

The Board of Supervisors of Maricopa County, Arizona convened at 9:00 a.m., March 18, 2002, in the Board of Supervisors' Conference Room, Tenth Floor, 301 W. Jefferson, Phoenix, Arizona, with the following members present: Don Stapley, Chairman; Fulton Brock, Vice Chairman; Andy Kunasek, Max Wilson, Mary Rose Wilcox, Fran McCarroll, Clerk of the Board; and Jessie Burning, Administrative Coordinator. Also present: David Smith, County Administrative Officer; and Paul Golab, Deputy County Attorney.

PRESENTATION: ELECTED OFFICIALS – JUDICIAL BRANCH

Item: Presentations by Elected Officials and Judicial Branch. The Assessor, County Attorney, Recorder/Elections, Sheriff, and Superintendent of Schools will present their department's baseline budget and departmental accomplishments for this year. (ADM1828)

ASSESSOR'S OFFICE

Jim Meulemans, Deputy Assessor of Finance, Assessor's Office, began by referring to a chart which noted property assessed valuation over the last six years. The graph indicated that property values in Maricopa County have grown from \$120 billion in 1997, to nearly \$195 billion in 2002. This represents a 62% increase driven by new construction and simple appreciation.

The Assessor's Office has met this new growth while maintaining an administrative "per parcel cost" of \$12.00. Maintaining the flat-cost is quite an accomplishment, but even more outstanding is comparing the cost to national averages. The International Association of Assessing Officers (IAAO) recently completed a cost-analysis survey of large jurisdictions. The Maricopa County Assessor's Office is one of the lowest per-parcel operations with the County's average cost of \$12.00 per parcel, which is almost half the national average of \$22.00 per parcel.

Mr. Meulemans noted that the increase in property value has an associated workload increase in most of the assessor's business operations. Growth brings new homes, new maps, more deeds, increased sales, and a greater demand for information. Appreciation can also create a challenge as the Assessor's Office strives to provide values that are fair and equitable. The bottom line is that the Assessor's Office has maintained the same cost per parcel by working harder and smarter. The Assessor's Office switched to a two-year evaluation cycle for residential and vacant land. By moving to this two-year cycle, the Assessor's Office can better focus their attention on each type of property each year. Currently, legislation is being pursued which would move the entire process including commercial property to a three-year cycle. The Assessor's Office believes the three-year cycle will be more efficient with a better use of taxpayers dollars and it will also provide stability for the taxing jurisdictions.

Chairman Stapley asked for a better understanding of the details and how the process would work.

Mr. Meulemans explained that year one would be the valuation year for residential properties and those values would hold for three years. This would include apartments, and any residential rental property. The second year, vacant land properties would be re-valued, and those values would carry-over for three years. The third year the commercial properties would be re-valued and those values would hold for three years. However, changes in ownership, classification, property use, etc. would generate an updated notice of value on an annual basis.

There has been an increase in applications for exemptions in the past year. The Assessor's Office also has worked diligently to implement the Senior's Home Ownership Protection program. This program is continuing to have successes, with nearly 15,000 people registered. During the last valuation cycle, the Assessor's Office received 300 to 400 requests per day.

Supervisor Brock asked Mr. Meulemans to better summarize the Senior Home Owner Protection Program. He also asked if the Assessor's Office was aware of any matters at the legislature that would boost this program.

Mr. Meulemans explained that the program is for low-income seniors who qualify to have the full cash value of their property frozen. The qualifications are; the homeowner must be at least 65 years of age, have lived in the home for at least two years, and have an income level determined by the social security index. As far as legislative issues, the Assessor's Office is working with the legislature on fine tuning guidelines for senior income levels, as well as working with the Department of Revenue.

Supervisor Brock voiced his support for this program and asked about publicity efforts using the County's web site.

Mr. Meulman's stated that his department is attempting to get the word out through several means. The web site displays a highlighted form which can be downloaded and printed. The department is also utilizing property notices to inform the property owners, that the program is available. They have also sponsored or attended community meeting in several Senior Communities.

Supervisor Kunasek commented on his concern with the exemptions for the elderly. He explained that some less fortunate seniors are taking advantage of the program, yet the cost of government stays the same. It could be argued, that a share of, or all of that burden is being placed on everyone else, many of whom have equal concerns, such as low income families with children. To some extent, fairness must be considered in the whole sale shift of the tax burden from one class to another. Supervisor Kunasek asked Mr. Meulemans to get back to him on the number of people taking advantage of this program and what it might equate to in dollars being shifted to people who do not meet the criteria. Mr. Meulemans said he would get back to Supervisor Kunasek as soon as possible.

Programs offered by the Assessor's Office include:

- ✓ Exemptions
- ✓ Senior Homeownership Protection
- ✓ Rental Registration
- ✓ Educating the Public
- ✓ Abstract information for Cities, Schools and Districts
- ✓ STAR Call Center
- ✓ Website
- ✓ Appeals Management

Mr. Meulemans commented on the annual valuation notice which has been revised to be more understandable and contains more information.

Chairman Stapley added that as a taxpayer himself, he is very pleased with all the information and how much easier it is to understand.

COUNTY ATTORNEY'S OFFICE

Rick Romley, Maricopa County Attorney, began with his department's budgetary issues. First, he mentioned that over the years, prior to presentation of the budget, he meets with the Board to discuss very broad issues, trend analysis, statistical data, and responsibilities of the County Attorney's Office. Mr. Romley continued with statistics, and surveys that have been conducted by the Department of Justice and the National District Attorney's Office for this year. The following information compares the Maricopa County Attorney's Office to other District Attorney's Offices throughout the entire Country.

The Maricopa County Attorney's Office is;

- ✓ The 4th Largest Prosecutorial District in U.S.
- ✓ Ranked 14th in Number of Felony Prosecutors per Capita
- ✓ Ranked 16th in Number of Misdemeanor and Felony Prosecutors per Capita
- ✓ Ranked 13th in Budget per Capita

From a budgetary standpoint, per capita spending for prosecution services in Maricopa County is \$15.45 per person. In comparison, New York City prosecution services per person are nearly \$50.00. Mr. Romley commented on the efficiencies in his office. However, by being as efficient and effective as possible in trying to achieve more with less, there is a point when budget cuts have an impact on prosecution services.

Mr. Romley stated that its been a very difficult year; the cities of Phoenix and Scottsdale both experienced record numbers of homicides. The city of Mesa experienced an 8% increase in their crime-rate. Many of the smaller communities have also witnessed increases in reported crime. The public is very concerned with this trend, and although it is a very difficult budget year, the County must be cognizant that the issues facing the criminal justice system are growing at an alarming rate. Mr. Romley continued with a budget reduction hand-out, which he reviewed as follows.

Budget Reduction Issues

▪ State reduced funding for Domestic Violence Misdemeanor Program	\$ 97,905
▪ County Counsel budget not properly funded	100,646
▪ Continuation of FY 2001/2002 voluntary budget cut	335,677
▪ Absorb costs for extra work day (2088 hours)	253,559
▪ Absorb increase in software licenses	<u>63,700</u>
Total	\$851,487

Mr. Romley stated that in the spirit of cooperation with the Board of Supervisors, his office has worked in a variety of different capacities to operate with current budget restraints. However, with this up-coming budget year, there are initial indications that are cause for concern. The issues listed above may reduce next year's budget dramatically compared to this year's budget.

➤ Other Possible Cuts

- ✓ U.S. Congress considering reducing or eliminating Byrne Drug and Violent Crime grant – funds 23 attorneys, support, and paralegals. \$1.4 million

- ✓ Arizona Legislature considering reducing or eliminating State Aid to County Attorneys (Fill the Gap) – funds 23 Attorneys and support positions \$ 825,000

The County Attorney's Office has received the Byrne grant for the last 15 years. OMB is aware and reviewing this very carefully. The County Attorney's Office is working with the Board's legislative staff to minimize the elimination of funding as much as possible.

Mr. Romley stated that his Office's first priority is to restore the base budget. He added that if the County should make further budget cuts, he will be very concerned with the quality of services his office will be able to provide. Now is not the time to diminish service, the Board has to make very difficult decisions and prioritizing is one of the issues to be addressed. He suggested public safety as the priority to place at the top of the list. Mr. Romley continued with a variety of issues in addition to the restored base budget.

- Probationary advancement \$ 159,360
- Pay for performance 1,003,294
- Additional positions 219,809
- Flood Control Attorney (County Counsel) 97,509
- Technology software and licenses 373,700
- Sexual Assault Nurse Examiners 90,300
- Emergency response cell phones 30,000

He offered additional information on some of the issues. The County Attorney's Office has offered Probationary Advancement for several years. Upon successful completion of entry-level probation, new employees would receive a 5% increase. This has been part of the department's pay-plan to assist in retaining employees. The department is also in need of additional positions, which include: Human Resource Coordinator, to work with FML and ADA issues; Management Specialist, to conduct new management issues, (this is a newly requested position per David Smith, County Administrative Officer and the Board of Supervisors - for management reports and new direction for the CAO); Trainer, for complex automation system to ensure accurate and timely data entry; Victim's Advocate or Direct Complaint Coordinator (there are new organizational changes which have occurred within the Court System which will require a new position to represent victims).

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In closing, Mr. Romley stated his desire to work with the Board of Supervisors during this difficult and somewhat unpredictable budget year.

Supervisor Brock noted that it is very important for the County, the County Attorney's Office and the legislature to work together at this time. He added that Maricopa County should be at the forefront of receiving home security funding from federal and state levels.

THE RECORDER'S OFFICE

Helen Prucell, County Recorder, reviewed a graph which highlighted the number of documents that are processed monthly by the Recorder's Office. On the last day of February the Recorder's Office recorded 10,570 documents, which is the most ever recorded in a single day, in the month of February. From 1998 to the present, there have only been seven months that the Recorder's Office has recorded under 80,000 documents. However, the department is now averaging over 100,000 recorded documents for every month.

Due to the tremendous volume of recorded documents, the department contributes revenue to other funds. This does not include monies that the Recorder's Office brings into the surcharge fund, which is a separate fund used only to enhance their information technology department.

Ms. Purcell continued with E-Government, and stated that she considers the Recorder's Office to be a leader in this field. The department has used internet access since September of 1991. Presently, the department has between 40 and 50 million documents available for viewing via the internet. There are 500,000 to 700,000 images that are accessed every month on the Recorder's website.

The Recorder's Office started digital recording in 1997, and presently, 25% of the recordings are digital. If recordings are submitted electronically, the department can view the document and then decide if it can be recorded electronically without ever seeing the original documents. There are 28 entities that are currently submitting digital recording. This process will also increase staff productivity and turn-around-time. E-recording is another form of paperless document processing. This form uses electronic templates with digital signature and notary.

The Recorder's Office, will begin accepting credit cards the 1st of April for on-line transactions and possibly by May or June credit cards will be accepted in the Recorder's Office. The department is presently working to have full-text search of their recording database by the 1st of May.

ELECTIONS

Karen Osborne, Director, Elections, stated that redistricting is the most pressing issue. The Congressional and State lines have been challenged and it will take some time before there are any decisions on this issue. Elections will be receiving word today from the Department of Justice on the lines for the Board of Supervisors, Justice of the Peace, and voting precincts. Elections received over 5,000 hits on their web-based interactive maps during the redistricting process.

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Ms. Osborne reviewed and compared voter registration by old and new supervisorial lines.

<i>Voter Registration by Supervisory District as of March 11, 2002 – Old Lines</i>			<i>Voter Registration by Supervisory District as of March 11, 2002 – New Lines</i>		
District 1:	260,451 Voters	21%	District 1:	265,624 Voters	21%
District 2:	309,172 Voters	25%	District 2:	287,139 Voters	23%
District 3:	245,539 Voters	19%	District 3:	263,072 Voters	21%
District 4:	292,728 Voters	23%	District 4:	292,598 Voters	23%
District 5:	156,856 Voters	12%	District 5:	156,313 Voters	12%

Ms. Osborne pointed out that District 5 historically, has a smaller number of voters.

Ms. Osborne stated that early voting is expected to be to be very popular again this year. Early voting is estimated to account for 40 to 45% of all votes cast. Ms. Osborne noted that early balloting for this year should reach 500,000 for the general election. Additional challenges include finding more and new polling sites and poll workers.

Ms. Purcell explained that the Elections Department has been approached to pilot a program for Military Voting. The pilot program is through a vendor working with the Department of Defense to establish Military Voting in fifteen Counties, in three States. She added that the States are located in the West and are scheduled to have on-line or internet voting for the military. Ms. Purcell commented on her department's excitement in partnering with the Department of Defense and Votehere.net.

Supervisor Brock asked what could be done to get more people registered to vote. Ms. Purcell commented on the "Kids Voting" program; the department is seeing the children who voted in 1998 in the program now as registered voters in their own right. Ms. Purcell also stated that the department is seeing an increased interest in government, patriotism, and voting.

Supervisor Kunasek commented that Ms. Purcell and the Elections Department continue to lead the Country in about every area that they preside over. He added how much he admires Ms. Purcell for her character and dedication to this County during the recent loss of her husband.

Chairman Stapley added that the Board's sentiments are the same, and that she is an inspiration for all.

SHERIFF'S OFFICE

Joe Arpaio, Sheriff, and Dave Hendershott, Chief Deputy Sheriff, began the presentation noting that the Sheriff's Office has been working very closely with Sandy Wilson, Deputy County Administrator, and the Office of Management and Budget (OMB). Sheriff Arpaio stated that it has been a tough year for his department with many high-profile cases, and a record breaking jail population (7,813 inmates). A large amount of the department's resources are dedicated to programs that protect the public. He added that the department is now in the black, which has been very difficult to attain. Sheriff Arpaio predicted that the jail population could rise to 9,000.

Sheriff Arpaio noted that his department is not requesting more funding for next year, but would like the funding to remain the same as this year. Sheriff Arpaio mentioned that he's very proud of his organization and that people come from all over the world to see Tent City. Chief Deputy Hendershott reviewed the following base budget request:

- \$135.3 Million Request consisting of:
 - ✓ \$39.2 million for Mandated Enforcement Services (General Fund)
 - ✓ \$4.5 million Grant funded programs
 - ✓ \$5.7 million Inmate Services Fund
 - ✓ \$795,861 for Juvenile Education Fund, Donation Fund and Inmate Health Care Services Fund
 - ✓ \$83.4 million for Mandated Detention Services (Jail Tax Funds and G. F. Maintenance of Effort)
 - ✓ \$1.7 million Jail Transition Team

Mr. Hendershott presented to the Board a hand-out which detailed many of the challenges that the Sheriff's Office will be facing for FY-2003. He added that the Sheriff's Office is extremely grateful to OMB for helping the department work through their budget difficulties. The Sheriff's Office has been able to meet daily challenges while staying on-track with support and guidance from Ms. Wilson and the OMB staff.

- Challenges for the Sheriff's Office
 - ✓ Maricopa County Sheriff's Office has spent FY 2002 rightsizing and benchmarking its operational requirements. Due to the size and complexity of the MCSO budget, the correct identification of allocations will continue throughout FY 2003. The FY 2002 projections are not a reliable source of trend analysis due to the budget balancing plan.
 - ✓ MCSO's desire to provide quality service that meets the needs and expectation of citizens within a no-growth financial environment.
 - ✓ As new jail facilities come on-line over the next decade, a 40% increase in jail population will require a substantial increase in staff and ancillary services.
 - ✓ Operation Homeland Security has increased expectations for the MCSO to provide traditional and non – traditional services.
 - ✓ Retention of experienced staff. MCSO pay and benefits are less than those of other Valley law enforcement agencies.

SUPERINTENDENT OF SCHOOLS

Ben Arredondo, Deputy Superintendent of Schools, began his presentation by thanking Ms. Wilson, Deputy County Administrator, for her guidance with his department. He mentioned that his department

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would be following the lead of the Sheriff's Office: "Fix it up front before it breaks on the backend". Mr. Arredondo reviewed five divisions within the department:

- ✓ Financial Services
- ✓ Technology Support
 - 38 School Districts participating
 - 12 group trainings per year with 208 participants
 - 21 extensive one-on-one training
 - Weekly internal employee development
- ✓ Administrative Support
- ✓ Small Schools Support
- ✓ FY-2003 Budget

Mr. Arredondo discussed and further reviewed Administrative Support below. For a period of time, the department did not have a website for people with inquiries for school information. The department has now developed a website. This allows the community to view school district lines within their area and deal directly with the district, which cuts down on the phone inquiries for the Superintendent's Office.

Administrative Support

	<u>FY 99-00</u>	<u>FY 00-01</u>	<u>FY 01-02</u>
Inquiries for School information	14,800	15,600	15,900
Home School Records	7,500	7,000	7,500
Private School Records	15,000	18,500	14,700
School District Elections (overrides)	27	77	11
Governing Board Appointments	12	16	15

Supervisor Kunasek mentioned a new computer system that the Superintendent's Office would like to purchase for processing and issuing warrants for school districts. He asked if legislative authority would be necessary to impose a processing fee for this service.

Mr. Arredondo said issuing warrants is a mandated service.

Supervisor Kunasek added that he would like to see this issue on next year's legislative agenda.

TREASURER'S OFFICE

Doug Todd, Treasurer, stated that his office is the official tax collector for Maricopa County, and the 4th largest property tax collecting entity in the United States. Mr. Todd stated that he believes that the efficiency of the Treasurer's Office is not matched anywhere in the Country. The department has handled the growth that has taken place in the County. The workload has increased over the years, however, the number of employees has been reduced. The Treasurer's Office has always accomplished this within the budget that is presented to the department.

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Mr. Todd reviewed for the Board the following information;

	FY – 1998	FY – 1999	FY – 2000	FY – 2001	FY – 2002	FY – 2003 (est)
Levy	\$2,062 billion	\$2,232 billion	\$2,429 billion	\$2,595 billion	\$2,595 billion	TBD
Parcels	1,018,000	1,054,000	1,096,000	1,115,000	1,256,000	1,292,000
Budget	\$3.72	\$3.59	\$3.65	\$3.72	\$3.72	\$3.72

- Real Property tax levy has increased 36% over the past six years.
- Parcel Count (workload) growth up approximately 27% over six year period (55% since FY-93).
- Budgeted Full Time Employee (F.T.E) level at 64 (actually down from a high of 84 in FY-93.)
- Treasurer’s Office budget has not risen above the 1998 level.

Supervisor Brock mentioned the County’s bond inventory and his concern with the 30-month ceiling limitation. He added that he felt as though the rate of return could be doubled on certain bonds. Supervisor Brock asked if the County should petition the legislature to enhance the 30-month ceiling to double or triple the time limitation.

Mr. Todd pointed out that the bond ceiling limitation was extended a year ago. There is now a five-year/60 month limit. The County is the largest in the state and faces an entirely different set of problems as a larger County than rural Counties. Legislation that changes the limitation time-frame was not generally accepted by all of the treasurers in the state. Mr. Todd stated that he has been very careful not to push various new procedures for treasurers across the State. He added that slow, small steps are best in changing regulations.

Supervisor Brock asked Jim Hogan, Deputy Treasurer, why the County does not purchase triple A rated municipal or corporate bonds with eight to ten year windows. In response Mr. Hogan said that the department has taken a consensus approach based on other treasurers’ suggestions and support.

Mr. Todd suggested that the type of investing Supervisor Brock is referring to should remain with entities other than the County Treasurer. Especially in the State of Arizona, he said he would reject the notion of investing in the manner Supervisor Brock mentioned. Mr. Todd added that he believes the County’s responsibility is to the taxpayers and to protect the dollars received by the treasury.

CLERK OF THE SUPERIOR COURT/STAR CALL CENTER

Michael Jeanes, Clerk of the Superior Court, introduced; Grace Colosimo, Associate Clerk, for Administration Services in the Clerk’s Office, and David Sobieski, Director, County Star Call Center, who assisted in the presentation. He added that the presentation would be for two departments, The Clerk of the Court and the Star Call Center. Both departments are included because Mr. Jeanes is the Chairman of the Star Call Center this year.

Mr. Jeanes began by reviewing his department’s annual report entitled, “Going Above and Beyond”. The mission of the Office of the Superior Court is to provide court-related records management, financial and family support services: to the public, the legal community, and the Superior Court so they can have effective access to the legal process.

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One of the main goals of the Clerk's Office is to create a simple procedure for people to file and access their records. The department has made it much easier for the public to file Court documents by opening 24-hour filing depositories. The depositories are boxes located inside and outside the Court House. When an individual inserts a document into the box, the document will receive a date and time stamp. Now, the public can file their Court documents anytime without having to wait in line. In coordination with Facilities Management, the location of the outside depository will be moved from the downtown complex to the southwest corner of the Madison Street Garage. The relocation of the depository is due to security concerns and the new location will provide customers with more convenient parking. The depository program was accomplished with a one-time investment and no additional personnel.

Mr. Jeanes noted another program that did not require additional personnel, "Talk of the Town", a new electronic communications program. This program keeps the legal community and other customers aware of any changes or activities that might impact them. Most significantly, on September 11th this program was used to notify 600 Maricopa County law firms of modifications to business hours for that day. Currently, the department produces a quarterly newsletter and monthly updates via e-mail with informative messages. At this time there are 600 law firms and other customers from across the State participating in the program.

The Clerk of the Court's Office has opened a customer service center that is located at 601 W. Jackson Street. The opening of this new center consolidated court records in one location. Additionally, for the Family Support Center, the department recently developed a Parental Conflict Resolution Class.

Mr. Jeanes pointed out the department's on-going work with innovation in Government. The Clerk's Office is enhancing their electronic document management system by developing the following:

✓ Electronic Document Management System

Building on years of research and pilot testing as of January 2, 2002, the department has started electronically scanning each pleading that enters their office. Mr. Jeanes added that beginning this program truly represents a cultural change in the way the Court does business. The ultimate goal of this project is to capture, manage, and retrieve documents electronically and eliminate the use of paper. By being innovative in government, and upon completion of the process, the department will save constituent time and staff labor.

✓ Minute Entry Electronic Delivery System

Minutes require a great deal of labor on the part of the courtroom clerks. The clerk produces minute entries that are sent to each party in a case. In the past year the department has printed more than 5.5 million pieces of paper that are routed to firms, agencies and litigants. The minute entries are now available on the Clerk's website. This month the program was opened to all law firms and agencies, so far there are 80 law firms and over 1100 attorneys who have signed up for the program.

✓ "For the Record" Court Recording System (FTR)

This is a joint program with the Superior Court for digital audio recording. The Clerk's department is utilizing the program due to the difficulty involved in finding and hiring

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courtroom clerks with shorthand skills. The court had the problem of finding and paying a sufficient number of court reporters. The Clerk's Office has joined forces with the court to take full advantage of the recording system. Currently, in the courtrooms that are equipped with the FTR device, trained courtroom clerks can digitally capture and replicate court room proceedings.

✓ Exhibit Tracking System

This system allows courtroom clerks to manage all exhibits in one central system. Not only does this improve the security of the exhibits, but the program also works with the automated filing system that the Clerk's Office developed in recent years.

In conclusion, Mr. Jeanes discussed the future challenges for the Clerk's Office. The Superior Court will be opening a satellite facility in the City of Surprise known as the Northwest Facility. This will result in significantly improved customer service, especially to the customers located in the Northwest Valley. However, due to the incredibly lean budget, the Clerk's Office is unable to staff the facility without additional resources and assistance from the Board of Supervisors. The services that will be provided at the new facility will include: filing, docketing and probate services. In addition, to the new facilities at Northwest, the court, due to ever – increasing caseloads will be housing four new hearing officers in the courtrooms being vacated by Judicial Officers who are moving to the Northwest Facility. This means that the Clerk's Office will need to hire staff for the Judicial Officers moving to the new facility. These staffing requirements are not currently in the Clerk's budget.

Mr. Jeanes also referred to the previously mentioned loss of "Fill the Gap" funds. If this occurs, this will mean a loss of nearly half a million dollars to the Clerk's Office budget. This will have a major, negative impact on all criminal justice agencies in the processing of criminal cases.

STAR CALL CENTER

David Sobieski, Director, Star Call Center, stated that the Call Center has been a tremendous success and the Center hopes to continue to answer the public's questions as quickly as possible. He added that today's presentation would be a brief overview of the Star Center, looking at the trend and what has evolved over the past six years.

For the benefit of newly appointed Supervisor Max Wilson, Mr. Sobieski explained what "Star" stands for;

The acronym "**STAR**" represents

Supervisors
Treasurer
Assessor
Recorder/Elections
(Clerk of the Court)

Mr. Sobieski noted that the above names are the original participants of the Star Call Center. The Clerk of the Court is now part of the Star Call Center. The name has not been changed by adding the "C"; it's

silent in the name but not silent in the operation of the center. The members of the Star Center Board of Directors are a very close working team and very effective as a management team.

In December of 1995, the Supervisors, Treasurer, Assessor and Recorder combined resources to create the Call Center and the first phone call was answered in June of 1996. During the year, various agencies have peak-times concerning their workloads, this allows the call center to manage their staffing levels based on the differing peak needs. Additionally, operators are cross-trained to handle Treasurer, Assessor, and Recorder calls.

Mr. Sobieski quoted from the recent Internal Audit report (October 2001),

*"The Elected officials' departments are very satisfied with the services provided by the **STAR** Call Center. The Call Center has established effective controls for monitoring incoming calls and the quality of services provided. We found that information technicians effectively answer the public's inquiries and provide information in a timely manner. Recommendations: None"*

Over the past six years there has been a significant increase in calls and the department has experienced tremendous growth. The Assessor's Office calls are up 30% during the past year. Treasurer calls are up 26% over the past year. Some of the reasons for the increased call activity include:

- ✓ Population growth
- ✓ Calls increasing as County population grows
- ✓ Increasing number of court cases
- ✓ Growth in number of parcels/recordings
- ✓ Legislative and voter approved changes to processes
- ✓ Proposition 104 – Senior Value Freeze
- ✓ Requests for Ballots my mail
- ✓ Greater awareness of issues due to media and information on internet

Phone calls that enter the Star Call Center represent one-stop shopping for the public. The individual may not know that the question they have may be related to several departments. The operator provides significant one-stop efficient processing of any request including mail out of necessary applications or forms. There are many mailings that go out from the Call Center such as; Clerk of the Court – electronic payments, starts and stops on various court orders; Elections – early ballot requests, voter registration information and forms; Assessor – notices of value, Senior Value Freeze, Landlord registration, petition for appeals; Treasurer – tax bill information, tax receipts and other general information. So far this year 50,000 documents have been mailed in response to requests.

Mr. Sobieski commented on challenges for the up-coming year. The Star Call Center is continuing to rely on technology and temporary help to keep up with the increasing volume of calls. The current lease at the Airport Park is expiring and needs to be re-negotiated, which will be a budgetary issue.

Mr. Jeanes pointed out that Mr. Sobieski and his staff operate on a very lean budget with very little room for flexibility, and 97% of the \$1.3 million budget is labor and rent.

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Supervisor Kunasek asked how e-mail inquiries are handled. In response Mr. Sobieski stated that most e-mail questions involve research, so at this time all e-mail messages are routed directly to the respective offices.

JUDICIAL BRANCH

Colin Campbell, Presiding Judge, Superior Court, in providing an overview of the entire judicial branch stated that he had recently discussed budget concerns with the Chief Justice of the Supreme Court, several County Judges and members of the Arizona Judicial Council. He noted that the Courts will be heavily impacted by the State budget cuts. The Governor may veto all or a substantial part of an anticipated 5% pay raise. The 5% pay raise is needed to fund the increases in Probation Officers' salaries that have been previously approved by the Board. He was informed by Barbara Broderick, Adult Probation Chief, that the department will need to allow 60 positions to remain vacant in order to manage this budget cut.

The State is now discussing an additional probation cut for next year of 4 ½ percent across-the-board. On top of a \$7 million cut in State probation funding this year, next year's budget cut will heavily impact the department. The probation department and many court functions are funded with a blend of State and County monies.

SUPERIOR COURT

Judge Campbell continued with the presentation for the Superior Court budget. The Superior Court is also concerned with Fill the Gap funding which is in jeopardy for fiscal year 2003. The loss of these funds would severely, negatively impact the efficiencies which have been implemented to expedite cases. Should the funding be lost for 2003, the Court would request that the County consider replacing those funds.

Judge Campbell commented on another major issue for the Courts, space needs. The Court has a 100% utilization rate for presently occupied buildings. The Courts are expanding under a zero-growth budget and will need to continue expansion in the future. Great efforts have been made with the Board's help with regionalization and moving to the Northwest, however, there is no relief for the downtown space needs. The Superior Court does have initiative requests before the Board regarding the space issues in the capital budget for next year.

In response to a question from Supervisor Brock regarding judge/population ratios, Judge Campbell stated that the constitution of Arizona says that each County shall have no more than one judge per 30,000 maximum for the Superior Court. In addition to judges, Maricopa County uses a number of Hearing Officers and Commissioners.

Supervisor Brock asked Judge Campbell to brief him later on a comparison of Maricopa County to other large counties on judicial ratios.

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JUVENILE COURT

Cheryl Townsend, Chief Juvenile Probation Officer, began her presentation on the accomplishments of the Maricopa County Juvenile Court Center's probation and detention services. She also introduced the new Presiding Judge of the Juvenile Court, Linda Scott.

Ms. Townsend reviewed several display boards of the new Juvenile Court Center. Currently, the department is involved in the construction of over 535,000 square feet, in multiple locations and 11,000 square feet of re-modeling. The future however, is not just about building or expanding, its also about children and families.

Ms. Townsend stated that the work of the Juvenile Court Center involves both delinquency and non-delinquency matters. The Juvenile Court Center impacts the workload of many County departments, such as; the County Attorney's Office, the Public Defender's Office, the Clerk of the Court and Court Administration. Judge Scott is involved with court appointed Special Advocates who are responsible for implementing the model court project and support services. She also set-up the Adoption Fair and mediation services for families.

The Juvenile Department has worked very hard to ensure that the County has a balanced investment in prevention, early intervention, community supervision and secure sanctions. The targeted investment in community crime prevention is important; the department has documented a 25% reduction in referrals for violent offenses, 42% reduction in weapon offenses, and 25% reduction in referrals for felony theft.

Ms. Townsend also pointed out that the Juvenile Department is involved in early intervention and prevention of truancy. The secured detention facilities has a capacity of 357 beds and normally operate at over 400. The department also focuses on the accountability of young offenders and their families. The department is projecting to collect \$1.08 million in fees and \$318,00 in restitution. The full and timely payment of restitution to victims of juvenile crime is one of the department's strategic goals. Almost 18,000 victims are expected to receive restitution this year. Last week, the first checks were distributed to victims of crimes through "Project Pay-back".

To date, there has been 23,240 referrals since July 1st. In a year the department will receive approximately 36,000 referrals involving 25,000 juveniles. Even with the tremendous growth in youth population, the department has been able to keep referrals below the projected title wave anticipated ten years ago.

As of today, there are 4,839 juveniles being supervised on standard probation and 723 juveniles are on intensive probation. Also, the department estimates that the County has saved approximately \$8.6 million by using home detention and electronic monitoring. The department has a fast-track accountability program called "Diversion" 45% of the juveniles go through this program, 77% of those juveniles will complete their assigned consequences and most will have no further involvement with the juvenile justice system. Those who do not complete the consequences will face further accountability measures with the court center.

Ms. Townsend referred to a "Results Initiative Request" (RIR) submitted by the department for a Residential Treatment Facility. The focus of treatment would be for substance abuse; 60% of the young people who enter the detention center test positive for drugs. The program would consist of one year of

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treatment with three to four months of residential and after-care. The department expects the success rate to meet or exceed the private sector rate of 74%.

Ms. Townsend commented on the concerns related to state budget balancing efforts. Various percentage cuts have been discussed. Should a 10% percent reduction take place, it would eliminate 51 positions; those employees normally supervise 42% of the probation caseload. Ms. Townsend commended the staff of the department and their 80% success rate. They show extraordinary dedication to making a difference in the lives of the young people, their families and the community.

Supervisor Brock asked for more specifics on the Juvenile Diversion Program and drug treatment.

Ms. Townsend pointed out that years ago the department worked with the County Attorney's Office to initiate a diversion program specifically for first-time felony drug referrals. This is the only felony offense which the County Attorney has designated as eligible to be considered for diversion. The juvenile department implemented a 16-week program for juveniles and for their families. Drug testing is a part of the program. She added that there has been a tremendous response to the program. Parents are participating at a rate of 90% and the results for success are 80 to 85%. The program is being expanded to serve even younger juveniles, ages 8 to 13 years old. It is an area that continues to need focus, the resources are not available within the community. Support and development of the programs must be shown at the community level as well.

ADULT PROBATION

Barbara Broderick, Chief Probation Officer, reiterated previous concerns with the budget crisis at the State level. She emphasized that this would have a dramatic impact on her department. The department receives 58% of its funding from the State, 20% from the County with the remainder coming from fees and grants. Adult Probation supervises 5,000 individuals who are classified as either: high-risk, low-risk or moderate. The high-risk individuals are the intensive probation sex offenders, DUI, Domestic Violence and gang members. Ms. Broderick offered the following summary of Community Safety and Service Projects;

~ District 1 ~ Supervisor Brock

- ✓ Probationers – 4,955 Victims – 457 (low risk: 7% medium risk: 72% high risk: 21%)
- ✓ Community Service Projects
 - Chandler Compadre Stadium
 - Chandler Lions Club
 - City of Tempe Rio Salado
 - Our Lady of Guadalupe Church
 - South McClintock Baptist Church

~ District 2 ~ Chairman Stapley

- ✓ Probationers – 6,098 Victims – 528 (low risk: 5% medium risk: 72% high risk 23%)
- ✓ Community Service Projects
 - City of Mesa Code Compliance

- City of Scottsdale Zoning
- Mesa Town Center
- Disabled American Vet's Thrift Store

~ District 3 ~ Supervisor Kunasek

- ✓ Probationers – 6,861 Victims – 564 (low risk: 4% medium risk: 75% high risk: 21%)
- ✓ Community Service Projects
 - American Legion Post 105
 - Family Service Agency
 - John C. Lincoln Sunnyslope Community Center
 - Deer Valley Town Center
 - George Wyatt Neighborhood Garden

~ District 4 ~ Supervisor Wilson

- ✓ Probationers – 5,336 Victims – 494 (low risk: 6% medium risk: 71% high risk: 23%)
- ✓ Community Service Projects
 - Avondale Neighborhood Housing Service
 - Maryvale Salvation Army
 - Glendale Neighborhood Partnership
 - Wildlife Critter Care
 - Equestrian Trail Restoration
 - Church of Arrowhead

~ District 5 ~ Supervisor Wilcox

- ✓ Probationers – 14,684 Victims 1,024 (low risk: 5% medium risk: 77% high risk: 18%)
- ✓ Community Service Projects
 - Phoenix Neighborhood Services
 - Capital Mall Neighborhood Association
 - Coronado Adopt a Project
 - Nostros Block Watch Project

Ms. Broderick highlighted three programs covered by the general fund: Reach Out, SMI Early Release and Early Disposition Court. Each program saves "jail days", and collectively have produced over \$2 million in savings.

Ms. Broderick outlined the following statistics regarding accountability;

Standard Probationers

- 6 out of 10 were compliant with court ordered victim restitution payments
- 2 of 3 did not test positive for drugs
- 9 out of 10 were not returned to State Prison

Intensive Probationers

- 7 out of 10 in need of treatment were participating in treatment
- 8 of 10 were working full time
- 7 of 10 of the community service hours that were ordered were completed
- 3 of 4 were paying their court order restitution
- 9 of 10 did not test positive for drugs
- 6 of 10 were not returned to State Prison

Intensive Probationers program is high-risk and currently funded for 2 Officers to 25 offenders. This is where the State is proposing to raise the ratio to 2 Officers to 30 offenders. Ms. Broderick stated that she believes that this will lead to a dramatic decline in positive results and that public safety could be compromised.

Chairman Stapley asked what type of crimes would an intensive probationer be sentenced for.

Ms. Broderick noted that this would be a class 3 or 4 felon. It is a person with a rampant criminal history who would be involved in high narcotic distribution or some type of weapons procession. Basically, these individuals would be prison-bound if were not for this program.

In terms of employee retention, it takes seven weeks to train a new officer. Currently, there is a 26% turnover of new officers. In general, employees leaving the County list salary as the number one reason 34% of the time. Probation Officers list salary issues 52% of the time. The department is now working with Fox Larsen to review employee market values. This will help to establish salary benchmarks with other Counties.

For Fiscal Year 2003, there is a possibility of budget cuts of \$2.5 to \$4.5 million. Individuals on intensive probation are now seen four times a week. By decreasing the number of probation officers and increasing caseloads to 30, the probationers will be seen less than twice a week. The probationers now are tested weekly; after the caseload increase they will be tested only once a month. Ms. Townsend believes that she will have no other alternative than to consider a reduction in workforce as a means of managing budget cuts. She pointed out the great results her department has achieved, however the impending budget cuts puts continued positive results at great risk.

Chairman Stapley pointed out that the Board of Supervisors are concerned and working very hard with the legislature in hopes of mitigating any decision to decrease funding.

JUSTICE COURTS

Lester Pearce, Presiding Judge, North Mesa Precinct, began his presentation by thanking the Board of Supervisors for the opportunities given to the Justice Courts to manage their finances and to enhance the Justice Courts' services to the community. Maricopa County Justice Courts have worked together with County Administration and the Office of Budget and Management (OMB), to reduce their expenditure budget by more than 4% for Fiscal Years 2002 and 2003.

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Mr. Pearce stated that he would cover three areas of concern: Compensation, Revenue Collections and Program Development.

The Compensation issue addresses market/equity Adjustments and Merit Increases including the following points:

- ✓ Fair compensation reduces employee turnover
- ✓ Consistently trained clerical staff provides greater commitment to collection rates
- ✓ Consistently trained security staff provides a safe and secure Justice Court environment
- ✓ Enhances service delivery to taxpayers.

Mr. Pearce also mentioned bi-lingual funding that reduces the needed number of interpreters.

The Justice Courts collect revenue through legislative mandates for fees and surcharges. However, most of the revenue is not collected by the County, it is collected by the State. For Fiscal Year 2000-2001 the Justice Courts contributed 62% of its revenue dollars to the County and 38% to the State. Of total monies collected the County keeps \$14 million, which is received for filing fees (drivers school, jail reimbursement, and public defenders fees), fines (assessed for traffic and misdemeanor violations), surcharges (77% of a fine), forfeitures (failure to appear/failure to pay fines or comply with Court orders), and restitution to victims. Restitution totals \$341,315 and must be awarded to the victims prior to the collection of fines. This falls under the Victim Rights and a requirement by the State. This is also a goal for Justice Court, ensuring that Victims have restitution.

Mr. Pearce noted for Fiscal Year 2001, a total of \$22.7 million was collected by the Justice Courts. In the last four years filings have increased by 10%. Based on the 2000 census, the department has estimated that one out of every six citizens has interaction with the Justice Court in a given year.

The Justice Courts have maintained and developed various programs to provide optimum service delivery. One of the instituted programs available in Wickenburg and Surprise for the northwest area is Satellite Court, which helps participants avoid long distances of travel. That facility is provided by Maricopa County Department of Transportation (MCDOT). Mr. Pearce reviewed Justice Courts programs below:

- ✓ Community Courts and Volunteers
- ✓ Night Court
- ✓ Teen Courts
- ✓ Alternative Sentencing
- ✓ Child Seat Safety
- ✓ Small Claims Training
- ✓ Landlord Tenant Services
- ✓ Youth at Risk Programs
- ✓ Issuance of Marriage Licenses

To assist the County with budget shortfalls, the Justice Courts have not requested additional funding, however, mandated expenditures will increase by 30% (\$85,000) in legal fees and 14% (\$360,000) in leased facilities. Mr. Pearce pointed out that the department is asking to have their leases funded and to have their facilities meet ADA requirements, which are fire and safety requirements.

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Mr. Pearce added that the department will be aiding the County by increasing the income from the Justice Court. In January, the Justices voted to increase the driving school fee by and additional \$10.00. This will generate an additional \$260,000 in revenue per year.

Chairman Stapley asked if the \$10.00 surcharge increase for defensive driving school would be placed in a special revenue fund. Mr. Pearce responded that the increase would go into the general fund.

Supervisor Brock asked what the estimate might be for the number of Justice of the Peace Courts that will be needed in the next ten years. Mr. Pearce said he did not have the full numbers, but rough estimates reveal the need for four JP courts by the year 2004. With the projection of growth for the County, there will be substantial growth needed for JP courts. The difference between Superior and Justice Courts are the filings. Justice Courts are based on case filings, which means the Court follows a user-formula.

Supervisor Brock mentioned that out of 23 JP Courts, the County only owns five. With lease costs rising 14% this year, including mandated legal costs, the County needs to factor the numbers into all the other Court space requirements needed for the next five to ten years. He asked Mr. Pearce to get back with him on this issue.

MEETING ADJOURNED

There being no further business to come before the Board, the meeting was adjourned.

Don Stapley, Chairman of the Board

ATTEST:

Fran McCarroll, Clerk of the Board