOLUNTARY BENEFITS	-	-	-	395,184
CIGNA FOR SENIORS	-	-	-	627,300
HS SELF-INSURED TRUST FUND	2,854,163	-	2,852,617	-
BENEFITS TRUST	21,399,726	-	21,323,454	-
DEPARTMENT TOTAL	\$ 26,711,848	\$ 16,221	\$ 26,650,251	\$ 133,444,808
ENVIRONMENTAL SERVICES				
GENERAL	\$ 2,419,397	\$ 3,341,898	\$ 3,055,635	\$ 7,063,645
ENVIRONMENTAL SERVICES GRANT	-	-	-	1,334,878
ENVIRONMTL SVCS ENV HEALTH	12,318,321	2,699,997	12,080,224	17,653,685
DEPARTMENT TOTAL	\$ 14,737,718	\$ 6,041,895	\$ 15,135,860	\$ 26,052,208
EQUIPMENT SERVICES				
EQUIPMENT SERVICES	\$ 12,160,677	\$ -	\$ 13,011,290	\$ 12,388,440
DEPARTMENT TOTAL	\$ 12,160,677	\$ -	\$ 13,011,290	\$ 12,388,440
FACILITIES MANAGEMENT				
GENERAL	\$ 13,270,018	\$ 170,535	\$ 13,094,203	\$ 14,078,935
DETENTION OPERATIONS	3,081,810	-	2,624,254	3,035,485
DEPARTMENT TOTAL	\$ 16,351,828	\$ 170,535	\$ 15,718,457	\$ 17,114,420
FINANCE				
GENERAL	\$ 4,209,665	\$ 18,222	\$ 3,882,029	\$ 4,048,897
DEPARTMENT TOTAL	\$ 4,209,665	\$ 18,222	\$ 3,882,029	\$ 4,048,897
FLOOD CONTROL DISTRICT				
ELIMINATIONS	\$ (77,315,461)	\$ 19,466,157	\$ (57,849,304)	\$ (58,628,253)
FLOOD CONTROL GRANTS	-	-	-	-
FLOOD CONTROL CAPITAL PROJECTS	71,000,000	(11,000,000)	60,000,000	61,000,000
FLOOD CONTROL	112,684,210	(19,939,794)	92,526,631	94,512,737
DEPARTMENT TOTAL	\$ 106,368,749	\$ (11,473,637)	\$ 94,677,327	\$ 96,884,484
GENERAL GOVERNMENT				
GENERAL	\$ 264,323,557	\$ 107,843	\$ 230,586,557	\$ 244,779,301
PUBLIC HEALTH GRANTS	6,435,504	-	5,330,545	6,435,504
DEPARTMENT TOTAL	\$ 270,759,061	\$ 107,843	\$ 235,917,102	\$ 251,214,805

Arizona State Auditor General Forms (Schedule F) (continued)

MARICOPA COUNTY
 Summary by Department of Expenditures/Expenses
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DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006-07	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2006-07	ACTUAL EXPENDITURES/ EXPENSES 2006-07*	BUDGETED EXPENDITURES/ EXPENSES 2007-08
WORKFORCE MANAGEMENT AND DEVELOPMENT				
GENERAL	\$ 3,182,409	\$ 59,063	\$ 3,141,864	\$ 1,228,147
DEPARTMENT TOTAL	\$ 3,182,409	\$ 59,063	\$ 3,141,864	\$ 1,228,147
HUMAN SERVICES				
GENERAL	\$ 2,702,378	\$ -	\$ 3,705,864	\$ 2,702,378
HUMAN SERVICES GRANTS	37,826,442	97,700	37,529,225	42,509,831
DEPARTMENT TOTAL	\$ 40,528,820	\$ 97,700	\$ 41,235,089	\$ 45,212,209
INTERNAL AUDIT				
GENERAL	\$ 1,897,474	\$ -	\$ 1,837,306	\$ 1,949,548
DEPARTMENT TOTAL	\$ 1,897,474	\$ -	\$ 1,837,306	\$ 1,949,548
JUSTICE SYSTEM PLANNING & INFORMATION				
GENERAL	\$ 562,243	\$ -	\$ 371,027	\$ 846,536
DETENTION OPERATIONS	1,817,932	-	1,817,115	1,983,802
DEPARTMENT TOTAL	\$ 2,380,175	\$ -	\$ 2,188,142	\$ 2,830,338
JUVENILE PROBATION				
GENERAL	\$ 19,979,824	\$ 1,505,794	\$ 19,197,508	\$ 21,235,324
JUVENILE PROBATION GRANTS	6,212,830	3,710,101	6,250,758	8,591,502
JUVENILE PROBATION SPECIAL FEE	900,000	130,000	937,738	2,896,187
JUVENILE RESTITUTION FUND	50,000	-	29,285	10,000
DETENTION OPERATIONS	32,490,356	1,650,294	32,276,792	36,216,301
JUVENILE PROBATION DIVERSION	284,629	-	249,373	316,633
DEPARTMENT TOTAL	\$ 59,917,639	\$ 6,996,189	\$ 58,941,455	\$ 69,265,947
LEGAL ADVOCATE				
GENERAL	\$ 7,752,303	\$ 15,923	\$ 7,739,819	\$ 8,402,717
PUBLIC DEFENDER TRAINING	12,500	-	12,500	12,500
PUBLIC DEFENDER GRANTS	5,000	-	-	-
DEPARTMENT TOTAL	\$ 7,769,803	\$ 15,923	\$ 7,752,319	\$ 8,415,217
LEGAL DEFENDER				
GENERAL	\$ 8,483,583	\$ 6,071	\$ 8,445,813	\$ 9,495,990
PUBLIC DEFENDER TRAINING	75,794	-	61,608	75,794
LEGAL DEFENDER FILL THE GAP	59,000	-	58,542	59,000
DEPARTMENT TOTAL	\$ 8,618,377	\$ 6,071	\$ 8,565,963	\$ 9,630,784
LIBRARY DISTRICT				
LIBRARY DISTRICT GRANTS	\$ 25,000	\$ 65,057	\$ 43,326	\$ 25,000
LIBRARY DISTRICT	18,923,379	1,427,874	18,791,330	20,706,201
DEPARTMENT TOTAL	\$ 18,948,379	\$ 1,492,931	\$ 18,834,656	\$ 20,731,201
MANAGEMENT & BUDGET				
GENERAL	\$ 3,145,451	\$ 53,431	\$ 2,906,727	\$ 3,137,792
DEPARTMENT TOTAL	\$ 3,145,451	\$ 53,431	\$ 2,906,727	\$ 3,137,792
MATERIALS MANAGEMENT				
GENERAL	\$ 1,961,265	\$ 7,212	\$ 1,835,813	\$ 2,071,136
REPROGRAPHICS	1,056,316	-	1,046,418	1,133,790
DEPARTMENT TOTAL	\$ 3,017,581	\$ 7,212	\$ 2,882,231	\$ 3,204,926
MEDICAL EXAMINER				
GENERAL	\$ 6,677,385	\$ 833,229	\$ 7,072,221	\$ 8,056,892
DEPARTMENT TOTAL	\$ 6,677,385	\$ 833,229	\$ 7,072,221	\$ 8,056,892
NON-DEPARTMENTAL				
GENERAL	\$ 353,824,317	\$ (25,258,546)	\$ 253,366,608	\$ 372,971,918
WASTE MANAGEMENT	555,007	-	86,996	477,981
GENERAL GOVERNMENT GRANTS	21,094,004	(12,166,957)	1,115,724	14,949,882
DETENTION OPERATIONS	57,447,352	(13,893,859)	17,033,461	58,792,796
BOND-DEBT SERVICE	-	-	-	-
COUNTY IMPROVEMENT DEBT	17,691,300	-	17,691,300	13,810,516
COUNTY IMPROVEMENT DEBT 2	-	11,494,000	-	7,900,000
DEPARTMENT TOTAL	\$ 450,611,980	\$ (39,825,362)	\$ 289,294,090	\$ 468,903,093
OFFICE OF ENTERPRISE TECHNOLOGY				
GENERAL	\$ 7,746,422	\$ 49,330	\$ 6,877,097	\$ 10,052,098
TELECOMMUNICATIONS	14,076,921	1,628,000	15,921,592	15,669,264
DEPARTMENT TOTAL	\$ 21,823,343	\$ 1,677,330	\$ 22,798,689	\$ 25,721,362

Arizona State Auditor General Forms (Schedule F) (continued)

MARICOPA COUNTY
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DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2006-07	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2006-07	ACTUAL EXPENDITURES/ EXPENSES 2006-07*	BUDGETED EXPENDITURES/ EXPENSES 2007-08
PARKS & RECREATION				
GENERAL	\$ 1,781,029	\$ 30,126	\$ 1,674,297	\$ 1,772,629
SPUR CROSS RANCH CONSERVATION	699,359	-	474,624	692,638
PARKS & REC. GRANTS	563,291	1,600,000	510,320	1,794,770
PARKS SOUVENIR FUND	105,000	-	132,805	130,000
LAKE PLEASANT RECREATION SVCS	1,418,033	549,163	1,593,343	1,946,554
PARKS ENHANCEMENT FUND	2,611,117	169,965	2,561,727	2,864,913
PARKS DONATIONS FUND	160,000	-	109,351	160,000
EVENTS CENTER OPERATIONS	75,000	-	63,000	63,000
OTHER DONATIONS	-	-	-	-
SPAA DONATIONS (SUNDOME)	-	-	-	-
ELIMINATIONS	(38,000)	-	(75,000)	(69,850)
DEPARTMENT TOTAL	\$ 7,374,829	\$ 2,349,254	\$ 7,044,468	\$ 9,354,654
PLANNING & DEVELOPMENT				
PLANNING AND DEVELOPMENT FEES	\$ 17,642,649	\$ 260,099	\$ 16,316,733	\$ 17,061,480
DEL WEBB SPECIAL FUND	194,328	-	156,671	132,555
DEPARTMENT TOTAL	\$ 17,836,977	\$ 260,099	\$ 16,473,405	\$ 17,194,035
PUBLIC DEFENDER				
GENERAL	\$ 36,608,991	\$ 297,712	\$ 37,170,814	\$ 39,878,668
PUBLIC DEFENDER TRAINING	571,480	-	419,079	571,480
PUBLIC DEFENDER GRANTS	373,288	-	373,288	387,261
PUBLIC DEFENDER FILL THE GAP	1,582,065	150,000	1,720,177	1,630,600
DEPARTMENT TOTAL	\$ 39,135,824	\$ 447,712	\$ 39,683,358	\$ 42,468,009
PUBLIC FIDUCIARY				
GENERAL	\$ 2,656,900	\$ 11,633	\$ 2,503,621	\$ 2,762,148
DEPARTMENT TOTAL	\$ 2,656,900	\$ 11,633	\$ 2,503,621	\$ 2,762,148
PUBLIC HEALTH				
GENERAL	\$ 12,074,428	\$ 249,536	\$ 10,567,712	\$ 12,878,580
PUBLIC HEALTH FEES	3,520,656	-	3,302,197	3,665,586
PUBLIC HEALTH GRANTS	37,743,134	-	32,997,001	34,184,711
DEPARTMENT TOTAL	\$ 53,338,218	\$ 249,536	\$ 46,866,910	\$ 50,728,877
RECORDER				
GENERAL	\$ 2,349,174	\$ 157,910	\$ 2,336,900	\$ 2,638,611
RECORDERS SURCHARGE	6,435,103	-	9,486,462	6,374,980
DEPARTMENT TOTAL	\$ 8,784,277	\$ 157,910	\$ 11,823,362	\$ 9,013,591
RESEARCH & REPORTING				
GENERAL	\$ 349,072	\$ 21,667	\$ 355,413	\$ 378,755
DEPARTMENT TOTAL	\$ 349,072	\$ 21,667	\$ 355,413	\$ 378,755
RISK MANAGEMENT				
RISK MANAGEMENT	\$ 29,284,590	\$ -	\$ 34,685,375	\$ 35,893,572
DEPARTMENT TOTAL	\$ 29,284,590	\$ -	\$ 34,685,375	\$ 35,893,572
SHERIFF				
GENERAL	\$ 68,092,509	\$ 4,152,085	\$ 68,011,901	\$ 71,117,264
SHERIFF DONATIONS	16,400	-	8,056	16,400
SHERIFF RICO FUND	1,100,000	-	916,836	1,100,000
SHERIFF JAIL ENHANCEMENT FUND	2,050,000	-	1,487,828	2,050,000
SHERIFF GRANTS	6,303,635	621,292	4,805,979	5,084,102
INMATE SERVICES	11,192,105	-	6,280,153	12,042,042
INMATE HEALTH SERVICES	489,187	-	163,060	149,715
DETENTION OPERATIONS	168,147,910	6,914,036	166,560,016	196,533,189
DETENTION CAPITAL PROJECTS	-	-	-	-
DEPARTMENT TOTAL	\$ 257,391,746	\$ 11,687,413	\$ 248,233,829	\$ 288,092,712
SOLID WASTE				
WASTE TIRE	\$ 6,327,487	\$ 21,217	\$ 6,026,225	\$ 6,844,916
SOLID WASTE MANAGEMENT	1,687,262	180,722	1,863,476	1,557,209
SOLID WASTE GRANTS	-	-	-	-
DEPARTMENT TOTAL	\$ 8,014,749	\$ 201,939	\$ 7,889,701	\$ 8,402,125

Arizona State Auditor General Forms (Schedule F) (continued)

MARICOPA COUNTY
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STADIUM DISTRICT				
CACTUS LEAGUE OPERATIONS	\$ 482,288	\$ -	\$ 821,875	\$ 482,288
BALLPARK OPERATIONS	3,592,666	125,000	2,886,664	3,748,547
STADIUM DIST DEBT SERIES02	5,925,094	-	6,287,374	5,925,094
STADIUM DEBT SERVICES-PEORIA	-	-	-	-
BALLPARK CONSTRUCTION	-	-	-	-
LONG TERM PROJECT RESERVE	1,003,000	1,715,205	2,834,455	4,203,000
ELIMINATIONS	(2,042,893)	-	(2,066,807)	(1,986,576)
DEPARTMENT TOTAL	\$ 8,960,155	\$ 1,840,205	\$ 10,763,560	\$ 12,372,353
SUPERINTENDENT OF SCHOOLS				
GENERAL	\$ 2,132,796	\$ 1,409	\$ 1,641,596	\$ 2,461,627
SCHOOL GRANT FUND	2,540,717	-	1,471,800	2,559,504
SCHOOL TRANSPORTATION FUND	702,258	-	569,671	792,887
SCHOOL COMMUNICATION FUND	24,795	-	44,017	82,680
COUNTY SCHOOL INDIRECT COST	380,534	-	158,555	-
DEPARTMENT TOTAL	\$ 5,781,100	\$ 1,409	\$ 3,885,640	\$ 5,896,698
TRANSPORTATION				
TRANSPORTATION GRANTS	\$ 1,984,222	\$ -	\$ 475,207	\$ 1,170,760
TRANSPORTATION OPERATIONS	125,462,300	-	124,609,028	123,435,644
TRANSPORTATION CAPITAL PROJECT	119,194,034	-	114,106,705	98,605,934
ELIMINATIONS	(66,383,561)	43,445	(66,340,116)	(59,709,258)
DEPARTMENT TOTAL	\$ 180,256,995	\$ 43,445	\$ 172,850,824	\$ 163,503,080
TREASURER				
GENERAL	\$ 4,668,836	\$ 63,835	\$ 4,724,618	\$ 5,111,957
TAXPAYER INFORMATION FUND	-	-	-	800,000
DEPARTMENT TOTAL	\$ 4,668,836	\$ 63,835	\$ 4,724,618	\$ 5,911,957
TRIAL COURTS				
GENERAL	\$ 79,156,617	\$ 476,451	\$ 78,955,933	\$ 86,217,528
JUSTICE CT JUDICIAL ENHANCEMNT	1,484,000	(540,000)	707,359	657,982
JUDICIAL ENHANCEMENT	500,000	-	425,406	433,277
TRIAL COURTS GRANTS	1,930,131	25,000	1,761,987	2,013,717
JUSTICE COURTS SPECIAL REVENUE	3,000,000	540,000	3,285,785	3,094,077
PROBATE FEES	372,000	-	356,221	389,531
CONCILIATION COURT FEES	1,630,000	-	1,616,174	1,695,930
TRIAL COURTS SPECIAL REVENUE	5,478,677	500,000	5,855,689	5,680,313
LAW LIBRARY FEES	885,000	-	865,164	885,000
SUPERIOR COURT FILL THE GAP	1,783,651	155,284	1,846,609	2,010,456
EXPEDITED CHILD SUPPORT	425,000	-	413,087	445,580
SPOUSAL MAINT ENF ENHANCEMENT	111,750	-	96,869	115,921
CHILDRENS ISSUES EDUCATION	110,000	-	105,863	115,007
DOM REL MEDIATION EDUCATION	182,335	-	167,763	190,682
DEPARTMENT TOTAL	\$ 97,049,161	\$ 1,156,735	\$ 96,459,908	\$ 103,945,001
TOTAL ALL DEPARTMENTS	2,198,744,826	6,057,509	1,779,915,607	2,344,263,667



Glossary

Activity: A set of services grouped together around a common purpose or result.

AHCCCS: Arizona Health Care Cost Containment System.

ALTCS: Arizona Long Term Care System.

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 continuous 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 whose best interests are served by or who receive or use the products or services of a department or program. This is accomplished by structuring the accounting and budgeting systems according to the structure of departments' strategic plans.

Note: Accountability is at the heart of Budgeting for Results—County Government is willing and able to tell taxpayers what they are getting for their money in terms of results for customers.

Capital Budget: The first year of the Capital Improvement Program (CIP).

Capital Improvement Program (CIP): A five-year plan of capital improvement projects that outlines project costs, funding sources and future operating costs associated with each capital improvement.

Capital Improvement Project: A major, nonrecurring expenditure of \$150,000 or more used to expand or improve the County's physical assets, including land, facilities and infrastructure. Capital improvement projects generally result in new facilities with expected life spans of many years, in substantial extension of the useful life and monetary value of existing facilities, or in increases to the existing "footprint" of a building. Capital improvement projects generally span two or more years.

Note: Separate and distinct new facilities should be budgeted as discrete projects. Portions of new facilities should be included in the overall project budget for the overall facility.

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 resources for the acquisition, construction or reconstruction of major capital facilities.

Carryover Funding: An amount budgeted for FY 2006-07 to pay for a capital expenditure budgeted for FY 2005-06 for which an obligation has been incurred that cannot be paid by June 30, 2006. 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.

COP's (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.

County: Maricopa County government.

DCM: Deputy County Manager.

Debt Service Fund: A fund used to account for the accumulation of resources for and payment of general obligation, special assessment, and stadium district bond principal and interest.

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.

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, 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 or economy of the community.

Efficiency Measure: A performance measure that measures the average activity cost per output or result. Examples include cost per participant served or cost per building inspection completed within seventy-two hours.

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. Interdepartmental charges from the Reprographics (print shop) fund to various County departments are one example. 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.

Enterprise Fund: A fund used to account for operations that are financed and operated in a manner similar to private enterprises where the intent of the County is that the costs of providing goods and services to the general public on a continuing basis be financed through user charges. This allows for the evaluation of these funds on the same basis as investor-owned enterprises in the same industry.

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 and the impact on the department. 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.

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 .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 Balance/Equity: An amount comprised of accumulated excess or deficiency of revenues less expenditures in a fund. This is measured at the beginning or end of a fiscal year.

GAAP: Generally 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, and serves as the County's primary operating fund.

GO Bond: General Obligation Bonds are approved by a majority of Maricopa County residents that are sold to raise funding for capital expenditures. Funding for repayment is provided by the County's secondary debt service property tax levy.

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.

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.

Issue Statement: A summary statement of an issue and trend that will have a major impact on the department and its customers over the subsequent two to five years. Issue statements include what that impact will be and are the products of the environmental assessment phase in strategic planning.

Key Result Measure: A performance measure that is directly related to the program purpose statement and measures the impact that a program had on citizens/customers.

Major Maintenance: A category of non-routine projects comprised of major maintenance or upgrades to facilities and/or equipment that will achieve demonstrable savings in operational cost, extend the useful life of assets, or achieve at least ten percent savings in current energy consumption. Each project cost must exceed \$20,000 for it to be classified as a major maintenance item. Examples of Major Maintenance projects include replacing heating, ventilation, and cooling (HVAC) systems, replacing roofs, repairing building exteriors, retrofitting light fixtures, installing variable drive fan motors, installing energy management systems, etc. Maintenance projects costing less than \$20,000 will be treated as Facilities base-level or discretionary services, and charged accordingly (refer to Internal Charges section).

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): A systemic approach to management decision-making, resource allocation, and accountability for results. It includes an integrated system of processes: Planning for Results, Budgeting for Results, Delivering Services and Collecting Data, Reporting Results, Evaluating Results, and Decision Making.

MHP: Maricopa Health Plans.

MHS: Maricopa Health System or Maricopa Health Delivery System.

MIHS: Maricopa Integrated Health System.

Mission: A clear, concise statement of purpose for the entire department. The mission focuses on the broad, yet distinct, results the department will achieve for its customers.

MMC: Maricopa Medical Center.

MOE: Maintenance of Effort. Maintaining funding of maintenance and operational expenditures, including detention personnel compensation, employee related expenses, utility expenses of the facility, costs of food and care of prisoners, administrative support costs and costs of maintaining and repairing the facility and grounds, at a level before the voter approved detention excise tax.

Object Code: Identifies the balance sheet account (assets, liabilities, or fund equity), revenue source, or expenditure/expense type (e.g., cash, accounts payable, real property taxes, salaries and wages).

OMB: Office of Management and Budget.

Org: A level two budget under the budget org. This usually denotes a unit under the division.

Example of a departmental budget structure:

Department 110 Adult Probation	
Budget Org (level 1)	1100 Administration Services
Org (level 2)	1101 Department Administration

Output Measure: A performance measure that measures the number of units produced. Examples include number of participants enrolled in job training courses or number of building inspections completed.

PCN: A position control number assigned to a position.

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, and 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 lower rate than budgeted. Object code 701, sub-line “Regular Pay Personnel Savings” and object code 750 sub-line “Benefits Personnel Savings” are provided to recognize the expenditure. This reduction (negative) to the personal services budget allows the department to use these budget dollars to fund other items.

Position: A specific employment, 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 or result. Programs provide operational and performance information for strategic decision making.

Restatement: A budgetary transfer which provides for a specific increase to revenues or expenditures in one department, activity or fund with a corresponding decrease in revenues and expenditures in another department, activity or fund for a net impact of zero (or less).

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.

Service: 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 receives rather than in terms of what the department does.

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 Plan: A strategic 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 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.

Sub-object Code: Identifies detailed balance sheet account, revenue source, or expenditure/expense type (e.g., cash on hand, current real property taxes, overtime wages).

Supplies and Services: 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.

Technology Results Initiative: A results initiative for technology expenditures for more than \$20,000 or an amount above a department's base budget for new or improved technology systems or expenditures used for maintaining existing information technology systems.

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. While 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 of years.

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With the Board's approval of the FY 2007-08 Budget on June 18, 2007, and the corresponding tax rates on August 20, 2007 we start down the path of developing the FY 2008-09 budget.

