

Maricopa County, Arizona Annual Business Strategies 2004-05



Maricopa County



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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July 1, 2003

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The Government Finance Officer Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Maricopa County, Arizona for its annual budget for the fiscal year beginning July 1, 2003. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award

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Cover Photo: Shawn Nau took the photograph on the cover of our Annual Business Strategies at the Spur Cross Ranch Conservation Area, which is operated by the Maricopa County Parks and Recreation department. The flower is a "Desert Marigold" (*l. Baileya multiradiata*). Copr. 2004 S. Nau/Bokeh Photo Images

Maricopa County Mission Statement

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

Strategic Priorities

- Provide regional leadership in critical public policy areas in a fiscally responsible manner.
- Minimize the burden on the property taxpayer through rate reductions.
- Healthy community and solvent healthcare system.
- Safe community through a streamlined, integrated criminal justice system.
- Provide regional leadership for a regional transportation system.
- Land use will be planned, managed and funded responsibly; Luke AFB will be preserved.
- Maricopa County will continue to improve its positive public image based on results achieved.

Approved by the Maricopa County Board of Supervisors – February 21, 2001

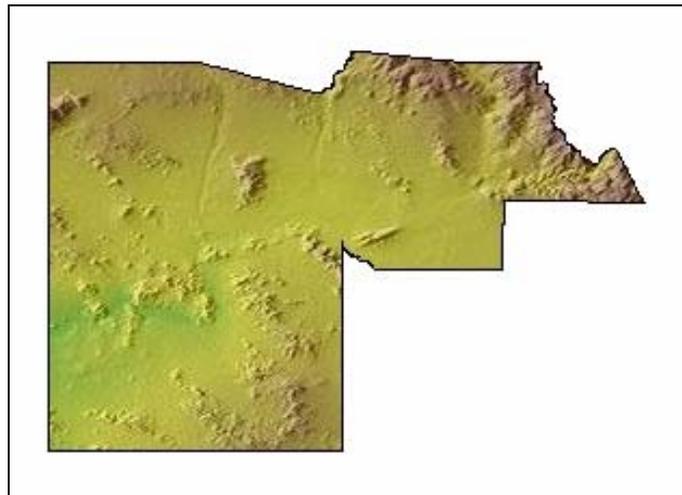


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Budget At A Glance

Introduction

For the past 11 years, Maricopa County's Office of Management and Budget has received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award. This award is presented to government entities that meet certain criteria in the presentation of their budget. This "Budget At A Glance" section is designed to provide the layperson with a broad view of the contents included in the FY 2004-05 Maricopa County budget, its processes, issues and anticipated outcomes. Document sections are cited in order to guide the reader to more in-depth information and explanation of the drivers of Maricopa County's operating budget and capital improvement program.

Policy Document

Organization-wide Financial and Programmatic Policies and Goals

Maricopa County's long-term organization-wide goals and policies are provided in Maricopa County's mission statement and strategic priorities found below. Other references are included in the Transmittal Letter, the Executive Summary under Policies & Their Budgetary Impact, the Managing for Results section, the Capital Improvement Program, the Financial Forecast, the Departmental Budget Schedules under mission, goals, issues and mandates, while the actual policies are included in the Attachments section.

Maricopa County Mission Statement: The mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services to its residents so they can enjoy living in healthy and safe communities.

Strategic Priorities:

- Provide regional leadership in critical public policy areas in a fiscally responsible manner.
- Minimize the burden on the property taxpayer through rate reductions.
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- Safe community through a streamlined, integrated criminal justice system.
- Provide regional leadership for a regional transportation system.
- Land use will be planned, managed and funded responsibly; Luke AFB will be preserved.
- Maricopa County will continue to improve its positive public image based on results achieved.

Maricopa County's goals are long-term and address the entire organization, such as the long-term impacts of revenue shortfalls, including the significant drop in recurring state shared sales tax, and long-term financial planning and operations issues. The County's policies apply to financial matters as well as programmatic (service delivery) concerns over a multi-year time frame, such as 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. The Managing for Results cycle is outlined on the chart at left.

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's short-term 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 fiduciary obligations as stewards of public monies are met. The policies deal with a wide range of areas that provide financial safeguards and policy direction on such matters as lump sum budgeting, budget development, reserves and tax reduction, and internal charges and indirect cost allocations. These policies may be found in the Transmittal Letter, the Executive Summary under Policies & Their Budgetary Impact, the Managing for Results section, the Capital Budget, the Departmental Budget Schedules 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-Departments

Maricopa County's organizational units consist of 62 departments, including special districts, each of which has a strategic plan that integrates planning with budgeting and performance measurement to achieve Maricopa County's mission and strategic priorities. Every department has a mission, vision (optional), strategic priorities, issues, programs, activities, and services, all of which may be found in the Departmental Budget Schedules section under mission, goals, issues, key performance measures, and mandates.

Some departments have long-term results-oriented goals (descriptions of anticipated accomplishments or results as opposed to descriptions of functions and activities, e.g., *recycle 20% of community's solid waste stream*). For example, the Public Defender's Office has a long-term goal of "maintain cost effectiveness by limiting the percentage of increases in the annual cost per case to no more than the percentage of increase in the overall annual funding of the County's justice group." 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.

But 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, healthcare 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: 3 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 Case*, dealing with verdict determination by jurors; the mandated increases in acute healthcare contributions due to Proposition 204, the 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 an immediate impact on the County.

Every department within Maricopa County has quantifiable short-term objectives, (e.g., open two new recycling drop-off centers by December xxxx), that are linked to the County’s goals as established in its mission and strategic priorities. Through the annual strategic planning process review, every department is required to have goals that are linked to the County’s strategic priorities. This information may be found in the Departmental Budget Schedules section under department mission, goals, issues, key performance measures, and mandates. Examples follow that show the relationship of department goals to the Maricopa County strategic priorities, and a strategic plan sample of the mission, several goals and key results measures for the Facilities Management Department.

Maricopa County Strategic Priorities/Goals:

- Safe community through a streamlined, integrated criminal justice system.
- Healthy community and solvent healthcare system.

Department Goals for the Maricopa County Trial Courts:

- By June 2005, the Court will provide speedy and fair justice in case processing as follows: 95% of all cases, Superior Court and Justice Courts, shall be disposed in compliance with established trial court and limited jurisdiction court standards.
- To prevent delay in judicial decisions, by June 2005, 95% of needs assessments, screenings, and evaluative reports will be made available to judges within guidelines adopted by the court.

Department Goals for the department of Health Care Mandates:

- By January 1, 2007, reduce average annual litigation judgments/settlements rate by 7% over the 1998 rate.
- By January 1, 2007, increase amounts written off by providers in the claims resolution process by 20% of full-billed charges based on the baseline developed for the Maricopa County Board of Supervisors while experiencing no percentage increase in payments.

Department Goals for the Medical Examiner:

- By 2007 the Office of Medical Examiner will improve service to families and other agencies by completing cases within established time frames of 90% of cases closed within 45 days and 100% of cases closed within 90 days.
- By 2007, the Office of Medical Examiner will increase certification of investigative staff by 10% to compliment the cooperative efforts with law enforcement agencies, public health, and county attorney investigating death related cases to insure the safety and welfare of the residents of Maricopa County.

Strategic Plan from the Trial Courts:

The Mission of the Superior Court of Arizona in Maricopa County and Maricopa County Justice Courts is to provide people with access to a public forum for dispute resolution and court services so citizens can realize

timely, fair, economical, individualized justice, and to also serve the community by assisting children and families in need.

Goals Include:

- By June 2005, the Court will provide speedy and fair justice in case processing as follows: 95% of all cases, Superior Court and Justice Courts, shall be disposed in compliance with established trial court and limited jurisdiction court standards.
- To prevent delay in judicial decisions, by June 2005, 95% of needs assessments, screenings, and evaluative reports will be made available to judges within guidelines adopted by the court.

Example program with key results:

Program Name: CASE MANAGEMENT

Program Purpose: The purpose of the Case Management program is to provide case flow management services to the Superior Court, Juvenile Court, and Justice Courts so they can advance case progress in a timely and efficient manner.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of criminal cases resolved within established trial court standards.	83	86	83.3	92
Percent of civil cases resolved within established trial court standards.	71	95	93.9	97
Percent of Family Court cases (pre-decree) resolved within established trial court standards.	85	85.5	85.2	93
Percent of Juvenile Dependency cases (pre-finding) resolved within established statutory standards.	N/A	88.4	88.1	95
Percent of DUI cases resolved within established limited jurisdiction court standards.	56.7	42.5	48	70

FY 2004-05 Budget Priorities And Issues

The Transmittal Letter articulates budget priorities and issues for all funds, including significant priority changes from FY 2003-04, and the factors that led to those changes. These priorities and issues are highlighted by headings in the Transmittal Letter, such as the heading: **Econometric and Demographic Trends, Impacts from the State of Arizona, Managing For Results & Budgeting For Results, Property Taxes, Capital Improvement Program, New Facilities to Open in 2004-05, Detention Operations, Other Criminal Justice Issues, Mandated Health Care, Maricopa Health System and Employee Issues and Concerns.** Fiscal Year 2004-05 budget priorities are provided in the Attachments section. Priorities and issues are also summarized in the first paragraph of the Transmittal Letter.

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, and all funds appropriated by Maricopa County and their descriptions, may be found in the Executive Summary, Summary Schedules and Attachments sections.

Appropriation levels are established on a departmental basis and lapse annually. Transfers during the year from the contingency account to a department’s budget require approval of the Board of Supervisors. Budgeted

amounts are reported as originally adopted or as adjusted by allocations from reserves (contingency) or as amended by authorization from the Board of Supervisors. All funds subject to appropriation are described in the Executive Summary section. 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 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, 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 Summary Schedules section. For major tax-based revenues, economic forecasting models are applied. The following chart lists the major revenue sources for the County and district budgets.

MAJOR REVENUE SOURCES

- **Property Taxes**
- **Licenses and Permits**
- **Shared Vehicle License Tax**
- **Payments in Lieu of Taxes**
- **Patient Service Revenue**
- **Miscellaneous Revenue**
- **Tax Penalties & Interest**
- **Grants**
- **State Shared Sales Tax**
- **Other Charges for Services**
- **Fines & Forfeits**
- **Gain on Fixed Assets**
- **Sales Taxes**
- **Other Intergovernmental**
- **Shared Highway User Revenue**
- **Internal Service Charges**
- **Interest Earnings**
- **Transfers In**

A sample of the major assumptions underlying the primary property tax levy for the budget year are provided below, including the basis for the estimate and associated trends.

The FY 2004-05 budget process began with the update of the 10-year financial forecast, which is based on current economic trends. For major tax-based revenues, economic forecasting models are applied. The forecast predicts slower growth in primary net assessed value; assessed value growth due to market changes and new construction are projected to subside to lower levels beginning in FY 2005-06 due to the delayed impact of the 2001-2002 recession. Estimated growth rates are conservative; market and growth estimates are based on local historical trends. However, assessed value could very well experience lower or no growth if the State Legislature makes further changes in the property tax system.

The Board of Supervisors is committed to keeping tax rates affordable for our citizens. Despite the economic recession and only modest recovery, the Board reduced the overall property tax rate by \$0.07 in FY 2004-05. The overall tax rate, including the special districts, is now \$1.4748 per \$100 of assessed valuation. Since fiscal year 1991-92 the rate has been held flat or reduced.

The FY 2004-05 Budget includes an estimated primary property tax levy (excluding Salt River Project) of \$339,882,099, an increase of \$31,759,519 (10.3%) from the FY 2003-04 adopted primary levy. This increase is due to 10.3% growth in net assessed value, of which nearly three-fifths is due to new construction. After several years of relatively high growth in net assessed value, forecasts indicate a downward trend in annual growth rates over the next five years. Net assessed values tend to lag behind the general economy.

The primary property tax may be used to support any type or level of service within the legal purview of the County. The County also levies secondary property taxes that are levied for a specific purpose, i.e. the Flood Control District and the Library District.

State Shared Sales Tax Collections	
Fiscal Year	General Fund
1994-95	\$ 215,015,368
1995-96	231,009,128
1996-97	242,352,311
1997-98	257,643,630
1998-99	279,386,536
1999-00	309,009,200
2000-01	322,429,593
2001-02	325,728,202
2002-03	330,260,143
2003-04*	351,066,532
2004-05**	374,939,056

* Projected Actual
 ** Budget

Revenue trends for the FY 2004-05 budget are discussed for each of the major revenue sources and enhanced with graphics. An example is provided next, with full detail, including charts and tables, found in the Summary Schedules sections.

Listed at the left are the actual state shared sales tax collections for the last nine fiscal years, projected totals for FY 2003-04 plus the budget for FY 2004-05. State shared sales tax collections have suffered most from the economic recession. Prior to FY 2002-03, state shared sales taxes were budgeted for the upcoming fiscal year at the midpoint between the “pessimistic” and “most likely” forecast scenarios. The FY 2003-04 budget assumed an increase in revenue from this source of 1.6% above FY 2002-03 actual collections. Collections for FY 2003-04 are projected to exceed the budget, ending 6.3% higher than in FY 2002-03. Given continuing economic recovery, the FY 2004-05 budget for the General Fund estimates a 6.8% growth rate; resulting in \$23,872,524 of additional State Shared Sales Tax revenue above the FY 2003-04 projected actual collections.

Fund Balances for All Funds

All fund balances potentially available for appropriation, including those funds carrying a zero balance, changes in fund balances, beginning and ending fund balances, and variance commentary may be found in the Summary Schedules section. 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 2004-05. “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.

The Capital Budget

The Capital Projects section specifically includes the Capital Improvement Program (CIP) policy, budgeted capital expenditures, a specific listing by fund of all capital projects for which appropriations are made, and a brief description of each major capital project, an example of which follows.

Managing Department: Facilities Management
Project Name: Human Services Campus
Project Location: Between 9th Ave & 13th Ave, Madison St & Jackson St
Supervisor District: 5

Project Description

The Human Services Campus is a 150,000 square foot facility which will be an integrated service delivery facility located in downtown Phoenix designated to serve the homeless and the working poor. A group comprised of faith-based, non-profit, private, community, and governmental organizations working together to provide services for

the most needy within the community is completing planning along with starting construction of site work. The total project budget is \$24,649,000 and is funded through a \$6,996,000 contribution from the County and \$17,653,000 in funding from non-county sources. The County's contribution will cover a portion of the project, which will include a new Public Health Homeless Clinic.

The project is scheduled for completion in FY 2005-06.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Fund 422 Intergovernmental Imp.	\$ 4,500,000	\$ 16,596,000	\$ -	\$ -	\$ -	\$ -	\$ 16,596,000	\$ 21,096,000
Other Sources	1,067,296	437,081	2,048,623	-	-	-	2,485,704	3,553,000
Project Total	\$ 5,567,296	\$ 17,033,081	\$ 2,048,623	\$ -	\$ -	\$ -	\$ 19,081,704	\$ 24,649,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 4,500,000	\$ 2,496,000	\$ -	\$ -	\$ -	\$ -	\$ 2,496,000	\$ 6,996,000
Construction	1,067,296	14,537,081	2,048,623	-	-	-	16,585,704	17,653,000
Project Total	\$ 5,567,296	\$ 17,033,081	\$ 2,048,623	\$ -	\$ -	\$ -	\$ 19,081,704	\$ 24,649,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Current Facilities Management Operating Costs (If Necessary)							
Personal Services	\$ 37,509	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,509
Supplies & Services	34,493	-	-	-	-	-	34,493
<i>Subtotal</i>	\$ 72,002	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,002
Total Current Costs	\$ 72,002	\$ -	\$ 72,002				
Post Construction/Facilities Management Department Operating Costs (If Necessary)							
Personal Services	\$ -	\$ -	\$ 75,017	\$ 77,268	\$ 79,586	\$ 81,974	\$ 313,845
Supplies & Services	-	-	177,384	182,705	188,186	193,832	742,107
<i>Subtotal</i>	\$ -	\$ -	\$ 252,401	\$ 259,973	\$ 267,772	\$ 275,806	\$ 1,055,952
Total Post Construction Costs	\$ -	\$ -	\$ 252,401	\$ 259,973	\$ 267,772	\$ 275,806	\$ 1,055,952
TOTAL PROJECT COSTS	\$ 72,002	\$ -	\$ 252,401	\$ 259,973	\$ 267,772	\$ 275,806	\$ 1,127,954

Managing for Results

Purpose Statement:

The purpose of the Human Services Campus project is to deliver high-quality human services for the homeless and working poor in downtown Phoenix so the cycle of homelessness and poverty can be broken.

Strategic Goals Addressed:

- Provide regional leadership in critical public policy areas in a fiscally responsible manner and advance the proposed homeless assistance center to the point of assurance of success.

Strategic Plan Programs Supported:

- Health Care for the Homeless

Strategic Activities Supported:

- Primary Care Clinic

Strategic Services Supported:

- Examinations
- Laboratory tests
- Referrals for dental and vision care
- Mental health assessments and referrals
- Outreach encounters

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of homeless in metropolitan area seen at least once at clinic	32%	50%	50%
OUTPUT: Number of homeless seen in metropolitan area	4,160	6,500	6,500
DEMAND: Number of homeless in metropolitan area	13,000	13,000	13,000
EFFICIENCY: Cost per patient contact	\$59	\$65	\$62

Associated Impacts of Capital Spending

The Capital Improvement Program section and the Summary Schedules section describe if and to what extent capital improvements or other major capital spending 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 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.

Some new facilities, particularly jails and juvenile detention centers, will also require significant additional staffing to operate. Additional staffing requirements for operating the FY 2004-05 new facilities follows:

NEW FACILITY OPERATING COSTS					
	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
GENERAL FUND PROJECTS					
Buckeye Hills Shooting Range	\$ -	\$ 231,501	\$ 238,446	\$ 245,600	\$ 252,967
Chandler Consolidated Justice Courts	-	61,489	126,638	130,407	134,289
Comfort Station Improvements	-	-	-	-	-
Downtown Consolidated Justice Courts	-	(857,438)	(883,190)	(909,716)	(937,037)
Environmental Services Facility	3,790	43,567	44,448	45,354	46,287
Human Services Campus	-	252,401	259,973	267,772	275,806
McDowell Mountain Regional Park Visitor Center	-	-	-	-	-
McDowell Track Comfort Station	-	-	-	-	-
New Administrative Services Building Closeout	-	-	-	-	-
New Administrative Services Parking	-	-	-	-	-
Northeast Superior Court/Justice Court Expansion	112,474	52,946	54,505	56,110	57,763
Northwest Consolidated Justice Courts	-	(470,449)	(14,143)	(14,568)	(15,005)
Southeast Consolidated Justice Crts/Parking	-	-	335,853	10,016	10,315
Southwest Consolidated Justice Courts	-	-	224,698	6,711	6,913
Public Health Clinic	32,380	388,561	397,113	405,912	414,967
San Tan Mountain Park Improvement	-	-	-	-	-
Security Building	350,000	350,000	350,000	350,000	350,000
Sheriff's Property & Evidence Warehouse	181,734	187,186	192,802	198,586	204,544
Water Tank Restoration	-	-	-	-	-
<i>Subtotal General Fund</i>	\$ 680,378	\$ 239,764	\$ 1,327,143	\$ 792,184	\$ 801,809
DETENTION FUND PROJECTS					
Detention Facilities Renovations	\$ -	\$ -	\$ -	\$ -	\$ -
Durango Juvenile Detention/Treatment Center	4,902,696	5,747,923	5,797,524	5,839,343	5,882,416
Fourth Avenue Jail	14,144,886	24,637,137	24,753,493	24,873,341	24,996,785
Lower Buckeye Jail	15,906,072	27,407,076	27,522,212	27,665,237	27,788,097
<i>Subtotal Detention Fund</i>	\$ 34,953,654	\$ 57,792,136	\$ 58,073,229	\$ 58,377,921	\$ 58,667,298
TOTAL FUNDS	\$ 35,634,032	\$ 58,031,900	\$ 59,400,372	\$ 59,170,105	\$ 59,469,107

This year FMD will take advantage of current major maintenance funds in combination with the dedicated jail sales tax revenue to expand the new LBJ Central Plant. This will allow FMD to provide chilled water and hot water to the existing Durango Campus, providing for a single distribution point of service and operations. This will result in a long-term reduction of staff and operational costs associated with multiple central plant operations. One-time savings are also being achieved through reduced construction costs by not having to build a previously proposed new additional freestanding building. Utility costs will be reduced due to a larger and more efficient operation. There will also be cost avoidance due to not having to replace individual boilers that are at the end of their useful life in many of the existing facilities.

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 chart below shows the County's overall net debt:

DIRECT AND OVERALL NET DEBT MARICOPA COUNTY, ARIZONA				
GOVERNMENTAL ACTIVITIES	Audited 6/30/02	Audited 6/30/03	Projected 6/30/04	Projected 6/30/05
General Obligation	\$ 58,370,000	\$ 39,515,000	\$ 20,165,000	\$ 0
Less: Amount available for Retirement of General Obligation Debt	(773,917)	(722,346)	0	0
Lease Revenue Bonds	104,355,000	91,558,756	78,031,179	73,200,200
Certificate of Participation	9,804,315	5,808,084	1,672,206	1,446,089
Capital Leases	19,442,376	19,414,905	13,600,211	8,073,241
Direct Net Debt	\$ 191,197,774	\$ 155,574,399	\$ 113,468,596	\$ 82,713,530
Overlapping Debt (1)	4,901,854,926	5,216,661,101	5,331,427,645	5,448,719,053
Overall Net Debt	\$ 5,093,052,700	\$ 5,372,235,500	\$ 5,444,896,241	\$ 5,531,438,583
Population Estimate (2)	3,192,125	3,296,250	3,411,619	3,531,026
Full Value of Taxable Property (3)	\$ 180,653,046	\$ 194,235,322	\$ 211,716,501	\$ 230,770,986
Ratios (4)				
Direct Net Debt Per Capita	\$ 59.90	\$ 47.20	\$ 33.26	\$ 23.35
Overall Net Debt Per Capita	\$ 1,595.51	\$ 1,629.80	\$ 1,595.99	\$ 1,566.44
Direct Net Debt As Percentage Of Full Value Property	.1059%	.0801%	.0536%	.0358%
Overall Net Debt As % Of FV Property	2.82%	2.77%	2.57%	2.40%
FV Property Per Capita	\$ 56,593.35	\$ 58,926.15	\$ 62,057.49	\$ 65,355.22

The Arizona Constitution, Article 9, Section 8, states that a County may become indebted for an amount not to exceed fifteen percent of taxable property.

The following table represents the County's outstanding general obligation indebtedness with respect to its constitutional general obligation debt limitation.

2002-03 Constitutional General Obligation Bonding Capacity Maricopa County, Arizona	
2002-03 Secondary Assessed Valuation	\$ 24,457,047,282
15% of Secondary Assessed Valuation	3,668,557,092
Less: GO Bonded Debt Outstanding	(39,515,000)
Plus: GO Debt Service Fund Balance	722,346
Unused Fifteen Percent Borrowing Capacity	\$ 3,629,764,438

The debt policies include: Administration of Policy, Use of Debt Financing, Method of Sale, Competitive Sale, Negotiated Sale, Use of Bond Insurance, Arbitrage Liability Management, Selection of Professional Services, Continuing Disclosure of County Financial Information, Maturity Structures, Ratings, and Modification of Policies and the Reserve and Tax Reduction Policy that discusses debt incurred.

Basis of Budgeting

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. Arizona law further requires that no expenditure shall be made or liability incurred in excess of the amounts budgeted except as provided by law.

The County prepares its budget on the same modified accrual basis of accounting used to record actual revenues and expenditures in the Governmental funds in the fund-based financial statements as detailed in the Executive Summary section. An explanation of the basis of budgeting for all funds is essentially the same as the Basis of Accounting.

Appropriation levels are established on a departmental basis and lapse annually. Transfers during the year from the contingency account to a department's budget require approval of the Board of Supervisors. Budgeted amounts are reported as originally adopted or as adjusted by allocations from reserves (contingency) 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 the following types of transactions:

- Capital Lease Transactions
- Bond Issuance Transactions
- Arizona Long-Term Care System Refund

Operations Guide

Organization Structure

Maricopa County's organizational structure is by department. All programs, activities, and services that comprise those organizational units are fully identified and described in the Departmental Budget Schedules section.

Managing for Results

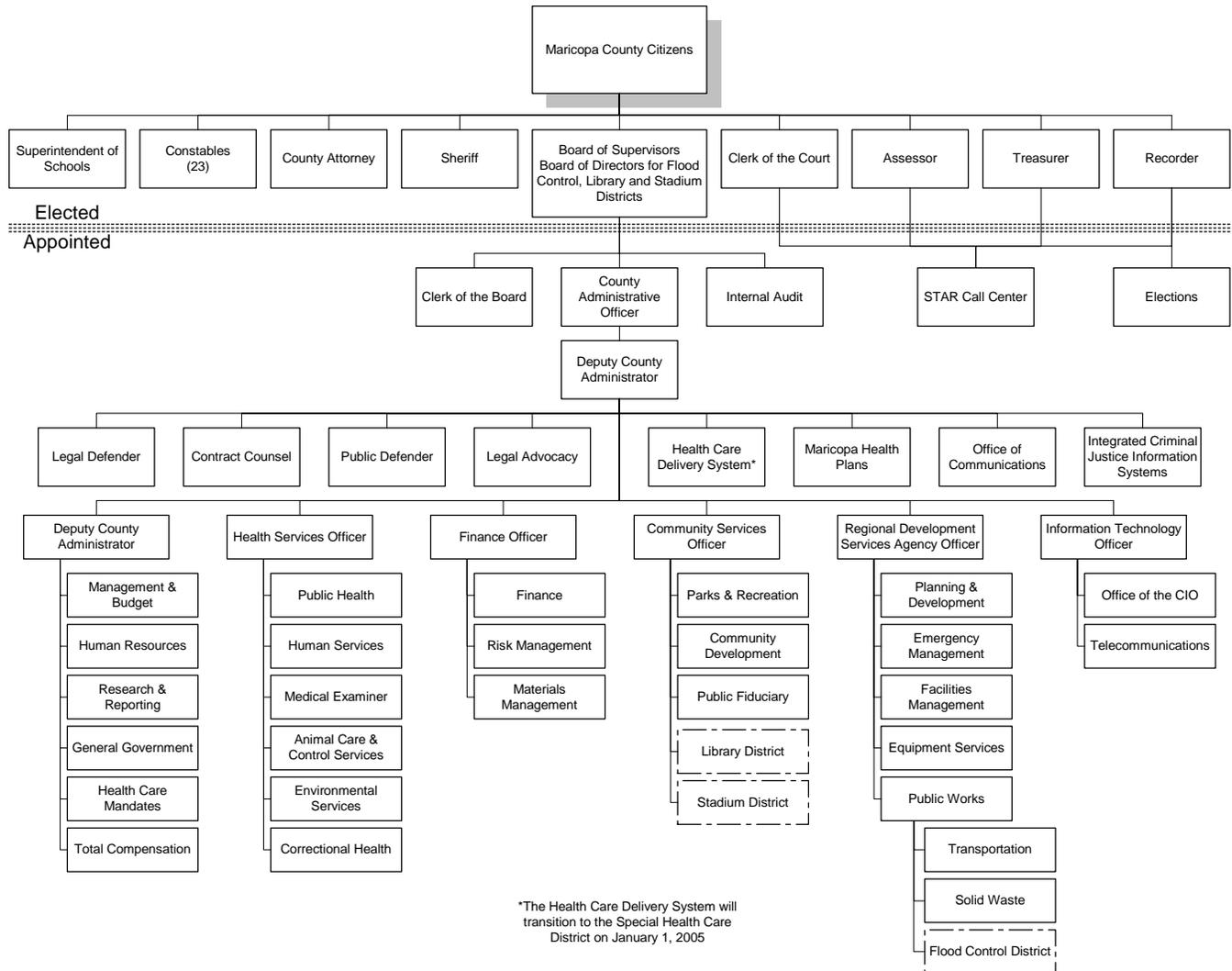
Managing for Results provides the tools necessary to determine and apply objective methods that measure progress toward accomplishing the County's mission and strategic priorities, as well as department program goals and objectives. See the Departmental Budget Schedules section for mission statements, vision (optional), major goals, issues, key programs, activities, services, and mandate details.

Planning for Results

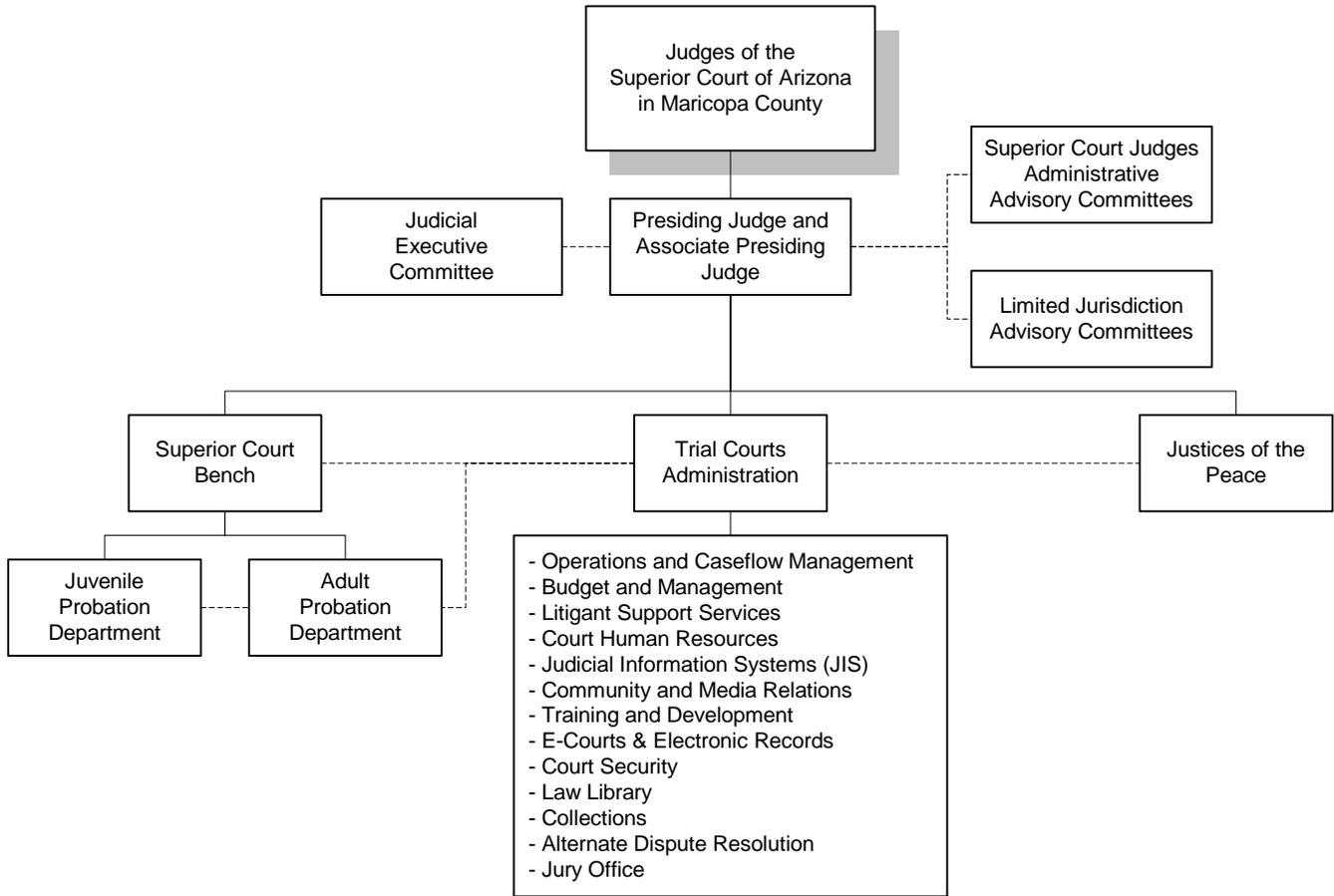
Through the Planning for Results process of the Managing for Results cycle, performance is measured, which focuses on results and accomplishments. Key performance measures focus on output and efficiency that support services. Services, in turn, support department programs. For more information regarding Planning for Results and the key performance measurements for each department, see the Managing for Results section.

Organization Charts

An organization chart for all of Maricopa County government is provided below. Detailed organization charts are provided throughout the Departmental Budget Schedules section, including the one that follows.



Arizona Courts in Maricopa County



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. The chart below represents a ten-year historical look at the County's FTE levels. FTE's reflect the hours budgeted for part-time positions converted to an equal number of full-time positions (based on a standard of 40 hours per week.)

	Budgeted FTEs									
	FY 1995-96	FY 1996-97	FY 1997-98	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY2003-04	FY2004-05
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adopted
ADULT PROBATION	775.69	851.00	937.00	949.00	1,045.00	1,120.50	1,175.00	1,092.00	1,144.00	1,153.00
ANIMAL CARE & CONTROL	113.00	120.00	125.00	135.00	130.00	146.00	132.50	140.00	143.60	144.00
APPROPRIATED FUND BALANCE	-	-	-	-	-	1.00	-	-	-	-
ASSESSOR	308.00	297.00	334.00	329.00	325.00	326.00	321.80	322.00	321.00	321.00
BOARD OF SUPERVISORS CLERK	7.00	7.00	7.00	7.00	7.00	7.00	7.80	8.00	7.00	7.00
BOARD OF SUPERVISORS DIST 1	4.00	4.00	4.00	4.00	4.00	4.00	3.00	3.00	3.00	3.00
BOARD OF SUPERVISORS DIST 2	4.00	3.00	4.00	3.00	4.00	4.00	3.00	3.00	3.00	3.00
BOARD OF SUPERVISORS DIST 3	4.00	3.00	4.00	4.00	4.00	4.00	4.00	3.50	3.50	3.50
BOARD OF SUPERVISORS DIST 4	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00
BOARD OF SUPERVISORS DIST 5	4.00	4.00	4.00	3.00	4.00	4.00	3.50	3.50	3.50	3.50
CALL CENTER	-	10.00	20.00	20.00	32.00	33.00	33.00	34.00	33.00	33.00
CHIEF INFORMATION OFFICER	100.00	106.00	70.00	64.00	62.00	67.00	67.00	66.50	62.00	63.00
CLERK OF THE SUPERIOR COURT	606.04	596.25	589.00	596.00	599.00	620.00	666.00	689.00	695.00	709.95
COMMUNICATIONS	-	-	-	-	-	-	-	7.50	9.00	8.00
COMMUNITY DEVELOPMENT	12.00	10.00	11.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
CONSTABLES	28.00	26.00	27.00	29.00	29.00	30.00	30.00	30.00	30.00	30.00
CONTRACT COUNSEL	-	-	-	-	-	-	8.25	7.25	7.25	7.25
CORRECTIONAL HEALTH	133.00	135.78	165.00	177.00	223.00	220.40	263.75	264.78	363.75	380.75
COUNTY ADMINISTRATIVE OFFICER	11.00	12.00	13.00	15.00	13.00	16.00	18.00	11.33	13.50	12.75
COUNTY ATTORNEY	676.71	737.30	742.00	796.00	831.00	850.00	828.50	917.25	987.55	989.55
ELECTIONS	57.00	57.00	55.00	53.00	54.00	54.00	54.00	54.00	54.00	54.00
EMERGENCY MANAGEMENT	13.00	14.00	14.00	14.00	14.00	15.00	15.00	15.00	15.00	15.00
ENVIRONMENTAL SERVICES	229.00	238.60	245.00	272.00	267.00	266.75	283.00	273.50	300.50	308.25
EQUIPMENT SERVICES	64.00	63.00	65.00	60.00	60.00	62.00	63.00	63.00	60.75	60.75
FACILITIES MANAGEMENT	219.00	183.40	158.00	158.00	192.00	202.50	235.00	248.25	269.00	301.50
FINANCE	57.00	53.00	49.00	46.00	42.00	36.00	43.00	44.00	42.00	42.00
FLOOD CONTROL DISTRICT	240.00	240.00	241.00	222.00	222.00	222.25	223.00	226.00	225.00	227.00
GENERAL GOVERNMENT	1.00	7.00	7.00	1.00	11.00	9.00	1.00	1.00	-	-
HEALTH CARE DELIVERY SYSTEM	2,974.75	2,630.50	2,099.00	1,812.00	1,766.00	3,013.25	3,326.01	3,326.01	3,528.29	3,691.44
HEALTH CARE MANDATES	2.00	1.00	1.00	1.00	1.00	46.00	41.00	34.00	31.00	30.00
HEALTH PLANS	378.00	377.50	444.00	361.00	353.00	345.70	357.47	357.47	415.43	357.60
HOUSING	63.00	64.00	63.00	64.00	64.00	64.00	64.00	64.00	-	-
HUMAN RESOURCES	100.00	96.00	81.00	82.00	79.00	81.00	67.25	66.20	51.00	51.00
HUMAN SERVICES	273.00	256.00	286.00	281.00	295.00	287.00	368.00	369.00	436.00	461.00
INDIGENT REPRESENTATION	357.34	349.19	421.00	459.00	446.00	466.25	-	-	-	-
INTEGRATED CRIMINAL JUST INFO	-	-	-	-	-	1.00	14.00	15.00	21.00	19.00
INTERNAL AUDIT	9.00	8.00	10.00	12.00	16.00	15.00	16.00	16.00	15.00	15.00
JUDICIAL MANDATES	-	-	-	-	36.00	-	-	-	-	-
JUSTICE COURTS	236.02	228.75	244.00	294.00	280.00	287.01	300.06	-	-	-
JUVENILE PROBATION	538.00	540.00	589.00	679.00	794.00	784.00	827.50	868.50	919.00	1,012.50
LEGAL ADVOCATE	-	-	-	-	-	-	53.00	60.50	63.50	78.50
LEGAL DEFENDER	-	-	-	-	-	-	69.00	74.75	79.00	96.00
LIBRARY DISTRICT	134.48	126.66	134.00	146.00	143.00	118.00	135.50	135.50	135.50	147.00
MANAGEMENT & BUDGET	23.00	22.00	21.00	22.00	24.00	18.00	22.00	22.00	21.00	21.50
MATERIALS MANAGEMENT	53.00	53.00	47.00	38.00	39.00	38.00	39.00	40.00	35.00	35.00
MEDICAL ELIGIBILITY	336.31	337.50	342.00	263.00	298.00	292.50	291.50	-	-	-
MEDICAL EXAMINER	44.00	45.50	47.00	50.00	52.00	54.00	64.00	63.00	66.00	66.00
PARKS & RECREATION	72.89	76.84	77.00	74.00	80.00	86.50	98.46	104.00	87.00	86.50
PLANNING & DEVELOPMENT	55.00	54.00	66.00	65.00	93.00	108.00	115.00	125.00	159.00	159.00
PUBLIC DEFENDER	-	-	-	-	-	-	433.30	430.30	435.80	466.80
PUBLIC FIDUCIARY	37.00	41.00	37.00	33.00	33.00	35.00	35.00	35.00	34.00	34.00
PUBLIC HEALTH	507.09	503.25	460.00	441.00	479.00	459.24	523.48	534.89	567.60	556.55
RECORDER	65.00	63.00	66.00	65.00	69.00	69.00	71.25	71.25	70.25	70.25
RESEARCH & REPORTING	12.00	14.50	14.00	8.00	7.00	34.50	9.50	6.75	8.75	8.75
RISK MANAGEMENT	12.00	12.00	19.00	19.00	19.00	19.00	20.00	19.00	19.00	20.00
SHERIFF	2,053.00	2,108.00	2,188.00	2,235.00	2,428.00	2,482.50	2,465.00	2,487.75	2,731.50	3,214.50
SOLID WASTE	31.00	45.00	19.00	17.00	18.00	18.00	12.00	14.00	13.00	12.00
STADIUM DISTRICT	7.00	7.00	7.00	7.00	8.00	4.00	4.00	4.00	4.00	5.00
SUPERINTENDENT OF SCHOOLS	29.00	28.00	29.00	29.00	29.00	30.00	30.00	30.00	32.00	32.00
SUPERIOR COURT	668.40	677.60	764.00	819.00	873.00	910.20	981.00	-	-	-
TELECOMMUNICATIONS	39.00	42.00	45.00	41.00	42.00	42.00	42.00	43.00	42.00	42.00
TOTAL COMPENSATION	-	-	-	-	-	-	15.00	16.00	24.00	26.00
TRANSPORTATION	500.00	511.00	522.00	512.00	511.00	511.50	504.00	477.75	479.00	479.00
TREASURER	75.00	66.00	64.00	64.00	64.00	64.00	64.00	64.00	57.00	59.50
TRIAL COURTS	-	-	-	-	-	-	-	1,273.31	1,247.33	1,316.33
Total	13,354.72	13,166.12	13,099.00	12,963.00	13,626.00	15,117.55	15,974.38	15,789.29	16,637.85	17,564.47

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 Personnel Services, with monies from Special

Revenue, Capital Project, Enterprise and Internal Service funds covering the rest. A chart is included in the Personnel Plan section detailing this.

Countywide staffing from FY 2003-04 to FY 2004-05 increased by 926.6 full-time equivalents (FTE's), or 5.57%. Significant changes in staffing levels from FY 2002-04 to FY 2003-05, including variance explanations, are provided by department at the end of the Personnel Plan section.

Communications

Summary information, including an overview of significant budgetary issues, trends, and resource choices, is integrated within the Transmittal Letter. Summary information designed to provide the layperson with a broad view of the contents included in the FY 2004-05 Maricopa County budget, its processes, issues and anticipated outcomes 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 Executive Summary, Summary Schedules, Capital Projects, 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, Budgeting for Results Policy, separate 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, New Position Establishment Policy, Position Funding Policy Guidelines, 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 Executive Summary, Managing for Results, 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 Executive Summary 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 separate capital budget process is described in the 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 Executive Summary section. The actual Budget Calendar used for developing and adopting the FY 2004-05 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 At A Glance, Personnel Plan, Mandates, and Departmental Budget Schedules 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 Summary Schedules section. Maricopa County's fund structure, or relationship between the County's functional units and its financial structure is explained in the Executive Summary 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 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. A sample is provided below.

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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 At A Glance 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) are located in the County At A Glance section and Transmittal Letter.

The FY 2004-05 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 Budget Schedules section. Large bold headings identify what is being presented, and the use of "(Continued)" 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.

This Budget At A Glance section is provided so that the lay reader may quickly obtain a comprehensive understanding of all that is contained herein. The table of contents helps the reader locate information quickly within the document.

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 At A Glance, Personnel Plan, Mandates, and Departmental Budget Schedules sections to view the areas containing the most charts and graphs.



County Administrative Officer's Transmittal Letter

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

The budget for 2004-05 will be well balanced and will set the stage for greater fiscal stability. The economy is strengthening and our budget will reflect modest spending as we emerge from the recession. Taxpayers will see a real reduction in the property tax rate, as our General Obligation Bonds (GO) is retired, and our County becomes virtually debt-free. The total budget is projected to be \$2.570 billion, which is \$63.8 million (2.5%) above the 2003-04 adjusted budget. The increase in the operational budget is only 0.2%. The increase is primarily due to the opening of our new adult and juvenile detention facilities and the cost of completing a transfer of the health system to a new Special Health Care District. These increases were offset by capital improvement project (CIP) reductions, which will occur with the near completion of the detention construction projects funded by the voter approved Jail Excise Tax.

On December 1, 2003 the Board of Supervisors adopted budget guidelines that were utilized during our budget preparation process for the 2004-05 fiscal year. Again the guidelines followed conservative fiscal approaches, and called for growth only in the most critical areas, including the opening of our new proposition 400 and 404 detention facilities and programs. The Board of Supervisors also directed the Office of Management and Budget to secure funding for compensation of County employees.

In November 2003, the voters of Maricopa County passed Proposition 414, to create a Special Health Care District and authorize a property tax of up to \$40 million. This will pay for uncompensated care and losses for this community safety net health delivery system. In December 2003 the Board of Supervisors approved the guiding principles for the transition of the health system from a County department to a Special Health Care District. The principles called for the County to have a "clean hand-off" both operationally and financially. The Office of Management and Budget, the Department of Finance, and the Internal Audit department have been working jointly with outside consultants to ensure that this occurs from a financial perspective. Over \$50 million has been established in the budget in order to meet the Board's goal of a fair and equitable financial transition that protects the future viability of the new District.

Econometric and Demographic Trends

After two consecutive years of very low sales tax revenue growth, Maricopa County is finally beginning to reap the benefits of the economic recovery. The fiscal year 2003-04 budget was based on pessimistic revenue projections for both sales tax (1.6% growth) and vehicle license tax (5.3% growth). The most recent forecast provided by Elliott D. Pollack and Company, our contracted economist, predicts these revenues to exceed budgeted levels by 4.6% and 3.1%, respectively. This equates to an additional \$18.9 million in revenue. Similar growth levels are anticipated for fiscal year 2004-05. The pessimistic forecast anticipates sales tax growth of 6.8% and vehicle license tax growth of 5.0%.

Maricopa County continues to grow at a rapid pace. The U.S. Census Bureau reports that Maricopa County's population increased 2.9% (94,349 people) in 2003. The net population increase of 94,349 was surpassed in numbers only by Los Angeles County in 2003. The rising population continues to strain current resources, as new citizens utilize criminal justice, health care, transportation, recreation, social services and other services provided by the County.

Impacts from the State of Arizona

Maricopa County is completing the last leg of a two-year budget negotiated cost shift to the county that was reached in fiscal year 2003-04 with the State of Arizona. The State of Arizona has been suffering from budget deficits for three years running, and as a non-chartered county and arm of State government we are dependent on the State. Maricopa County must get its legislative authority, statutory revisions, and much of its revenue base (through state shared revenues) from the State of Arizona.

In fiscal year 2002-03, Maricopa County was asked to absorb approximately \$20 million in state cost shifts. In addition to the original \$20 million, in fiscal year 2003-04 the state imposed another \$32.2 million in additional ongoing costs, bringing the annualized total for fiscal year 2003-04 to over \$50 million. One of the shifts for 2004 was the responsibility to fully fund the Adult Probation department, which had been 80% funded by the State of Arizona and 20% funded by Maricopa County in the past. Maricopa County agreed to this cost absorption as a "good government" solution. We encouraged the State to transfer functions, not just costs, so that we could effectively develop and administer the programs we funded. In the past couple of years, the Adult Probation department had suffered from severe funding reductions, including a major reduction in the Intensive Probation program. This had dire consequences down-stream in the state and county inmate/prison population. Maricopa County invested more than our obligation to the State to ensure that the results from Adult Probation would benefit the community, restoring Intensive Probation and granting pay increases to the Probation Officers. The cost of this endeavor was \$27.3 million annualized. Overall, Adult Probation's funded caseload has been increased by 1400 cases, and is providing a safer supervision of probationers and helping to alleviate State prison overcrowding.

In fiscal year 2004-05, Maricopa County must contribute \$10.5 million, our final payment to the State in our two-year deal, and continue to fund the \$50+ million of program expenses that were shifted in the two prior fiscal years. However, legislative leadership at the State has tentatively agreed to readdress these issues in the 2005 legislative session. Maricopa County will continue to work collaboratively with the state to reach "good government" solutions that bring accountability and results to our taxpayers.

Managing For Results & Budgeting For Results

For the past four years, Maricopa County has been one of the nation's local government leaders in Managing and Budgeting for Results. It has become part of our culture, our identity, and is a major part of how we manage our organization. We expect the Managing for Results (MfR) process to become even more valuable as we get better



data to utilize, and see results. We are striving to achieve our strategic visions. Effective cost accounting is one of the most important elements of MfR, and is the linchpin of Budgeting for Results. The implementation of the new Peoplesoft Human Resource Information System in January 2004 has helped us improve the tracking of our personnel costs. That, along with a renewed emphasis on correctly allocating supplies and services costs will go a long way towards improving our cost accounting accuracy. Accurately reporting the cost to provide services allows policy-makers and managers to gauge the efficiency of services. Furthermore, aligning program revenues with expenditures by Activity (or Service) provides information useful for determining how well program revenues recover program costs. In

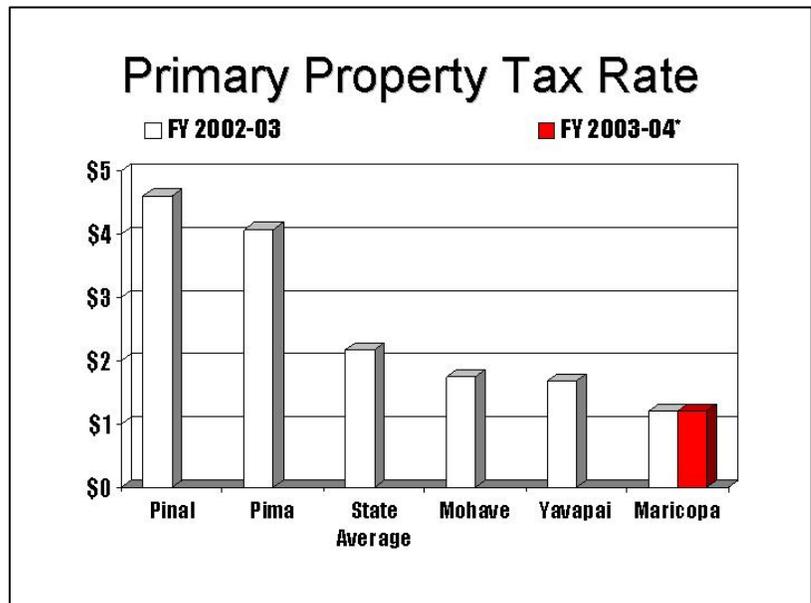
order to help facilitate this, departments are now required to match revenues received to one of their Programs or Activities.

Another one of the areas where we want to make improvements in fiscal year 2004-05 is reevaluation of the utility of all our measures. We have contracted with a performance improvement firm, whose mandate is to develop and report on higher-level measures designed to capture key program results across similar departments. They are also seeking to further refine and define our Administrative Services Program measures. By doing this we will be able to both benchmark our results and provide more relevant and easily understandable information to our citizens. This is a continuously evolving field of endeavor.

Other accomplishments include the development of a Budgeting for Results form to be used by departments and OMB for reviewing program budgets that has been pilot-tested in several departments in the development of this budget. The full implementation of employee gain-sharing plans in applicable departments has demonstrated cost-saving and strategic plan achievements. It is still our aim to be one of the first governmental organizations to have true cost accounting to the program and activity level.

Property Taxes

Property tax rates are the only taxes received by Maricopa County that are set by the Board of Supervisors. The Board of Supervisors made it clear to County Administration that they are committed to keeping the overall tax rate low for the good of the County's economy and taxpayers. The fiscal year 2004-05 budget recommends an overall tax rate reduction of \$0.0700 per \$100 of assessed valuation, for an overall tax rate of \$1.4748. This is the lowest property tax rate for Maricopa County in almost 25 years. The overall rate is made up of the primary rate that funds general governmental activities (such as criminal justice), and two secondary rates. The secondary rates are the Flood Control District and Library District. Prior to fiscal year 2004-05, a third secondary tax was assessed for debt service. The debt service on the 1986 General Obligation (GO) bonds has been repaid in full, and therefore Maricopa County is no longer carrying any secondary property tax rate for debt service. This can be considered a "pay as you go dividend" to county taxpayers. The seven-cent reduction is directly attributed to paying off those bonds. The overall property tax rate has remained the same or decreased since 1991-92; representing over a decade of very conservative tax policies. In addition, Maricopa County's primary tax rate is extremely low. The graphic below depicts our primary rate as compared to the largest counties in Arizona, and the state average primary property tax rate.



Capital Improvement Program

Maricopa County is pleased to continue its innovative Capital Improvement Program (CIP) that was begun in FY 1999-00. The CIP plan for the general fund, detention fund, intergovernmental fund, transportation fund, and Flood Control District uses a modified "pay-as-you-go" fiscal policy. In other words, we either have set aside cash or have identified operational savings or we don't move forward with them. FY 2003-04 was the last year of our 1986 voter-approved debt service funding. Thus, Maricopa County is now General Obligation debt free.

In FY 2003-04, \$3 million was added to the program for a total Capital Improvement Program of \$163 million. Due to uncertainty with the State budget, the County has not been able to add projects to the 5-year program.

This budget is now down to \$140 million as a result of the elimination of the Downtown Development/Property Acquisition project, and the addition of four small capital improvement projects for the Maricopa County Parks and Recreation Department. Further planning will take place during FY 2004-05 in order to develop a solution for the administrative and service delivery space needs. Once defined, this project will allow the County to get out of leased space and into owned space, saving millions of dollars over the useful life of this new building.

For FY 2004-05, four new park projects are being included in the Capital Improvement Program. These include comfort station improvements at Utery, McDowell, Estrella and White Tank Mountain Regional Parks, a new comfort station at the McDowell Mountain Regional Park Competitive Track, a visitor center at McDowell Mountain Regional Park, and water storage and pressure tank restoration at both Estrella and White Tank Mountain Regional parks. These projects are being funded through revenues received from the sale of County owned property to the Maricopa County Library District.

During FY 2003-04, both the Northeast Consolidated Justice Court and the Northwest Consolidated Justice Court projects were begun. Both of these projects will be funded through lease reversion and operational reengineering with operational budget savings. Other general fund projects that are continuing include: Security Building Improvements, Public Health Clinic and Environmental Services Building, Sheriff's Property and Evidence Warehouse, and the Human Service Campus, which will be funded through a public/private partnership. The Buckeye Shooting Range has been split into two phases, with the first being the installation of utility infrastructure. The first phase of this project is funded in this budget.

The Adult and Juvenile detention facilities are funded from the 1/5 of a cent Jail Excise Tax (sales tax) which was originally approved by the voters in November of 1998, and was again approved for a 20 year extension in November of 2002. The 2004-05 CIP plan for these facilities calls for the three remaining approved projects to reach completion next year. The budget for the final year of construction is \$40.2 million. Projects that will be completed and operational include: the 4th Avenue Jail, Lower Buckeye Jail and the Juvenile Detention Facilities at Durango. A new project, Detention Facility Renovations, will be added for FY 2004-05. This project will include renovating the current Madison Street Jail and Towers Jail. This project is slated to be completed in 2008.

The Transportation Department's Capital Improvement Program includes 120 projects and is budgeted for FY 2004-05 at just under \$78 million. Maricopa County's Department of Transportation (McDOT) utilizes a process which involves a Citizen Advisory Committee that assists in prioritization of the projects needed within the unincorporated areas, and on projects of regional importance. The elements that are evaluated in the ranking criteria include: safety, traffic volume, land use, cost and benefit to the community, joint partnerships with cities and towns, and bonus points for a variety of issues. The five-year CIP program for McDOT totals \$347.2 million.



The Flood Control District also utilizes a citizen advisory board and uses a collaborative approach to planning their 5-year CIP. It relies heavily on the strategic initiatives that have been developed, as well as weaving in the Board of Director's fiscal policies and procedures. Potential CIP projects are identified through the Area Drainage

Master Plans developed by the District or by request from other governmental entities. The prioritization process evaluates projects based on the issues outlined below.

- Agency priority
- Master plan elements
- Hydrologic significance
- Protection
- Environmental quality
- Area-wide benefits
- Project cost
- Partnership participation
- Operational and maintenance costs

The five-year CIP for the Flood Control District includes 19 projects with a budget of \$273.4 million and a fiscal year 2004-05 budget of \$52.1 million.

New Facilities to Open in 2004-05

Fiscal Year 2004 was a banner year for the opening of new facilities, many of which have been in development and the planning stage for several years. The majority of these projects were part of the detention fund that was discussed above. More facilities are slated to become operational during FY 2004-05. Additional detention facilities will begin opening in the fall of 2004, and include the 4th Avenue Jail, Lower Buckeye Jail, and the Durango Juvenile Detention Facility. These facility openings conclude over seven years of planning by the Citizen Jail Oversight Committee, professional detention staff, national detention experts, and citizens. This is a much welcomed and needed addition to our infrastructure and will significantly reduce over-crowding in our jails. These three new facilities will add 4549 adult beds and 220 juvenile beds to the County's current inventory.

Other new facilities expected to come on-line during FY 2004-05 include: the Public Health Clinic and Environmental Services Building, the Sheriff's Property and Evidence Warehouse, the Northwest Consolidated Justice Court facility, and the Northeast Superior Court/Consolidated Justice Courts facility. The Security Building improvements, four new Park projects, and the San Tan Mountain Park improvements, approved by the Board during FY 2003-04, will also be completed. All of these new facilities will allow Maricopa County to keep up with the needs of the community through "just in time" building plans.

Detention Operations

In November 2002, the electorate in Maricopa County approved a twenty-year extension to the 1/5-cent sales tax to support the operations and maintenance of our new detention facilities. Originally, the voter-approved initiative was for nine years or \$900 million total collections, whichever occurred first. This extension will ensure that Maricopa County is able to open and operate the much-needed new structures.

Unfortunately, the estimated cost to operate the new facilities will be over \$100 million a year. Maricopa County has no more than \$290 million available for the



next three years until the new 20 year tax extension becomes effective, which should generate just enough to fully

operate the jails. Until full operational revenue is available in July 2007, the County can only use what is remaining of the \$900 million for operations.

After the vote was secured in November 2002, County administration acted to procure nationally recognized jail-staffing experts to assist in planning the operations of the new detention facilities. The consultants selected specialize in determining proper staffing for adult, juvenile and correctional health services. The consultant report was made available in June 2003, after the adoption of the 2003-04 budget. Due to funding constraints and the inherent difficulty in hiring the large volume of staff, a phase-in of beds is necessary.

For the adult facilities, the consultants recommended a phased-in plan that includes a "baseline" scenario and two "future" scenarios. The baseline scenario includes an increase of 616 positions beginning in FY 2003-04. The baseline scenario will support a population of approximately 8,000 inmates and will further allow the Sheriff's Office sufficient staff to begin the transition into the new Fourth Avenue Jail, which is slated to open in the Fall of 2004. With the close of FY 2003-04, a total of 303 positions have been funded with the remaining baseline positions funded in the FY 2004-05 budget. The future scenarios involve (1) the renovation of Madison Street Jail and (2) the demolition of Durango Jail, which has been determined to be beyond its useful life. Implementation of the future scenarios will require an additional 713 positions beyond the baseline recommendation and will support an inmate population of 9,400. Beginning in FY 2004-05, implementation of the "Close Madison" scenario will begin. Upon completion of the Madison Street Jail renovation, which is projected in FY 2006-07, the Durango Jail will be closed permanently.

For the juvenile facilities, the consultants recommended a net increase of 151 positions to fully staff the Durango and Southeast Juvenile Facilities to support a population of 484 juveniles. Similar to the adult staffing recommendation, the consultant plan calls for both a baseline and future staffing scenario. While the baseline scenario does not involve an overall increase in the number of staff, it does call for a different mix of authorized positions based on a new set of proposed operational assumptions. The future scenario utilizes the same operational considerations as the baseline scenario, however expands the population at both facilities to include a full capacity of 484 beds. With the close of FY 2003-04, a total of 73 positions have been funded with the remaining positions funded in the FY 2004-05 budget.

Other Criminal Justice Issues

Although the opening of the new detention facilities is the most visible criminal justice issue facing the County in 2004-05, other criminal justice issues being addressed. During fiscal year 2003-04 the Board of Supervisors commissioned the Office of Management and Budget to perform a staffing analysis on the patrol staff within the Sheriff's Office. This issue had not been addressed countywide since 1995. As a result, an increase of 42 positions was approved for Sheriff's patrol. This included 35 patrol deputies, 3 detectives, 3 sergeants, and 1 deputy lieutenant. The annualized cost of \$2.7 million is included in the 2004-05 budget. These new positions will serve the increased population in unincorporated areas and keep response times within safe limits.

Changes in state statutory mandates caused Maricopa County to also analyze and recommend staffing increases for juvenile dependency cases. Maricopa County is responsible for these juvenile family related activities, which ensure the safety and well being of children in our community. This important function affects Superior Court, the Clerk of the Court, and the Indigent Representation departments. A total of \$43 million is budgeted in fiscal year 2005 to address the growth in caseload for this population.

Another criminal justice initiative that is being addressed in the budget is fully staffing a Driving Under the Influence (DUI) specific court. This court will expand and provide significant efficiencies, allowing Superior Court to expedite this growing caseload in the most effective manner, providing swift justice to those parties involved. The annualized cost of this item is \$2.8 million.

Other smaller items include the funding of increased security in the justice courts, and increased staffing needs in the County Attorney's office for initial appearance court (to be addressed between the tentative and final budgets).

Mandated Health Care

The largest component of the general fund in Maricopa County is Mandated Health Care. Most of these costs are payments to the State of Arizona for programs that they operate and have the Arizona counties assist in funding.

The County's contribution to the Arizona Health Care Cost Containment System (AHCCCS) for the state indigent acute care program is expected to be \$45.7 million next year. This contribution has increased by less than \$100,000 from the current year and is one of the few components that is not growing. The cost of the Arizona Long-Term Care System (ALTCS), however, will jump by \$15.2 million. Of this increase \$11.8 million is due to the expiration at the end of FY 2003-04 of a temporary increase in the Federal Matching Assistance Percentage, which provided more Federal Funds for each state dollar spent and subsequently more funds to the county. The overall increase also includes \$3.4 million for the county share of baseline growth in the ALTCS program. Other state mandates include a court-ordered mandate (Arnold v Sarn) for the seriously mentally ill. The increased cost for this issue next fiscal year is \$1.5 million.

In addition to the state related health care costs, Maricopa County is also working off a nearly \$310 million claims resolution/litigation tail that was incurred when the County was responsible for enrolling indigents onto the AHCCCS membership rolls prior to 2002. If the County were to have significant litigation and binding arbitration losses, it could have a devastating impact on overall County fiscal health. Maricopa County believes that these lawsuits are fully defensible, and will aggressively defend our position and our taxpayers against the hospital systems that have joined this litigation.

Other mandated health care functions include public health issues in our community. We are responsible for investigating infectious diseases, bio-terrorism, environmental health concerns, and other related issues. The budget for these public health departments have been left flat, despite a need to increase resources to this vital public function. Federal Homeland Security funding has allowed new staffing for bio-terrorism prevention and response. However, another important concern that continues to need attention is the West Nile Virus. To meet this potential threat, funding was provided during the current year for both the Environmental Services and Public Health Departments. These additional resources were used to expand the County's capacity for mosquito abatement, disease surveillance and outbreak response. Other issues that will be addressed between the tentative and final budgets in these areas include: air quality studies, mobile food vendor health code enforcement, and the SAIL grant operational transfer to Human Services from the Maricopa Health System.

Maricopa Health System

As was stated earlier, the Maricopa Health System will be transitioned from a County department to a Special Health Care District during fiscal year 2004-05. The Delivery System is expected to transition in January 2005. In November of 2004, the electorate will choose a specially elected Board of Directors. This new governing body will assume the operational responsibility for the health delivery system and will then develop a budget for fiscal year 2005-06 and set a secondary tax rate to support the system.

The members of the Maricopa County Board of Supervisors serve in the dual role as County Supervisors and the Special Health Care District Board of Directors until the new board is elected. The intent of the State Legislature when approving this district was to have the Board of Supervisors assume this role and be solely responsible for the Intergovernmental Agreement (IGA) between the district and the County. Since this vital and important role was given to the Board, the Board of Supervisors has vowed to be fair and equitable to both entities. In December 2003, the Guiding principles were set forth as follows:

- 1) The transaction must be fair to both County and District.
- 2) The transition must result in a "clean hand off" of operations to the new District.
- 3) The transition should be as transparent as possible to employees.

Substantial attention has been placed on examining the financial records of the entire health system with the assistance of a new outsourced management team, Financial Resource Group (FRG). This national company is managing the health delivery system and the health care financial sections of the organization as well as other functions. Significant cash reserves have been budgeted in designations and contingency accounts to meet this Board approved goal.

The budget for the Health Delivery System for FY2004-05 shows a fiscal turnaround of \$30 million from the budget adopted in FY2003-04. This turnaround is a result of improved operational efficiencies, better collections processes, and a bad debt pick-up associated with the county owned health plans. This is a significant change in paradigm for County administration. It was always believed that the health plans were profitable and were

funding the hospitals losses. However, after closer examination by our health care consultants, it was discovered that the Delivery System was potentially profitable. This will improve the financial outlook for the new special health care district.



The health plans, however, are losing money. In October 2002, a new claims adjudication information system was installed. The implementation of this system has been flawed and has created substantial operational and financial issues for the three health plans operated by the County. A restatement of the Incurred but Not Reported (IBNR) and Accounts Payable (A/P) liabilities resulted in significant estimated losses for the fiscal year 2003-04. A general fund subsidy for the plans of \$41.25 million will be necessary in FY 2003-04 to cover these losses. FY 2004-05 will require an \$8.5 million operating subsidy for the plans. As added insurance,

another \$45 million has been set-aside in contingency in this budget.

One of the three plans, Senior Select, which is a Medicare choice+ plan has had a membership cap for over a year and has been losing money for several years. The Board of Supervisors is considering options including selling or closing this plan. If this were to occur, it would improve the 2004-05 budget by an estimated \$500,000.

The County is committed to resolving these issues and is ready to contract with a Third Party Administrator to pay claims. This should allow the health plans to return to solvency within a year, with intent to obtain profitability in subsequent fiscal years or to sell or close the remaining plans. Because of the financial problems within the health plans, these plans should not transition to the special health care district at this time.

Employee Issues and Concerns

Maricopa County's employees are at the heart of quality service to the citizens. For the past two years, the County has limited funding for employee issues and so the Board of Supervisors was not able to fund employee annual performance increases. In fiscal year 2004-05, Maricopa County has set aside funding for performance increases and market issues. Most employees should receive a pay increase based on merit. There will also be funding for market increases in those classifications that have very high turnover. Those in the health care discipline have seen very high attrition rates and are going to be addressed first.

Employee benefit costs are expected to continue to experience double-digits premium increases. This budget contains funding for increases in the employer contributions for health and dental increases. However, it is anticipated that the employees will be required to pick up a premium increase for the first time in three years. It is important that employee understand the cost of their benefits and contribute to the overall funding of this very valued and significant benefit.

In addition to these initiatives, Maricopa County has many supplemental employee programs that encourage cost efficiency and customer service. These programs reward employees for ideas, cost savings, and good service and provide recognition and awards for achievement of Maricopa County principles. The Rewarding Ideas Program gives recognition and monetary awards for identifying and achieving cost savings for the County. Gain

sharing plans have been developed in a number of departments that, through team achievement, save money and improve service to our citizens. The Peak Performers program provides an opportunity for Directors and Managers to recognize employee through "spot awards". Nominal gift certificates are given, on the spot, when an employee has provided exceptional customer service or has superior project performance. This is an instant motivator for employees. Finally, Maricopa County provides a Tuition Reimbursement program for the employees who are returning to higher education to enhance their job performance and increase their mobility within Maricopa County government.

Our continued support of employees through the programs described above, should allow us to retain and attract high quality and talented public servants to our organization. This budget provides full support of employee programs.

Conclusions

The Board of Supervisors provides their usual leadership in the development of a fiscally conservative budget. Their policies and strategic direction has given us the framework necessary to achieve a budget, which delivers high-quality services, the lowest overall property tax rate in 25 years, and financial stability for the future. I also want to thank the Maricopa County elected officials, the Presiding Judge of Superior Court and the judicial officers, and the appointed department directors for their continued collaborative spirit during the budget process and throughout the year.

Sincerely,



David R. Smith
County Administrative Officer

On July 12, 2004, the Board of Supervisors approved the 2004-05 Final Budget, with changes from the Tentative Budget, including the Flood Control, Library, and Stadium Districts, in the amount of \$2,585,202,470. General Fund revenues and expenditures decreased overall, due to the restatement of debt proceeds and payments associated with the Human Services Campus to debt service funds. Debt service fund revenue and expenditures reflect a corresponding increase. Special revenue fund revenues and expenditures increased overall, due primarily to increases in grant and other funding for the Sheriff's Office. Capital project fund revenue decreased due to a reduction in fund transfers, while capital project fund expenditures increased as the result of three new consolidated justice court projects being adding to the CIP. Changes in fund transfers required corresponding changes to the Eliminations budget. The Final Budget expenditures, which are subject to the expenditure limit, do not exceed those in the published estimates adopted by the Board of Supervisors on June 21, 2004.

On August 16, 2004, the Board of Supervisors approved the 2004-05 Tax Rates of \$1.4748 (consisting of the Primary Tax Rate of \$1.2108, the Flood Control District Tax Rate of \$0.2119 and the Library District Tax Rate of \$0.0521) signifying the third and final action taken in the budget approval process.



Executive Summary

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). During the year ended June 30, 2002, the County implemented GASB Statement No. 34, as amended by GASB Statement No. 37, which prescribes a new reporting model consisting of both government-wide and fund financial statements. The County also implemented GASB No. 38, which prescribes new and revised note disclosure. A summary of the County's more significant accounting policies is presented.

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 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. 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 and all taxes, 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 reports by the departments concerned.

Fund-based 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 non-major funds. Fiduciary funds are aggregated and reported by fund type.

Proprietary Fund Operating Revenues, such as charges for services, result from transactions associated with the fund's principal activity in which each party receives and gives up essentially equal values. Non-operating revenues, such as subsidies and investment earnings, result from transactions in which the parties do not exchange equal values. Revenues generated by ancillary activities are also reported as non-operating revenues.

The County reports and budgets for 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 Transportation Fund – Plans and implements an environmentally balanced multi-model transportation system. Operations are funded through highway user tax.

The Flood Control Fund – Provides flood control facilities and regulates floodplains and drainage to prevent flooding of property and endangering the lives of people in Maricopa County. Operations are funded by a secondary tax levy.

The Detention Operations Fund – 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 cent sales tax to be used for the construction and operation of adult and juvenile detention facilities.

The County Improvement – To account for the debt service on the Lease Revenue Bonds, Series 2001, for \$124,855,000. Funding is provided by transfers from the General Fund.

The Detention Capital Projects Fund – Accounts for the proceeds associated with the temporary 1/5 of one cent Sales Tax approved by voters in the General Election of November 3, 1998. The proceeds are for the construction and operation of adult and juvenile detention facilities.

The County Improvement Fund – Accounts for capital projects funded through the issuance of the Lease Revenue Bonds, Series 2001, for \$124,855,000.

The County reports the following major enterprise funds:

The Maricopa Health Plan Fund – Is an ambulatory health care plan operated by Maricopa Managed Care System (MMCS). MMCS contracts with the Arizona Health Care Cost Containment System (AHCCCS) which provides monthly capitation revenues based on MCHP plan enrollment.

The Health Care Delivery System Fund – The Maricopa Medical Center provides quality, cost competitive health care and health professional education to assure the health security of individuals, families, and the community.

The Arizona Long-Term Care System (ALTCS) Fund – Is a managed care, long term care plan operated by Maricopa Managed Care Systems (MMCS). Chronically ill and physically disabled patients receive medical services as a result of an annual contract with AHCCCS.

The County 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 department 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 county departments and other governmental entities.

The agency funds – account for assets held by the County as an agent for the State and various local governments, for the property taxes collected and distributed to the State, local school districts, community college districts and special districts.

Basis of Accounting

The government-wide, proprietary, and fiduciary fund financial statements are reported 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-based 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, compensated absences, and landfill closure and postclosure care costs, 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 leases 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 and enterprise funds 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.

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. 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 on a departmental basis and lapse annually. Transfers during the year from the contingency account to a department's budget require approval of the Board of Supervisors. Budgeted amounts are reported as originally adopted or as adjusted by allocations from reserves (contingency) 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 the following types of transactions:

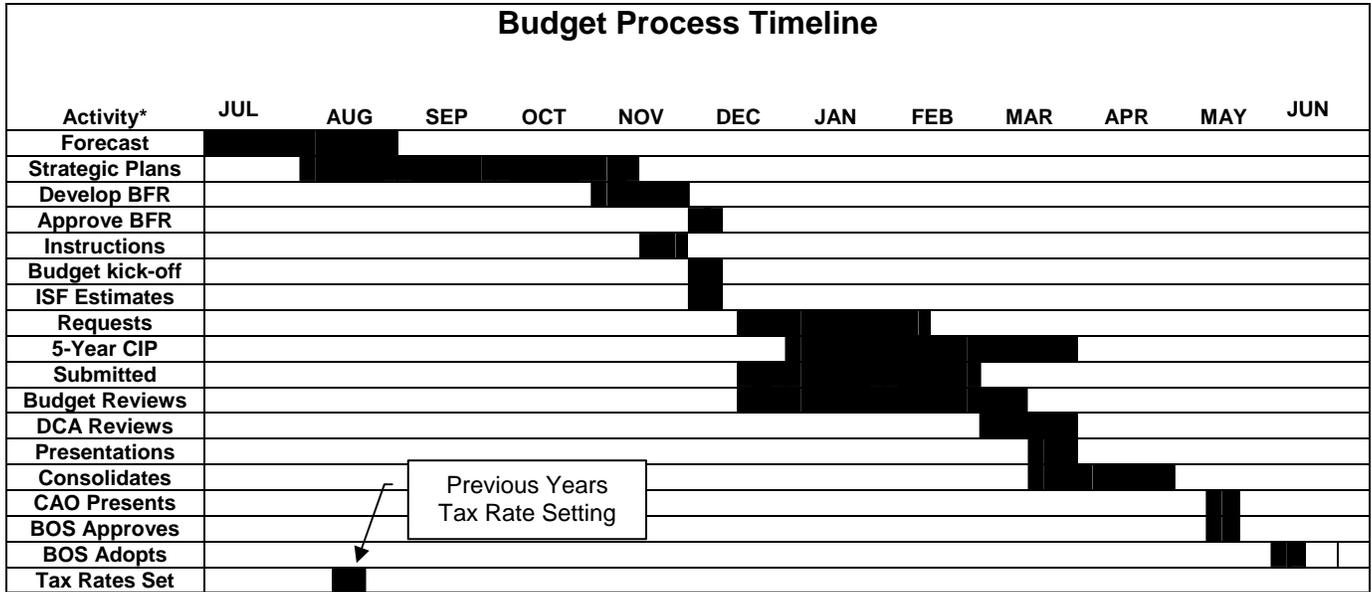
- Capital Lease Transactions
- Bond Issuance Transactions
- Arizona Long-Term Care System Refund

The activity in the Sports Authority, Probate Programs, Regional Schools, and Taxpayers' Information Funds is not specifically budgeted, but is presented as separate funds in the Comprehensive Annual Financial Report (CAFR).

Budget Process

Introduction

Maricopa County's fiscal year begins July 1 and ends the following June 30, coinciding with the State of Arizona's fiscal calendar. The Maricopa County budget process is closely tied to the strategic planning process, forming a continuous cycle of planning-budgeting-evaluation. The following timeline details the basic budget process.



***Activity Explanations**

- Forecast** 10 Year Financial Forecast developed based on economic trends
- Strategic Plans** Departments update Strategic Plans and draft Results Initiatives due
- Develop BFR** OMB develops Budgeting for Results guidelines
- Approve BFR** Board of Supervisors approve Budgeting for Results guidelines
- Instructions** OMB establishes expenditure levels and prepares budget instructions for departments to use in budget preparation
- Budget kick-off** Budget kick-off meetings held; budget targets, guidelines, policies, and other documentation distributed; training provided
- ISF Estimates** Internal Service Fund (ISF) cost estimates submitted to the OMB
- Requests** Departments prepare budget requests
- 5-Year CIP** 5-Year Capital Improvement Program developed and approved by the Board of Supervisors
- Submitted** Departments submits budget requests
- Budget Reviews** OMB reviews budget requests
- DCA Reviews** The Deputy County Administrator (DCA) reviews appointed departments' budgets and negotiate budgets with Elected Officials and Judicial Branch
- Presentations** Elected Officials and Judicial Branch budget requests presented to the Board of Supervisors
- Consolidates** OMB consolidates the County's Tentative Budget
- CAO Presents** County Administrative Officer presents Tentative Budget to the Board of Supervisors
- BOS Approves** Board of Supervisors approve Tentative Budget
- BOS Adopts** Board of Supervisors adopts the Final Budgets
- Tax Rates Set** Property tax rates are approved by the Board

The Annual Budget Process presented below is an example of the general tools that guide the budget process. It is intended to enhance the reader's understanding of the entire budget process. This overview does not replace the actual FY 2004-05 and FY 2005-06 budget processes that follow, or the actual FY 2004-05 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 impact and alter certain dates.

Annual Budget Process

Financial Forecast Developed: The annual budget process begins in July of each fiscal year when the Office of Management and Budget develops a financial forecast. The forecast assists in both short and long range financial planning. This forecast provides a conservative estimate of the County's fiscal condition through the next ten years 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 resulting forecasts include revenues, expenditures and ending fund balances beginning with the current fiscal year for major funds.

Strategic Plan Updates: Departments review their strategic plans to ensure that the services they provide are accurately and fully represented in the plan, and that performance measures are meaningful. If necessary, departmental strategic plans are updated. See the Managing for Results section for details behind this process.

Budgeting for Results Guidelines Developed and Approved: The Office of Management and Budget develops annual budget guidelines for the Board of Supervisors' approval. These are broad directives that provide guidance to departments regarding base submissions, requests for additional funding, capital project budgeting, and compliance with various Board policies. The Guidelines are influenced by current economic conditions and the financial forecast.

Expenditure Levels Established: The Office of Management and Budget develops base-level expenditure targets for each department and fund based on current year appropriations. Adjustments are made for one-time expenses, and annualizations of mid-year budget adjustments. Expenditure levels are right-sized as necessary to ensure that they do not exceed available resources.

Budget Instructions Prepared and Disseminated: The Office of Management and Budget prepares budget targets and detailed instructions for departmental budget submissions. Instructions provide methodologies for budgeting revenue, personnel expenses, capital projects, and capital purchases, as well as technical guidance for entering budget requests into the budget system.

Budget Kick-Off Meetings Held, and Associated Materials Distributed: The budget season officially begins with Budget Kick-Off Meetings, at which the Office of Management and Budget introduces the budget guidelines for the upcoming year. These meetings address changes to the budget process, as well as introduce the schedule for the budget season. Submission instructions are provided to departments, as is information about recent updates or changes to the budget system.

Internal Service Fund Costs Estimates Submitted: The Total Compensation, Materials Management, Equipment Services, Risk Management, and Telecommunications departments provide the Office of Management and Budget with estimates on the cost of services for the upcoming fiscal year. This information is compiled by the Office of Management and Budget, and distributed to departments Count-wide so that they can adequately budget for internal services.

Budget Requests Prepared: Departments must submit budget requests for revenue and expenditures that are consistent with the targets provided by the Office of Management and Budget. Any proposed increases to expenditure levels must be submitted as a Results Initiative Request. Departments must submit supporting documentation on revenues and expenditures for each of their distinct funds, and allocate budgets according to elements of their strategic plan. Capital projects funds must also be allocated by specific capital projects. In addition, detailed base budgets and Results Initiative Requests must be entered into the budget system.

Five Year Capital Improvement Program (CIP) Submitted and Approved: Departments involved in capital construction must prepare and submit a five year budget for every project, and indicate how the project contributes to their strategic plan. This information is analyzed and compiled by the Office of Management and Budget, and presented to the Board of Supervisors for their review and approval.

Budget Requests Submitted: Departments typically have several weeks during which to develop their requested budget. Base budget requests, Results Initiative Requests, and supporting documentation are submitted to the Office of Management and Budget in both hard copy and electronic form.

Draft Results Initiatives Request (RIR) Submitted: RIR's must be drafted and submitted to the Office of Management and Budget for departments requiring 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.

Budget Requests Reviewed: The Office of Management and Budget analyzes base budgets and Results Initiative Requests in the context of available resources, Board of Supervisors' priorities, and performance, as defined by each department's strategic plan. Budget requests are analyzed at the object-code level for every fund and strategic plan element. All funds must be structurally balanced, and all positions must be fully funded.

Deputy County Administrator Reviews and Negotiates Budgets: After analyzing requested budgets, the Office of Management and Budget prepares budget recommendations for the Deputy County Administrator's review. The Deputy County Administrator reviews and approves budget recommendations for appointed departments, and negotiates with elected officials and Judicial Branch departments to reach budget agreements.

Budget Requests Presented: Elected officials and the Judicial Branch departments have the opportunity to present their requested budgets to the Board of Supervisors. This provides an opportunity to highlight significant issues, and discuss any Results Initiative Requests that may have been submitted.

Tentative Budget Consolidated: Upon finalization of budget recommendations and agreements, the Office of Management and Budget consolidates the budget for the entire County. This includes verifying that all fund transfers are budgeted appropriately, balancing the Eliminations budget, fine-tuning the General Government and Appropriated Fund Balance budgets, verifying that all entries have been made correctly in the budget system, and creating consolidated reports. These tasks culminate in the creation of a tentative budget document.

Tentative Budget Presented and Adopted: The Deputy County Administrator presents the tentative budget to the Board of Supervisors, highlighting significant changes in revenues, expenditures, and overall structure. The presentation also includes an overview of issues facing the County, such as changes in benefits or retirement rates, State statutes impacting County operations, and econometric trends. The Board of Supervisors may choose to change the tentative budget, or adopt it as recommended.

Public Meetings Held: Each Supervisor may hold a public meeting in their district to elicit citizen feedback on the tentative budget. An overview of the budget is presented by the Office of Management and Budget, followed by a question and answer period. These meetings are advertised in local papers.

Final Budget Adopted: The Office of Management and Budget consolidates the final budget, including any changes requested by the Board of Supervisors. The final budget is presented to the Board of Supervisors during a public hearing by the Deputy County Administrator for their adoption.

Property Tax Rates Approved: Maricopa County levies primary property taxes based on assessed valuations of personal and real property. 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 County also levies secondary property taxes for specific purposes, namely the Flood Control District and the Library District.

Fiscal Year 2004-05 Budget Process

The FY 2004-05 budget process began with the update of the 10-year financial forecast, which is based on current economic trends provided to the Office of Management and Budget (OMB) by its contracted economist. This became the cornerstone for revenue projections for FY 2004-05. In the Fall of 2000, all County departments developed new strategic plans and performance measures based on a standardized format for use during FY 2001-02 (see Managing For Results Section and Managing For Results Policy in the Attachments section). Very few strategic plan updates were needed during the FY 2004-05 budget planning process.

On December 1, 2003, the Board of Supervisors approved the updated budget guidelines (see Budgeting For Results Policy Guidelines in the Attachment section) that incorporated the initiatives found in the Managing For Results Policy. OMB then developed the departmental expenditure levels (budget targets) and the instructions departments would use in developing their budget requests.

The budget kick-off meeting was held in December with departments. Budget targets and related instructions were distributed and budget system training was provided to requesting departments. Internal Service Fund (ISF) cost estimates submitted to the Office of Management and Budget (OMB) were distributed to departments.

The Office of Management and Budget received departmental budget requests beginning in December and reviewed them through the end of March. The Deputy County Administrator (DCA) reviewed the appointed departments' budgets and began the budget negotiation process with the Elected Officials and the Judicial Branch beginning in mid-March through mid-April.

Through early June, the Office of Management and Budget consolidated the County's Tentative Budget which includes maximum expenditure limits. The County Administrative Officer presented the preliminary budget to the Board of Supervisors in late June, and the Board approved it one week later.

The Board of Supervisors adopted the final budget on July 12, 2004. The property tax rate, which must cover the expenditure total in the approved annual budget, was set on August 16, 2004.

Fiscal Year 2005-06 Budget Process

The FY 2005-06 budget process will be similar to that of a normal budget year. Beginning in July 2004, an update of the 10-year financial forecast will begin. This process, in conjunction with other revenue forecasting based on economic trends, will be the cornerstone for revenue projections for FY 2005-06.

The Office of Management and Budget will begin developing the Budgeting For Results Policy Guidelines (budget guidelines), which the Board of Supervisors will approve by early December 2004. Following this Board action, expenditure budget targets will be developed and budget kick-off meetings will be held with departments. Budget instructions, policies, and necessary documentation will be distributed and training on the budget preparation system will be provided to departments. The Office of Management and Budget will receive departmental budget requests by early February and will review them through mid-March. The Deputy County Administrator (DCA) will then review the appointed departments' budgets and begin the budget negotiation process with the Elected Official and the Judicial Branch. This process is expected to last through mid-April.

Through early May, the Office of Management and Budget will consolidate the County's Tentative Budget, which includes the maximum expenditure limits. The County Administrative Officer will present the preliminary budget to the Board of Supervisors in mid-May, and the Board is slated to approve it a week later.

The FY 2005-06 Final Budget is scheduled for adoption by the Board of Supervisors in June 2005. The property tax rates, which must cover the expenditure total in the approved annual budget, are scheduled to be approved by the third Monday in August 2005.

Statutory Requirements

The Maricopa County budget adoption process is guided by various Arizona statutes. According to A.R.S. §42-17101, "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."

A.R.S. §42-17102 states, "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."

According to A.R.S. §42-17103, "A. The governing body of each county, city or town shall publish the estimates 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. 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."

A.R.S. §42-17104 states, "A. The governing body of each county, city or town shall hold a public hearing and special meeting on or before the seventh 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."

The budget is adopted per A.R.S. §42-17105, "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."

Beginning with the Fiscal Year 1997-98 budget process, A.R.S. §42-17107, otherwise know as the "Truth in Taxation" legislation went into effect, which states that, "A. On or before July 1, the county assessor shall transmit to the county, city or town an estimate of the total net assessed valuation of the county, city or town, including an estimate of new property that has been added to the tax roll since the previous levy of property taxes in the county, city or town. 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. For 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."

Tax rates are set according to A.R.S. §42-17151, which states that, "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

Any department requesting an adjustment to its budget must do so via a written request which must be approved by the Board of Supervisors. According to A.R.S. §42-17106, "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."

If approved, the requesting department must prepare and submit a completed budget adjustment per the instructions provided by the Office of Management & Budget for processing. The Office of Management & Budget is responsible for verifying the budget adjustment for accuracy and appropriateness on a timely basis. The Budget Analyst, after appropriate analysis is performed, authorizes the adjustment be made. The Office of Management and Budget is responsible for inputting the budget adjustments into the financial system. The Department of Finance is responsible for the final, electronic, approval of the budget adjustment in the financial system.

Programmatic Budgeting

Maricopa County has been budgeting based on program since the early 1990's, but revised that process through the "Managing for Results" initiation. It provides a shift in the focus of financial planning from resource allocation (input) to service results (output). This budgetary policy is a focus which seeks to relate the consumption of

financial resources to services provided. It allows for the modification of activities based on the prioritization's of strategic goals and objectives, as defined by departmental strategic plans, and reflects the financial conservatism of our community. A major benefit of activity based budgeting is the ability to track program performance. Department directors develop budget requests based on program priorities. The involvement of service providers in the budget process ensures that priorities remain focused on the delivery of services to the community. By focusing on the service needs of County residents, and by developing strategic plans that take a systematic approach to meeting those needs, Maricopa County is better able to act as a steward of the public funds.

Through the Managing for Results initiative, Maricopa County has standardized how it will budget and report financial figures. In FY 2001-02, PAS (Program/Service/Activity) codes were developed to track expenses at this level. Beginning in FY 2002-03, the budget was developed and expenditures were reported utilizing this new standardized PAS codes. Expenditure reporting is then aligned directly with department's strategic plan programs and performance measures.

Policies and Their Budgetary Impact

Introduction

Since the financial turbulence of FY 1993-94, Maricopa County has reached financial recovery and stability. Over the past few years, a set of systems and policies have been developed and adopted to ensure that the fiduciary obligations as stewards of public monies are met. The policies deal with a wide range of areas that provide financial safeguards and policy direction to the organization on matters such as lump sum budgeting, budget development and reserves and tax reduction. In recent years, many of these policies have been updated to incorporate the new Managing for Results philosophy. A discussion of these policies, which includes their intent and their applicability to the budget process or financial management, is included on the following pages. Copies of all these policies can be found in the Attachments section.

Budgeting For Results Accountability Policy

Background

On June 13, 1994, the Board of Supervisors departed from tradition and approved a tentative budget which called for a lump sum allocation of authorized expenditures for all departments. While budgets are built by identifying expenditures and revenues by distinct categories and programs, budgets are controlled at the department/fund level. This policy is updated and adjusted annually. In May 1997 and later in December 2000, the Board of Supervisors amended this policy in order to meet the challenges of the implementation of a broad-band compensation system and Managing for Results. Funding is allocated to departments on an annual basis.

Intent

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. 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. This approach to budgeting can help the County cope with new fiscal challenges and improve the quality of County Services.

Main Provisions

Funding is allocated to departments on an annual basis. Departments are required to submit a monthly (calendarized) revenue and expenditure plan. This serves as the basis for the annual appropriations in the financial system. Departments are held responsible for bottom-line performance and absorb unanticipated cost increases and revenue shortfalls. Departments have the authority to adjust their monthly revenue and expenditure budgets, but adjustments are restricted to the same funding source, e.g., General Fund. Once a department exceeds (or is projected to exceed) their budget allotment, full controls may be implemented and the financial system will prevent payments from being generated.

Personnel costs account for a large portion of the budget. By taking a lump sum approach, adequate funding for all established positions becomes crucial. Therefore, all positions must be fully funded. Any positions not funded in a department's budget submission are eliminated per the Funded Positions Policy, which was also adopted by the Board in May 1997. (See the Attachments section for a copy of this policy.)

Expenditure and revenue variance reviews are conducted with departments on a monthly basis by the Department of Finance. This process includes participation by the Office of Management & Budget to insure accurate estimates, identify savings, and assist in preparing the following year's budget target. Departments are allowed to retain and carry forward savings achieved by cost cutting that does not decrease service levels within a fiscal year. Any savings with a service level impact must be approved by the Board of Supervisors.

Budgeting For Results Policy Guidelines

Background

Developed each year, these guideline serves as the "umbrella" document for the next year's budget development process. It alludes to, and reinforces points from other policies.

Intent

Provide policy direction to the departments in the development of their budget submissions. Maricopa County's budget process provides for responsible management of taxpayers' resources, while insuring that funds are directed towards achieving results at all levels. Budgetary decisions are based on 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.

Main Provisions:

General

The Board of Supervisors must understand and be aware of all fiscal impacts due to programs needs in order to make sound budgeting decisions. Therefore, specific guidelines were developed addressing several key areas that in the past may or may not have been surfaced. For example,

- New programs are not to be instituted without Board of Supervisors approval.
- New, unfunded, or underfunded program mandates from the state or federal government must be critically reviewed by the Director or Program Manager to identify fiscal impact and funding solutions.
- Full cost recovery is to be attempted for all programs and services. And,
- Organizational and financial structural changes are to be made prior to budget kick-off.

Revenues

Traditionally, User Fees had been inconsistently established. The revenue policy section focuses attention on the adoption and review of those fees and charges. User Fees for all operations will be reviewed and set to attempt to recover up to, but not greater than 100% of costs; market rates and charges for comparable services for similar services will be considered.

Expenditures

The expenditure section communicates how budget targets are established and what adjustments if any will be made to those targets. Carryover items will not be budgeted without Board of Supervisor approval. Expenditure targets will be based on calendar year end current positions, revised budget supplies and services plus full-year impacts of any adjustments, and revised budget capital outlay. Turnover savings will be applied to submitted budgets based on current turnover rates (which can be negotiated with Office of Management & Budget and approved by the County Administrative Officer.)

Internal Service Fund and Cost Allocation

This section establishes the process to determine the charges for services and directs the departments to budget (according to those charges) for any discretionary services they may require. The Department of Finance will

determine and charge the various funds for central service cost activities based on a full cost allocation methodology (and will include the base level service charges from Facilities, Materials, and Telecommunications).

Capital Improvements

Capital improvement program policy direction provides for the adequate and orderly replacement of facilities and major equipment from current revenue where possible, the funding of the organization's own maintenance needs, and reviewing and gaining approval on carryover projects prior to the consideration of new requests.

Reserve and Tax Reduction Policy

Background

In August 1996, the Board of Supervisors adopted this policy which established the guidelines for the maintenance and use of any reserve fund balances. Reserve funds are defined as the difference between fund assets and fund liabilities. A reserve fund balance that is determined to exist during any fiscal year will be budgeted for the next fiscal year according to priorities established by this policy.

Intent

The policy provides for budgetary stability, debt reduction and, ultimately, stabilization and reduction of tax rates when possible. During times of economic downturn, such as an unexpected decrease in revenues or unavoidable increase in expenditures, the policy may be used to stabilize the general fund until appropriate long-term budgetary adjustments are made. However, every attempt will be made to forecast economic changes and manage finances in the new environment without expenditure of reserves or an increase in taxes. Reserves above the base level determined to ensure financial stability should be used to retire debt in advance of maturities.

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.

Main Provisions:

Reserves

The Board of Supervisors will maintain an unreserved fund balance for the County. At the close of each fiscal year, the status of the unreserved fund balance and outstanding debt in light of revenue projections and other economic considerations is determined and the County Administrative Officer will recommend to the Board of Supervisors a target unreserved balance for the coming fiscal year. The County Administrative Officer also recommends retention of proceeds from the sale of major County assets in the event of liabilities related to those assets.

The County Administrator Officer's recommendations may include any of the following:

- Fiscal stabilization by supplementing revenues during economic downturns.
- Reduction of cash flow borrowing.
- Funding of one-time capital purchases with cash.
- Retiring outstanding long and/or short term debt.
- Funding outstanding liabilities associated with major assets that were formerly owned by the County.

Tax Reduction

The County, will strive to set the county-wide tax rate at current or lower levels, unless otherwise mandated by a vote of the citizenry or legislative enactment. The Board of Supervisors may reduce tax rates when, according to reasonable estimates, the tax reduction is sustainable for the foreseeable future; when the recurring revenue is in excess of the recurring expenditures and the projections of the recurring revenue based on the proposed tax rate (after the tax reduction is made) must at least equal expenditures; when the County's reserve balance is sufficient to ensure against cash-flow borrowing and unexpected economic changes; when attempting to reduce short-term

debt in advance of due dates, therefore, eliminating recurring short term debt; and when possible, attempts have been made to fund one-time capital purchases with cash rather than incurring further debt.

County Judicial Branch

Starting in FY 2002-03, 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

Starting in FY 2002-03, 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 Administrative Officer, without any further Board approval.

Disproportionate Share

Starting in FY 2004-05, the County Administrative Officer may authorize an administrative adjustment to the Disproportionate Share budget once the County is notified of the actual value of this transaction from the State. This adjustment will be offset with corresponding adjustments to the Eliminations budget and, as a result, will have no net impact on the Countywide budget. The Office of Management and Budget is responsible for notifying the Board of Supervisors and the Department of Finance of this adjustment once complete.

Interfund Loan to Detention Capital Projects Fund (455)

The Board of Supervisors approves and authorizes the use of funds by the Detention Capital Projects Fund, (Fund 455), from the County Improvement Debt Service Fund, (Fund 320). The Debt Service Fund has an unreserved fund balance, which may be used temporarily to cover a projected cash deficiency in the Detention Capital Projects Fund. This transaction will not impact the County's ability to make future debt service payments. A projected cash flow deficiency in the Detention Capital Projects Fund is due to construction spending occurring at a faster pace than the collection of the Jail Excise Tax.

General Obligation - Debt Service Fund (312)

Pursuant to ARS 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, Agricultural Extension and Accommodation Schools

A.R.S. §11-254 authorizes the Maricopa County Board of Supervisors to appropriate up to a maximum of \$1.5 million for contributions to non-profit organizations for economic development activities. A.R.S. §11-254.04 allows the Maricopa County Board of Supervisors to appropriate and spend public monies for and in connection with economic development activities. A.R.S. §3-126 authorizes the Board of Supervisors to appropriate funds based on a request submitted to them by the Agricultural Extension Board for extension work that will benefit Maricopa County. The Board of Supervisors is authorized by A.R.S. §15-1001 to appropriate funding for Accommodation Schools. As illustrated in the table below, the FY 2004-05 Budget includes a total of \$3,094,776 in funding for these issues.

Agency Supported	Program	FY 2004-05 Final Budget
Greater Phoenix Economic Council	Economic Development Action Plan	\$ 674,776
Phoenix Chamber of Commerce	Bid Source Program, APTAN	165,000
Greater Phoenix Convention & Visitors Bureau	Convention & Tourism Destination Marketing	250,000
Maricopa County Sports Commission	Enriching Our Community Through Sports	25,000
Western Maricopa Enterprise Zone	Economic Development Support	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
International Genomics Consortium	To put Maricopa County in the forefront of the bio-industry	1,000,000
Total Economic Development Funding		<u>\$ 2,154,776</u>
Central Arizona Shelter Services (CASS)	Emergency Shelter	\$ 180,000
Total General Non-Profit Funding		<u>\$ 180,000</u>
University of Arizona Cooperative Extension	Maricopa County Cooperative Extension	\$ 230,000
Total Agricultural Extension Funding		<u>\$ 230,000</u>
Maricopa County Regional Schools	Maricopa County Regional Schools*	\$ 530,000
Total Accommodation School Funding		<u>\$ 530,000</u>

Summary Schedules

Consolidated Revenues and Expenditures by Category FY 2004-05 Adopted Budget

CONSOLIDATED REVENUES AND EXPENDITURES BY CATEGORY - FY 2004-05 ADOPTED MARICOPA COUNTY & DISTRICTS									
	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Sub-Total	Eliminations	All Funds
Unreserved/Undesignated Beginning Fund Balance	\$ 129,782,461	\$ 145,216,234	\$ 97,161,780	\$ 77,022,166	\$ 19,423,268	\$ 25,796,699	\$ 494,402,608	\$ -	\$ 494,402,608
REVENUES									
PROPERTY TAXES	\$ 339,882,099	\$ 71,999,041	\$ -	\$ -	\$ -	\$ -	\$ 411,881,140	\$ -	\$ 411,881,140
TAX PENALTIES & INTEREST	10,857,480	-	-	-	-	-	10,857,480	-	10,857,480
SALES TAXES	-	112,421,733	5,215,094	-	-	-	117,636,827	-	117,636,827
LICENSES AND PERMITS	1,463,436	29,874,740	-	-	-	-	31,338,176	-	31,338,176
GRANTS	-	127,742,153	-	150,000	5,177,368	-	133,069,521	-	133,069,521
OTHER INTERGOVERNMENTAL	8,594,302	62,520,114	274,389	21,202,798	87,424,800	1,030,047	181,046,450	-	181,046,450
PAYMENTS IN LIEU OF TAXES	6,929,684	325,048	-	-	-	-	7,254,732	-	7,254,732
STATE SHARED SALES TAX	374,939,056	-	-	-	-	-	374,939,056	-	374,939,056
STATE SHARED HIGHWAY USER REV	-	88,073,124	-	-	-	-	88,073,124	-	88,073,124
STATE SHARED VEHICLE LICENSE	118,057,605	8,000,000	-	-	-	-	126,057,605	-	126,057,605
OTHER CHARGES FOR SERVICES	21,688,915	42,019,371	-	-	50,000	39,364,705	103,122,991	(32,395,291)	70,727,700
INTERNAL SERVICE CHARGES	-	-	-	-	-	50,375,372	50,375,372	(50,375,372)	-
PATIENT SERVICE REVENUE	52,848	1,352,910	-	-	750,289,544	-	751,695,302	(90,917,032)	660,778,270
FINES & FORFEITS	12,208,033	5,253,670	-	-	-	-	17,461,703	-	17,461,703
INTEREST EARNINGS	2,417,347	2,072,725	2,250,000	1,057,305	1,452,398	500,000	9,749,775	-	9,749,775
MISCELLANEOUS REVENUE	5,822,611	20,834,327	2,200,000	753,000	4,046,466	14,775	33,671,179	-	33,671,179
GAIN ON FIXED ASSETS	-	200,000	-	-	-	-	200,000	-	200,000
PROCEEDS OF FINANCING	-	-	-	28,850,000	-	-	28,850,000	-	28,850,000
TRANSFERS IN	133,499,730	133,418,891	3,443,111	175,922,832	24,224,170	7,545,007	478,053,741	(478,053,741)	-
Revenues Subtotal	\$ 1,036,413,146	\$ 706,107,847	\$ 13,382,594	\$ 227,935,935	\$ 872,664,746	\$ 98,829,906	\$ 2,955,334,174	\$ (651,741,436)	\$ 2,303,592,738
Total Sources	\$ 1,166,195,607	\$ 851,324,081	\$ 110,544,374	\$ 304,958,101	\$ 892,088,014	\$ 124,626,605	\$ 3,449,736,782	\$ (651,741,436)	\$ 2,797,995,346
EXPENDITURES									
PERSONAL SERVICES	\$ 344,594,287	\$ 343,455,784	\$ -	\$ 7,883,994	\$ 201,932,994	\$ 7,544,702	\$ 905,411,761	\$ -	\$ 905,411,761
SUPPLIES & SERVICES	462,071,850	214,950,435	-	13,469,113	564,508,353	80,787,496	1,335,787,247	(173,687,695)	1,162,099,552
CAPITAL OUTLAY	23,500,719	16,898,442	20,527,868	230,072,936	11,967,178	447,561	303,414,704	-	303,414,704
TRANSFERS OUT	139,339,482	133,905,511	33,118,452	8,166,387	85,130,554	942,150	400,602,536	(478,053,741)	(77,451,205)
Expenditures Subtotal	\$ 969,506,338	\$ 709,210,172	\$ 53,646,320	\$ 259,592,430	\$ 863,539,079	\$ 89,721,909	\$ 2,945,216,248	\$ (651,741,436)	\$ 2,293,474,812
Appropriated Beginning Fund Balance	\$ 196,689,269	\$ 95,038,389	\$ -	\$ -	\$ -	\$ -	\$ 291,727,658	\$ -	\$ 291,727,658
Total Uses	\$ 1,166,195,607	\$ 804,248,561	\$ 53,646,320	\$ 259,592,430	\$ 863,539,079	\$ 89,721,909	\$ 3,236,943,906	\$ (651,741,436)	\$ 2,585,202,470
Unreserved/Undesignated Ending Fund Balance	\$ -	\$ 47,075,520	\$ 56,898,054	\$ 45,365,671	\$ 28,548,935	\$ 34,904,696	\$ 212,792,876	\$ -	\$ 212,792,876
Total Uses and Ending Fund Balance	\$ 1,166,195,607	\$ 851,324,081	\$ 110,544,374	\$ 304,958,101	\$ 892,088,014	\$ 124,626,605	\$ 3,449,736,782	\$ (651,741,436)	\$ 2,797,995,346

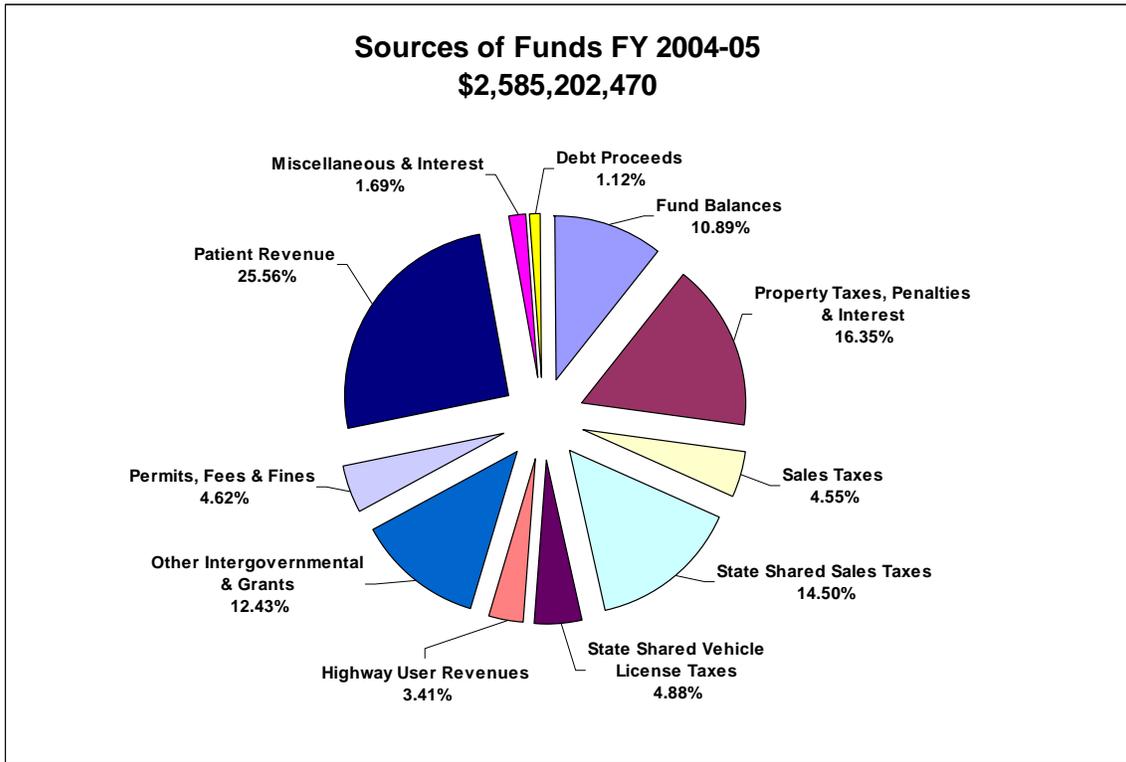
Consolidated Revenues and Expenditures by Category FY 2003-04 Revised Restated Budget

CONSOLIDATED REVENUES AND EXPENDITURES BY CATEGORY - FY 2003-04 REVISED RESTATED									
MARICOPA COUNTY & DISTRICTS									
	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Sub-Total	Eliminations	All Funds
Unreserved/Undesignated Beginning Fund Balance	\$ 128,812,426	\$ 125,932,844	\$ 105,155,625	\$ 120,581,264	\$ 23,206,180	\$ 18,636,952	\$ 522,325,291	\$ -	\$ 522,325,291
REVENUES									
PROPERTY TAXES	\$ 308,122,580	\$ 65,470,025	\$ 19,234,591	\$ -	\$ -	\$ -	\$ 392,827,196	\$ -	\$ 392,827,196
TAX PENALTIES & INTEREST	8,000,000	-	-	-	-	-	8,000,000	-	8,000,000
SALES TAXES	-	100,839,314	5,500,800	-	-	-	106,340,114	-	106,340,114
LICENSES AND PERMITS	428,970	28,444,442	-	-	-	-	28,873,412	-	28,873,412
GRANTS	-	132,232,473	-	-	4,812,361	-	137,044,834	-	137,044,834
OTHER INTERGOVERNMENTAL	8,388,043	59,841,701	-	18,551,267	105,963,100	1,128,546	193,872,657	-	193,872,657
PAYMENTS IN LIEU OF TAXES	6,929,684	325,048	356,173	-	-	-	7,610,905	-	7,610,905
STATE SHARED SALES TAX	335,557,376	-	-	-	-	-	335,557,376	-	335,557,376
STATE SHARED HIGHWAY USER REV	-	86,300,000	-	-	-	-	86,300,000	-	86,300,000
STATE SHARED VEHICLE LICENSE	109,031,008	7,200,000	-	-	-	-	116,231,008	-	116,231,008
OTHER CHARGES FOR SERVICES	19,515,310	36,108,344	-	-	30,000	23,535,004	79,188,658	(29,476,105)	49,712,553
INTERNAL SERVICE CHARGES	-	-	-	-	-	47,293,003	47,293,003	(47,293,003)	-
PATIENT SERVICE REVENUE	52,848	1,394,471	-	-	726,568,865	13,780,299	741,796,483	(73,597,053)	668,199,430
FINES & FORFEITS	10,838,123	4,569,820	-	-	-	-	15,407,943	-	15,407,943
INTEREST EARNINGS	12,008,440	2,484,202	2,858,799	1,109,338	2,854,870	1,185,606	22,501,255	-	22,501,255
MISCELLANEOUS REVENUE	3,888,496	26,385,526	-	2,669,000	2,143,123	14,775	35,100,920	-	35,100,920
GAIN ON FIXED ASSETS	50,000	230,000	-	-	-	-	280,000	-	280,000
PROCEEDS OF FINANCING	-	-	-	-	-	-	-	-	-
TRANSFERS IN	111,126,572	121,718,713	847,711	170,102,570	39,194,104	2,374,000	445,363,670	(445,363,670)	-
Revenues Subtotal	\$ 933,937,450	\$ 673,544,079	\$ 28,798,074	\$ 192,432,175	\$ 881,566,423	\$ 89,311,233	\$ 2,799,589,434	\$ (595,729,831)	\$ 2,203,859,603
Total Sources	\$ 1,062,749,876	\$ 799,476,923	\$ 133,953,699	\$ 313,013,439	\$ 904,772,603	\$ 107,948,185	\$ 3,321,914,725	\$ (595,729,831)	\$ 2,726,184,894
EXPENDITURES									
PERSONAL SERVICES	\$ 308,671,435	\$ 287,567,860	\$ -	\$ 9,349,417	\$ 193,793,198	\$ 8,305,150	\$ 807,687,059	\$ -	\$ 807,687,059
SUPPLIES & SERVICES	455,851,937	185,569,693	-	8,396,668	548,906,945	73,736,447	1,272,461,690	(150,366,161)	1,122,095,529
CAPITAL OUTLAY	21,396,423	20,373,296	34,907,173	304,485,943	13,388,037	250,014	394,800,886	-	394,800,886
TRANSFERS OUT	136,965,883	119,825,484	110,000	-	125,590,186	2,879,821	385,371,374	(445,363,670)	(59,992,296)
Expenditures Subtotal	\$ 922,885,678	\$ 613,336,333	\$ 35,017,173	\$ 322,232,028	\$ 881,678,366	\$ 85,171,432	\$ 2,860,321,010	\$ (595,729,831)	\$ 2,264,591,179
Appropriated Beginning Fund Balance	\$ 135,161,900	\$ 106,522,843	\$ -	\$ -	\$ -	\$ -	\$ 241,684,743	\$ -	\$ 241,684,743
Total Uses	\$ 1,058,047,578	\$ 719,859,176	\$ 35,017,173	\$ 322,232,028	\$ 881,678,366	\$ 85,171,432	\$ 3,102,005,753	\$ (595,729,831)	\$ 2,506,275,922
Unreserved/Undesignated Ending Fund Balance	\$ 4,702,298	\$ 79,617,747	\$ 98,936,526	\$ (9,218,589)	\$ 23,094,237	\$ 22,776,753	\$ 219,908,972	\$ -	\$ 219,908,972
Total Uses and Ending Fund Balance	\$ 1,062,749,876	\$ 799,476,923	\$ 133,953,699	\$ 313,013,439	\$ 904,772,603	\$ 107,948,185	\$ 3,321,914,725	\$ (595,729,831)	\$ 2,726,184,894

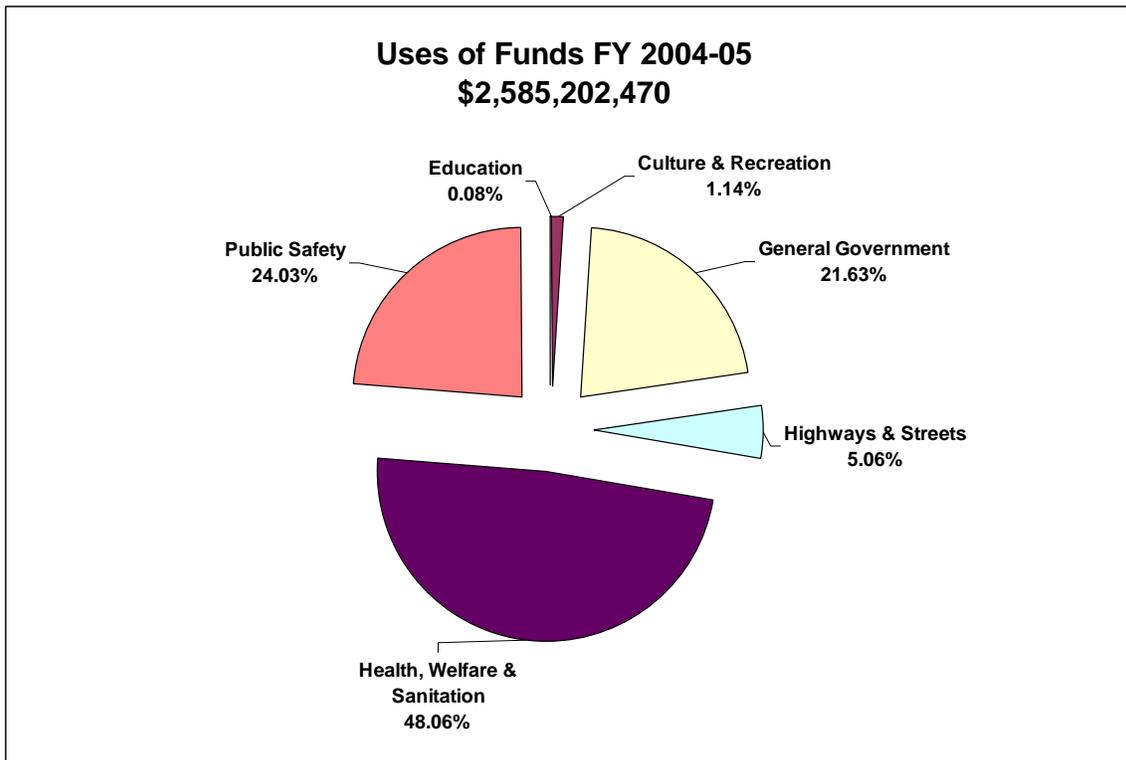
Consolidated Revenues and Expenditures by Category FY 2003-04 Adopted Restated Budget

CONSOLIDATED REVENUES AND EXPENDITURES BY CATEGORY - FY 2003-04 ADOPTED RESTATED									
MARICOPA COUNTY & DISTRICTS									
	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Sub-Total	Eliminations	All Funds
Unreserved/Undesignated Beginning Fund Balance	\$ 126,438,426	\$ 125,932,844	\$ 105,155,625	\$ 120,581,264	\$ 23,206,180	\$ 18,636,952	\$ 519,951,291	\$ -	\$ 519,951,291
REVENUES									
PROPERTY TAXES	\$ 308,122,580	\$ 62,722,226	\$ 21,982,390	\$ -	\$ -	\$ -	\$ 392,827,196	\$ -	\$ 392,827,196
TAX PENALTIES & INTEREST	8,000,000	-	-	-	-	-	8,000,000	-	8,000,000
SALES TAXES	-	100,839,314	5,500,800	-	-	-	106,340,114	-	106,340,114
LICENSES AND PERMITS	428,970	27,505,274	-	-	-	-	27,934,244	-	27,934,244
GRANTS	-	129,174,757	-	-	4,525,488	-	133,700,245	-	133,700,245
OTHER INTERGOVERNMENTAL	7,610,981	59,624,969	-	20,806,267	101,760,800	1,014,918	190,817,935	-	190,817,935
PAYMENTS IN LIEU OF TAXES	6,929,684	325,048	356,173	-	-	-	7,610,905	-	7,610,905
STATE SHARED SALES TAX	335,557,376	-	-	-	-	-	335,557,376	-	335,557,376
STATE SHARED HIGHWAY USER REV	-	86,300,000	-	-	-	-	86,300,000	-	86,300,000
STATE SHARED VEHICLE LICENSE	109,031,008	7,500,000	-	-	-	-	116,531,008	-	116,531,008
OTHER CHARGES FOR SERVICES	19,633,244	36,697,892	-	-	30,000	23,535,004	79,896,140	(16,495,079)	63,401,061
INTERNAL SERVICE CHARGES	-	-	-	-	-	47,407,631	47,407,631	(47,407,631)	-
PATIENT SERVICE REVENUE	52,848	1,394,471	-	-	726,568,865	13,780,299	741,796,483	(86,578,079)	655,218,404
FINES & FORFEITS	10,838,123	3,137,558	-	-	-	-	13,975,681	-	13,975,681
INTEREST EARNINGS	12,008,440	2,184,202	2,858,799	1,109,338	2,854,870	1,185,606	22,201,255	-	22,201,255
MISCELLANEOUS REVENUE	3,888,497	28,366,581	-	414,000	2,143,123	13,775	34,825,976	-	34,825,976
GAIN ON FIXED ASSETS	50,000	230,000	-	-	-	-	280,000	-	280,000
PROCEEDS OF FINANCING	-	-	-	-	-	-	-	-	-
TRANSFERS IN	111,088,120	121,718,713	847,711	168,602,570	39,194,104	-	441,451,218	(441,451,218)	-
Revenues Subtotal	\$ 933,239,871	\$ 667,721,005	\$ 31,545,873	\$ 190,932,175	\$ 877,077,250	\$ 86,937,233	\$ 2,787,453,407	\$ (591,932,007)	\$ 2,195,521,400
Total Sources	\$ 1,059,678,297	\$ 793,653,849	\$ 136,701,498	\$ 311,513,439	\$ 900,283,430	\$ 105,574,185	\$ 3,307,404,698	\$ (591,932,007)	\$ 2,715,472,691
EXPENDITURES									
PERSONAL SERVICES	\$ 303,311,963	\$ 263,756,082	\$ -	\$ 9,323,953	\$ 191,899,816	\$ 7,900,770	\$ 776,192,584	\$ -	\$ 776,192,584
SUPPLIES & SERVICES	460,657,361	205,273,293	-	7,594,105	546,310,697	74,093,374	1,293,928,830	(150,480,789)	1,143,448,041
CAPITAL OUTLAY	21,250,125	15,653,920	34,907,173	302,795,665	13,388,037	297,474	388,292,394	-	388,292,394
TRANSFERS OUT	136,965,883	119,787,032	110,000	-	125,590,186	2,879,821	385,332,922	(441,451,218)	(56,118,296)
Expenditures Subtotal	\$ 922,185,332	\$ 604,470,327	\$ 35,017,173	\$ 319,713,723	\$ 877,188,736	\$ 85,171,439	\$ 2,843,746,730	\$ (591,932,007)	\$ 2,251,814,723
Appropriated Beginning Fund Balance	\$ 137,492,965	\$ 105,318,257	\$ -	\$ -	\$ -	\$ -	\$ 242,811,222	\$ -	\$ 242,811,222
Total Uses	\$ 1,059,678,297	\$ 709,788,584	\$ 35,017,173	\$ 319,713,723	\$ 877,188,736	\$ 85,171,439	\$ 3,086,557,952	\$ (591,932,007)	\$ 2,494,625,945
Unreserved/Undesignated Ending Fund Balance	\$ -	\$ 83,865,265	\$ 101,684,325	\$ (8,200,284)	\$ 23,094,694	\$ 20,402,746	\$ 220,846,746	\$ -	\$ 220,846,746
Total Uses and Ending Fund Balance	\$ 1,059,678,297	\$ 793,653,849	\$ 136,701,498	\$ 311,513,439	\$ 900,283,430	\$ 105,574,185	\$ 3,307,404,698	\$ (591,932,007)	\$ 2,715,472,691

Sources of Funds



Uses of Funds



Reconciliation of Expenditures FY 2003-04 Adopted to FY 2003-04 Adopted Restated Budget

Fund	FY 2003-04		\$	%
	Adopted Budget	Adopted/ Restated		
General Fund	\$ 1,059.7	\$ 1,059.7	\$ -	0.00%
Special Revenue Funds	709.8	709.8	-	0.00%
Debt Service Funds	35.0	35.0	-	0.00%
Capital Projects Funds	319.7	319.7	-	0.00%
Enterprise Funds	891.2	877.2	14.0	1.57%
Internal Service Funds	71.2	85.2	(14.0)	(19.65%)
Eliminations	(591.9)	(591.9)	-	0.00%
	<u>\$ 2,494.6</u>	<u>\$ 2,494.6</u>	<u>\$ -</u>	<u>0.00%</u>

Enterprise Funds:

\$	14.0	Transfer of Health Select from Maricopa Health Plan to Total Compensation; reclassification from Enterprise to Internal Service Fund
<u>\$</u>	<u>14.0</u>	Total Enterprise Fund Variance

Internal Service Funds:

\$	(14.0)	Transfer of Health Select from Maricopa Health Plan to Total Compensation; reclassification from Enterprise to Internal Service Fund
<u>\$</u>	<u>(14.0)</u>	Total Internal Service Fund Variance

Reconciliation of Expenditures FY 2003-04 Adopted Restated to FY 2003-04 Revised Restated Budget

Fund	FY 2003-04		\$	%
	Adopted/ Restated	Revised/ Restated		
General Fund	\$ 1,059.7	\$ 1,058.0	\$ 1.6	0.15%
Special Revenue Funds	709.8	719.9	(10.1)	(1.42%)
Debt Service Funds	35.0	35.0	-	0.00%
Capital Projects Funds	319.7	322.2	(2.5)	(0.79%)
Enterprise Funds	877.2	881.7	(4.5)	(0.51%)
Internal Service Funds	85.2	85.2	-	0.00%
Eliminations	(591.9)	(595.7)	3.8	(0.64%)
	<u>\$ 2,494.6</u>	<u>\$ 2,506.3</u>	<u>\$ (11.6)</u>	<u>(0.47%)</u>

General Fund:

\$	(0.7) Sheriff's Office IGA's	
	2.3 Transfer of Expenditure Authority to Special Revenue Funds	
	1.1 Transfer of Expenditure Authority to Capital Projects Funds	
	(2.4) Transfer of Health Select from MIHS to Total Compensation	
	1.3 Reduction in expenditure authority for PeopleSoft implementation consistent with available resources	
<u>\$</u>	<u>1.6</u>	Total General Fund Variance

Special Revenue Funds:

\$	(1.0) Net Change in Elected Official Grants	
	(1.4) Net Change in Appointed Department Grants	
	(2.3) Transfer of Expenditure Authority from General Fund	
	(0.4) Flood Control District Aerial Ortho-Photography	
	(1.2) North Central Library Renovations	
	(1.0) Library Automation System	
	(2.7) Library District Levy Increase	
<u>\$</u>	<u>(10.1)</u>	Total Special Revenue Fund Variance

Capital Projects Funds:

\$	(1.1) Transfer of Expenditure Authority from General Fund	
	(0.5) Increase in Spending for San Tan Mountain Regional Park Improvements	
	(0.5) Increase in Spending for Downtown Consolidated Justice Courts	
	(0.5) Increase in Spending for Northwest Consolidated Justice Courts	
	0.1 Reduction in Transfer from Flood Control District Special Revenue Fund	
<u>\$</u>	<u>(2.5)</u>	Total Capital Projects Fund Variance

Enterprise Funds:

\$	(4.2) Increase in Disproportionate Share Revenue	
	(0.3) Homeland Defense Grant	
<u>\$</u>	<u>(4.5)</u>	Total Enterprise Fund Variance

Eliminations:

\$	1.3 Increase in Fund Transfer from General Fund to Capital Projects Fund	
	(0.1) Decrease in Flood Control Fund Transfer	
	0.2 Increase in Patient Services Transactions	
	2.4 Transfer of Health Select from MIHS to Total Compensation	
<u>\$</u>	<u>3.8</u>	Total Eliminations Variance

Reconciliation of Expenditures FY 2003-04 Revised Restated to FY 2004-05 Adopted Budget

Fund	FY 2003-04 Revised/ Restated	FY 2004-05 Adopted Budget	\$ Variance	% Variance
General Fund	\$ 1,058.0	\$ 1,166.2	\$ (108.1)	(10.2%)
Special Revenue Funds	719.9	804.2	(84.4)	(11.7%)
Debt Service Funds	35.0	53.6	(18.6)	(53.2%)
Capital Projects Funds	322.2	259.6	62.6	19.4%
Enterprise Funds	881.7	863.5	18.1	2.1%
Internal Service Funds	85.2	89.7	(4.6)	(5.3%)
Eliminations	(595.7)	(651.7)	56.0	(9.4%)
	<u>\$ 2,506.3</u>	<u>\$ 2,585.2</u>	<u>\$ (78.9)</u>	<u>(3.1%)</u>

	<u>\$ Variance</u>	<u>% Variance</u>
<u>Breakdown of Source of Change</u>		
<u>Non-Recurring</u>	\$ (68.8)	(2.7%)
- Capital Improvement Programs	56.3	2.2%
- Approp. Fund Balance (Net of Fund Transfers)	(82.1)	(3.3%)
- Primary/General Election Costs	(2.6)	(0.1%)
- Other Non-Recurring	(40.4)	(1.6%)
<u>Recurring</u>	<u>(10.2)</u>	<u>(0.4%)</u>
	<u>\$ (78.9)</u>	<u>(3.1%)</u>

Breakdown of Recurring Increases & Decreases:

<i>Mandated or Non-Discretionary</i>		
Mandated Health Care	\$ (15.3)	(0.6%)
Employee Health, Dental & Retirement	(16.1)	(0.6%)
Jail Tax Maintenance of Effort	(12.3)	(0.5%)
Elected Official Pay Increases	(0.1)	(0.0%)
	<u>\$ (43.8)</u>	<u>(1.7%)</u>
<i>Discretionary</i>		
Criminal Justice Increases	(50.0)	(2.0%)
Decreases Based on Add. Non-Gen. Fund Revenue	(0.2)	(0.0%)
General Government - Contingencies, etc.	(48.4)	(1.9%)
Health Plans Volume Decreases	39.2	1.6%
Health Care Delivery System Volume Decreases	9.6	0.0%
All Other Operating Increases & Decreases:	83.6	3.3%
	<u>\$ 33.7</u>	<u>1.0%</u>
	<u>\$ (10.2)</u>	<u>(0.4%)</u>

**Reconciliation of Expenditures FY 2003-04 Revised to
 FY 2004-05 Adopted Budget (Continued)**

GENERAL FUND ONLY:

<u>Non-Recurring</u>	\$	(49.2)	(4.7%)
- Approp. Fund Balance		(46.6)	(4.4%)
- Primary/General Election Costs		(2.6)	(0.2%)
- Reduction of 8 Hours		1.1	0.1%
<u>Recurring</u>		(60.1)	(5.7%)
	\$	(108.1)	(10.2%)

Breakdown of Recurring Increases & Decreases:

Mandated or Non-Discretionary

Mandated Health Care	\$	(15.3)	(1.4%)
Reduction in Dispro Share Payment		19.2	1.8%
Employee Health, Dental & Retirement		(10.4)	(1.0%)
Jail Excise Tax Maintenance of Effort		(12.3)	(1.2%)
Elected Official Pay Increases		(0.1)	(0.0%)
	\$	(18.9)	(1.8%)

Discretionary

Criminal Justice Increases	\$	(1.4)	(0.1%)
Operating Budget Adjustments		(5.6)	(0.5%)
General Government - Contingencies, etc.		(24.5)	(2.3%)
Ann. Impact of Mid-Year Adjustments		(8.6)	(0.8%)
Parks Trails		(1.0)	(0.1%)
	\$	(41.1)	(3.9%)
	\$	(60.1)	(5.7%)

Reconciliation of Expenditures FY 2003-04 Revised to FY 2004-05 Adopted Budget (Continued)

General Fund:

\$	(9.6) Net Adjustment for Health/Dental Benefit Premiums
	(0.8) Retirement Plan Increases
	(12.3) Jail Excise Tax Maintenance of Effort-Base
	(2.6) Primary/General Election Costs
	(8.6) Annualized Impact of Mid-Year Adjustments
	0.1 Internal Service Costs
	(6.6) ALTCS Contribution Increase-Base
	(11.8) Elimination of ALTCS FMAP Savings
	3.1 AHCCCS Contribution Increase-Base
	0.1 FY 2003-04 Non-Recurring Expenditures
	1.0 Lease Terminations
	1.1 Reduction of 8 Hours
	(0.9) Annualization of Desktop PC Replacement
	(1.3) West Nile Virus
	(0.3) Storm Water Abatement
	(2.7) Sheriff Patrol Staff
	(0.5) Courts Security
	(0.4) Repairs and Maintenance Service Contract Increases
	(0.5) New Facility Operating Costs
	(0.7) Public Information Office
	(1.2) Arnold vs. Sarn
	19.2 Disproportionate Share Reduction
	(0.5) Intergovernmental Agreements
	2.4 Competency Restoration
	(0.1) Elected Official Pay Increases
	(0.1) Diversity Director
	(0.3) Clerk of Court Juvenile Dependency
	(0.2) County Attorney Initial Appearance Court
	(0.1) Constables/Deputy Constables Pay
	(1.0) Parks Trails
	(0.8) Baselevel Operating Adjustments
	(24.5) Other General Government (see schedule)
	(46.7) Other Appropriated Fund Balance (see schedule)
\$ (108.1)	Total General Fund Variance

Special Revenue Funds:

\$	(6.4) Net Adjustment for Health/Dental Benefit Premiums
	(0.3) Retirement Plan Increases
	(6.7) Annualized Impact of Mid-Year Adjustments
	7.1 FY 2003-04 Non-Recurring Expenditures
	(0.5) Annualized Impact of FY 2003-04 Initiatives
	1.6 Reductions to Achieve Structural Balance
	0.7 Reduction of 8 Hours
	4.4 Decreased Grant Awards and Carry-Over
	(16.5) Detention Operations Increases
	(4.5) Increases Based on Revenue
	(5.1) Correctional Health Staff, Hospitalization and Pharmacy
	1.9 Integrated Criminal Justice Information System Projects
	0.5 Juvenile Residential Treatment Center
	(17.2) New Juvenile and Detention Facilities
	(0.5) Inmate Accounting System
	(15.6) CIP Fund Transfers
	(0.4) North Valley Library Start-Up
	(3.8) Fund Balance Expenditures
	0.3 Baselevel Operating Adjustments
	(4.8) Payments to State of Arizona
	(23.9) General Government (see schedule)
	5.1 Appropriated Fund Balance (see schedule)
\$ (84.4)	Total Special Revenue Fund Variance

Reconciliation of Expenditures FY 2003-04 Revised to FY 2004-05 Adopted Budget (Continued)

Debt Service Funds:

\$	21.0	Reduction in Gen. Obligation Bond Debt Service
	(4.0)	Increase in COP Debt Service due to Refinancing
	(33.0)	Transfer from COP Debt Service to General Fund
	(2.2)	Human Services Campus Debt Service Payment
	(0.4)	Increase in Stadium District Debt Service
\$	(18.6)	Total Debt Service Funds Variance

Capital Project Funds:

\$	79.5	Jail/Juvenile Detention CIP (See CIP Schedule)
	(18.7)	General Government CIP (See CIP Schedule)
	(0.5)	Transportation CIP (See CIP Schedule)
	1.9	Flood Control District CIP (See CIP Schedule)
	0.4	Completion of Stadium District Capital Projects
\$	62.6	Total Capital Project Funds Variance

Enterprise Funds:

\$	38.3	Maricopa Health Plans (See Commentary)
	(20.0)	Health Care Delivery System (See Commentary)
	0.4	Solid Waste Operating Adjustments
	(0.5)	Home Hazardous Waste and Illegal Dumping Programs
\$	18.1	Total Enterprise Funds Variance

Internal Service Funds:

\$	(0.2)	Net Adjustment for Health/Dental Benefit Premiums
	(0.7)	Annualized Impact of Mid-Year Adjustments
	(1.0)	Increase in Fuel Costs
	0.7	Public Information Office
	(1.6)	Benefits Administration
	(1.4)	Increases Based on Revenue
	(0.3)	Baselevel Operating Adjustments
\$	(4.6)	Total Internal Service Fund Variance

Eliminations:

\$	4.7	Net Increase in Other Fund Transfers (see Schedule)
	18.5	Appropriated Fund Balance Transfers
	3.8	Increase in Payments to Benefits and Health Select Funds
	3.1	Increase in Internal Service Charges
	(1.5)	Reduction in Correctional Health Payments to Health Care Delivery System
	17.1	Increase in Payments from Health Plans to Health Care Delivery System
	0.8	Employer-paid Health Premiums to Health Select
	9.4	Increase in Flood Control District CIP Transfer
	0.1	Increase in Stadium District Fund Transfers
\$	56.0	Total Eliminations Variance

Consolidated Revenues by Fund Type / Department

CONSOLIDATED REVENUES BY FUND TYPE/DEPARTMENT								
	FY 2002-03 Actual Restated	FY 2003-04 Adopted Restated	FY 2003-04 Revised Restated	FY 2003-04 Proj. Act Restated	FY 2004-05 Requested	FY 2004-05 Adopted	Adopted vs Revised Variance	%
ALL FUNDS								
JUDICIAL BRANCH								
110 ADULT PROBATION	\$ 37,583,344	\$ 14,234,945	\$ 14,234,945	\$ 13,161,015	\$ 13,824,776	\$ 13,919,776	\$ (315,169)	-2%
800 TRIAL COURTS	25,188,922	26,908,827	26,908,827	26,442,131	29,163,209	30,660,924	3,752,097	14%
270 JUVENILE PROBATION	15,483,808	17,372,172	17,372,172	16,684,883	16,848,483	17,014,483	(357,689)	-2%
Subtotal	\$ 78,256,074	\$ 58,515,944	\$ 58,515,944	\$ 56,288,029	\$ 59,836,468	\$ 61,595,183	\$ 3,079,239	5%
ELECTED OFFICIAL								
120 ASSESSOR	\$ 129,189	\$ 133,669	\$ 133,669	\$ 145,908	\$ 133,669	\$ 133,669	\$ -	0%
160 CLERK OF THE SUPERIOR COURT	13,187,446	12,175,546	12,175,546	12,387,464	12,088,723	12,101,615	(73,931)	-1%
190 COUNTY ATTORNEY	10,601,807	10,553,897	11,762,380	11,976,939	11,462,380	11,582,628	(179,752)	-2%
210 ELECTIONS	2,505,092	2,163,480	2,163,480	1,806,193	2,071,000	2,071,000	(92,480)	-4%
250 CONSTABLES	1,213,402	1,322,758	1,322,758	1,517,468	1,634,880	1,517,468	194,710	15%
360 RECORDER	20,549,302	13,736,600	13,736,600	19,357,757	13,736,600	15,670,000	1,933,400	14%
370 SUPERINTENDENT OF SCHOOLS	66,736	153,050	153,050	393,695	155,000	155,000	1,950	1%
430 TREASURER	4,671	5,686	5,686	4,087	5,686	4,000	(1,686)	-30%
500 SHERIFF	38,511,848	38,239,414	38,898,541	39,528,791	40,578,667	42,175,770	3,277,229	8%
Subtotal	\$ 86,769,492	\$ 78,484,100	\$ 80,351,710	\$ 87,118,302	\$ 81,866,605	\$ 85,411,150	\$ 5,059,440	6%
APPOINTED DEPARTMENT								
150 EMERGENCY MANAGEMENT	\$ 857,834	\$ 1,184,956	\$ 1,184,956	\$ 1,310,279	\$ 1,267,004	\$ 1,281,808	\$ 96,852	8%
170 COMMUNITY DEVELOPMENT	6,896,915	15,857,672	15,857,672	13,247,986	16,033,276	16,033,276	175,604	1%
180 FINANCE	113,139	1,044,076	1,044,076	759,084	10,345,247	576,138	(467,938)	-45%
220 HUMAN SERVICES	32,420,712	35,032,337	35,032,337	35,032,337	39,500,000	37,977,848	2,945,511	8%
230 INTERNAL AUDIT	875	75	75	1,442	75	75	-	0%
260 CORRECTIONAL HEALTH	100,344	1,059,386	1,059,386	462,673	851,442	851,442	(207,944)	-20%
290 MEDICAL EXAMINER	356,524	567,614	627,045	592,776	627,045	417,045	(210,000)	-33%
300 PARKS & RECREATION	4,292,772	4,569,355	4,569,355	4,856,015	4,123,855	4,142,806	(426,549)	-9%
310 HUMAN RESOURCES	87,400	25,511	25,511	31,849	25,511	31,848	6,337	25%
340 PUBLIC FIDUCIARY	1,010,358	650,000	650,000	925,000	650,000	930,000	280,000	43%
350 TOTAL COMPENSATION	25,230,050	37,506,774	39,880,774	44,983,079	38,322,260	46,929,712	7,048,938	18%
390 HEALTH CARE MANDATES	74,414,137	101,813,648	101,813,648	101,799,609	101,813,648	83,025,348	(18,788,300)	-18%
440 PLANNING & DEVELOPMENT	12,376,749	10,678,000	10,678,000	12,050,537	11,375,000	11,375,000	697,000	7%
460 RESEARCH & REPORTING	323,482	440,000	440,000	440,000	440,000	440,000	-	0%
470 GENERAL GOVERNMENT	970,651,517	1,052,040,731	1,049,949,956	1,074,607,989	1,125,791,141	1,155,280,084	105,330,128	10%
480 APPROPRIATED FUND BALANCE	99,097,238	1,237,500	2,442,087	3,306,869	-	43,381,453	40,939,366	1676%
520 PUBLIC DEFENDER	1,695,323	1,685,570	1,745,570	1,777,893	2,629,593	2,629,593	884,023	51%
540 LEGAL DEFENDER	108,781	98,674	98,674	106,802	104,103	104,103	5,429	6%
550 LEGAL ADVOCATE	58,131	127,180	127,180	32,907	133,074	36,310	(90,870)	-71%
560 CONTRACT COUNSEL	-	62,029	62,029	-	62,029	-	(62,029)	-100%
600 HEALTH PLANS	418,159,657	425,927,637	428,203,962	454,488,636	392,473,514	390,323,634	(37,880,328)	-9%
640 TRANSPORTATION	101,371,455	117,239,647	117,239,647	106,637,490	114,399,623	120,352,902	3,113,255	3%
670 SOLID WASTE	3,620,675	4,085,232	4,085,232	4,543,040	4,420,000	4,220,000	134,768	3%
700 FACILITIES MANAGEMENT	99,455,659	48,663,819	48,663,819	48,663,839	48,663,819	47,669,538	47,669,538	
710 COMMUNICATIONS	245,251	800,490	800,490	623,611	46,261	46,261	(754,229)	-94%
730 MATERIALS MANAGEMENT	1,169,890	1,030,775	1,030,775	1,275,007	1,030,775	1,030,775	-	0%
740 EQUIPMENT SERVICES	9,418,196	8,331,591	8,331,591	8,950,361	10,306,724	10,192,096	1,860,505	22%
750 RISK MANAGEMENT	23,863,924	26,686,121	26,686,121	26,081,986	26,644,669	26,644,669	(41,452)	0%
760 TELECOMMUNICATIONS	15,880,193	12,723,482	12,723,482	13,018,210	12,723,482	14,133,393	1,409,911	11%
790 ANIMAL CARE & CONTROL	9,269,719	7,983,431	8,005,572	8,974,721	9,716,163	9,068,610	1,063,038	13%
860 PUBLIC HEALTH	38,552,293	48,235,142	48,131,417	44,599,694	43,630,362	43,196,426	(4,934,991)	-10%
880 ENVIRONMENTAL SERVICES	16,109,452	18,457,557	19,459,268	19,765,809	20,356,891	20,930,126	1,470,858	8%
900 HEALTH CARE DELIVERY SYSTEM	323,521,865	362,852,741	365,065,589	410,947,627	398,999,273	398,999,272	33,933,683	9%
980 ELIMINATIONS	(452,467,766)	(389,716,225)	(393,514,049)	(440,185,478)	(411,230,371)	(442,029,692)	(48,515,643)	-12%
Subtotal	\$ 1,838,262,742	\$ 1,958,982,528	\$ 1,962,201,247	\$ 2,004,709,680	\$ 2,026,275,488	\$ 2,050,221,899	\$ 88,020,652	4%
MARICOPA COUNTY								
	\$ 2,003,288,309	\$ 2,095,982,572	\$ 2,101,068,901	\$ 2,148,116,011	\$ 2,167,978,561	\$ 2,197,228,232	\$ 96,159,331	5%
690 FLOOD CONTROL DISTRICT								
	\$ 75,982,973	\$ 75,992,743	\$ 76,349,743	\$ 71,609,196	\$ 87,365,176	\$ 78,669,638	\$ 2,319,895	3%
650 LIBRARY DISTRICT								
	\$ 11,191,646	\$ 12,721,129	\$ 15,616,003	\$ 15,971,336	\$ 13,393,175	\$ 16,859,270	\$ 1,243,267	8%
680 STADIUM DISTRICT								
	\$ 10,698,269	\$ 10,824,956	\$ 10,824,956	\$ 10,744,377	\$ 10,934,472	\$ 10,835,598	\$ 10,642	0%
MARICOPA COUNTY & DISTRICTS								
	\$ 2,101,161,196	\$ 2,195,521,400	\$ 2,203,859,603	\$ 2,246,440,920	\$ 2,279,671,384	\$ 2,303,592,738	\$ 99,733,135	5%

Consolidated Revenues by Fund Type / Department (Continued)

CONSOLIDATED REVENUES BY FUND TYPE/DEPARTMENT									
	FY 2002-03 Actual Restated	FY 2003-04 Adopted Restated	FY 2003-04 Revised Restated	FY 2003-04 Proj. Act Restated	FY 2004-05 Requested	FY 2004-05 Adopted	Adopted vs Revised Variance	%	
GENERAL FUND									
JUDICIAL BRANCH									
800 TRIAL COURTS	\$ 14,249,057	\$ 13,551,699	\$ 13,551,699	\$ 14,888,992	\$ 14,142,471	\$ 15,028,261	\$ 1,476,562	11%	
270 JUVENILE PROBATION	13,118	18,000	18,000	13,687	18,000	14,000	(4,000)	-22%	
Subtotal	\$ 14,262,174	\$ 13,569,699	\$ 13,569,699	\$ 14,902,679	\$ 14,160,471	\$ 15,042,261	\$ 1,472,562	11%	
ELECTED OFFICIAL									
120 ASSESSOR	\$ 129,189	\$ 133,669	\$ 133,669	\$ 145,908	\$ 133,669	\$ 133,669	\$ -	0%	
160 CLERK OF THE SUPERIOR COURT	6,314,189	5,218,660	5,218,660	5,465,521	5,481,440	6,105,265	886,605	17%	
190 COUNTY ATTORNEY	34,130	34,000	34,000	36,271	34,000	51,271	17,271	51%	
210 ELECTIONS	2,505,092	2,163,480	2,163,480	1,806,193	2,071,000	2,071,000	(92,480)	-4%	
250 CONSTABLES	1,213,402	1,322,758	1,322,758	1,517,468	1,634,880	1,517,468	194,710	15%	
360 RECORDER	14,104,651	9,003,600	9,003,600	13,348,863	9,003,600	10,300,000	1,296,400	14%	
370 SUPERINTENDENT OF SCHOOLS	66,736	153,050	153,050	393,695	155,000	155,000	1,950	1%	
430 TREASURER	4,671	5,686	5,686	4,087	5,686	4,000	(1,686)	-30%	
500 SHERIFF	4,231,532	4,391,226	5,050,353	5,251,145	5,764,587	5,848,594	798,241	16%	
Subtotal	\$ 28,603,592	\$ 22,426,129	\$ 23,085,256	\$ 27,969,151	\$ 24,283,862	\$ 26,186,267	\$ 3,101,011	13%	
APPOINTED DEPARTMENT									
180 FINANCE	\$ 113,139	\$ 1,044,076	\$ 1,044,076	\$ 759,084	\$ 10,345,247	\$ 576,138	\$ (467,938)	-45%	
230 INTERNAL AUDIT	875	75	75	1,442	75	75	-	0%	
290 MEDICAL EXAMINER	356,524	360,000	360,000	325,731	360,000	150,000	(210,000)	-58%	
310 HUMAN RESOURCES	87,400	25,511	25,511	31,849	25,511	31,848	6,337	25%	
340 PUBLIC FIDUCIARY	1,010,358	650,000	650,000	925,000	650,000	930,000	280,000	43%	
350 TOTAL COMPENSATION	25,351	15,000	15,000	22,213	15,000	20,000	5,000	33%	
390 HEALTH CARE MANDATES	74,414,137	101,813,648	101,813,648	101,799,609	101,813,648	83,025,348	(18,788,300)	-18%	
470 GENERAL GOVERNMENT	764,044,385	791,642,740	791,681,192	804,807,398	848,596,758	866,773,056	75,091,864	9%	
480 APPROPRIATED FUND BALANCE	4,510	1,237,500	1,237,500	2,102,282	-	43,381,453	42,143,953	3406%	
520 PUBLIC DEFENDER	58,828	52,000	52,000	38,616	52,000	52,000	-	0%	
540 LEGAL DEFENDER	20,300	19,700	19,700	21,233	19,700	19,700	-	0%	
550 LEGAL ADVOCATE	19,008	116,764	116,764	20,000	116,764	20,000	(96,764)	-83%	
560 CONTRACT COUNSEL	-	62,029	62,029	-	62,029	-	(62,029)	-100%	
700 FACILITIES MANAGEMENT	1,316,947	78,000	78,000	78,000	78,000	78,000	-	0%	
710 COMMUNICATIONS	3,666	-	-	-	-	-	-	-	
730 MATERIALS MANAGEMENT	106,751	127,000	127,000	251,091	127,000	127,000	-	0%	
Subtotal	\$ 841,582,178	\$ 897,244,043	\$ 897,282,495	\$ 911,183,548	\$ 962,261,732	\$ 995,184,618	\$ 97,902,123	11%	
MARICOPA COUNTY	\$ 884,447,944	\$ 933,239,871	\$ 933,937,450	\$ 954,055,378	\$ 1,000,706,065	\$ 1,036,413,146	\$ 102,475,696	11%	
MARICOPA COUNTY & DISTRICTS	\$ 884,447,944	\$ 933,239,871	\$ 933,937,450	\$ 954,055,378	\$ 1,000,706,065	\$ 1,036,413,146	\$ 102,475,696	11%	

Consolidated Revenues by Fund Type / Department (Continued)

CONSOLIDATED REVENUES BY FUND TYPE/DEPARTMENT								
	FY 2002-03 Actual Restated	FY 2003-04 Adopted Restated	FY 2003-04 Revised Restated	FY 2003-04 Proj. Act Restated	FY 2004-05 Requested	FY 2004-05 Adopted	Adopted vs Revised Variance	%
SPECIAL REVENUE								
JUDICIAL BRANCH								
110 ADULT PROBATION	\$ 37,583,344	\$ 14,234,945	\$ 14,234,945	\$ 13,161,015	\$ 13,824,776	\$ 13,919,776	\$ (315,169)	-2%
800 TRIAL COURTS	10,939,866	13,357,128	13,357,128	11,553,139	15,020,738	15,632,663	2,275,535	17%
270 JUVENILE PROBATION	15,470,690	17,354,172	17,354,172	16,671,196	16,830,483	17,000,483	(353,689)	-2%
Subtotal	\$ 63,993,900	\$ 44,946,245	\$ 44,946,245	\$ 41,385,350	\$ 45,675,997	\$ 46,552,922	\$ 1,606,677	4%
ELECTED OFFICIAL								
160 CLERK OF THE SUPERIOR COURT	\$ 6,873,257	\$ 6,956,886	\$ 6,956,886	\$ 6,921,943	\$ 6,607,283	\$ 5,996,350	\$ (960,536)	-14%
190 COUNTY ATTORNEY	10,567,677	10,519,897	11,728,380	11,940,668	11,428,380	11,531,357	(197,023)	-2%
360 RECORDER	6,444,651	4,733,000	4,733,000	6,008,894	4,733,000	5,370,000	637,000	13%
500 SHERIFF	34,280,316	33,848,188	33,848,188	34,277,646	34,814,080	36,327,176	2,478,988	7%
Subtotal	\$ 58,165,900	\$ 56,057,971	\$ 57,266,454	\$ 59,149,151	\$ 57,582,743	\$ 59,224,883	\$ 1,958,429	3%
APPOINTED DEPARTMENT								
150 EMERGENCY MANAGEMENT	\$ 857,834	\$ 1,184,956	\$ 1,184,956	\$ 1,310,279	\$ 1,267,004	\$ 1,281,808	\$ 96,852	8%
170 COMMUNITY DEVELOPMENT	6,896,915	15,857,672	15,857,672	13,247,986	16,033,276	16,033,276	175,604	1%
220 HUMAN SERVICES	32,420,712	35,032,337	35,032,337	35,032,337	39,500,000	37,977,848	2,945,511	8%
260 CORRECTIONAL HEALTH	100,344	1,059,386	1,059,386	462,673	851,442	851,442	(207,944)	-20%
290 MEDICAL EXAMINER	-	207,614	267,045	267,045	267,045	267,045	-	0%
300 PARKS & RECREATION	4,313,914	4,586,355	4,586,355	4,881,015	4,140,855	4,159,806	(426,549)	-9%
440 PLANNING & DEVELOPMENT	12,376,749	10,678,000	10,678,000	12,050,537	11,375,000	11,375,000	697,000	7%
460 RESEARCH & REPORTING	323,482	440,000	440,000	440,000	440,000	440,000	-	0%
470 GENERAL GOVERNMENT	121,901,470	226,011,238	225,129,810	226,316,225	245,392,786	249,177,516	24,047,706	11%
480 APPROPRIATED FUND BALANCE	99,092,728	-	1,204,587	1,204,587	-	-	(1,204,587)	-100%
520 PUBLIC DEFENDER	1,636,495	1,633,570	1,693,570	1,739,277	2,577,593	2,577,593	884,023	52%
540 LEGAL DEFENDER	88,481	78,974	78,974	85,569	84,403	84,403	5,429	7%
550 LEGAL ADVOCATE	39,123	10,416	10,416	12,907	16,310	16,310	5,894	57%
600 HEALTH PLANS	1,889,245	1,957,636	1,957,636	1,957,636	2,149,880	-	(1,957,636)	-100%
640 TRANSPORTATION	93,240,692	96,433,380	96,433,380	91,382,865	92,953,825	98,907,104	2,473,724	3%
670 SOLID WASTE	3,169,688	3,435,232	3,435,232	4,142,749	3,770,000	3,770,000	334,768	10%
790 ANIMAL CARE & CONTROL	9,269,719	7,983,431	8,005,572	8,974,721	9,716,163	9,068,610	1,063,038	13%
860 PUBLIC HEALTH	38,552,293	48,235,142	48,131,417	44,599,694	43,630,362	43,196,426	(4,934,991)	-10%
880 ENVIRONMENTAL SERVICES	16,109,452	18,457,557	19,459,268	19,765,809	20,356,891	20,930,126	1,470,858	8%
Subtotal	\$ 442,279,335	\$ 473,282,896	\$ 474,645,613	\$ 467,873,911	\$ 494,522,835	\$ 500,114,313	\$ 25,468,700	5%
MARICOPA COUNTY								
	\$ 564,439,135	\$ 574,287,112	\$ 576,858,312	\$ 568,408,412	\$ 597,781,575	\$ 605,892,118	\$ 29,033,806	5%
690 FLOOD CONTROL DISTRICT								
	\$ 75,982,973	\$ 75,992,743	\$ 76,349,743	\$ 71,609,196	\$ 87,365,176	\$ 78,669,638	\$ 2,319,895	3%
650 LIBRARY DISTRICT								
	\$ 11,191,646	\$ 12,721,129	\$ 15,616,003	\$ 15,971,336	\$ 13,393,175	\$ 16,859,270	\$ 1,243,267	8%
680 STADIUM DISTRICT								
	\$ 4,670,215	\$ 4,720,021	\$ 4,720,021	\$ 4,690,201	\$ 4,720,021	\$ 4,686,821	\$ (33,200)	-1%
MARICOPA COUNTY & DISTRICTS								
	\$ 656,283,968	\$ 667,721,005	\$ 673,544,079	\$ 660,679,145	\$ 703,259,947	\$ 706,107,847	\$ 32,563,768	5%

Consolidated Revenues by Fund Type / Department (Continued)

CONSOLIDATED REVENUES BY FUND TYPE/DEPARTMENT								
	FY 2002-03 Actual	FY 2003-04 Adopted Restated	FY 2003-04 Revised Restated	FY 2003-04 Proj. Act Restated	FY 2004-05 Requested	FY 2004-05 Adopted	Adopted vs Revised Variance	%
DEBT SERVICE								
APPOINTED DEPARTMENT								
470 GENERAL GOVERNMENT	\$ 23,953,203	\$ 25,845,073	\$ 23,097,274	\$ 23,007,929	\$ 5,393,111	\$ 7,867,500	\$ (15,229,774)	-66%
Subtotal	\$ 23,953,203	\$ 25,845,073	\$ 23,097,274	\$ 23,007,929	\$ 5,393,111	\$ 7,867,500	\$ (15,229,774)	-66%
MARICOPA COUNTY	\$ 23,953,203	\$ 25,845,073	\$ 23,097,274	\$ 23,007,929	\$ 5,393,111	\$ 7,867,500	\$ (15,229,774)	-66%
680 STADIUM DISTRICT	\$ 5,565,801	\$ 5,700,800	\$ 5,700,800	\$ 5,533,745	\$ 5,580,768	\$ 5,515,094	\$ (185,706)	-3%
MARICOPA COUNTY & DISTRICTS	\$ 29,519,004	\$ 31,545,873	\$ 28,798,074	\$ 28,541,674	\$ 10,973,879	\$ 13,382,594	\$ (15,415,480)	-54%

CONSOLIDATED REVENUES BY FUND TYPE/DEPARTMENT								
	FY 2002-03 Actual	FY 2003-04 Adopted Restated	FY 2003-04 Revised Restated	FY 2003-04 Proj. Act Restated	FY 2004-05 Requested	FY 2004-05 Adopted	Adopted vs Revised Variance	%
CAPITAL PROJECTS								
APPOINTED DEPARTMENT								
470 GENERAL GOVERNMENT	\$ 60,752,459	\$ 8,541,680	\$ 10,041,680	\$ 20,476,438	\$ 26,408,486	\$ 31,462,012	\$ 21,420,332	213%
640 TRANSPORTATION	56,283,784	77,806,267	77,806,267	72,254,625	78,445,798	83,141,666	5,335,399	7%
700 FACILITIES MANAGEMENT	98,138,712	48,585,819	48,585,819	48,585,839	48,585,819	47,591,538	(994,281)	-2%
Subtotal	\$ 215,174,955	\$ 134,933,766	\$ 136,433,766	\$ 141,316,902	\$ 153,440,103	\$ 162,195,216	\$ 25,761,450	19%
MARICOPA COUNTY	\$ 215,174,955	\$ 134,933,766	\$ 136,433,766	\$ 141,316,902	\$ 153,440,103	\$ 162,195,216	\$ 25,761,450	19%
690 FLOOD CONTROL DISTRICT	\$ 40,772,770	\$ 54,000,000	\$ 54,000,000	\$ 52,644,000	\$ 51,864,000	\$ 63,446,899	\$ 9,446,899	17%
680 STADIUM DISTRICT	\$ 2,076,165	\$ 1,998,409	\$ 1,998,409	\$ 1,808,088	\$ 2,293,820	\$ 2,293,820	\$ 295,411	15%
MARICOPA COUNTY & DISTRICTS	\$ 258,023,890	\$ 190,932,175	\$ 192,432,175	\$ 195,768,990	\$ 207,597,923	\$ 227,935,935	\$ 35,503,760	18%

CONSOLIDATED REVENUES BY FUND TYPE/DEPARTMENT								
	FY 2002-03 Actual	FY 2003-04 Adopted Restated	FY 2003-04 Revised Restated	FY 2003-04 Proj. Act Restated	FY 2004-05 Requested	FY 2004-05 Adopted	Adopted vs Revised Variance	%
ENTERPRISE								
APPOINTED DEPARTMENT								
600 HEALTH PLANS	\$ 416,270,412	\$ 423,970,001	\$ 426,246,326	\$ 452,531,000	\$ 390,323,634	\$ 390,323,634	\$ (35,922,692)	-8%
670 SOLID WASTE	450,987	650,000	650,000	400,291	650,000	450,000	(200,000)	-31%
900 HEALTH CARE DELIVERY SYSTEM	323,521,865	452,457,249	454,670,097	481,047,896	481,891,113	481,891,112	27,221,015	6%
Subtotal	\$ 740,243,264	\$ 877,077,250	\$ 881,566,423	\$ 933,979,187	\$ 872,864,747	\$ 872,664,746	\$ (8,901,677)	-1%
MARICOPA COUNTY	\$ 740,243,264	\$ 877,077,250	\$ 881,566,423	\$ 933,979,187	\$ 872,864,747	\$ 872,664,746	\$ (8,901,677)	-1%
MARICOPA COUNTY & DISTRICTS	\$ 740,243,264	\$ 877,077,250	\$ 881,566,423	\$ 933,979,187	\$ 872,864,747	\$ 872,664,746	\$ (8,901,677)	-1%

Consolidated Revenues by Fund Type / Department (Continued)

CONSOLIDATED REVENUES BY FUND TYPE/DEPARTMENT															
	FY 2002-03		FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted vs							
	Actual	Restated	Adopted	Revised	Proj. Act	Requested	Adopted	Revised	%						
			Restated	Restated	Restated			Variance							
INTERNAL SERVICE															
APPOINTED DEPARTMENT															
350 TOTAL COMPENSATION	\$	25,204,699	\$	37,491,774	\$	39,865,774	\$	44,960,867	\$	38,307,260	\$	46,909,712	\$	7,043,938	18%
710 COMMUNICATIONS		241,585		800,490		800,490		623,611		46,261		46,261		(754,229)	-94%
730 MATERIALS MANAGEMENT		1,063,139		903,775		903,775		1,023,916		903,775		903,775		-	0%
740 EQUIPMENT SERVICES		9,418,196		8,331,591		8,331,591		8,950,361		10,306,724		10,192,096		1,860,505	22%
750 RISK MANAGEMENT		23,863,924		26,686,121		26,686,121		26,081,986		26,644,669		26,644,669		(41,452)	0%
760 TELECOMMUNICATIONS		15,880,193		12,723,482		12,723,482		13,018,210		12,723,482		14,133,393		1,409,911	11%
Subtotal	\$	75,671,737	\$	86,937,233	\$	89,311,233	\$	94,658,951	\$	88,932,171	\$	98,829,906	\$	9,518,673	11%
MARICOPA COUNTY	\$	75,671,737	\$	86,937,233	\$	89,311,233	\$	94,658,951	\$	88,932,171	\$	98,829,906	\$	9,518,673	11%
MARICOPA COUNTY & DISTRICTS	\$	75,671,737	\$	86,937,233	\$	89,311,233	\$	94,658,951	\$	88,932,171	\$	98,829,906	\$	9,518,673	11%

CONSOLIDATED REVENUES BY FUND TYPE/DEPARTMENT															
	FY 2002-03		FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted vs							
	Actual	Restated	Adopted	Revised	Proj. Act	Requested	Adopted	Revised	%						
			Restated	Restated	Restated			Variance							
ELIMINATIONS															
APPOINTED DEPARTMENT															
300 PARKS & RECREATION	\$	(21,142)	\$	(17,000)	\$	(17,000)	\$	(25,000)	\$	(17,000)	\$	(17,000)	\$	-	0%
640 TRANSPORTATION		(48,153,021)		(57,000,000)		(57,000,000)		(57,000,000)		(57,000,000)		(61,695,868)		(4,695,868)	-8%
900 HEALTH CARE DELIVERY SYSTEM		-		(89,604,508)		(89,604,508)		(70,100,269)		(82,891,840)		(82,891,840)		6,712,668	7%
980 ELIMINATIONS		(452,467,766)		(389,716,225)		(393,514,049)		(440,185,478)		(411,230,371)		(442,029,692)		(48,515,643)	-12%
Subtotal	\$	(500,641,929)	\$	(536,337,733)	\$	(540,135,557)	\$	(567,310,747)	\$	(551,139,211)	\$	(586,634,400)	\$	(46,498,843)	-9%
MARICOPA COUNTY	\$	(500,641,929)	\$	(536,337,733)	\$	(540,135,557)	\$	(567,310,747)	\$	(551,139,211)	\$	(586,634,400)	\$	(46,498,843)	-9%
690 FLOOD CONTROL DISTRICT	\$	(40,772,770)	\$	(54,000,000)	\$	(54,000,000)	\$	(52,644,000)	\$	(51,864,000)	\$	(63,446,899)	\$	(9,446,899)	-17%
680 STADIUM DISTRICT	\$	(1,613,912)	\$	(1,594,274)	\$	(1,594,274)	\$	(1,287,657)	\$	(1,660,137)	\$	(1,660,137)	\$	(65,863)	-4%
MARICOPA COUNTY & DISTRICTS	\$	(543,028,611)	\$	(591,932,007)	\$	(595,729,831)	\$	(621,242,404)	\$	(604,663,348)	\$	(651,741,436)	\$	(56,011,605)	-9%

Consolidated Revenues by Department and Fund Type

CONSOLIDATED REVENUE BY DEPARTMENT AND FUND TYPE										
FY 2004-05 Aopted										
	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Sub-Total	Eliminations	Total Funds	
JUDICIAL										
110 ADULT PROBATION	\$ -	\$ 13,919,776	\$ -	\$ -	\$ -	\$ -	\$ 13,919,776	\$ -	\$ 13,919,776	
800 TRIAL COURTS	15,028,261	15,632,663	-	-	-	-	30,660,924	-	30,660,924	
270 JUVENILE PROBATION	14,000	17,000,483	-	-	-	-	17,014,483	-	17,014,483	
Subtotal	\$ 15,042,261	\$ 46,552,922	\$ -	\$ -	\$ -	\$ -	\$ 61,595,183	\$ -	\$ 61,595,183	
ELECTED										
120 ASSESSOR	\$ 133,669	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 133,669	\$ -	\$ 133,669	
160 CLERK OF THE SUPERIOR COURT	6,105,265	5,996,350	-	-	-	-	12,101,615	-	12,101,615	
190 COUNTY ATTORNEY	51,271	11,531,357	-	-	-	-	11,582,628	-	11,582,628	
210 ELECTIONS	2,071,000	-	-	-	-	-	2,071,000	-	2,071,000	
250 CONSTABLES	1,517,468	-	-	-	-	-	1,517,468	-	1,517,468	
360 RECORDER	10,300,000	5,370,000	-	-	-	-	15,670,000	-	15,670,000	
370 SUPERINTENDENT OF SCHOOLS	155,000	-	-	-	-	-	155,000	-	155,000	
430 TREASURER	4,000	-	-	-	-	-	4,000	-	4,000	
500 SHERIFF	5,848,594	36,327,176	-	-	-	-	42,175,770	-	42,175,770	
Subtotal	\$ 26,186,267	\$ 59,224,883	\$ -	\$ -	\$ -	\$ -	\$ 85,411,150	\$ -	\$ 85,411,150	
APPOINTED										
150 EMERGENCY MANAGEMENT	\$ -	\$ 1,281,808	\$ -	\$ -	\$ -	\$ -	\$ 1,281,808	\$ -	\$ 1,281,808	
170 COMMUNITY DEVELOPMENT	-	16,033,276	-	-	-	-	16,033,276	-	16,033,276	
180 FINANCE	576,138	-	-	-	-	-	576,138	-	576,138	
220 HUMAN SERVICES	-	37,977,848	-	-	-	-	37,977,848	-	37,977,848	
230 INTERNAL AUDIT	75	-	-	-	-	-	75	-	75	
260 CORRECTIONAL HEALTH	-	851,442	-	-	-	-	851,442	-	851,442	
290 MEDICAL EXAMINER	150,000	267,045	-	-	-	-	417,045	-	417,045	
300 PARKS & RECREATION	-	4,159,806	-	-	-	-	4,159,806	(17,000)	4,142,806	
310 HUMAN RESOURCES	31,848	-	-	-	-	-	31,848	-	31,848	
340 PUBLIC FIDUCIARY	930,000	-	-	-	-	-	930,000	-	930,000	
350 TOTAL COMPENSATION	20,000	-	-	-	-	46,909,712	46,929,712	-	46,929,712	
390 HEALTH CARE MANDATES	83,025,348	-	-	-	-	-	83,025,348	-	83,025,348	
440 PLANNING & DEVELOPMENT	-	11,375,000	-	-	-	-	11,375,000	-	11,375,000	
460 RESEARCH & REPORTING	-	440,000	-	-	-	-	440,000	-	440,000	
470 GENERAL GOVERNMENT	866,773,056	249,177,516	7,867,500	31,462,012	-	-	1,155,280,084	-	1,155,280,084	
480 APPROPRIATED FUND BALANCE	43,381,453	-	-	-	-	-	43,381,453	-	43,381,453	
520 PUBLIC DEFENDER	52,000	2,577,593	-	-	-	-	2,629,593	-	2,629,593	
540 LEGAL DEFENDER	19,700	84,403	-	-	-	-	104,103	-	104,103	
550 LEGAL ADVOCATE	20,000	16,310	-	-	-	-	36,310	-	36,310	
600 HEALTH PLANS	-	-	-	-	390,323,634	-	390,323,634	-	390,323,634	
640 TRANSPORTATION	-	98,907,104	-	83,141,666	-	-	182,048,770	(61,695,868)	120,352,902	
670 SOLID WASTE	-	3,770,000	-	-	450,000	-	4,220,000	-	4,220,000	
700 FACILITIES MANAGEMENT	78,000	-	-	47,591,538	-	-	47,669,538	-	47,669,538	
710 COMMUNICATIONS	-	-	-	-	-	46,261	46,261	-	46,261	
730 MATERIALS MANAGEMENT	127,000	-	-	-	-	903,775	1,030,775	-	1,030,775	
740 EQUIPMENT SERVICES	-	-	-	-	-	10,192,096	10,192,096	-	10,192,096	
750 RISK MANAGEMENT	-	-	-	-	-	26,644,669	26,644,669	-	26,644,669	
760 TELECOMMUNICATIONS	-	-	-	-	-	14,133,393	14,133,393	-	14,133,393	
790 ANIMAL CARE & CONTROL	-	9,068,610	-	-	-	-	9,068,610	-	9,068,610	
860 PUBLIC HEALTH	-	43,196,426	-	-	-	-	43,196,426	-	43,196,426	
880 ENVIRONMENTAL SERVICES	-	20,930,126	-	-	-	-	20,930,126	-	20,930,126	
900 HEALTH CARE DELIVERY SYSTEM	-	-	-	-	481,891,112	-	481,891,112	(82,891,840)	398,999,272	
980 ELIMINATIONS	-	-	-	-	-	-	-	(442,029,692)	(442,029,692)	
Subtotal	\$ 995,184,618	\$ 500,114,313	\$ 7,867,500	\$ 162,195,216	\$ 872,664,746	\$ 98,829,906	\$ 2,636,856,299	\$ (586,634,400)	\$ 2,050,221,899	
MARICOPA COUNTY	\$ 1,036,413,146	\$ 605,892,118	\$ 7,867,500	\$ 162,195,216	\$ 872,664,746	\$ 98,829,906	\$ 2,783,862,632	\$ (586,634,400)	\$ 2,197,228,232	
690 FLOOD CONTROL DISTRICT	\$ -	\$ 78,669,638	\$ -	\$ 63,446,899	\$ -	\$ -	\$ 142,116,537	\$ (63,446,899)	\$ 78,669,638	
650 LIBRARY DISTRICT	\$ -	\$ 16,859,270	\$ -	\$ -	\$ -	\$ -	\$ 16,859,270	\$ -	\$ 16,859,270	
680 STADIUM DISTRICT	\$ -	\$ 4,686,821	\$ 5,515,094	\$ 2,293,820	\$ -	\$ -	\$ 12,495,735	\$ (1,660,137)	\$ 10,835,598	
MARICOPA COUNTY & DISTRICTS	\$ 1,036,413,146	\$ 706,107,847	\$ 13,382,594	\$ 227,935,935	\$ 872,664,746	\$ 98,829,906	\$ 2,955,334,174	\$ (651,741,436)	\$ 2,303,592,738	

Revenue Sources and Variance Commentary

Maricopa County and the Flood Control, Library, and Stadium Districts collect revenues within the following general categories:

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

Revenues are estimated conservatively for budgetary purposes, because it is preferable to err by under-estimating revenues than over-estimating them. For major tax-based revenues, economic forecasting models are applied. The following sections describe the major revenue sources for the County and district budgets, as well as the estimated collections for FY 2004-05.

CONSOLIDATED REVENUES AND EXPENDITURES BY CATEGORY - FY 2004-05 ADOPTED MARICOPA COUNTY & DISTRICTS									
	General Funds	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Sub-Total	Eliminations	All Funds
REVENUES									
PROPERTY TAXES	\$ 339,882,099	\$ 71,999,041	\$ -	\$ -	\$ -	\$ -	\$ 411,881,140	\$ -	\$ 411,881,140
TAX PENALTIES & INTEREST	10,857,480	-	-	-	-	-	10,857,480	-	10,857,480
SALES TAXES	-	112,421,733	5,215,094	-	-	-	117,636,827	-	117,636,827
LICENSES AND PERMITS	1,463,436	29,874,740	-	-	-	-	31,338,176	-	31,338,176
GRANTS	-	127,742,153	-	150,000	5,177,368	-	133,069,521	-	133,069,521
OTHER INTERGOVERNMENTAL	8,594,302	62,520,114	274,389	21,202,798	87,424,800	1,030,047	181,046,450	-	181,046,450
PAYMENTS IN LIEU OF TAXES	6,929,684	325,048	-	-	-	-	7,254,732	-	7,254,732
STATE SHARED SALES TAX	374,939,056	-	-	-	-	-	374,939,056	-	374,939,056
STATE SHARED HIGHWAY USER REV	-	88,073,124	-	-	-	-	88,073,124	-	88,073,124
STATE SHARED VEHICLE LICENSE	118,057,605	8,000,000	-	-	-	-	126,057,605	-	126,057,605
OTHER CHARGES FOR SERVICES	21,688,915	42,019,371	-	-	50,000	39,364,705	103,122,991	(32,395,291)	70,727,700
INTERNAL SERVICE CHARGES	-	-	-	-	-	50,375,372	50,375,372	(50,375,372)	-
PATIENT SERVICE REVENUE	52,848	1,352,910	-	-	750,289,544	-	751,695,302	(90,917,032)	660,778,270
FINES & FORFEITS	12,208,033	5,253,670	-	-	-	-	17,461,703	-	17,461,703
INTEREST EARNINGS	2,417,347	2,072,725	2,250,000	1,057,305	1,452,398	500,000	9,749,775	-	9,749,775
MISCELLANEOUS REVENUE	5,822,611	20,834,327	2,200,000	753,000	4,046,466	14,775	33,671,179	-	33,671,179
GAIN ON FIXED ASSETS	-	200,000	-	-	-	-	200,000	-	200,000
PROCEEDS OF FINANCING	-	-	-	28,850,000	-	-	28,850,000	-	28,850,000
TRANSFERS IN	133,499,730	133,418,891	3,443,111	175,922,832	24,224,170	7,545,007	478,053,741	(478,053,741)	-
Revenues	\$ 1,036,413,146	\$ 706,107,847	\$ 13,382,594	\$ 227,935,935	\$ 872,664,746	\$ 98,829,906	\$ 2,955,334,174	\$ (651,741,436)	\$ 2,303,592,738

Taxes

Maricopa County and Districts collect both property taxes and special sales taxes. Below is a table summarizing historical tax revenue collections by fund type, followed by a discussion of specific major revenues.

Taxes				
Fiscal Year	General Fund	Special Revenue Funds	Debt Service	Total
1994-95	\$ 182,014,228	\$ 64,355,715	\$ 2,368,049	\$ 248,737,992
1995-96	176,554,624	129,829,133	20,072,454	326,456,211
1996-97	172,143,843	145,750,489	23,628,785	341,523,117
1997-98	184,371,372	91,239,254	22,510,213	298,120,839
1998-99	198,905,506	98,611,890	22,783,249	320,300,645
1999-00	222,975,967	149,751,499	21,008,968	393,736,434
2000-01	239,737,516	156,127,504	24,148,892	420,013,912
2001-02	259,584,026	156,318,430	21,368,629	437,271,085
2002-03	288,869,601	153,280,375	24,594,477	466,841,008
2003-04*	318,841,918	170,733,820	24,493,335	514,076,425
2004-05**	350,739,579	184,420,774	5,215,094	540,375,447

* Projected Actual
 ** Budget

Revenue Sources and Variance Commentary (Continued)

Property Taxes

Property taxes are imposed on both real and personal property, and are taxed under two systems - primary and secondary. Primary property taxes finance the County's general operations through its General Fund. Secondary taxes finance operations and capital improvements carried out by the Flood Control and the Library Districts. 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. Primary property taxes differ from secondary property taxes in that the rate of growth in the tax base for primary tax purposes is limited, and primary property tax levies are subject to a more stringent constitutional limitation. The primary property tax levy may increase by only 2% per year on property taxed in the prior year.

The Board of Supervisors must adopt the property tax levy 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. Real property taxes are paid in arrears in two installments, due November 1 and May 1. Personal property taxes have historically been collected on a different schedule, but collection dates are now being shifted to align with the real property tax collection cycle. This process is projected to be completed by August, 2004. Personal property owners are exempt from Flood Control District taxation. Thus, personal property taxes are levied only for the General Fund (primary), and the Library District (secondary).

The following schedule lists the overall primary and secondary net assessed values and tax rates for the last ten fiscal years, plus the assessed values and the preliminary tax rates for FY 2004-05.

Preliminary Tax Levy								
Primary			Secondary					
Fiscal Year	Net Assessed Value (Thousands)	Primary Tax Rate (per \$100 N.A.V.)	Net Assessed Value (Thousands)	Debt Service Tax Rate (per \$100 N.A.V.)	Library District Tax Rate (per \$100 N.A.V.)	Flood Control Net Assessed Value (Thousands)	Flood Control District Tax Rate (per \$100 N.A.V.)	Combined Rate
1994-95	\$ 13,302,327	\$ 1.2394	\$13,521,175	\$ 0.0032	\$ 0.0417	\$ 9,724,304	\$ 0.3632	\$ 1.6475
1995-96	13,493,737	1.1580	14,119,435	0.1464	0.0099	10,827,837	0.3332	1.6475
1996-97	13,975,668	1.1054	14,343,156	0.1575	0.0421	11,129,482	0.3425	1.6475
1997-98	15,006,270	1.1265	15,723,498	0.1364	0.0421	12,361,851	0.3425	1.6475
1998-99	16,017,265	1.1472	16,813,017	0.1312	0.0421	13,660,618	0.3270	1.6475
1999-00	17,463,875	1.1884	18,676,830	0.1085	0.0421	15,504,112	0.2858	1.6248
2000-01	19,362,298	1.1641	20,877,716	0.1152	0.0421	17,485,890	0.2534	1.5748
2001-02	21,355,326	1.1832	22,913,134	0.0876	0.0421	19,544,069	0.2319	1.5448
2002-03	22,955,865	1.2108	24,457,047	0.0800	0.0421	21,174,169	0.2119	1.5448
2003-04	25,447,851	1.2108	27,477,988	0.0700	0.0521	24,140,629	0.2119	1.5448
2004-05	28,070,870	1.2108	30,066,987	-	0.0521	26,585,248	0.2119	1.4748

The combined FY 2004-05 property tax rate for Maricopa County and the Library and Flood Control Districts will be reduced to \$1.4748 per \$100 net assessed value. The primary rate will remain at \$1.2108 per \$100 net assessed value while the Flood Control District and the Library District rate will remain the same at \$0.2119 and \$0.5021 per \$100 of net assessed value, respectively. The Debt Service rate was eliminated, as the voter-approved General Obligation bonds were fully repaid in FY 2003-04. The FY 2004-05 budget utilized the preliminary rates for all taxes.

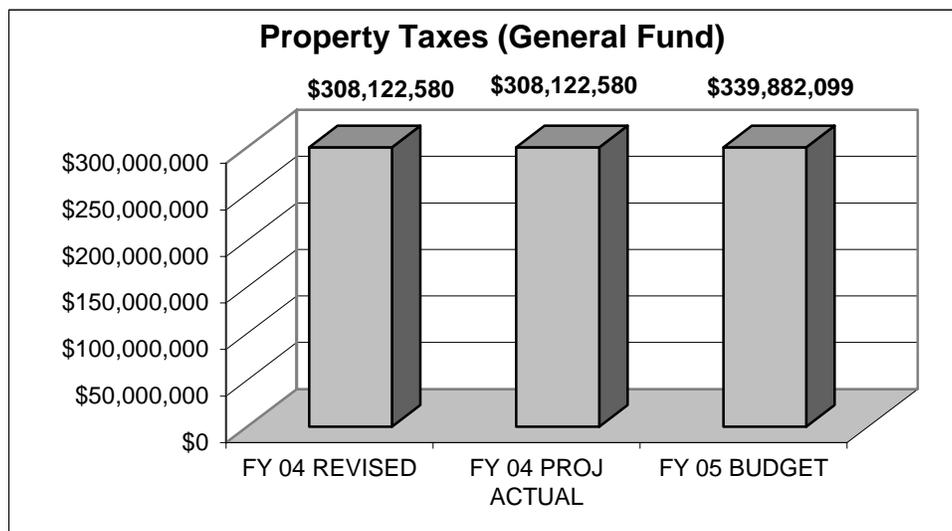
Revenue Sources and Variance Commentary (Continued)

The following table depicts the primary and secondary property tax levies for the last ten fiscal years, plus the preliminary levies for FY 2004-05:

Fiscal Year	Preliminary Tax Levy				Total
	Primary	Secondary			
	General Fund	Debt Service	Flood Control District	Library District	
1994-95	\$164,865,317	\$ 428,377	\$35,318,672	\$ 5,638,330	\$ 206,250,696
1995-96	156,257,472	20,670,863	36,078,354	1,397,824	214,404,513
1996-97	154,487,036	22,590,472	38,118,477	6,038,469	221,234,454
1997-98	169,045,638	21,446,852	42,339,342	6,619,593	239,451,425
1998-99	183,750,071	22,058,679	44,670,223	7,078,280	257,557,253
1999-00	207,540,697	20,264,361	44,310,754	7,862,946	279,978,758
2000-01	225,396,514	24,037,880	45,042,553	8,586,315	303,063,262
2001-02	252,676,223	20,071,906	45,322,696	9,646,430	327,717,255
2002-03	276,640,863	19,354,444	44,165,629	10,182,607	350,343,543
2003-04 *	308,122,580	19,234,591	51,153,993	14,316,032	392,827,196
2004-05 **	339,882,099	-	56,334,141	15,664,900	411,881,140

* Projected Actual
 ** Budget
 Note: Excludes SRP, Payments in Lieu of Taxes

The FY 2004-05 Budget includes an estimated primary property tax levy (excluding Salt River Project) of \$339,882,099 an increase of \$31,759,519 (10.31%) from the FY 2003-04 adopted primary levy. The increase is due to the growth in net assessed value, of which nearly three-fifths is a result of new construction. The remaining change in net assessed value is on existing property, which is partly attributable to the impact of biannual property valuation by the County Assessor. Because of biannual assessment, this year's increase in net assessed value partly reflects increases that would have been realized last year if properties had been re-valued annually. Net assessed values tend to lag behind the general economy. After several years of relatively high growth in net assessed value, forecasts indicate a downward trend in annual growth rates over the next several years. For further information, refer to the "Comparative Tax Data" schedule, as well as the Levy Limit and Truth in Taxation comparisons.



Revenue Sources and Variance Commentary (Continued)

Tax Penalties & Interest

The County Treasurer collects penalties and interest on repayment of delinquent property taxes, and proceeds are deposited to the General Fund. Collections fluctuate and are difficult to accurately forecast, so it is prudent to budget this revenue conservatively. FY 2003-04 projections are higher than the budget for the same period. The FY 2004-05 budget is a conservative estimate based on historical collection trends.

Special Sales Taxes

The County and Stadium District levy special sales taxes for specific purposes. These special sales taxes are collected by the State of Arizona and transmitted to the County Treasurer monthly. The two current special sales taxes are the Jail Excise Tax and the Stadium District car rental surcharge.

The Stadium District has authority to levy a surcharge on rental cars to help fund Cactus League stadium construction in Maricopa County. In addition, in 1994-95 the State Legislature allowed the Stadium District to collect a special 0.25% sales tax for construction on Bank One Ballpark.

Fiscal Year	Jail Excise Tax	Stadium District Car Rental Surcharge	Stadium District Major League Baseball	Total
1994-95	NA	\$ 4,408,888	\$18,883,297	\$ 23,292,185
1995-96	NA	4,818,487	87,061,064	91,879,551
1996-97	NA	5,326,147	96,058,302	101,384,449
1997-98	NA	5,443,369	35,997,339	41,440,708
1998-99	\$ 41,477,224	5,400,000	NA	46,877,224
1999-00	91,984,716	5,722,238	NA	97,706,954
2000-01	97,752,375	5,637,184	NA	103,389,559
2001-02	98,177,716	5,536,163	NA	103,713,879
2002-03	98,932,138	5,240,032	NA	104,172,171
2003-04*	105,263,795	5,258,744	NA	110,522,539
2004-05**	112,421,733	5,215,094	NA	117,636,827

* Projected Actual
 ** Budget

In November 1998, Maricopa County voters approved a short-term 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. In November 2002, Maricopa County voters approved an extension of the Jail Excise Tax for an additional twenty years. Total budgeted revenue from the Jail Excise Tax is \$112,421,733 in FY 2004-05, an increase of \$7,157,938 (6.8%) from what is projected for FY 2003-04. Jail Excise Tax revenue is budgeted based on the pessimistic forecast due to continuing economic uncertainty.

Revenue Sources and Variance Commentary (Continued)

Jail Excise Tax Forecasts						
Fiscal Year	"Pessimistic Scenario"			"Most Likely" Scenario		
	Annual Collections	% Chg.	Total Cumulative Collections	Annual Collections	% Chg.	Total Cumulative Collections
2003-04	\$ 105,263,795	6.4%	\$ 533,591,355	\$ 105,758,456	6.9%	\$ 534,086,026
2004-05	112,421,733	6.8%	646,013,088	113,373,065	7.2%	647,459,091
2005-06	118,042,820	5.0%	764,055,908	121,309,179	7.0%	768,768,270
2006-07	123,354,747	4.5%	887,410,655	128,102,493	5.6%	896,870,763
2007-08	128,905,710	4.5%	1,016,316,365	135,275,232	5.6%	1,032,146,996
2008-09	134,706,467	4.5%	1,151,022,832	142,851,702	5.6%	1,174,998,698
2009-10	140,768,258	4.5%	1,291,791,090	150,851,397	5.6%	1,325,850,095
2010-11	147,102,830	4.5%	1,438,893,920	159,299,075	5.6%	1,485,149,170
2011-12	153,722,457	4.5%	1,592,616,377	168,219,824	5.6%	1,653,368,994
2012-13	160,639,968	4.5%	1,753,256,346	177,640,134	5.6%	1,831,009,127

Source: Elliott D. Pollack & Co.

Licenses and Permits

Maricopa County and the Flood Control District collect revenue from a variety of licenses and permits that they issue 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 issuing the permits. Examples of licenses and permits include building permits, marriage licenses, dog licenses, and environmental health permits. Listed next are the actual licenses and permit revenues recorded for the last nine fiscal years, along with projected actual collections for totals FY 2003-04 and estimated revenues for FY 2004-05.

Licenses & Permits Revenues			
Fiscal Year	General Fund	Special Revenue	Total
		Fund	
1994-95	\$ 1,927,793	\$ 13,012,399	\$ 14,940,192
1995-96	2,340,983	10,074,284	12,415,267
1996-97	2,380,622	10,944,271	13,324,933
1997-98	2,248,372	12,634,283	14,882,655
1998-99	2,839,905	14,227,608	17,067,513
1999-00	271,025	21,915,996	22,187,021
2000-01	501,811	23,186,962	23,688,773
2001-02	415,821	25,690,472	26,106,293
2002-03	52,000	28,140,973	28,192,973
2003-04*	1,112,378	30,318,710	31,431,088
2004-05**	1,463,436	29,874,740	31,338,176

* Projected Actual
 ** Budget

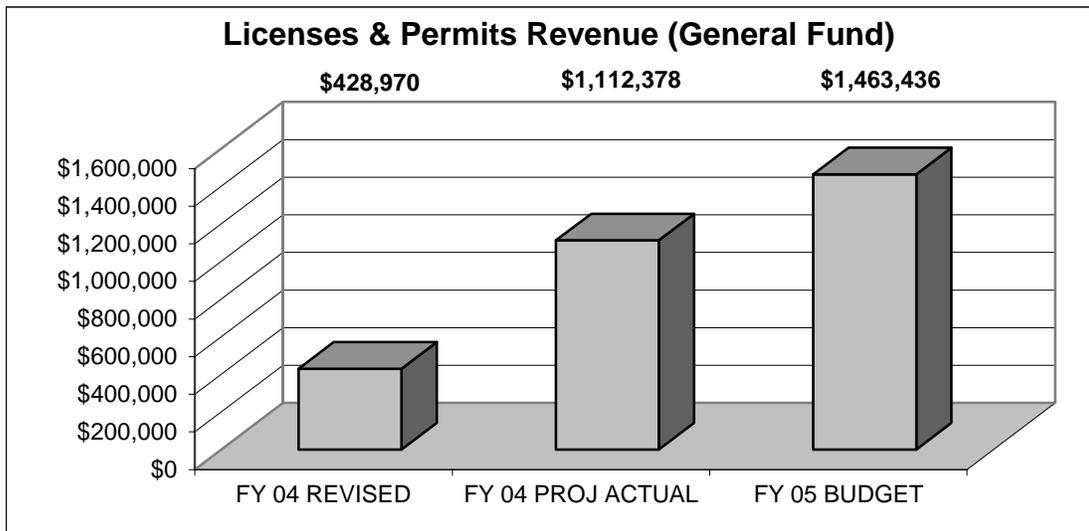
Revenue Sources and Variance Commentary (Continued)

General Fund license and permit revenues include license fees paid by cable television companies for operation in unincorporated areas which are being aggressively developed. Prior to FY 1999-00, Planning and Development fees were deposited in the General Fund.

Licenses and Permits General Fund			
Department	FY 2003-04 Budget	FY 2004-05 Budget	Description
General Government	\$50,000	\$50,000	Liquor Licenses
General Government	325,000	1,357,500	Cable Television Franchise Fees
Sheriff	53,970	55,936	Pawnshop & Peddler's Licenses
Total General Government Licenses and Permits	\$428,970	\$1,463,436	

Note: Cable Television Franchise Fees were misbooked to another object code in prior years.

Major sources of Special Revenue Fund license and permit revenue include Planning and Development fees, environmental health permits, and air quality permits.



Intergovernmental Revenues

Intergovernmental revenues are amounts received by the County and districts from other government or public entities, and includes payments in lieu of taxes, state shared revenues, grants, and 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 prior to FY 2003-04, projected actual collections for FY 2003-04, and the amounts budgeted for FY 2004-05. In FY 2004-05, grant revenue in Special Revenue Funds is increasing with the largest increase in the Human Services Department.

Revenue Sources and Variance Commentary (Continued)

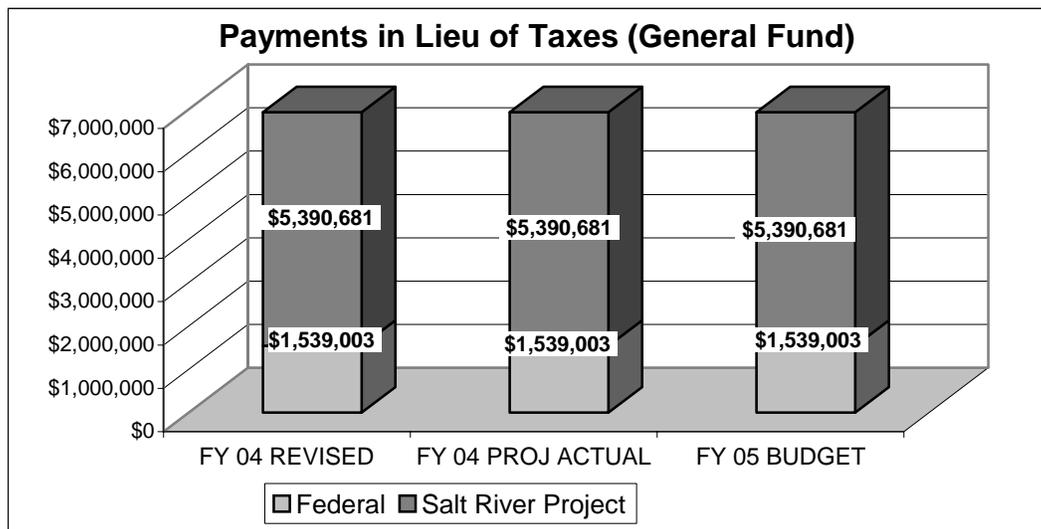
Fiscal Year	Intergovernmental Revenues							Total
	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Capital Projects Funds	Debt Service		
1994-95	\$ 336,493,569	\$ 101,096,826	\$ 4,495,155	\$ 458,113	\$ 939,223	\$ 278,425	\$ 443,761,311	
1995-96	312,660,997	73,921,706	6,506,520	-	87,061,064	277,295	480,427,582	
1996-97	340,111,217	79,444,270	-	-	96,058,302	279,935	515,893,724	
1997-98	342,821,757	167,199,736	13,010,680	-	42,238,451	262,793	565,533,417	
1998-99	380,989,403	230,206,978	-	-	1,335,329	-	612,531,710	
1999-00	402,400,291	282,270,743	-	-	859,370	-	685,530,404	
2000-01	421,036,415	279,008,462	8,093,439	34,434	278,259	-	708,451,009	
2001-02	439,548,553	287,759,808	93,391,643	873,340	12,784,358	399,224	834,756,926	
2002-03	448,286,595	273,365,950	18,083,284	572,940	5,435,884	354,342	746,098,995	
2003-04*	479,974,693	272,574,454	111,310,171	957,586	11,612,028	338,324	876,767,256	
2004-05**	508,520,647	286,660,439	92,602,168	1,030,047	21,352,798	274,389	910,440,488	

* Projected Actual
 ** Budget

Notes: Includes Intergovernmental, Grant and Shared Taxes
 Historical data prior to FY 1997-98 for General Fund and Debt Service included Indirect Cost Recovery.

Payments in Lieu of Taxes

Payments in lieu of taxes are collected from the Salt River Project (SRP) and the federal government. SRP values have declined in recent years due to changes in tax laws and in the electric utility industry. Although it is a public entity, SRP estimates its net assessed value and makes payments in lieu of property taxes to each taxing jurisdiction based on its property tax rates. At the time of budget preparation, it was estimated that the FY 2004-05 Payments in Lieu of Taxes would remain the same as the FY 2003-04 budget amount of \$6,929,684. Please refer to the Comparative Tax Data schedule for additional information on the SRP Payments in Lieu of Taxes.



Revenue Sources and Variance Commentary (Continued)

State Shared Sales Taxes

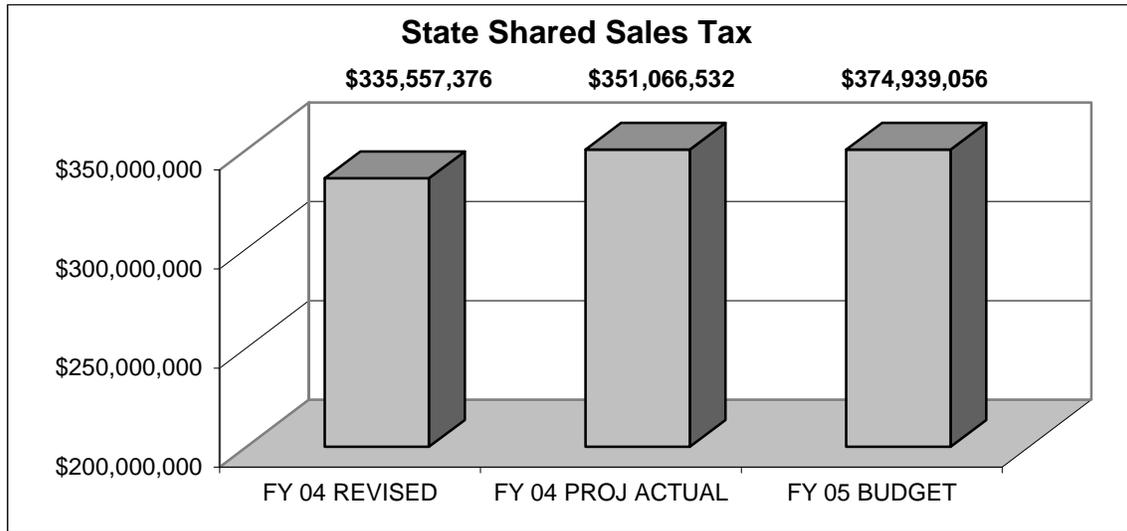
Maricopa County does not have legal authority to levy a general-purpose sales tax. However, the County does receive a portion of the State of Arizona's Transaction Privilege Tax collections, which are deposited in the General Fund. The State collects transaction privilege taxes on 30 types of business 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 pool, 40.51 percent is allocated to Arizona counties.

Prior to FY 1994-95, the counties' distribution was determined using a calculation that combined assessed valuation and location of actual sales tax receipts (point of sale). Beginning with FY 1994-95, the state began using a new allocation procedure. The new procedure distributes the funds determined from the larger of two different 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. Also, as of FY 1994-95, counties receive a portion of an additional 2.43 percent of the State's share of receipts, distributed using a 50% point of sale + 50% population basis method.

Listed below are the actual state shared sales tax collections for the last nine fiscal years, projected totals for FY 2003-04 plus the budget for FY 2004-05. State shared sales tax collections have suffered most from the economic recession. Prior to FY 2002-03, state shared sales taxes were budgeted for the upcoming fiscal year at the midpoint between the "pessimistic" and "most likely" forecast scenarios. The FY 2003-04 budget assumed an increase in revenue from this source of 1.6% above FY 2002-03 actual collections. Collections for FY 2003-04 are projected to exceed the budget, ending 6.3% higher than in FY 2002-03. Given continuing economic recovery, the FY 2004-05 budget for the General Fund estimates a 6.8% growth rate; resulting in \$23,872,524 of additional State Shared Sales Tax revenue above the FY 2003-04 projected actual collections.

State Shared Sales Tax Collections	
Fiscal Year	General Fund
1994-95	\$ 215,015,368
1995-96	231,009,128
1996-97	242,352,311
1997-98	257,643,630
1998-99	279,386,536
1999-00	309,009,200
2000-01	322,429,593
2001-02	325,728,202
2002-03	330,260,143
2003-04*	351,066,532
2004-05**	374,939,056
* Projected Actual	
** Budget	

Revenue Sources and Variance Commentary (Continued)



The 10-year forecast for state shared sales tax revenue is shown in the following table. While annual growth rates will recover as the economy improves, they are not anticipated to reach the levels seen prior to FY 2001-02.

Fiscal Year	"Pessimistic Scenario"		"Most Likely" Scenario	
	Annual Collections	% Chg.	Annual Collections	% Chg.
2003-04	\$ 351,066,532	6.3%	\$ 352,717,832	6.8%
2004-05	374,939,056	6.8%	379,171,670	7.5%
2005-06	393,686,008	5.0%	405,713,687	7.0%
2006-07	411,401,879	4.5%	428,433,653	5.6%
2007-08	429,914,963	4.5%	452,425,938	5.6%
2008-09	449,261,137	4.5%	477,761,790	5.6%
2009-10	469,477,888	4.5%	504,513,450	5.6%
2010-11	490,604,393	4.5%	532,769,372	5.6%
2011-12	512,681,591	4.5%	562,604,456	5.6%
2012-13	535,752,262	4.5%	594,110,306	5.6%

Source: Elliott D. Pollack & Co.

State Shared Vehicle License Taxes

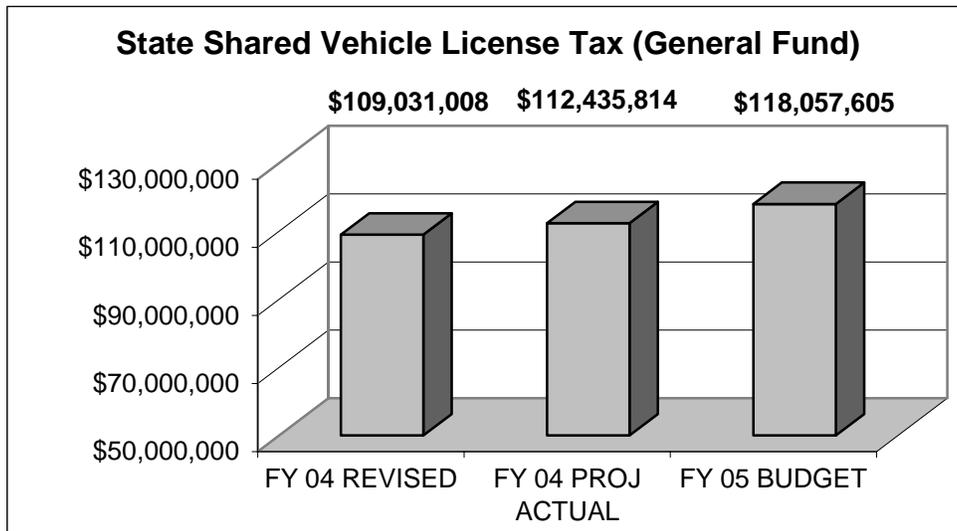
The State of Arizona levies vehicle license taxes (VLT) annually on all vehicles, based upon their estimated value. The Vehicle License Tax is essentially a personal property tax levied by the state on cars and trucks. VLT revenue is shared with counties and cities, and a portion is also deposited in the Highway User Revenue Fund (HURF), which is in turn also shared with local governments. 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. Following is a table showing actual and projected vehicle license tax collections from FY 1994-95 to FY 2004-05.

Revenue Sources and Variance Commentary (Continued)

State Shared Vehicle License Tax	
Fiscal Year	General Fund
1994-95	\$ 49,672,153
1995-96	53,421,417
1996-97	64,600,858
1997-98	67,164,259
1998-99	81,053,747
1999-00	88,147,523
2000-01	93,389,137
2001-02	99,372,045
2002-03	103,532,057
2003-04*	112,435,814
2004-05**	118,057,605

* Projected Actual
 ** Budget

Prior to FY 2001-02, VLT was budgeted at the midpoint between the “pessimistic” and “most likely” forecasts, but has since been budgeted at the pessimistic level due to uncertainties about the impact of biennial collection. In FY 2003-04, VLT collections have been strong, and projected actual revenue is anticipated to exceed budget by 3.12%.



Based on the pessimistic forecast of 5.0% growth, the FY 2004-05 budget assumes a \$5.6 million increase in Vehicle License Tax revenue above the FY 2003-04 projected actual collections.

Revenue Sources and Variance Commentary (Continued)

State Shared Vehicle License Tax Forecast				
Fiscal Year	"Pessimistic Scenario"		"Most Likely" Scenario	
	Annual Collections	% Chg.	Annual Collections	% Chg.
2003-04	\$ 112,435,814	8.6%	\$ 112,746,410	8.9%
2004-05	118,057,605	5.0%	120,638,659	7.0%
2005-06	112,779,909	4.0%	127,876,978	6.0%
2006-07	127,691,105	4.0%	136,828,367	7.0%
2007-08	132,798,749	4.0%	146,406,352	7.0%
2008-09	138,110,699	4.0%	156,654,797	7.0%
2009-10	143,635,127	4.0%	167,620,633	7.0%
2010-11	149,380,532	4.0%	179,354,077	7.0%
2011-12	155,355,754	4.0%	191,908,863	7.0%
2012-13	161,569,984	4.0%	205,342,483	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 the 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 to support the Maricopa County Department of Transportation. Listed below are the actual collections of the highway user revenues for the last nine fiscal years, Projected totals for FY 2003-04, and the budget for FY 2004-05.

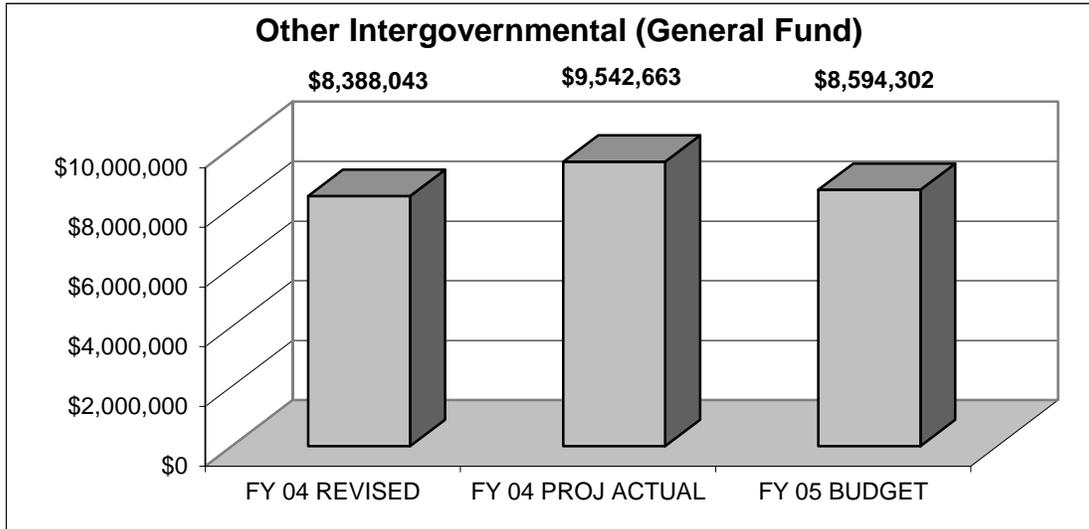
Fiscal Year	State Shared Highway User Revenues
1994-95	\$ 63,227,494
1995-96	68,763,760
1996-97	73,249,850
1997-98	67,408,288
1998-99	72,392,313
1999-00	77,317,632
2000-01	78,243,269
2001-02	78,285,212
2002-03	82,153,375
2003-04*	80,489,274
2004-05**	88,073,124

* Projected Actual
 ** Budget

Revenue Sources and Variance Commentary (Continued)

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 or districts. The following chart shows overall revenue activity for the General Fund.



Detail of FY 2004-05 General Fund Other Intergovernmental Revenue is shown in the following table. Most of the increase is due to reimbursements from the State for costs associated with the primary and general elections and reimbursement of Justice of the Peace salaries. Sheriff's reimbursement of patrol services accounts for another major portion of the increase in FY 2004-05.

Other Intergovernmental Revenue General Fund			
Department	FY 2003-04 Budget	FY 2004-05 Budget	Description
Contract Counsel	\$ 62,029	\$ -	State Grand Jury Reimbursements
County Attorney	-	15,000	Legal Services to Housing Authority
Elections	2,145,980	2,050,000	Election Services
Finance	88,136	-	Housing Authority Reimbursements
General Government	249,772	249,773	Shared State Lottery Sales
Juvenile Probation	9,999	5,999	Reimbursement from U.S. Marshals for housing of federal juvenile prisoners
Legal Defender	-	19,700	State Grand Jury Reimbursements
Legal Advocate	116,764	20,000	State Grand Jury Reimbursements
Medical Examiner	60,000	60,000	IGAs with Yavapai County for laboratory services
Public Defender	50,400	44,000	State Grand Jury Reimbursements
Sheriff's Office	4,423,616	5,207,358	Patrol Services, Social Security Administration pay for inmate information
Superintendent of Schools	118,050	120,000	National Forest Fees for Schools
Trial Courts	1,063,297	802,472	IGA with City of El Mirage for use of court space; State Reimbursement for JP Salaries and IGA Revenue from Gila Bend for Lease Space
Total	\$8,388,043	\$8,594,302	

Revenue Sources and Variance Commentary (Continued)

Charges for Services

Maricopa County charges fees for various services. 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. 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.

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

Listed below are the revenues recorded for the last eight fiscal years, projected revenue for FY 2003-04, and the budget amount for FY 2004-05 for other charges for service, internal service charges, patient service charges, and fines and fees.

Charges for Service								
Fiscal Year	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Elimination Fund	Total
1995-96	\$ 25,416,938	\$ 21,659,510	\$ 527,225	\$ 89,650	\$ 466,685,704	\$ 71,231,729	\$ -	\$585,610,756
1996-97	21,498,899	22,713,435	302,898	64,018	459,442,809	85,204,601	-	589,226,660
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	33,636,546	352,643	16,630	498,120,261	70,147,479	-	625,555,600
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	43,365,082	125,432	1,526	582,350,811	47,269,363	-	695,456,533
2001-02	23,066,442	32,432,540	-	-	577,445,943	48,199,803	(138,734,084)	542,410,644
2002-03	25,932,256	36,564,318	-	-	695,504,915	73,435,665	(74,326,480)	757,110,673
2003-04*	24,760,918	39,394,133	-	-	759,848,481	90,749,607	(156,606,546)	758,146,592
2004-05**	21,741,763	43,372,281	-	-	750,339,544	89,740,077	(173,687,695)	731,505,970

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

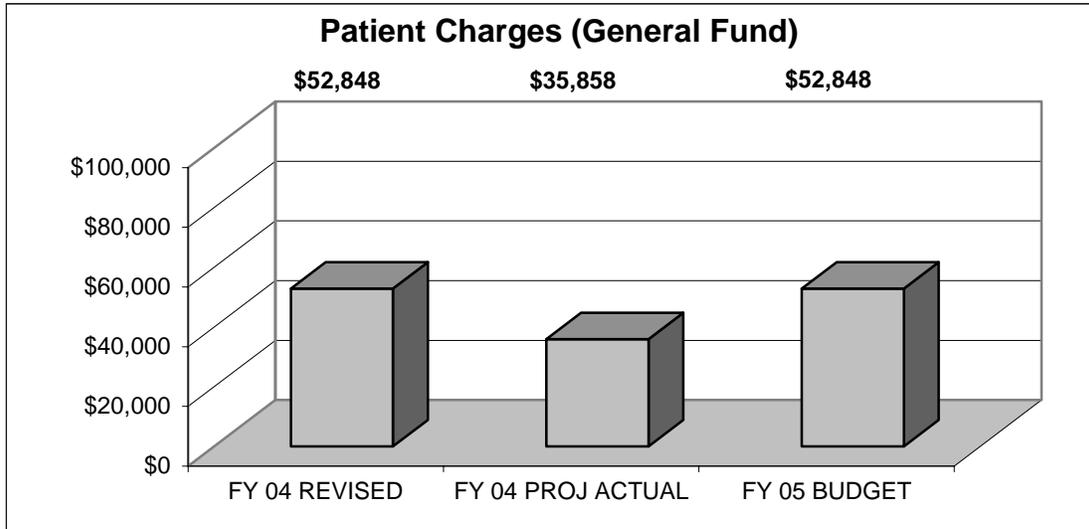
Patient Charges

Patient Charges and Patient Care – Revenue Allowances							
Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Capital Projects 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	12,424,568	-	(5,248,439)	703,817,091
2003-04*	35,858	1,470,027	759,599,041	13,780,299	-	(81,091,484)	693,793,741
2004-05**	52,848	1,352,910	750,289,544	-	-	(90,917,032)	660,778,270

* Projected Actual
 ** Budget

Revenue Sources and Variance Commentary (Continued)

In the General Fund, the residual long-term care program generates patient service revenues. The long-term care residual population will decline because no new patients are enrolled in the program.



FY 2004-05 Patient Charges Summary General Fund			
	FY 2003-04	FY 2004-05	
Department	Budget	Budget	Description
Health Care Mandates	\$52,848	\$52,848	LTC Share of Cost
Total General Fund Patient Charges	\$52,848	\$52,848	

Internal Service Charges

Internal service charges are established each budget season. The internal service fee rates are intended to recover from the appropriate user the full cost of the services provided. Internal charges for services are recorded in the Internal Service Funds. The largest increase in both the FY 2003-04 and FY 2004-05 budgets was for Risk Management charges, where the industry is experiencing double digit increases as it recovers from 9/11 and issues related to the current economy.

Fiscal Year	Internal Service Funds
1994-95	\$ 126,851,818
1995-96	71,231,729
1996-97	82,204,601
1997-98	24,354,392
1998-99	26,769,664
1999-00	40,522,322
2000-01	41,710,416
2001-02	41,443,255
2002-03	48,426,383
2003-04*	48,332,015
2004-05**	50,375,372

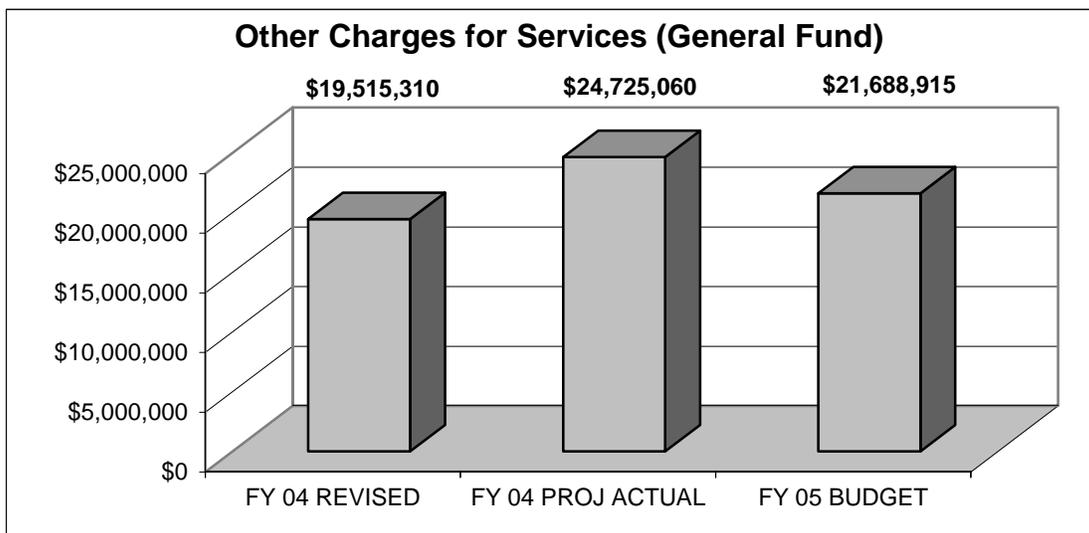
* Projected Actual
 ** Budget

Revenue Sources and Variance Commentary (Continued)

Other Charges for Services

Actual collections of Other Charges for Service are anticipated to exceed budget in FY 2003-04 by \$13.2 million. The change in the administration of the Pharmacy benefit offered by the County to employees was a contributing factor last year and continues to be this year. Prior to January 2003, the pharmacy benefit was purchased through a commercial insurance carrier. In January 2003, the County began to self-insure this benefit and the revenues and expenditures associated with the administration of this program are now in an Internal Service Fund. In addition, a change in administration of Health Select through Total Compensation is also driving the increase in Other Charges for Services.

FY 2004-05 General Fund Other Charges for Services are budgeted conservatively and are anticipated to increase \$2,153,605 above the FY 2003-04 budget.



The table below identifies the various sources of revenue. While most of the charges will remain constant as compared to the FY 2003-04 budget, the Recorder charges reflect a notable increase. This is a result an increase in the number of documents filed as a result of refinancing due to the current favorable mortgage rates. The FY 2004-05 budget is a conservative representation of the anticipated Recorder fees. Their FY 2003-04 actual fees are projected to be in excess of \$10 million. The other notable increase is in Trial Courts. FY 2003-04 revenue is projected approximately 30% greater than budgeted. FY 2004-05 revenue was budgeted consistent with the current year projections. The increase in revenue is due to a handful of fee increases that were implemented towards the end of FY 2002-03 and the beginning of FY 2003-04.

Revenue Sources and Variance Commentary (Continued)

FY 2004-05 Other Charges for Service Summary				
General Fund				
Department	FY 2003-04	FY 2004-05	Description	
Clerk of the Superior Court	\$ 3,910,001	\$ 3,914,000	Filing Fees	
Constables	1,322,758	1,517,468	Writ & Restitution Collection Fees	
General Government	2,000,000	2,000,000	Tax Sale Fees and Cable TV Franchise Fees	
Human Resources	24,211	26,640	Garnishments, Copies and Lost Bus Card Fees	
Juvenile Probation	8,001	8,001	Miscellaneous Charges and Indian Ward Custody Reimbursements	
Medical Examiner	300,000	90,000	Cremation Certificate Fees and Transport Fees	
Public Defender	1,600	8,000	Miscellaneous Charges	
Legal Defender	19,700	-	State Reimbursements for Defense Services	
Public Fiduciary	650,000	930,000	Fiduciary Fees and Probate Fees	
Recorder	8,000,000	8,962,170	Document Recording Fees	
Sheriff	451,087	465,500	Other Tax Sales Fees and Various Civil Fees	
Superintendent of Schools	35,000	35,000	Garnishment & Support Processing Fees	
Total Compensation	-	20,000	COBRA Administration	
Treasurer	5,686	4,000	Miscellaneous Charges	
Trial Courts	2,787,266	3,708,136	Defensive Driving Fees and Other Miscellaneous Court Fees; Civil Trial Jury Fees	
Total Other Charges for Service	\$ 19,515,310	\$ 21,688,915		

Fines and Forfeits

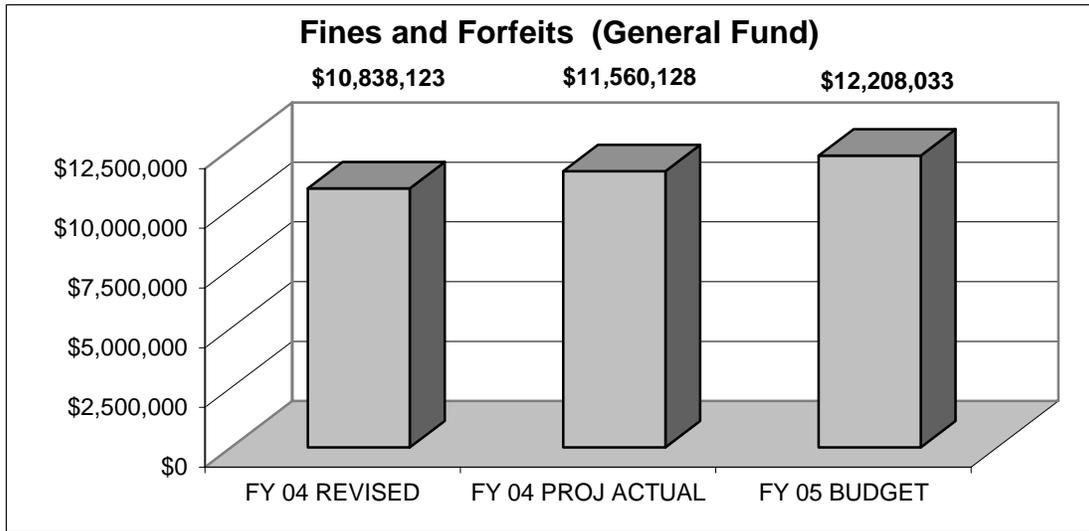
Through statutory and enforcement authority, Maricopa County collects various fines such as citations, court fines, and library fines.

Fines & Forfeits				
Fiscal Year	General Fund	Special Revenue Funds	Total	
1995-96	\$ 8,608,556	\$ 1,254,251	\$ 9,862,807	
1996-97	9,552,255	1,947,305	11,499,560	
1997-98	10,552,336	1,908,335	12,460,671	
1998-99	10,954,594	2,472,263	13,426,857	
1999-00	10,871,790	3,711,582	14,583,372	
2000-01	11,989,817	2,918,598	14,908,415	
2001-02	12,886,929	3,458,507	16,345,436	
2002-03	11,940,884	4,390,695	16,331,579	
2003-04*	11,560,128	4,359,148	15,919,277	
2004-05**	12,208,033	5,253,670	17,461,703	

* Projected Actual
 ** Budget

In the General Fund, the Trial Courts and the Elections Department collect fines and forfeits. Based on collections through March, the forecasted revenue is expected to exceed budget in FY 2003-04. The FY 2004-05 budget anticipates General Fund Fines and Forfeits above the FY 2003-04 budget and projected actual collections.

Revenue Sources and Variance Commentary (Continued)



The largest source of General Fund fine revenue is the Trial Courts, which comprises 82.2% of the total Fines and Forfeits in the General Fund. The budgeted Fines and Forfeits for the Clerk of the Superior Court are anticipated to increase in FY 2004-05 from the FY 2003-04 budget. In FY 2003-04 the County was required to return to the State 75% of any revenue above the FY 2002-03 level. This will no longer be required in FY 2004-05. The table below summarizes the sources of General Fund Fines and Forfeits.

FY 2004-05 Fines and Forfeits Summary General Fund			
Department	FY 2003-04 Budget	FY 2004-05 Budget	Description
Clerk of the Superior Court	\$ 1,277,294	\$ 2,165,000	Superior Court Fines
Elections	2,500	6,000	Campaign Finance Penalty Fees
Sheriff	-	1,400	Civil Sanctions and Traffic Fines
Trial Courts	9,558,329	10,035,633	Traffic and Misdemeanor Fines
Total General Fund Fines and Forefeits	\$ 10,838,123	\$ 12,208,033	

Miscellaneous Revenue

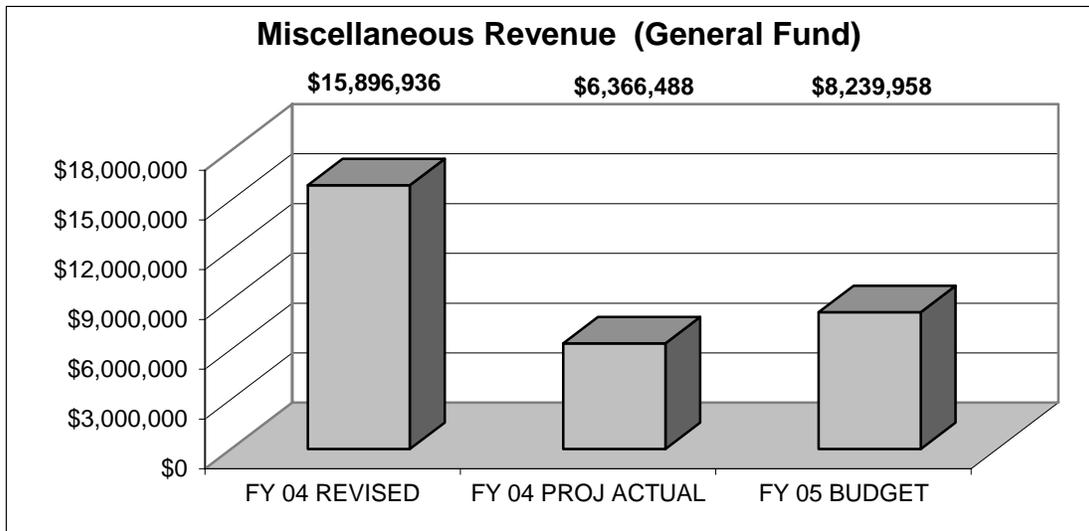
Maricopa County classifies miscellaneous revenues as any revenues that do not fall within a more specific revenue category. Examples of miscellaneous revenues include concessions, sales of copies, interest earnings, building rental, pay phone receipts, insurance recoveries, food sales, land sales, map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

Listed below are the miscellaneous revenues, other than sales of fixed assets and bond proceeds, recorded for the last nine fiscal years, projected amounts for FY 2003-04, plus the budget for FY 2004-05. Miscellaneous revenues are recorded in all of the fund types.

Revenue Sources and Variance Commentary (Continued)

Fiscal Year	Miscellaneous Revenue						Total
	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Debt Service Funds	Capital Projects Funds	
1994-95	\$ 22,290,356	\$ 11,745,466	\$ 77,468,996	\$ 2,974,265	\$ 772,308	\$ 1,395,661	\$ 116,647,052
1995-96	22,698,183	13,368,020	5,249,093	104,646	1,075,861	1,287,867	43,783,670
1996-97	12,052,384	19,343,464	5,221,705	741,659	622,445	10,056,965	48,038,622
1997-98	10,170,063	32,181,062	1,292,308	269,866	524,591	100,241,220	144,679,110
1998-99	12,514,416	24,642,605	78,878,826	2,594,804	400,000	407,093	119,437,744
1999-00	13,968,176	25,334,749	21,320,726	941,625	400,000	1,325,000	63,290,276
2000-01	20,448,749	38,295,643	26,279,616	2,344,981	4,927,850	113,020,718	205,317,557
2001-02	16,376,321	33,229,869	8,543,553	2,230,495	5,913,617	12,369,884	78,663,739
2002-03	11,657,516	37,321,397	4,857,068	1,672,982	3,193,710	5,994,977	64,697,649
2003-04*	6,366,488	21,324,901	6,196,365	598,512	2,862,304	12,625,200	49,973,771
2004-05**	8,239,958	22,907,052	5,498,864	514,775	4,450,000	1,810,305	43,420,954

* Projected Actual
 ** Budget



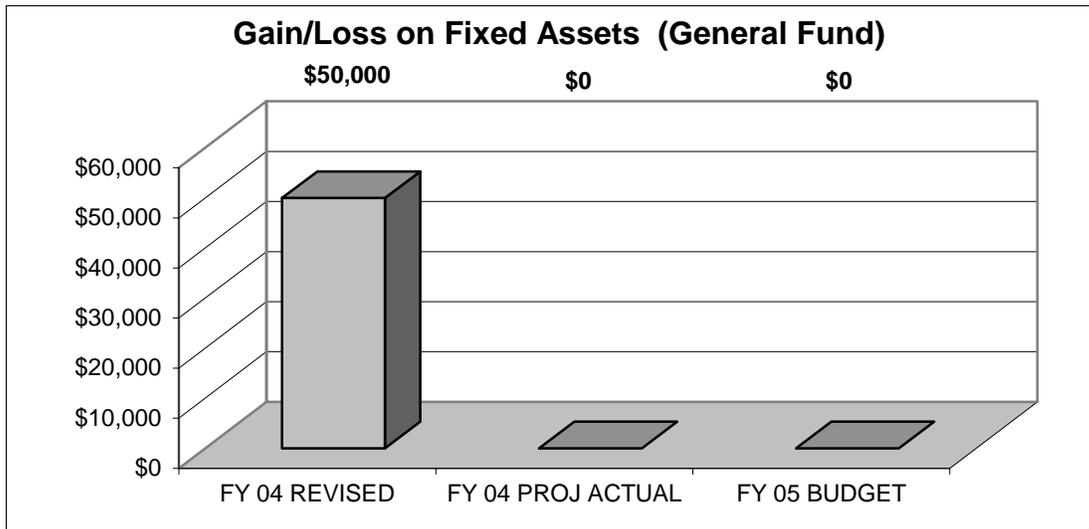
As in prior years, the largest single component of miscellaneous revenues in the General Fund is interest income, which is budgeted at \$2.4 million in FY 2004-05. This is substantially less than the FY 2003-04 budget. However, it is consistent with the current rate of return.

Revenue Sources and Variance Commentary (Continued)

FY 2004-05 Miscellaneous Revenue General Fund			
Department	FY 2003-04	FY 2004-05	Description
Appropriated Fund Balance	\$ 1,237,500	\$ 2,810,000	NACO Revenue
Assessor	133,669	133,669	Sale of Maps, Copies, Etc.
Clerk of the Superior Court	31,366	26,265	Sale of Copies & Bad Check Fees, Interest
County Attorney	34,000	36,271	Fees to Private Defense for Discovery Information
Elections	15,000	15,000	Sale of Copies and Maps
Facilities Management	78,000	78,000	Parking fees
Finance	955,940	576,138	Security Building Rental
General Government	12,000,000	2,494,082	Interest Income
Human Resources	1,300	5,208	Sale of Copies, W-2 fees
Internal Audit	75	75	Sale of Instructional Videos
Materials Management	127,000	127,000	Vendor Rebates & Copy Sales
Recorder	1,003,600	1,337,830	Micrographics & Photocopy Sales
Sheriff	121,680	118,400	Sale of Copies and Reimbursement for ID Cards
Trial Courts	142,807	482,020	Sale of Copies
Total General Fund Miscellaneous Revenue	\$ 15,881,937	\$ 8,239,958	

Gain/Loss on Fixed Assets

No Gains or Loss from Fixed Assets are projected in the General Fund for FY 2003-04. It is not anticipated that any gains or losses will be realized in FY 2004-05 therefore no revenue has been budgeted in this area.



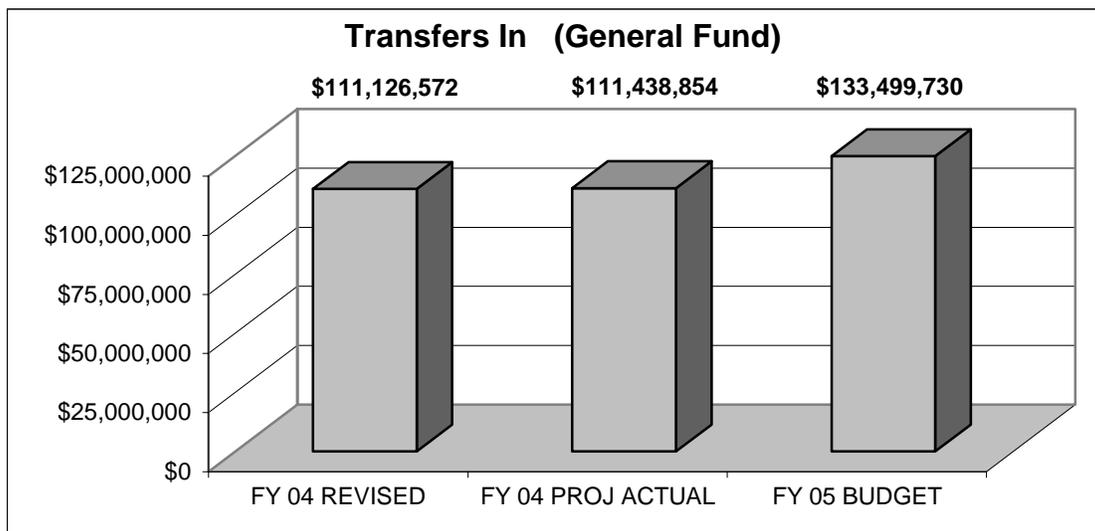
Other Financing Sources

Other Financing Sources include Proceeds of Financing (debt) and Fund Transfers In. No Proceeds of Financing are budgeted for FY 2004-05.

Revenue Sources and Variance Commentary (Continued)

Fund Transfers In

Details on Fund Transfers In and Out are included later in this document. For the General Fund, Fund Transfers In to the General Fund include Central Service Allocation charges to non-General Fund departments and the reimbursement from the Health Care Delivery System for the Disproportionate Share match payment to the State of Arizona. For further information, refer to the "Transfer In by Fund" schedule.



Comparative Tax Data

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. The County also levies secondary property taxes that are levied for a specific purpose, i.e. the Flood Control District, Library District and Debt Service.

FY 2004-05 PRELIMINARY PROPERTY TAX LEVY								
Primary, Debt Service, Flood Control District and Library District Levies								
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)*	Total Tax Levy & PILT
MARICOPA COUNTY PRIMARY:								
FY 2004-05 Preliminary	\$ 28,070,870,413	\$ 445,216,494	\$ 28,516,086,907	\$ 2,851,609	\$ 1.2108	\$ 339,882,099	\$ 5,390,681	\$ 345,272,780
FY 2003-04 Final	25,447,850,971	445,216,494	25,893,067,465	2,589,307	1.2108	308,122,580	5,390,681	313,513,261
Variance	\$ 2,623,019,442	\$ -	\$ 2,623,019,442	\$ 262,302	\$0.0000	\$ 31,759,519	\$ -	\$ 31,759,519
MARICOPA COUNTY DEBT SERVICE SECONDARY:								
FY 2004-05 Preliminary	\$ 30,066,986,670	\$ 445,216,494	\$ 30,512,203,164	\$ 3,051,220	\$ -	\$ -	\$ -	\$ -
FY 2003-04 Final	27,477,987,528	445,216,494	27,923,204,022	2,792,320	0.0700	19,234,591	311,652	19,546,243
Variance	\$ 2,588,999,142	\$ -	\$ 2,588,999,142	\$ 258,900	(\$0.0700)	\$ (19,234,591)	\$ (311,652)	\$ (19,546,243)
FLOOD CONTROL DISTRICT:								
FY 2004-05 Preliminary	\$ 26,585,248,023	\$ 64,942,150	\$ 26,650,190,173	\$ 2,665,019	\$ 0.2119	\$ 56,334,141	\$ 137,612	\$ 56,471,753
FY 2003-04 Final	24,140,629,062	64,942,150	24,205,571,212	2,420,557	0.2119	51,153,993	137,612	51,291,605
Variance	\$ 2,444,618,961	\$ -	\$ 2,444,618,961	\$ 244,462	\$0.0000	\$ 5,180,148	\$ -	\$ 5,180,148
LIBRARY DISTRICT:								
FY 2004-05 Preliminary	\$ 30,066,986,670	\$ 445,216,494	\$ 30,512,203,164	\$ 3,051,220	\$ 0.0521	\$ 15,664,900	\$ 187,436	\$ 15,852,336
FY 2003-04 Final	27,477,987,528	445,216,494	27,923,204,022	2,792,320	0.0521	14,316,032	187,436	14,503,468
Variance	\$ 2,588,999,142	\$ -	\$ 2,588,999,142	\$ 258,900	\$0.0000	\$ 1,348,868	\$ -	\$ 1,348,868
GRAND TOTALS:								
FY 2004-05 Preliminary					\$ 1.4748	\$ 411,881,140	\$ 5,715,729	\$ 417,596,869
FY 2003-04 Final					1.5448	392,827,196	6,027,381	398,854,577
Variance					\$ (0.0700)	\$ 19,053,944	\$ (311,652)	\$ 18,742,292
					-4.4%	6.3%	-4.7%	6.1%

* Note: Budgeted payments in lieu of taxes also include anticipated payments from the Bureau of Land Management, not reflected in this chart.

Levy Limit and Truth-In-Taxation Comparisons

PRELIMINARY LEVY VS. FY 2004-05 LIMIT	
FY 2004-05 Adjusted Allowable Levy Limit	\$ 346,394,541
<i>Maximum Rate</i>	\$ 1.2340
FY 2004-05 Preliminary Primary Levy (excluding SRP):	\$ 339,882,099
<i>Primary Levy Rate</i>	\$ 1.2108
Amount Under/(Over) Limit:	\$ 6,512,442
	\$ 0.0232

PRELIMINARY FY 2004-05 LEVY VS. TRUTH-IN-TAXATION LEVY	
Current NAV Subject to Taxation in Prior Year	\$ 26,518,686,554
FY 2003-04 Primary Levy	\$ 308,122,580
FY 2004-05 Truth-in-Taxation Rate	\$ 1.1619
FY 2004-05 Current Net Assessed Value	\$ 28,070,870,413
FY 2004-05 Truth-in-Taxation Levy	\$ 326,155,443
FY 2004-05 Preliminary Primary Levy (excluding SRP)	\$ 339,882,099
FY 2004-05 Preliminary Primary Rate	\$ 1.2108
Amount Under/(Over) Truth-in-Taxation Levy	\$ (13,726,656)
Amount Under/(Over) Truth-in-Taxation Rate	\$ (0.0489)
Truth-in-Taxation Assessment on a \$100,000 Home:	\$ 116.19
Recommended Primary Levy on a \$100,000 Home:	\$ 121.08
(Increase)/Decrease	\$ (4.89)
	-4.2%
Impact of Overall Rate on a \$100,000 home:	
FY 2003-04	\$ 154.48
FY 2004-05	\$ 147.48
Net Impact on Taxpayer	\$ 7.00
	4.5%

Beginning Fund Balance and Variance Commentary

The following schedule lists 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 2004-05. "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. A list of fund balance designations is provided in the following section.

The process for estimating all beginning fund balances for FY 2004-05 begins with audited actual fund balance information at the end of FY 2002-03, 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, "expendable fund balance" is calculated as:

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

This measure 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 recent changes in 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 upon 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.

Several funds are projected to have deficit fund balances at the end of FY 2004-05, as follows:

Detention Operations (Fund 255) & Capital Projects (Fund 455)

The Detention Operations and Capital Projects funds are used to account for proceeds of the Jail Excise Tax (approved by County voters in 1998) that are applied toward the jail and juvenile detention operations and capital improvement program, respectively. The original Jail Excise Tax will expire after nine years or \$900 million in collections, after which the Jail Excise Tax extension as approved by voters in 2002 will take effect. As previously anticipated, during FY 2003-04 spending will exceed forecasted tax collections, but the shortfall will be made up in the following fiscal year as the capital projects are completed. As a result, the Capital Projects Fund will end FY 2003-04 in a deficit. The deficit will be covered primarily by an interfund loan from the County Improvement Debt Fund (320), which has an accumulated balance from transfers from the General Fund that is sufficient to cover full repayment of the debt issue, but most of which will not be required until after FY 2004-05. The remaining portion of the deficit will be covered by a designation in the General Fund (see Fund Designations). Interest charges will be assessed from the Detention Capital Projects fund.

The Detention Operation Fund beginning fund balance for FY 2004-05 is expected to be far greater than that of FY 2003-04, due primarily to reductions in one-time expenses associated with the opening of new detention facilities. Alternately, the Capital Projects beginning fund balance for FY 2004-05 is expected to be far less than that of FY 2003-04, due to the final stages of capital construction.

Beginning Fund Balance and Variance Commentary (Continued)

Healthcare Delivery System (Fund 535)

The Healthcare Delivery System beginning fund balance for FY 2004-05 is expected to be much higher than that of FY 2003-04, due primarily to corrections in reported accounts receivable.

Health Plan (Fund 541)

Long Term Care Plan (Fund 551)

Senior Select Plan (Fund 566)

These three funds have estimated beginning expendable fund balances at or near zero. During FY 2003-04, each fund went into deficit due to an upward correction in reported liabilities for health care services. These deficits are being offset in FY 2003-04 by fund transfers from the General Fund, and projected losses in the Health Plan and Senior Select Plan funds will receive additional transfers in FY 2004-05 to offset additional projected losses. Refer to the "Fund Transfers" schedule for further detail. The Health Plan Fund is projected to have a small deficit expendable fund balance at the end of FY 2004-05, but this deficit is expected to be eliminated through a reduction in contractual reserve requirements due to projected declines in plan memberships. The significant year-to-year variances in beginning fund balances is a direct result of the reported liability corrections.

Equipment Services (Fund 654)

The existing budget deficit is due to various management and business process deficiencies. In FY 2003-04 OMB and Equipment Services engaged the services of Eclipse Consulting to assist in identifying business process improvements. It is OMB's recommendation to hold implementation of these recommendations until the consultant's study is completed and final recommendations are available. At that time, OMB and Equipment Services will work together on various proposals to address the budget deficit. The FY 2004-05 budget includes measures to partially address the negative fund balance.

Non-Major Funds

A year-to-year comparison of aggregated non-major fund beginning fund balances shows a variance of only - 1.8%, which indicates relative stability in these funds.

Beginning Fund Balance and Variance Commentary (Continued)

FY 2004-05 Adopted Budget						
	Initial Unreserved/ Undesignated Beginning Balance	Revenues and Transfers In	Expenditures and Transfers Out	Appropriated Fund Balance	Unreserved/ Undesignated Ending Fund Balance	
GENERAL FUND	\$ 129,782,461	\$ 1,036,413,146	\$ 1,166,195,607	\$ 196,689,269	\$ -	
SPECIAL REVENUE						
201 ADULT PROBATION FEES	\$ 2,956,021	\$ 8,300,000	\$ 8,300,000	\$ -	\$ 2,956,021	
203 SHERIFF DONATIONS	28,811	16,400	16,400	-	28,811	
204 JUSTICE CT JUDICIAL ENHANCEMNT	2,047,154	608,704	608,704	-	2,047,154	
205 COURT DOCUMENT RETRIEVAL	102,839	1,098,925	1,098,925	-	102,839	
207 PALO VERDE	191,033	258,628	287,138	-	162,523	
208 JUDICIAL ENHANCEMENT	1,165,643	1,101,192	1,665,055	-	601,780	
209 PUBLIC DEFENDER TRAINING	72,370	465,464	465,464	-	72,370	
210 WASTE MANAGEMENT	459,832	72,000	527,069	-	4,763	
211 ADULT PROBATION GRANTS	(188,585)	5,619,776	5,619,776	-	(188,585)	
212 SHERIFF JAIL ENHANCEMENT FUND	-	395,000	395,000	-	-	
213 COUNTY ATTORNEY RICO	-	1,300,000	1,300,000	-	-	
214 SHERIFF RICO FUND	-	1,100,000	1,100,000	-	-	
215 EMERGENCY MANAGEMENT	311,563	1,023,180	1,096,223	-	238,520	
216 CLERK OF THE COURT GRANTS	(388,105)	1,326,528	1,326,528	-	(388,105)	
217 CDBG, HOUSING TRUST	(59,489)	16,033,276	16,033,276	-	(59,489)	
218 CLERK OF COURT FILL THE GAP	370,258	1,427,544	1,427,544	-	370,258	
219 COUNTY ATTORNEY GRANTS	(454,008)	5,827,233	5,827,233	-	(454,008)	
220 DIVERSION	1,033,413	1,000,000	1,000,000	-	1,033,413	
221 COUNTY ATTORNEY FILL THE GAP	970,514	1,266,624	2,023,143	-	213,995	
222 HUMAN SERVICES GRANTS	(3,437,761)	37,977,848	37,977,848	-	(3,437,761)	
223 TRANSPORTATION GRANTS	216,230	250,000	250,000	-	216,230	
224 MEDICAL EXAMINER GRANT FUND	-	267,045	267,045	-	-	
225 SPUR CROSS RANCH CONSERVATION	167,916	410,500	410,500	-	167,916	
226 PLANNING AND DEVELOPMENT FEES	15,985,718	11,200,000	10,947,590	-	16,238,128	
227 JUVENILE COURT GRANTS	(975,499)	15,722,058	15,722,058	-	(975,499)	
228 JUVENILE COURT SPECIAL FEES	1,017,941	1,000,000	1,000,000	-	1,017,941	
229 JUVENILE RESTITUTION FUND	89,196	10,000	50,000	-	49,196	
230 PARKS & REC. GRANTS	10,142	57,470	67,470	-	142	
232 TRANSPORTATION OPERATIONS	15,769,847	98,657,104	114,426,951	-	-	
233 PUBLIC DEFENDER GRANTS	(119,573)	384,712	384,717	-	(119,578)	
235 DEL WEBB SPECIAL FUND	466,779	175,000	162,358	-	479,421	
236 RECORDER'S SURCHARGE	7,601,204	5,370,000	5,608,218	-	7,362,986	
238 SUPERIOR COURT GRANTS	(59,472)	1,356,000	1,356,000	-	(59,472)	
239 PARKS SOUVENIR FUND	26,254	52,000	52,000	-	26,254	
240 LAKE PLEASANT RECREATION SVCS	1,350,878	1,383,951	1,500,951	-	1,233,878	
241 PARKS ENHANCEMENT FUND	1,813,134	2,095,885	2,236,340	-	1,672,679	
242 LIBRARY DISTRICT GRANTS	(27,960)	25,000	25,000	-	(27,960)	
243 PARKS DONATIONS FUND	1,246,560	160,000	236,253	-	1,170,307	
244 LIBRARY DISTRICT	2,158,824	16,834,270	16,320,796	-	2,672,298	
245 JUSTICE COURTS SPECIAL REVENUE	1,352,874	2,062,052	2,062,052	-	1,352,874	
246 JUSTICE COURTS GRANTS	-	209,584	209,584	-	-	
249 GENERAL GOVERNMENT GRANTS	(1,959,119)	3,396,892	10,896,891	-	(9,459,118)	
250 CACTUS LEAGUE OPERATIONS	2,359,825	169,000	109,318	-	2,419,507	
251 SHERIFF GRANTS	(615,691)	3,992,275	3,992,275	-	(615,691)	
252 INMATE SERVICES	6,341,660	9,411,744	9,911,744	-	5,841,660	
253 BALLPARK OPERATIONS	4,783,593	4,517,821	3,469,685	-	5,831,729	
254 INMATE HEALTH SERVICES	129,453	179,715	309,168	-	-	
255 DETENTION OPERATIONS	59,615,792	266,949,566	327,981,273	95,038,389	(1,415,915)	
256 PROBATE FEES	121,871	392,000	392,000	-	121,871	
257 CONCILIATION COURT FEES	227,337	1,554,010	1,554,010	-	227,337	
258 COURT AUTOMATED SERVICES	306,379	689,000	689,000	-	306,379	
259 SUPERIOR COURT SPECIAL REVENUE	1,687,686	4,989,262	4,989,262	-	1,687,686	
260 RESEARCH & REPORTING	209,163	440,000	440,000	-	209,163	
261 LAW LIBRARY FEES	347,438	810,700	810,700	-	347,438	

Beginning Fund Balance and Variance Commentary (Continued)

	Initial Unreserved/ Undesignated Beginning Balance	Revenues and Transfers In	Expenditures and Transfers Out	Appropriated Fund Balance	Unreserved/ Undesignated Ending Fund Balance
SPECIAL REVENUE (Continued)					
262 PUBLIC DEFENDER FILL THE GAP	229,302	1,784,130	1,784,130	-	229,302
263 LEGAL DEFENDER FILL THE GAP	8,843	44,000	44,000	-	8,843
264 SUPERIOR COURT FILL THE GAP	133,228	1,525,690	1,525,690	-	133,228
265 PUBLIC HEALTH FEES	492,599	3,418,618	3,419,643	-	491,574
266 CHECK ENFORCEMENT PROGRAM	151,262	700,000	700,000	-	151,262
267 CRIM JUSTICE ENHANCEMENT	186,578	1,361,500	1,361,500	-	186,578
268 VICTIM COMP AND ASSISTANCE	100,082	36,000	126,000	-	10,082
269 VICTIM COMP RESTITUTION INT	449,402	40,000	465,000	-	24,402
270 CHILD SUPPORT ENHANCEMENT	119,953	45,000	100,000	-	64,953
271 EXPEDITED CHILD SUPPORT	263,327	425,661	425,661	-	263,327
273 VICTIM LOCATION	79,559	16,161	36,568	-	59,152
274 CLERK OF THE COURT EDMS	350,538	1,400,000	1,400,000	-	350,538
275 JUVENILE PROBATION DIVERSION	401,566	268,425	268,425	-	401,566
276 SPOUSAL MAINT ENF ENHANCEMENT	42,768	95,000	95,000	-	42,768
280 OLD COURTHOUSE RESTORATION	8,748	10,000	10,000	-	8,748
281 CHILDREN'S ISSUES EDUCATION	160,089	110,000	110,000	-	160,089
282 DOM REL MEDIATION EDUCATION	148,071	176,000	176,000	-	148,071
290 WASTE TIRE	6,019,051	3,770,000	3,419,169	-	6,369,882
292 CORRECTIONAL HEALTH GRANT	(97,946)	842,542	842,542	-	(97,946)
504 AIR QUALITY FEES	617,807	5,900,000	6,324,064	-	193,743
505 ENVIRONMENTAL SERVICES GRANT	(2,697,514)	4,635,284	4,635,284	-	(2,697,514)
506 ENVIRONMTL SVCS ENV HEALTH	345,321	10,394,842	10,340,833	-	399,330
532 PUBLIC HEALTH GRANTS	(1,580,823)	39,777,808	39,777,808	-	(1,580,822)
572 ANIMAL CONTROL LICENSE/SHELTER	8,892	5,754,716	5,504,069	-	259,539
573 ANIMAL CONTROL GRANTS	8,584	468,857	468,857	-	8,584
574 ANIMAL CONTROL FIELD OPERATION	20,903	2,845,037	2,748,344	-	117,596
748 JUROR IMPROVEMENT	84,359	200,000	200,000	-	84,359
991 FLOOD CONTROL	12,333,801	78,669,638	91,003,439	-	-
SPECIAL REVENUE	\$ 145,216,234	\$ 706,107,847	\$ 804,248,561	\$ 95,038,389	\$ 47,075,521
DEBT SERVICE					
320 COUNTY IMPROVEMENT DEBT	\$ 88,123,663	\$ 7,867,500	\$ 48,131,226	\$ -	\$ 47,859,937
370 STADIUM DIST DEBT SERIES02	9,038,117	5,515,094	5,515,094	-	9,038,117
DEBT SERVICE	\$ 97,161,780	\$ 13,382,594	\$ 53,646,320	\$ -	\$ 56,898,054
CAPITAL PROJECTS					
234 TRANSPORTATION CAPITAL PROJECT	\$ 16,388,770	\$ 83,141,666	\$ 77,959,051	\$ -	\$ 21,571,385
422 INTERGOVERNMENTAL CAP PROJ	7,862,215	15,888,390	21,095,594	-	2,655,011
435 COUNTY IMPROVEMENT FUND	46,644,534	456,039	38,557,198	-	8,543,375
440 CRIMINAL JUSTICE CAPITAL PROJECTS	-	14,750,000	-	-	14,750,000
445 GENERAL FUND CTY IMPROV	39,016,426	367,583	29,738,675	-	9,645,334
450 LONG TERM PROJECT RESERVE	9,558,988	2,293,820	3,000	-	11,849,808
455 DETENTION CAPITAL PROJECTS	(42,448,767)	47,591,538	40,162,409	-	(35,019,638)
990 FLOOD CONTROL CAPITAL PROJECTS	-	63,446,899	52,076,503	-	11,370,396
CAPITAL PROJECTS	\$ 77,022,166	\$ 227,935,935	\$ 259,592,430	\$ -	\$ 45,365,671
ENTERPRISE					
535 HEALTHCARE DELIVERY SYSTEM	\$ 12,748,263	\$ 481,891,112	\$ 474,412,270	\$ -	\$ 20,227,105
541 HEALTH PLAN	29,027	124,610,139	124,659,416	-	(20,250)
551 LONG TERM CARE PLAN	137,688	215,887,444	213,681,088	-	2,344,044
566 SENIOR SELECT PLAN	81,000	49,826,051	49,793,052	-	113,999
580 SOLID WASTE MANAGEMENT	6,427,290	450,000	993,253	-	5,884,037
ENTERPRISE	\$ 19,423,268	\$ 872,664,746	\$ 863,539,079	\$ -	\$ 28,548,935

Beginning Fund Balance and Variance Commentary (Continued)

	Initial Unreserved/ Undesignated Beginning Balance	Revenues and Transfers In	Expenditures and Transfers Out	Appropriated Fund Balance	Unreserved/ Undesignated Ending Fund Balance
INTERNAL SERVICE					
652 HS SELF-INSURED TRUST FUND	\$ 4,190,976	\$ 18,850,490	\$ 16,831,359	\$ -	\$ 6,210,107
654 EQUIPMENT SERVICES	(1,259,341)	10,192,096	9,751,777	-	(819,022)
673 REPROGRAPHICS	859,115	903,775	832,015	-	930,875
675 RISK MANAGEMENT	14,618,515	26,644,669	26,070,716	-	15,192,468
681 TELECOMMUNICATIONS	2,856,585	14,179,654	13,702,696	-	3,333,543
685 BENEFITS TRUST	4,530,849	28,059,222	22,533,346	-	10,056,725
INTERNAL SERVICE	\$ 25,796,699	\$ 98,829,906	\$ 89,721,909	\$ -	\$ 34,904,696
ELIMINATIONS	\$ -	\$ (651,741,436)	\$ (651,741,436)	\$ -	\$ -
ALL FUNDS	\$ 494,402,609	\$ 2,303,592,738	\$ 2,585,202,470	\$ 291,727,658	\$ 212,792,877

Beginning Fund Balance and Variance Commentary (Continued)

YEAR-TO-YEAR COMPARISON OF ESTIMATED FUND BALANCES					
	FY 2003-04 Initial Unreserved/ Undesignated Beginning Balance	FY 2004-05 Initial Unreserved/ Undesignated Beginning Balance	Variance	% Variance	
GENERAL FUND	\$ 126,438,426	\$ 129,782,461	\$ 3,344,035	2.6%	
SPECIAL REVENUE					
201 ADULT PROBATION FEES	\$ 2,998,791	\$ 2,956,021	\$ (42,770)	-1.4%	
203 SHERIFF DONATIONS	21,742	28,811	7,069	32.5%	
204 JUSTICE CT JUDICIAL ENHANCEMNT	1,240,914	2,047,154	806,240	65.0%	
205 COURT DOCUMENT RETRIEVAL	168,488	102,839	(65,649)	-39.0%	
207 PALO VERDE	142,034	191,033	48,999	34.5%	
208 JUDICIAL ENHANCEMENT	1,037,268	1,165,643	128,375	12.4%	
209 PUBLIC DEFENDER TRAINING	20,812	72,370	51,558	247.7%	
210 WASTE MANAGEMENT	3,601,692	459,832	(3,141,860)	-87.2%	
211 ADULT PROBATION GRANTS	-	(188,585)	(188,585)		
213 COUNTY ATTORNEY RICO	-	-	-		
215 EMERGENCY MANAGEMENT	254,241	311,563	57,322	22.5%	
216 CLERK OF THE COURT GRANTS	-	(388,105)	(388,105)		
217 CDBG, HOUSING TRUST	-	(59,489)	(59,489)		
218 CLERK OF COURT FILL THE GAP	206,407	370,258	163,851	79.4%	
219 COUNTY ATTORNEY GRANTS	-	(454,008)	(454,008)		
220 DIVERSION	1,303,133	1,033,413	(269,720)	-20.7%	
221 COUNTY ATTORNEY FILL THE GAP	1,246,394	970,514	(275,881)	-22.1%	
222 HUMAN SERVICES GRANTS	-	(3,437,761)	(3,437,761)		
223 TRANSPORTATION GRANTS	-	216,230	216,230		
224 MEDICAL EXAMINER GRANT FUND	-	-	-		
225 SPUR CROSS RANCH CONSERVATION	172,490	167,916	(4,574)	-2.7%	
226 PLANNING AND DEVELOPMENT FEES	13,154,538	15,985,718	2,831,180	21.5%	
227 JUVENILE COURT GRANTS	-	(975,499)	(975,499)		
228 JUVENILE COURT SPECIAL FEES	735,746	1,017,941	282,195	38.4%	
229 JUVENILE RESTITUTION FUND	19,653	89,196	69,543	353.9%	
230 PARKS & REC. GRANTS	214,500	10,142	(204,358)	-95.3%	
232 TRANSPORTATION OPERATIONS	27,085,695	15,769,847	(11,315,848)	-41.8%	
233 PUBLIC DEFENDER GRANTS	-	(119,573)	(119,573)		
235 PLANNING & DEVELOPMENT GRANTS	308,513	466,779	158,266	51.3%	
236 RECORDER'S SURCHARGE	4,232,701	7,601,204	3,368,503	79.6%	
238 SUPERIOR COURT GRANTS	-	(59,472)	(59,472)		
239 PARKS SOUVENIR FUND	24,086	26,254	2,168	9.0%	
240 LAKE PLEASANT RECREATION SVCS	1,568,112	1,350,878	(217,234)	-13.9%	
241 PARKS ENHANCEMENT FUND	1,452,560	1,813,134	360,574	24.8%	
242 LIBRARY DISTRICT GRANTS	-	(27,960)	(27,960)		
243 PARKS DONATIONS FUND	741,865	1,246,560	504,695	68.0%	
244 LIBRARY DISTRICT	930,156	2,158,824	1,228,668	132.1%	
245 JUSTICE COURT ENHANCEMENT	632,851	1,352,874	720,023	113.8%	
246 JUSTICE COURTS GRANTS	-	-	-		
248 SAIL GRANTS	-	-	-		
249 GENERAL GOVERNMENT GRANTS	-	(1,959,119)	(1,959,119)		
250 CACTUS LEAGUE OPERATIONS	2,401,425	2,359,825	(41,600)	-1.7%	
251 SHERIFF GRANTS	-	(615,691)	(615,691)		
252 INMATE SERVICES	3,477,082	6,341,660	2,864,578	82.4%	
253 BALLPARK OPERATIONS	4,654,929	4,783,593	128,665	2.8%	
254 INMATE HEALTH SERVICES	30,300	129,453	99,153	327.2%	
255 DETENTION OPERATIONS	31,815,108	59,615,792	27,800,684	87.4%	
256 PROBATE FEES	34,197	121,871	87,674	256.4%	
257 CONCILIATION COURT FEES	160,719	227,337	66,618	41.4%	
258 COURT AUTOMATED SERVICES	152,590	306,379	153,789	100.8%	
259 SUPERIOR COURT SPECIAL REVENUE	1,070,741	1,687,686	616,945	57.6%	
260 RESEARCH & REPORTING	144,201	209,163	64,962	45.0%	

Beginning Fund Balance and Variance Commentary (Continued)

YEAR-TO-YEAR COMPARISON OF ESTIMATED FUND BALANCES					
	FY 2003-04 Initial Unreserved/ Undesignated Beginning Balance	FY 2004-05 Initial Unreserved/ Undesignated Beginning Balance	Variance	% Variance	
SPECIAL REVENUE (Continued)					
261 LAW LIBRARY FEES	136,847	347,438	210,591	153.9%	
262 PUBLIC DEFENDER FILL THE GAP	-	229,302	229,302		
263 LEGAL DEFENDER FILL THE GAP	-	8,843	8,843		
264 SUPERIOR COURT FILL THE GAP	240,310	133,228	(107,082)	-44.6%	
265 PUBLIC HEALTH FEES	1,311,324	492,599	(818,725)	-62.4%	
266 CHECK ENFORCEMENT PROGRAM	256,865	151,262	(105,603)	-41.1%	
267 CRIM JUSTICE ENHANCEMENT	370,072	186,578	(183,495)	-49.6%	
268 VICTIM COMP AND ASSISTANCE	85,387	100,082	14,695	17.2%	
269 VICTIM COMP RESTITUTION INT	12,896	449,402	436,506	3384.8%	
270 CHILD SUPPORT ENHANCEMENT	80,000	119,953	39,953	49.9%	
271 EXPEDITED CHILD SUPPORT	218,531	263,327	44,796	20.5%	
272 CHILD SUPPORT AUTOMATION	18,691	-	(18,691)	-100.0%	
273 VICTIM LOCATION	68,530	79,559	11,029	16.1%	
274 CLERK OF THE COURT EDMS	269,986	350,538	80,552	29.8%	
275 JUVENILE PROBATION DIVERSION	367,967	401,566	33,599	9.1%	
276 SPOUSAL MAINT ENF ENHANCEMENT	34,615	42,768	8,153	23.6%	
280 OLD COURTHOUSE RESTORATION	8,714	8,748	34	0.4%	
281 CHILDREN'S ISSUES EDUCATION	95,683	160,089	64,406	67.3%	
282 DOM REL MEDIATION EDUCATION	227,682	148,071	(79,611)	-35.0%	
290 WASTE TIRE	5,278,775	6,019,051	740,276	14.0%	
292 CORRECTIONAL HEALTH GRANT	-	(97,946)	(97,946)		
504 AIR QUALITY FEES	2,993,834	617,807	(2,376,027)	-79.4%	
505 ENVIRONMENTAL SERVICES GRANT	-	(2,697,514)	(2,697,514)		
506 ENVIRONMTL SVCS ENV HEALTH	1,398,843	345,321	(1,053,522)	-75.3%	
532 PUBLIC HEALTH GRANTS	-	(1,580,823)	(1,580,823)		
572 ANIMAL CONTROL LICENSE/SHELTER	115,462	8,892	(106,570)	-92.3%	
573 ANIMAL CONTROL GRANTS	-	8,584	8,584		
574 ANIMAL CONTROL FIELD OPERATION	216,825	20,903	(195,922)	-90.4%	
748 JUROR IMPROVEMENT	65,752	84,359	18,607	28.3%	
991 FLOOD CONTROL	4,602,581	12,333,801	7,731,220	168.0%	
SPECIAL REVENUE	\$ 125,932,846	\$ 145,216,234	\$ 19,283,389	15.3%	
DEBT SERVICE					
312 BOND-DEBT SERVICE	\$ -	\$ -	\$ -		
320 COUNTY IMPROVEMENT DEBT	96,720,643	88,123,663	(8,596,980)	-8.9%	
370 STADIUM DIST DEBT SERIES02	8,434,982	9,038,117	603,135	7.2%	
DEBT SERVICE	\$ 105,155,625	\$ 97,161,780	\$ (7,993,845)	-7.6%	
CAPITAL PROJECTS					
234 TRANSPORTATION CAPITAL PROJECT	\$ 7,513,699	\$ 16,388,770	\$ 8,875,071	118.1%	
410 BALLPARK CONSTRUCTION	1,969	-	(1,969)	-100.0%	
422 INTERGOVERNMENTAL CAP PROJ	21,374,678	7,862,215	(13,512,463)	-63.2%	
435 COUNTY IMPROVEMENT FUND	44,917,291	46,644,534	1,727,243	3.8%	
445 GENERAL FUND COUNTY IMPROV	35,300,000	39,016,426	3,716,426	10.5%	
450 LONG TERM PROJECT RESERVE	7,776,317	9,558,988	1,782,671	22.9%	
455 DETENTION CAPITAL PROJECTS	(587,190)	(42,448,767)	(41,861,577)	7129.1%	
990 FLOOD CONTROL CAPITAL PROJECTS	4,284,500	-	(4,284,500)	-100.0%	
CAPITAL PROJECTS	\$ 120,581,264	\$ 77,022,166	\$ (43,559,097)	-36.1%	

Beginning Fund Balance and Variance Commentary (Continued)

YEAR-TO-YEAR COMPARISON OF ESTIMATED FUND BALANCES						
	FY 2003-04 Initial Unreserved/ Undesignated Beginning Balance	FY 2004-05 Initial Unreserved/ Undesignated Beginning Balance	Variance	% Variance		
ENTERPRISE						
535 HEALTHCARE DELIVERY SYSTEM	\$ (10,323,312)	\$ 12,748,263	\$ 23,071,575	-223.5%		
541 HEALTH PLAN	2,164,459	29,027	(2,135,432)	-98.7%		
551 LONG TERM CARE PLAN	15,880,975	137,688	(15,743,287)	-99.1%		
561 HEALTH SELECT	1,521,589	-	(1,521,589)	-100.0%		
566 SENIOR SELECT PLAN	(6,340,025)	81,000	6,421,025	-101.3%		
580 SOLID WASTE MANAGEMENT	12,156,423	6,427,290	(5,729,133)	-47.1%		
ENTERPRISE	\$ 15,060,109	\$ 19,423,268	\$ 4,363,159	29.0%		
INTERNAL SERVICE						
652 HS SELF-INSURED TRUST FUND	\$ -	4,190,976	\$ 4,190,976			
654 EQUIPMENT SERVICES	(624,811)	(1,259,341)	(634,530)	101.6%		
673 REPROGRAPHICS	722,674	859,115	136,441	18.9%		
675 RISK MANAGEMENT	11,760,024	14,618,515	2,858,491	24.3%		
681 TELECOMMUNICATIONS	2,073,357	2,856,585	783,228	37.8%		
685 BENEFITS TRUST	3,327,425	4,530,849	1,203,424	36.2%		
INTERNAL SERVICE	\$ 18,636,952	\$ 25,796,699	\$ 8,538,030	45.8%		
ELIMINATIONS	\$ -	\$ -	\$ -			
ALL FUNDS	\$ 511,805,221	\$ 494,402,609	\$ (16,024,329)	-3.1%		
NON-MAJOR FUNDS	\$ 204,778,821	\$ 199,769,948	\$ (3,630,590)	-1.8%		

Note: Major funds include the General Fund, Detention Operations Fund, Bond Debt Service Fund, County Improvement Debt Fund, county Improvement Fund, Detention Capital Projects Fund, Healthcare Delivery System Fund, Health Plan Fund, and Long Term Care Plan Fund. All other funds are categorized as non-major.

Beginning Fund Balance and Variance Commentary (Continued)

Fund Designations

The following schedule lists amounts designated within the estimated balances of various funds. Designations are the County's and Districts' self-imposed limitations on financial resources that would otherwise be available for use. The major 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. Budget stabilization amounts related to cash flow due to the property tax collection cycle are designated for the Flood Control and Library District operating funds, which are supported by their own secondary property tax levies. Amounts are also designated in Public Health and Environmental Services Special Revenue funds for capital improvement projects spending that will not occur until after FY 2004-05

Beginning Fund Balance and Variance Commentary (Continued)

FY 2004-05 Fund Balance Designations			
Fund/Designation	FY 2003-04	FY 2004-05	(Inc.)/Dec.
General Fund (Fund 100)			
<i>Budget Stabilization:</i>			
Cash Flow/Property Tax	\$ 99,441,505	\$ 80,619,104	\$ 18,822,401 (1)
Cash Flow/Jail Tax	5,000,000	5,000,000	- (2)
Delivery System Accounts Receivable	13,000,000	-	13,000,000 (3)
MHS Potential Losses	40,000,000	-	40,000,000 (4)
Budget Stabilization Fund	-	74,226,339	(74,226,339) (8)
	<u>\$ 157,441,505</u>	<u>\$ 159,845,443</u>	<u>\$ (2,403,938)</u>
Flood Control District (Fund 991)			
<i>Budget Stabilization:</i>			
Cash Flow/Property Tax	\$ 15,207,157	\$ 11,880,471	\$ 3,326,686 (1)
Library District (Fund 244)			
<i>Budget Stabilization:</i>			
Cash Flow/Property Tax	\$ 3,118,634	\$ 1,443,926	\$ 1,674,708 (1)
Public Health Fees (Fund 265)			
Future Capital Projects	\$ -	\$ 700,000	\$ (700,000) (5)
Air Quality Fees (Fund 504)			
Future Capital Projects	\$ -	\$ 2,400,000	\$ (2,400,000) (5)
Environmental Health (Fund 506)			
Future Capital Projects	\$ -	\$ 2,200,000	\$ (2,200,000) (5)
Animal Care and Control License/Shelter (Fund 572)			
Future Capital Projects	\$ -	\$ 100,000	\$ (100,000) (5)
Animal Care and Control Field Operations (Fund 574)			
Future Capital Projects	\$ -	\$ 70,000	\$ (70,000) (5)
Maricopa Health Plan (Fund 541)			
Equity Requirement	\$ 7,154,850	\$ 6,772,650	\$ 382,200 (6)
Long Term Care Plan (Fund 551)			
Equity Requirement	\$ 14,592,000	\$ 13,632,000	\$ 960,000 (6)
Health Care Delivery System (Fund 535)			
Certificates of Participation	\$ 2,125,647	\$ -	\$ 2,125,647 (7)

- (1) Based on estimate provided by the Department of Finance of the amount needed to eliminate the need for Tax Anticipation Notes or other forms of short-term borrowing to finance current operations.
- (2) Based on estimate provided by the Department of Finance of the amount needed to cover the balance between the projected shortfall in the Detention Capital Projects Fund (455) and the amount of the interfund loan from the County Improvement Debt Fund (320) to the Detention Capital Projects Fund.
- (3) Amount needed to cover Maricopa Health Care Delivery System losses due to a potential write-down of accounts receivable, under worst-case projections.
- (4) Amount needed to subsidize potential operating losses in the Maricopa Integrated Health System due to uncertainty associated with this business.
- (5) Amount needed to fund "pay as you go" capital projects benefiting these departments, in addition to amounts already on hand from Certificates of Participation, for which funds for repayment are reserved in the County Improvement Debt Fund (Fund 320).
- (6) Amount needed to cover State-mandated cash reserve requirements based on membership levels.
- (7) Amount needed to cover Certificates of Participation related to capital improvement projects; fully repaid in FY 2003-04.
- (8) This reserve has been established to be utilized for economic downturns or unexpected financial losses.

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. The Commission increases the base to reflect changes in population and in inflation, as measured by the Gross Domestic Product Price Deflator. The normal annual expenditure limitation for Maricopa County will be further adjusted for FY 2004-05 for Disproportionate Share payments to the Maricopa Medical Center.

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 2004-05 Expenditure Limitation	\$	881,571,257
Est. Adjustment for Disproportionate Share Payments	\$	<u>(82,972,500)</u>
FY 2004-05 Adjusted Limitation	\$	798,598,757
FY 2004-05 Expenditures Subject to Limitation	\$	798,598,756
Expenditures (Over)/Under Limitation	\$	1

Consolidated Expenditures by Fund Type / Department / Fund

CONSOLIDATED EXPENDITURES BY FUND TYPE/DEPARTMENT								
	FY 2002-03	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted vs	
	Actual Restated	Adopted Restated	Revised Restated	Proj. Act Restated	Requested	Adopted	Revised Variance	%
ALL FUNDS								
JUDICIAL BRANCH								
110 ADULT PROBATION	\$ 51,861,860	\$ 50,253,239	\$ 57,729,015	\$ 56,270,953	\$ 58,736,563	\$ 59,588,673	\$ (1,859,658)	-3%
800 TRIAL COURTS	67,328,230	70,477,101	70,896,261	68,498,707	71,623,207	76,901,306	(6,005,045)	-8%
270 JUVENILE PROBATION	41,067,677	46,000,012	49,436,354	46,472,860	55,247,992	53,670,391	(4,234,037)	-9%
Subtotal	\$ 160,257,766	\$ 166,730,352	\$ 178,061,630	\$ 171,242,520	\$ 185,607,762	\$ 190,160,370	\$ (12,098,740)	-7%
ELECTED OFFICIAL								
010 BOARD OF SUPERVISORS DIST 1	\$ 223,083	\$ 224,756	\$ 237,953	\$ 215,305	\$ 242,175	\$ 249,676	\$ (11,723)	-5%
020 BOARD OF SUPERVISORS DIST 2	219,261	224,756	237,948	212,802	242,175	249,676	(11,728)	-5%
030 BOARD OF SUPERVISORS DIST 3	201,460	224,756	237,951	221,151	242,175	249,676	(11,725)	-5%
040 BOARD OF SUPERVISORS DIST 4	167,835	224,756	237,952	178,425	242,175	249,676	(11,724)	-5%
050 BOARD OF SUPERVISORS DIST 5	235,558	224,756	237,951	237,508	242,175	249,676	(11,725)	-5%
120 ASSESSOR	14,410,210	14,765,952	15,532,747	15,027,602	15,733,001	15,808,896	(276,149)	-2%
140 CALL CENTER	1,226,882	1,325,517	1,390,857	1,295,035	1,286,597	1,298,676	92,181	7%
160 CLERK OF THE SUPERIOR COURT	27,772,221	28,968,365	30,248,699	30,173,325	30,580,538	29,816,829	431,870	1%
190 COUNTY ATTORNEY	52,965,291	54,982,195	60,874,437	61,445,055	61,331,800	63,083,084	(2,208,647)	-4%
210 ELECTIONS	9,946,135	8,219,888	8,369,155	8,314,425	10,985,928	10,494,469	(2,125,314)	-25%
250 CONSTABLES	1,570,538	1,613,814	1,742,822	1,738,764	1,696,030	1,780,046	(37,224)	-2%
360 RECORDER	6,289,811	6,264,142	6,350,873	6,233,670	7,653,754	7,599,401	(1,248,528)	-20%
370 SUPERINTENDENT OF SCHOOLS	1,657,474	1,847,755	1,948,291	1,803,804	1,969,670	1,984,742	(36,451)	-2%
430 TREASURER	3,527,577	3,707,669	3,878,662	3,750,623	3,826,694	3,952,730	(74,068)	-2%
500 SHERIFF	136,060,176	141,768,797	158,986,584	156,150,504	175,286,718	182,699,513	(23,712,929)	-15%
Subtotal	\$ 256,473,513	\$ 264,587,874	\$ 290,512,882	\$ 286,997,998	\$ 311,561,605	\$ 319,766,766	\$ (29,253,884)	-10%
APPOINTED DEPARTMENT								
060 CLERK OF THE BOARD	\$ 463,725	\$ 450,169	\$ 474,308	\$ 441,821	\$ 478,788	\$ 478,788	\$ (4,480)	-1%
150 EMERGENCY MANAGEMENT	882,516	1,504,551	1,508,235	1,112,801	1,546,568	1,538,989	(30,754)	-2%
170 COMMUNITY DEVELOPMENT	6,956,402	15,857,672	15,857,672	13,247,987	16,033,276	16,033,276	(175,604)	-1%
180 FINANCE	2,059,490	2,360,213	2,501,408	2,395,163	2,521,941	2,532,036	(30,628)	-1%
200 COUNTY ADMINISTRATIVE OFFICER	1,141,794	1,246,200	1,305,815	1,195,893	1,305,646	1,358,665	(52,850)	-4%
220 HUMAN SERVICES	34,879,825	36,171,317	35,979,350	35,979,543	40,445,707	39,764,880	(3,785,530)	-11%
230 INTERNAL AUDIT	999,418	958,022	1,020,033	960,939	1,037,182	1,035,910	(15,877)	-2%
260 CORRECTIONAL HEALTH	30,320,760	32,505,268	36,034,313	43,352,149	38,778,803	40,974,419	(4,940,106)	-14%
290 MEDICAL EXAMINER	3,775,258	4,088,817	4,370,644	4,455,037	4,395,105	4,456,694	(86,050)	-2%
300 PARKS & RECREATION	8,803,311	6,656,963	6,283,872	5,706,324	6,468,147	5,757,830	526,042	8%
310 HUMAN RESOURCES	3,567,932	2,741,834	2,896,403	2,536,443	2,926,844	2,872,815	23,588	1%
340 PUBLIC FIDUCIARY	1,809,172	1,841,113	1,939,353	1,951,355	1,974,589	1,983,422	(44,069)	-2%
350 TOTAL COMPENSATION	25,151,519	39,566,532	39,920,925	42,287,173	40,896,913	42,014,184	(2,093,259)	-5%
390 HEALTH CARE MANDATES	287,592,124	335,995,954	336,090,369	325,384,308	354,602,806	321,129,985	14,960,384	4%
410 CHIEF INFORMATION OFFICER	5,195,832	4,877,950	5,143,523	4,901,652	5,208,429	5,208,429	(64,906)	-1%
420 INTEGRATED CRIMINAL JUST INFO	2,996,769	7,236,337	7,352,090	5,505,472	5,435,481	5,435,481	1,916,609	26%
440 PLANNING & DEVELOPMENT	7,686,397	8,210,846	10,503,917	8,784,407	11,109,948	11,109,948	(606,031)	-6%
460 RESEARCH & REPORTING	337,558	440,000	440,001	354,178	440,000	440,000	1	0%
470 GENERAL GOVERNMENT	241,364,383	373,277,563	329,810,686	239,295,207	411,976,592	449,168,082	(119,357,396)	-36%
480 APPROPRIATED FUND BALANCE	156,310,347	242,811,219	241,684,743	137,987,993	211,168,946	291,727,658	(50,042,915)	-21%
490 MANAGEMENT & BUDGET	1,543,165	1,644,001	1,735,903	1,717,643	1,762,186	1,762,186	(26,283)	-2%
520 PUBLIC DEFENDER	28,183,495	29,245,360	31,005,084	30,312,702	33,677,667	33,677,672	(2,672,588)	-9%
540 LEGAL DEFENDER	4,835,514	5,507,320	5,804,478	6,102,759	5,870,546	7,105,584	(1,301,106)	-22%
550 LEGAL ADVOCATE	4,226,064	4,736,165	4,984,493	5,489,859	6,399,647	6,399,647	(1,415,154)	-28%
560 CONTRACT COUNSEL	11,210,498	9,354,848	9,382,945	11,947,700	9,384,406	9,384,406	(1,461)	0%
600 HEALTH PLANS	405,419,785	426,080,691	428,357,024	470,423,884	390,283,436	388,133,556	40,223,468	9%
640 TRANSPORTATION	102,844,285	126,095,364	126,095,357	103,314,400	126,993,639	130,940,134	(4,844,777)	-4%
670 SOLID WASTE	4,304,372	4,335,232	4,335,567	3,275,930	4,335,232	4,412,422	(76,855)	-2%
700 FACILITIES MANAGEMENT	187,830,636	133,772,312	135,732,122	116,154,098	73,094,306	61,547,395	(125,757,153)	-196%
710 COMMUNICATIONS	555,182	772,076	772,068	721,996	788,403	754,229	17,839	2%
730 MATERIALS MANAGEMENT	2,147,600	2,079,713	2,160,047	2,076,306	2,195,842	2,186,857	(26,810)	-1%
740 EQUIPMENT SERVICES	9,533,935	8,171,022	8,171,031	8,976,364	9,870,428	9,751,777	(1,580,746)	-19%
750 RISK MANAGEMENT	18,397,198	25,609,802	25,609,795	25,562,088	26,162,580	26,070,716	(460,921)	-2%
760 TELECOMMUNICATIONS	13,599,154	12,214,470	12,214,472	12,170,398	12,246,524	13,656,435	(1,441,963)	-12%
790 ANIMAL CARE & CONTROL	9,627,051	8,265,910	8,288,049	8,425,433	9,533,640	9,106,379	(818,330)	-10%
860 PUBLIC HEALTH	46,673,247	55,008,134	55,234,971	51,253,093	51,039,877	49,787,818	5,447,153	10%
880 ENVIRONMENTAL SERVICES	20,817,730	18,834,516	19,871,118	19,465,113	21,416,533	22,670,093	(2,798,975)	-14%
900 HEALTH CARE DELIVERY SYSTEM	336,278,321	362,561,173	364,774,142	396,022,123	391,520,430	391,520,430	(26,746,288)	-7%
980 ELIMINATIONS	(452,467,766)	(389,716,225)	(393,514,049)	(440,185,478)	(411,230,371)	(442,029,692)	48,515,643	12%
Subtotal	\$ 1,577,853,994	\$ 1,963,370,424	\$ 1,932,132,276	\$ 1,711,062,259	\$ 1,924,096,661	\$ 1,971,859,535	\$ (39,727,259)	-2%
MARICOPA COUNTY	\$ 1,994,585,273	\$ 2,394,688,650	\$ 2,400,706,789	\$ 2,169,302,777	\$ 2,421,266,028	\$ 2,481,786,671	\$ (81,079,882)	-3%
690 FLOOD CONTROL DISTRICT	\$ 61,739,374	\$ 79,805,243	\$ 80,482,259	\$ 80,463,083	\$ 80,402,802	\$ 79,633,043	\$ 849,216	1%
650 LIBRARY DISTRICT	\$ 12,613,960	\$ 12,612,786	\$ 17,567,615	\$ 17,834,213	\$ 12,886,090	\$ 16,345,796	\$ 1,221,819	7%
680 STADIUM DISTRICT	\$ 5,980,379	\$ 7,519,263	\$ 7,519,259	\$ 8,719,323	\$ 6,996,960	\$ 7,436,960	\$ 82,299	1%
MARICOPA COUNTY & DISTRICTS	\$ 2,074,918,986	\$ 2,494,625,942	\$ 2,506,275,922	\$ 2,276,319,396	\$ 2,521,551,880	\$ 2,585,202,470	\$ (78,926,548)	-3%

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

CONSOLIDATED EXPENDITURES BY FUND TYPE/DEPARTMENT								
	FY 2002-03	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted vs	
	Actual	Adopted	Revised	Proj. Act	Requested	Adopted	Revised	%
	Restated	Restated	Restated	Restated			Variance	
GENERAL FUND								
JUDICIAL BRANCH								
110 ADULT PROBATION	\$ 14,189,400	\$ 36,018,294	\$ 43,494,075	\$ 42,776,501	\$ 44,911,787	\$ 45,668,897	\$ (2,174,822)	-5%
800 TRIAL COURTS	57,759,735	58,826,583	59,245,737	58,804,078	59,935,171	61,268,643	(2,022,906)	-3%
270 JUVENILE PROBATION	10,854,061	11,440,037	11,650,849	11,361,812	11,859,510	11,832,089	(181,240)	-2%
Subtotal	\$ 82,803,196	\$ 106,284,914	\$ 114,390,661	\$ 112,942,392	\$ 116,706,468	\$ 118,769,629	\$ (4,378,968)	-4%
ELECTED OFFICIAL								
010 BOARD OF SUPERVISORS DIST 1	\$ 223,083	\$ 224,756	\$ 237,953	\$ 215,305	\$ 242,175	\$ 249,676	\$ (11,723)	-5%
020 BOARD OF SUPERVISORS DIST 2	219,261	224,756	237,948	212,802	242,175	249,676	(11,728)	-5%
030 BOARD OF SUPERVISORS DIST 3	201,460	224,756	237,951	221,151	242,175	249,676	(11,725)	-5%
040 BOARD OF SUPERVISORS DIST 4	167,835	224,756	237,952	178,425	242,175	249,676	(11,724)	-5%
050 BOARD OF SUPERVISORS DIST 5	235,558	224,756	237,951	237,508	242,175	249,676	(11,725)	-5%
120 ASSESSOR	14,410,210	14,765,952	15,532,747	15,027,602	15,733,001	15,808,896	(276,149)	-2%
140 CALL CENTER	1,226,882	1,325,517	1,390,857	1,295,035	1,286,597	1,298,676	92,181	7%
160 CLERK OF THE SUPERIOR COURT	20,685,068	21,246,744	22,527,084	23,218,005	23,356,509	23,181,209	(654,125)	-3%
190 COUNTY ATTORNEY	43,097,110	43,850,402	48,519,525	48,918,105	49,903,420	50,280,208	(1,760,683)	-4%
210 ELECTIONS	9,946,135	8,219,888	8,369,155	8,314,425	10,985,928	10,494,469	(2,125,314)	-25%
250 CONSTABLES	1,570,538	1,613,814	1,742,822	1,738,764	1,696,030	1,780,046	(37,224)	-2%
360 RECORDER	1,821,529	1,859,996	1,946,732	2,065,171	1,983,682	1,991,183	(44,451)	-2%
370 SUPERINTENDENT OF SCHOOLS	1,657,474	1,847,755	1,948,291	1,803,804	1,969,670	1,984,742	(36,451)	-2%
430 TREASURER	3,527,577	3,707,669	3,878,662	3,750,623	3,826,694	3,952,730	(74,068)	-2%
500 SHERIFF	36,902,806	37,273,015	41,674,094	41,722,147	43,119,415	47,355,136	(5,681,042)	-14%
Subtotal	\$ 135,892,527	\$ 136,834,532	\$ 148,719,724	\$ 148,918,874	\$ 155,071,821	\$ 159,375,675	\$ (10,655,951)	-7%
APPOINTED DEPARTMENT								
060 CLERK OF THE BOARD	\$ 463,725	\$ 450,169	\$ 474,308	\$ 441,821	\$ 478,788	\$ 478,788	\$ (4,480)	-1%
150 EMERGENCY MANAGEMENT	65,898	152,182	155,350	109,579	155,628	155,628	(278)	0%
180 FINANCE	2,059,490	2,360,213	2,501,408	2,395,163	2,521,941	2,532,036	(30,628)	-1%
200 COUNTY ADMINISTRATIVE OFFICER	1,141,794	1,246,200	1,305,815	1,195,893	1,305,646	1,358,665	(52,850)	-4%
220 HUMAN SERVICES	1,267,078	1,138,980	947,206	947,206	945,707	1,787,032	(839,826)	-89%
230 INTERNAL AUDIT	999,418	958,022	1,020,033	960,939	1,037,182	1,035,910	(15,877)	-2%
260 CORRECTIONAL HEALTH	4,972,451	5,500,000	5,500,000	7,537,604	4,500,000	3,461,426	2,038,574	37%
290 MEDICAL EXAMINER	3,775,258	3,881,203	4,103,599	4,187,992	4,128,060	4,189,649	(86,050)	-2%
300 PARKS & RECREATION	1,661,961	1,487,694	1,114,583	1,110,668	2,141,039	1,271,316	(156,733)	-14%
310 HUMAN RESOURCES	3,567,932	2,741,834	2,896,403	2,536,443	2,926,844	2,872,815	23,588	1%
340 PUBLIC FIDUCIARY	1,809,172	1,841,113	1,939,353	1,951,355	1,974,589	1,983,422	(44,069)	-2%
350 TOTAL COMPENSATION	911,655	1,945,819	2,300,212	3,093,896	2,589,653	2,649,479	(349,267)	-15%
390 HEALTH CARE MANDATES	287,592,124	335,995,954	336,090,369	325,384,308	354,602,806	321,129,985	14,960,384	4%
410 CHIEF INFORMATION OFFICER	5,195,832	4,877,950	5,143,523	4,901,652	5,208,429	5,208,429	(64,906)	-1%
470 GENERAL GOVERNMENT	165,636,279	241,528,949	217,904,996	174,901,281	221,934,718	257,853,500	(39,948,504)	-18%
480 APPROPRIATED FUND BALANCE	53,247,779	137,492,963	135,161,900	80,467,417	148,311,150	196,689,269	(61,527,369)	-46%
490 MANAGEMENT & BUDGET	1,543,165	1,644,001	1,735,903	1,717,643	1,762,186	1,762,186	(26,283)	-2%
520 PUBLIC DEFENDER	26,625,006	27,611,790	29,111,498	28,612,320	31,100,074	31,100,074	(1,988,576)	-7%
540 LEGAL DEFENDER	4,763,050	5,428,346	5,725,502	6,024,137	5,786,143	7,021,181	(1,295,679)	-23%
550 LEGAL ADVOCATE	4,212,527	4,725,749	4,974,077	5,476,952	6,383,337	6,383,337	(1,409,260)	-28%
560 CONTRACT COUNSEL	11,210,498	9,354,848	9,382,945	11,947,700	9,384,406	9,384,406	(1,461)	0%
700 FACILITIES MANAGEMENT	18,714,434	15,347,116	16,154,673	16,291,772	16,594,284	17,333,572	(1,178,899)	-7%
710 COMMUNICATIONS	331,078	51,635	51,635	46,275	7,124	707,968	(656,333)	-1271%
730 MATERIALS MANAGEMENT	1,327,975	1,244,722	1,325,059	1,292,653	1,359,479	1,354,842	(29,783)	-2%
790 ANIMAL CARE & CONTROL	304,041	304,041	304,041	304,041	315,189	385,109	(81,068)	-27%
860 PUBLIC HEALTH	6,336,976	6,493,512	6,824,063	6,764,022	6,871,319	6,590,367	233,696	3%
880 ENVIRONMENTAL SERVICES	666,054	753,844	788,739	788,298	1,279,890	1,369,912	(581,173)	-74%
Subtotal	\$ 610,402,650	\$ 816,558,849	\$ 794,937,193	\$ 691,389,032	\$ 835,605,611	\$ 888,050,303	\$ (93,113,110)	-12%
MARICOPA COUNTY	\$ 829,098,372	\$ 1,059,678,295	\$ 1,058,047,578	\$ 953,250,298	\$ 1,107,383,900	\$ 1,166,195,607	\$ (108,148,029)	-10%
MARICOPA COUNTY & DISTRICTS	\$ 829,098,372	\$ 1,059,678,295	\$ 1,058,047,578	\$ 953,250,298	\$ 1,107,383,900	\$ 1,166,195,607	\$ (108,148,029)	-10%

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

CONSOLIDATED EXPENDITURES BY FUND TYPE / DEPARTMENT / FUND								
	FY 2003-04 Actual	FY 2003-04 Adopted	FY 2003-04 Revised	FY 2003-04 Proj.	FY 2004-05	FY 2004-05 Adopted	Adopted vs Revised	
	Restated	Restated	Restated	Act. Restated	Requested		Variance	%
SPECIAL REVENUE								
JUDICIAL BRANCH								
110 ADULT PROBATION								
201 ADULT PROBATION FEES	\$ 7,779,854	\$ 8,205,000	\$ 8,204,990	\$ 7,845,772	\$ 8,205,000	\$ 8,300,000	\$ (95,010)	-1%
211 ADULT PROBATION GRANTS	29,892,605	6,029,945	6,029,950	5,648,680	5,619,776	5,619,776	410,174	7%
Dept Total	\$ 37,672,459	\$ 14,234,945	\$ 14,234,940	\$ 13,494,452	\$ 13,824,776	\$ 13,919,776	\$ 315,164	2%
270 JUVENILE PROBATION								
227 JUVENILE PROBATION GRANTS	14,819,815	16,245,747	16,245,757	15,327,371	15,722,058	15,722,058	523,699	3%
228 JUVENILE PROBATION SPECIAL FEE	778,399	946,528	946,534	902,069	830,000	1,000,000	(53,466)	-6%
229 JUVENILE RESTITUTION FUND	1,144	10,000	10,000	49,215	10,000	50,000	(40,000)	-400%
255 DETENTION OPERATIONS	13,924,652	16,307,877	19,533,392	17,906,909	25,772,927	24,405,284	(4,871,892)	-25%
275 JUVENILE PROBATION DIVERSION	183,486	268,425	268,425	220,231	268,425	268,425	-	0%
Dept Total	\$ 29,707,495	\$ 33,778,577	\$ 37,004,108	\$ 34,405,795	\$ 42,603,410	\$ 41,445,767	\$ (4,441,659)	-12%
800 TRIAL COURTS								
204 JUSTICE CT JUDICIAL ENHANCEMNT	\$ 95,404	\$ 610,011	\$ 610,012	\$ 282,582	\$ 608,704	\$ 608,704	\$ 1,308	0%
208 JUDICIAL ENHANCEMENT	104,593	600,000	600,000	330,435	600,000	600,000	-	0%
238 SUPERIOR COURT GRANTS	1,218,937	1,356,000	1,356,002	1,312,231	1,356,000	1,356,000	2	0%
245 JUSTICE COURTS SPECIAL REVENUE	463,836	466,234	466,234	-	466,234	2,062,052	(1,595,818)	-342%
246 JUSTICE COURTS GRANTS	115,928	179,320	179,320	140,556	179,320	209,584	(30,264)	-17%
256 PROBATE FEES	407,797	388,576	388,579	384,608	388,576	392,000	(3,421)	-1%
257 CONCILIATION COURT FEES	1,364,303	1,552,010	1,552,009	1,360,480	1,552,010	1,554,010	(2,001)	0%
258 COURT AUTOMATED SERVICES	460,076	531,729	531,735	474,869	531,729	508,000	23,735	4%
259 SUPERIOR COURT SPECIAL REVENUE	2,837,972	3,206,996	3,206,992	3,152,506	3,245,821	4,989,262	(1,782,270)	-56%
261 LAW LIBRARY FEES	788,435	800,000	800,000	657,792	800,000	810,700	(10,700)	-1%
264 SUPERIOR COURT FILL THE GAP	1,375,369	1,525,690	1,525,688	1,367,564	1,525,690	1,525,690	(2)	0%
271 EXPEDITED CHILD SUPPORT	-	-	-	-	-	425,661	(425,661)	
276 SPOUSAL MAINT ENF ENHANCEMENT	-	-	-	-	-	95,000	(95,000)	
280 OLD COURTHOUSE RESTORATION	-	10,000	10,000	-	10,000	10,000	-	0%
281 CHILDREN'S ISSUES EDUCATION	18,869	52,950	52,951	46,242	52,950	110,000	(57,049)	-108%
282 DOM REL MEDIATION EDUCATION	315,326	171,002	171,002	169,691	171,002	176,000	(4,998)	-3%
748 JUROR IMPROVEMENT	1,649	200,000	200,000	15,072	200,000	200,000	-	0%
Dept Total	\$ 9,568,495	\$ 11,650,518	\$ 11,650,524	\$ 9,694,628	\$ 11,688,036	\$ 15,632,663	\$ (3,982,139)	-34%
JUDICIAL BRANCH TOTAL	\$ 76,948,449	\$ 59,664,040	\$ 62,889,572	\$ 57,594,875	\$ 68,116,222	\$ 70,998,206	\$ (8,108,634)	-13%
ELECTED OFFICIAL								
160 CLERK OF THE SUPERIOR COURT								
205 COURT DOCUMENT RETRIEVAL	\$ 1,221,632	\$ 1,128,725	\$ 1,128,730	\$ 1,034,463	\$ 1,148,925	\$ 1,098,925	\$ 29,805	3%
208 JUDICIAL ENHANCEMENT	609,072	1,001,380	1,001,380	887,172	991,599	1,065,055	(63,675)	-6%
216 CLERK OF THE COURT GRANTS	1,080,220	1,450,000	1,450,001	1,450,000	1,416,800	1,326,528	123,473	9%
218 CLERK OF COURT FILL THE GAP	2,151,298	1,886,855	1,886,849	1,377,544	1,427,544	1,427,544	459,305	24%
258 COURT AUTOMATED SERVICES	135,220	181,000	181,000	181,000	181,000	181,000	-	0%
270 CHILD SUPPORT ENHANCEMENT	15,587	125,000	125,000	105,711	100,000	100,000	25,000	20%
271 EXPEDITED CHILD SUPPORT	396,328	399,569	399,563	399,569	425,661	-	399,563	100%
272 CHILD SUPPORT AUTOMATION	9,941	18,691	18,691	24,154	-	-	18,691	100%
273 VICTIM LOCATION	15,126	35,401	35,400	11,530	37,500	36,568	(1,168)	-3%
274 CLERK OF THE COURT EDMS	1,408,266	1,400,000	1,400,006	1,399,999	1,400,000	1,400,000	6	0%
276 SPOUSAL MAINT ENF ENHANCEMENT	44,462	95,000	94,995	84,177	95,000	-	94,995	100%
Dept Total	\$ 7,087,153	\$ 7,721,621	\$ 7,721,615	\$ 6,955,320	\$ 7,224,029	\$ 6,635,620	\$ 1,085,995	14%
190 COUNTY ATTORNEY								
213 COUNTY ATTORNEY RICO	\$ 602,149	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ -	0%
219 COUNTY ATTORNEY GRANTS	5,147,993	5,263,576	5,989,799	6,659,380	5,989,799	5,827,233	162,566	3%
220 DIVERSION	943,232	1,000,000	999,994	949,954	750,000	1,000,000	(6)	0%
221 COUNTY ATTORNEY FILL THE GAP	782,929	1,576,624	1,576,624	1,423,993	1,266,624	2,023,143	(446,519)	-28%
266 CHECK ENFORCEMENT PROGRAM	679,162	502,197	699,099	685,882	684,457	700,000	(901)	0%
267 CRIM JUSTICE ENHANCEMENT	1,500,921	1,361,500	1,361,500	1,238,371	1,361,500	1,361,500	-	0%
268 VICTIM COMP AND ASSISTANCE	63,184	75,000	75,000	61,400	36,000	126,000	(51,000)	-68%
269 VICTIM COMP RESTITUTION INT	148,610	52,896	352,896	207,970	40,000	465,000	(112,104)	-32%
Dept Total	\$ 9,868,180	\$ 11,131,793	\$ 12,354,912	\$ 12,526,950	\$ 11,428,380	\$ 12,802,876	\$ (447,964)	-4%
360 RECORDER								
236 RECORDER'S SURCHARGE	\$ 4,468,282	\$ 4,404,146	\$ 4,404,141	\$ 4,168,499	\$ 5,670,072	\$ 5,608,218	\$ (1,204,077)	-27%
Dept Total	\$ 4,468,282	\$ 4,404,146	\$ 4,404,141	\$ 4,168,499	\$ 5,670,072	\$ 5,608,218	\$ (1,204,077)	-27%
500 SHERIFF								
203 SHERIFF DONATIONS	\$ 3,537	\$ 16,400	\$ 16,400	\$ 4,710	\$ 16,400	\$ 16,400	\$ -	0%
212 SHERIFF RICO FUND	-	-	-	-	-	395,000	(395,000)	
214 SHERIFF JAIL ENHANCEMENT FUND	-	-	-	-	-	1,100,000	(1,100,000)	
251 SHERIFF GRANTS	5,612,952	5,454,116	5,454,442	5,417,033	3,974,179	3,992,275	1,462,167	27%
252 INMATE SERVICES	7,194,446	9,806,758	9,806,763	6,933,475	9,741,010	9,911,744	(104,981)	-1%
254 INMATE HEALTH SERVICES	124,323	50,840	50,840	22,964	50,840	309,168	(258,328)	-508%
255 DETENTION OPERATIONS	84,662,143	87,462,297	100,278,674	100,572,464	116,654,189	118,754,447	(18,475,773)	-18%
Dept Total	\$ 97,597,400	\$ 102,790,411	\$ 115,607,119	\$ 112,950,646	\$ 130,436,618	\$ 134,479,034	\$ (18,871,915)	-501%
ELECTED OFFICIAL TOTAL	\$ 119,021,016	\$ 126,047,971	\$ 140,087,787	\$ 136,601,415	\$ 154,759,099	\$ 159,525,748	\$ (19,437,961)	-14%

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

CONSOLIDATED EXPENDITURES BY FUND TYPE / DEPARTMENT / FUND								
	FY 2003-04 Actual Restated	FY 2003-04 Adopted Restated	FY 2003-04 Revised Restated	FY 2003-04 Proj. Act. Restated	FY 2004-05 Requested	FY 2004-05 Adopted	Adopted vs Revised Variance	%
SPECIAL REVENUE (Continued)								
APPOINTED DEPARTMENT								
150 EMERGENCY MANAGEMENT								
207 PALO VERDE	\$ 163,209	\$ 286,424	\$ 286,447	\$ 258,748	\$ 286,447	\$ 287,138	\$ (691)	0%
215 EMERGENCY MANAGEMENT	653,409	1,065,945	1,066,438	744,475	1,104,493	1,096,223	(29,785)	-3%
Dept Total	\$ 816,618	\$ 1,352,369	\$ 1,352,885	\$ 1,003,222	\$ 1,390,940	\$ 1,383,361	\$ (30,476)	-2%
170 COMMUNITY DEVELOPMENT								
217 CDBG, HOUSING TRUST	\$ 6,956,402	\$ 15,857,672	\$ 15,857,672	\$ 13,247,987	\$ 16,033,276	\$ 16,033,276	\$ (175,604)	-1%
Dept Total	\$ 6,956,402	\$ 15,857,672	\$ 15,857,672	\$ 13,247,987	\$ 16,033,276	\$ 16,033,276	\$ (175,604)	-1%
220 HUMAN SERVICES								
222 HUMAN SERVICES GRANTS	\$ 33,612,747	\$ 35,032,337	\$ 35,032,144	\$ 35,032,337	\$ 39,500,000	\$ 37,977,848	\$ (2,945,704)	-8%
Dept Total	\$ 33,612,747	\$ 35,032,337	\$ 35,032,144	\$ 35,032,337	\$ 39,500,000	\$ 37,977,848	\$ (2,945,704)	-8%
260 CORRECTIONAL HEALTH								
255 DETENTION OPERATIONS	\$ 25,092,631	\$ 25,798,283	\$ 29,315,544	\$ 35,206,425	\$ 33,225,545	\$ 36,512,414	\$ (7,196,870)	-25%
292 CORRECTIONAL HEALTH GRANT	134,075	1,060,486	1,062,026	452,029	842,542	842,542	219,484	21%
Dept Total	\$ 25,226,706	\$ 26,848,769	\$ 30,377,570	\$ 35,658,454	\$ 34,068,087	\$ 37,354,956	\$ (6,977,386)	-23%
290 MEDICAL EXAMINER								
224 MEDICAL EXAMINER GRANT FUND	\$ -	\$ 207,614	\$ 267,045	\$ 267,045	\$ 267,045	\$ 267,045	\$ -	0%
Dept Total	\$ -	\$ 207,614	\$ 267,045	\$ 267,045	\$ 267,045	\$ 267,045	\$ -	0%
300 PARKS & RECREATION								
225 SPUR CROSS RANCH CONSERVATION	\$ 313,542	\$ 417,714	\$ 417,716	\$ 439,300	\$ 410,500	\$ 410,500	\$ 7,216	2%
230 PARKS & REC. GRANTS	191,259	388,470	388,470	260,470	67,470	67,470	321,000	83%
239 PARKS SOUVENIR FUND	47,486	52,000	52,000	53,749	52,000	52,000	-	0%
240 LAKE PLEASANT RECREATION SVCS	4,358,466	1,824,950	1,824,946	1,623,055	1,482,000	1,500,951	323,995	18%
241 PARKS ENHANCEMENT FUND	2,224,498	2,266,882	2,266,904	2,192,734	2,095,885	2,236,340	30,564	1%
243 PARKS DONATIONS FUND	27,241	236,253	236,253	51,349	236,253	236,253	-	0%
Dept Total	\$ 7,162,492	\$ 5,186,269	\$ 5,186,289	\$ 4,620,657	\$ 4,344,108	\$ 4,503,514	\$ 682,775	13%
420 INTEGRATED CRIMINAL JUST INFO								
255 DETENTION OPERATIONS	\$ 2,996,769	\$ 7,236,337	\$ 7,352,090	\$ 5,505,472	\$ 5,435,481	\$ 5,435,481	\$ 1,916,609	26%
Dept Total	\$ 2,996,769	\$ 7,236,337	\$ 7,352,090	\$ 5,505,472	\$ 5,435,481	\$ 5,435,481	\$ 1,916,609	26%
440 PLANNING & DEVELOPMENT								
226 PLANNING AND DEVELOPMENT FEES	\$ 7,574,711	\$ 8,065,871	\$ 10,358,953	\$ 8,662,414	\$ 10,947,590	\$ 10,947,590	\$ (588,637)	-6%
235 DEL WEBB SPECIAL FUND	111,685	144,975	144,964	121,992	162,358	162,358	(17,394)	-12%
Dept Total	\$ 7,686,397	\$ 8,210,846	\$ 10,503,917	\$ 8,784,407	\$ 11,109,948	\$ 11,109,948	\$ (606,031)	-6%
460 RESEARCH & REPORTING								
260 RESEARCH & REPORTING	\$ 337,558	\$ 440,000	\$ 440,001	\$ 354,178	\$ 440,000	\$ 440,000	\$ 1	0%
Dept Total	\$ 337,558	\$ 440,000	\$ 440,001	\$ 354,178	\$ 440,000	\$ 440,000	\$ 1	0%
470 GENERAL GOVERNMENT								
210 WASTE MANAGEMENT	\$ 7,114	\$ 479,899	\$ 479,899	\$ 30,485	\$ 513,519	\$ 527,069	\$ (47,170)	-10%
249 GENERAL GOVERNMENT GRANTS	18,044,306	4,003,472	2,388,649	2,313,649	4,000,000	10,896,891	(8,508,242)	-356%
255 DETENTION OPERATIONS	3,592,800	30,592,268	9,788,103	2,810,190	54,038,504	42,367,929	(32,579,826)	-333%
Dept Total	\$ 21,644,220	\$ 35,075,639	\$ 12,656,651	\$ 5,154,324	\$ 58,552,023	\$ 53,791,889	\$ (41,135,238)	-325%
480 APPROPRIATED FUND BALANCE								
255 DETENTION OPERATIONS	\$ 103,062,568	\$ 105,318,256	\$ 106,522,843	\$ 57,520,576	\$ 62,857,796	\$ 95,038,389	\$ 11,484,454	11%
Dept Total	\$ 103,062,568	\$ 105,318,256	\$ 106,522,843	\$ 57,520,576	\$ 62,857,796	\$ 95,038,389	\$ 11,484,454	11%
520 PUBLIC DEFENDER								
209 PUBLIC DEFENDER TRAINING	\$ 334,948	\$ 330,808	\$ 330,806	\$ 330,808	\$ 413,751	\$ 413,751	\$ (82,945)	-25%
233 PUBLIC DEFENDER GRANTS	373,658	397,974	397,973	373,658	379,712	379,717	18,256	5%
262 PUBLIC DEFENDER FILL THE GAP	849,883	904,788	1,164,807	995,916	1,784,130	1,784,130	(619,323)	-53%
Dept Total	\$ 1,558,489	\$ 1,633,570	\$ 1,893,586	\$ 1,700,382	\$ 2,577,593	\$ 2,577,598	\$ (684,012)	-36%
540 LEGAL DEFENDER								
209 PUBLIC DEFENDER TRAINING	\$ 38,424	\$ 36,000	\$ 36,000	\$ 36,000	\$ 40,403	\$ 40,403	\$ (4,403)	-12%
263 LEGAL DEFENDER FILL THE GAP	34,040	42,974	42,976	42,622	44,000	44,000	(1,024)	-2%
Dept Total	\$ 72,463	\$ 78,974	\$ 78,976	\$ 78,622	\$ 84,403	\$ 84,403	\$ (5,427)	-7%
550 LEGAL ADVOCATE								
209 PUBLIC DEFENDER TRAINING	\$ 13,537	\$ 10,416	\$ 10,416	\$ 12,907	\$ 11,310	\$ 11,310	\$ (894)	-9%
233 PUBLIC DEFENDER GRANTS	-	-	-	-	5,000	5,000	(5,000)	-
Dept Total	\$ 13,537	\$ 10,416	\$ 10,416	\$ 12,907	\$ 16,310	\$ 16,310	\$ (5,894)	-57%
600 HEALTH PLANS								
248 SAIL GRANTS	\$ 1,889,242	\$ 1,957,636	\$ 1,957,637	\$ 1,957,636	\$ 2,149,880	\$ -	\$ 1,957,637	100%
Dept Total	\$ 1,889,242	\$ 1,957,636	\$ 1,957,637	\$ 1,957,636	\$ 2,149,880	\$ -	\$ 1,957,637	100%

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

CONSOLIDATED EXPENDITURES BY FUND TYPE / DEPARTMENT / FUND								
	FY 2003-04 Actual Restated	FY 2003-04 Adopted Restated	FY 2003-04 Revised Restated	FY 2003-04 Proj. Act. Restated	FY 2004-05 Requested	FY 2004-05 Adopted	Adopted vs Revised Variance	%
SPECIAL REVENUE (Continued)								
640 TRANSPORTATION								
223 TRANSPORTATION GRANTS	\$ 681,981	\$ 350,000	\$ 350,000	\$ 150,000	\$ 250,000	\$ 250,000	\$ 100,000	29%
232 TRANSPORTATION OPERATIONS	94,031,541	105,288,136	105,288,129	104,298,546	105,784,588	114,426,951	(9,138,822)	-9%
Dept Total	\$ 94,713,523	\$ 105,638,136	\$ 105,638,129	\$ 104,448,546	\$ 106,034,588	\$ 114,676,951	\$ (9,038,822)	-9%
650 LIBRARY DISTRICT								
242 LIBRARY DISTRICT GRANTS	\$ 156,263	\$ 25,000	\$ 25,000	\$ 104,116	\$ 25,000	\$ 25,000	\$ -	0%
244 LIBRARY DISTRICT	12,457,697	12,587,786	17,542,615	17,730,097	12,861,090	16,320,796	1,221,819	7%
Dept Total	\$ 12,613,960	\$ 12,612,786	\$ 17,567,615	\$ 17,834,213	\$ 12,886,090	\$ 16,345,796	\$ 1,221,819	7%
670 SOLID WASTE								
290 WASTE TIRE	\$ 2,679,089	\$ 3,435,232	\$ 3,435,238	\$ 2,615,542	\$ 3,435,232	\$ 3,419,169	\$ 16,069	0%
Dept Total	\$ 2,679,089	\$ 3,435,232	\$ 3,435,238	\$ 2,615,542	\$ 3,435,232	\$ 3,419,169	\$ 16,069	0%
680 STADIUM DISTRICT								
250 CACTUS LEAGUE OPERATIONS	\$ 30,513	\$ 109,371	\$ 109,371	\$ 84,028	\$ 109,318	\$ 109,318	\$ 53	0%
253 BALLPARK OPERATIONS	3,525,523	3,471,937	3,471,933	4,415,018	3,469,686	3,469,685	2,248	0%
Dept Total	\$ 3,556,036	\$ 3,581,308	\$ 3,581,304	\$ 4,499,046	\$ 3,579,003	\$ 3,579,003	\$ 2,301	0%
690 FLOOD CONTROL DISTRICT								
989 FLOOD CONTROL GRANTS	\$ -	\$ -	\$ 357,000	\$ 357,000	\$ -	\$ -	\$ 357,000	100%
991 FLOOD CONTROL	61,739,374	79,805,243	80,183,259	80,106,083	80,402,802	91,003,439	(10,820,180)	-13%
Dept Total	\$ 61,739,374	\$ 79,805,243	\$ 80,540,259	\$ 80,463,083	\$ 80,402,802	\$ 91,003,439	\$ (10,463,180)	-13%
700 FACILITIES MANAGEMENT								
255 DETENTION OPERATIONS	\$ -	\$ -	\$ 1,152,255	\$ 1,140,147	\$ 5,930,694	\$ 5,467,329	\$ (4,315,074)	-374%
Dept Total	\$ -	\$ -	\$ 1,152,255	\$ 1,140,147	\$ 5,930,694	\$ 5,467,329	\$ (4,315,074)	-374%
790 ANIMAL CARE & CONTROL								
572 ANIMAL CONTROL LICENSE/SHELTER	\$ 6,962,517	\$ 5,381,750	\$ 5,381,749	\$ 5,381,750	\$ 5,679,717	\$ 5,504,069	\$ (122,320)	-2%
573 ANIMAL CONTROL GRANTS	90,000	348,256	370,401	337,981	468,857	468,857	(98,456)	-27%
574 ANIMAL CONTROL FIELD OPERATION	2,270,493	2,231,863	2,231,858	2,401,661	3,069,877	2,748,344	(516,486)	-23%
Dept Total	\$ 9,323,010	\$ 7,961,869	\$ 7,984,008	\$ 8,121,391	\$ 9,218,451	\$ 8,721,270	\$ (737,262)	-9%
860 PUBLIC HEALTH								
265 PUBLIC HEALTH FEES	\$ 3,055,722	\$ 3,689,365	\$ 3,689,369	\$ 3,540,503	\$ 3,489,351	\$ 3,419,643	\$ 269,726	7%
532 PUBLIC HEALTH GRANTS	37,280,550	44,825,257	44,721,539	40,948,568	40,679,207	39,777,808	4,943,731	11%
Dept Total	\$ 40,336,272	\$ 48,514,622	\$ 48,410,908	\$ 44,489,070	\$ 44,168,558	\$ 43,197,451	\$ 5,213,457	11%
880 ENVIRONMENTAL SERVICES								
504 AIR QUALITY FEES	\$ 6,575,631	\$ 5,457,543	\$ 5,457,546	\$ 5,541,724	\$ 5,762,975	\$ 6,324,064	\$ (866,518)	-16%
505 ENVIRONMENTAL SERVICES GRANT	3,629,472	3,893,983	4,256,520	3,698,298	4,746,035	4,635,284	(378,764)	-9%
506 ENVIRONMTL SVCS ENV HEALTH	9,946,573	8,729,146	9,368,313	9,436,794	9,627,633	10,340,833	(972,520)	-10%
Dept Total	\$ 20,151,676	\$ 18,080,672	\$ 19,082,379	\$ 18,676,816	\$ 20,136,643	\$ 21,300,181	\$ (2,217,802)	-12%
APPOINTED DEPARTMENT TOTAL	\$ 458,149,146	\$ 524,076,572	\$ 516,881,817	\$ 453,186,061	\$ 524,618,951	\$ 573,724,607	\$ (56,842,790)	-11%
SPECIAL REVENUE TOTAL	\$ 654,118,611	\$ 709,788,583	\$ 719,859,176	\$ 647,382,350	\$ 747,494,272	\$ 804,248,561	\$ (84,389,385)	-12%
DEBT SERVICE								
APPOINTED DEPARTMENT								
470 GENERAL GOVERNMENT								
312 BOND-DEBT SERVICE	\$ 21,347,350	\$ 20,971,600	\$ 20,971,600	\$ 21,283,882	\$ 20,971,600	\$ -	\$ 20,971,600	100%
320 COUNTY IMPROVEMENT DEBT	18,293,455	8,920,479	8,920,479	8,920,479	9,725,181	48,131,226	(39,210,747)	-440%
Dept Total	\$ 39,640,805	\$ 29,892,079	\$ 29,892,079	\$ 30,204,361	\$ 30,696,781	\$ 48,131,226	\$ (18,239,147)	-61%
680 STADIUM DISTRICT								
370 STADIUM DIST DEBT SERIES02	\$ 3,945,548	\$ 5,125,094	\$ 5,125,094	\$ 5,153,999	\$ 5,075,094	\$ 5,515,094	\$ (390,000)	-8%
Dept Total	\$ 3,945,548	\$ 5,125,094	\$ 5,125,094	\$ 5,153,999	\$ 5,075,094	\$ 5,515,094	\$ (390,000)	-8%
APPOINTED DEPARTMENT TOTAL	\$ 43,586,353	\$ 35,017,173	\$ 35,017,173	\$ 35,358,360	\$ 35,771,875	\$ 53,646,320	\$ (18,629,147)	-53%
DEBT SERVICE TOTAL	\$ 43,586,353	\$ 35,017,173	\$ 35,017,173	\$ 35,358,360	\$ 35,771,875	\$ 53,646,320	\$ (18,629,147)	-53%

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

CONSOLIDATED EXPENDITURES BY FUND TYPE / DEPARTMENT / FUND									
	FY 2003-04 Actual	FY 2003-04 Adopted	FY 2003-04 Revised	FY 2003-04 Proj.	FY 2004-05	FY 2004-05 Adopted	Adopted vs		
	Restated	Restated	Restated	Act. Restated	Requested		Revised	Variance	%
CAPITAL PROJECTS									
JUDICIAL BRANCH									
270 JUVENILE PROBATION									
455 DETENTION CAPITAL PROJECTS	\$ 506,121	\$ 781,398	\$ 781,397	\$ 705,253	\$ 785,072	\$ 392,535	\$ 388,862	\$ 388,862	50%
Dept Total	\$ 506,121	\$ 781,398	\$ 781,397	\$ 705,253	\$ 785,072	\$ 392,535	\$ 388,862	\$ 388,862	50%
JUDICIAL BRANCH TOTAL	\$ 506,121	\$ 781,398	\$ 781,397	\$ 705,253	\$ 785,072	\$ 392,535	\$ 388,862	\$ 388,862	50%
ELECTED OFFICIAL									
500 SHERIFF									
455 DETENTION CAPITAL PROJECTS	\$ 1,559,970	\$ 1,705,371	\$ 1,705,371	\$ 1,477,710	\$ 1,730,685	\$ 865,343	\$ 840,028	\$ 840,028	49%
Dept Total	\$ 1,559,970	\$ 1,705,371	\$ 1,705,371	\$ 1,477,710	\$ 1,730,685	\$ 865,343	\$ 840,028	\$ 840,028	49%
ELECTED OFFICIAL TOTAL	\$ 1,559,970	\$ 1,705,371	\$ 1,705,371	\$ 1,477,710	\$ 1,730,685	\$ 865,343	\$ 840,028	\$ 840,028	49%
APPOINTED DEPARTMENT									
260 CORRECTIONAL HEALTH									
455 DETENTION CAPITAL PROJECTS	\$ 121,603	\$ 156,499	\$ 156,743	\$ 156,091	\$ 210,716	\$ 158,037	\$ (1,294)	\$ (1,294)	-1%
Dept Total	\$ 121,603	\$ 156,499	\$ 156,743	\$ 156,091	\$ 210,716	\$ 158,037	\$ (1,294)	\$ (1,294)	-1%
470 GENERAL GOVERNMENT									
422 INTERGOVERNMENTAL CAP PROJ	\$ 5,701,608	\$ 20,900,213	\$ 21,976,277	\$ 17,317,948	\$ 12,084,637	\$ 21,095,594	\$ 880,683	\$ 880,683	4%
435 COUNTY IMPROVEMENT FUND	7,528,149	22,029,606	22,029,606	6,101,545	36,417,100	38,557,198	(16,527,592)	(16,527,592)	-75%
440 CRIMINAL JUSTICE CAP PROJECTS	-	-	-	-	-	-	-	-	-
445 GENERAL FUND CTY IMPROV	1,213,321	23,851,077	25,351,077	5,615,747	52,291,333	29,738,675	(4,387,598)	(4,387,598)	-17%
Dept Total	\$ 14,443,078	\$ 66,780,896	\$ 69,356,960	\$ 29,035,240	\$ 100,793,070	\$ 89,391,467	\$ (20,034,507)	\$ (20,034,507)	-29%
640 TRANSPORTATION									
234 TRANSPORTATION CAPITAL PROJECT	\$ 56,283,783	\$ 77,457,228	\$ 77,457,228	\$ 55,865,855	\$ 77,959,051	\$ 77,959,051	\$ (501,823)	\$ (501,823)	-1%
Dept Total	\$ 56,283,783	\$ 77,457,228	\$ 77,457,228	\$ 55,865,855	\$ 77,959,051	\$ 77,959,051	\$ (501,823)	\$ (501,823)	-1%
680 STADIUM DISTRICT									
410 BALLPARK CONSTRUCTION	\$ 90,207	\$ 404,135	\$ 404,135	\$ 351,435	\$ -	\$ -	\$ 404,135	\$ 404,135	100%
450 LONG TERM PROJECT RESERVE	2,500	3,000	3,000	2,500	3,000	3,000	-	-	0%
Dept Total	\$ 92,707	\$ 407,135	\$ 407,135	\$ 353,935	\$ 3,000	\$ 3,000	\$ 404,135	\$ 404,135	99%
690 FLOOD CONTROL DISTRICT									
990 FLOOD CONTROL CAPITAL PROJECTS	\$ 40,772,770	\$ 54,000,000	\$ 53,942,000	\$ 52,644,000	\$ 51,864,000	\$ 52,076,503	\$ 1,865,497	\$ 1,865,497	3%
Dept Total	\$ 40,772,770	\$ 54,000,000	\$ 53,942,000	\$ 52,644,000	\$ 51,864,000	\$ 52,076,503	\$ 1,865,497	\$ 1,865,497	3%
700 FACILITIES MANAGEMENT									
455 DETENTION CAPITAL PROJECTS	\$ 169,116,202	\$ 118,425,196	\$ 118,425,194	\$ 98,722,179	\$ 50,569,328	\$ 38,746,494	\$ 79,678,700	\$ 79,678,700	67%
Dept Total	\$ 169,116,202	\$ 118,425,196	\$ 118,425,194	\$ 98,722,179	\$ 50,569,328	\$ 38,746,494	\$ 79,678,700	\$ 79,678,700	67%
APPOINTED DEPARTMENT TOTAL	\$ 280,830,143	\$ 317,226,954	\$ 319,745,260	\$ 236,777,300	\$ 281,399,165	\$ 258,334,552	\$ 61,410,708	\$ 61,410,708	19%
CAPITAL PROJECTS TOTAL	\$ 282,896,234	\$ 319,713,723	\$ 322,232,028	\$ 238,960,263	\$ 283,914,922	\$ 259,592,430	\$ 62,639,598	\$ 62,639,598	19%
ENTERPRISE									
APPOINTED DEPARTMENT									
600 HEALTH PLANS									
541 HEALTH PLAN	\$ 109,073,671	\$ 130,451,694	\$ 130,451,694	\$ 140,268,616	\$ 124,659,416	\$ 124,659,416	\$ 5,792,278	\$ 5,792,278	4%
551 LONG TERM CARE PLAN	231,778,247	237,600,567	237,600,567	264,655,632	213,681,088	213,681,088	23,919,479	23,919,479	10%
566 SENIOR SELECT PLAN	62,538,161	56,070,794	58,347,120	63,542,000	49,793,052	49,793,052	8,554,068	8,554,068	15%
570 HEALTH PLAN ADMINISTRATION	140,463	-	6	-	-	-	6	6	100%
Dept Total	\$ 403,530,543	\$ 424,123,055	\$ 426,399,387	\$ 468,466,248	\$ 388,133,556	\$ 388,133,556	\$ 38,265,831	\$ 38,265,831	9%
670 SOLID WASTE									
580 SOLID WASTE MANAGEMENT	\$ 1,625,283	\$ 900,000	\$ 900,329	\$ 660,388	\$ 900,000	\$ 993,253	\$ (92,924)	\$ (92,924)	-10%
Dept Total	\$ 1,625,283	\$ 900,000	\$ 900,329	\$ 660,388	\$ 900,000	\$ 993,253	\$ (92,924)	\$ (92,924)	-10%
900 HEALTH CARE DELIVERY SYSTEM									
535 HEALTHCARE DELIVERY SYSTEM	\$ 336,278,321	\$ 452,165,681	\$ 454,378,650	\$ 466,122,392	\$ 474,412,270	\$ 474,412,270	\$ (20,033,620)	\$ (20,033,620)	-4%
Dept Total	\$ 336,278,321	\$ 452,165,681	\$ 454,378,650	\$ 466,122,392	\$ 474,412,270	\$ 474,412,270	\$ (20,033,620)	\$ (20,033,620)	-4%
APPOINTED DEPARTMENT TOTAL	\$ 741,434,147	\$ 877,188,736	\$ 881,678,366	\$ 935,249,028	\$ 863,445,826	\$ 863,539,079	\$ 18,139,287	\$ 18,139,287	2%
ENTERPRISE TOTAL	\$ 741,434,147	\$ 877,188,736	\$ 881,678,366	\$ 935,249,028	\$ 863,445,826	\$ 863,539,079	\$ 18,139,287	\$ 18,139,287	2%

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

CONSOLIDATED EXPENDITURES BY FUND TYPE / DEPARTMENT / FUND									
	FY 2003-04 Actual Restated	FY 2003-04 Adopted Restated	FY 2003-04 Revised Restated	FY 2003-04 Proj. Act. Restated	FY 2004-05 Requested	FY 2004-05 Adopted	Adopted vs Revised Variance	%	
INTERNAL SERVICE									
APPOINTED DEPARTMENT									
350 TOTAL COMPENSATION									
652 HS SELF-INSURED TRUST FUND	\$ 10,583,350	\$ 13,985,709	\$ 13,985,709	\$ 18,039,794	\$ 14,672,256	\$ 16,831,359	\$ (2,845,650)	-20%	
685 BENEFITS TRUST	13,656,513	23,635,004	23,635,004	21,153,483	23,635,004	22,533,346	1,101,658	5%	
Dept Total	\$ 24,239,863	\$ 37,620,713	\$ 37,620,713	\$ 39,193,277	\$ 38,307,260	\$ 39,364,705	\$ (1,743,992)	-5%	
710 COMMUNICATIONS									
681 TELECOMMUNICATIONS	\$ 224,104	\$ 720,441	\$ 720,433	\$ 675,721	\$ 781,279	\$ 46,261	\$ 674,172	94%	
Dept Total	\$ 224,104	\$ 720,441	\$ 720,433	\$ 675,721	\$ 781,279	\$ 46,261	\$ 674,172	94%	
730 MATERIALS MANAGEMENT									
673 REPROGRAPHICS	\$ 819,625	\$ 834,991	\$ 834,988	\$ 783,653	\$ 836,363	\$ 832,015	\$ 2,973	0%	
Dept Total	\$ 819,625	\$ 834,991	\$ 834,988	\$ 783,653	\$ 836,363	\$ 832,015	\$ 2,973	0%	
740 EQUIPMENT SERVICES									
654 EQUIPMENT SERVICES	\$ 9,533,935	\$ 8,171,022	\$ 8,171,031	\$ 8,976,364	\$ 9,870,428	\$ 9,751,777	\$ (1,580,746)	-19%	
Dept Total	\$ 9,533,935	\$ 8,171,022	\$ 8,171,031	\$ 8,976,364	\$ 9,870,428	\$ 9,751,777	\$ (1,580,746)	-19%	
750 RISK MANAGEMENT									
675 RISK MANAGEMENT	\$ 18,397,198	\$ 25,609,802	\$ 25,609,795	\$ 25,562,088	\$ 26,162,580	\$ 26,070,716	\$ (460,921)	-2%	
Dept Total	\$ 18,397,198	\$ 25,609,802	\$ 25,609,795	\$ 25,562,088	\$ 26,162,580	\$ 26,070,716	\$ (460,921)	-2%	
760 TELECOMMUNICATIONS									
681 TELECOMMUNICATIONS	\$ 13,599,154	\$ 12,214,470	\$ 12,214,472	\$ 12,170,398	\$ 12,246,524	\$ 13,656,435	\$ (1,441,963)	-12%	
Dept Total	\$ 13,599,154	\$ 12,214,470	\$ 12,214,472	\$ 12,170,398	\$ 12,246,524	\$ 13,656,435	\$ (1,441,963)	-12%	
APPOINTED DEPARTMENT TOTAL	\$ 66,813,879	\$ 85,171,439	\$ 85,171,432	\$ 87,361,502	\$ 88,204,434	\$ 89,721,909	\$ (4,550,477)	-5%	
INTERNAL SERVICE TOTAL	\$ 66,813,879	\$ 85,171,439	\$ 85,171,432	\$ 87,361,502	\$ 88,204,434	\$ 89,721,909	\$ (4,550,477)	-5%	
ELIMINATIONS									
APPOINTED DEPARTMENT									
300 PARKS & RECREATION									
900 ELIMINATIONS	\$ (21,142)	\$ (17,000)	\$ (17,000)	\$ (25,000)	\$ (17,000)	\$ (17,000)	\$ -	0%	
Dept Total	\$ (21,142)	\$ (17,000)	\$ (17,000)	\$ (25,000)	\$ (17,000)	\$ (17,000)	\$ -	0%	
640 TRANSPORTATION									
900 ELIMINATIONS	\$ (48,153,021)	\$ (57,000,000)	\$ (57,000,000)	\$ (57,000,000)	\$ (57,000,000)	\$ (61,695,868)	\$ 4,695,868	8%	
Dept Total	\$ (48,153,021)	\$ (57,000,000)	\$ (57,000,000)	\$ (57,000,000)	\$ (57,000,000)	\$ (61,695,868)	\$ 4,695,868	8%	
680 STADIUM DISTRICT									
900 ELIMINATIONS	\$ (1,613,912)	\$ (1,594,274)	\$ (1,594,274)	\$ (1,287,657)	\$ (1,660,137)	\$ (1,660,137)	\$ 65,863	4%	
Dept Total	\$ (1,613,912)	\$ (1,594,274)	\$ (1,594,274)	\$ (1,287,657)	\$ (1,660,137)	\$ (1,660,137)	\$ 65,863	4%	
690 FLOOD CONTROL DISTRICT									
900 ELIMINATIONS	\$ (40,772,770)	\$ (54,000,000)	\$ (54,000,000)	\$ (52,644,000)	\$ (51,864,000)	\$ (63,446,899)	\$ 9,446,899	17%	
Dept Total	\$ (40,772,770)	\$ (54,000,000)	\$ (54,000,000)	\$ (52,644,000)	\$ (51,864,000)	\$ (63,446,899)	\$ 9,446,899	17%	
900 HEALTH CARE DELIVERY SYSTEM									
900 ELIMINATIONS	\$ -	\$ (89,604,508)	\$ (89,604,508)	\$ (70,100,269)	\$ (82,891,840)	\$ (82,891,840)	\$ (6,712,668)	-7%	
900 ELIMINATIONS	(452,467,766)	(389,716,225)	(393,514,049)	(440,185,478)	(411,230,371)	(442,029,692)	48,515,643	12%	
Dept Total	\$ (452,467,766)	\$ (479,320,733)	\$ (483,118,557)	\$ (510,285,747)	\$ (494,122,211)	\$ (524,921,532)	\$ 41,802,975	9%	
APPOINTED DEPARTMENT TOTAL	\$ (543,028,611)	\$ (591,932,007)	\$ (595,729,831)	\$ (621,242,404)	\$ (604,663,348)	\$ (651,741,436)	\$ 56,011,605	9%	
ELIMINATIONS TOTAL	\$ (543,028,611)	\$ (591,932,007)	\$ (595,729,831)	\$ (621,242,404)	\$ (604,663,348)	\$ (651,741,436)	\$ 56,011,605	9%	

Consolidated Expenditures by Department and Fund Type

CONSOLIDATED EXPENDITURES BY DEPARTMENT AND FUND TYPE									
FY 2004-05 Aopted									
	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Sub-Total	Eliminations	All Funds
JUDICIAL									
110 ADULT PROBATION	\$ 45,668,897	\$ 13,919,776	\$ -	\$ -	\$ -	\$ -	\$ 59,588,673	\$ -	\$ 59,588,673
800 TRIAL COURTS	61,268,643	15,632,663	-	-	-	-	76,901,306	-	76,901,306
270 JUVENILE PROBATION	11,832,089	41,445,767	-	392,535	-	-	53,670,391	-	53,670,391
Subtotal	\$ 118,769,629	\$ 70,998,206	\$ -	\$ 392,535	\$ -	\$ -	\$ 190,160,370	\$ -	\$ 190,160,370
ELECTED									
010 BOARD OF SUPERVISORS DIST 1	\$ 249,676	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 249,676	\$ -	\$ 249,676
020 BOARD OF SUPERVISORS DIST 2	249,676	-	-	-	-	-	249,676	-	249,676
030 BOARD OF SUPERVISORS DIST 3	249,676	-	-	-	-	-	249,676	-	249,676
040 BOARD OF SUPERVISORS DIST 4	249,676	-	-	-	-	-	249,676	-	249,676
050 BOARD OF SUPERVISORS DIST 5	249,676	-	-	-	-	-	249,676	-	249,676
120 ASSESSOR	15,808,896	-	-	-	-	-	15,808,896	-	15,808,896
140 CALL CENTER	1,298,676	-	-	-	-	-	1,298,676	-	1,298,676
160 CLERK OF THE SUPERIOR COURT	23,181,209	6,635,620	-	-	-	-	29,816,829	-	29,816,829
190 COUNTY ATTORNEY	50,280,208	12,802,876	-	-	-	-	63,083,084	-	63,083,084
210 ELECTIONS	10,494,469	-	-	-	-	-	10,494,469	-	10,494,469
250 CONSTABLES	1,780,046	-	-	-	-	-	1,780,046	-	1,780,046
360 RECORDER	1,991,183	5,608,218	-	-	-	-	7,599,401	-	7,599,401
370 SUPERINTENDENT OF SCHOOLS	1,984,742	-	-	-	-	-	1,984,742	-	1,984,742
430 TREASURER	3,952,730	-	-	-	-	-	3,952,730	-	3,952,730
500 SHERIFF	47,355,136	134,479,034	-	865,343	-	-	182,699,513	-	182,699,513
Subtotal	\$ 159,375,675	\$ 159,525,748	\$ -	\$ 865,343	\$ -	\$ -	\$ 319,766,766	\$ -	\$ 319,766,766
APPOINTED									
150 EMERGENCY MANAGEMENT	\$ 155,628	\$ 1,383,361	\$ -	\$ -	\$ -	\$ -	\$ 1,538,989	\$ -	\$ 1,538,989
060 CLERK OF THE BOARD	478,788	-	-	-	-	-	478,788	-	478,788
170 COMMUNITY DEVELOPMENT	-	16,033,276	-	-	-	-	16,033,276	-	16,033,276
180 FINANCE	2,532,036	-	-	-	-	-	2,532,036	-	2,532,036
200 COUNTY ADMINISTRATIVE OFFICER	1,358,665	-	-	-	-	-	1,358,665	-	1,358,665
220 HUMAN SERVICES	1,787,032	37,977,848	-	-	-	-	39,764,880	-	39,764,880
230 INTERNAL AUDIT	1,035,910	-	-	-	-	-	1,035,910	-	1,035,910
260 CORRECTIONAL HEALTH	3,461,426	37,354,956	-	158,037	-	-	40,974,419	-	40,974,419
290 MEDICAL EXAMINER	4,189,649	267,045	-	-	-	-	4,456,694	-	4,456,694
300 PARKS & RECREATION	1,271,316	4,503,514	-	-	-	-	5,774,830	(17,000)	5,757,830
310 HUMAN RESOURCES	2,872,815	-	-	-	-	-	2,872,815	-	2,872,815
340 PUBLIC FIDUCIARY	1,983,422	-	-	-	-	-	1,983,422	-	1,983,422
350 TOTAL COMPENSATION	2,649,479	-	-	-	-	39,364,705	42,014,184	-	42,014,184
390 HEALTH CARE MANDATES	321,129,985	-	-	-	-	-	321,129,985	-	321,129,985
410 CHIEF INFORMATION OFFICER	5,208,429	-	-	-	-	-	5,208,429	-	5,208,429
420 INTEGRATED CRIMINAL JUST INFO	-	5,435,481	-	-	-	-	5,435,481	-	5,435,481
440 PLANNING & DEVELOPMENT	-	11,109,948	-	-	-	-	11,109,948	-	11,109,948
460 RESEARCH & REPORTING	-	440,000	-	-	-	-	440,000	-	440,000
470 GENERAL GOVERNMENT	257,853,500	53,791,889	48,131,226	89,391,467	-	-	449,168,082	-	449,168,082
480 APPROPRIATED FUND BALANCE	196,689,269	95,038,389	-	-	-	-	291,727,658	-	291,727,658
490 MANAGEMENT & BUDGET	1,762,186	-	-	-	-	-	1,762,186	-	1,762,186
520 PUBLIC DEFENDER	31,100,074	2,577,598	-	-	-	-	33,677,672	-	33,677,672
540 LEGAL DEFENDER	7,021,181	84,403	-	-	-	-	7,105,584	-	7,105,584
550 LEGAL ADVOCATE	6,383,337	16,310	-	-	-	-	6,399,647	-	6,399,647
560 CONTRACT COUNSEL	9,384,406	-	-	-	-	-	9,384,406	-	9,384,406
600 HEALTH PLANS	-	-	-	-	388,133,556	-	388,133,556	-	388,133,556
640 TRANSPORTATION	-	114,676,951	-	77,959,051	-	-	192,636,002	(61,695,868)	130,940,134
670 SOLID WASTE	-	3,419,169	-	-	993,253	-	4,412,422	-	4,412,422
700 FACILITIES MANAGEMENT	17,333,572	5,467,329	-	38,746,494	-	-	61,547,395	-	61,547,395
710 COMMUNICATIONS	707,968	-	-	-	-	46,261	754,229	-	754,229
730 MATERIALS MANAGEMENT	1,354,842	-	-	-	-	832,015	2,186,857	-	2,186,857
740 EQUIPMENT SERVICES	-	-	-	-	-	9,751,777	9,751,777	-	9,751,777
750 RISK MANAGEMENT	-	-	-	-	-	26,070,716	26,070,716	-	26,070,716
760 TELECOMMUNICATIONS	-	-	-	-	-	13,656,435	13,656,435	-	13,656,435
790 ANIMAL CARE & CONTROL	385,109	8,721,270	-	-	-	-	9,106,379	-	9,106,379
860 PUBLIC HEALTH	6,590,367	43,197,451	-	-	-	-	49,787,818	-	49,787,818
880 ENVIRONMENTAL SERVICES	1,369,912	21,300,181	-	-	-	-	22,670,093	-	22,670,093
900 HEALTH CARE DELIVERY SYSTEM	-	-	-	-	474,412,270	-	474,412,270	(82,891,840)	391,520,430
980 ELIMINATIONS	-	-	-	-	-	-	-	(442,029,692)	(442,029,692)
Subtotal	\$ 888,050,303	\$ 462,796,369	\$ 48,131,226	\$ 206,255,049	\$ 863,539,079	\$ 89,721,909	\$ 2,558,493,935	\$ (586,634,400)	\$ 1,971,859,535
MARICOPA COUNTY									
	\$ 1,166,195,607	\$ 693,320,323	\$ 48,131,226	\$ 207,512,927	\$ 863,539,079	\$ 89,721,909	\$ 3,068,421,071	\$ (586,634,400)	\$ 2,481,786,671
690 FLOOD CONTROL DISTRICT									
	\$ -	\$ 91,003,439	\$ -	\$ 52,076,503	\$ -	\$ -	\$ 143,079,942	\$ (63,446,899)	\$ 79,633,043
650 LIBRARY DISTRICT									
	\$ -	\$ 16,345,796	\$ -	\$ -	\$ -	\$ -	\$ 16,345,796	\$ -	\$ 16,345,796
680 STADIUM DISTRICT									
	\$ -	\$ 3,579,003	\$ 5,515,094	\$ 3,000	\$ -	\$ -	\$ 9,097,097	\$ (1,660,137)	\$ 7,436,960
MARICOPA COUNTY & DISTRICTS									
	\$ 1,166,195,607	\$ 804,248,561	\$ 53,646,320	\$ 259,592,430	\$ 863,539,079	\$ 89,721,909	\$ 3,236,943,906	\$ (651,741,436)	\$ 2,585,202,470

Consolidated Expenditures by Fund Type / Object Code

CONSOLIDATED EXPENDITURE BY FUND TYPE/OBJECT MARICOPA COUNTY & DISTRICTS								
	FY 2002-03	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted vs	
	Actual Restated	Adopted Restated	Revised Restated	Proj. Act Restated	Requested	Adopted	Revised Variance	%
ALL FUNDS								
PERSONAL SERVICES								
701 REGULAR PAY	\$ 550,423,757	\$ 572,355,682	\$ 614,776,476	\$ 595,692,937	\$ 644,130,293	\$ 648,615,848	\$ (33,839,372)	-6%
705 TEMPORARY PAY	7,103,507	6,373,979	6,410,128	6,860,288	7,158,427	7,530,144	(1,120,016)	-17%
710 OVERTIME	14,562,536	14,179,843	14,846,836	16,481,060	13,628,618	14,061,623	795,213	5%
750 FRINGE BENEFITS	125,866,878	155,403,559	167,165,776	160,199,194	189,089,371	191,729,796	(24,564,020)	-15%
790 OTHER PERSONNEL SERVICES	7,773,373	40,877,603	19,607,792	8,462,013	6,540,053	48,076,753	(28,468,961)	-145%
795 PERSONNEL SERVICES ALLOC OUT	(30,131,594)	(72,236,199)	(53,627,663)	(61,537,462)	(51,972,501)	(57,408,693)	3,781,030	7%
796 PERSONNEL SERVICES ALLOC IN	25,640,552	64,238,117	44,964,913	46,298,734	48,874,904	53,037,090	(8,072,177)	-18%
Sub Total	\$ 701,239,009	\$ 781,192,584	\$ 814,144,257	\$ 772,456,765	\$ 857,449,164	\$ 905,632,561	\$ (91,488,304)	-11%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	\$ 53,744,377	\$ 54,412,186	\$ 60,996,324	\$ 57,678,855	\$ 59,409,543	\$ 60,355,572	\$ 640,752	1%
802 MEDICAL SUPPLIES	59,969,550	56,321,641	60,844,345	64,242,240	64,243,412	64,336,339	(3,491,994)	-6%
803 FUEL	2,998,691	2,951,461	2,933,351	3,158,076	2,905,146	2,989,736	(56,385)	-2%
804 NON-CAPITAL EQUIPMENT	9,853,092	7,385,766	8,092,818	11,592,627	4,237,540	12,174,708	(4,081,890)	-50%
805 SUPPLIES - ALLOCATION OUT	(619,876)	(23,411)	(24,400)	(19,608)	(2,138,293)	(1,792,097)	-	0%
806 SUPPLIES - ALLOCATION IN	619,876	23,411	24,400	19,608	2,084,470	1,712,343	-	0%
810 LEGAL SERVICES	24,628,110	40,139,125	40,284,776	33,203,513	39,982,827	40,841,069	(556,293)	-1%
811 HEALTH CARE SERVICES	269,053,860	203,202,362	219,188,873	302,229,471	263,115,774	261,739,168	(42,550,295)	-19%
812 OTHER SERVICES	121,843,300	355,098,905	299,688,923	124,374,043	359,529,714	337,247,546	(37,558,623)	-13%
820 RENT & OPERATING LEASES	22,171,223	22,974,694	23,482,385	24,345,322	23,814,268	25,005,651	(1,523,267)	-6%
825 REPAIRS AND MAINTENANCE	30,548,919	22,730,652	23,112,811	22,259,562	32,708,669	32,465,481	(9,352,670)	-40%
830 INTERGOVERNMENTAL PAYMENTS	286,388,745	326,407,750	323,448,830	321,903,258	336,205,477	324,831,122	(1,382,292)	0%
839 INTERNAL SERVICE CHARGES	(23,750,567)	(2,944,193)	(391,510)	(3,302,173)	(6,162,940)	(5,611,852)	5,220,342	1333%
842 TRAVEL & EDUCATION	6,647,198	7,723,263	8,028,659	7,774,449	7,835,082	7,652,401	376,258	5%
843 POSTAGE/FREIGHT/SHIPPING	5,417,763	5,557,482	5,395,422	7,548,493	7,204,782	7,028,717	(1,633,296)	-30%
845 SUPPORT AND CARE OF PERSONS	182,750,440	156,448,563	156,434,686	187,189,686	140,257,555	139,637,298	16,797,388	11%
850 UTILITIES	20,136,476	22,242,981	21,574,831	21,520,612	26,407,738	26,461,153	(4,886,322)	-23%
855 INTEREST EXPENSE	1,198,361	2,215,630	2,216,380	735,994	5,206,523	875,527	1,340,853	60%
865 DEPRECIATION	14,537,075	306,000	306,000	306,000	335,000	335,000	(29,000)	-9%
872 SERVICES - ALLOCATION OUT	(9,725,111)	(38,991)	(88,678)	(124,142)	(3,262,064)	(4,222,450)	-	0%
873 SERVICES - ALLOCATION IN	9,725,111	38,991	88,678	124,142	3,127,921	3,838,374	-	0%
880 TRANSFERS OUT	(55,423,864)	-	-	(0)	(67,666,347)	-	-	-
Sub Total	\$ 1,032,712,751	\$ 1,283,174,268	\$ 1,255,637,902	\$ 1,186,760,028	\$ 1,299,381,798	\$ 1,337,900,806	\$ (82,262,904)	-7%
CAPITAL OUTLAY								
910 LAND	\$ 29,790,135	\$ 54,383,447	\$ 45,782,500	\$ 32,724,272	\$ 34,971,236	\$ 34,709,531	\$ 11,072,969	24%
915 BUILDINGS AND IMPROVEMENTS	194,416,522	212,780,370	215,920,338	140,954,558	185,881,584	147,485,852	68,434,486	32%
920 CAPITAL EQUIPMENT	3,719,815	8,753,553	9,847,511	15,479,398	3,009,611	8,734,118	1,113,393	11%
930 VEHICLES & CONSTRUCTION EQUIP	7,186,845	7,604,948	8,482,363	8,064,064	10,163,946	10,786,946	(2,304,583)	-27%
940 INFRASTRUCTURE	50,180,646	94,733,966	104,351,793	70,668,223	91,359,080	96,024,168	8,327,625	8%
950 DEBT SERVICE	55,673,262	52,002,806	52,109,257	49,212,088	39,307,078	43,926,082	8,183,175	16%
955 CAPITAL - ALLOCATION OUT	-	-	-	-	(298,334)	(357,031)	-	0%
956 CAPITAL - ALLOCATION IN	-	-	-	-	326,718	359,437	-	0%
Sub Total	\$ 340,967,226	\$ 430,259,090	\$ 436,493,762	\$ 317,102,602	\$ 364,720,919	\$ 341,669,103	\$ 94,824,659	22%
All Funds Total	\$ 2,074,918,986	\$ 2,494,625,942	\$ 2,506,275,922	\$ 2,276,319,396	\$ 2,521,551,880	\$ 2,585,202,470	\$ (78,926,548)	-3%

Consolidated Expenditures by Fund Type / Object Code (Continued)

CONSOLIDATED EXPENDITURE BY FUND TYPE/OBJECT MARICOPA COUNTY & DISTRICTS								
	FY 2002-03	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted vs	
	Actual	Adopted	Revised	Proj. Act	Requested	Adopted	Revised	%
	Restated	Restated	Restated	Restated			Variance	
GENERAL FUND								
PERSONAL SERVICES								
701 REGULAR PAY	\$ 216,145,579	\$ 219,359,708	\$ 253,940,956	\$ 250,017,139	\$ 256,033,568	\$ 261,567,621	\$ (7,626,665)	-3%
705 TEMPORARY PAY	3,295,943	2,379,100	2,502,230	3,163,843	3,363,304	3,662,388	(1,160,158)	-46%
710 OVERTIME	1,576,220	1,598,838	1,623,179	1,939,949	1,700,579	2,101,603	(478,424)	-29%
750 FRINGE BENEFITS	48,498,264	61,795,437	69,030,307	65,941,169	75,448,678	77,867,400	(8,837,093)	-13%
790 OTHER PERSONNEL SERVICES	1,677,159	24,682,131	10,403,088	2,033,908	2,000,109	20,113,725	(9,710,637)	-93%
795 PERSONNEL SERVICES ALLOC OUT	(22,509,674)	(25,323,703)	(25,878,445)	(39,404,709)	(23,416,547)	(24,792,748)	(1,085,697)	-4%
796 PERSONNEL SERVICES ALLOC IN	2,121,723	23,820,452	3,507,318	16,900,597	2,630,018	4,295,098	(787,780)	-22%
Sub Total	\$ 250,805,213	\$ 308,311,963	\$ 315,128,633	\$ 300,591,895	\$ 317,759,708	\$ 344,815,087	\$ (29,686,454)	-9%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	\$ 14,571,209	\$ 8,290,731	\$ 14,867,955	\$ 12,149,776	\$ 10,106,279	\$ 9,989,154	\$ 4,878,801	33%
802 MEDICAL SUPPLIES	499,765	475,331	473,331	569,096	519,731	533,086	(59,755)	-13%
803 FUEL	1,342,400	1,065,292	1,083,847	1,259,565	1,208,872	1,360,060	(276,213)	-25%
804 NON-CAPITAL EQUIPMENT	897,091	91,075	449,434	501,497	151,687	188,187	261,247	58%
805 SUPPLIES - ALLOCATION OUT	-	-	-	-	(1,048,770)	(1,065,603)	-	0%
806 SUPPLIES - ALLOCATION IN	-	-	-	-	-	3,877	-	0%
810 LEGAL SERVICES	19,536,534	36,510,160	36,718,295	27,608,159	36,015,936	36,096,664	621,631	2%
811 HEALTH CARE SERVICES	2,154,613	7,180,369	7,223,472	7,232,295	10,475,653	7,554,554	(331,082)	-5%
812 OTHER SERVICES	15,942,327	131,841,699	114,475,138	24,006,154	150,706,476	183,444,607	(68,969,469)	-60%
820 RENT & OPERATING LEASES	9,609,714	10,095,078	10,231,621	10,381,264	10,668,937	11,884,805	(1,653,185)	-16%
825 REPAIRS AND MAINTENANCE	12,192,292	6,883,153	7,485,123	8,213,830	14,289,853	14,383,645	(6,898,522)	-92%
830 INTERGOVERNMENTAL PAYMENTS	275,290,694	308,302,642	305,905,903	306,464,325	318,870,837	299,900,807	6,005,096	2%
839 INTERNAL SERVICE CHARGES	19,104	17,910,562	18,178,412	17,701,575	15,767,908	17,796,807	381,605	2%
842 TRAVEL & EDUCATION	2,712,627	3,260,694	3,116,804	2,970,782	3,278,237	3,251,214	(134,410)	-4%
843 POSTAGE/FREIGHT/SHIPPING	3,268,627	3,122,116	2,950,351	3,791,133	3,826,566	3,797,657	(847,307)	-29%
845 SUPPORT AND CARE OF PERSONS	303,369	517,196	548,196	382,415	563,369	563,369	(15,173)	-3%
850 UTILITIES	9,245,820	11,276,749	11,358,003	11,162,269	11,351,288	7,057,920	4,300,083	38%
872 SERVICES - ALLOCATION OUT	-	-	-	-	(2,313,274)	(2,313,274)	-	0%
873 SERVICES - ALLOCATION IN	-	-	-	-	-	19,717	-	0%
880 TRANSFERS OUT	190,737,330	144,498,360	148,372,360	189,622,360	165,994,671	169,199,149	(20,826,789)	-14%
Sub Total	\$ 558,323,515	\$ 691,321,207	\$ 683,438,243	\$ 624,016,495	\$ 750,434,256	\$ 763,646,402	\$ (80,208,159)	-12%
CAPITAL OUTLAY								
910 LAND	\$ -	\$ 30,000,000	\$ 29,000,000	\$ 6,105,562	\$ 20,952,236	\$ 20,980,531	\$ 8,019,469	28%
915 BUILDINGS AND IMPROVEMENTS	7,414,533	16,349,713	16,554,992	9,585,668	10,622,380	14,005,014	2,549,978	15%
920 CAPITAL EQUIPMENT	611,652	-	30,000	621,307	61,019	71,795	(41,795)	-139%
930 VEHICLES & CONSTRUCTION EQUIP	3,437,379	3,322,484	3,519,632	3,703,872	3,689,484	3,497,284	22,348	1%
950 DEBT SERVICE	8,506,081	10,372,928	10,376,078	8,625,498	4,148,150	19,459,961	(9,083,883)	-88%
955 CAPITAL - ALLOCATION OUT	-	-	-	-	(283,334)	(283,334)	-	0%
956 CAPITAL - ALLOCATION IN	-	-	-	-	-	2,867	-	0%
Sub Total	\$ 19,969,645	\$ 60,045,125	\$ 59,480,702	\$ 28,641,907	\$ 39,189,935	\$ 57,734,118	\$ 1,746,584	3%
Fund Total	\$ 829,098,372	\$ 1,059,678,295	\$ 1,058,047,578	\$ 953,250,298	\$ 1,107,383,900	\$ 1,166,195,607	\$ (108,148,029)	-10%

Consolidated Expenditures by Fund Type / Object Code (Continued)

CONSOLIDATED EXPENDITURE BY FUND TYPE / OBJECT MARICOPA COUNTY & DISTRICTS								
	FY 2002-03	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted vs	
	Actual	Adopted	Revised	Proj. Act	Requested	Adopted	Revised Variance	%
	Restated	Restated	Restated	Restated				
SPECIAL REVENUE								
PERSONAL SERVICES								
701 REGULAR PAY	\$ 191,604,967	\$ 207,383,223	\$ 207,168,420	\$ 190,442,609	\$ 226,728,170	\$ 226,978,375	\$ (19,809,955)	-10%
705 TEMPORARY PAY	3,715,886	3,894,126	3,832,588	3,621,231	3,721,774	3,809,407	23,181	1%
710 OVERTIME	3,660,353	2,724,180	3,015,934	5,505,020	2,647,263	2,705,194	310,740	10%
750 FRINGE BENEFITS	47,280,271	56,704,631	59,883,511	56,741,198	72,919,563	73,500,917	(13,617,406)	-23%
790 OTHER PERSONNEL SERVICES	2,746,285	6,072,846	3,370,683	3,260,431	3,592,870	27,015,954	(23,645,271)	-701%
795 PERSONNEL SERVICES ALLOC OUT	(7,126,556)	(35,096,678)	(13,423,775)	(10,644,435)	(13,939,239)	(17,578,980)	4,155,205	31%
796 PERSONNEL SERVICES ALLOC IN	18,383,572	22,073,754	23,720,499	24,782,102	25,081,611	27,024,917	(3,304,418)	-14%
Sub Total	\$ 260,264,779	\$ 263,756,082	\$ 287,567,860	\$ 273,708,156	\$ 320,752,011	\$ 343,455,784	\$ (55,887,924)	-19%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	\$ 25,679,645	\$ 34,050,760	\$ 34,115,098	\$ 26,864,628	\$ 26,298,729	27,572,100	6,542,998	19%
802 MEDICAL SUPPLIES	13,697,509	8,880,976	13,404,162	14,090,670	14,271,047	14,350,619	(946,457)	-7%
803 FUEL	1,526,076	1,773,423	1,758,752	1,772,006	1,568,760	1,507,162	251,590	14%
804 NON-CAPITAL EQUIPMENT	2,725,070	1,669,477	1,982,949	2,565,682	1,918,006	4,885,110	(2,902,161)	-146%
805 SUPPLIES - ALLOCATION OUT	(20,233)	(23,411)	(24,400)	(19,608)	(1,089,523)	(726,494)	-	0%
806 SUPPLIES - ALLOCATION IN	20,233	23,411	24,400	19,608	2,084,470	1,708,466	-	0%
810 LEGAL SERVICES	1,709,001	712,710	650,226	1,695,355	747,860	1,525,374	(875,148)	-135%
811 HEALTH CARE SERVICES	10,940,111	10,691,053	10,764,722	18,069,708	10,123,162	12,901,447	(2,136,725)	-20%
812 OTHER SERVICES	54,192,183	144,225,387	117,840,800	64,713,750	164,879,670	116,370,222	1,470,578	1%
820 RENT & OPERATING LEASES	7,293,725	7,565,975	8,201,558	7,964,142	7,412,951	7,455,827	745,731	9%
825 REPAIRS AND MAINTENANCE	10,724,470	8,291,899	8,092,729	7,325,756	10,577,247	10,282,111	(2,189,382)	-27%
830 INTERGOVERNMENTAL PAYMENTS	10,844,459	17,892,718	17,325,818	15,200,823	17,102,354	24,698,029	(7,372,211)	-43%
839 INTERNAL SERVICE CHARGES	14,929,295	16,831,136	18,950,870	17,959,274	17,265,415	17,339,571	1,611,299	9%
842 TRAVEL & EDUCATION	3,177,022	3,461,242	3,954,553	4,093,968	3,926,754	3,784,943	169,610	4%
843 POSTAGE/FREIGHT/SHIPPING	1,104,502	1,021,415	1,035,620	1,269,350	1,547,600	1,402,444	(366,824)	-35%
845 SUPPORT AND CARE OF PERSONS	130,770	211,915	166,038	102,429	178,127	48,889	117,149	71%
850 UTILITIES	1,722,250	1,737,644	2,002,072	2,072,446	7,010,475	11,360,985	(9,358,913)	-467%
855 INTEREST EXPENSE	29,694	-	750	-	-	-	750	100%
872 SERVICES - ALLOCATION OUT	(236,765)	(38,991)	(88,678)	(124,142)	(948,790)	(1,909,176)	-	0%
873 SERVICES - ALLOCATION IN	236,765	38,991	88,678	124,142	3,127,921	3,818,657	-	0%
880 TRANSFERS OUT	217,832,284	168,372,851	168,411,303	166,656,686	117,227,999	181,497,049	(13,085,746)	-8%
Sub Total	\$ 378,258,066	\$ 427,390,581	\$ 408,658,020	\$ 352,416,673	\$ 405,230,235	\$ 439,873,335	\$ (31,215,315)	-8%
CAPITAL OUTLAY								
910 LAND	\$ (4,136)	\$ -	\$ 1,540,000	\$ 1,543,600	\$ -	\$ -	\$ 1,540,000	100%
915 BUILDINGS AND IMPROVEMENTS	6,838,611	8,253,617	9,945,575	4,154,673	8,860,548	7,255,846	2,689,729	27%
920 CAPITAL EQUIPMENT	3,102,593	2,545,177	3,470,908	6,979,637	2,862,680	2,994,653	476,255	14%
930 VEHICLES & CONSTRUCTION EQUIP	3,729,410	4,238,864	4,942,731	4,364,060	6,274,462	7,068,662	(2,125,931)	-43%
940 INFRASTRUCTURE	-	870,896	900,229	172,357	-	-	900,229	100%
950 DEBT SERVICE	1,929,288	2,733,366	2,833,853	4,043,194	3,207,902	3,322,691	(488,838)	-17%
955 CAPITAL - ALLOCATION OUT	-	-	-	-	(15,000)	(73,697)	-	0%
956 CAPITAL - ALLOCATION IN	-	-	-	-	321,435	351,287	-	0%
Sub Total	\$ 15,595,767	\$ 18,641,920	\$ 23,633,296	\$ 21,257,521	\$ 21,512,027	\$ 20,919,442	\$ 2,713,854	11%
Fund Total	\$ 654,118,611	\$ 709,788,583	\$ 719,859,176	\$ 647,382,350	\$ 747,494,272	\$ 804,248,561	\$ (84,389,385)	-12%

Consolidated Expenditures by Fund Type / Object Code (Continued)

CONSOLIDATED EXPENDITURE BY FUND TYPE / OBJECT MARICOPA COUNTY & DISTRICTS										
	FY 2002-03 Actual	FY 2003-04 Restated	FY 2003-04 Adopted	FY 2003-04 Revised	FY 2003-04 Proj. Act	FY 2004-05 Requested	FY 2004-05 Adopted	Adopted vs Revised	Variance %	
DEBT SERVICE										
SUPPLIES & SERVICES										
855 INTEREST EXPENSE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,330,996	\$ -	\$ -	-	
880 TRANSFERS OUT	-	110,000	110,000	110,000	522,282	110,000	33,118,452	(33,008,452)	-30008%	
Sub Total	\$ -	\$ 110,000	\$ 110,000	\$ 110,000	\$ 522,282	\$ 4,440,996	\$ 33,118,452	\$ (33,008,452)	-30008%	
CAPITAL OUTLAY										
950 DEBT SERVICE	\$ 43,586,353	\$ 34,907,173	\$ 34,907,173	\$ 34,907,173	\$ 34,836,078	\$ 31,330,879	\$ 20,527,868	\$ 14,379,305	41%	
Sub Total	\$ 43,586,353	\$ 34,907,173	\$ 34,907,173	\$ 34,907,173	\$ 34,836,078	\$ 31,330,879	\$ 20,527,868	\$ 14,379,305	41%	
Fund Total	\$ 43,586,353	\$ 35,017,173	\$ 35,017,173	\$ 35,017,173	\$ 35,358,360	\$ 35,771,875	\$ 53,646,320	\$ (18,629,147)	-53%	

CONSOLIDATED EXPENDITURE BY FUND TYPE / OBJECT MARICOPA COUNTY & DISTRICTS									
	FY 2002-03 Actual	FY 2003-04 Restated	FY 2003-04 Adopted	FY 2003-04 Revised	FY 2003-04 Proj. Act	FY 2004-05 Requested	FY 2004-05 Adopted	Adopted vs Revised	Variance %
CAPITAL PROJECTS									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 3,460,073	\$ 2,319,915	\$ 2,296,205	\$ 2,296,205	\$ 3,998,249	\$ 1,666,446	\$ 907,387	\$ 1,388,818	60%
705 TEMPORARY PAY	28,967	24,173	24,173	2,978	13,415	-	-	2,978	100%
710 OVERTIME	10,923	27,240	27,240	27,240	27,923	27,240	13,620	13,620	50%
750 FRINGE BENEFITS	668,079	456,775	503,123	503,123	602,243	429,040	243,530	259,593	52%
790 OTHER PERSONNEL SERVICES	5,926	-	-	-	6,530	-	-	-	
795 PERSONNEL SERVICES ALLOC OUT	-	(722,286)	(854,764)	(854,764)	(346,874)	(720,037)	(1,140,287)	285,523	33%
796 PERSONNEL SERVICES ALLOC IN	4,578,516	7,218,136	7,374,635	7,374,635	4,074,907	7,305,944	7,859,744	(485,109)	-7%
Sub Total	\$ 8,752,484	\$ 9,323,953	\$ 9,349,417	\$ 9,349,417	\$ 8,376,393	\$ 8,708,633	\$ 7,883,994	\$ 1,465,423	16%
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 127,800	\$ 308,654	\$ 294,380	\$ 294,380	\$ 104,570	\$ 311,626	\$ 102,074	\$ 192,306	65%
802 MEDICAL SUPPLIES	-	-	-	-	163	-	-	-	
803 FUEL	3,420	15,494	7,500	7,500	3,001	6,000	1,500	6,000	80%
804 NON-CAPITAL EQUIPMENT	84,051	21,500	23,026	23,026	23,438	-	-	23,026	100%
810 LEGAL SERVICES	(1,620)	19,397	19,397	19,397	-	-	-	19,397	100%
812 OTHER SERVICES	11,895,968	5,591,500	6,414,747	6,414,747	6,188,742	16,843,511	12,458,390	(6,043,643)	-94%
820 RENT & OPERATING LEASES	134,750	285,405	285,405	285,405	147,472	93,387	50,026	235,379	82%
825 REPAIRS AND MAINTENANCE	19	-	39,833	39,833	82,377	39,833	30,957	8,876	22%
839 INTERNAL SERVICE CHARGES	1,500,672	1,283,955	1,283,955	1,283,955	1,228,547	837,818	811,420	472,535	37%
842 TRAVEL & EDUCATION	4,914	56,600	16,825	16,825	8,704	14,600	8,373	8,452	50%
843 POSTAGE/FREIGHT/SHIPPING	113	2,000	2,000	2,000	351	1,000	500	1,500	75%
850 UTILITIES	-	9,600	9,600	9,600	5,306	9,600	5,873	3,727	39%
880 TRANSFERS OUT	224,916	-	-	-	-	300,884	8,166,387	(8,166,387)	
Sub Total	\$ 13,975,003	\$ 7,594,105	\$ 8,396,668	\$ 8,396,668	\$ 7,792,672	\$ 18,458,259	\$ 21,635,500	\$ (13,238,832)	-158%
CAPITAL OUTLAY									
910 LAND	\$ 29,794,271	\$ 24,383,447	\$ 15,242,500	\$ 15,242,500	\$ 25,075,110	\$ 14,019,000	\$ 13,729,000	\$ 1,513,500	10%
915 BUILDINGS AND IMPROVEMENTS	180,163,378	184,544,040	185,786,771	185,786,771	127,214,217	151,362,398	120,315,992	65,470,779	35%
920 CAPITAL EQUIPMENT	5,570	-	-	-	-	-	-	-	
930 VEHICLES & CONSTRUCTION EQUIP	19,780	-	-	-	-	-	-	-	
940 INFRASTRUCTURE	50,180,646	93,863,070	103,451,564	103,451,564	70,495,866	91,359,080	96,024,168	7,427,396	7%
950 DEBT SERVICE	5,100	5,108	5,108	5,108	6,004	7,552	3,776	1,332	26%
Sub Total	\$ 260,168,746	\$ 302,795,665	\$ 304,485,943	\$ 304,485,943	\$ 222,791,197	\$ 256,748,030	\$ 230,072,936	\$ 74,413,007	24%
Fund Total	\$ 282,896,234	\$ 319,713,723	\$ 322,232,028	\$ 322,232,028	\$ 238,960,263	\$ 283,914,922	\$ 259,592,430	\$ 62,639,598	19%

Consolidated Expenditures by Fund Type / Object Code (Continued)

CONSOLIDATED EXPENDITURE BY FUND TYPE / OBJECT MARICOPA COUNTY & DISTRICTS									
	FY 2002-03	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted vs		
	Actual	Adopted	Revised	Proj. Act	Requested	Adopted	Revised	Variance	%
	Restated	Restated	Restated	Restated					
ENTERPRISE									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 133,921,781	\$ 137,615,003	\$ 145,358,323	\$ 145,457,312	\$ 153,605,049	\$ 153,581,886	\$ (8,223,563)		-6%
705 TEMPORARY PAY	20,378	40,000	33,983	27,106	35,000	20,000	13,983		41%
710 OVERTIME	9,204,668	9,697,509	10,075,615	8,897,638	9,148,830	9,126,500	949,115		9%
750 FRINGE BENEFITS	28,147,537	34,917,126	36,089,860	35,326,932	38,432,737	38,425,401	(2,335,541)		-6%
790 OTHER PERSONNEL SERVICES	3,294,074	10,109,766	5,806,927	3,103,385	912,115	912,115	4,894,812		84%
795 PERSONNEL SERVICES ALLOC OUT	(495,364)	(11,069,675)	(13,398,283)	(11,069,047)	(13,896,678)	(13,896,678)	498,395		4%
796 PERSONNEL SERVICES ALLOC IN	1,192	10,590,087	9,826,773	-	13,763,770	13,763,770	(3,936,997)		-40%
Sub Total	\$ 174,094,265	\$ 191,899,816	\$ 193,793,198	\$ 181,743,326	\$ 202,000,823	\$ 201,932,994	\$ (8,139,796)		-4%
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 6,910,228	\$ 6,974,773	\$ 6,965,510	\$ 12,852,770	\$ 16,406,324	\$ 16,406,324	\$ (9,440,814)		-136%
802 MEDICAL SUPPLIES	45,772,232	46,878,215	46,879,733	49,495,185	49,452,634	49,452,634	(2,572,901)		-5%
803 FUEL	74,306	69,683	64,683	102,866	103,455	103,455	(38,772)		-60%
804 NON-CAPITAL EQUIPMENT	6,006,603	5,129,723	5,164,512	8,042,470	2,129,808	5,657,808	(493,296)		-10%
805 SUPPLIES - ALLOCATION OUT	(599,643)	-	-	-	-	-	-		0%
810 LEGAL SERVICES	67	-	-	-	-	-	-		-
811 HEALTH CARE SERVICES	264,426,556	245,170,089	245,230,133	322,782,916	288,089,153	288,577,172	(43,347,039)		-18%
812 OTHER SERVICES	30,760,148	42,435,284	44,726,385	13,976,250	17,412,508	17,578,609	27,147,776		61%
820 RENT & OPERATING LEASES	3,439,389	3,254,903	3,254,903	4,348,155	4,090,271	4,090,271	(835,368)		-26%
825 REPAIRS AND MAINTENANCE	5,284,450	5,528,495	5,531,937	4,520,868	5,508,824	5,485,856	46,081		1%
830 INTERGOVERNMENTAL PAYMENTS	32,556	37,390	37,390	16,871	8,266	8,266	29,124		78%
839 INTERNAL SERVICE CHARGES	6,588,614	6,790,130	6,841,552	6,500,747	7,212,787	7,203,787	(362,235)		-5%
842 TRAVEL & EDUCATION	690,782	861,491	862,509	639,079	540,260	539,640	322,869		37%
843 POSTAGE/FREIGHT/SHIPPING	1,030,563	1,374,208	1,375,208	2,453,129	1,820,591	1,820,591	(445,383)		-32%
845 SUPPORT AND CARE OF PERSONS	182,316,301	175,060,741	175,061,741	207,159,000	162,725,774	162,234,755	12,826,986		7%
850 UTILITIES	4,171,477	4,346,246	4,346,522	4,441,691	4,473,658	4,473,658	(127,136)		-3%
855 INTEREST EXPENSE	1,113,782	2,215,630	2,215,630	735,994	875,527	875,527	1,340,103		60%
865 DEPRECIATION	14,537,075	-	-	-	-	-	-		-
872 SERVICES - ALLOCATION OUT	(9,488,346)	-	-	-	-	-	-		0%
880 TRANSFERS OUT	2,633,153	125,590,186	125,590,186	106,900,624	85,099,985	85,130,554	40,459,632		32%
Sub Total	\$ 565,700,293	\$ 671,717,187	\$ 674,148,534	\$ 744,968,615	\$ 645,949,825	\$ 649,638,907	\$ 24,509,627		4%
CAPITAL OUTLAY									
915 BUILDINGS AND IMPROVEMENTS	\$ -	\$ 3,615,000	\$ 3,615,000	\$ -	\$ 15,018,258	\$ 5,891,000	\$ (2,276,000)		-63%
920 CAPITAL EQUIPMENT	-	6,146,383	6,311,284	7,023,000	53,412	5,652,670	658,614		10%
930 VEHICLES & CONSTRUCTION EQUIP	276	20,000	20,000	-	-	-	20,000		100%
950 DEBT SERVICE	1,639,313	3,790,350	3,790,350	1,514,087	418,225	418,225	3,372,125		89%
956 CAPITAL - ALLOCATION IN	-	-	-	-	5,283	5,283	-		0%
Sub Total	\$ 1,639,589	\$ 13,571,733	\$ 13,736,634	\$ 8,537,087	\$ 15,495,178	\$ 11,967,178	\$ 1,769,456		13%
Fund Total	\$ 741,434,147	\$ 877,188,736	\$ 881,678,366	\$ 935,249,028	\$ 863,445,826	\$ 863,539,079	\$ 18,139,287		2%

Consolidated Expenditures by Fund Type / Object Code (Continued)

CONSOLIDATED EXPENDITURE BY FUND TYPE / OBJECT MARICOPA COUNTY & DISTRICTS															
	FY 2002-03		FY 2003-04		FY 2003-04		FY 2004-05		Adopted vs						
	Actual	Restated	Adopted	Restated	Revised	Restated	Proj. Act	Requested	Adopted	Revised Variance	%				
INTERNAL SERVICE															
PERSONAL SERVICES															
701 REGULAR PAY	\$	5,291,358	\$	5,677,833	\$	6,012,572	\$	5,777,629	\$	6,097,060	\$	5,580,579	\$	431,993	7%
705 TEMPORARY PAY		42,333		36,580		38,349		34,693		38,349		38,349		-	0%
710 OVERTIME		110,372		132,076		104,868		110,529		104,706		104,706		162	0%
750 FRINGE BENEFITS		1,272,728		1,529,590		1,658,975		1,587,653		1,859,354		1,692,548		(33,573)	-2%
790 OTHER PERSONNEL SERVICES		49,928		12,860		27,094		57,759		34,959		34,959		(7,865)	-29%
795 PERSONNEL SERVICES ALLOC OUT		-		(23,857)		(72,396)		(72,396)		-		-		(72,396)	-100%
796 PERSONNEL SERVICES ALLOC IN		555,549		535,688		535,688		541,128		93,561		93,561		442,127	83%
Sub Total	\$	7,322,268	\$	7,900,770	\$	8,305,150	\$	8,036,996	\$	8,227,989	\$	7,544,702	\$	760,448	9%
SUPPLIES & SERVICES															
801 GENERAL SUPPLIES	\$	6,455,494	\$	4,787,268	\$	4,753,381	\$	5,707,110	\$	6,286,585	\$	6,285,920	\$	(1,532,539)	-32%
802 MEDICAL SUPPLIES		45		87,119		87,119		87,126		-		-		87,119	100%
803 FUEL		52,490		27,569		18,569		20,638		18,059		17,559		1,010	5%
804 NON-CAPITAL EQUIPMENT		140,277		473,991		472,897		459,540		38,039		1,443,603		(970,706)	-205%
806 SUPPLIES - ALLOCATION IN		599,643		-		-		-		-		-		-	0%
810 LEGAL SERVICES		3,384,128		2,896,858		2,896,858		3,900,000		3,219,031		3,219,031		(322,173)	-11%
811 HEALTH CARE SERVICES		5,324,035		10,398,620		26,208,315		28,514,202		35,105,010		36,284,066		(10,075,751)	-38%
812 OTHER SERVICES		21,157,649		44,486,061		29,712,879		28,926,795		24,156,481		23,920,255		5,792,624	19%
820 RENT & OPERATING LEASES		1,693,645		1,773,333		1,508,898		1,504,289		1,548,722		1,524,722		(15,824)	-1%
825 REPAIRS AND MAINTENANCE		2,347,688		2,027,105		1,963,189		2,116,730		2,292,912		2,282,912		(319,723)	-16%
830 INTERGOVERNMENTAL PAYMENTS		221,036		175,000		179,719		221,239		224,020		224,020		(44,301)	-25%
839 INTERNAL SERVICE CHARGES		1,641,796		1,647,655		1,646,704		1,639,699		1,718,593		1,611,935		34,769	2%
842 TRAVEL & EDUCATION		61,853		83,236		77,968		61,917		75,231		68,231		9,737	12%
843 POSTAGE/FREIGHT/SHIPPING		13,959		37,743		32,243		34,530		9,025		7,525		24,718	77%
845 SUPPORT AND CARE OF PERSONS		-		13,074		13,074		-		-		-		13,074	100%
850 UTILITIES		4,996,929		4,872,742		3,858,634		3,838,900		3,562,717		3,562,717		295,917	8%
855 INTEREST EXPENSE		54,896		-		-		-		-		-		-	-
865 DEPRECIATION		-		306,000		306,000		306,000		335,000		335,000		(29,000)	-9%
873 SERVICES - ALLOCATION IN		9,488,346		-		-		-		-		-		-	0%
880 TRANSFERS OUT		1,850,584		2,879,821		2,879,821		933,906		942,150		942,150		1,937,671	67%
Sub Total	\$	59,484,485	\$	76,973,195	\$	76,616,268	\$	78,285,695	\$	79,531,575	\$	81,729,646	\$	(5,113,378)	-7%
CAPITAL OUTLAY															
915 BUILDINGS AND IMPROVEMENTS	\$	-	\$	18,000	\$	18,000	\$	-	\$	18,000	\$	18,000	\$	-	0%
920 CAPITAL EQUIPMENT		-		61,993		35,319		855,453		32,500		15,000		20,319	58%
930 VEHICLES & CONSTRUCTION EQUIP		-		23,600		-		(3,868)		200,000		221,000		(221,000)	-
950 DEBT SERVICE		7,126		193,881		196,695		187,226		194,370		193,561		3,134	2%
Sub Total	\$	7,126	\$	297,474	\$	250,014	\$	1,038,811	\$	444,870	\$	447,561	\$	(197,547)	-79%
Fund Total	\$	66,813,879	\$	85,171,439	\$	85,171,432	\$	87,361,502	\$	88,204,434	\$	89,721,909	\$	(4,550,477)	-5%

CONSOLIDATED EXPENDITURE BY FUND TYPE / OBJECT MARICOPA COUNTY & DISTRICTS															
	FY 2002-03		FY 2003-04		FY 2003-04		FY 2003-04		FY 2004-05		Adopted vs				
	Actual	Restated	Adopted	Restated	Revised	Restated	Proj. Act	Requested	Adopted	Revised Variance	%				
ELIMINATIONS															
SUPPLIES & SERVICES															
811 HEALTH CARE SERVICES	\$	(13,791,455)	\$	(70,237,769)	\$	(70,237,769)	\$	(74,369,650)	\$	(80,677,204)	\$	(83,578,071)	\$	13,340,302	19%
812 OTHER SERVICES		(12,104,976)		(13,481,026)		(13,481,026)		(13,437,649)		(14,468,932)		(16,524,537)		3,043,511	23%
839 INTERNAL SERVICE CHARGES		(48,430,049)		(47,407,631)		(47,293,003)		(48,332,015)		(48,965,461)		(50,375,372)		3,082,369	7%
845 SUPPORT AND CARE OF PERSONS		-		(19,354,363)		(19,354,363)		(20,467,232)		(23,209,715)		(23,209,715)		3,855,352	20%
880 TRANSFERS OUT		(468,702,131)		(441,451,218)		(445,363,670)		(464,635,858)		(437,342,036)		(478,053,741)		32,690,071	7%
Sub Total	\$	(543,028,611)	\$	(591,932,007)	\$	(595,729,831)	\$	(621,242,404)	\$	(604,663,348)	\$	(651,741,436)	\$	56,011,605	9%
Fund Total	\$	(543,028,611)	\$	(591,932,007)	\$	(595,729,831)	\$	(621,242,404)	\$	(604,663,348)	\$	(651,741,436)	\$	56,011,605	9%

General Government Expenditure Summary

Description	FY 2003-04 Adopted	FY 2003-04 Revised	FY 2003-04 Proj. Act. Restated	FY 2004-05 Adopted	Adopted Vs. Revised Variance
General Fund (100)					
<u>4711 - General Contingency</u>					
General Contingency	\$ 19,597,200	\$ 17,677,534	\$ -	\$ 25,000,000	\$ (7,322,466)
<u>4711 - Reserved Items</u>					
County Contribution	\$ 5,402,800	\$ -	\$ -	\$ -	\$ -
Employee Initiatives	9,808,284	-	-	-	-
Health/Dental Premium Increase (unallocated)	3,836,414	1,101,228	-	4,140,428	(3,039,200)
Contract Counsel Reserve	-	-	-	5,000,000	(5,000,000)
Compensation Reserve	-	-	-	18,000,000	(18,000,000)
Debt Financing	-	-	-	14,355,927	(14,355,927)
New. Admin Service Building	400,000	400,000	-	-	400,000
Public Fiduciary Computer Software	-	-	-	14,000	(14,000)
Retirement Contribution Increase (unallocated)	7,644,738	-	-	-	-
Rule 15	500,000	34,493	-	-	34,493
Rule 8	4,700,000	4,700,000	-	-	4,700,000
Sheriff Overtime	300,000	300,000	-	300,000	-
Technology Reserve	2,000,000	-	-	2,000,000	(2,000,000)
Unfunded Liabilities	11,981,323	10,547,219	-	5,018,200	5,529,019
Subtotal	\$ 66,170,759	\$ 34,760,474	\$ -	\$ 73,828,555	\$ (39,068,081)
<u>4712 - Other General Fund Programs</u>					
Article V Procurement	\$ 15,000	\$ 15,000	\$ -	\$ 5,000	\$ 10,000
Base-Level Internal Service Charges	15,361,488	15,312,949	15,312,949	15,312,949	-
Board NW Regional Service Charges	5,280	5,280	5,280	5,280	-
Board Resolution (9/11 Reward Fund)	10,000	10,000	-	10,000	-
Citizens Tax Education	200,000	200,000	200,000	200,000	-
County Contribution	-	5,402,800	5,402,800	5,402,800	-
Customer Satisfaction Survey	100,000	100,000	100,000	100,000	-
Desktop PC Replacement Program	-	2,000,000	376,009	-	2,000,000
Emergency Management: Disaster Fund	50,000	50,000	-	50,000	-
Human Resources Peak Performers	100,000	100,000	-	325,000	(225,000)
Internet Subscription Service	-	100,000	100,000	50,000	50,000
Jail Excise Tax Maintenance of Effort (MOE)	120,866,924	120,866,924	120,866,924	133,176,891	(12,309,967)
PIO Position	-	48,539	48,539	-	48,539
Real Estate Evaluation, Acquisition & Divestiture	-	-	-	133,025	(133,025)
Security Bldg. Revenue Income Tax	7,500	7,500	7,500	7,500	-
Sheriff: MCNNET Grant Match	-	90,462	58,273	-	90,462
State Property Acquisition Expenses	-	119,158	119,158	-	119,158
Utilities	10,707,736	10,686,648	10,308,971	6,453,764	4,232,884
Vehicle Replacement	3,322,484	3,322,484	3,322,484	3,130,284	192,200
Subtotal	\$ 150,746,412	\$ 158,437,744	\$ 156,228,887	\$ 164,362,493	\$ (5,924,749)
<u>4716 - Debt Service/Cap. Lease</u>					
Arbitrage	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -
Admin. Fee	15,000	15,000	15,000	15,000	-
Financial Advisor	60,000	60,000	60,000	60,000	-
Bond Attorney	40,000	40,000	40,000	40,000	-
3.85m COP (P&I)	120,100	120,100	120,100	-	120,100
16.8m COP	-	-	-	2,425,734	(2,425,734)
30m COP (P&I)	4,043,900	4,043,900	4,043,900	-	4,043,900
Smartzone	1,500,000	1,500,000	1,500,000	-	1,500,000
NW Court Lease	500,000	500,000	500,000	-	500,000
Subtotal	\$ 6,304,000	\$ 6,304,000	\$ 6,304,000	\$ 2,565,734	\$ 3,738,266
<u>4721 - Dues and Memberships</u>					
National Assoc. of Counties	\$ 43,094	\$ 43,094	\$ 41,307	\$ 45,248	\$ (2,154)
Arizona Assoc. of Counties	49,642	49,642	49,642	52,124	(2,482)
Maricopa Assoc. of Government	47,724	47,724	41,474	42,487	5,237
County Supervisors Assoc.	108,235	108,235	104,033	113,647	(5,412)
Subtotal	\$ 248,695	\$ 248,695	\$ 236,456	\$ 253,506	\$ (4,811)

General Government Expenditure Summary (Continued)

Description	FY 2003-04 Adopted	FY 2003-04 Revised	FY 2003-04 Proj. Act. Restated	FY 2004-05 Adopted	Adopted Vs. Revised Variance
General Fund (100) (continued)					
<u>4722 - Taxes and Assessments</u>					
City of Phx. Downtown Mun. Serv. Dist.	\$ 106,480	\$ 106,480	\$ 104,822	\$ -	\$ 106,480
Subtotal	\$ 106,480	\$ 106,480	\$ 104,822	\$ 111,804	\$ (5,324)
<u>4724 - Consultants</u>					
Unallocated	\$ 1,810,615	\$ 1,510,503	\$ -	\$ 1,405,823	\$ 104,680
Employee Sat./Exit Survey	120,000	120,000	120,000	120,000	-
Highground	90,000	120,000	120,000	120,000	-
Chairman's Fund	20,000	20,000	20,000	20,000	-
Elliott Pollack & Co.	85,000	85,000	85,000	85,000	-
Internal Audit	318,787	318,787	318,787	318,787	-
Research and Reporting Director	85,000	85,000	85,000	87,871	(2,871)
Records Center Manager	89,613	89,613	-	-	89,613
General Government Administration	59,000	59,000	59,000	62,576	(3,576)
Office of Communications Position	-	-	-	-	-
Maximus (Executive Search)	-	30,000	30,000	-	30,000
Risk Management Unemployment Charges	5,099	5,099	5,099	-	5,099
Real Estate Evaluation, Acquisition & Divestiture	-	95,000	95,000	-	95,000
OMB Compensation Analyst	-	-	-	-	-
Economic Development Payroll	-	10,112	10,112	10,112	-
Security Building HP Consulting	-	-	-	2,980	(2,980)
CCC	-	-	-	6,500	(6,500)
Homeless Campus Coordinator	-	-	-	46,837	(46,837)
Executive Search	-	230,000	230,000	100,000	130,000
Subtotal	\$ 2,683,114	\$ 2,778,114	\$ 1,177,998	\$ 2,386,486	\$ 391,628
<u>4726 - Tuition Reimbursement</u>					
Subtotal	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ -
<u>4732 - Major Maintenance</u>					
Subtotal	\$ 7,154,713	\$ 7,154,713	\$ 3,697,737	\$ 6,230,146	\$ 924,567
<u>4741 - Tax Appeal Cases</u>					
Subtotal	\$ 1,300,000	\$ 1,300,000	\$ 1,075,799	\$ 1,300,000	\$ -
<u>4742 - Judgments</u>					
Subtotal	\$ 500,000	\$ 500,000	\$ 4,372	\$ 500,000	\$ -
<u>4743 - Outside Legal Counsel</u>					
Subtotal	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ -

General Government Expenditure Summary (Continued)

Description	FY 2003-04		FY 2003-04		FY 2003-04 Proj.	FY 2004-05	Adopted Vs. Revised
	Adopted	Restated	Revised	Restated	Act. Restated	Adopted	Variance
General Fund (100) (continued)							
<u>4771 - Burial of Indigents</u>							
Subtotal	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 203,880	\$ 400,000	\$ -
<u>4774 - Non-Profit Funding</u>							
Subtotal	\$ 2,154,776	\$ 2,154,776	\$ 2,154,776	\$ 2,154,776	\$ 2,107,330	\$ 2,154,776	\$ -
<u>4775 - Accommodation Schools</u>							
Subtotal	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ -
<u>4776 - Cooperative Extentsion</u>							
Subtotal	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000	\$ -
Total General Fund	\$ 241,528,949	\$ 217,904,996	\$ 217,904,996	\$ 217,904,996	\$ 174,901,281	\$ 257,853,500	\$ (39,948,504)
Waste Management Fund (210)							
4751 - Dist. 1 Unincorp. Area Comm. Proj.	\$ 47,290	\$ 47,290	\$ 47,290	\$ 47,290	\$ 4,485	\$ 70,336	\$ (23,046)
4752 - Dist. 2 Unincorp. Area Comm. Proj.	71,464	71,464	71,464	71,464	-	98,995	(27,531)
4753 - Dist. 3 Unincorp. Area Comm. Proj.	76,931	76,931	76,931	76,931	1,000	103,462	(26,531)
4754 - Dist. 4 Unincorp. Area Comm. Proj.	75,666	75,666	75,666	75,666	-	103,197	(27,531)
4755 - Dist. 5 Unincorp. Area Comm. Proj.	51,802	51,802	51,802	51,802	15,000	64,333	(12,531)
4757 - Illegal Dumping Program	100,000	100,000	100,000	100,000	10,000	30,000	70,000
4758 - Mobile Comm. Council Requests	56,746	56,746	56,746	56,746	-	56,746	-
Subtotal	\$ 479,899	\$ 479,899	\$ 479,899	\$ 479,899	\$ 30,485	\$ 527,069	\$ (47,170)
General Government Grants Fund (249)							
Potential Fee Increases	\$ 4,003,472	\$ 2,388,649	\$ 2,388,649	\$ 2,388,649	\$ 2,405,577	\$ 1,866,891	\$ 521,758
Compensation Reserve	-	-	-	-	-	7,500,000	(7,500,000)
Internal Audit Grant	-	-	-	-	-	30,000	(30,000)
Courts Fee Increases	-	-	-	-	-	1,500,000	(1,500,000)
Subtotal	\$ 4,003,472	\$ 2,388,649	\$ 2,388,649	\$ 2,388,649	\$ 2,313,649	\$ 10,896,891	\$ (8,508,242)
Detention Fund (255)							
<u>4711 - Contingency</u>							
Detention Fund Operating	\$ 5,000,000	\$ 3,788,488	\$ 3,788,488	\$ 3,788,488	\$ -	\$ 10,000,000	\$ (6,211,512)
<u>4711 - Reserved Items</u>							
Compensation Reserve	\$ 2,840,168	\$ -	\$ -	\$ -	\$ -	\$ 3,712,826	\$ (3,712,826)
Health/Dental Premium Increase (unallocated)	-	-	-	-	-	1,657,788	(1,657,788)
Sheriff Overtime	150,000	150,000	150,000	150,000	-	150,000	-
Sheriff Vehicles	-	-	-	-	-	981,667	(981,667)
New Facility Operating Costs	18,000,000	1,247,515	1,247,515	1,247,515	-	16,544,838	(15,297,323)
Subtotal	\$ 25,990,168	\$ 5,186,003	\$ 5,186,003	\$ 5,186,003	\$ -	\$ 33,047,119	\$ (27,861,116)
<u>4712 - Other Programs</u>							
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,302,510	\$ (4,302,510)
Vehicle Replacement	-	-	-	-	-	412,200	(412,200)
Sheriff Recruiting Expense	500,000	500,000	500,000	500,000	500,000	500,000	-
Subtotal	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 5,214,710	\$ (4,714,710)

General Government Expenditure Summary (Continued)

Description	FY 2003-04 Adopted	FY 2003-04 Restated	FY 2003-04 Revised	FY 2003-04 Restated	FY 2003-04 Proj. Act. Restated	FY 2004-05 Adopted	Adopted Vs. Revised Variance
Detention Fund (255) (continued)							
<u>4732 - Major Maintenance</u>							
Subtotal	\$ 4,102,100	\$ 4,102,100	\$ 2,310,190	\$ 4,106,100	\$ (4,000)		
Total Detention Fund	<u>\$ 30,592,268</u>	<u>\$ 9,788,103</u>	<u>\$ 2,810,190</u>	<u>\$ 42,367,929</u>	<u>\$ (32,579,826)</u>		
Bond Debt Service Fund (312)							
<u>4710 - Debt Service</u>	\$ 20,971,600	\$ 20,971,600	\$ 21,283,882	\$ -	\$ 20,971,600		
County Improvement Debt Fund (320)							
<u>4710 - County Improvement Debt</u>	\$ 8,920,479	\$ 8,920,479	\$ 8,920,479	\$ 48,131,226	\$ (39,210,747)		
Intergovernmental Capital Projects Fund (422)							
<u>4713 - Intergovernmental Capital Projects</u>							
Subtotal	\$ 20,900,213	\$ 21,976,277	\$ 17,317,948	\$ 21,095,594	\$ 880,683		
County Improvement Fund (435)							
<u>4713 - Capital Projects</u>							
Subtotal	\$ 22,029,606	\$ 22,029,606	\$ 6,101,545	\$ 38,557,198	\$ (16,527,592)		
Capital Improvements (445)							
<u>4713 - Capital Projects</u>							
Subtotal	\$ 23,851,077	\$ 25,351,077	\$ 5,615,747	\$ 29,738,675	\$ (4,387,598)		
Total All Funds	<u>\$ 373,277,563</u>	<u>\$ 329,810,686</u>	<u>\$ 239,295,207</u>	<u>\$ 449,168,082</u>	<u>\$ (119,357,396)</u>		

Appropriated Fund Balance Expenditure Summary

Description	FY 2003-04		FY 2003-04		FY 2003-04 Proj.	FY 2004-05	Adopted vs
	Adopted	Restated	Revised	Restated	Act. Restated	Adopted	Revised Variance
General Fund (100)							
<u>4811 - Contingencies</u>							
General Contingencies	\$	36,054,537	\$	26,484,825	\$	-	\$ 27,603,548 \$ (1,118,723)
<u>4811 - Reserved Items</u>							
CIP Contingency	\$	10,633,619	\$	8,387,555	\$	-	\$ 8,321,300 \$ 66,255
Performance Incentive		5,000,000		5,000,000		-	5,000,000
Health Care Consultant Reserve		-		-		-	1,500,000 (1,500,000)
Materials Management E-Procurement		640,000		640,000		-	640,000
Relocations/New Facility Start-Up		1,500,000		1,500,000		-	1,500,000
Technology Projects		3,000,000		2,966,000		-	10,000,000 (7,034,000)
Parks Trails		-		-		-	1,000,000 (1,000,000)
Subtotal	\$	56,828,156	\$	44,978,380	\$	-	\$ 49,924,848 \$ (4,946,468)
<u>4812-Other Programs</u>							
West Nile Virus	\$	-	\$	-	\$	-	\$ 1,000,000 \$ (1,000,000)
Communications: Video Prod. Equip.		50,000		50,000		50,000	- 50,000
Adult Probation: North Central Lease		-		-		-	119,424 (119,424)
Delivery System Operating Subsidy		-		-		-	11,826,270 (11,826,270)
Health Plans Operating Subsidy 541		-		-		1,750,000	1,100,000 (1,100,000)
ALTCS Operating Subsidy 551		-		-		27,500,000	-
Senior Select Operating Subsidy 566		-		-		12,000,000	7,750,000 (7,750,000)
Health Plans Potential Losses		-		-		-	45,000,000 (45,000,000)
Benefits Trust Reserve		-		-		-	5,525,876 (5,525,876)
Health Select Reserve		-		-		-	2,019,131 (2,019,131)
Health Care District Consultant		-		-		1,672,381	1,827,619 (1,827,619)
ASRS Contributions Not Withheld		-		-		500,000	500,000 (500,000)
Courts Master Plan		-		500,000		500,000	- 500,000
Clerk of the Superior Court Financial System Study		-		-		130,000	-
Environmental Services – Vector Control Vehicles		-		84,000		84,000	- 84,000
Special Health Care District Election		-		3,000,000		1,618,771	- 3,000,000
Unfunded Liabilities		-		-		-	20,000,000 (20,000,000)
Check Enforcement Program Reserve		-		200,000		-	- 200,000
Declaration of Independence Road Trip		-		5,000		5,000	- 5,000
County Attorney Software		-		34,000		34,000	- 34,000
Establish Employee Health Plan Reserve		-		2,374,000		2,374,000	- 2,374,000
Financial System Upgrades		18,000,000		18,000,000		-	- 18,000,000
Pre-Paid Enterprise Software License		6,704,666		6,704,666		3,335,571	3,369,095 3,335,571
2004 NACO Conference		829,209		829,209		638,812	528,665 300,544
Finance: Info Advantage Carryover		21,100		21,100		65,000	- 21,100
Sheriff Central Service Complex Voice System		624,433		624,433		10,000	614,433 10,000
Sheriff: Records Management System		728,436		728,436		331,250	397,186 331,250
Sheriff: Boathouse Grant Match (Canyon and Saguaro Lakes)		-		13,371		13,371	- 13,371
Sheriff: Boating Safety Aid Strn/Education Ctr Grant Match		-		75,000		55,000	20,000 55,000
Sheriff: Wants and Warrants RMS Module Grant Match		-		10,747		10,747	- 10,747
Sheriff: Helicopter Engine Repair		-		-		134,740	-
Sheriff: Patrol Staffing Equip/Supplies		-		-		-	624,854 (624,854)
County Contribution: Mid-Decade Special Census Survey		-		-		-	231,600 (231,600)
Gainsharing Program Awards		-		88,518		88,518	- 88,518
United Behavioral Health Payment		-		-		143,253	-
Maricopa Regional Trails Staffing and Operations		382,190		382,190		208,190	174,000 208,190
Parks & Rec.:Guadalupe Road Bridge Grant Match		53,180		17,901		-	56,809 (38,908)
Special Health Care District Transition		-		-		-	1,000,000 (1,000,000)
Compensation Project		-		-		-	500,000 (500,000)
CIO Chambers Lease		-		-		-	850,000 (850,000)
Clerk of the Court: Dependency Growth Start-up Equipment		-		-		-	37,650 (37,650)
Subtotal	\$	27,393,214	\$	33,742,571	\$	53,252,604	\$ 105,072,612 \$ (71,330,041)

Appropriated Fund Balance Expenditure Summary (Continued)

Description	FY 2003-04		FY 2003-04		FY 2003-04 Proj.	FY 2004-05	Adopted vs
	Adopted	Restated	Revised	Restated	Act. Restated	Adopted	Revised Variance
General Fund (100) (Continued)							
<u>4813-Infrastructure/CIP</u>							
Administration Building Tenant Improvements	\$ -	\$ -	\$ 3,800,000	\$ -	\$ 273,665	\$ 2,330,000	\$ 1,470,000
Black Canyon Tenant Improvement	-	-	-	-	-	300,000	(300,000)
Buckeye Hills Regional Park Public Shooting Range Design	-	-	-	-	-	90,000	(90,000)
Master Plans	-	-	-	-	-	500,000	(500,000)
Property Acquisition	25,200,000	-	24,200,000	-	1,338,388	20,980,531	3,219,469
Transfer to Intergovernmental Capital Projects (422)	-	-	-	-	-	1,638,390	(1,638,390)
Transfer to General Fund County Improvement (445)	7,532,477	-	9,032,477	-	9,032,477	-	9,032,477
Purchase of 32nd St. & Van Buren Property	3,000,000	-	3,000,000	-	3,000,000	51,000	2,949,000
Purchase of State Black Canyon Building	1,800,000	-	1,800,000	-	1,800,000	-	1,800,000
Subtotal	\$ 37,532,477	\$ -	\$ 41,832,477	\$ -	\$ 15,444,530	\$ 25,889,921	\$ 15,942,556
<u>4814-Technology Projects</u>							
Material Management E-Procurement	\$ 21,492	\$ -	\$ 21,492	\$ -	\$ 21,492	\$ -	\$ 21,492
County Attorney - County Counsel Case Management System	-	-	-	-	-	36,020	(36,020)
Constables: licensing software and hardware	-	-	-	-	14,588	-	-
Schools New Financial System	-	-	-	-	1,200,000	511,000	(511,000)
HR Imaging System	-	-	-	-	-	805,000	(805,000)
HR System Upgrades (The Eagle Project)	6,922,624	-	5,586,701	-	3,686,701	1,900,000	3,686,701
Subtotal	\$ 6,944,116	\$ -	\$ 5,608,193	\$ -	\$ 4,922,781	\$ 3,252,020	2,356,173
<u>4824-Consultants</u>							
Financial Consultant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ (100,000)
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	(100,000)
<u>4832-Major Maintenance</u>							
Subtotal	\$ 8,795,000	\$ -	\$ 9,000,279	\$ -	\$ 6,847,502	\$ 12,449,868	\$ (3,449,589)
Total General Fund	\$ 137,492,963	\$ -	\$ 135,161,900	\$ -	\$ 80,467,417	\$ 196,689,269	\$ (61,527,369)

Appropriated Fund Balance Expenditure Summary (Continued)

Description	FY 2003-04		FY 2003-04		FY 2003-04 Proj.	FY 2004-05	Adopted vs
	Adopted	Restated	Revised	Restated	Act. Restated	Adopted	Revised Variance
Detention Fund (255)							
<u>4811 - Contingencies</u>							
General Contingencies	\$ 5,000,000		\$ 6,059,445		\$ -	\$ 6,415,916	\$ (356,471)
<u>4811 - Reserved Items</u>							
New Facility Start-Up	\$ 33,272,410		\$ 19,120,836		\$ -	10,000,000	9,120,836
Sheriff: Jail Surveillance System	5,734,506		441,000		-	441,000	-
Reserved Contingency, Jail Projects	-		1,204,587		-	1,204,587	-
Subtotal	\$ 44,006,916		\$ 26,825,868		\$ -	\$ 18,061,503	8,764,365
<u>4812-Other Programs</u>							
Sheriff: Records Management System	\$ 472,750		\$ 472,750		\$ -	\$ 472,750	\$ -
Sheriff: New Jail Pre-Booking System	30,000		30,000		8,109	21,891	8,109
Sheriff: Central Service Complex Voice System	8,279,771		8,279,771		-	8,279,771	-
Sheriff's Office: Estrella Support Video Visitation System	-		461,866		452,595	-	461,866
Sheriff: Jail Surveillance System	-		3,624,964		2,390,806	1,507,368	2,117,596
Sheriff's Office New Detention Facility Start-up	-		12,227,548		3,344,044	8,883,504	3,344,044
Durango Jail: Temporary Bunk Beds	-		50,000		99,826	-	50,000
Relocations	450,000		450,000		69,000	381,000	69,000
Correctional Health: Secured Network	-		97,231		32,348	64,883	32,348
Correctional Health: New Facility Start Up Costs	-		-		-	2,341,360	(2,341,360)
Correctional Health: New Facility Pharmacy Equipment	-		-		-	1,515,135	(1,515,135)
Telecom: Durango Juvenile Court and Detention	505,000		505,000		191,192	313,808	191,192
Telecom: Durango Facilities Management	-		280,000		280,000	-	280,000
Telecom: Durango Parks Building	-		200,000		197,450	2,550	197,450
Telecom: Residential Treatment Center	-		13,888		13,888	-	13,888
Telecom: Adult Facilities Data Equipment	-		829,731		785,559	44,172	785,559
Telecom: Mesa Juvenile Court & Detention	-		328,407		21,967	306,440	21,967
Detention Fund Transfer	48,585,819		48,585,819		48,585,819	47,591,538	994,281
New Facility Start-Up Expense-FMD	-		272,000		272,000	-	272,000
Subtotal	\$ 58,323,340		\$ 76,708,975		\$ 56,744,603	\$ 71,726,170	\$ 4,982,805
<u>4832-Major Maintenance</u>							
Subtotal	\$ 2,988,000		\$ 2,988,000		\$ 775,973	\$ 5,250,716	\$ (2,262,716)
Total Detention Fund	\$ 105,318,256		\$ 106,522,843		\$ 57,520,576	\$ 95,038,389	\$ 11,484,454
Total All Funds	\$ 242,811,219		\$ 241,684,743		\$ 137,987,993	\$ 291,727,658	\$ (50,042,915)

Major Maintenance Project Summary

	YEAR 1 FY 2004-05	YEAR 2 FY 2005-06	YEAR 3 FY 2006-07	YEAR 4 FY 2007-08	YEAR 5 FY 2008-09	5-YEAR TOTAL
470 GENERAL GOVERNMENT						
<i>Ongoing Major Maintenance</i>						
General Fund (Fund 100)						
Annual County-wide Maintenance Programs	\$ 3,600,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 23,600,000
Administration Building Infrastructure Improvements	100,000	-	-	-	-	100,000
Adult Probation Day Reporting Center Infrastructure Improvements	34,000	-	-	-	-	34,000
MCSO/Substation Infrastructure Improvements	33,000	-	-	-	-	33,000
Clerk of Court Improvements (Jackson St)	150,000	-	-	-	-	150,000
Durango Courts Building Infrastructure Improvements	100,000	-	-	-	-	100,000
Central Courts Building Infrastructure Improvements	210,000	-	-	-	-	210,000
Old Courthouse Building Improvements	170,146	1,000,000	-	-	-	1,170,146
Program FEES	1,180,000	1,080,000	1,080,000	1,080,000	1,080,000	5,500,000
Code Compliance Reserve	330,000	330,000	330,000	330,000	330,000	1,650,000
MCSO/Substation Improvements	33,000	-	-	-	-	33,000
Non Project	290,000	-	-	-	-	290,000
Subtotal General Fund Projects (Fund 100)	\$ 6,230,146	\$ 7,410,000	\$ 6,410,000	\$ 6,410,000	\$ 6,410,000	\$ 32,870,146
Detention Fund (Fund 255)						
Annual Detention Facilities Maintenance Programs	\$ 1,400,000	\$ 1,800,000	\$ 2,200,000	\$ 2,600,000	\$ 3,000,000	\$ 11,000,000
Durango Juvenile Probation Building Infrastructure Improvements	525,000	-	-	-	-	525,000
Durango Jail Building Infrastructure Improvements	480,000	500,000	500,000	-	-	1,480,000
Code Compliance Reserve	400,800	400,800	400,800	400,800	400,800	2,004,000
Towers Jail Building Infrastructure Improvements	1,300,300	400,000	400,000	-	-	2,100,300
Subtotal Detention Fund Projects (Fund 255)	\$ 4,106,100	\$ 3,100,800	\$ 3,500,800	\$ 3,000,800	\$ 3,400,800	\$ 17,109,300
TOTAL - 470 GENERAL GOVERNMENT	\$ 10,336,246	\$ 10,510,800	\$ 9,910,800	\$ 9,410,800	\$ 9,810,800	\$ 49,979,446
480 APPROPRIATED FUND BALANCE						
<i>Ongoing Major Maintenance</i>						
General Fund (Fund 100)						
Administration Building Improvements	\$ 330,000	\$ 1,150,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 4,480,000
Adult Probation - Black Canyon Improvements	125,000	100,000	100,000	100,000	100,000	525,000
Adult Probation - Durango	130,000	-	-	-	-	130,000
Bartlett Lake Improvements	200,000	-	-	-	-	200,000
Blue Point Building Infrastructure Improvements	120,000	-	-	-	-	120,000
Durango Complex Infrastructure Improvements	1,718,000	1,000,000	750,000	500,000	250,000	4,218,000
Durango Courts Building Infrastructure Improvements	-	500,000	500,000	500,000	500,000	2,000,000
Estrella Campground Design	35,279	-	-	-	-	35,279
East Courts Building Infrastructure Improvements	3,910,000	4,850,000	5,000,000	5,000,000	5,000,000	23,760,000
Emergency Services Administration Improvements	650,000	-	-	-	-	650,000
Central Courts Building Infrastructure Improvements	-	1,575,000	2,000,000	2,000,000	2,000,000	7,575,000
Lake Pleasant Improvements	250,000	-	-	-	-	250,000
Northwest Regional Center	-	40,000	100,000	100,000	100,000	340,000
Old Court House Building Improvements	230,000	350,000	750,000	750,000	500,000	2,580,000
S.E. MCSO Substation Infrastructure Improvement	-	500,000	250,000	250,000	250,000	1,250,000
S.E. Regional Infrastructure Improvement	-	250,000	-	-	-	250,000
Security Center Building Infrastructure Improvements	3,581,589	500,000	500,000	500,000	500,000	5,581,589
Southport Probation Offices	-	35,000	-	-	-	35,000
West Court Building Infrastructure Improvements	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
West Mesa Justice Court	140,000	-	-	-	-	140,000
Non Project	530,000	1,000,000	500,000	500,000	500,000	3,030,000
Subtotal General Fund Projects (Fund 100)	\$ 12,449,868	\$ 12,850,000	\$ 12,450,000	\$ 12,200,000	\$ 11,700,000	\$ 61,649,868
Detention Fund (Fund 255)						
Durango Complex Infrastructure Improvements	\$ 1,163,000	\$ -	\$ -	\$ -	\$ -	\$ 1,163,000
Durango Juvenile Probation Building Infrastructure Improvements	150,000	1,000,000	500,000	500,000	500,000	2,650,000
Durango Jail Building Infrastructure Improvements	1,229,716	250,000	250,000	-	-	1,729,716
Estrella Jail Improvements	1,508,000	1,500,000	1,500,000	1,500,000	1,500,000	7,508,000
SE Juvenile Detention Improvements	900,000	300,000	750,000	500,000	500,000	2,950,000
Towers Jail Improvements	300,000	1,500,000	1,500,000	1,500,000	1,500,000	6,300,000
Subtotal Detention Fund Projects (Fund 255)	\$ 5,250,716	\$ 4,550,000	\$ 4,500,000	\$ 4,000,000	\$ 4,000,000	\$ 22,300,716
TOTAL - 480 APPROPRIATED FUND BALANCE	\$ 17,700,584	\$ 17,400,000	\$ 16,950,000	\$ 16,200,000	\$ 15,700,000	\$ 83,950,584

Health Care Mandates Revenue and Expenditure Detail Report

Description	FY 2003-04 Adopted	FY 2003-04 Restated	FY 2003-04 Revised	FY 2003-04 Restated	Proj. Act. Restated	FY 2004-05 Adopted	Revised Vs Adopted Variance
Department 390							
General Fund (100)							
Revenues							
Disproportionate Share Refund	\$ 101,760,800	\$ 101,760,800	\$ 101,760,800	\$ 101,760,800	\$ 82,972,500	\$ 18,788,300	
Disproportionate Indigent Compensation	-	-	-	2,951	-	-	
Long Term Residual	52,848	52,848	52,848	35,858	52,848	-	
Total General Fund Revenue	\$ 101,813,648	\$ 101,813,648	\$ 101,813,648	\$ 101,799,609	\$ 83,025,348	\$ 18,788,300	
Expenditures							
<u>Administration</u>	\$ 2,164,311	\$ 2,166,855	\$ 2,166,855	\$ 3,179,806	\$ 2,548,142	\$ (381,287)	
<u>Pre-AHCCCS Liability Management</u>	\$ 1,417,187	\$ 1,467,285	\$ 1,467,285	\$ 1,272,620	\$ 1,520,096	\$ (52,811)	
<u>ALTCS Contribution</u>	\$ 110,407,500	\$ 110,407,460	\$ 110,407,460	\$ 110,407,460	\$ 125,610,000	\$ (15,202,540)	
<u>AHCCCS Contribution</u>	\$ 45,477,486	\$ 45,669,938	\$ 45,669,938	\$ 45,669,938	\$ 45,741,085	\$ (71,147)	
Mental Health							
Arnold v. Sarn	\$ 28,500,000	\$ 28,500,000	\$ 28,500,000	\$ 28,399,999	\$ 30,010,500	\$ (1,510,500)	
General Mental Health IGA/Non-SMI	5,099,404	5,099,404	5,099,404	5,018,459	5,099,404	-	
Mental Health Orders	50,000	50,000	50,000	36,470	50,000	-	
Mental Health Testimony	220,000	220,000	220,000	288,865	220,000	-	
Subtotal	\$ 33,869,404	\$ 33,869,404	\$ 33,869,404	\$ 33,743,793	\$ 35,379,904	\$ (1,510,500)	
<u>MMC Teaching Program Subsidy</u>	\$ 3,547,900	\$ 3,547,900	\$ 3,547,900	\$ 3,547,900	\$ 3,547,900	\$ -	
<u>Disproportionate Share Match</u>	\$ 101,760,800	\$ 101,760,800	\$ 101,760,800	\$ 101,760,800	\$ 82,972,500	\$ 18,788,300	
<u>Public Health TB Hospitalization</u>	\$ 500,000	\$ 500,000	\$ 500,000	\$ 456,623	\$ 500,000	\$ -	
<u>Sail Grant Matching Funds ⁽³⁾</u>	\$ 679,789	\$ 679,789	\$ 679,789	\$ 679,789	\$ -	\$ 679,789	
<u>Long Term Care Residual</u>	\$ 180,463	\$ 180,463	\$ 180,463	\$ 193,389	\$ 180,463	\$ -	
<u>Disproportionate Indigent Compensation</u>	\$ 24,164,844	\$ 24,014,205	\$ 24,014,205	\$ 12,645,920	\$ 23,129,895	\$ 884,310	
<u>MIHS Operating Subsidy ⁽¹⁾</u>	\$ 11,826,270	\$ 11,826,270	\$ 11,826,270	\$ 11,826,270	\$ -	\$ 11,826,270	
Total General Fund Expenditures	\$ 335,995,954	\$ 336,090,369	\$ 336,090,369	\$ 325,384,308	\$ 321,129,985	\$ 14,960,384	
(1) For FY 2004-05, Funding Transferred to Appropriated Fund Balance (2) Correctional Health Claims and Restoration to Competency have been moved to Correctional Health Services (3) SAIL Grant Matching Funds have been moved to Human Services.							

Results Initiatives Requests Summary

RESULTS INITIATIVES REQUESTS				
	FY 2004-05 Requested	FY 2005-06 (Ongoing)	FY 2004-05 Adopted	FY 2005-06 (Ongoing)
ALL FUNDS				
260 CORRECTIONAL HEALTH				
Baseline Staffing	\$ 1,674,672	\$ 1,615,108	\$ 1,674,672	\$ 1,748,720
SUB TOTAL	\$ 1,674,672	\$ 1,615,108	\$ 1,674,672	\$ 1,748,720
270 JUVENILE PROBATION				
Durango Facility Staffing	\$ 4,468,365	\$ 4,403,564	\$ 3,587,756	\$ 4,403,564
SUB TOTAL	\$ 4,468,365	\$ 4,403,564	\$ 3,587,756	\$ 4,403,564
300 PARKS & RECREATION				
Maricopa Regional Trails Staffing and Operations	\$ 179,045	\$ -	\$ -	\$ -
SUB TOTAL	\$ 179,045	\$ -	\$ -	\$ -
470 GENERAL GOVERNMENT				
Durango Juvenile Facility	\$ 580,840	\$ 580,840	\$ 580,840	\$ 580,840
Lower Buckeye Jail	2,581,340	2,581,340	2,581,340	2,581,340
MCSO Vehicles	981,667	981,667	981,667	981,667
4th Avenue Jail	2,006,700	2,006,700	2,006,700	2,006,700
SUB TOTAL	\$ 6,150,547	\$ 6,150,547	\$ 6,150,547	\$ 6,150,547
480 APPROPRIATED FUND BALANCE				
Maricopa Regional Trails Staffing and Operations	\$ -	\$ -	\$ 174,000	\$ -
SUB TOTAL	\$ -	\$ -	\$ 174,000	\$ -
500 SHERIFF				
Baseline Staffing	\$ 4,677,496	\$ 4,680,496	\$ 3,606,946	\$ 4,680,496
SUB TOTAL	\$ 4,677,496	\$ 4,680,496	\$ 3,606,946	\$ 4,680,496
700 FACILITIES MANAGEMENT				
Durango Juvenile Facility	\$ 794,494	\$ 650,994	\$ 728,162	\$ 650,994
Lower Buckeye Jail	2,021,635	1,734,635	1,955,302	1,734,635
NE Superior Court/Justice Court Expansion	88,694	235,415	88,694	235,415
Property & Evidence Warehouse	110,254	81,554	110,254	81,554
Public Health Clinic	54,900	228,881	54,900	228,881
4th Avenue Jail	1,746,524	1,488,224	1,418,714	1,488,224
SUB TOTAL	\$ 4,816,501	\$ 4,419,703	\$ 4,356,026	\$ 4,419,703
880 ENVIRONMENTAL SERVICES				
Air Quality Study	\$ -	\$ -	\$ 300,000	\$ -
Mobile Food Inspections	-	-	283,108	195,508
Storm Water Abatement	332,673	292,423	-	-
West Nile Virus	147,667	-	-	-
SUB TOTAL	\$ 480,340	\$ 292,423	\$ 583,108	\$ 195,508
TOTAL INITIATIVES	\$ 22,446,966	\$ 21,561,841	\$ 20,133,055	\$ 21,598,538

Results Initiatives Requests Summary (Continued)

RESULTS INITIATIVES REQUESTS				
	FY 2004-05 Requested	FY 2005-06 (Ongoing)	FY 2004-05 Adopted	FY 2005-06 (Ongoing)
GENERAL FUND				
300 PARKS & RECREATION				
Maricopa Regional Trails Staffing and Operations	\$ 179,045	\$ -	\$ -	\$ -
SUB TOTAL	\$ 179,045	\$ -	\$ -	\$ -
480 APPROPRIATED FUND BALANCE				
Maricopa Regional Trails Staffing and Operations	\$ -	\$ -	\$ 174,000	\$ -
SUB TOTAL	\$ -	\$ -	\$ 174,000	\$ -
700 FACILITIES MANAGEMENT				
NE Superior Court/Justice Court Expansion	\$ 88,694	\$ 235,415	\$ 88,694	\$ 235,415
Property & Evidence Warehouse	110,254	81,554	110,254	81,554
Public Health Clinic	54,900	228,881	54,900	228,881
SUB TOTAL	\$ 253,848	\$ 545,850	\$ 253,848	\$ 545,850
880 ENVIRONMENTAL SERVICES				
Storm Water Abatement	\$ 332,673	\$ 292,423	\$ -	\$ -
West Nile Virus	147,667	-	-	-
SUB TOTAL	\$ 480,340	\$ 292,423	\$ -	\$ -
TOTAL INITIATIVES	\$ 913,233	\$ 838,273	\$ 427,848	\$ 545,850

Results Initiatives Requests Summary (Continued)

RESULTS INITIATIVES REQUESTS				
	FY 2004-05 Requested	FY 2005-06 (Ongoing)	FY 2004-05 Adopted	FY 2005-06 (Ongoing)
SPECIAL REVENUE				
260 CORRECTIONAL HEALTH				
Baseline Staffing	\$ 1,674,672	\$ 1,615,108	\$ 1,674,672	\$ 1,748,720
SUB TOTAL	\$ 1,674,672	\$ 1,615,108	\$ 1,674,672	\$ 1,748,720
270 JUVENILE PROBATION				
Durango Facility Staffing	\$ 4,468,365	\$ 4,403,564	\$ 3,587,756	\$ 4,403,564
SUB TOTAL	\$ 4,468,365	\$ 4,403,564	\$ 3,587,756	\$ 4,403,564
470 GENERAL GOVERNMENT				
Durango Juvenile Facility	\$ 580,840	\$ 580,840	\$ 580,840	\$ 580,840
Lower Buckeye Jail	2,581,340	2,581,340	2,581,340	2,581,340
MCSO Vehicles	981,667	981,667	981,667	981,667
4th Avenue Jail	2,006,700	2,006,700	2,006,700	2,006,700
SUB TOTAL	\$ 6,150,547	\$ 6,150,547	\$ 6,150,547	\$ 6,150,547
500 SHERIFF				
Baseline Staffing	\$ 4,677,496	\$ 4,680,496	\$ 3,606,946	\$ 4,680,496
SUB TOTAL	\$ 4,677,496	\$ 4,680,496	\$ 3,606,946	\$ 4,680,496
700 FACILITIES MANAGEMENT				
Durango Juvenile Facility	\$ 794,494	\$ 650,994	\$ 728,162	\$ 650,994
Lower Buckeye Jail	2,021,635	1,734,635	1,955,302	1,734,635
4th Avenue Jail	1,746,524	1,488,224	1,418,714	1,488,224
SUB TOTAL	\$ 4,562,653	\$ 3,873,853	\$ 4,102,178	\$ 3,873,853
880 ENVIRONMENTAL SERVICES				
Air Quality Study	\$ -	\$ -	\$ 300,000	\$ -
Mobile Food Inspections	-	-	283,108	195,508
SUB TOTAL	\$ -	\$ -	\$ 583,108	\$ 195,508
TOTAL INITIATIVES	\$ 21,533,733	\$ 20,723,568	\$ 19,705,207	\$ 21,052,688

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. 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. The expenditure and revenue is therefore budgeted twice within the overall 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 expenditures and revenues. The following schedule lists the various items that are eliminated in the budget:

DESCRIPTION	FY 2003-04 Adopted Restated	FY 2003-04 Revised Restated	FY 2003-04 Proj. Act. Restated	FY 2004-05 Adopted	Variance Rev./Adopted	%
<u>Maricopa County:</u>						
Fund Transfers (see schedule)	\$ 385,856,944	\$ 389,769,396	\$ 413,080,201	\$ 412,946,705	\$ 23,177,309	5.9%
Payments from Departments to Benefits Trust Fund for Employer-Paid Health & Dental Premiums	15,495,079	15,495,079	14,202,021	16,370,754	875,675	5.7%
Internal Service Charges	47,407,631	47,293,003	48,332,015	50,375,372	3,082,369	6.5%
Payments from Correctional Health to Health System	5,500,000	5,500,000	7,537,604	3,961,426	(1,538,574)	-28.0%
Payments from Health Care Mandates to Health System for Public Health TB Hospitalization	500,000	500,000	456,623	500,000	-	0.0%
Payments from Maricopa Health Plans to Health System for Patient Services and Attendant Care	65,784,574	65,784,574	70,100,269	82,891,840	17,107,266	26.0%
Payments from Departments to Health Select Self-Insured Trust Fund for Employer Health Premiums	12,981,026	12,981,026	12,981,026	16,024,537	3,043,511	23.4%
Payments from Health Select to Health System for Patient Services and Attendant Care	2,812,479	2,812,479	2,996,988	3,563,766	751,287	26.7%
Subtotal Maricopa County	\$ 536,337,733	\$ 540,135,557	\$ 569,686,747	\$ 586,634,400	\$ 46,498,843	
<u>Flood Control District:</u>						
Capital Projects Fund Transfer	\$ 54,000,000	\$ 54,000,000	\$ 52,644,000	\$ 63,446,899	\$ 9,446,899	17.5%
<u>Stadium District:</u>						
Cap. Projects, Debt Service Fund Transfers	\$ 1,594,274	\$ 1,594,274	\$ 1,287,657	\$ 1,660,137	\$ 65,863	4.1%
Total Maricopa County & Districts	\$ 591,932,007	\$ 595,729,831	\$ 623,618,404	\$ 651,741,436	\$ 56,011,605	9.4%

Transfers In by Fund

TRANSFERS BY FUND				
Transfers In				
	FY 2003-04 ADOPTED RESTATED	FY 2003-04 REVISED RESTATED	FY 2003-04 PROJ. ACT. RESTATED	FY 2004-05 ADOPTED
GENERAL FUND	\$ 111,088,120	\$ 111,126,572	\$ 111,438,854	\$ 133,499,730
<i>Dispro. Share Match Reimbursement</i>	101,760,800	101,760,800	101,760,800	82,972,500
<i>Central Service Allocation</i>	9,327,320	9,365,772	9,365,772	9,955,777
<i>Transfer from General Fund County Improvement</i>	-	-	-	7,563,001
<i>Transfer from General Obligation Bond Fund</i>	-	-	312,282	-
<i>Transfer from County Improvement Debt Fund</i>	-	-	-	33,008,452
SPECIAL REVENUE				
236 RECORDER'S SURCHARGE	\$ -	\$ -	\$ -	\$ 70,000
<i>Transfer from General Fund County Improvement</i>	-	-	-	70,000
241 PARKS ENHANCEMENT FUND	\$ 17,000	\$ 17,000	\$ 25,000	\$ 17,000
<i>Transfer from Parks Souvenir Fund</i>	17,000	17,000	25,000	17,000
248 SAIL GRANTS	\$ 679,789	\$ 679,789	\$ 679,789	\$ -
<i>SAIL Grant Match from General Fund</i>	679,789	679,789	679,789	-
250 CACTUS LEAGUE OPERATIONS	\$ 110,000	\$ 110,000	\$ 210,000	\$ 110,000
<i>Transfer from Stadium District Debt Service</i>	110,000	110,000	210,000	110,000.00
255 DETENTION OPERATIONS	\$ 120,866,924	\$ 120,866,924	\$ 120,866,924	\$ 133,176,891
<i>Jail Excise Tax Maintenance of Effort</i>	120,866,924	120,866,924	120,866,924	133,176,891
265 PUBLIC HEALTH FEES	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
<i>Vital Statistics</i>	45,000	45,000	45,000	45,000
SPECIAL REVENUE	\$ 121,718,713	\$ 121,718,713	\$ 121,826,713	\$ 133,418,891
DEBT SERVICE				
312 BOND-DEBT SERVICE	\$ 847,711	\$ 847,711	\$ 847,711	\$ -
<i>Central Service Allocation</i>	847,711	847,711	847,711	-
320 COUNTY IMPROVEMENT DEBT	\$ -	\$ -	\$ -	\$ 3,443,111
<i>COPS and Capital Lease Refinancing</i>	-	-	-	3,443,111
DEBT SERVICE	\$ 847,711	\$ 847,711	\$ 847,711	\$ 3,443,111

Transfers In by Fund (Continued)

	FY 2003-04 ADOPTED RESTATED	FY 2003-04 REVISED RESTATED	FY 2003-04 PROJ. ACT. RESTATED	FY 2004-05 ADOPTED
CAPITAL PROJECTS				
234 TRANSPORTATION CAPITAL PROJECT	\$ 57,000,000	\$ 57,000,000	\$ 57,000,000	\$ 61,695,868
<i>Transfer from Transportaiton Operating Fund</i>	57,000,000	57,000,000	57,000,000	61,695,868
422 INTERGOVERNMENTAL CAP PROJ	\$ -	\$ -	\$ -	\$ 1,638,390
<i>Transfer from General Fund</i>	-	-	-	1,638,390
435 COUNTY IMPROVEMENT FUND	\$ -	\$ -	\$ 3,184,457	\$ -
<i>Transfer from Health Care Delivery System</i>	-	-	3,184,457	-
445 GENERAL FUND CTY IMPROV	\$ 7,532,477	\$ 9,032,477	\$ 9,032,477	\$ -
<i>Transfer from General Fund Project Reserve</i>	7,532,477	9,032,477	9,032,477	-
450 LONG TERM PROJECT RESERVE	\$ 1,484,274	\$ 1,484,274	\$ 1,077,657	\$ 1,550,137
<i>Transfer from MLB Operations Fund</i>	1,484,274	1,484,274	1,077,657	1,550,137
455 DETENTION CAPITAL PROJECTS	\$ 48,585,819	\$ 48,585,819	\$ 48,585,819	\$ 47,591,538
<i>Transfer from Detention Operations Fund</i>	48,585,819	48,585,819	48,585,819	47,591,538
990 FLOOD CONTROL CAPITAL PROJECTS	\$ 54,000,000	\$ 54,000,000	\$ 52,644,000	\$ 63,446,899
<i>Transfer from Flood Control Operating Fund</i>	54,000,000	54,000,000	52,644,000	63,446,899
CAPITAL PROJECTS	\$ 168,602,570	\$ 170,102,570	\$ 171,524,410	\$ 175,922,832
ENTERPRISE				
535 HEALTHCARE DELIVERY SYSTEM	\$ 31,675,281	\$ 29,398,956	\$ 15,374,170	\$ 15,374,170
<i>Operating Subsidy from General Fund</i>	11,826,270	11,826,270	11,826,270	11,826,270
<i>Teaching Program Subsidy from General Fund</i>	3,547,900	3,547,900	3,547,900	3,547,900
<i>Transfer from ALTCS Fund</i>	8,021,763	5,745,438	-	-
<i>Transfer from Health Plan Fund</i>	6,333,433	6,333,433	-	-
<i>Transfer from Non-AHCCCS Health Plans</i>	1,945,915	1,945,915	-	-
541 HEALTH PLAN	\$ -	\$ -	\$ 1,750,000	\$ 1,100,000
<i>Transfer from General Fund to Cover Deficit</i>	-	-	1,750,000	1,100,000
551 LONG TERM CARE PLAN	\$ -	\$ -	\$ 27,500,000	\$ -
<i>Transfer from General Fund to Cover Deficit</i>	-	-	27,500,000	-
566 SENIOR SELECT PLAN	\$ 7,518,823	\$ 9,795,148	\$ 12,000,000	\$ 7,750,000
<i>Transfer from ALTCS Fund</i>	7,518,823	9,795,148	-	-
<i>Transfer from General Fund to Cover Deficit</i>	-	-	12,000,000	7,750,000
ENTERPRISE	\$ 39,194,104	\$ 39,194,104	\$ 56,624,170	\$ 24,224,170
INTERNAL SERVICE				
652 HS SELF-INSURED TRUST FUND	\$ -	\$ -	\$ -	\$ 2,019,131
<i>Transfer from General Fund for Reserves</i>	-	-	-	2,019,131
685 BENEFITS TRUST	\$ -	\$ 2,374,000	\$ 2,374,000	\$ 5,525,876
<i>Transfer from General Fund</i>	-	2,374,000	2,374,000	-
<i>Transfer from General Fund for Reserves</i>	-	-	-	5,525,876
INTERNAL SERVICE	\$ -	\$ 2,374,000	\$ 2,374,000	\$ 7,545,007

Transfers In by Fund (Continued)

	FY 2003-04 ADOPTED RESTATED	FY 2003-04 REVISED RESTATED	FY 2003-04 PROJ. ACT. RESTATED	FY 2004-05 ADOPTED
ELIMINATIONS	\$ (441,451,218)	\$ (445,363,670)	\$ (464,635,858)	\$ (478,053,741)
<i>Maricopa County</i>	(385,856,944)	(389,769,396)	(410,704,201)	(412,946,705)
<i>Flood Control District</i>	(54,000,000)	(54,000,000)	(52,644,000)	(63,446,899)
<i>Library District</i>	-	-	-	-
<i>Stadium District</i>	(1,594,274)	(1,594,274)	(1,287,657)	(1,660,137)

Transfers Out by Fund

TRANSFERS BY FUND				
Transfers Out				
	FY 2003-04 ADOPTED RESTATED	FY 2003-04 REVISED RESTATED	FY 2003-04 PROJ. ACT RESTATED	FY 2004-05 ADOPTED
GENERAL FUND	\$ 144,498,360	\$ 148,372,360	\$ 189,622,360	169,199,149
<i>Jail Excise Tax Maintenance of Effort</i>	120,866,924	120,866,924	120,866,924	133,176,891
<i>Transfer to General Fund County Improvement</i>	7,532,477	9,032,477	9,032,477	-
<i>Health Care Delivery System Operating Subsidy</i>	11,826,270	11,826,270	11,826,270	11,826,270
<i>Health Care Delivery System Teaching Program Subsidy</i>	3,547,900	3,547,900	3,547,900	3,547,900
<i>SAIL Grant Match</i>	679,789	679,789	679,789	-
<i>Public Health Vital Statistics</i>	45,000	45,000	45,000	45,000
<i>Transfer to Health Select</i>	-	2,374,000	2,374,000	-
<i>Transfer to Health Plans to Cover Deficit</i>	-	-	1,750,000	1,100,000
<i>Transfer to ALTCS to Cover Deficit</i>	-	-	27,500,000	-
<i>Transfer to Senior Select to Cover Deficit</i>	-	-	12,000,000	7,750,000
<i>General Gov'n't COPS/Capital Lease Refinancing</i>	-	-	-	2,425,734
<i>MCSO COPS/Capital Lease Refinancing</i>	-	-	-	108,571
<i>Medical Examiner COPS/Capital Lease Refinancing</i>	-	-	-	35,386
<i>Transfer to Benefits Trust Fund for Reserves</i>	-	-	-	5,525,876
<i>Transfer to Health Select Fund for Reserves</i>	-	-	-	2,019,131
<i>Transfer to Intergov. Capital Projects</i>	-	-	-	1,638,390
SPECIAL REVENUE				
207 PALO VERDE	\$ -	\$ -	\$ -	\$ 20,527
<i>Central Service Allocation - General Fund</i>	-	-	-	20,527
215 EMERGENCY MANAGEMENT	\$ -	\$ -	\$ -	\$ 58,642
<i>Central Service Allocation - General Fund</i>	-	-	-	58,642
217 CDBG, HOUSING TRUST	\$ 21,225	\$ 21,225	\$ 21,225	\$ 26,824
<i>Central Service Allocation - General Fund</i>	21,225	21,225	21,225	26,824
222 HUMAN SERVICES GRANTS	\$ 319,802	\$ 358,254	\$ 358,254	\$ 744,223
<i>Central Service Allocation - General Fund</i>	319,802	358,254	358,254	744,223
226 PLANNING AND DEVELOPMENT FEES	\$ 254,112	\$ 254,112	\$ 254,112	\$ 295,744
<i>Central Service Allocation - General Fund</i>	233,538	233,538	233,538	295,744
<i>Central Service Allocation - Debt Service</i>	20,574	20,574	20,574	-
232 TRANSPORTATION OPERATIONS	\$ 59,006,719	\$ 59,006,719	\$ 59,006,719	\$ 63,091,909
<i>Central Service Allocation - General Fund</i>	1,835,655	1,835,655	1,835,655	1,396,041
<i>Central Service Allocation - Debt Service</i>	171,064	171,064	171,064	-
<i>Transportation CIP Transfer</i>	57,000,000	57,000,000	57,000,000	61,695,868
235 DEL WEBB SPECIAL FUND	\$ -	\$ -	\$ -	\$ 6,543
<i>Central Service Allocation - General Fund</i>	-	-	-	6,543
239 PARKS SOUVENIR FUND	\$ 17,000	\$ 17,000	\$ 25,000	\$ 17,000
<i>Transfer to Parks Enhancement Fund</i>	17,000	17,000	25,000	17,000
240 LAKE PLEASANT RECREATION SVCS	\$ 60,366	\$ 60,366	\$ 60,366	\$ -
<i>Central Service Allocation - Debt Service</i>	60,366	60,366	60,366	-
244 LIBRARY DISTRICT	\$ 681,388	\$ 681,388	\$ 681,388	\$ 706,043
<i>Central Service Allocation - General Fund</i>	680,066	680,066	680,066	706,043
<i>Central Service Allocation - Debt Service</i>	1,322	1,322	1,322	-

Transfers Out by Fund (Continued)

	FY 2003-04 ADOPTED RESTATED	FY 2003-04 REVISED RESTATED	FY 2003-04 PROJ. ACT RESTATED	FY 2004-05 ADOPTED
SPECIAL REVENUE (Continued)				
250 CACTUS LEAGUE OPERATIONS	\$ 14,803	\$ 14,803	\$ 14,803	\$ 441
<i>Central Service Allocation - General Fund</i>	14,803	14,803	14,803	441
253 BALLPARK OPERATIONS	\$ 1,505,724	\$ 1,505,724	\$ 1,099,107	\$ 1,584,437
<i>Central Service Allocation - General Fund</i>	21,450	21,450	21,450	34,300
<i>Transfer to B.O.B. Long Term Reserve</i>	1,484,274	1,484,274	1,077,657	1,550,137
255 DETENTION OPERATIONS	\$ 48,585,819	\$ 48,585,819	\$ 48,585,819	\$ 47,591,538
<i>Transfer to Detention Capital Projects</i>	48,585,819	48,585,819	48,585,819	47,591,538
260 RESEARCH & REPORTING	\$ 33,125	\$ 33,125	\$ 33,125	\$ 31,636
<i>Central Service Allocation - General Fund</i>	32,604	32,604	32,604	31,636
<i>Central Service Allocation - Debt Service</i>	521	521	521	-
265 PUBLIC HEALTH FEES	\$ 164,238	\$ 164,238	\$ 164,238	\$ 264,333
<i>Central Service Allocation - General Fund</i>	164,238	164,238	164,238	264,333
290 WASTE TIRE	\$ 146,117	\$ 146,117	\$ 146,117	\$ 39,654
<i>Central Service Allocation - General Fund</i>	23,001	23,001	23,001	39,654
<i>Central Service Allocation - Debt Service</i>	123,116	123,116	123,116	-
504 AIR QUALITY FEES	\$ 293,938	\$ 293,938	\$ 293,938	\$ 181,440
<i>Central Service Allocation - General Fund</i>	293,938	293,938	293,938	181,440
505 ENVIRONMENTAL SERVICES GRANT	\$ -	\$ -	\$ -	\$ 54,410
<i>Central Service Allocation - General Fund</i>	-	-	-	54,410
506 ENVIRONMTL SVCS ENV HEALTH	\$ 293,938	\$ 293,938	\$ 293,938	\$ 328,286
<i>Central Service Allocation - General Fund</i>	293,938	293,938	293,938	328,286
532 PUBLIC HEALTH GRANTS	\$ 1,249,820	\$ 1,249,820	\$ 1,249,820	\$ 1,468,012
<i>Central Service Allocation - General Fund</i>	1,249,820	1,249,820	1,249,820	1,468,012
572 ANIMAL CONTROL LICENSE/SHELTER	\$ 347,268	\$ 347,268	\$ 347,268	\$ 407,297
<i>Central Service Allocation - General Fund</i>	345,564	345,564	345,564	407,297
<i>Central Service Allocation - Debt Service</i>	1,704	1,704	1,704	-
574 ANIMAL CONTROL FIELD OPERATION	\$ 241,322	\$ 241,322	\$ 241,322	\$ 199,544
<i>Central Service Allocation - General Fund</i>	240,138	240,138	240,138	199,544
<i>Central Service Allocation - Debt Service</i>	1,184	1,184	1,184	-
991 FLOOD CONTROL	\$ 55,136,127	\$ 55,136,127	\$ 53,780,127	\$ 64,378,566
<i>Central Service Allocation - General Fund</i>	1,136,127	1,136,127	1,136,127	931,667
<i>Flood Control CIP Transfer</i>	54,000,000	54,000,000	52,644,000	63,446,899
SPECIAL REVENUE	\$ 168,372,851	\$ 168,411,303	\$ 166,656,686	\$ 181,497,049

Transfers Out by Fund (Continued)

	FY 2003-04 ADOPTED RESTATED	FY 2003-04 REVISED RESTATED	FY 2003-04 PROJ. ACT RESTATED	FY 2004-05 ADOPTED
DEBT SERVICE				
312 BOND-DEBT SERVICE	\$ -	\$ -	\$ 312,282	\$ -
<i>Transfer to General Fund</i>	-	-	312,282	-
320 COUNTY IMPROVEMENT DEBT	\$ -	\$ -	\$ -	\$ 33,008,452
<i>Transfer to General Fund</i>	-	-	-	33,008,452
370 STADIUM DIST DEBT SERIES02	\$ 110,000	\$ 110,000	\$ 210,000	\$ 110,000
<i>Transfer to Stadium District Special Revenue Fund</i>	110,000	110,000	210,000	110,000
DEBT SERVICE	\$ 110,000	\$ 110,000	\$ 522,282	\$ 33,118,452
CAPITAL PROJECTS				
234 TRANSPORTATION CAPITAL PROJECT	\$ -	\$ -	\$ -	\$ 320,883
<i>Central Service Allocation - General Fund</i>	-	-	-	320,883
445 GENERAL FUND CTY IMPROV	\$ -	\$ -	\$ -	\$ 7,633,001
<i>Transfer to General Fund</i>	-	-	-	7,563,001
<i>Transfer to Recorder Surcharge</i>	-	-	-	70,000
990 FLOOD CONTROL CAPITAL PROJECTS	\$ -	\$ -	\$ -	\$ 212,503
<i>Central Service Allocation - General Fund</i>	-	-	-	212,503
CAPITAL PROJECTS	\$ -	\$ -	\$ -	\$ 8,166,387
ENTERPRISE				
535 HEALTHCARE DELIVERY SYSTEM	\$ 103,269,097	\$ 103,269,097	\$ 106,453,554	\$ 84,993,416
<i>Dispro. Share Reimb. - General Fund</i>	101,760,800	101,760,800	101,760,800	82,972,500
<i>Central Service Allocation - General Fund</i>	1,040,437	1,040,437	1,040,437	1,176,424
<i>Central Service Allocation - Debt Service</i>	467,860	467,860	467,860	-
<i>MIHS COPS/Capital Lease Refinancing</i>	-	-	-	844,492
<i>Transfer to County Improvement Fund</i>	-	-	3,184,457	-
541 HEALTH PLAN	\$ 6,395,128	\$ 6,395,128	\$ 61,695	\$ 15,686
<i>Central Service Allocation - General Fund</i>	61,695	61,695	61,695	15,686
<i>Transfer to Medical Center</i>	6,333,433	6,333,433	-	-
551 LONG TERM CARE PLAN	\$ 15,867,041	\$ 15,867,041	\$ 326,455	\$ 49,541
<i>Central Service Allocation - General Fund</i>	326,455	326,455	326,455	49,541
<i>Transfer to Medical Center</i>	8,021,763	5,745,438	-	-
<i>Transfer to Senior Select</i>	7,518,823	9,795,148	-	-
566 SENIOR SELECT PLAN	\$ 27,920	\$ 27,920	\$ 27,920	\$ 3,329
<i>Central Service Allocation - General Fund</i>	27,920	27,920	27,920	3,329
580 SOLID WASTE MANAGEMENT	\$ 31,000	\$ 31,000	\$ 31,000	\$ 68,582
<i>Central Service Allocation - General Fund</i>	31,000	31,000	31,000	39,654
<i>Solid Waste COPS/Capital Lease Refinancing</i>	-	-	-	28,928
ENTERPRISE	\$ 125,590,186	\$ 125,590,186	\$ 106,900,624	\$ 85,130,554

Transfers Out by Fund (Continued)

	FY 2003-04 ADOPTED RESTATED	FY 2003-04 REVISED RESTATED	FY 2003-04 PROJ. ACT RESTATED	FY 2004-05 ADOPTED
INTERNAL SERVICE				
652 HS SELF-INSURED TRUST FUND	\$ 1,950,968	\$ 1,950,968	\$ 5,053	\$ -
<i>Central Service Allocation - General Fund</i>	5,053	5,053	5,053	-
<i>Transfer to MIHS</i>	1,945,915	1,945,915	-	-
654 EQUIPMENT SERVICES	\$ 482,105	\$ 482,105	\$ 482,105	\$ 480,618
<i>Central Service Allocation - General Fund</i>	482,105	482,105	482,105	480,618
673 REPROGRAPHICS	\$ 39,559	\$ 39,559	\$ 39,559	\$ 34,130
<i>Central Service Allocation - General Fund</i>	39,559	39,559	39,559	34,130
675 RISK MANAGEMENT	\$ 122,626	\$ 122,626	\$ 122,626	\$ 114,652
<i>Central Service Allocation - General Fund</i>	122,626	122,626	122,626	114,652
681 TELECOMMUNICATIONS	\$ 284,563	\$ 284,563	\$ 284,563	\$ 312,750
<i>Central Service Allocation - General Fund</i>	284,563	284,563	284,563	312,750
INTERNAL SERVICE	\$ 2,879,821	\$ 2,879,821	\$ 933,906	\$ 942,150
ELIMINATIONS				
<i>Maricopa County</i>	\$ (441,451,218)	\$ (445,363,670)	\$ (464,635,858)	\$ (478,053,741)
<i>Flood Control District</i>	(385,856,944)	(389,769,396)	(410,704,201)	(412,946,705)
<i>Library District</i>	(54,000,000)	(54,000,000)	(52,644,000)	(63,446,899)
<i>Stadium District</i>	-	-	-	-
<i>Stadium District</i>	(1,594,274)	(1,594,274)	(1,287,657)	(1,660,137)

Direct Assessment Special Districts Secondary Roll

MARICOPA COUNTY DIRECT ASSESSMENT SPECIAL DISTRICTS SECONDARY ROLL FISCAL YEAR 2004-05							
DIST. NO.	DISTRICT NAME	LEVY PURPOSE	2003-04 BUDGET	ESTIMATED EXPENDITURES 2003-04	2004-05 BUDGET REQUEST	LESS AVAILABLE FUNDS	2004-05 DIRECT ASSESSMENT
	Grandview Manor	Bond Interest	\$ 2,804	\$ 2,804	\$ 955	\$ -	\$ 955
		Bond redemption	14,448	14,448	21,213	-	21,213
			<u>\$ 17,252</u>	<u>\$ 17,252</u>	<u>\$ 22,168</u>	<u>\$ -</u>	<u>\$ 22,168</u>
	Fairview Lane	Bond Interest	\$ 585	\$ 585	\$ 544	\$ -	\$ 544
		Bond redemption	688	688	216	-	216
			<u>\$ 1,273</u>	<u>\$ 1,273</u>	<u>\$ 760</u>	<u>\$ -</u>	<u>\$ 760</u>
	East Fairview Lane	Bond Interest	\$ 1,420	\$ 1,420	\$ 907	\$ -	\$ 907
		Bond redemption	3,308	3,308	3,505	-	3,505
			<u>\$ 4,728</u>	<u>\$ 4,728</u>	<u>\$ 4,412</u>	<u>\$ -</u>	<u>\$ 4,412</u>
	White Fence Farms	Bond Interest	\$ 3,514	\$ 3,514	\$ 3,111	\$ -	\$ 3,111
		Bond redemption	8,508	8,508	460	-	460
			<u>\$ 12,022</u>	<u>\$ 12,022</u>	<u>\$ 3,571</u>	<u>\$ -</u>	<u>\$ 3,571</u>
	104th Place/University Dr.	Bond Interest	\$ 2,046	\$ 2,046	\$ 1,441	\$ -	\$ 1,441
		Bond redemption	4,482	4,482	3,842	-	3,842
			<u>\$ 6,528</u>	<u>\$ 6,528</u>	<u>\$ 5,283</u>	<u>\$ -</u>	<u>\$ 5,283</u>
	Queen Creek Water Improv	Bond Interest	\$ 4,370	\$ 4,370	\$ 3,468	\$ -	\$ 3,468
		Bond redemption	6,402	6,402	5,471	-	5,471
			<u>\$ 10,772</u>	<u>\$ 10,772</u>	<u>\$ 8,939</u>	<u>\$ -</u>	<u>\$ 8,939</u>
	Central Ave	Bond Interest	\$ 10,283	\$ 10,283	\$ 7,228	\$ -	\$ 7,228
		Bond redemption	-	-	23,631	-	23,631
			<u>\$ 10,283</u>	<u>\$ 10,283</u>	<u>\$ 30,859</u>	<u>\$ -</u>	<u>\$ 30,859</u>
	Billings Street	Bond Interest	\$ 341	\$ 341	\$ 256	\$ -	\$ 256
		Bond redemption	-	-	486	-	486
			<u>\$ 341</u>	<u>\$ 341</u>	<u>\$ 742</u>	<u>\$ -</u>	<u>\$ 742</u>
	Marquerite Drive	Bond Interest	\$ 4,079	\$ 4,079	\$ 3,534	\$ -	\$ 3,534
		Bond redemption	6,067	6,067	6,067	-	6,067
			<u>\$ 10,146</u>	<u>\$ 10,146</u>	<u>\$ 9,601</u>	<u>\$ -</u>	<u>\$ 9,601</u>
	28530 129th Avenue	General	\$ 123	\$ 123	\$ 123	\$ -	\$ 123
	28531 14th Street	General	1,172	1,172	1,172	-	1,172
	28548 192nd Ave.	General	2,522	2,522	2,522	-	2,522
	28547 Beautiful Arizona Estates	General	27,792	27,792	-	-	-
	28795 Circle City Community Park	General	13,800	13,800	13,800	-	13,800
	28546 Desert Foothills North	General	15,340	15,340	15,340	-	15,340
	28535 Eagle Peak	General	1,843	1,843	-	-	-
	28529 Estrella Dells	General	74,828	74,828	74,828	-	74,828
	28533 Mallory	General	1,096	1,096	-	-	-
	28793 Queen Creek Water Improv	General	40,000	40,000	21,000	-	21,000
	28539 West Phoenix Estates 10	General	10,125	10,125	10,125	-	10,125
			<u>\$ 261,987</u>	<u>\$ 261,987</u>	<u>\$ 225,245</u>	<u>\$ -</u>	<u>\$ 225,245</u>

Street Lighting Improvement District Levies Secondary Roll

MARICOPA COUNTY STREET LIGHTING IMPROVEMENT DISTRICTS FISCAL YEAR 2004-05						
DIST #	DESCRIPTION	2003-04 BUDGET	2004-05 BUDGET	Estimated DIRECT TAX LEVY	TAX YEAR 2004 NET ASSESSED VALUATION	Estimated 2004 TAX RATE
13001	Sun City 38B	\$ 2,486	\$ 2,449	\$ 2,131	\$ 724,350	\$ 0.2942
13003	Sunrise Unit 5 Ph 2	2,160	2,160	2,160	873,530	0.2473
13005	Golden West 2	7,891	7,961	8,357	1,797,490	0.4913
13010	Empire Gardens 2	966	975	1,027	213,500	0.5133
13051	Towne Meadows	17,451	17,589	18,497	7,181,339	0.2859
13056	The Vineyards of Mesa	8,697	8,772	9,203	1,829,700	0.5704
13057	Clark Acres	706	715	765	266,080	0.3146
13059	Country Meadows 9	15,119	14,897	15,423	2,214,400	0.7779
13069	Sun Lakes 09	2,236	2,256	2,370	770,450	0.2985
13070	Camelot Golf Club Est. 1	3,942	3,972	4,241	925,295	0.4787
13072	Desert Sands Golf & CC 3	5,201	5,250	5,598	874,320	0.5631
13075	Litchfield Park 19	4,038	3,980	4,302	1,794,100	0.2175
13078	Sunrise Meadows 1	195	197	0	5,767,778	0.0000
13079	Estate Ranchos	886	893	943	445,750	0.2181
13103	Desert Foothills Est 5	3,634	3,663	3,950	1,344,398	0.3166
13107	Desert Foothills Est 6	4,743	4,784	5,161	1,419,830	0.4026
13109	Apache Wells Mobile P 3A	1,952	1,966	2,092	208,720	0.8681
13121	Desert Sands Golf & CC 4	9,183	8,776	9,104	1,757,798	0.4835
13122	Sun Lakes 07	3,159	3,184	3,357	943,880	0.3365
13128	Litchfield Park 17	3,283	3,235	3,508	792,350	0.4407
13132	Valencia Village	6,264	6,137	6,392	1,432,989	0.4701
13147	Superstition View #1	3,235	3,260	3,435	533,600	0.7144
13169	Sun Lakes 22	3,982	4,012	4,213	3,480,580	0.1173
13176	Villa Royale	586	590	625	736,931	0.0783
13177	Coronado Acres	571	577	609	217,050	0.2903
13178	Sun Lakes 10	7,039	7,091	7,466	2,958,273	0.2500
13184	Hopeville	1,066	1,049	1,055	177,631	0.5810
13188	Sun Lakes 21	10,318	10,395	10,932	5,015,914	0.2075
13191	Dreamland Villa-19	770	775	811	335,950	0.2042
13203	Sun Lakes 19	4,862	4,905	5,161	2,311,850	0.2133
13210	Crestview Manor	770	775	956	192,800	0.4896
13219	Sun Lakes 12	7,174	7,227	7,603	2,430,333	0.2926
13220	Sun Lakes 14	5,850	5,893	6,189	2,119,250	0.2875
13221	Sun Lakes 16 & 16A	9,247	9,322	9,795	3,209,600	0.3022
13223	Sun Lakes 18	12,470	12,594	13,229	4,137,530	0.3189
13226	Sun Lakes 11 & 11A	1,313	1,323	1,392	1,079,450	0.1201
13228	Crimson Cove	1,733	1,745	1,824	174,157	1.0071
13247	Sun City 57	8,970	8,845	10,036	1,645,150	0.5218
13248	Apache Wells Mobile P 3B	2,924	2,945	3,142	627,960	0.4156
13263	Sun City 10	20,456	20,185	22,059	3,950,889	0.4583
13264	Sun Lakes 03A	1,812	1,827	1,918	463,350	0.4137
13268	Sun Lakes 08	3,085	3,114	3,274	671,350	0.4428
13271	Mesquite Trails	3,391	3,419	3,587	697,831	0.5623
13281	Sun City 10A	19,111	18,846	20,380	3,552,100	0.4767
13287	Empire Gardens 3	976	983	1,034	223,050	0.5017
13288	Empire Gardens 4	1,134	1,144	1,199	249,350	0.4993
13290	Sun Lakes 15	5,534	5,575	5,857	2,249,200	0.2524
13291	Sun City 50A	3,272	3,225	3,224	448,150	0.6750
13298	Sun City West	675,685	720,000	701,001	189,777,858	0.3545
13303	Sun Lakes 17	10,137	10,213	10,328	3,376,300	0.2879
13310	Casa Mia 2A	1,911	1,930	2,051	421,500	0.5497
13311	Pomeroy Estates	2,194	2,221	2,351	558,470	0.4622
13312	Rio Vista West 2	553	563	597	268,280	0.2169
13315	Apache Wells Mobile P 6	2,496	2,520	2,684	512,147	0.4210
13316	Sun City 44	15,008	15,789	15,611	2,469,680	0.5776

Street Lighting Improvement District Levies Secondary Roll (Continued)

DIST #	DESCRIPTION	2003-04 BUDGET	2004-05 BUDGET	Estimated DIRECT TAX LEVY	TAX YEAR 2004 NET ASSESSED VALUATION	Estimated 2004 TAX RATE
13325	Queen Creek Plaza	1,733	2,063	1,823	309,150	0.7485
13326	Rio Vista West	4,602	4,677	4,923	760,880	0.6616
13329	Desert Saguaro Estates 1	3,657	3,683	3,880	530,550	0.7965
13330	Sun City 45	11,712	12,341	12,211	2,193,850	0.5454
13331	Sun City 46	7,944	7,840	8,438	1,747,132	0.4309
13335	Casa Mia 2B	2,343	2,359	2,524	644,000	0.4634
13343	Knott Manor	1,765	1,781	1,855	228,850	0.7599
13346	Circle City	2,853	2,811	3,250	1,389,073	0.2072
13348	Desert Saguaro Estates 2	1,540	1,551	1,627	443,900	0.4046
13349	Sun City 47	16,633	17,764	17,172	2,986,887	0.5450
13351	Sun City 38	2,563	2,535	2,514	275,500	0.8370
13352	Mesa East	18,665	18,838	20,006	3,279,286	0.5365
13354	Sun City 49	16,949	18,788	17,277	3,533,900	0.4851
13356	Desert Sands Golf & CC 6	2,292	2,315	2,477	512,421	0.4567
13357	Desert Sands Golf & CC 7	3,904	3,932	4,166	628,339	0.6271
13358	Sun City 38A	2,613	2,581	2,568	286,900	0.7421
13359	Velda Rose Estates East 5	2,255	2,279	2,399	533,000	0.3899
13361	Sun Lakes 04	5,775	5,816	6,110	2,349,958	0.2496
13362	Sun Lakes 05	11,243	11,339	11,917	2,602,432	0.4977
13363	Sun Lakes 06	9,245	9,318	9,790	3,086,875	0.3033
13364	Sun City 48	13,043	14,076	13,359	3,416,985	0.3958
13371	Oasis Verde	6,434	6,491	6,827	1,156,150	0.6665
13372	Sun City 15D	4,233	4,177	4,390	345,179	1.0279
13374	Sun City 51	10,646	11,863	11,006	2,219,175	0.4988
13375	Sun City 52	11,050	10,897	12,535	2,407,436	0.4270
13376	Sun City 50	6,706	7,433	6,806	1,719,900	0.3772
13383	Sun City West Expansion	128,969	135,000	133,627	34,549,301	0.3597
13386	Litchfield Park 18	3,579	3,527	3,838	1,136,900	0.3179
13392	Sun City 41	10,017	9,872	10,490	1,754,000	0.5143
13393	Sun City 53	26,309	25,943	29,797	6,714,819	0.3743
13394	Sun City 54	16,380	16,152	18,846	3,781,709	0.4039
13395	Sun City 55	17,244	17,016	19,336	3,313,600	0.4593
13396	Desert Skies 2	1,906	1,926	2,030	386,550	0.5552
13397	Sun City 56	3,874	3,821	4,149	865,912	0.4288
13401	Sun City 33	19,944	19,717	21,977	3,641,650	0.4789
13402	Rancho Del Sol 2	2,887	2,908	3,063	1,326,530	0.2377
13404	Sun City 17E F&G	8,233	8,126	8,594	2,219,925	0.3473
13417	Western Ranchettes	2,869	2,892	3,036	615,570	0.5298
13418	AZ Skies Mobile Est E2	2,887	2,908	3,058	236,918	1.0983
13419	Sun City 35	24,180	23,910	26,791	4,377,625	0.5019
13420	Az Skies Mobil Estates	3,657	3,683	3,950	424,584	0.7702
13421	Sun City 28A	2,153	2,124	2,280	666,700	0.2763
13422	Velda Rose Estates East 3	940	950	990	266,600	0.3571
13423	Velda Rose Estates East 4	1,315	1,329	1,394	194,800	0.6591
13424	Linda Vista	3,453	3,486	3,695	568,800	0.7101
13432	Sun City 17H	3,542	3,494	3,596	755,725	0.4459
13433	Sun Lakes 01	5,679	5,733	6,033	1,101,295	0.5958
13434	Sun Lakes 02	5,945	5,990	6,297	1,124,066	0.6095
13437	Granite Reef Vista Park	810	816	858	197,950	0.4451
13438	Sun City 34	3,372	3,334	3,597	741,900	0.4177
13439	Sun City 34A	16,127	15,895	18,053	3,428,241	0.4280
13440	Sun City 35A	14,641	15,581	15,178	3,058,200	0.4677
13441	Sun City 36	5,268	5,205	5,602	3,494,545	0.1584
13444	Velda Rose Estates East 2	1,508	1,523	1,594	342,250	0.4374
13446	Apache Wells Mobil P 1&2	13,265	13,435	14,314	2,474,193	0.4601
13447	Apache Cntry Club Est. 5	3,904	3,932	4,145	1,588,800	0.2518
13448	Apache Wells Mobile P 4B	953	963	1,021	198,900	0.4419

Street Lighting Improvement District Levies Secondary Roll (Continued)

DIST #	DESCRIPTION	2003-04 BUDGET	2004-05 BUDGET	Estimated	TAX YEAR	Estimated
				DIRECT TAX LEVY	2004 NET ASSESSED VALUATION	2004 TAX RATE
13449	Caballeros Haciendas	1,212	1,224	1,291	382,200	0.3108
13450	Casa Mia	5,765	5,835	6,216	992,950	0.6408
13451	Desert Skies	1,525	1,541	1,616	265,250	0.6221
13452	Dreamland Villa 16	9,809	9,906	10,404	2,133,330	0.4364
13453	Dreamland Villa 17	2,976	3,010	3,169	677,800	0.4283
13454	Linda Vista 2	2,911	2,945	3,093	581,150	0.5604
13455	Lucy T. Homesites 2	2,815	2,859	3,038	628,982	0.4841
13456	Luke Field Homes	7,225	7,119	7,460	646,168	1.0883
13459	McAfee Mobile Manor	1,517	1,539	1,617	326,939	0.4530
13460	Rancho Grande Tres	6,437	6,502	6,829	1,639,585	0.4496
13463	Sun Lakes 03	9,259	9,339	9,521	1,574,197	0.6694
13465	Western Ranchettes 2	2,851	2,876	3,022	557,000	0.6189
13478	La Casa Bonita	1,240	1,258	1,319	169,920	0.8274
13485	Sun City 32A	16,326	16,158	18,399	3,753,974	0.4367
13486	Sun City 31A	21,960	21,712	24,998	4,007,456	0.5203
13487	Sun City 39	9,293	9,179	9,574	3,392,956	0.2807
13488	Sun City 40	5,452	5,395	5,659	1,835,550	0.2627
13490	Brentwood Acres	1,540	1,551	1,635	282,950	0.5436
13492	Desert Sands Golf & CC 8	4,888	4,128	4,850	1,152,250	0.3526
13494	Sun City 37	13,049	14,015	13,502	2,153,954	0.5797
13495	Sun City 42	8,568	8,460	8,850	1,271,591	0.6343
13496	Sun City 43	16,425	17,388	17,009	2,791,450	0.5652
13499	Sun City 28B	2,510	2,475	2,702	408,350	0.5160
13510	Camelot Golf Club Est. 2	3,331	3,355	3,584	1,311,925	0.2778
13801	Scottsdale Estates 01	4,765	4,500	5,063	1,645,496	0.2684
13802	Scottsdale Highlands 1	1,723	1,740	1,835	820,650	0.2301
13810	Melville 1	5,458	5,514	5,792	1,741,200	0.3417
13812	Scottsdale Estates 04	12,451	12,580	13,209	4,158,950	0.3369
13813	Scottsdale Highlands 2	1,904	1,924	2,025	735,100	0.2851
13816	Scottsdale Estates 02	4,999	5,052	5,363	1,926,620	0.2918
13817	Cavalier	5,963	6,024	6,325	2,042,187	0.3146
13820	Hidden Village	1,528	1,543	1,625	1,306,700	0.1336
13821	Scottsdale Estates 03	6,763	6,831	7,170	3,060,600	0.2453
13825	Mesa Country Club Park	3,059	3,089	3,250	668,200	0.5093
13827	Scottsdale Estates 05	10,180	10,286	10,840	4,221,486	0.2699
13830	Trail West	1,523	1,539	1,621	674,400	0.2537
13836	Dreamland Villa	1,705	1,721	1,808	290,650	0.6221
13837	Scottsdale Cntry Acres	3,627	3,664	3,850	1,647,400	0.2397
13838	Cox Heights 1	3,441	3,475	3,664	1,456,450	0.2670
13839	Cox Heights 2	9,573	9,674	10,154	3,107,450	0.3425
13840	Dreamland Villa 02	2,487	2,509	2,635	1,384,129	0.1688
13844	Esquire Villa 1	4,969	5,019	5,267	895,775	0.6454
13848	Scottsdale Estates 07	10,505	10,610	11,149	3,809,770	0.3142
13849	Scottsdale Estates 06	10,668	10,774	11,311	4,014,624	0.2882
13850	Scottsdale Estates 08	6,915	6,988	7,331	2,885,226	0.2663
13851	Scottsdale Estates 09	4,412	4,453	4,675	1,481,850	0.3310
13853	Cox Hghts 3 & Scot Est 12	8,781	8,870	9,320	3,935,300	0.2458
13855	Glenmar	1,879	1,899	1,998	417,250	0.5035
13859	Dreamland Villa 03	4,860	4,904	5,155	883,400	0.5582
13862	Town & Country Scottsdale	2,031	2,051	2,153	756,300	0.2927
13863	Country Place at Chandler	6,427	6,526	6,848	1,934,340	0.4009
13864	Scottsdale Highlands 4	1,169	1,182	1,235	481,550	0.2826
13865	Trail West 2	1,909	1,928	2,024	868,000	0.2406
13868	Scottsdale Estates 16	5,726	5,784	6,068	1,841,450	0.3567
13869	J & O Frontier Place	2,407	2,432	2,548	1,030,862	0.2461
13870	McCormick Estates 1	1,447	1,463	1,533	338,236	0.4822
13872	Dreamland Villa 04	2,148	2,165	2,272	435,300	0.5068

Street Lighting Improvement District Levies Secondary Roll (Continued)

DIST #	DESCRIPTION	2003-04 BUDGET	2004-05 BUDGET	Estimated DIRECT TAX LEVY	TAX YEAR 2004 NET ASSESSED VALUATION	Estimated 2004 TAX RATE
13874	Hallcraft 1	25,526	25,777	27,050	9,194,970	0.3044
13875	Hallcraft 2	15,379	15,535	16,311	5,384,650	0.3190
13876	Hallcraft 3	10,686	10,794	11,334	7,568,000	0.1550
13879	Apache Cntry Club Est. 1	7,065	7,137	7,500	2,177,724	0.3415
13882	Scottsdale Cntry Acres 2	5,965	6,027	6,336	2,402,350	0.2749
13884	Mereway Manor	5,155	5,207	5,481	2,223,038	0.2513
13885	Cox Heights 7	1,718	1,736	1,844	656,060	0.3081
13886	Cox Heights 6	1,147	1,158	1,215	447,500	0.2954
13888	Cox Heights 4	4,198	4,241	4,457	1,771,400	0.2597
13890	Dreamland Villa 05	5,468	5,523	5,811	1,020,600	0.5161
13896	Scottsdale Highlands 5	1,523	1,539	1,617	466,650	0.3757
13901	Velda Rose Estates 1	1,127	1,139	1,201	218,350	0.5166
13908	Apache Cntry Club Est. 3	10,728	10,833	11,389	3,323,750	0.3369
13909	Dreamland Villa 06	3,874	3,911	4,113	956,973	0.4112
13911	Velda Rose Estates 2	1,705	1,721	1,809	271,350	0.6328
13912	Velda Rose Estates 3	1,879	1,899	1,998	534,950	0.3619
13913	Holiday Gardens 1	160	165	0	463,450	0.0000
13916	Sun City 06	34,349	33,906	35,467	4,936,700	0.6399
13917	Sun City 05	14,431	14,041	14,795	2,791,004	0.4959
13919	Dreamland Villa 07	6,014	6,077	6,385	1,286,300	0.4555
13921	Dreamland Villa 08	4,150	4,195	4,403	1,020,171	0.4025
13922	Velda Rose Cntry Club Add	2,420	2,445	2,567	300,200	0.9174
13923	Sun City 06C	26,057	25,750	26,750	4,183,746	0.5896
13924	Sun City 06D	23,930	23,636	24,716	3,582,437	0.5942
13925	Sun City 06G	10,355	10,224	10,929	1,961,716	0.4669
13926	Sun City 07	9,060	8,946	9,767	1,819,973	0.4600
13927	Sun City 08	10,865	10,741	11,525	2,195,895	0.4691
13928	Sun City 09	8,880	8,486	9,329	1,497,950	0.4955
13929	Velda Rose Estates 4	1,879	1,899	1,998	485,700	0.3755
13930	Dreamland Villa 09	5,830	5,891	6,187	1,246,050	0.4440
13931	Sun City 11	37,024	36,573	39,471	6,016,173	0.5925
13932	Sun City 12	28,079	27,723	29,490	4,172,231	0.6310
13933	Sun City 15	3,282	3,240	3,421	1,075,828	0.2757
13934	Sun City 17	3,852	3,805	3,840	512,950	0.6763
13935	Sun City 01	251,127	248,360	268,880	30,588,619	0.7919
13936	Velda Rose Gardens	3,625	3,663	3,836	445,541	0.7589
13937	Dreamland Villa 10	5,450	5,507	5,784	1,157,950	0.4515
13938	Sun City 15B	4,732	4,675	4,774	977,725	0.4473
13939	Sun City 18 & 18A	28,618	28,288	29,980	4,814,325	0.5309
13940	Sun City 17A	2,459	2,430	2,463	375,650	0.6109
13941	Sun City 17B & 17C	7,087	6,999	7,368	1,437,600	0.4510
13942	Sun City 19 & 20	31,846	31,459	33,457	5,200,458	0.5415
13943	Dreamland Villa 11	7,902	7,984	8,389	1,667,282	0.4752
13944	Sun City 23	17,632	17,416	18,460	2,664,916	0.5736
13950	Sun City 21 & 21A	28,209	27,885	30,329	4,695,906	0.5381
13951	Dreamland Villa 12	6,591	6,658	6,990	1,317,500	0.4661
13952	Sun City 11A	9,386	9,270	10,029	1,113,050	0.7917
13953	Sun City 15C	10,572	10,446	11,022	3,045,750	0.3620
13954	Sun City 22 & 22A	25,461	25,242	26,985	3,127,329	0.7424
13955	Apache Wells Mobile P 5	2,503	2,533	2,681	331,712	0.6412
13962	Velda Rose Estates East	3,382	3,418	3,595	496,450	0.6603
13964	Sun City 14	5,151	5,090	5,277	533,600	0.8358
13965	Sun City 22B	7,968	7,871	8,432	2,564,245	0.3155
13966	Sun City 25	32,542	32,133	34,873	6,301,236	0.4625
13967	Sun City 25A	17,357	17,146	18,495	3,244,850	0.4759
13968	Sun City 27	8,571	8,471	9,643	1,789,600	0.4352
13969	Sun City 30	32,617	32,238	37,131	5,646,675	0.5305

Street Lighting Improvement District Levies Secondary Roll (Continued)

DIST #	DESCRIPTION	2003-04 BUDGET	2004-05 BUDGET	Estimated DIRECT TAX LEVY	TAX YEAR 2004 NET ASSESSED VALUATION	Estimated 2004 TAX RATE
13970	Sun City 16	18,825	18,611	19,666	7,777,704	0.2629
13972	Apache Wells Mobile P 3	7,837	7,916	8,398	1,420,673	0.4829
13973	Dreamland Villa 14	12,632	12,759	13,406	3,316,605	0.3771
13974	Apache Wells Mobile P 4	5,727	5,786	6,181	1,667,253	0.2983
13978	Apache Wells Mobile P 4A	2,487	2,511	2,680	579,183	0.3947
13985	Sun City 24	6,835	6,748	7,298	1,924,650	0.3289
13986	Sun City 26	15,921	15,749	16,954	3,654,849	0.3997
13989	Sun City 26A	13,617	13,447	14,403	1,947,130	0.6392
13990	Sun City 31	12,468	12,329	13,244	2,279,600	0.4973
13991	Suburban Ranchettes	3,080	3,102	2,894	1,140,780	0.2798
13992	Sun City 24B	6,757	6,668	7,185	2,521,877	0.2271
13993	Sun City 28	2,922	2,884	3,089	727,600	0.3800
13994	Sun City 32	11,287	12,432	11,959	2,233,100	0.5589
13995	Dreamland Villa 15	8,273	8,360	8,766	1,911,672	0.4212
13999	Sun City 24C	4,480	4,437	4,787	1,585,425	0.2576
23076	Pinnacle Ranch at 83rd Ave	2,527	2,489	2,540	1,088,900	0.2427
23137	Country Meadows 10	12,284	12,102	12,484	2,773,100	0.5133
23145	Litchfield Vista Views II	1,838	1,810	1,889	992,650	0.1945
23176	Crystal Manor	6,920	6,983	7,433	1,012,950	0.8101
23189	Anthem I	324,000	384,000	400,568	42,813,748	1.0653
23254	Cloud Creek Ranch	1,005	1,025	624	323,610	0.2281
23255	Citrus Point	3,758	3,699	3,559	3,095,970	0.1338
23324	SCW Expansion 17	74,019	76,200	76,673	15,085,567	0.4649
23344	Dreaming Summit 1,2a,2b	22,499	30,000	34,965	15,793,310	0.2423
23352	Sun Lakes Unit 41	1,347	1,680	3,475	642,011	0.3911
23353	Wigwam Creek N.Ph.1	7,097	10,200	15,278	4,630,800	0.3510
23360	Dreaming Summit 3	10,856	15,600	24,553	8,095,940	0.3116
23375	Russell Ranch Ph 1	8,661	4,800	13,714	1,730,970	0.3873
23399	Wigwam Creek South	16,784	30,000	35,999	18,030,869	0.3008
	Litchfield Vista Views IIIA&B		696	1,160		
		<u>\$ 3,319,614</u>	<u>\$ 3,398,732</u>	<u>\$ 3,528,260</u>		
					2004 SQUARE FOOTAGE	
13435	Az Skies Mobile Est. W 2	\$ 1,893	\$ 1,908	\$ 2,385	314,226	\$ 0.7590
23104	Litchfield Vista Views	1,641	1,680	2,100	1,351,641	0.1554



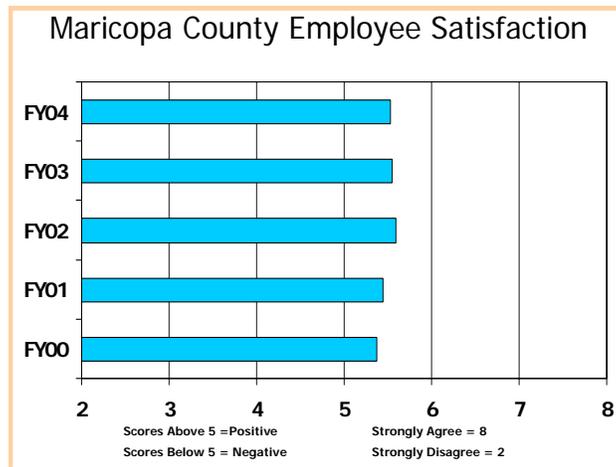
Personnel Plan

Introduction

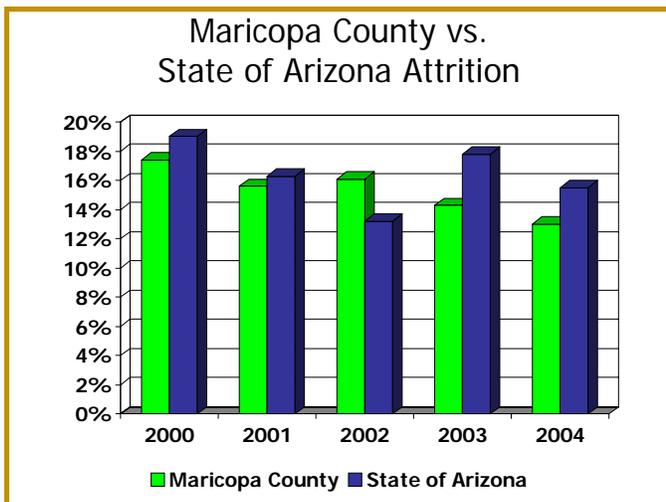
The mission of Human Resources is to provide strategic direction, state-of-the-art infrastructure support, customer service excellence, and a healthy workplace environment for County Departments, Employees and the Residents we service. Our vision is to become an “Employer of Choice,” we will work and create cost efficient services for the residents of Maricopa County. Human Resources will re-engineer its business practices and policies.

Employee Satisfaction and Attrition

Maricopa County Employee Satisfaction Surveys provide management with critical information necessary to recruit and retain productive employees. Valuable experience is lost when employee separations increase. This results in costly recruitment and training, while adversely impacting customer confidence. As evidenced in the chart below, employee satisfaction remained relatively constant during the past five years.



Another key metric is the rate of attrition. Since 2000, the Maricopa County attrition trend has continued to improve.



State of Arizona data source is the Arizona Department of Administration Human Resources System 2004 Annual Report.

Human Resources Infrastructure

On December 22, 2003, Maricopa County implemented PeopleSoft, a new Human Resources Information System. The PeopleSoft system reduces manual human resources processes by integrating the key human resource functions such as: payroll, records, recruiting/staffing, benefits management, timekeeping, employee development, and employee/manager self-service functionality with each other. The most important benefits of PeopleSoft are the ability of managers and employees to access to real-time integrated data and the elimination of manual Human Resources processes.

Maricopa County Human Resources is currently in the planning stages of an Employee Records Automation Project. This project will revolutionize how Maricopa County maintains employee personnel files by creating a paperless electronic database that will meet all statutory requirements for record keeping and maintenance.

Position Control

Throughout the year, departmental staffing needs change. These changes are handled through the Position Management process. This process requires that departments submit detailed requests to add, delete or change positions with full funding identified by source. Total Compensation verifies the position description, market range information, and position attributes (such as whether the position is classified or unclassified) while Budget Analysts verify that all authorized positions are fully funded on an annualized basis and that the positions are consistent with approved staffing plans. Once approved, the position changes are entered into the PeopleSoft position database.

Another 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 staff (and consequently service) funding decisions. The chart below represents a ten-year historical look at the County's FTE levels, summarized for the Judicial and Elected Offices, Appointed Departments and Special Districts.

FTE Staffing Levels										
Department	FY 1995-96 Actual	FY 1996-97 Actual	FY 1997-98 Actual	FY 1998-99 Actual	FY 1999-00 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY2004-05 Adopted
Judicial	2,218.11	2,297.35	2,534.00	2,741.00	2,992.00	3,101.71	3,283.56	3,233.81	3,310.33	3,481.83
Elected	3,859.75	3,938.55	4,058.00	4,160.00	4,393.00	4,490.50	4,494.05	4,628.25	4,941.30	5,443.75
Appointed	6,895.38	6,556.56	6,125.00	5,687.00	5,868.00	7,181.09	7,834.27	7,561.73	8,021.72	8,259.89
Special District	381.48	373.66	382.00	375.00	373.00	344.25	362.50	365.50	364.50	379.00
Total	13,354.72	13,166.12	13,099.00	12,963.00	13,626.00	15,117.55	15,974.38	15,789.29	16,637.85	17,564.47

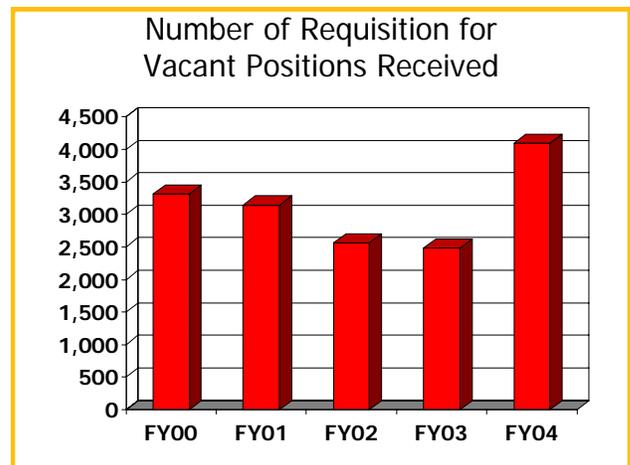
Human Resources Employment Services Activity

The purpose of the Employment Services Activity is to provide recruitment, staffing and personnel processing services for County departments to attract and maintain and highly qualified and diverse workforce.

Requisitions for Vacant Positions

With the implementation of PeopleSoft on December 22, 2003, Human Resources now requires that only one position control number be assigned to each requisition to maintain full position management.

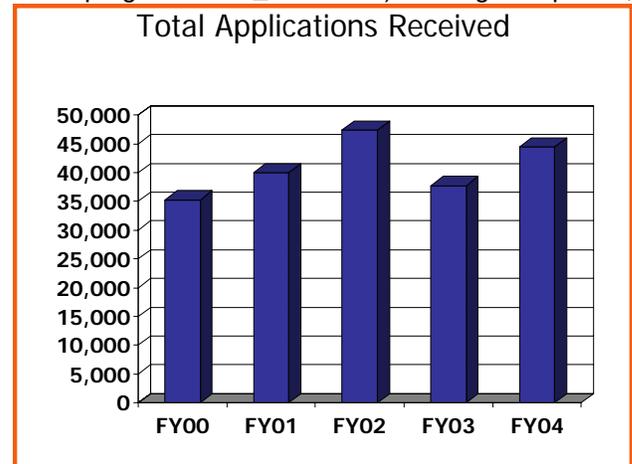
During FY 2003-04 there was a significant increase in the number of requisitions received. A major contributing factor to this increase was the approval of a large number of new positions for the Maricopa County Sheriff's Office new 4th Avenue Jail. Human Resources processed 4,093 requisitions for various positions within Maricopa County. The "total number of requisitions" does not necessarily reflect the number of vacancies at Maricopa County. From July 2003 to December 2003, departments and agencies were able to list multiple vacancies or position control



numbers on requisitions.

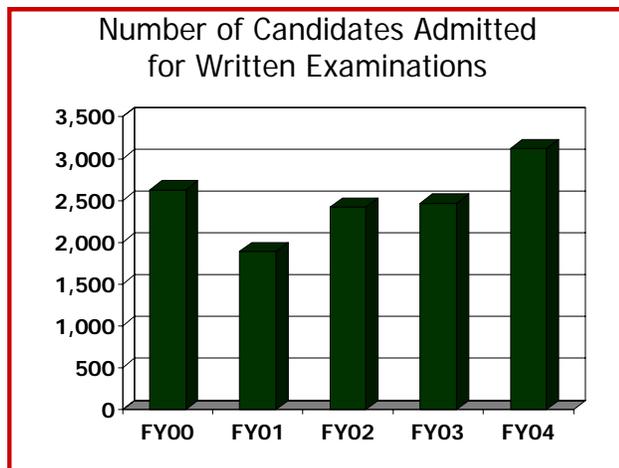
Applications Received

The number of applications increased by 19% from FY 2002-03 to FY 2003-04. For the first time at Maricopa County candidates applying for open competitive recruitments were able to submit applications electronically via Maricopa County's Human Resources website (http://www.maricopa.gov/human_resources). During this period, 17,795 applications were submitted online. During the second quarter of FY 2004-05, Maricopa County plans to go live with a specialized module for recruiting and selection called eRecruit. The eRecruit module will allow internal and external candidates to view all job postings and apply for all positions directly over the Internet or Intranet. The eRecruit module will eliminate the need for paper applications, allowing candidates to enter their own information into the system. By having electronic candidate information and data, Human Resources will be able to electronically disseminate recruiting information to hiring managers throughout the Maricopa County. Candidate information will also flow through the PeopleSoft system at time of hire, eliminating the double-data-entry that existed with previous HRIS programs at Maricopa County.



Number of Written Examinations Conducted

Departments and agencies have an obligation to select the most highly qualified candidates to fill vacancies.



When applications are received for open recruitments, each one must be evaluated for minimum qualifications and preferred knowledge, skills, and abilities. As part of the application assessment, Human Resources may administer examinations, including written assessments in the form of multiple choice exams, or performance exams to measure a candidate's keyboarding ability, shorthand speed, etc.

These assessments allow Human Resources to create a pool of qualified candidates, ranked by their scores on the specific examinations. Included in these assessments are examinations for Juvenile and Adult Probation Officers, Clerical/Office Administrator assessments, and promotional exams for Law Enforcement or Trial Courts employees. Overall, written examinations increased by 26% from FY 2002-03 to FY 2003-04.

Workforce Administration

The new PeopleSoft system allows Maricopa County the ability to automate its payroll and benefits administration, as well as time-entry processes for all departments. Group timekeepers are able to enter daily time directly into PeopleSoft.

In July 2004, additional PeopleSoft functionality was released to County users, including Employee Self Service and Manager Self Service. Employee Self Service functions allow employees to access their personal information, biographical data, view current and previous pay slips, and make applicable changes to their benefits. These changes are made directly in the PeopleSoft system, eliminating much of the paper that previously flowed through Human Resources. The Manager Self Service function grants managers viewing

access to their employees' information, including contact information, leave accrual balances, and compensation histories.

Maricopa County is moving forward with additional rollouts of PeopleSoft modules. Employees and managers will be able to control competencies, professional licenses, as well as track education and training through the ePerformance module. Managers will also be able to initiate and complete the Performance Management Process (PMP) through the ePerformance module; thus, allowing Maricopa County to automate its PMP and performance evaluation process.

PeopleSoft is customized to produce full position control so that only approved budgeted positions can be filled through the recruitment process. This feature ensures that all positions are fully-funded on an annualized basis.

Staff Development

Human Resources' Staff Development unit provides a variety of leadership and competency development opportunities for employees that allow them to improve their job performance and enhance their careers within Maricopa County.

The EDGE Program

In January 2004, Human Resources changed the way it trains supervisors and managers by implementing the new EDGE Program (Executive Development Opportunities for Government Employees). The Executive Development Program provides ninety-six hours of training over a twelve-month period for management staff. The Executive Development Program focuses on: visionary leadership, budget/fiscal development, critical and strategic planning, inspiring and motivating staff, fundamentals of public service and accountability, creating and managing a diverse workforce, and techniques for improving oral/written communications. The Leadership School targets employees who show potential for supervision and upward mobility through program activities spanning a six-month period and delivering forty-eight hours of curricula. The Leadership School focus is to develop supervisors interpersonal skills, conflict resolution techniques, principles of supervision, understanding and supervising a diverse workforce, budget/fiscal accountability and how to present oral presentations. The EDGE Program is committed to partnering with Maricopa County leadership and other public/private leaders as it develops and sustains the peak performance of a diverse, professional and qualified workforce.

The EDGE Program was designed using a competency based learning model and will provide the tools that leaders need to develop skill sets for motivating, coaching, evaluating and recommending career and succession plans for employees. This enhanced learning environment will allow Maricopa County to recognize and meet the needs of its customers and citizens.

The Leadership School graduated its first school on June 8, 2004 with twenty-eight supervisors. Every supervisor who graduated from the school indicated this program had a tremendous impact on their career development and growth.

The first Executive Development School will graduate its first class in December 2004. At the mid-way point 100% of students in the Executive Development School have assessed themselves as having improved tremendously in the eight competency areas of: visionary leadership, inspiring staff, critical thinking writing, speaking, delegating, communicating with staff, and communicating with upper management.

Adjunct Faculty Program

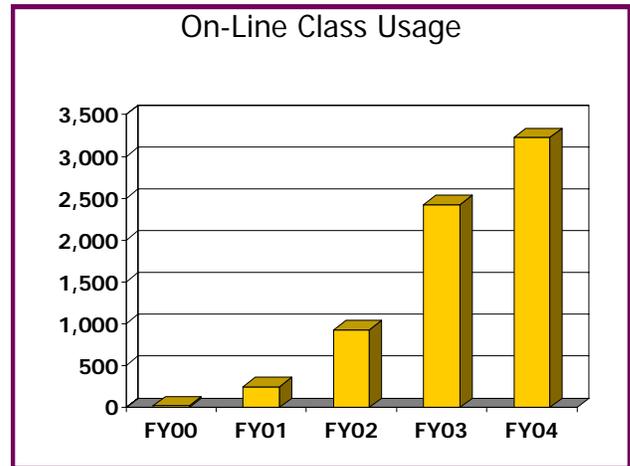
Adjunct Faculty include: managers, supervisors, and subject matter experts that are used extensively to deliver classes related to Maricopa County business practices and to facilitate the internationally known Achieve/Global classes on communication, leadership, and customer service topics. Extensive use of the Adjunct Faculty in is a cost-effective method of service delivery for training and staff development.

Competency Based Classes

The 2004 Employee Course Catalog offers 252 competency-based courses. In addition to the Catalog, classes were marketed to the organization through monthly calendars, the Learning Resource Network (LRN), and via email. Using the online Student Center, employees also access and view directly all class offerings and self-register. Staff Development coordinated or provided delivery 915 instructor-led classes to 4,412 County employees.

On-line Classes

Online classes continue to be the fastest growing program in Staff Development. In FY 1999-00 there were only 19 on-line classes. In FY 2003-04 there were 3,225 on-line classes. The infrastructure for online classes has been carefully crafted over the last two years. Currently, employees can choose from over fifty online learning modules. On-line classes constitute over 25% of attendance in County classes. These classes are tracked by the County's Learning Management System and on employees' official County training transcript. Online classes offer a good alternative to employees who cannot attend classroom training during the standard workweek, and will continue to be a strategy for rolling-out curriculum on countywide initiatives quickly and cost-effectively. On-line classes are tailored to meet specific goals, competencies and organizational issues to enhance employee efficiency. Subject Matter Experts, County supervisors and managers assist in developing curriculum for on-line courses and make the process for learning accessible to many employees.



On-Site Classes

Maricopa County's Staff Development offers an opportunity for County employees to pursue degree programs after work at on-site locations. Bachelors and Masters level Public Administration courses are currently available. Plans to facilitate onsite AA Degree programs and/or college-level certificate programs are in the planning and development stages. These degree programs provide employees an opportunity to get an education that will help their careers and promote excellence in public service.

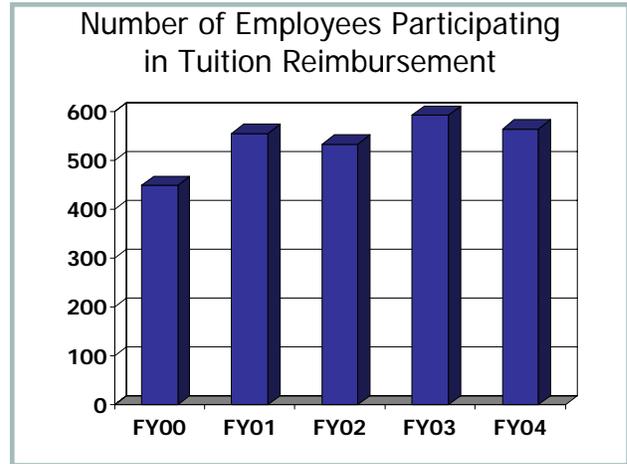
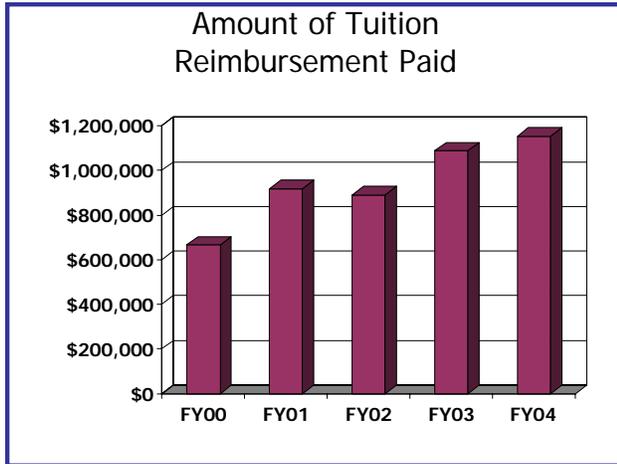
Employee Course Catalog

In 2003, Human Resources published its Employee Course Catalog for the first time on an annual cycle. Switching to an annual cycle saved Maricopa County close to \$5,000 dollars in publication expenses. In 2004, Human Resources continued this business practice and published its 2004 catalog on an annual cycle. Human Resources publishes monthly training calendars that are sent to County departments listing specific dates, times, locations of all training classes. These classes are also marketed through the Learning Resource Network for designated target audiences. Classes are organized using the Learning Management System according to skill building competencies. In FY 2003-04, 4,412 employees attended at least one of the 915 classes selected from 252 different course topics using on-line registration provided through the Learning Management System.

Tuition Reimbursement

Tuition Reimbursement is one of the many benefits offered to Maricopa County employees. Through this program, employees are able to complete job-related degree and certificate programs. Human Resources is working on revising the current tuition reimbursement policy to include two reimbursement options. The first option will remain as the traditional tuition reimbursement process currently in place. The second will be an educational assistance option. This option will allow employees to enroll in classes, such as electives, that are required to

obtain a degree but not covered under the current tuition reimbursement program. The current policy only allows employees to take classes that are related to their job. In FY 2003-04, Maricopa County paid \$1,153,306 in tuition reimbursement for 565 employees who completed 1,832 classes.



Special Corporate Initiatives

Trip Reduction Program (Commute Options)

In 1988 the Arizona Legislature passed the Air Quality Bill (A.R.S. 49-581 et seq.) to meet the Federal Ambient Air Quality Standards for carbon monoxide. Arizona's Air Quality Bill mandated a Trip Reduction program for employers and schools located in Maricopa County. To ensure compliance, Maricopa County passed an ordinance that required employers/schools with 100 or more employees and/or driving-age students to implement a Trip Reduction Program. However, the original County ordinance has been revised twice, and now requires employer/schools that have 50 employees and/or driving-age students, who report to a work/school site, at least three times a week or six months per year, to have a Trip Reduction Program.

The Human Resources Department is responsible for the coordinating the Trip Reduction Program for all of Maricopa County's Departments. The responsibilities include distributing and processing Trip Reduction Program surveys; providing incentives/prizes through monthly drawings; communicating program information and air quality advisories; training departmental Trip Reduction Program representatives; providing subsidies to employees; promoting alternative modes of transportation such as busing, vanpooling, carpooling, biking, teleworking, rideshare matching, and compressed work week schedules. The goal of the program is to reduce single occupant vehicle trips and/or miles traveled to a work site.

Maricopa County employees are eligible to receive 100% bus subsidies or a \$56 per month per employee vanpool subsidy. Maricopa County also offers a free taxi service for employees who participate in the TRP and at times may need an emergency ride home program. Utilization of the subsidy program averages 3,500 employees per month for the bus card program and 22 vanpools. The subsidy program provides and estimated \$415,000 in benefits annually.

This past year, Human Resources partnered with Valley Metro and hosted a two-day TRP coordinators training for all departmental TRP coordinators. Human Resources also coordinated Maricopa County's participation in the 7th Annual Clean Air Campaign: Bike to Work on April 21, 2004. Twenty-nine Maricopa County employees rode their bikes to work totaling over 650 miles.

Combined Charitable Campaign

Staff Development coordinated the 2004 Maricopa County Combined Charitable Campaign (CCC). Staff Development provided the training to all CCC representatives and organized the CCC kick-off at the Dodge Theater. The kick-off had a record 500+ Maricopa County employees in attendance and featured the Phoenix

Sun's Gorilla and several celebrity basketball players, such as Connie Hawkins, who competed against David Smith, County Administrative Office. Staff Development also coordinates the CCC intranet web page with the Office of the Chief Information Officer. Special events such as Casual Day, Craft Fair, Softball, Bowling, and Golf tournaments are additional fundraising activities for the CCC. Staff Development serves as a collection point for pledge cards and cash from Special Events. The 2004 CCC raised \$405,000, which represents a 15% increase from the 2003 CCC.

One important program in the CCC is the Employees Assisting and Supporting Employees (EASE). The EASE program is a contingency fund that is used to assist Maricopa County employees with unanticipated financial emergency situations. The EASE fund is designed to offer an alternative to eligible participants if other sources of financial aid are unavailable for emergency health or human services, such as housing, utilities, and food.

Compensation and Awards

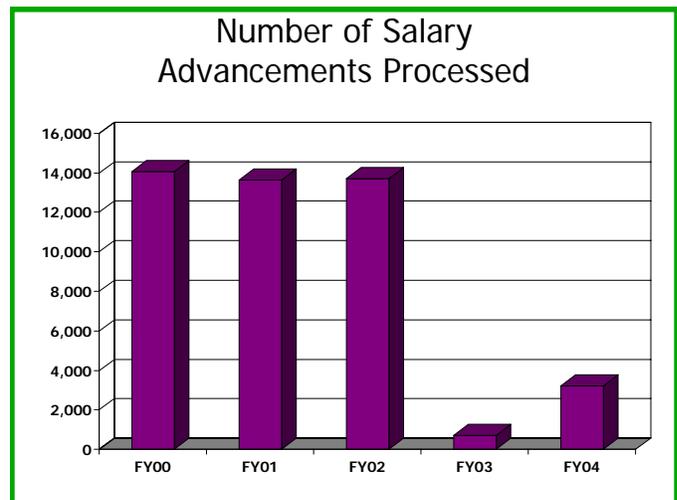
Gainsharing Initiative

Maricopa County continued the Gainsharing Initiative in FY 2004. This initiative offers County and Judicial Branch/Special District employees the opportunity to share in the benefits derived from their efforts to enhance revenues and improve efficiencies, while increasing service quality. The fiscal results of these programs are currently being evaluated. Several of these programs will continue into FY 2005 with additional programs being implemented.

Salary Advancements

Salary advancements – described in the Maricopa County Employee Compensation Plan – are defined in part as “(A)n increase in an employee’s base rate to a higher base rate as the result of any process other than a recruitment process...”. In effect, this is the term used to describe permanent increases to an employee’s salary based on market adjustments, performance, time-in-service-recognition and/or other “permanent” changes to their base salary.

Maricopa County officials recognize the value of having a competent, satisfied, trained and dedicated work force available to conduct the County’s business. At the same time, a sluggish economy and the residual effects of September 11, 2001, have resulted in a tremendous reduction in funds available for salary advancements.



For the first time in several years, County officials have been able to set aside funds to cover a comprehensive Pay for Performance Plan. Employees who did not receive performance increases in the prior fiscal year are eligible for up to 6% of their base salary. Employees who received a performance increase in this period are eligible for up to 3% of their base salary. The increase will be distributed based on employee performances.

Employee Health Initiatives Program

Maricopa County continues to be able to offer a competitive benefits program to active, benefit-eligible employees and their families. This program enhances benefit choices and provides flexibility to balance payroll deductions for benefit premiums against sixteen health care coverage options. To accomplish this, ‘consumerism’ and ‘cost-sharing’ of health care expenses have been introduced to encourage using the most appropriate place of service when seeking medical care and choosing the most cost-effective prescription drugs.

To remain very competitive compared to other Arizona public sector entities, changes will be made to the texture, structure, shape and means by which this program is financed and delivered to Maricopa County employees and their families.

Market Range Salary Issues

Attracting competent, qualified applicants to vacant County positions and retaining skilled, trained and experienced current employees is a goal of Maricopa County. In FY 2004-05, funds have been set aside to cover market adjustments/increases for certain high demand/low inventory positions.

Limited funding for market increases means that not all positions will be considered for market adjustments but to the greatest extent possible, all County jobs, functions and operations, will be looked at to determine where to best focus the limited market adjustment monies to allow the County to remain a competitive employer.

Future Directions for Human Resources

The next fiscal year will be an exciting time for Human Resources at Maricopa County. The final implementation phases for PeopleSoft will be completed. A decision on Maricopa County's Learning Management System will be finalized. The Diversity program will have completed its first fiscal year. The Executive and Leadership Schools will have completed several classes and those graduates will be poised to take on challenging roles throughout Maricopa County.

Human Resources will be implementing a new program to incorporate Maricopa County's Managing for Results program in the training curricula. A concentrated effort will be directed toward continuing to add more onsite college degree/certificate programs, especially an Associate of Arts programs for entry-level employees. Human Resources is reviewing and updating its technology and infrastructure to include computers in our main lobby so applicants can apply for jobs on-line and on-site.

Human Resources will continue to expand its outreach efforts into diverse communities to recruit the sharpest and best talent reflective of the citizenry we serve. To accomplish this Human Resources must make its presence known to established associations and institutions with constituents interested in advancing their careers at Maricopa County. Maricopa County will also strive to make all of its job postings and applications bi-lingual.

It is the goal of Human Resources to make Maricopa County an "Employer of Choice!" Over the next three years, Human Resources will focus on the following strategic goals:

- By January 2006, Human Resources will require 100% of County employees to have either direct deposit or utilize a pay card to eliminate the use of live checks.
- By May 2006, Human Resources will develop metrics to monitor the implementation of Maricopa County's diversity plan.
- By September 2006, Human Resources will develop a written succession plan for managers and directors that identify the leadership roles and associated skills necessary for upward mobility in County departments.
- By September 2006, Human Resources will achieve a rating of 80% satisfaction level or higher from their customers.
- By December 2006, Human Resources will complete a review and revision of all Human Resources policies to ensure legal compliance and compatibility with technology needs.
- By July 2006, Human Resources will develop and implement a PeopleSoft training plan for all decentralized Human Resources Liaisons, Supervisors and Managers to update them on PeopleSoft system capability.
- By July 2007, Human Resources will eliminate hard copy personnel files and tuition reimbursement application forms.

Budgeted FTE Summary

In order to more accurately follow past staffing and human resource allocation decisions by program, a ten-year history of full-time equivalents by department is presented in the chart below. FTEs reflect the hours budgeted for part-time positions converted to an equal number of full-time positions (based on a standard of 40 hours per week.)

Budgeted FTEs										
	FY 1995-96	FY 1996-97	FY 1997-98	FY 1998-99	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY2003-04	FY2004-05
	Actual	Adopted								
ADULT PROBATION	775.69	851.00	937.00	949.00	1,045.00	1,120.50	1,175.00	1,092.00	1,144.00	1,153.00
ANIMAL CARE & CONTROL	113.00	120.00	125.00	135.00	130.00	146.00	132.50	140.00	143.60	144.00
APPROPRIATED FUND BALANCE	-	-	-	-	-	1.00	-	-	-	-
ASSESSOR	308.00	297.00	334.00	329.00	325.00	326.00	321.80	322.00	321.00	321.00
BOARD OF SUPERVISORS CLERK	7.00	7.00	7.00	7.00	7.00	7.00	7.80	8.00	7.00	7.00
BOARD OF SUPERVISORS DIST 1	4.00	4.00	4.00	4.00	4.00	4.00	3.00	3.00	3.00	3.00
BOARD OF SUPERVISORS DIST 2	4.00	3.00	4.00	3.00	4.00	4.00	3.00	3.00	3.00	3.00
BOARD OF SUPERVISORS DIST 3	4.00	3.00	4.00	4.00	4.00	4.00	4.00	3.50	3.50	3.50
BOARD OF SUPERVISORS DIST 4	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00
BOARD OF SUPERVISORS DIST 5	4.00	4.00	4.00	3.00	4.00	4.00	3.50	3.50	3.50	3.50
CALL CENTER	-	10.00	20.00	20.00	32.00	33.00	33.00	34.00	33.00	33.00
CHIEF INFORMATION OFFICER	100.00	106.00	70.00	64.00	62.00	67.00	67.00	66.50	62.00	63.00
CLERK OF THE SUPERIOR COURT	606.04	596.25	589.00	596.00	599.00	620.00	666.00	689.00	695.00	709.95
COMMUNICATIONS	-	-	-	-	-	-	-	7.50	9.00	8.00
COMMUNITY DEVELOPMENT	12.00	10.00	11.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
CONSTABLES	28.00	26.00	27.00	29.00	29.00	30.00	30.00	30.00	30.00	30.00
CONTRACT COUNSEL	-	-	-	-	-	-	8.25	7.25	7.25	7.25
CORRECTIONAL HEALTH	133.00	135.78	165.00	177.00	223.00	220.40	263.75	264.78	363.75	380.75
COUNTY ADMINISTRATIVE OFFICER	11.00	12.00	13.00	15.00	13.00	16.00	18.00	11.33	13.50	12.75
COUNTY ATTORNEY	676.71	737.30	742.00	796.00	831.00	850.00	828.50	917.25	987.55	989.55
ELECTIONS	57.00	57.00	55.00	53.00	54.00	54.00	54.00	54.00	54.00	54.00
EMERGENCY MANAGEMENT	13.00	14.00	14.00	14.00	14.00	15.00	15.00	15.00	15.00	15.00
ENVIRONMENTAL SERVICES	229.00	238.60	245.00	272.00	267.00	266.75	283.00	273.50	300.50	308.25
EQUIPMENT SERVICES	64.00	63.00	65.00	60.00	60.00	62.00	63.00	63.00	60.75	60.75
FACILITIES MANAGEMENT	219.00	183.40	158.00	158.00	192.00	202.50	235.00	248.25	269.00	301.50
FINANCE	57.00	53.00	49.00	46.00	42.00	36.00	43.00	44.00	42.00	42.00
FLOOD CONTROL DISTRICT	240.00	240.00	241.00	222.00	222.00	222.25	223.00	226.00	225.00	227.00
GENERAL GOVERNMENT	1.00	7.00	7.00	1.00	11.00	9.00	1.00	1.00	-	-
HEALTH CARE DELIVERY SYSTEM	2,974.75	2,630.50	2,099.00	1,812.00	1,766.00	3,013.25	3,326.01	3,326.01	3,528.29	3,691.44
HEALTH CARE MANDATES	2.00	1.00	1.00	1.00	1.00	46.00	41.00	34.00	31.00	30.00
HEALTH PLANS	378.00	377.50	444.00	361.00	353.00	345.70	357.47	357.47	415.43	357.60
HOUSING	63.00	64.00	63.00	64.00	64.00	64.00	64.00	64.00	-	-
HUMAN RESOURCES	100.00	96.00	81.00	82.00	79.00	81.00	67.25	66.20	51.00	51.00
HUMAN SERVICES	273.00	256.00	286.00	281.00	295.00	287.00	368.00	369.00	436.00	461.00
INDIGENT REPRESENTATION	357.34	349.19	421.00	459.00	446.00	466.25	-	-	-	-
INTEGRATED CRIMINAL JUST INFO	-	-	-	-	-	1.00	14.00	15.00	21.00	19.00
INTERNAL AUDIT	9.00	8.00	10.00	12.00	16.00	15.00	16.00	16.00	15.00	15.00
JUDICIAL MANDATES	-	-	-	-	36.00	-	-	-	-	-
JUSTICE COURTS	236.02	228.75	244.00	294.00	280.00	287.01	300.06	-	-	-
JUVENILE PROBATION	538.00	540.00	589.00	679.00	794.00	784.00	827.50	868.50	919.00	1,012.50
LEGAL ADVOCATE	-	-	-	-	-	-	53.00	60.50	63.50	78.50
LEGAL DEFENDER	-	-	-	-	-	-	69.00	74.75	79.00	96.00
LIBRARY DISTRICT	134.48	126.66	134.00	146.00	143.00	118.00	135.50	135.50	135.50	147.00
MANAGEMENT & BUDGET	23.00	22.00	21.00	22.00	24.00	18.00	22.00	22.00	21.00	21.50
MATERIALS MANAGEMENT	53.00	53.00	47.00	38.00	39.00	38.00	39.00	40.00	35.00	35.00
MEDICAL ELIGIBILITY	336.31	337.50	342.00	263.00	298.00	292.50	291.50	-	-	-
MEDICAL EXAMINER	44.00	45.50	47.00	50.00	52.00	54.00	64.00	63.00	66.00	66.00
PARKS & RECREATION	72.89	76.84	77.00	74.00	80.00	86.50	98.46	104.00	87.00	86.50
PLANNING & DEVELOPMENT	55.00	54.00	66.00	65.00	93.00	108.00	115.00	125.00	159.00	159.00
PUBLIC DEFENDER	-	-	-	-	-	-	433.30	430.30	435.80	466.80
PUBLIC FIDUCIARY	37.00	41.00	37.00	33.00	33.00	35.00	35.00	35.00	34.00	34.00
PUBLIC HEALTH	507.09	503.25	460.00	441.00	479.00	459.24	523.48	534.89	567.60	556.55
RECORDER	65.00	63.00	66.00	65.00	69.00	69.00	71.25	71.25	70.25	70.25
RESEARCH & REPORTING	12.00	14.50	14.00	8.00	7.00	34.50	9.50	6.75	8.75	8.75
RISK MANAGEMENT	12.00	12.00	19.00	19.00	19.00	19.00	20.00	19.00	19.00	20.00
SHERIFF	2,053.00	2,108.00	2,188.00	2,235.00	2,428.00	2,482.50	2,465.00	2,487.75	2,731.50	3,214.50
SOLID WASTE	31.00	45.00	19.00	17.00	18.00	18.00	12.00	14.00	13.00	12.00
STADIUM DISTRICT	7.00	7.00	7.00	7.00	8.00	4.00	4.00	4.00	4.00	5.00
SUPERINTENDENT OF SCHOOLS	29.00	28.00	29.00	29.00	29.00	30.00	30.00	30.00	32.00	32.00
SUPERIOR COURT	668.40	677.60	764.00	819.00	873.00	910.20	981.00	-	-	-
TELECOMMUNICATIONS	39.00	42.00	45.00	41.00	42.00	42.00	42.00	43.00	42.00	42.00
TOTAL COMPENSATION	-	-	-	-	-	-	15.00	16.00	24.00	26.00
TRANSPORTATION	500.00	511.00	522.00	512.00	511.00	511.50	504.00	477.75	479.00	479.00
TREASURER	75.00	66.00	64.00	64.00	64.00	64.00	64.00	64.00	57.00	59.50
TRIAL COURTS	-	-	-	-	-	-	-	1,273.31	1,247.33	1,316.33
Total	13,354.72	13,166.12	13,099.00	12,963.00	13,626.00	15,117.55	15,974.38	15,789.29	16,637.85	17,564.47

Within each department, positions may be budgeted from a variety of funding sources. In general, as discussed earlier in this document, the General Fund and Special Revenue Fund cover the bulk of Personnel Services, with monies from Capital Project, Enterprise and Internal Service funds covering the rest. The following chart displays this breakdown.

FTE DISTRIBUTION BY FUNDING SOURCE - FY 2004-05 ADOPTED							
BUDGETED FTE							
DEPARTMENT	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	TOTAL FUNDS
ADULT PROBATION	886.30	266.70	-	-	-	-	1,153.00
ANIMAL CARE & CONTROL	-	144.00	-	-	-	-	144.00
APPROPRIATED FUND BALANCE	-	-	-	-	-	-	-
ASSESSOR	321.00	-	-	-	-	-	321.00
BOARD OF SUPERVISORS DIST 1	3.00	-	-	-	-	-	3.00
BOARD OF SUPERVISORS DIST 2	3.00	-	-	-	-	-	3.00
BOARD OF SUPERVISORS DIST 3	3.50	-	-	-	-	-	3.50
BOARD OF SUPERVISORS DIST 4	4.00	-	-	-	-	-	4.00
BOARD OF SUPERVISORS DIST 5	3.50	-	-	-	-	-	3.50
CALL CENTER	33.00	-	-	-	-	-	33.00
CHIEF INFORMATION OFFICER	63.00	-	-	-	-	-	63.00
CLERK OF THE BOARD	7.00	-	-	-	-	-	7.00
CLERK OF THE SUPERIOR COURT	565.69	144.26	-	-	-	-	709.95
COMMUNICATIONS	8.00	-	-	-	-	-	8.00
COMMUNITY DEVELOPMENT	-	10.00	-	-	-	-	10.00
CONSTABLES	30.00	-	-	-	-	-	30.00
CONTRACT COUNSEL	7.25	-	-	-	-	-	7.25
CORRECTIONAL HEALTH	18.00	358.75	-	4.00	-	-	380.75
COUNTY ADMINISTRATIVE OFFICER	12.75	-	-	-	-	-	12.75
COUNTY ATTORNEY	841.10	148.45	-	-	-	-	989.55
ELECTIONS	54.00	-	-	-	-	-	54.00
ELIMINATIONS	-	-	-	-	-	-	-
EMERGENCY MANAGEMENT	2.00	13.00	-	-	-	-	15.00
ENVIRONMENTAL SERVICES	16.00	292.25	-	-	-	-	308.25
EQUIPMENT SERVICES	-	-	-	-	-	60.75	60.75
FACILITIES MANAGEMENT	237.58	63.92	-	-	-	-	301.50
FINANCE	42.00	-	-	-	-	-	42.00
FLOOD CONTROL DISTRICT	-	227.00	-	-	-	-	227.00
GENERAL GOVERNMENT	-	-	-	-	-	-	-
HEALTH CARE DELIVERY SYSTEM	-	-	-	-	3,691.44	-	3,691.44
HEALTH CARE MANDATES	30.00	-	-	-	-	-	30.00
HEALTH PLANS	-	-	-	-	357.60	-	357.60
HUMAN RESOURCES	51.00	-	-	-	-	-	51.00
HUMAN SERVICES	-	461.00	-	-	-	-	461.00
INTEGRATED CRIMINAL JUST INFO	-	19.00	-	-	-	-	19.00
INTERNAL AUDIT	15.00	-	-	-	-	-	15.00
JUVENILE PROBATION	218.00	785.50	-	9.00	-	-	1,012.50
LEGAL ADVOCATE	78.50	-	-	-	-	-	78.50
LEGAL DEFENDER	95.50	0.50	-	-	-	-	96.00
LIBRARY DISTRICT	-	147.00	-	-	-	-	147.00
MANAGEMENT & BUDGET	21.50	-	-	-	-	-	21.50
MATERIALS MANAGEMENT	24.00	-	-	-	-	11.00	35.00
MEDICAL EXAMINER	63.00	3.00	-	-	-	-	66.00
PARKS & RECREATION	16.50	70.00	-	-	-	-	86.50
PLANNING & DEVELOPMENT	-	159.00	-	-	-	-	159.00
PUBLIC DEFENDER	443.50	23.30	-	-	-	-	466.80
PUBLIC FIDUCIARY	34.00	-	-	-	-	-	34.00
PUBLIC HEALTH	86.92	469.63	-	-	-	-	556.55
RECORDER	44.25	26.00	-	-	-	-	70.25
RESEARCH & REPORTING	-	8.75	-	-	-	-	8.75
RISK MANAGEMENT	-	-	-	-	-	20.00	20.00
SHERIFF	974.00	2,214.50	-	26.00	-	-	3,214.50
SOLID WASTE	-	6.50	-	-	5.50	-	12.00
STADIUM DISTRICT	-	5.00	-	-	-	-	5.00
SUPERINTENDENT OF SCHOOLS	32.00	-	-	-	-	-	32.00
TELECOMMUNICATIONS	-	-	-	-	-	42.00	42.00
TOTAL COMPENSATION	26.00	-	-	-	-	-	26.00
TRANSPORTATION	-	479.00	-	-	-	-	479.00
TREASURER	59.50	-	-	-	-	-	59.50
TRIAL COURTS	1,130.83	185.50	-	-	-	-	1,316.33
Total Departments	6,605.67	6,731.51	-	39.00	4,054.54	133.75	17,564.47

Countywide staffing from FY 2003-04 to FY 2004-05 increased by 921.62 full-time equivalents (FTE's), or 5.54%. Significant changes in staffing levels from FY 2003-04 to FY 2004-05 are provided in the commentary below.

Significant Staffing Variances

Adult Probation – Net increase is due to administrative and support staff being transferred to Trial Courts and the restoration of staff that was previously reduced due to State funding reduction in January 2003.

Clerk of the Superior Court – Net increase is a result of a decrease due to low fund revenue in the Documental Retrieval Fund, an increase in the Judicial Enhancement Fund to support software development for Electronic Document Management System, and an increase in the Grants Fund for non-specific grant activities.

Correctional Health – Increase is due to staffing of new detention facilities.

Facilities Management – Increase is due to staffing of new detention facilities.

Health Care Delivery System – Increase is due to re-allocation of staff from the health plans to the delivery system for IT services, social work services, and communication services. There is an additional increase related to out patient volume projected increases.

Maricopa County Health Plans – Decrease is due to re-allocation of IT staff to Delivery System, Human Services and Out-sourcing of Claims Payment.

Human Services – Increase is due to staffing the SAIL Grant that was transferred from the Maricopa County Health Plans.

Juvenile Probation – Increase is due to staffing of new facilities.

Legal Advocate – Increase is due to additional Capital cases and Dependency cases.

Legal Defender – Increase is due to additional Capital cases and Dependency cases.

Library District – Increase is due to staffing a new library.

Public Defender – Increase is due to staff for a new Felony DUI unit.

Public Health – Decrease is due to the elimination of the Tobacco Use Education and Prevention Grant and the decreased personnel funding in various other grants.

Sheriff – Increase is due to staffing of new detention facilities and new patrol staff, as well as increased staffing in the Correctional Health Help Desk and increased staffing due to intergovernmental agreement with local towns.

Trial Courts – Increase is due to the transfer of HR/Payroll staff from Juvenile and Adult Probation, an increase of Court Security and Juvenile Dependency Court Staffing, as well as an increase associated with the increase in fee revenue.



Capital Improvement Program

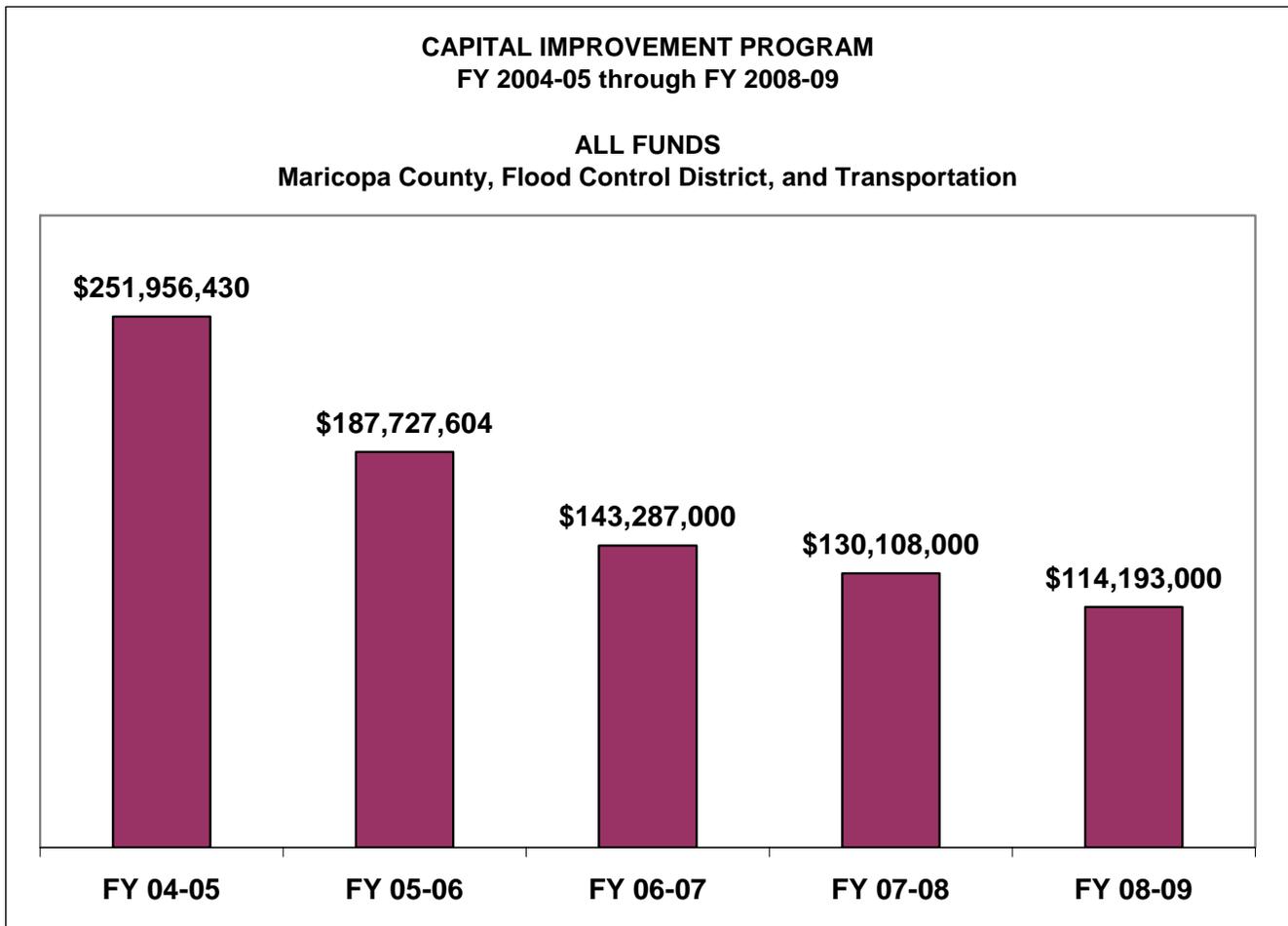
Executive Summary

The Capital Improvement Program (CIP) is a plan that identifies capital projects to be completed over the next five years. The CIP outlines funding sources, project costs, and future operating costs associated with each capital improvement. Because these projects typically span more than one fiscal year, the plan is updated annually to track existing projects, to identify new projects, and to update funding estimates and forecasts.

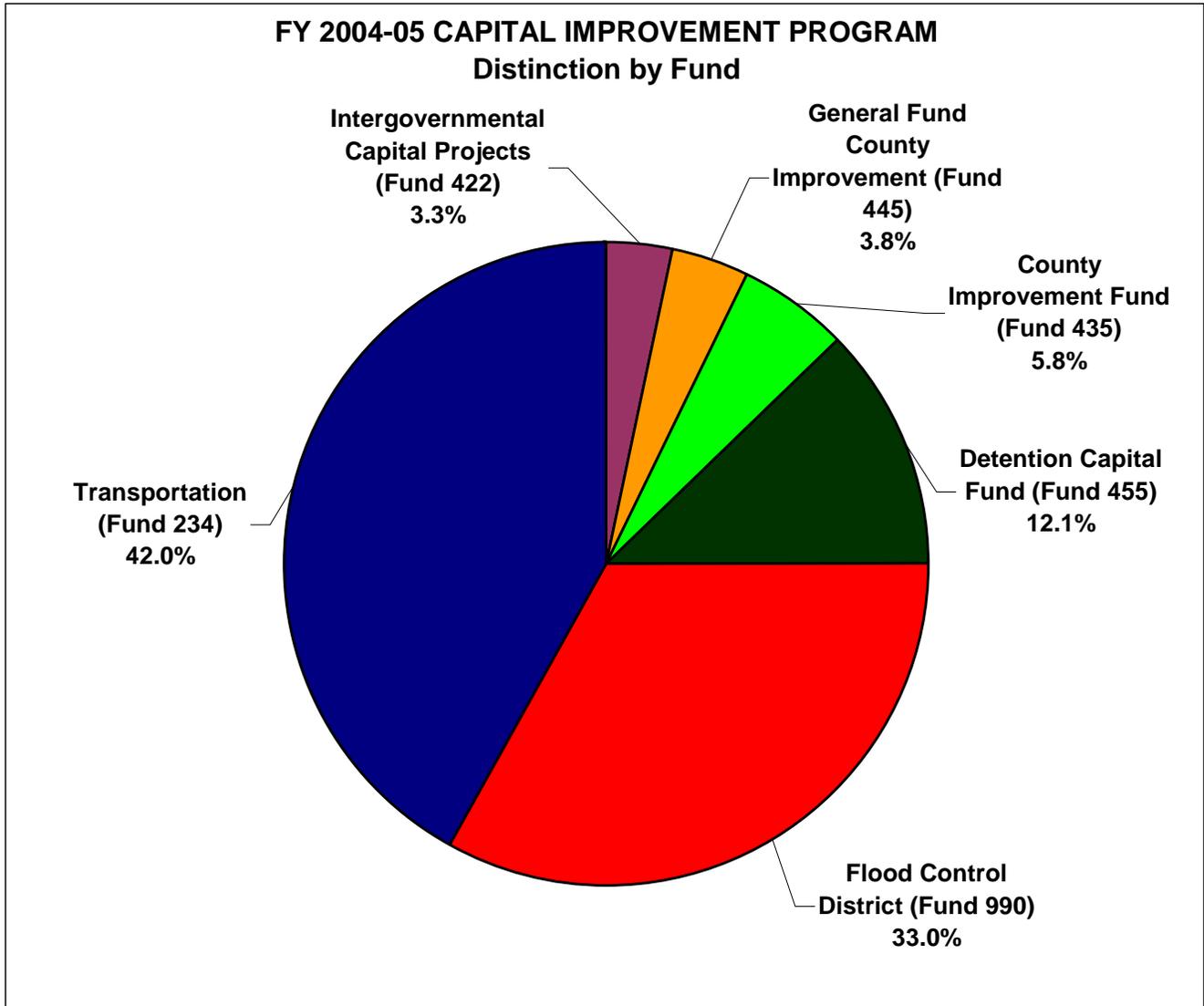
Capital Improvement Projects

A Capital Improvement Project is defined by County policy as a non-recurring project costing more than \$150,000, resulting in the construction, renovation, or acquisition of land, infrastructure and/or building(s) with an expected useful life of many years. The most common examples include the purchase of land and buildings as well as construction of buildings, roads, and flood control improvements. Sources of funding for Capital Improvement Projects include voter-approved bonds, voter-authorized taxes, other forms of long-term financing such as Certificates of Participation (COPs), operating funds, contributions from other public and private entities, and grants.

The CIP spans a five-year period beginning with Fiscal Year 2004-05 and ending Fiscal Year 2008-09. The total anticipated cost for projects presented in the FY 2004-05 CIP is \$827.3 million with the largest amount of planned spending, \$252.0 million, in FY 2004-05 (see table below).



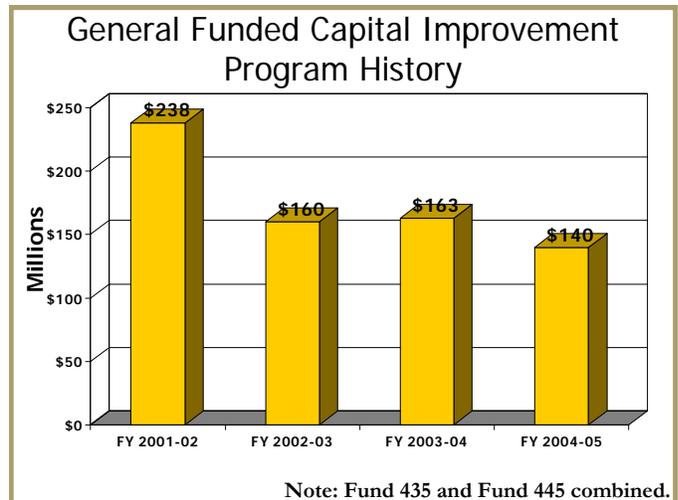
The largest portion of expenditures for the County's five-year Capital Improvement Program is the Department of Transportation with 42.0% of the total. Flood Control District Projects are next with 33.0%, followed by the Detention Capital Fund with 12.1%. The County Improvement Fund (COPs) comprises 5.8% of the total expenditures, and the General Fund County Improvement Fund follows with 3.8% of the CIP. The remainder of the five-year program is funded by the Intergovernmental Capital Projects Fund with 3.3% of the total.



It should be noted that over the five-year period, the cost of a project and its projected completion date could vary from the initial plan due to changes in Board priorities, greater than anticipated costs, unforeseen events, and/or changes in funding assumptions. The following table highlights significant changes from the FY 2003-04 Capital Improvement Program.

FY 2004-05 CAPITAL IMPROVEMENT PROGRAM			
Five-Year Total by Fund			
CIP Allocation by Fund	FIVE-YEAR TOTAL		
	FY 2003-04 through FY 2007-08	FY 2004-05 through FY 2008-09	(Increase)/ Decrease
General Fund			
General Fund County Improvement Fund (445)	\$ 39,476,122	\$ 31,706,524	\$ 7,769,598
County Improvement Fund (435)	45,406,376	47,877,429	(2,471,053)
Intergovernmental Capital Projects Fund	21,400,213	26,920,594	(5,520,381)
<i>Subtotal General Fund</i>	<i>\$ 106,282,711</i>	<i>\$ 106,504,547</i>	<i>\$ (221,836)</i>
Special Revenue			
Detention Fund	\$ 117,361,689	\$ 100,162,410	\$ 17,199,279
Transportation Capital Projects Fund	332,594,242	347,211,574	(14,617,332)
<i>Subtotal Special Revenue</i>	<i>\$ 449,955,931</i>	<i>\$ 447,373,984</i>	<i>\$ 2,581,947</i>
Maricopa County Total	\$ 556,238,642	\$ 553,878,531	\$ 2,360,111
Special Districts			
Flood Control District Capital Projects Fund	\$ 269,500,000	\$ 273,393,503	\$ (3,893,503)
Special Districts Total	\$ 269,500,000	\$ 273,393,503	\$ (3,893,503)
Total: County plus Districts	\$ 825,738,642	\$ 827,272,034	\$ (1,533,392)

In FY 2001-02, Maricopa County developed a Capital Improve Program budget in the amount of \$238 million. This program was very aggressive and was to be funded through projected General Fund cash accumulation using a pay-as-you-go philosophy. Unfortunately, with the volatility of the economy, this program budget has been reduced over the past few years to \$140 million. The chart to the right shows the history.



Capital Projects Budget

The capital projects budget is the first year of the CIP. The recommended FY 2004-05 Maricopa County and Special Districts' capital project budget is \$251.9 million and is comprised of projects for which funding has been clearly identified for the duration of the projects. Total budgeted expenditures by fund source compared with FY 2003-04 expenditures are shown in the table below.

CAPITAL BUDGET BY FUND				
Fund	FY 03-04 Adopted	FY 03-04 Revised	FY 03-04 Projected	FY 04-05 Recommended
General Fund				
General Fund County Improvement Fund (445)	\$ 23,470,673	\$ 25,270,673	\$ 5,615,747	\$ 22,105,674
County Improvement Fund (435)	22,029,606	22,029,606	6,101,545	38,557,198
Intergovernmental Capital Projects Fund	20,397,669	21,473,733	17,317,948	21,095,594
<i>Subtotal General Fund</i>	\$ 65,897,948	\$ 68,774,012	\$ 29,035,240	\$ 81,758,466
Special Revenue Funds				
Detention Fund	\$ 118,425,196	\$ 118,425,194	\$ 98,722,178	\$ 40,162,410
Transportation Capital Projects Fund	77,457,228	77,457,228	55,865,855	77,959,051
<i>Subtotal Special Revenue</i>	\$ 195,882,424	\$ 195,882,422	\$ 154,588,033	\$ 118,121,461
Maricopa County Total	\$ 261,780,372	\$ 264,656,434	\$ 183,623,273	\$ 199,879,927
Special Districts				
Flood Control District Capital Projects Fund	\$ 54,000,000	\$ 53,942,000	\$ 52,644,000	\$ 52,076,503
Special Districts Total	\$ 54,000,000	\$ 53,942,000	\$ 52,644,000	\$ 52,076,503
Total: County plus Districts	\$ 315,780,372	\$ 318,598,434	\$ 236,267,273	\$ 251,956,430

Operating & Capital Budgets – Their Relationship

A direct relationship exists between Maricopa County's capital and operating budgets. Operating cost estimates are the anticipated annual costs to operate facilities and improvements upon completion or acquisition. Completed capital projects generally require additional operating budget resources for upkeep, maintenance, security, and other costs associated with additional acreage, mileage, or square footage.

Future operating costs related to new facilities constructed or acquired through the CIP are carefully considered before project commitments are made. This is a particularly important budgetary consideration with the new 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 ten-year financial forecast.

The estimated annual operating costs for the new general fund and detention facilities include utility costs, housekeeping staff, general maintenance commodities, e.g., janitorial supplies, and miscellaneous contract costs, e.g., janitorial contracts. The following table illustrates the estimated ongoing operating costs associated with the new facilities constructed or acquired through the CIP.

NEW FACILITY OPERATING COSTS					
	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
GENERAL FUND PROJECTS					
Buckeye Hills Shooting Range	\$ -	\$ 231,501	\$ 238,446	\$ 245,600	\$ 252,967
Chandler Consolidated Justice Courts	-	61,489	126,638	130,407	134,289
Comfort Station Improvements	-	-	-	-	-
Downtown Consolidated Justice Courts	-	(857,438)	(883,190)	(909,716)	(937,037)
Environmental Services Facility	3,790	43,567	44,448	45,354	46,287
Human Services Campus	-	252,401	259,973	267,772	275,806
McDowell Mountain Regional Park Visitor Center	-	-	-	-	-
McDowell Track Comfort Station	-	-	-	-	-
New Administrative Services Building Closeout	-	-	-	-	-
New Administrative Services Parking	-	-	-	-	-
Northeast Superior Court/Justice Court Expansion	112,474	52,946	54,505	56,110	57,763
Northwest Consolidated Justice Courts	-	(470,449)	(14,143)	(14,568)	(15,005)
Southeast Consolidated Justice Crts/Parking	-	-	335,853	10,016	10,315
Southwest Consolidated Justice Courts	-	-	224,698	6,711	6,913
Public Health Clinic	32,380	388,561	397,113	405,912	414,967
San Tan Mountain Park Improvement	-	-	-	-	-
Security Building	350,000	350,000	350,000	350,000	350,000
Sheriff's Property & Evidence Warehouse	181,734	187,186	192,802	198,586	204,544
Water Tank Restoration	-	-	-	-	-
<i>Subtotal General Fund</i>	\$ 680,378	\$ 239,764	\$ 1,327,143	\$ 792,184	\$ 801,809
DETENTION FUND PROJECTS					
Detention Facilities Renovations	\$ -	\$ -	\$ -	\$ -	\$ -
Durango Juvenile Detention/Treatment Center	4,902,696	5,747,923	5,797,524	5,839,343	5,882,416
Fourth Avenue Jail	14,144,886	24,637,137	24,753,493	24,873,341	24,996,785
Lower Buckeye Jail	15,906,072	27,407,076	27,522,212	27,665,237	27,788,097
<i>Subtotal Detention Fund</i>	\$ 34,953,654	\$ 57,792,136	\$ 58,073,229	\$ 58,377,921	\$ 58,667,298
TOTAL FUNDS	\$ 35,634,032	\$ 58,031,900	\$ 59,400,372	\$ 59,170,105	\$ 59,469,107

Intergovernmental and County Improvement Capital Projects

General Fund and Special Revenue Funds

Summary

In general, capital projects are budgeted separately from the operating budget in a series of capital project funds. During FY 1999-2000, the Board adopted a new policy (A1920), which may be found online at www.maricopa.gov/budget/policies/pdf/a1920.pdf, establishing a formal review and approval process for Capital Improvement Program project requests, excluding the Transportation Department and the Flood Control District, which have previously established processes for capital improvement plans. This policy requires each department to submit to the Facilities Review Committee (FRC) proposals for potential projects that may be undertaken during the next five-year period, regardless of the source of funds or building delivery method.

The FRC is comprised of the Facilities Management Director, senior representatives from the Office of Management and Budget (OMB), representatives from the Judicial Branch and elected offices, and the Chief Financial Officer. The committee also includes an elected official and an at-large representative, both of whom are committee appointees.

The process begins with the FRC approving instructions to be used for Capital Improvement Program project requests for the coming year. The instructions are typically provided no later than June 30th. By September 1 of each year, departmental requests need to be submitted to the FRC using the Justification Approval Request format. Departmental requests are not considered without an approved facilities master plan.

There are five phases in the Capital Budget and Planning Process:

1. Justification
2. Concept
3. Design
4. Construction
5. Occupancy

There are specific requirements for each phase as outlined in the aforementioned policy. Recommended projects are entered into the CIP in the latter portion of the concept phase and before the design phase. The new policy has resulted in more consistency and efficiency in capital project planning and implementation. It also ensures that projects are congruent with Countywide, long-term goals and initiatives.

Project Detail

A total of seven (7) capital projects are identified and recommended to the Board for support from the Intergovernmental Capital Project Fund (Fund 422). A total of seven (7) capital projects are identified and recommended to the Board for support from the County Improvements Fund (Fund 435). A total of twelve (12) projects are identified and recommended to the Board for support from the General Fund (Fund 445) by the Facilities Review Committee in the proposed CIP. The recommended projects are as follows.

422 INTERGOVERNMENTAL CAPITAL PROJECTS	Prior Years	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	5-YR TOTAL (FY 2005-09)	TOTAL PROJECT
New Projects								
McDowell Track Comfort Station	\$ -	\$ 50,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000
Southeast Consolidated Justice Courts/Parking Structure	-	-	2,410,000	-	-	-	2,410,000	2,410,000
Southwest Consolidated Justice Courts	-	-	2,815,000	-	-	-	2,815,000	2,815,000
<i>Subtotal</i>	\$ -	\$ 50,000	\$ 5,325,000	\$ -	\$ -	\$ -	\$ 5,375,000	\$ 5,375,000
Continuing Projects								
Buckeye Hills Shooting Range (Infrastructure)	\$ 71,610	\$ 1,428,390	\$ -	\$ -	\$ -	\$ -	\$ 1,428,390	\$ 1,500,000
Buckeye Hills Shooting Range (Shooting Range)	-	-	500,000	-	-	-	500,000	500,000
Environmental Services Facility	322,838	2,180,000	-	-	-	-	2,180,000	2,502,838
Human Services Campus	4,500,000	16,596,000	-	-	-	-	16,596,000	21,096,000
Sheriff's Property & Evidence Warehouse	6,500,000	306,547	-	-	-	-	306,547	6,806,547
Project Reserve	-	534,657	-	-	-	-	534,657	534,657
<i>Subtotal</i>	\$ 11,394,448	\$ 21,045,594	\$ 500,000	\$ -	\$ -	\$ -	\$ 21,545,594	\$ 32,940,042
Completed Projects								
Elections Facility	\$ 3,081,284	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,081,284
Sheriff's Training Facility	3,666,301	-	-	-	-	-	-	3,666,301
Northeast Regional Center	2,000,000	-	-	-	-	-	-	2,000,000
West Regional Center	2,677,513	-	-	-	-	-	-	2,677,513
<i>Subtotal</i>	\$ 11,425,098	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,425,098
TOTAL FUND 422	\$ 22,819,546	\$ 21,095,594	\$ 5,825,000	\$ -	\$ -	\$ -	\$ 26,920,594	\$ 49,740,140

435 COUNTY IMPROVEMENT FUND	Prior Years	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	5-YR TOTAL (FY 2005-09)	TOTAL PROJECT
New Projects								
Chandler Consolidated Justice Courts	\$ -	\$ 3,100,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 5,100,000	\$ 5,100,000
Southeast Consolidated Justice Courts/Parking Structure	-	8,000,000	2,965,000	-	-	-	10,965,000	10,965,000
Southwest Consolidated Justice Courts	-	2,000,000	3,935,000	-	-	-	5,935,000	5,935,000
<i>Subtotal</i>	\$ -	\$ 13,100,000	\$ 8,900,000	\$ -	\$ -	\$ -	\$ 22,000,000	\$ 22,000,000
Continuing Projects								
New Administrative Services/Forensic Science Ctr. Parking	\$ 8,822,455	\$ 911,917	\$ -	\$ -	\$ -	\$ -	\$ 911,917	\$ 9,734,372
Downtown Consolidated Justice Courts	-	7,829,769	420,231	-	-	-	8,250,000	8,250,000
Northwest Consolidated Justice Courts	-	6,500,000	-	-	-	-	6,500,000	6,500,000
Public Health Clinic	3,400,000	9,627,100	-	-	-	-	9,627,100	13,027,100
Project Reserve	-	588,412	-	-	-	-	588,412	588,412
<i>Subtotal</i>	\$ 12,222,455	\$ 25,457,198	\$ 420,231	\$ -	\$ -	\$ -	\$ 25,877,429	\$ 38,099,884
Completed Projects								
Downtown Development/Property Acquisition	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
New Administrative Services Building Closeout	12,285,363	-	-	-	-	-	-	12,285,363
Medical Examiner/Forensic Science Facility	18,670,640	-	-	-	-	-	-	18,670,640
Clerk of the Court Service Center	12,384,465	-	-	-	-	-	-	12,384,465
Relocation of Scottsdale Justice Courts	1,701,041	-	-	-	-	-	-	1,701,041
Mesa Justice Court Facility	132,687	-	-	-	-	-	-	132,687
Regional Land Acquisition	254,124	-	-	-	-	-	-	254,124
Tempe Co-Located Justice Courts	46,226	-	-	-	-	-	-	46,226
Facilities Management Building	2,134,980	-	-	-	-	-	-	2,134,980
Cost of Issuance	1,251,187	-	-	-	-	-	-	1,251,187
Security Building	9,208,484	-	-	-	-	-	-	9,208,484
Security Building Project (CAFR Adjustment)	661,941	-	-	-	-	-	-	661,941
<i>Subtotal</i>	\$ 59,731,138	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 59,731,138
TOTAL FUND 435	\$ 71,953,593	\$ 38,557,198	\$ 9,320,231	\$ -	\$ -	\$ -	\$ 47,877,429	\$ 119,831,022

Project Detail (Continued)

445 GENERAL FUND COUNTY IMPROVEMENT FUND	Prior Years	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	5-YR TOTAL (FY 2005-09)	TOTAL PROJECT
New Projects								
Southeast Consolidated Justice Courts/Parking Structure	\$ -	\$ -	\$ 6,125,000	\$ -	\$ -	\$ -	\$ 6,125,000	\$ 6,125,000
Comfort Station Improvements	-	493,250	475,850	-	-	-	969,100	969,100
McDowell Track Comfort Station	-	80,900	-	-	-	-	80,900	80,900
McDowell Mountain Regional Park Visitor Center	-	202,000	-	-	-	-	202,000	202,000
Water Tank Restoration	-	50,000	-	-	-	-	50,000	50,000
<i>Subtotal</i>	\$ -	\$ 826,150	\$ 6,600,850	\$ -	\$ -	\$ -	\$ 7,427,000	\$ 7,427,000
Continuing Projects								
Administration Building Renovations	\$ -	\$ -	\$ -	\$ 1,800,000	\$ 1,200,000	\$ -	\$ 3,000,000	\$ 3,000,000
Downtown Consolidated Justice Courts	331,867	168,133	-	-	-	-	168,133	500,000
New Administrative Services Building Closeout	2,410,352	575,000	-	-	-	-	575,000	2,985,352
Northeast Superior Court/Justice Court Expansion	2,000,000	14,600,000	-	-	-	-	14,600,000	16,600,000
Northwest Consolidated Justice Courts	300,000	500,000	-	-	-	-	500,000	800,000
San Tan Mountain Park Improvement	52,796	595,204	-	-	-	-	595,204	648,000
Security Building	500,000	4,821,059	-	-	-	-	4,821,059	5,321,059
Star Call Center/R&R Buildout	1,411,000	70,000	-	-	-	-	70,000	1,481,000
Project Reserve	-	20,128	-	-	-	-	20,128	20,128
<i>Subtotal</i>	\$ 7,006,015	\$ 21,349,524	\$ -	\$ 1,800,000	\$ 1,200,000	\$ -	\$ 24,349,524	\$ 31,355,539
Completed Projects								
Downtown Development/Property Acquisition	\$ 468,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	468,000
New Administration Building Parking	893,930	-	-	-	-	-	-	893,930
Spur Cross Ranch	3,698,967	-	-	-	-	-	-	3,698,967
Medical Examiner/Forensic Science Facility	224,045	-	-	-	-	-	-	224,045
Clerk of the Court Service Center	2,486,612	-	-	-	-	-	-	2,486,612
Relocation of Scottsdale Justice Courts	130,632	-	-	-	-	-	-	130,632
Facilities Management Building	213,916	-	-	-	-	-	-	213,916
Southeast Regional Property Acquisition	11,000	-	-	-	-	-	-	11,000
Land Acquisition near Lake Pleasant	950,000	-	-	-	-	-	-	950,000
Justice Courts Consolidation	235,276	-	-	-	-	-	-	235,276
<i>Subtotal</i>	\$ 9,312,378	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,312,378
TOTAL FUND 445	\$ 16,318,393	\$ 22,175,674	\$ 6,600,850	\$ 1,800,000	\$ 1,200,000	\$ -	\$ 31,776,524	\$ 48,094,917

In Fund 445, the Star Call Center/R&R Buildout project is funded in FY 2004-05 for a reimbursement to the Recorder Surcharge Fund 236, which provided a one-time contribution for capital construction of the project. This is not a true capital expenditure as the project construction is completed, but is a transfer to the Recorder using excess project funds as the project was completed under budget.

Managing Department: Facilities Management
Project Name: Administration Building Renovations
Project Location: 301 W Jefferson St
Supervisor District: 5

Project Description

This project will allow for tenant improvements of the current Administration Building after the construction and occupancy of the new Citizens Service Center in downtown Phoenix. The purpose of the project will be to maximize the occupancy of the facility for County departments.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
General Fund Imp Fund (445)	\$ -	\$ -	\$ -	\$ 1,800,000	\$ 1,200,000	\$ -	\$ 3,000,000	\$ 3,000,000
Project Total	\$ -	\$ -	\$ -	\$ 1,800,000	\$ 1,200,000	\$ -	\$ 3,000,000	\$ 3,000,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Construction	\$ -	\$ -	\$ -	\$ 1,800,000	\$ 1,200,000	\$ -	\$ 3,000,000	\$ 3,000,000
Project Total	\$ -	\$ -	\$ -	\$ 1,800,000	\$ 1,200,000	\$ -	\$ 3,000,000	\$ 3,000,000

Operating Cost Summary

No additional operating costs will be incurred.

Managing for Results

Purpose Statement:

The purpose of the Administration Building Renovations project is to provide renovations to the building that will serve the needs of the new occupants.

Strategic Goals Addressed:

- By 2005, the Department will design and construct all Capital projects as approved and assigned by the appropriate authority on schedule, within budget and in cooperation with the customer while meeting the goals of the County.

Strategic Plan Programs Supported:

- Building Renovation and Minor Construction

Strategic Activities Supported:

- Construction

Strategic Services Supported

- Construction documents

Project Name: Administration Building Renovations

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of construction delivered within or less than the project construction budget	100%	100%	100%
OUTPUT: Number of construction projects completed	33	75	150
DEMAND: Number of construction projects scheduled	65	150	150
EFFICIENCY: Average construction cost per square foot	\$2	\$100	\$160

Managing Department: Facilities Management
Project Name: Buckeye Hills Shooting Range
Project Location: Buckeye Hills Recreation Area
Supervisor District: 5

Project Description

This project involves two phases of construction. The first phase will cover infrastructure improvements for the general site and is estimated at \$1,500,000. The second phase includes the construction of a regional facility for the Sheriff's Office and other regional law enforcement agencies for firearms training and certification. Phase two is estimated at \$4,500,000. The possibility of grant funding is being explored.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Intergovernmental Cap Proj (422)	\$ 71,610	\$ 1,428,390	\$ -	\$ -	\$ -	\$ -	\$ 1,428,390	\$ 1,500,000
Non-County Source	-	-	500,000	-	-	-	500,000	500,000
Project Total	\$ 71,610	\$ 1,428,390	\$ 500,000	\$ -	\$ -	\$ -	\$ 1,928,390	\$ 2,000,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 71,610	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 71,610
Construction	-	1,428,390	500,000	-	-	-	1,928,390	1,928,390
Project Total	\$ 71,610	\$ 1,428,390	\$ 500,000	\$ -	\$ -	\$ -	\$ 1,928,390	\$ 2,000,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Current Operating Costs							
Supplies & Services	\$ 28,635	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,635
<i>Subtotal</i>	\$ 28,635	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,635
Total Current Costs	\$ 28,635	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,635
Post Construction/Facilities Management Department Operating Costs (If Necessary)							
Personal Services	\$ -	\$ -	\$ 36,249	\$ 37,336	\$ 38,457	\$ 39,610	\$ 151,652
Supplies & Services	-	-	195,252	201,110	207,143	213,357	816,862
<i>Subtotal</i>	\$ -	\$ -	\$ 231,501	\$ 238,446	\$ 245,600	\$ 252,967	\$ 968,514
Total Post Construction Costs	\$ -	\$ -	\$ 231,501	\$ 238,446	\$ 245,600	\$ 252,967	\$ 968,514
TOTAL PROJECT COSTS	\$ 28,635	\$ -	\$ 231,501	\$ 238,446	\$ 245,600	\$ 252,967	\$ 997,149

Managing for Results

Purpose Statement:

The purpose of the Buckeye Hills project is to provide a new park infrastructure for Parks and Recreation, to serve the training needs of the Sheriff's Office, and to accommodate private development near the old location.

Project Name: Buckeye Hills Shooting Range

Strategic Goals Addressed:

- We will increase community involvement and awareness through improved marketing and education programs in order to increase park attendance, revenues, and funding.

Strategic Plan Programs Supported:

- Park Education and Recreation

Strategic Activities Supported:

- Community resources

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of park user satisfaction as related to facilities	89%	89%	Not Available
OUTPUT: Number of architectural and design consultant contracts managed	6	6	Not Available
DEMAND: Expected number of new structure/facility requests per year	Not Available	10	Not Available
EFFICIENCY: Cost per new structure/facility constructed	Not Available	Not Available	Not Available

Managing Department: Facilities Management
Project Name: Chandler Consolidated Justice Courts
Project Location: City of Chandler
Supervisor District: 1

Project Description

The project will include the design and construction of the Maricopa County Chandler Consolidated Justice Courts. The Chandler Consolidated Justice Courts project will provide a single facility to house the Chandler Court and an unassigned court for a future precinct. The work consists of approximately 26,500 square feet of two courts, judicial suites, and administrative space.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
County Improvement Fund (435)	\$ -	\$ 3,100,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 5,100,000	\$ 5,100,000
Project Total	\$ -	\$ 3,100,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 5,100,000	\$ 5,100,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000
Construction	-	3,025,000	2,000,000	-	-	-	5,025,000	5,025,000
Project Total	\$ -	\$ 3,100,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 5,100,000	\$ 5,100,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Post Construction/Facilities Management Department Operating Costs (If Necessary)							
Personal Services	\$ -	\$ -	\$ 6,364	\$ 13,080	\$ 13,443	\$ 13,816	\$ 46,703
Supplies & Services	-	-	55,125	113,558	116,964	120,473	406,120
<i>Subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 61,489</i>	<i>\$ 126,638</i>	<i>\$ 130,407</i>	<i>\$ 134,289</i>	<i>\$ 452,823</i>
Total Post Construction Costs	\$ -	\$ -	\$ 61,489	\$ 126,638	\$ 130,407	\$ 134,289	\$ 452,823
TOTAL PROJECT COSTS	\$ -	\$ -	\$ 61,489	\$ 126,638	\$ 130,407	\$ 134,289	\$ 452,823

Managing for Results

Purpose Statement

The purpose of the Chandler Consolidated Justice Courts project is to construct a new facility that meets the requirements for a consolidated Justice Court to serve County residents so that Justice Court functions are provided in an efficient manner.

Strategic Goals Addressed

- The public will experience increased access to the court system through improved affordability, convenience and understanding of court processes, while maintaining the efficiency and quality of court services.

Strategic Plan Programs Supported

- Case Management

Project Name: Chandler Consolidated Justice Courts (Continued)

Strategic Activities Supported

- Justice Court Case Flow Management

Strategic Services Supported

- Active case management

Performance Measures

User department did not provide measures.

Managing Department: Parks and Recreation
Project Name: Comfort Station Improvements
Project Location: Multiple Park Locations
Supervisor District: 1,2,4 & 5

Project Description

The MCPRD Visitor Study, September 2003, conducted by Arizona State University Department of Recreation Management and Tourism, states that restrooms are the highest amenity requested by those surveyed. Comfort station improvements will include site planning, engineering, and construction of five new comfort stations. The old comfort stations will be demolished and new comfort stations built. MCPRD’s comfort stations are literally coming apart, are a danger to the public, are a maintenance and operation nuisance, and are a cost-consuming problem to the staff and park system. Adding new comfort stations to the park system will reduce the maintenance costs and more importantly attract more visitors to the parks. The construction cost is estimated to be \$870,000 and the engineering cost is estimated at \$99,100.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
General Fund Imp Fund (445)	\$ -	\$ 493,250	\$ 475,850	\$ -	\$ -	\$ -	\$ 969,100	\$ 969,100
Project Total	\$ -	\$ 493,250	\$ 475,850	\$ -	\$ -	\$ -	\$ 969,100	\$ 969,100

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Site Planning & Engineering	\$ -	\$ 58,250	\$ 40,850	\$ -	\$ -	\$ -	\$ 99,100	\$ 99,100
Construction	-	435,000	435,000	-	-	-	870,000	870,000
Project Total	\$ -	\$ 493,250	\$ 475,850	\$ -	\$ -	\$ -	\$ 969,100	\$ 969,100

Operating Cost Summary

As these are all replacement restrooms, there are no additional operating costs. The construction project itself will not require additional personnel for implementation.

Managing for Results

Purpose Statement

The purpose of the Comfort Station Improvements Construction Project is to build five new comfort stations at 4 MCPRD’s parks for the Maricopa County citizens and out of town visitors so that they may have a pleasant outdoor experience and return to the parks.

- Direct purpose: Customers will visit and will return to our parks and increase MCPRD’s revenue, which is 80% revenue based.
- Direct customer: Maricopa County taxpayers, out of town visitors, and visitors at Usery, McDowell, Estrella, and White Tank Mountain Regional Parks.
- Direct result: Customers will return and enjoy the parks and this is measured the MCPRD Visitor Study.

Project Name: Comfort Station Improvements

Strategic Goals Addressed:

- We will increase community involvement and awareness through improved marketing and education programs in order to increase park attendance, revenues and funding.
- By July 2006 we will identify and fund the additional needed facilities and operational costs for each park for the next five years.
- Parks and Recreation will become non-reliant on the general fund, without reduction in our current funding level and without a reduction in customer satisfaction as assessed by an independent party.

Strategic Plan Programs Supported:

- Park Support Program

Strategic Activities Supported:

- Maintenance and Development

Strategic Services Supported:

- Utilities
- Clean Facilities
- Remodeled Structures/Improvements

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of park user satisfaction as related to facilities	89%	89%	Not Available
OUTPUT: Number of architectural and design consultant contracts managed	6	6	Not Available
DEMAND: Expected number of new structure/facility requests per year	Not Available	10	Not Available
EFFICIENCY: Cost per new structure/facility constructed	Not Available	Not Available	Not Available

Managing Department: Facilities Management
Project Name: Downtown Consolidated Justice Courts
Project Location: Between 6th Ave & 7th Ave, Jackson St & Madison St
Supervisor District: 5

Project Description

The project will include the design and construction of the Maricopa County Downtown Consolidated Justice Courts. The Downtown Consolidated Justice Courts project will provide a single facility to house the East Phoenix # 1 Court, South Phoenix Court, Central Phoenix Court, West Phoenix Court, and East Phoenix # 2 Court. The facility consists of approximately 45,000 square feet of five courts, judicial suites, and administrative space, on a single level.

The project is scheduled for completion in FY 2005-06.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
General Fund Imp Fund (445)	\$ 331,867	\$ 168,133	\$ -	\$ -	\$ -	\$ -	\$ 168,133	\$ 500,000
County Improvement Fund (435)	-	7,829,769	420,231	-	-	-	8,250,000	8,250,000
Project Total	\$ 331,867	\$ 7,997,902	\$ 420,231	\$ -	\$ -	\$ -	\$ 8,418,133	\$ 8,750,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Construction	\$ 331,867	\$ 7,997,902	\$ 420,231	\$ -	\$ -	\$ -	\$ 8,418,133	\$ 8,750,000
Project Total	\$ 331,867	\$ 7,997,902	\$ 420,231	\$ -	\$ -	\$ -	\$ 8,418,133	\$ 8,750,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Post Construction/Managing Department Operating Costs							
Personal Services	\$ -	\$ -	\$ (293,800)	\$ (302,614)	\$ (311,692)	\$ (321,043)	\$ (1,229,149)
Supplies & Services	-	-	(740,985)	(763,214)	(786,111)	(809,694)	(3,100,004)
<i>Subtotal</i>	\$ -	\$ -	\$ (1,034,785)	\$ (1,065,828)	\$ (1,097,803)	\$ (1,130,737)	\$ (4,329,153)
Post Construction/Facilities Management Department Operating Costs (If Necessary)							
Personal Services	\$ -	\$ -	\$ 20,547	\$ 21,134	\$ 21,738	\$ 22,360	\$ 85,779
Supplies & Services	-	-	156,800	161,504	166,349	171,340	655,993
<i>Subtotal</i>	\$ -	\$ -	\$ 177,347	\$ 182,638	\$ 188,087	\$ 193,700	\$ 741,772
Total Post Construction Costs	\$ -	\$ -	\$ (857,438)	\$ (883,190)	\$ (909,716)	\$ (937,037)	\$ (3,587,381)
TOTAL PROJECT COSTS	\$ -	\$ -	\$ (857,438)	\$ (883,190)	\$ (909,716)	\$ (937,037)	\$ (3,587,381)

Managing for Results

Purpose Statement

The purpose of the Downtown Consolidated Justice Courts Project is to construct a new facility that meets the requirements for a consolidated Justice Court to serve County residents so that Justice Court functions are provided in an efficient manner.

Project Name: Downtown Consolidated Justice Courts

Managing for Results

Strategic Goals Addressed:

- The public will experience increased access to the court system through improved affordability, convenience and understanding of court processes, while maintaining the efficiency and quality of court services.

Strategic Plan Programs Supported:

- Case Management

Strategic Activities Supported:

- Justice Court Case Flow Management

Strategic Services Supported:

- Active case management

Performance Measures:

User department did not provide measures.

Managing Department: Facilities Management
Project Name: Environmental Services Facility
Project Location: 16th St and Roosevelt St
Supervisor District: 5

Project Description

This project is an approximately 5,100 square foot facility, which has been incorporated into the Public Health Clinic project. The purpose of the Environmental Services Facility project is to improve delivery of services to the public and to provide County workers with a safe, space-effective, and operationally efficient environment. The site is located at Roosevelt and 16th Streets near the current Environmental Services site, which is ideal for air-monitoring equipment currently in use and is ½ mile south of the freeway and close to other downtown facilities. The mobile food inspection component of the project provides a safe access site for both large and small vehicles.

The project is scheduled to be complete in FY 2004-05.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Intergovernmental Cap Proj (422)	\$ 322,838	\$ 2,180,000	\$ -	\$ -	\$ -	\$ -	\$ 2,180,000	\$ 2,502,838
Project Total	\$ 322,838	\$ 2,180,000	\$ -	\$ -	\$ -	\$ -	\$ 2,180,000	\$ 2,502,838

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Construction	222,838	2,180,000	-	-	-	-	2,180,000	2,402,838
Project Total	\$ 322,838	\$ 2,180,000	\$ -	\$ -	\$ -	\$ -	\$ 2,180,000	\$ 2,502,838

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Current Operating Costs							
Personal Services	\$ 990,070	\$ 1,228,439	\$ 1,253,008	\$ 1,278,068	\$ 1,303,629	\$ 1,329,702	\$ 7,382,916
Supplies & Services	163,600	163,600	195,400	163,600	163,600	163,600	1,013,400
Capital Outlay	-	-	36,000	-	-	-	36,000
<i>Subtotal</i>	\$ 1,153,670	\$ 1,392,039	\$ 1,484,408	\$ 1,441,668	\$ 1,467,229	\$ 1,493,302	\$ 8,432,316
Total Current Costs	\$ 1,153,670	\$ 1,392,039	\$ 1,484,408	\$ 1,441,668	\$ 1,467,229	\$ 1,493,302	\$ 8,432,316
Post Construction/Managing Department Operating Costs							
Personal Services	\$ -	\$ 473	\$ 3,763	\$ 3,876	\$ 3,992	\$ 4,112	\$ 16,216
Supplies & Services	-	3,317	39,804	40,572	41,362	42,175	167,230
<i>Subtotal</i>	\$ -	\$ 3,790	\$ 43,567	\$ 44,448	\$ 45,354	\$ 46,287	\$ 183,446
Total Post Construction Costs	\$ -	\$ 3,790	\$ 43,567	\$ 44,448	\$ 45,354	\$ 46,287	\$ 183,446
TOTAL PROJECT COSTS	\$ 1,153,670	\$ 1,395,829	\$ 1,527,975	\$ 1,486,116	\$ 1,512,583	\$ 1,539,589	\$ 8,615,762

Project Name: Environmental Services Facility

Managing for Results

Purpose Statement:

The purpose of the Environmental Services Facility Project is to construct a new facility that meets the requirements for Environmental Services to serve County residents so functions are provided in an efficient manner.

Strategic Goals Addressed:

- Manage department programs to meet the increasing demand for essential environmental services resulting from Maricopa County growth.

Strategic Plan Programs Supported:

- Environmental Health Services

Strategic Activities Supported:

- Specialized Activities

Strategic Services Supported:

- Foodborne and waterborne illness investigations

Performance Measures:

User department did not provide measures.

Managing Department: Facilities Management
Project Name: Human Services Campus
Project Location: Between 9th Ave & 13th Ave, Madison St & Jackson St
Supervisor District: 5

Project Description

The Human Services Campus is a 150,000 square foot facility which will be an integrated service delivery facility located in downtown Phoenix designated to serve the homeless and the working poor. A group comprised of faith-based, non-profit, private, community, and governmental organizations working together to provide services for the most needy within the community is completing planning along with starting construction of site work. The total project budget is \$24,649,000 and is funded through a \$6,996,000 contribution from the County and \$17,653,000 in funding from non-county sources. The County's contribution will cover a portion of the project, which will include a new Public Health Homeless Clinic.

The project is scheduled for completion in FY 2005-06.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Fund 422 Intergovernmental Imp.	\$ 4,500,000	\$ 16,596,000	\$ -	\$ -	\$ -	\$ -	\$ 16,596,000	\$ 21,096,000
Other Sources	1,067,296	437,081	2,048,623	-	-	-	2,485,704	3,553,000
Project Total	\$ 5,567,296	\$ 17,033,081	\$ 2,048,623	\$ -	\$ -	\$ -	\$ 19,081,704	\$ 24,649,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 4,500,000	\$ 2,496,000	\$ -	\$ -	\$ -	\$ -	\$ 2,496,000	\$ 6,996,000
Construction	1,067,296	14,537,081	2,048,623	-	-	-	16,585,704	17,653,000
Project Total	\$ 5,567,296	\$ 17,033,081	\$ 2,048,623	\$ -	\$ -	\$ -	\$ 19,081,704	\$ 24,649,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Current Facilities Management Operating Costs (If Necessary)							
Personal Services	\$ 37,509	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,509
Supplies & Services	34,493	-	-	-	-	-	34,493
<i>Subtotal</i>	<i>\$ 72,002</i>	<i>\$ -</i>	<i>\$ 72,002</i>				
Total Current Costs	\$ 72,002	\$ -	\$ 72,002				
Post Construction/Facilities Management Department Operating Costs (If Necessary)							
Personal Services	\$ -	\$ -	\$ 75,017	\$ 77,268	\$ 79,586	\$ 81,974	\$ 313,845
Supplies & Services	-	-	177,384	182,705	188,186	193,832	742,107
<i>Subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 252,401</i>	<i>\$ 259,973</i>	<i>\$ 267,772</i>	<i>\$ 275,806</i>	<i>\$ 1,055,952</i>
Total Post Construction Costs	\$ -	\$ -	\$ 252,401	\$ 259,973	\$ 267,772	\$ 275,806	\$ 1,055,952
TOTAL PROJECT COSTS	\$ 72,002	\$ -	\$ 252,401	\$ 259,973	\$ 267,772	\$ 275,806	\$ 1,127,954

Managing for Results

Purpose Statement:

The purpose of the Human Services Campus project is to deliver high-quality human services for the homeless and working poor in downtown Phoenix so the cycle of homelessness and poverty can be broken.

Project Name: Human Services Campus

Strategic Goals Addressed:

- Provide regional leadership in critical public policy areas in a fiscally responsible manner and advance the proposed homeless assistance center to the point of assurance of success.

Strategic Plan Programs Supported:

- Health Care for the Homeless

Strategic Activities Supported:

- Primary Care Clinic

Strategic Services Supported:

- Examinations
- Laboratory tests
- Referrals for dental and vision care
- Mental health assessments and referrals
- Outreach encounters

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of homeless in metropolitan area seen at least once at clinic	32%	50%	50%
OUTPUT: Number of homeless seen in metropolitan area	4,160	6,500	6,500
DEMAND: Number of homeless in metropolitan area	13,000	13,000	13,000
EFFICIENCY: Cost per patient contact	\$59	\$65	\$62

Managing Department: Parks and Recreation
Project Name: McDowell Mountain Regional Park Competitive Track New Comfort Station Grant
Project Location: McDowell Mountain Regional Park
Supervisor District: 2

Project Description

The MCPRD Visitor Study, September 2003, conducted by Arizona State University Department of Recreation Management and Tourism, states that restrooms are the highest amenity requested by those surveyed. Also, the study shows that 58.1% McDowell Park visitors come to mountain bike. This project is a grant project and MCPRD staff, as a partial grant match, will provide site adaptation design and construction administration. The comfort station construction will include building a new comfort station with showers. Adding a new comfort station to the McDowell competitive track will provide new opportunities for more local and national events, such as mountain biking races, and increased day use activity by allowing visitors to come early, ride, and then shower before going to work thus increasing revenue. The grant request is for \$150,000. MCPRD will match 50% of the funds with \$69,100 in labor value and \$80,900 in monetary contribution.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
AZ State Parks Grant	\$ -	\$ 50,000	\$100,000	\$ -	\$ -	\$ -	\$150,000	\$150,000
General Fund Imp Fund (445)	-	\$ 80,900	-	-	-	-	\$ 80,900	\$ 80,900
Project Total	\$ -	\$ 130,900	\$100,000	\$ -	\$ -	\$ -	\$ 230,900	\$ 230,900

The \$80,900 is budgeted within the request from the \$1.54 million sale of land to the Library District. The \$150,000 is projected to be received from an Arizona State Parks' grant. The matching labor costs are incorporated in the normal operating budget of the Parks Enhancement fund. MCPRD will be responsible for the continued operating costs.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
MCPRD Monetary Grant Match	-	80,900	-	-	-	-	80,900	80,900
ASP Grant	-	50,000	100,000	-	-	-	150,000	150,000
Project Total	\$ -	\$ 130,900	\$100,000	\$ -	\$ -	\$ -	\$ 230,900	\$ 230,900

It is estimated that site planning, engineering, and construction of the septic system will occur in FY04-05. It is also anticipated that construction costs would carryover into FY05-06.

**Project Name: McDowell Mountain Regional Park Competitive Track New
 Comfort Station Grant**

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Current Operating Costs							
Personal Services	\$ 197,126	\$ 201,307	\$ 201,307	\$ 201,307	\$ 201,307	\$ 201,307	\$ 1,203,661
Supplies & Services	38,132	49,346	51,813	52,850	53,906	54,985	301,032
<i>Subtotal</i>	\$ 235,258	\$ 250,653	\$ 253,120	\$ 254,157	\$ 255,213	\$ 256,292	\$ 1,504,693
Total Current Costs	\$ 235,258	\$ 250,653	\$ 253,120	\$ 254,157	\$ 255,213	\$ 256,292	\$ 1,504,693
TOTAL PROJECT COSTS	\$ 235,258	\$ 250,653	\$ 253,120	\$ 254,157	\$ 255,213	\$ 256,292	\$ 1,504,693

Managing for Results

Purpose Statement:

The purpose of the project is to build a new comfort station at McDowell Mountain Regional Park for the park visitors, Maricopa County citizens, and out of town visitors so that they may have a pleasant outdoor experience and return to the parks.

- Direct purpose: Customers will visit and return to McDowell Regional Park and increase MCPRD's revenue, which is 80% revenue based. (58.1% McDowell visitors come to mountain bike, MCPRD Visitor Study, 2003).
- Direct customer: Maricopa County taxpayers, out of town visitors, and visitors at McDowell Mountain Regional Park.
- Direct result: Customers will return and enjoy the parks and this is measured the MCPRD Visitor Study.

Strategic Goals Addressed:

- We will increase community involvement and awareness through improved marketing and education programs in order to increase park attendance, revenues and funding.
- By July 2006 we will identify and fund the additional needed facilities and operational costs for each park for the next five years.
- Parks and Recreation will become non-reliant on the general fund, without reduction in our current funding level and without a reduction in customer satisfaction as assessed by an independent party.

Strategic Plan Programs Supported:

- Park Support Program

Strategic Activities Supported:

- Maintenance and Development

Strategic Services Supported:

- New Structures

**Project Name: McDowell Mountain Regional Park Competitive Track New
 Comfort Station Grant**

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of park user satisfaction as related to facilities	89%	89%	Not Available
OUTPUT: Number of construction contracts managed	2	2	Not Available
DEMAND: Expected number of new structure/facility requests per year	Not Available	10	Not Available
EFFICIENCY: Cost per new structure/facility constructed	Not Available	Not Available	Not Available

Managing Department: Parks and Recreation
Project Name: McDowell Mountain Regional Park Visitor Center
Project Location: McDowell Mountain Regional Park
Supervisor District: 2

Project Description

McDowell Park needs a visitor center with public restrooms based on public demand. The visitor center would also increase revenues by providing a contact point for the public with staff and volunteers on duty. Currently, the park administration staff shares a crowded metal building with the maintenance staff and equipment, and the building is hidden 5 miles into the park. The proposed visitor center site will be located less than 1/4 mile from the entry of the park on McDowell Mountain Park Road and is conveniently sited across the road from the competitive track. Facilities Management donated the modular building, which is approximately 64' x 41' with 9 offices and a large open area, that will be used as a visitor center. It will lend itself nicely to park visitors as they enter and are greeted in the customer service and retail area. The park staff may host interpretative programs and the history, vegetation, wildlife, and cultural resources information of McDowell Mountain Regional Park will be displayed.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
General Fund Imp Fund (445)	\$ -	\$202,000	\$ -	\$ -	\$ -	\$ -	\$202,000	\$202,000
Project Total	\$ -	\$202,000	\$ -	\$ -	\$ -	\$ -	\$202,000	\$202,000

The \$202,000 is budgeted within the request from the \$1.54 million sale of land to the Library District. There are no outside sources, and MCPRD will be responsible for the continued operating costs.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Design & Installation	\$ -	\$202,000	\$ -	\$ -	\$ -	\$ -	\$202,000	\$202,000
Project Total	\$ -	\$202,000	\$ -	\$ -	\$ -	\$ -	\$202,000	\$202,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Current Operating Costs							
Personal Services	\$197,126	\$201,307	\$201,307	\$201,307	\$201,307	\$201,307	\$1,203,661
Supplies & Services	38,132	49,346	51,813	52,850	53,906	54,985	301,032
<i>Subtotal</i>	<i>\$235,258</i>	<i>\$250,653</i>	<i>\$253,120</i>	<i>\$254,157</i>	<i>\$255,213</i>	<i>\$256,292</i>	<i>\$1,504,693</i>
Total Current Costs	\$235,258	\$250,653	\$253,120	\$254,157	\$255,213	\$256,292	\$1,504,693
TOTAL PROJECT COSTS	\$235,258	\$250,653	\$253,120	\$254,157	\$255,213	\$256,292	\$1,504,693

Project Name: McDowell Mountain Regional Park Visitor Center

Managing for Results

Purpose Statement:

The purpose of the project is to build a new comfort station at McDowell Mountain Regional Park for the park visitors, Maricopa County citizens, and out of town visitors so that they may have a pleasant outdoor experience and return to the parks.

- Direct purpose: Customers will visit and return to McDowell Regional Park and increase MCPRD's revenue, which is 80% revenue based. (58.1% McDowell visitors come to mountain bike, MCPRD Visitor Study, 2003).
- Direct customer: Maricopa County taxpayers, out of town visitors, and visitors at McDowell Mountain Regional Park.
- Direct result: Customers will return and enjoy the parks and this is measured the MCPRD Visitor Study.

Strategic Goals Addressed:

- We will increase community involvement and awareness through improved marketing and education programs in order to increase park attendance, revenues and funding.
- By July 2006 we will identify and fund the additional needed facilities and operational costs for each park for the next five years.
- Parks and Recreation will become non-reliant on the general fund, without reduction in our current funding level and without a reduction in customer satisfaction as assessed by an independent party.

Strategic Plan Programs Supported:

- Park Support Program

Strategic Activities Supported:

- Maintenance and Development

Strategic Services Supported:

- New Structures

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of park user satisfaction as related to facilities	89%	89%	Not Available
OUTPUT: Number of construction contracts managed	2	2	Not Available
DEMAND: Expected number of new structure/facility requests per year	Not Available	10	Not Available
EFFICIENCY: Cost per new structure/facility constructed	Not Available	Not Available	Not Available

Managing Department: Facilities Management
Project Name: New Administration Services Building Close Out
Project Location: Jefferson St and Madison St
Supervisor District: 5

Project Description

Funding will be used for the close out of the street improvements on Jackson Street as outlined in the Memorandum of Agreement with the City of Phoenix.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
General Fund Imp Fund (445)	\$ 2,410,352	\$ 575,000	\$ -	\$ -	\$ -	\$ -	\$ 575,000	\$ 2,985,352
Project Total	\$ 2,410,352	\$ 575,000	\$ -	\$ -	\$ -	\$ -	\$ 575,000	\$ 2,985,352

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Construction	\$ 2,410,352	\$ 575,000	\$ -	\$ -	\$ -	\$ -	\$ 575,000	\$ 2,985,352
Project Total	\$ 2,410,352	\$ 575,000	\$ -	\$ -	\$ -	\$ -	\$ 575,000	\$ 2,985,352

Operating Cost Summary

Not applicable.

Managing for Results

Purpose Statement:

The purpose of the project is to provide funding for the close out of the improvements.

Strategic Goals Addressed:

- By 2005, the Department will design and construct all Capital projects as approved and assigned by the appropriate authority on schedule, within budget, and in cooperation with the customer while meeting the goals of the County.

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of construction delivered within or less than the project construction budget	100%	100%	100%
OUTPUT: Number of construction projects completed	33	75	150
DEMAND: Number of construction projects scheduled	65	150	150
EFFICIENCY: Average construction cost per square foot	\$2	\$100	\$160

Managing Department: Facilities Management
Project Name: New Administrative Services/Forensic Science Center Parking Garage
Project Location: 7th Ave and Jefferson St
Supervisor District: 5

Project Description

This project consists of an 8-level, 985-space parking structure. Downtown administrative services have 903 dedicated parking spaces and the Forensic Science Center has 82 spaces.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
County Improvements (Fund 435)	\$ 8,822,455	\$ 911,917	\$ -	\$ -	\$ -	\$ -	\$ 911,917	\$ 9,734,372
Project Total	\$ 8,822,455	\$ 911,917	\$ -	\$ -	\$ -	\$ -	\$ 911,917	\$ 9,734,372

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Construction	\$ 8,822,455	\$ 911,917	\$ -	\$ -	\$ -	\$ -	\$ 911,917	\$ 9,734,372
Project Total	\$ 8,822,455	\$ 911,917	\$ -	\$ -	\$ -	\$ -	\$ 911,917	\$ 9,734,372

Operating Cost Summary

Not applicable.

Managing for Results

User department did not provide information.

Managing Department: Facilities Management
Project Name: Northeast Superior Court/Justice Courts Expansion
Project Location: Union Hills and 40th St
Supervisor District: 3

Project Description

The Northeast Superior Court Project will be Phase I of what is planned to eventually become the Northeast Regional Center for Maricopa County. The facility will house 12 Superior Court courtrooms including court administration and support space in approximately 73,500 square feet. Four new Justice Courts are also included in the building with required support space. The Northeast Consolidated Justice Courts project will provide a single facility to house the Northeast Phoenix Courts, Northwest Phoenix Courts, Scottsdale Courts, and a Northeast growth precinct. The total building square footage is 104,900.

The project is scheduled to be complete in FY 2004-05.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
General Fund Imp Fund (445)	\$ 2,000,000	\$ 14,600,000	\$ -	\$ -	\$ -	\$ -	\$ 14,600,000	\$ 16,600,000
Intergovernmental Cap Proj (422)	2,000,000	-	-	-	-	-	-	2,000,000
Project Total	\$ 4,000,000	\$ 14,600,000	\$ -	\$ -	\$ -	\$ -	\$ 14,600,000	\$ 18,600,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Construction	\$ 4,000,000	\$ 14,600,000	\$ -	\$ -	\$ -	\$ -	\$ 14,600,000	\$ 18,600,000
Project Total	\$ 4,000,000	\$ 14,600,000	\$ -	\$ -	\$ -	\$ -	\$ 14,600,000	\$ 18,600,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Post Construction/Managing Department Operating Costs							
Personal Services	\$ -	\$ -	\$ (119,400)	\$ (122,982)	\$ (126,671)	\$ (130,472)	\$ (499,525)
Supplies & Services	-	-	(277,549)	(285,875)	(294,452)	(303,285)	(1,161,161)
<i>Subtotal</i>	\$ -	\$ -	\$ (396,949)	\$ (408,857)	\$ (421,123)	\$ (433,757)	\$ (1,660,686)
Post Construction/Facilities Management Department Operating Costs (If Necessary)							
Personal Services	\$ -	\$ 10,024	\$ 40,095	\$ 41,268	\$ 42,476	\$ 43,720	\$ 177,583
Supplies & Services	-	102,450	409,800	422,094	434,757	447,800	1,816,901
<i>Subtotal</i>	\$ -	\$ 112,474	\$ 449,895	\$ 463,362	\$ 477,233	\$ 491,520	\$ 1,994,484
Total Post Construction Costs	\$ -	\$ 112,474	\$ 52,946	\$ 54,505	\$ 56,110	\$ 57,763	\$ 333,798
TOTAL PROJECT COSTS	\$ -	\$ 112,474	\$ 52,946	\$ 54,505	\$ 56,110	\$ 57,763	\$ 333,798

Project Name: Northeast Superior Court/Justice Courts Expansion

Managing for Results

Purpose Statement:

The purpose of the Northeast Superior Court/Justice Courts Expansion project is to provide cost efficient expansion space for the Superior Court and consolidated space for Justice Courts so that they may provide best in class services to Maricopa County residents.

Strategic Goals Addressed:

- The public will experience increased access to the court system through improved affordability, convenience and understanding of court processes, while maintaining the efficiency and quality of court services.

Strategic Plan Programs Supported:

- Case Management

Strategic Activities Supported:

- Justice Court Case Flow Management

Strategic Services Supported:

- Active case management

Performance Measures:

User department did not provide measures.

Managing Department: Facilities Management
Project Name: Northwest Consolidated Justice Courts
Project Location: Tierra Buena Blvd & Statler Blvd, City of Surprise
Supervisor District: 4

Project Description

The project will include the design and construction of the Maricopa County Northwest Consolidated Justice Courts. The Northwest Consolidated Justice Courts project will provide a single facility to house the Peoria Court, North Valley Court, Glendale Court, and Wickenburg Court. The facility consists of approximately 36,000 square feet, with four courts, judicial suites, and administrative space.

The project is scheduled to be complete in FY 2005-06.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
General Fund Imp Fund (445)	\$ 300,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 800,000
County Improvement Fund (435)	-	6,500,000	-	-	-	-	\$ 6,500,000	\$ 6,500,000
Project Total	\$ 300,000	\$ 7,000,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000,000	\$ 7,300,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Construction	\$ 300,000	\$ 7,000,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000,000	\$ 7,300,000
Project Total	\$ 300,000	\$ 7,000,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000,000	\$ 7,300,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Post Construction/Managing Department Operating Costs							
Personal Services	\$ -	\$ -	\$ (174,400)	\$ (179,632)	\$ (185,021)	\$ (190,572)	\$ (729,625)
Supplies & Services	-	-	(473,396)	(487,598)	(502,226)	(517,293)	(1,980,513)
<i>Subtotal</i>	\$ -	\$ -	\$ (647,796)	\$ (667,230)	\$ (687,247)	\$ (707,865)	\$ (2,710,138)
Post Construction/Facilities Management Department Operating Costs (If Necessary)							
Personal Services	\$ -	\$ -	\$ 20,547	\$ 21,134	\$ 21,738	\$ 22,360	\$ 85,779
Supplies & Services	-	-	156,800	161,504	166,349	171,340	655,993
<i>Subtotal</i>	\$ -	\$ -	\$ 177,347	\$ 182,638	\$ 188,087	\$ 193,700	\$ 741,772
Total Post Construction Costs	\$ -	\$ -	\$ (470,449)	\$ (484,592)	\$ (499,160)	\$ (514,165)	\$ (1,968,366)
TOTAL PROJECT COSTS	\$ -	\$ -	\$ (470,449)	\$ (484,592)	\$ (499,160)	\$ (514,165)	\$ (1,968,366)

Project Name: Northwest Consolidated Justice Courts

Managing for Results

Purpose Statement:

The purpose of the Northwest Consolidated Justice Courts Project is to construct a new facility that meets the requirements for a consolidated Justice Court to serve County residents so Justice Court functions are provided in an efficient manner.

Strategic Goals Addressed:

- The public will experience increased access to the court system through improved affordability, convenience and understanding of court processes, while maintaining the efficiency and quality of court services.

Strategic Plan Programs Supported:

- Case Management

Strategic Activities Supported:

- Justice Court Case Flow Management

Strategic Services Supported:

- Active case management

Performance Measures:

User department did not provide measures.

Managing Department: Facilities Management
Project Name: Public Health Clinic
Project Location: 16th St and Roosevelt St
Supervisor District: 5

Project Description

The Clinic will replace an aging clinical facility for Public Health. The site is located near the current public health facility, which is ½ mile south of the freeway and in close proximity to other downtown facilities. Client visits to the Public Health Clinic are high volume year-round, peaking June through September for childhood immunizations. The building will be approximately 53,500 square feet, which includes 5,100 square feet for the Environmental Services Facility (under a separate project). The facility also includes approximately 200 underground parking spaces.

The project is scheduled to be complete in FY 2004-05.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
County Improvement Fund (435)	\$ 3,400,000	\$ 9,627,100	\$ -	\$ -	\$ -	\$ -	\$ 9,627,100	\$ 13,027,100
Project Total	\$ 3,400,000	\$ 9,627,100	\$ -	\$ -	\$ -	\$ -	\$ 9,627,100	\$ 13,027,100

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,400,000
Construction	2,000,000	9,627,100	-	-	-	-	9,627,100	11,627,100
Project Total	\$ 3,400,000	\$ 9,627,100	\$ -	\$ -	\$ -	\$ -	\$ 9,627,100	\$ 13,027,100

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Current Operating Costs							
Personal Services	\$ 5,276,597	\$ 5,072,351	\$ 5,325,969	\$ 5,592,267	\$ 5,871,880	\$ 6,165,474	\$ 33,304,538
Supplies & Services	2,929,734	3,105,401	3,260,671	3,423,705	3,594,890	3,774,634	20,089,035
Capital Outlay	7,696	10,796	11,336	11,903	12,498	13,123	67,352
<i>Subtotal</i>	<i>\$ 8,214,027</i>	<i>\$ 8,188,548</i>	<i>\$ 8,597,976</i>	<i>\$ 9,027,875</i>	<i>\$ 9,479,268</i>	<i>\$ 9,953,231</i>	<i>\$ 53,460,925</i>
Current Facilities Management Operating Costs (If Necessary)							
Personal Services	\$ 78,238	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 78,238
Supplies & Services	188,019	-	-	-	-	-	188,019
<i>Subtotal</i>	<i>\$ 266,257</i>	<i>\$ -</i>	<i>\$ 266,257</i>				
Total Current Costs	\$ 8,480,284	\$ 8,188,548	\$ 8,597,976	\$ 9,027,875	\$ 9,479,268	\$ 9,953,231	\$ 53,727,182
Post Construction/Facilities Management Department Operating Costs (If Necessary)							
Personal Services	\$ -	\$ 8,880	\$ 106,561	\$ 109,758	\$ 113,051	\$ 116,443	\$ 454,693
Supplies & Services	-	23,500	282,000	287,355	292,861	298,524	1,184,240
<i>Subtotal</i>	<i>\$ -</i>	<i>\$ 32,380</i>	<i>\$ 388,561</i>	<i>\$ 397,113</i>	<i>\$ 405,912</i>	<i>\$ 414,967</i>	<i>\$ 1,638,933</i>
Total Post Construction Costs	\$ -	\$ 32,380	\$ 388,561	\$ 397,113	\$ 405,912	\$ 414,967	\$ 1,638,933
TOTAL PROJECT COSTS	\$ 8,480,284	\$ 8,220,928	\$ 8,986,537	\$ 9,424,988	\$ 9,885,180	\$ 10,368,198	\$ 55,366,115

Project Name: Public Health Clinic

Managing for Results

Purpose Statement:

The purpose of the Public Health Clinic Project is to construct a new facility that meets the requirements for the Public Health Department to serve County residents so functions are provided in an efficient manner.

Strategic Goals Addressed:

- Manage department programs to meet the increasing demand for essential Public Health services resulting from Maricopa County growth.

Strategic Plan Programs Supported:

- Primary Care Clinic
- HIV/HCV Services
- Immunization Services
- Infectious Disease Control and Treatment

Strategic Activities Supported:

- Primary Care Clinic
- HIV Counseling and Testing
- Adult Immunizations
- Hansen's Disease Services
- Infectious Disease Control for Refugees
- Jail Work Release Examinations
- Public Health Laboratory
- Public Health Pharmacy
- Sexually Transmitted Disease Testing and Treatment
- Tuberculosis Services

Strategic Services Supported:

- Examinations
- Laboratory tests
- Referrals for dental and vision care
- Mental health assessments and referrals
- Outreach encounters
- HIV tests and diagnoses
- Adult immunizations
- Foreign travel immunizations
- Jail work release screenings
- Pharmacy services
- STD testing and treatment
- Tuberculosis clinic service

Project Name: Public Health Clinic

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of clients who said their HIV test result was explained clearly and simply	100%	95%	97%
OUTPUT: Number of clients receiving pretest counseling	2,627	6,000	5,700
DEMAND: Number of people needing HIV tests	2,627	6,000	5,700
EFFICIENCY: Average time spent per client (includes travel, paperwork, and time spent directly with client) in hours	1.5	1.5	1.5
RESULT: Percent of clients receiving adult immunizations	36%	58%	50%
OUTPUT: Number of clients served	1,125	3,500	3,500
DEMAND: Number of people calling to request service	3,151	6,000	7,000
EFFICIENCY: Number of clients per hour per nurse	1.2	1.1	2.5

Managing Department: Parks and Recreation
Project Name: San Tan Mountain Regional Park Entry Station Construction
Project Location: San Tan Mountain Regional Park
Supervisor District: 1

Project Description

The MCPRD Visitor Study, September 2003, conducted by Arizona State University Department of Recreation Management and Tourism, states that restrooms are the highest amenity requested by those surveyed. San Tan Park was not specifically surveyed; nonetheless, MCPRD recently completed a San Tan Mountain Regional Park Master Plan, which included an extensive public participation plan where public input was obtained from East Valley, Maricopa County, and Pinal County residents. As shown in the master plan, San Tan Park visitors' highest priorities are public restrooms with water and an entry station. Pinal County, City of Chandler, City of Mesa, Town of Gilbert, and Town of Queen Creek all support the master plan and the development it proposes. The entry station construction will include building one new entry station with public restrooms, employee offices, a contact station, park host structures, and a multipurpose room. No amenities currently exist. Adding a new entry station to the San Tan Park will provide new opportunities such as increased day use activity by allowing visitors to have a sense of arrival and park contact with staff thus increasing revenue. Currently, San Tan Park is a burden to the general fund and MCPRD, and the entry station will promote visitation to the park and make it easier for staff and park hosts to collect entry fees; therefore, decreasing the burden to Maricopa County taxpayers. The Board of Supervisors allocated \$500,000 for the design, building construction, site infrastructure, and furnishings of San Tan entry station. An additional \$148,000 is required for construction of the project.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
General Fund Imp Fund (445)	\$ 52,796	\$ 595,204	\$ -	\$ -	\$ -	\$ -	\$ 595,204	\$ 648,000
Project Total	\$ 52,796	\$ 595,204	\$ -	\$ -	\$ -	\$ -	\$ 595,204	\$ 648,000

\$500,000 originated from the Maricopa County General Fund in FY03-04. Of that \$52,796 has been expended for the design and it is anticipated that we will request carryover of the remaining \$447,204. The additional \$148,000 required for the construction project is being requested from the funds set aside in General Government from the sale of land to the Maricopa County Library District. There are no outside sources. MCPRD will be responsible for the continued operating costs.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Design and Engineering	\$ 52,796	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 77,796
Construction	-	570,204	-	-	-	-	570,204	570,204
Project Total	\$ 52,796	\$ 595,204	\$ -	\$ -	\$ -	\$ -	\$ 595,204	\$ 648,000

Project Name: San Tan Mountain Regional Park Entry Station Construction

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Current Operating Costs							
Personal Services	\$ 167,795	\$ 151,186	\$ 151,186	\$ 151,186	\$ 151,186	\$ 151,186	\$ 923,725
Supplies & Services	18,300	20,432	20,432	20,840	21,257	21,682	122,943
Capital Outlay	331,196	10,000	-	-	-	-	341,196
<i>Subtotal</i>	\$ 517,291	\$ 181,618	\$ 171,618	\$ 172,026	\$ 172,443	\$ 172,868	\$ 1,387,864
Total Current Costs	\$ 517,291	\$ 181,618	\$ 171,618	\$ 172,026	\$ 172,443	\$ 172,868	\$ 1,387,864
TOTAL PROJECT COSTS	\$ 517,291	\$ 181,618	\$ 171,618	\$ 172,026	\$ 172,443	\$ 172,868	\$ 1,387,864

Managing for Results

Purpose Statement:

The purpose of the San Tan entry station is to build an entry station with public restrooms at San Tan Mountain Regional Park for the park visitors, Maricopa County and Pinal County citizens, and out of town visitors so that they may have a safe and meaningful outdoor experience and return to the parks.

- Direct purpose: Customers will visit and return to San Tan Mountain Regional Park and increase MCPRD's revenue, which is 80% revenue based. (San Tan visitors come to enjoy equestrian, hiking and biking trails, STMRP Master Plan, 2003).
- Direct customer: Maricopa County taxpayers, Pinal County residents, East Valley residents, out of town visitors, and San Tan Mountain Regional Park visitors.
- Direct result: Customers will return and enjoy the parks, and the MCPRD Visitor Study measures this.

Strategic Goals Addressed:

- We will increase community involvement and awareness through improved marketing and education programs in order to increase park attendance, revenues and funding.
- By July 2006 we will identify and fund the additional needed facilities and operational costs for each park for the next five years.
- Parks and Recreation will become non-reliant on the general fund, without reduction in our current funding level and without a reduction in customer satisfaction as assessed by an independent party.

Strategic Plan Programs Supported:

- Park Support Program

Strategic Activities Supported:

- Maintenance and Development

Strategic Services Supported:

- New structures
- Improvement projects

Project Name: San Tan Mountain Regional Park Entry Station Construction

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of park user satisfaction as related to facilities	89%	89%	Not Available
OUTPUT: Number of construction contracts managed	2	2	Not Available
DEMAND: Expected number of new structure/facility requests per year	Not Available	10	Not Available
EFFICIENCY: Cost per new structure/facility constructed	Not Available	Not Available	Not Available

Managing Department: Facilities Management
Project Name: Security Building
Project Location: 234 N Central Ave
Supervisor District: 5

Project Description

This project includes tenant improvements within the Security Building that are necessary to modify the current vacant space for future occupancy by County tenants.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
General Fund Imp Fund (445)	\$ 500,000	\$ 4,821,059	\$ -	\$ -	\$ -	\$ -	\$ 4,821,059	\$ 5,321,059
County Improvement Fund (435)	9,870,425	-	-	-	-	-	-	9,870,425
Project Total	\$ 10,370,425	\$ 4,821,059	\$ -	\$ -	\$ -	\$ -	\$ 4,821,059	\$ 15,191,484

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 8,856,189	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,856,189
Construction	1,514,236	4,821,059	-	-	-	-	4,821,059	6,335,295
Project Total	\$ 10,370,425	\$ 4,821,059	\$ -	\$ -	\$ -	\$ -	\$ 4,821,059	\$ 15,191,484

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Post Construction/Facilities Management Department Operating Costs (If Necessary)							
Supplies & Services	\$ -	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000
<i>Subtotal</i>	\$ -	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000
Total Post Construction Costs	\$ -	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000
TOTAL PROJECT COSTS	-	\$ 350,000	\$ 1,750,000				

Managing for Results

Purpose Statement:

The purpose of the Security Building Tenant Improvement project is to create/modify existing space for County departments so they can achieve their mission in a cost effective and efficient manner.

Strategic Goals Addressed:

- By 2005, the Department will design and construct all Capital projects as approved and assigned by the appropriate authority on schedule, within budget and in cooperation with the customer while meeting the goals of the County.

Strategic Plan Programs Supported:

- Building Renovation and Minor Construction

Project Name: Security Building

Strategic Activities Supported:

- Construction

Strategic Services Supported:

- Construction documents

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of construction delivered within or less than the project construction budget	100%	100%	100%
OUTPUT: Number of construction projects completed	33	75	150
DEMAND: Number of construction projects scheduled	65	150	150
EFFICIENCY: Average construction cost per square foot	\$2	\$100	\$160

Managing Department: Facilities Management
Project Name: Sheriff's Property and Evidence Facility
Project Location: Durango Complex, 35th Ave and Lower Buckeye Rd
Supervisor District: 5

Project Description

The Property and Evidence Storage Division holds all crime scene evidence for all County cases. This is also where the personal property of convicted persons is held until their release or they are otherwise no longer in the County's system. The new facility is being built on the Durango Campus, integrated with the Durango Master Plan.

The new Property and Evidence Storage facility will comprise approximately 51,500 square feet including administrative offices, evidence storage, cooler and freezer storage, a money vault, a drug vault, a gun/ammunition room, processing areas, night drop, viewing rooms, and staff support functions. Additionally, there will be parking for staff, public, and the night drop off.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Intergovernmental Cap Proj (422)	\$ 6,500,000	\$ 306,547	\$ -	\$ -	\$ -	\$ -	\$ 306,547	\$ 6,806,547
Project Total	\$ 6,500,000	\$ 306,547	\$ -	\$ -	\$ -	\$ -	\$ 306,547	\$ 6,806,547

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Construction	\$ 6,050,000	\$ 306,547	\$ -	\$ -	\$ -	\$ -	\$ 306,547	\$ 6,356,547
Project Total	\$ 6,500,000	\$ 306,547	\$ -	\$ -	\$ -	\$ -	\$ 306,547	\$ 6,806,547

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Post Construction/Facilities Management Department Operating Costs (If Necessary)							
Personal Services	\$ -	\$ 47,834	\$ 49,269	\$ 50,747	\$ 52,270	\$ 53,838	\$ 253,958
Supplies & Services	-	133,900	137,917	142,055	146,316	150,706	710,894
<i>Subtotal</i>	\$ -	\$ 181,734	\$ 187,186	\$ 192,802	\$ 198,586	\$ 204,544	\$ 964,852
Total Post Construction Costs	\$ -	\$ 181,734	\$ 187,186	\$ 192,802	\$ 198,586	\$ 204,544	\$ 964,852
TOTAL PROJECT COSTS	\$ -	\$ 181,734	\$ 187,186	\$ 192,802	\$ 198,586	\$ 204,544	\$ 964,852

Managing for Results

Strategic Goals Addressed:

- The Maricopa County Sheriff's Office will always meet constitutional standards for care, custody, and control of inmates as well as a safe environment for staff.

Project Name: Sheriff's Property and Evidence Facility

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of inmates properly processed	100%	100%	100%
OUTPUT: Number of inmates processed	59,409	118,818	124,759
DEMAND: Number of inmates expected to be received	59,409	118,818	124,759
EFFICIENCY: Cost per inmate per day	Not Available	\$46	Not Available

Managing Department: Facilities Management
Project Name: Southeast Consolidated Justice Courts/Parking Structure
Project Location: City of Mesa
Supervisor District: 2

Project Description

The project will include the design and construction of the Maricopa County Southeast Consolidated Justice Courts. The project will provide a single 36,000 square foot facility to house the North Mesa, East Mesa, West Mesa, and South Mesa/Gilbert Justice Courts. The project will also include the design and construction of a 1000-space parking structure to support both the Consolidated Justice Courts and the Maricopa County Superior Court.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
General Fund Imp Fund (445)	\$ -	\$ -	\$ 6,125,000	\$ -	\$ -	\$ -	\$ 6,125,000	\$ 6,125,000
County Improvement Fund (435)	-	8,000,000	2,965,000	-	-	-	10,965,000	10,965,000
Intergovernmental Cap Proj (422)	-	-	2,410,000	-	-	-	2,410,000	2,410,000
Project Total	\$ -	\$ 8,000,000	\$ 11,500,000	\$ -	\$ -	\$ -	\$ 19,500,000	\$ 19,500,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
Construction	-	7,000,000	11,500,000	-	-	-	18,500,000	18,500,000
Project Total	\$ -	\$ 8,000,000	\$ 11,500,000	\$ -	\$ -	\$ -	\$ 19,500,000	\$ 19,500,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Post Construction/Facilities Management Department Operating Costs (If Necessary)							
Personal Services	\$ -	\$ -	\$ -	\$ 39,953	\$ 41,092	\$ 42,264	\$ 123,309
Supplies & Services	-	-	-	295,900	304,777	313,920	\$ 914,597
<i>Subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 335,853</i>	<i>\$ 345,869</i>	<i>\$ 356,184</i>	<i>\$ 1,037,906</i>
Total Post Construction Costs	\$ -	\$ -	\$ -	\$ 335,853	\$ 345,869	\$ 356,184	\$ 1,037,906
TOTAL PROJECT COSTS	\$ -	\$ -	\$ -	\$ 335,853	\$ 345,869	\$ 356,184	\$ 1,037,906

Managing for Results

Purpose Statement

The purpose of the Southeast Consolidated Justice Courts and Parking Structure project is to construct a new facility that meets the requirements for a consolidated Justice Court to serve County residents so that Justice Court functions are provided in an efficient manner.

Strategic Goals Addressed

- The public will experience increased access to the court system through improved affordability, convenience and understanding of court processes, while maintaining the efficiency and quality of court services.

Project Name: Southeast Consolidated Justice Courts

Strategic Plan Programs Supported

- Case Management

Strategic Activities Supported

- Justice Court Case Flow Management

Strategic Services Supported

- Active case management

Performance Measures

User department did not provide measures

Managing Department: Facilities Management
Project Name: Southwest Consolidated Justice Courts
Project Location: City of Mesa
Supervisor District: 2

Project Description

The project will include the design and construction of the Maricopa County Southwest Consolidated Justice Courts. The project will provide a single 46,000 square foot facility to house the Buckeye, Gila Bend, Maryvale, and Tolleson Justice Courts, as well as providing for a future precinct.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
County Improvement Fund (435)	\$ -	\$ 2,000,000	\$ 3,935,000	\$ -	\$ -	\$ -	\$ 5,935,000	\$ 5,935,000
Intergovernmental Cap Proj (422)	-	-	2,815,000	-	-	-	2,815,000	2,815,000
Project Total	\$ -	\$ 2,000,000	\$ 6,750,000	\$ -	\$ -	\$ -	\$ 8,750,000	\$ 8,750,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000
Construction	-	1,500,000	6,750,000	-	-	-	8,250,000	8,250,000
Project Total	\$ -	\$ 2,000,000	\$ 6,750,000	\$ -	\$ -	\$ -	\$ 8,750,000	\$ 8,750,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Post Construction/Facilities Management Department Operating Costs (If Necessary)							
Personal Services	\$ -	\$ -	\$ -	\$ 20,698	\$ 21,289	\$ 21,898	\$ 63,885
Supplies & Services	-	-	-	204,000	210,120	216,424	\$ 630,544
<i>Subtotal</i>	\$ -	\$ -	\$ -	\$ 224,698	\$ 231,409	\$ 238,322	\$ 694,429
Total Post Construction Costs	\$ -	\$ -	\$ -	\$ 224,698	\$ 231,409	\$ 238,322	\$ 694,429
TOTAL PROJECT COSTS	\$ -	\$ -	\$ -	\$ 224,698	\$ 231,409	\$ 238,322	\$ 694,429

Managing for Results

Purpose Statement

The purpose of the Southwest Consolidated Justice Courts project is to construct a new facility that meets the requirements for a consolidated Justice Court to serve County residents so that Justice Court functions are provided in an efficient manner.

Strategic Goals Addressed

- The public will experience increased access to the court system through improved affordability, convenience and understanding of court processes, while maintaining the efficiency and quality of court services.

Project Name: Southwest Consolidated Justice Courts

Strategic Plan Programs Supported

- Case Management

Strategic Activities Supported

- Justice Court Case Flow Management

Strategic Services Supported

- Active case management

Performance Measures

User department did not provide measures

Managing Department: Parks and Recreation
Project Name: Water Storage and Pressure Tank Restoration
Project Location: Estrella Mountain Regional Park and White Tank Mountain Regional Park
Supervisor District: 4 & 5

Project Description

In September and October of 2003, Carollo Engineers inspected the water reservoir and pressure tanks at Usery, McDowell, Estrella, and White Tank. The Water Reservoir and Pressure Tank Report on Findings and Recommendations as prepared by Carollo Engineers states that repairs are required within the next year for the Estrella pressure tank and White Tank water storage and pressure tank. Repairs include sandblasting and recoating the interior, and power washing and recoating the exterior. The importance of inspecting and restoring the interior of the tanks is to provide a safe public water system for our staff and visitors and to meet Arizona Department of Environmental Quality regulations. The restoration costs are estimated at \$50,000.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Parks Enhancement Fund (241)	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
General Fund Imp Fund (445)	-	50,000	-	-	-	-	50,000	50,000
Project Total	\$ 30,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 80,000

The \$50,000 for restoration is budgeted within the request from the \$1.54 million sale of land to the Library District. There are no outside sources. MCPRD will be responsible for the continued operating costs.

Project Cost Summary

	Prior Year FY03-04	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Inspection	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Restoration	-	\$ 50,000	-	-	-	-	\$ 50,000	50,000
Project Total	\$ 30,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 80,000

Operating Cost Summary

There are no operating costs associated with the restoration contract. The contract will be managed by in-house existing design staff.

Managing for Results

Purpose Statement:

The purpose of the water tank restoration is to repair a water pressure tank at Estrella Mountain Regional Park and repair a water storage and pressure tank at White Tank Mountain Regional Park for the park visitors, Maricopa County, and out of town visitors so that they may have a safe and meaningful outdoor experience and return to the parks.

- Direct purpose: Customers will visit and return to Estrella Mountain and White Tank Mountain Regional Park and increase MCPRD's revenue, which is 80% revenue based.
- Direct customer: Maricopa County taxpayers, out of town visitors, and Estrella Mountain & White Tank Mountain Regional Park visitors.
- Direct result: Customers will return and enjoy the parks, and the MCPRD Visitor Study measures this.

Project Name: Water Storage and Pressure Tank Restoration

Strategic Goals Addressed:

- We will increase community involvement and awareness through improved marketing and education programs in order to increase park attendance, revenues and funding.
- By July 2006 we will identify and fund the additional needed facilities and operational costs for each park for the next five years.
- Parks and Recreation will become non-reliant on the general fund, without reduction in our current funding level and without a reduction in customer satisfaction as assessed by an independent party.

Strategic Plan Programs Supported:

- Park Support Program

Strategic Plan Activities Supported:

- Maintenance and Development

Strategic Plan Services Supported:

- Utilities
- Facility Repair
- Clean Facilities

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of park user satisfaction as related to facilities	89%	89%	Not Available
OUTPUT: Number of construction contracts managed	2	2	Not Available
DEMAND: Expected number of new structure/facility requests per year	Not Available	10	Not Available
EFFICIENCY: Cost per new structure/facility constructed	Not Available	Not Available	Not Available

Detention Capital Projects

Summary

Criminal Justice Facilities Capital Improvement Projects for adult jails and juvenile detention total \$100.2 million, 12.8% of the new five-year CIP. These projects are funded by a sales tax increase approved by voters in November 1998. The programming phase, based on the Jail Master Plan, was finalized in July 1999, and the design phase was completed in 2001. The construction closeout phase for three projects continues into 2005 and includes completion of all work and closeout of contracts. In addition to the Facilities Review Committee (FRC) process, a Citizens' Jail Oversight Committee (CJOC) reviews projects funded by the Jail Excise Tax.

In 1997, a nine-member Citizens Advisory Committee on Jail Planning was appointed by the Maricopa County Board of Supervisors, the County Attorney, the Presiding Judge of the Superior Court, and the Sheriff for the purpose of conducting a criminal justice system Master Plan. The Committee selected a nationally recognized jail-planning consultant to assist in studying the subject of the Committee's charge. RNL Design, in association with Chinn Planning, Inc. and Liebert & Associates, was contracted by Maricopa County to complete a needs assessment and master plan of the adult and juvenile criminal justice detention system.

The Committee met on 15 occasions from March 21, 1997 to November 13, 1997. Meetings were conducted in each of the Board Districts. In the fall of 1997, RNL Design completed its final report, "The Maricopa County Report on Jail Planning", dated November 12, 1997. This comprehensive planning effort covered 15 years in the future and identified some \$1.4 billion in needs. The Committee then used this report as the basis for four hearings conducted throughout the County. The final report of the Committee, the "Citizens Advisory Committee Report on Jail Planning", dated November 18, 1997 is based on the Executive Summary of the consultants' final report. The consultants gave the Committee permission to revise the Executive Summary to reflect the Committee's conclusions and recommendations. The Committee made certain changes and modifications to the consultants work, which are reflected in its Final Report and in the budget figures attached to its Final Report. The consultants' work is contained in Volumes 1-5 of the Committee's Final Report, which constitutes the Maricopa County Criminal Justice System Master Plan.

Project Detail

A total of four (4) capital projects are identified and recommended to the Board for support from the Detention Fund by the Facilities Review Committee in the proposed CIP. The recommended projects are noted in the table below.

455 DETENTION CAPITAL PROJECTS	Prior Years	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	5-YR TOTAL (FY 2005-09)	TOTAL PROJECT
New Projects								
Detention Facilities Renovations	\$ -	\$ 15,000,000	\$ 30,000,000	\$ 15,000,000	\$ 15,000,000	\$ -	\$ 75,000,000	\$ 75,000,000
<i>Subtotal</i>	\$ -	\$ 15,000,000	\$ 30,000,000	\$ 15,000,000	\$ 15,000,000	\$ -	\$ 75,000,000	\$ 75,000,000
Continuing Projects								
Fourth Avenue Jail	\$ 142,372,385	\$ 4,072,920	\$ -	\$ -	\$ -	\$ -	\$ 4,072,920	\$ 146,445,305
Durango Juvenile Detention/Treatment Center	79,955,126	13,427,891	-	-	-	-	13,427,891	93,383,017
Lower Buckeye Jail	223,025,984	7,661,599	-	-	-	-	7,661,599	230,687,583
<i>Subtotal</i>	\$ 445,353,495	\$ 25,162,410	\$ -	\$ -	\$ -	\$ -	\$ 25,162,410	\$ 470,515,905
Completed Projects								
FMD Operations and Maintenance Building	\$ 4,710,164	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,710,164
MCSO Training Facility	9,114,831	-	-	-	-	-	-	9,114,831
Mesa Juvenile Detention Center	23,580,062	-	-	-	-	-	-	23,580,062
Southeast Regional Courtroom Buildout	427,601	-	-	-	-	-	-	427,601
Other Completed Projects	11,372,401	-	-	-	-	-	-	11,372,401
<i>Subtotal</i>	\$ 49,205,059	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 49,205,059
TOTAL FUND 455	\$ 494,558,554	\$ 40,162,410	\$ 30,000,000	\$ 15,000,000	\$ 15,000,000	\$ -	\$ 100,162,410	\$ 594,720,964

Managing Department: Facilities Management
Project Name: Detention Facilities Renovations
Project Location: Various
Supervisor District: Various

Project Description

This project is for the remodel, renovation, and/or demolition of existing adult detention facilities. The Madison Street and Towers Jails will be remodeled and renovated. The Durango Jail will be demolished, and planning for a replacement facility will begin.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Jail Tax Fund (455)	\$ -	\$ 15,000,000	\$ 30,000,000	\$ 15,000,000	\$ 15,000,000	\$ -	\$ 75,000,000	\$ 75,000,000
Project Total	\$ -	\$ 15,000,000	\$ 30,000,000	\$ 15,000,000	\$ 15,000,000	\$ -	\$ 75,000,000	\$ 75,000,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Construction	\$ -	\$ 15,000,000	\$ 30,000,000	\$ 15,000,000	\$ 15,000,000	\$ -	\$ 75,000,000	\$ 75,000,000
Project Total	\$ -	\$ 15,000,000	\$ 30,000,000	\$ 15,000,000	\$ 15,000,000	\$ -	\$ 75,000,000	\$ 75,000,000

Operating Cost Summary

Not applicable

Managing for Results

Purpose Statement:

The purpose of the Detention Facilities Renovations project is to renovate existing Maricopa County Jail Facilities for the general population so that the increased number of inmates processed through the judicial system can be detained in a controlled, secure, and safe environment as required by law.

Strategic Goals Addressed:

- The Maricopa County Sheriff’s Office will always meet constitutional standards for care, custody and control of inmates as well as a safe environment for staff.

Strategic Plan Programs Supported:

- Custody Management Program

Strategic Activities Supported:

- Detention Management Activity
- Inmate Processing Activity
- Mandated Inmate Programs and Services Activity
- New Detention Facilities Transition Activity

Project Name: Detention Facilities Renovations

Strategic Services Supported:

- Proactive Detention Management Strategies
- Inmate Intakes
- Inmate Classifications
- New Facilities Transition Plans
- New Facilities Furniture, Fixtures, and Equipment Acquisitions
- Reactive Detention Management Strategies
- Inmate Releases
- Mandated Inmate Services
- New Facilities Transition Facilitations

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of inmates properly processed	100%	100%	100%
OUTPUT: Number of inmates processed	59,409	118,818	124,759
DEMAND: Number of inmates expected to be received	59,409	118,818	124,759
EFFICIENCY: Cost per inmate per day	Not Available	\$46	Not Available

Managing Department: Facilities Management
Project Name: Durango Juvenile Detention/Treatment Center
Project Location: South of Durango St, between 27th Ave and 35th Ave
Supervisor District: 5

Project Description

The approximately 270,000 square feet project contains 220 beds, 12 new courts with judicial suites and associated office space for support staff and related functions. A residential treatment facility located at the corner of Durango and 35th Avenue totaling approximately 28,000 square foot contains 48 beds. Construction began in 2001 and completes in 2004.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Jail Tax Fund (455)	\$ 79,955,126	\$ 13,427,891	\$ -	\$ -	\$ -	\$ -	\$13,427,891	\$ 93,383,017
Project Total	\$ 79,955,126	\$ 13,427,891	\$ -	\$ -	\$ -	\$ -	\$13,427,891	\$ 93,383,017

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Construction	\$ 79,955,126	\$ 13,427,891	\$ -	\$ -	\$ -	\$ -	\$ 13,427,891	\$ 93,383,017
Project Total	\$ 79,955,126	\$ 13,427,891	\$ -	\$ -	\$ -	\$ -	\$ 13,427,891	\$ 93,383,017

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Post Construction/Managing Department Operating Costs							
Personal Sevices	\$ -	\$ 3,366,864	\$ 4,247,472	\$ 4,247,472	\$ 4,247,472	\$ 4,247,472	\$ 20,356,752
Supplies & Services	-	83,748	18,948	18,948	18,948	18,948	159,540
Capital Outlay	-	137,145	137,145	137,145	137,145	137,145	685,723
<i>Subtotal</i>	\$ -	\$ 3,587,756	\$ 4,403,565	\$ 4,403,565	\$ 4,403,565	\$ 4,403,565	\$ 21,202,015
Post Construction/Facilities Management Department Operating Costs (If Necessary)							
Personal Sevices	\$ -	\$ 334,340	\$ 334,340	\$ 353,640	\$ 364,249	\$ 375,177	\$ 1,761,746
Supplies & Services	-	980,600	1,010,018	1,040,319	1,071,529	1,103,674	5,206,140
<i>Subtotal</i>	\$ -	\$ 1,314,940	\$ 1,344,358	\$ 1,393,959	\$ 1,435,778	\$ 1,478,851	\$ 6,967,886
Total Post Construction Costs	\$ -	\$ 4,902,696	\$ 5,747,923	\$ 5,797,524	\$ 5,839,342	\$ 5,882,416	\$ 28,169,901
TOTAL PROJECT COSTS	-	\$ 4,902,696	\$ 5,747,923	\$ 5,797,524	\$ 5,839,342	\$ 5,882,416	\$ 28,169,901

Managing for Results

Purpose Statement:

The purpose of the Juvenile Facility project is to expand the number of beds available in detention for juveniles awaiting a court hearing or as a disposition alternative for judicial officers so juveniles can become responsible citizens and public safety is enhanced.

Strategic Goals Addressed:

- None

Project Name: Durango Juvenile Detention/Treatment Center

Strategic Plan Programs Supported:

- Detention Program

Strategic Activities Supported:

- Juvenile Programming
- Juvenile Custody

Strategic Services Supported:

- Anger management class
- High impact program
- Personal necessities
- Behavior assessments
- Incident reports
- Suicide risk assessments

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of detainees requiring class I Incident Reports	3%	3%	Not Available
OUTPUT: Number of detainees requiring class I Incident Reports	156	300	Not Available
DEMAND: Number of juveniles anticipated to be provided custody	4,956	10,000	Not Available
EFFICIENCY: Daily cost of providing custody	\$116.75	\$116.75	Not Available

Managing Department: Facilities Management
Project Name: Fourth Avenue Jail
Project Location: 4th Ave and Madison St
Supervisor District: 5

Project Description

This project will result in an approximately 560,000 square foot mid-rise building in downtown Phoenix that will consist of a basement, ground level and three levels with mezzanines. The jail will accommodate 2,100 maximum custody pre-trial jail beds, an intake-processing center, two initial appearance courtrooms, two early disposition courtrooms and administrative support space. A tunnel system will connect the new facility with the existing Madison Street Jail and Courts.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Jail Tax Fund (455)	\$142,372,385	\$ 4,072,920	\$ -	\$ -	\$ -	\$ -	\$ 4,072,920	\$ 146,445,305
Project Total	\$142,372,385	\$ 4,072,920	\$ -	\$ -	\$ -	\$ -	\$ 4,072,920	\$ 146,445,305

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Construction	\$142,372,385	\$ 4,072,920	\$ -	\$ -	\$ -	\$ -	\$ 4,072,920	\$ 146,445,305
Project Total	\$142,372,385	\$ 4,072,920	\$ -	\$ -	\$ -	\$ -	\$ 4,072,920	\$ 146,445,305

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Post Construction/Managing Department Operating Costs							
Personal Services	\$ -	\$ 9,444,296	\$ 18,888,592	\$ 18,888,592	\$ 18,888,592	\$ 18,888,592	\$ 84,998,664
Supplies & Services	-	934,985	1,869,971	1,869,971	1,869,971	1,869,971	8,414,868
<i>Subtotal</i>	\$ -	\$ 10,379,281	\$ 20,758,563	\$ 20,758,563	\$ 20,758,563	\$ 20,758,563	\$ 93,413,532
Post Construction/Facilities Management Department Operating Costs (If Necessary)							
Personal Services	\$ 70,353	\$ 1,108,655	\$ 1,141,915	\$ 1,176,172	\$ 1,211,457	\$ 1,247,801	\$ 5,956,353
Supplies & Services	340,368	2,656,950	2,736,659	2,818,758	2,903,321	2,990,421	14,446,477
<i>Subtotal</i>	\$ 410,721	\$ 3,765,605	\$ 3,878,574	\$ 3,994,930	\$ 4,114,778	\$ 4,238,222	\$ 20,402,830
Total Post Construction Costs	\$ 410,721	\$ 14,144,886	\$ 24,637,137	\$ 24,753,493	\$ 24,873,341	\$ 24,996,785	\$ 113,816,362
TOTAL PROJECT COSTS	\$ 410,721	\$ 14,144,886	\$ 24,637,137	\$ 24,753,493	\$ 24,873,341	\$ 24,996,785	\$ 113,816,362

Managing for Results

Purpose Statement:

The purpose of the Fourth Avenue Jail project is to expand Maricopa County Jail Facilities for the general population so that the increased number of inmates processed through the judicial system can be detained in a controlled, secure, and safe environment as required by law.

Strategic Goals Addressed:

- The Maricopa County Sheriff’s Office will always meet constitutional standards for care, custody and control of inmates as well as a safe environment for staff.

Project Name: Fourth Avenue Jail

Strategic Plan Program Supported:

- Custody Management Program

Strategic Activities Supported:

- Detention Management Activity
- Inmate Processing Activity
- Mandated Inmate Programs and Services Activity
- New Detention Facilities Transition Activity

Strategic Services Supported:

- Proactive detention management strategies
- Inmate intakes
- Inmate classifications
- Reactive detention management strategies
- Inmate releases
- Mandated inmate services

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of inmates properly processed	100%	100%	100%
OUTPUT: Number of inmates processed	59,409	118,818	124,759
DEMAND: Number of inmates expected to be received	59,409	118,818	124,759
EFFICIENCY: Cost per inmate per day	Not Available	\$46	Not Available

Managing Department: Facilities Management
Project Name: Lower Buckeye Jail
Project Location: Lower Buckeye Rd, East of 35th Ave
Supervisor District: 5

Project Description

The Lower Buckeye Jail contains 2,449 beds including maximum custody adult beds, minimum custody adult beds, remanded juvenile beds, psychiatric beds, and infirmary beds. The Lower Buckeye Jail also includes intake, jail command offices, Correctional Health Services offices, a central infirmary and pharmacy, and Central Services (laundry, stores, warehouse/food factory and central plant). Construction began in 2001 and completes in 2004.

Funding Summary

Source	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Jail Tax Fund (455)	\$223,025,984	\$ 7,661,599	\$ -	\$ -	\$ -	\$ -	\$ 7,661,599	\$ 230,687,583
Project Total	\$223,025,984	\$ 7,661,599	\$ -	\$ -	\$ -	\$ -	\$ 7,661,599	\$ 230,687,583

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Construction	\$223,025,984	\$ 7,661,599	\$ -	\$ -	\$ -	\$ -	\$ 7,661,599	\$ 230,687,583
Project Total	\$223,025,984	\$ 7,661,599	\$ -	\$ -	\$ -	\$ -	\$ 7,661,599	\$ 230,687,583

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Post Construction/Managing Department Operating Costs							
Personal Services	\$ -	\$ 10,341,006	\$ 20,682,011	\$ 20,682,011	\$ 20,682,011	\$ 20,682,011	\$ 93,069,050
Supplies & Services	-	1,023,760	2,047,519	2,047,519	2,047,519	2,047,519	9,213,836
<i>Subtotal</i>	\$ -	\$ 11,364,766	\$ 22,729,530	\$ 22,729,530	\$ 22,729,530	\$ 22,729,530	\$ 102,282,886
Post Construction/Facilities Management Department Operating Costs (If Necessary)							
Personal Services	\$ 65,468	\$ 1,190,921	\$ 1,226,649	\$ 1,238,259	\$ 1,274,651	\$ 1,287,679	\$ 6,283,627
Supplies & Services	-	3,350,385	3,450,897	3,554,423	3,661,056	3,770,888	17,787,649
<i>Subtotal</i>	\$ 65,468	\$ 4,541,306	\$ 4,677,546	\$ 4,792,682	\$ 4,935,707	\$ 5,058,567	\$ 24,071,276
Total Post Construction Costs	\$ 65,468	\$ 15,906,072	\$ 27,407,076	\$ 27,522,212	\$ 27,665,237	\$ 27,788,097	\$ 126,354,162
TOTAL PROJECT COSTS	\$ 65,468	\$ 15,906,072	\$ 27,407,076	\$ 27,522,212	\$ 27,665,237	\$ 27,788,097	\$ 126,354,162

Managing for Results

Purpose Statement:

The purpose of the Lower Buckeye Jail project is to expand Maricopa County Jail Facilities for the general population so the increased number of inmates processed through the judicial system can be detained in a controlled, secure, and safe environment as required by law.

Strategic Goals Addressed:

- The Maricopa County Sheriff’s Office will always meet constitutional standards for care, custody and control of inmates as well as a safe environment for staff.

Project Name: Lower Buckeye Jail

Strategic Plan Programs Supported:

- Custody Management Program

Strategic Activities Supported:

- Detention Management Activity
- Inmate Processing Activity
- Mandated Inmate Programs and Services Activity
- New Detention Facilities Transition Activity

Strategic Services Supported:

- Proactive detention management strategies
- Inmate intakes
- Inmate classifications
- Reactive detention management strategies
- Inmate releases
- Mandated inmate services
- New facilities transition facilitations

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of inmates properly processed	100%	100%	100%
OUTPUT: Number of inmates processed	59,409	118,818	124,759
DEMAND: Number of inmates expected to be received	59,409	118,818	124,759
EFFICIENCY: Cost per inmate per day	Not Available	\$46	Not Available

Transportation

Summary

The Maricopa County Department of Transportation (MCDOT) employs a separate planning procedure than those utilized by the County at large. These include intergovernmental agency collaboration and prioritization based on an established list of ranking criteria for designated types of projects. Ranking criteria used by the Department of Transportation for roadway improvements include:

- Safety
- Land use, regional travel usage and environmental factors
- Traffic volume compared to capacity of roadway
- Cost/benefit ratio
- Joint sponsorship
- Bonus points for intelligent transportation systems, alternative mode and environmental enhancements

Separate ranking systems exist for evaluating potential bridges, channel upgrades, bicycle, pedestrian and other multi-modal improvements.

MCDOT annually develops a five-year Transportation Improvements Program (TIP), which is approved by the Maricopa County Board of Supervisors (BOS). This annual approval authorizes expenditures by MCDOT for making transportation improvements to roadways and bridges, acquiring right-of-way, developing Intelligent Transportation Systems (ITS) and implementing the County's Bicycle Plan.

MCDOT staff, representatives from cities and towns, and the general public recommend projects for inclusion in the TIP. A multi-divisional MCDOT review group annually ranks the proposed projects according to adopted criteria using an extensive prioritization process. Funding from all available sources is then matched against the proposed projects. The highest rated and most beneficial projects are subsequently recommended to the Transportation Advisory Board (TAB) for consideration and public review. The BOS makes the final decision regarding projects to be included in the TIP.

MCDOT funds the TIP through several resources. The primary source is the Highway User Revenue Fund (HURF). The County must spend these funds only on transportation-related items. In addition, the County occasionally receives funds from several federal agencies, such as the Federal Highway Administration (FHWA), and the Federal Emergency Management Administration (FEMA). Other funding sources arise through partnerships with local jurisdictions, federal, state agencies or private corporations.

Project Detail

A total of 120 capital projects are identified and recommended to the Board from MCDOT. The recommended projects are as follows:

TRANSPORTATION CAP. PROJECTS (FUND 234)	PRIOR YEARS	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	5-YR TOTAL (FY 2005-09)	TOTAL PROJECT
7TH ST: CAREFREE HWY - DESERT HILLS	\$ -	\$ -	\$ 470,000	\$ -	\$ -	\$ -	\$ 470,000	\$ 470,000
51ST AVE: BROADWAY - BASELINE	1,933,000	-	2,946,000	-	-	-	2,946,000	4,879,000
51ST AVE: S/ELLIOT-DOBBS	1,299,000	5,000	955,000	-	-	-	960,000	2,259,000
51ST AVE: SANTA CRUZ-GRIC BDRY	-	120,000	-	-	-	-	120,000	120,000
67TH AVE: PINNACLE P - HAPPY V	2,000	75,000	20,000	-	-	-	95,000	97,000
75TH AVE: MC 85 - VAN BUREN	790,000	20,000	2,670,000	5,000	-	-	2,695,000	3,485,000
83RD AVE: NORTHERN OLIVE	581,000	5,000	710,000	2,540,000	-	-	3,255,000	3,836,000
87TH AVE: DEER VLY - WILLIAMS	81,000	215,000	635,000	-	-	-	850,000	931,000
115TH AVE BRIDGE AT GILA RIVER	3,000	2,000	2,000	2,000	2,000	-	8,000	11,000
ALMA SCH: MCLELLAN - MCKELLIPS	481,000	2,360,000	-	-	-	-	2,360,000	2,841,000
ALMA SCH: N BRDG GRD CTRL STRC	143,000	2,707,000	1,088,000	-	-	-	3,795,000	3,938,000
ALMA SCHOOL AT CHAMPAGNE/HALLEY	8,000	170,000	-	-	-	-	170,000	178,000
AZTECH SMART CORRIDORS	2,663,000	50,000	-	-	-	-	50,000	2,713,000
BASELINE: 7TH AVE - 43RD AVE	27,314,000	1,000	-	-	-	-	1,000	27,315,000
BELL RD AT R H JOHNSON	81,000	10,000	-	-	-	-	10,000	91,000
BELL RD: SR 303-L101 ITS IMP	227,000	1,120,000	-	-	-	-	1,120,000	1,347,000
BELL RD: SR303L /GRAND AV (ITS)	-	5,000	5,000	389,000	-	-	399,000	399,000
BETHANY HOME RD AT DYSART RD	-	220,500	-	-	-	-	220,500	220,500
BIOLOGICAL ASSESSMENT SERVICES	30,000	15,000	-	-	-	-	15,000	45,000
BROWN RD: ELLSWORTH - CRISMON	86,000	1,000	-	-	-	-	1,000	87,000
BUSH HWY: USERY - STEWART MTN	-	225,000	-	-	-	-	225,000	225,000
CANDIDATE ASSESSMENT REPORTS	298,000	300,000	300,000	300,000	300,000	350,000	1,550,000	1,848,000
CAREFREE HWY: 7 AV - CAVE CRK	1,479,000	1,275,000	-	-	-	-	1,275,000	2,754,000
CAVE CRK: LONE MT - CRFREE HWY	5,574,000	1,000	1,000	1,000	-	-	3,000	5,577,000
CHAND HGTS AT SANOKI WASH	85,000	80,000	30,000	-	-	-	110,000	195,000
CHAND HGTS: CULVER AT E CANAL	72,000	643,000	10,000	-	-	-	653,000	725,000
CHANDLER HTS RD AT 124TH ST	-	92,000	135,000	-	-	-	227,000	227,000
CONTRACT OVERLAY FY04	703,000	220,000	-	-	-	-	220,000	923,000
DEER VALLEY RD: 83RD - 91ST AV	11,000	80,000	-	-	-	-	80,000	91,000
EL MIRAGE : BEARDSLEY - LP 303	2,020,000	5,000	-	-	-	-	5,000	2,025,000
EL MIRAGE : BELL - BEARDSLEY	1,838,000	5,000	-	-	-	-	5,000	1,843,000
EL MIRAGE: NORTH N/BELL	-	245,000	-	-	-	-	245,000	245,000
ELLSWORTH GERMAN - BASELINE	5,252,006	12,152,580	10,285,000	-	-	-	22,437,580	27,689,586
ELLSWORTH RD: HUNT HWY - RIGGS	-	-	170,000	-	-	-	170,000	170,000
ELLSWORTH: UIV - MCLELLAN	1,517,000	2,431,000	3,560,000	-	-	-	5,991,000	7,508,000
FIRE STAAT 11TH AV	-	2,900	63,250	-	-	-	66,150	66,150
GDACS: GEOD DNSIF/CADAST SRVYS	4,505,000	2,250,000	250,000	-	-	-	2,500,000	7,005,000
GENERAL CIVIL ENGINEERING	361,000	230,000	3,500,000	3,500,000	4,000,000	4,000,000	15,230,000	15,591,000
GILBERT RD: MCDOWELL - SR 87	8,070,000	9,305,512	-	-	-	-	9,305,512	17,375,512
GLBRT RD: WARNER - WATER TANK	3,000	5,000	201,000	-	-	-	206,000	209,000
GREENWAY RD AT SR303	-	709,700	-	-	-	-	709,700	709,700
L303: BETHANY HM - GLENDALE	1,000	4,000	310,000	2,510,000	2,240,000	-	5,064,000	5,065,000
L303: CACTUS - WADDELL	1,000	1,000	1,000	345,000	20,000	-	367,000	368,000
L303: CAMELBACK - BETHANY HM	1,000	4,000	310,000	2,510,000	2,240,000	-	5,064,000	5,065,000
L303: GREENWAY RD TO BELL	1,000	1,000	1,000	325,000	20,000	-	347,000	348,000
L303: INDIAN SCH - CAMELBACK	-	4,000	330,000	2,510,000	2,240,000	-	5,084,000	5,084,000
L303: WADDELL - GREENWAY	1,000	1,000	1,000	325,000	30,000	-	357,000	358,000
LAVEN AREA CONVEYANCE CHANNEL	500,000	500,000	-	-	-	-	500,000	1,000,000
LINDSAY RD: WILLIAMS FLD TO RAY	1,000	1,627,500	-	-	-	-	1,627,500	1,628,500
LOW VOLUME ROADS PROGRAM	-	20,000	3,020,000	3,020,000	3,020,000	3,020,000	12,100,000	12,100,000
LOWER BUCKEYE RD AT 67TH AVE	-	126,400	297,000	-	-	-	423,400	423,400
LP 303 : INDIAN SCH - CLEARVIEW	3,138,936	205,000	-	-	-	-	205,000	3,343,936
MC 85 AT MILLER RD	-	5,000	270,000	-	-	-	275,000	275,000
MC 85 EXT: SR 85 TO TURNER RD	-	368,826	2,032,212	-	-	-	2,401,038	2,401,038
MC 85: 107TH AVE - 91ST AVE	205,000	935,000	30,000	5,810,000	3,110,000	920,000	10,805,000	11,010,000
MC 85: 91ST AVE - 75TH AVE	41,000	10,000	6,820,000	2,620,000	8,130,000	-	17,580,000	17,621,000
MC 85: COTTON LN-ESTRELLA PKWY	1,340,000	1,000	3,000	705,000	3,360,000	-	4,069,000	5,409,000
MC 85: ESTREALL PKWY - LITCHFLD	1,136,000	2,830,000	-	-	-	-	2,830,000	3,966,000
MC85 AT AGUA FRIA/BRIDGE SCOUR	2,015,000	35,000	-	-	-	-	35,000	2,050,000
MC85: JACKRABBIT - PERRYVILLE	-	1,000	1,000	440,000	-	-	442,000	442,000
MC85: PERRYVILLE - COTTON LN	-	1,000	1,000	440,000	-	-	442,000	442,000
MC85: SR85/75TH AV	-	320,000	-	-	-	-	320,000	320,000

TRANSPORTATION CAP. PROJECTS (FUND 234) - Continued	PRIOR YEARS	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	5-YR TOTAL (FY 2005-09)	TOTAL PROJECT
MCDOWELL: ALMA SCHOOL - SR87	-	320,000	-	-	-	-	320,000	320,000
MCDOWELL: SHOULDER WIDENING	43,000	10,000	1,320,000	-	-	-	1,330,000	1,373,000
MCKELLIPS RD BRIDGE AT SALT RIV	757,000	1,000	-	-	-	-	1,000	758,000
MCQUEEN RD: QUEEN CK - PECOS	3,184,000	4,270,000	-	-	-	-	4,270,000	7,454,000
MERIDIAN RD: HUNT/BASELINE CS	255,000	80,000	-	-	-	-	80,000	335,000
MISSOURI AVE AT DYSART RD	-	220,500	-	-	-	-	220,500	220,500
MONTEREY AVE AT POWER RD	-	220,500	-	-	-	-	220,500	220,500
NORTHEAST MAINTENANCE FACILITY	-	110,000	-	-	-	-	110,000	110,000
NORTHERN AVE AT 107TH AVE	-	260,750	253,750	-	-	-	514,500	514,500
NORTHERN: 95TH AVE - 71ST AVE	14,068,000	10,000	-	-	-	-	10,000	14,078,000
OCOTILLO RD: POWER/ALMA SCH CS	181,000	68,000	-	-	-	-	68,000	249,000
OLD US 80 AT HASSYAMPA/SCOUR	324,000	1,315,000	-	-	-	-	1,315,000	1,639,000
PM10 (PH 2) NW AREA (GRP1)	1,169,000	31,000	-	-	-	-	31,000	1,200,000
PM10 (PH 2) NW AREA (GRP2)	586,000	31,000	-	-	-	-	31,000	617,000
PM10 PROGRAM	241,000	500,000	1,550,000	150,000	150,000	150,000	2,500,000	2,741,000
PM10: (PH3) NE AREA	437,000	200,000	-	-	-	-	200,000	637,000
PM10: (PH3) SE AREA	1,403,000	31,000	-	-	-	-	31,000	1,434,000
PM10: (PH3) SW AREA	765,000	400,000	-	-	-	-	400,000	1,165,000
PM10: (PH4) IN NORTH VALLEY	96,000	735,000	585,000	-	-	-	1,320,000	1,416,000
PM10: (PH4) IN SE VALLEY	96,000	735,000	585,000	-	-	-	1,320,000	1,416,000
PM10: (PH4) IN SW VALLEY	-	735,000	585,000	-	-	-	1,320,000	1,320,000
PM10: 12TH ST, CIR MTN - TNF	19,000	-	400,000	-	-	-	400,000	419,000
PM10: BOX BAR & NEEDLE ROCK	46,000	1,105,000	-	-	-	-	1,105,000	1,151,000
PM10: CIR MTN: 13TH AVE - NR	3,000	5,000	455,000	-	-	-	460,000	463,000
PM10: MCNEIL: 35TH - 31ST AVE	3,000	5,000	255,000	-	-	-	260,000	263,000
PM10: SADDLE MTN: N RIV - 12TH	19,000	405,000	-	-	-	-	405,000	424,000
PNCL PK: LK PLEASNT - 83RD AVE	47,100	75,000	-	-	-	-	75,000	122,100
POWER RD: ELLIOT TO GUADALUPE	-	-	-	450,000	-	-	450,000	450,000
POWER RD: GUADALUPE - BSELINE	1,230,000	5,000	3,051,000	5,775,000	-	-	8,831,000	10,061,000
POWER RD: WILLIAMS FIELD - RAY	188,000	10,000	-	-	-	-	10,000	198,000
PREVIOUS YEAR'S PROJECTS	-	350,000	350,000	350,000	350,000	350,000	1,750,000	1,750,000
PROJECT RESERVES ACCOUNT	-	6,185,883	6,000,000	16,000,000	12,500,000	45,000,000	85,685,883	85,685,883
PROP MGMT/PRIOR YEARS PROJECTS	65,000	50,000	50,000	50,000	50,000	50,000	250,000	315,000
QUEEN CR: CULVRT AT EASTRN CNL	980,000	5,000	-	-	-	-	5,000	985,000
QUEEN CRK RD: AZ AVE - MCQUEEN	784,000	305,000	710,000	310,000	3,470,000	-	4,795,000	5,579,000
RAY RD LINDSAY - GREENFIELD	-	2,000	552,000	-	-	-	554,000	554,000
RIGGS RD AT SR347	-	191,000	116,500	-	-	-	307,500	307,500
RIGGS RD: 1-10 PRICE	1,730,000	505,000	-	-	-	-	505,000	2,235,000
RIGGS RD: AZ AVE-GILBERT RD	-	4,500,000	-	-	-	-	4,500,000	4,500,000
RIO SALADO: L303 - 7TH AVE FS	11,000	60,000	-	-	-	-	60,000	71,000
RITTENHOUSE RD AT ELLSWORTH RD	-	24,000	270,000	-	-	-	294,000	294,000
ROW IN-FILL/ROAD INVENTORY SYS	10,302,000	3,502,000	10,500,000	10,500,000	5,500,000	-	30,002,000	40,304,000
SIGNAL MODERNIZATION	1,707,000	320,000	320,000	-	-	-	640,000	2,347,000
SMALL CITIES ASSIST PROG	1,675,000	300,000	300,000	300,000	300,000	300,000	1,500,000	3,175,000
SPECIAL PROJECTS	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	5,000,000
SR303 SAFETY IMPR: IND SCH-CLRV	-	1,020,000	210,000	-	-	-	1,230,000	1,230,000
SUN CITY ASPHALT RECONST FY04	433,000	220,000	-	-	-	-	220,000	653,000
SUN CITY MILL & OVERLAY: PH 1	-	-	3,120,000	-	-	-	3,120,000	3,120,000
SUN CITY MILL & OVERLAY: PH 2	-	-	-	3,520,000	-	-	3,520,000	3,520,000
SUN CITY MILL & OVERLAY: PH 3	-	-	-	-	2,220,000	-	2,220,000	2,220,000
SUN CITY MILL & OVERLAY: PH 4	-	-	-	-	-	1,920,000	1,920,000	1,920,000
SUN VALLEY PKWY CORRIDOR STUDY	-	300,000	-	-	-	-	300,000	300,000
TIP DEVELOPMENT	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	5,000,000
UNALLOCATED FORCE ACCOUNT	-	539,500	1,430,811	1,994,000	2,026,000	2,813,000	8,803,311	8,803,311
UTIL LOCATING ANNUAL CONTRACT	37,000	50,000	50,000	50,000	-	-	150,000	187,000
VAL VISTA: THOMAS TO SOUTHERN	-	-	-	401,000	-	-	401,000	401,000
WARRANTED TRAFFIC IMPROVEMENTS	-	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000	4,500,000
WILLIAMS FLD AT HIGLEY	270,000	736,000	-	-	-	-	736,000	1,006,000
WILLIAMS FLD: GILBERT -LINDSAY	37,000	40,000	482,000	20,000	-	-	542,000	579,000
TOTAL TRANSPORTATION FUND 234	\$ 158,077,042	\$ 77,959,051	\$ 77,934,523	\$ 71,167,000	\$ 58,278,000	\$ 61,873,000	\$ 347,211,574	\$ 505,288,616

Managing for Results

The Transportation Department submitted the following Managing for Results information for all FY 2004-05 Transportation projects.

Purpose Statement:

The purpose of the following projects is to identify design and construct road improvements that are smoother, safer and more economical to travel.

Strategic Goals Addressed:

- By 2005, MCDOT will reduce the accident rate on county-maintained roadways by 5%, reduce travel delays by 5% and improve operational effectiveness through the application of appropriate traffic management solutions, which include regional coordination, and the deployment of Intelligent Transportation Systems (ITS) technologies.
- MCDOT will reduce Maricopa County’s documented unmet transportation needs every year of the next five years through innovative operational and financial strategies.
- By 2006, MCDOT will align strategies and structures to:
 - Support the Regional Transportation Plan and develop and operate key regional projects,
 - Integrate transportation, land use, and the environment, and
 - Proactively address growth and development issues in Maricopa County through public/private cooperation.

Strategic Plan Program Supported:

- Build Roadways and Bridges

Strategic Activity Supported:

- TIP Management

Strategic Services Supported:

- Preliminary engineering studies
- Design plans, specifications, estimates, supporting documents

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent projects completed as planned	Not Available	100%	80%
OUTPUT: Number of projects completed that were planned to be completed	Not Available	14	15
DEMAND: Number of projects planned to be completed	Not Available	14	20
EFFICIENCY: Cost of program management per project	Not Available	\$34,214	\$9,091

Strategic Plan Program Supported:

- Build Roadways and Bridges

Strategic Activities Supported:

- Right-of-way Acquisition
- TIP Management

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of land rights acquired by bid date within budget	Not Available	95%	95%
OUTPUT: Number of land rights acquired	Not Available	600	
DEMAND: Number of land rights acquisitions anticipated	Not Available	600	600
EFFICIENCY: Cost per land rights acquired	Not Available	\$1,300	\$1,300

Strategic Plan Program Supported:

- Build Roadways and Bridges

Strategic Activities Supported:

- Design

Strategic Services Supported:

- Preliminary engineering studies
- Design plans, specifications, estimates, supporting documents

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of land rights acquired by bid date within budget	60%	100%	80%
OUTPUT: Number of land rights acquired	7	10	15
DEMAND: Number of land rights acquisitions anticipated	5	10	20
EFFICIENCY: Cost per land rights acquired	\$288,028	\$250,000	\$145,000

Strategic Plan Program Supported:

- Build Roadways and Bridges

Strategic Activities Supported:

- Design
- Right-of-way Acquisition
- Utility Relocation
- Environmental Clearance
- TIP Management
- Dust Mitigation

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent Particulate Matter (PM-10) roads that have been paved per County Air Quality regulations	82%	80%	80%
OUTPUT: Number of miles of PM-10 roads paved	4.6	18	23
DEMAND: Number of miles of PM-10 roads that require paving	6	23	23
EFFICIENCY: Cost per lane mile of new or improved roadway construction	\$79,304	\$175,000	\$192,125

Strategic Plan Program Supported:

- Build Roadways and Bridges

Strategic Activities Supported:

- Design
- Right-of-way Acquisition
- Utility Relocation
- Environmental Clearance
- Roadway Construction
- TIP Management

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of lane miles completed that were planned for new or improved roadway construction	60%	70%	80%
OUTPUT: Number of lane miles of new or improved roads constructed	13	25	22
DEMAND: Number of lane miles planned for new or improved roadway construction	22	36	27
EFFICIENCY: Cost per lane mile of new or improved roadway construction	\$437,348	\$450,000	\$195,125

Strategic Plan Program Supported:

- Support Transportation Systems

Strategic Activities Supported:

- Planning and Programming

Strategic Services Supported:

- Corridor studies

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent dollar value of investments with benefit-cost ratios greater than 2.0 and/or meets safety, congestion, regulatory and other criteria.	91%	88%	88%
OUTPUT: Number of dollars in TIP invested with benefit-cost ratio greater than 2.0 and/or meets safety, congestion regulatory and other criteria	Not Available	\$68,933,025	\$68,933,025
DEMAND: Total costs of all projects in the TIP	Not Available	\$78,176,461	\$78,176,461
EFFICIENCY: Cost of planning/programming dollars per dollar of investment with benefit-cost ratios greater than 2.0 and/or meets safety, congestion, regulatory and/or other established criteria	2.33	2.57	2.57

Strategic Plan Program Supported:

- Manage Traffic

Strategic Activities Supported:

- Traffic Engineering

Strategic Services Supported:

- Safety programs
- Signal solutions
- Signing solutions
- Traffic engineering information

Performance Measures:

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent reduction in accidents per intersection or roadway segment	80%	70%	85%
OUTPUT: Number of safety improvements projects	28	25	15
DEMAND: Number of safety improvements projects identified	35	49	44
EFFICIENCY: Average cost of safety improvement projects as compared to the average total safety improvement project cost	0.17	0.17	0.24

Managing Department: Transportation
Project Name: 7th Street: Carefree Hwy to Desert Hills Dr
Supervisor District: 3

Project Description

The purpose of this project is to develop a design concept report so that right-of-way and roadway needs can be identified and planned, and accurate cost estimates can be made for increasing the capacity and safety of the roadway.

Funding Summary

The project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ 450,000	\$ 450,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	-	-	20,000	-	-	-	20,000	20,000
Project Total	\$ -	\$ -	\$ 470,000	\$ -	\$ -	\$ -	\$ 470,000	\$ 470,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: 51st Ave: Baseline to South of Broadway
Supervisor District: 5

Project Description

The purpose of this project is to widen the road with two additional through lanes and a center left-turn lane. The City of Phoenix is the lead agency with the County contributing \$2,945,000 toward construction.

Funding Summary

The project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 1,165,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,165,000
Construction	532,000	-	2,945,000	-	-	-	2,945,000	3,477,000
Other Costs-Force Acct Labor	236,000	-	1,000	-	-	-	1,000	237,000
Project Total	\$ 1,933,000	\$ -	\$ 2,946,000	\$ -	\$ -	\$ -	\$ 2,946,000	\$ 4,879,000

Operating Cost Summary

The City of Phoenix has annexed the roadway and will assume maintenance of the roadway.

Managing Department: Transportation
Project Name: 51st Ave: Santa Cruz Rd to GRIC Boundary,
 Corridor Study
Supervisor District: 5

Project Description

The purpose of this corridor study is to examine current and proposed development along the corridor in order to identify the type of roadway improvements required.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	-	20,000	-	-	-	-	20,000	20,000
Project Total	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000	\$ 120,000

Operating Cost Summary

No annual operating costs are associated with a corridor study.

Managing Department: Transportation
Project Name: 51st Ave: South of Elliot to Dobbins
Supervisor District: 5

Project Description

This project will widen 51st Avenue from a two-lane major arterial to a three-lane major arterial by the addition of a continuous left-turn lane, beginning south of Elliot Road to south of Dobbins. Development is planned adjacent to the project, which may require change to the design.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 748,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 748,000
Construction	-	-	950,000	-	-	-	950,000	950,000
Other Costs-Force Acct Labor	551,000	5,000	5,000	-	-	-	10,000	561,000
Project Total	\$ 1,299,000	\$ 5,000	\$ 955,000	\$ -	\$ -	\$ -	\$ 960,000	\$ 2,259,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: 67th Ave: Pinnacle Peak to Happy Valley Rd
Supervisor District: 4

Project Description

The purpose of this project was to develop a design concept report to establish design parameters for widening the roadway for the traveling public so that right-of-way and roadway needs can be identified and planned, and accurate cost estimates can be made for increasing the capacity and safety of the roadway.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ 70,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	2,000	5,000	20,000	-	-	-	25,000	27,000
Project Total	\$ 2,000	\$ 75,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 95,000	\$ 97,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: 75th Ave: MC 85 to Van Buren
Supervisor District: 5

Project Description

This project will result in a completed design for the reconstruction of 75th Avenue from two lanes to five lanes including a continuous left-turn lane. It also includes utility relocations and upgrades to the Southern Pacific Railroad crossing. The City of Phoenix will construct a storm sewer along 75th Avenue and has requested to assume project lead. The County's portion of the project will be a cash contribution of \$2,650,000 in FY 2005-06. Once completed, maintenance responsibilities will be turned over to Phoenix.

Funding Summary

This project will be 70% funded by Highway User Revenue Funds (HURF) and 30% funded by partnership contributions.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 657,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 657,000
Construction	-	-	2,650,000	-	-	-	2,650,000	2,650,000
Other Costs-Force Acct Labor	133,000	20,000	20,000	5,000	-	-	45,000	178,000
Project Total	\$ 790,000	\$ 20,000	\$ 2,670,000	\$ 5,000	\$ -	\$ -	\$ 2,695,000	\$ 3,485,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: 83rd Ave: Northern Ave to Olive
Supervisor District: 4

Project Description

The purpose of this project is to widen 83rd Avenue from two travel lanes to four travel lanes with a center left turn lane to reduce congestion and increase safety. Construction is contingent upon finalization of an intergovernmental agreement with the City of Peoria for financial participation in construction and assuming maintenance responsibilities for 83rd Avenue. The City of Peoria is expected to assume maintenance responsibilities once the project is completed.

Funding Summary

This project will be funded 55% from Highway User Revenue Funds (HURF) and 45% from partnership contributions.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 333,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ 353,000
Construction	41,000	-	700,000	2,500,000	-	-	3,200,000	3,241,000
Other Costs-Force Acct Labor	207,000	5,000	10,000	20,000	-	-	35,000	242,000
Project Total	\$ 581,000	\$ 5,000	\$ 710,000	\$ 2,540,000	\$ -	\$ -	\$ 3,255,000	\$ 3,836,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: 87th Ave Channel: Deer Valley to Williams
Supervisor District: 4

Project Description

The original intent of this project was to pave the road for dust mitigation and make drainage improvements for the traveling public and area residents so that safety will be improved and dust problems will be reduced. The required drainage improvements exceed the available budget for this project. Efforts are underway to build a partnership with the Maricopa County Flood Control District to address area drainage.

Funding Summary

The County's portion of project will be funded by Highway User Revenue Funds (HURF). Other funding is subject to the formation of a funding partnership with the Flood Control District and any other interested parties.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 50,000	\$ 105,000	\$ -	\$ -	\$ -	\$ -	\$ 105,000	\$ 155,000
Construction	-	100,000	625,000	-	-	-	725,000	725,000
Other Costs-Force Acct Labor	31,000	10,000	10,000	-	-	-	20,000	51,000
Project Total	\$ 81,000	\$ 215,000	\$ 635,000	\$ -	\$ -	\$ -	\$ 850,000	\$ 931,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: 115th Ave Bridge at Gila River
Supervisor District: 5

Project Description

The purpose of this project is to monitor intergovernmental agreement compliance of annual deferred payments from the State of Arizona and the City of Avondale.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	3,000	2,000	2,000	2,000	2,000	-	8,000	11,000
Project Total	\$ 3,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	\$ 8,000	\$ 11,000

Operating Cost Summary

Not applicable.

Managing Department: Transportation
Project Name: Alma School Rd at Champagne/Halley
Supervisor District: 1

Project Description

This project will install traffic signals at the intersection to improve safety, reduce congestion, and improve traffic flow.

Funding Summary

This project will be funded from Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	150,000	-	-	-	-	150,000	150,000
Other Costs-Force Acct Labor	8,000	20,000	-	-	-	-	20,000	28,000
Project Total	\$ 8,000	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ 178,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2* FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per year to maintain signalized intersection							
Personal Sevices	\$ -	\$ -	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 10,400
Supplies & Services	-	-	3,200	3,200	3,200	3,200	12,800
<i>Subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 23,200</i>
TOTAL PROJECT COSTS	\$ -	\$ -	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 23,200

Signalized intersections require periodic maintenance to replace light bulbs, clean or replace lenses, repaint striping, adjust timing etc. Routine maintenance begins in the year following construction with materials being the largest portion (55%) of the annual cost.

Managing Department: Transportation
Project Name: Alma School Rd: McLellan to McKellips
Supervisor District: 1 & 2

Project Description

This project will widen the south bridge over the Salt River on Alma School Road from McLellan Road to the north bridge. This project will consist of an expansion and overhaul of an existing structure.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 376,000	\$ 364,000	\$ -	\$ -	\$ -	\$ -	\$ 364,000	\$ 740,000
Construction	-	1,972,000	-	-	-	-	1,972,000	1,972,000
Other Costs-Force Acct Labor	105,000	24,000	-	-	-	-	24,000	129,000
Project Total	\$ 481,000	\$ 2,360,000	\$ -	\$ -	\$ -	\$ -	\$ 2,360,000	\$ 2,841,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Alma School Rd: North Bridge Grade Control Structure
Supervisor District: 2

Project Description

The project will redesign the existing grade control structure, which is needed to protect the Alma School Road Bridge foundations from floodwater eroding the soil. This project will involve the replacement of an existing structure and, when complete, will enhance the safety of county citizens by reducing the risk of serious injury or death caused by the existing grade control structure.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 99,000	\$ 105,000	\$ -	\$ -	\$ -	\$ -	\$ 105,000	\$ 204,000
Construction	-	2,597,000	1,083,000	-	-	-	3,680,000	3,680,000
Other Costs-Force Acct Labor	44,000	5,000	5,000	-	-	-	10,000	54,000
Project Total	\$ 143,000	\$ 2,707,000	\$ 1,088,000	\$ -	\$ -	\$ -	\$ 3,795,000	\$ 3,938,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: AzTech Smart Corridors
Supervisor District: All

Project Description

The purpose of this project is to install an Intelligent Transportation System (ITS) "Smart Instrumentation" for ten arterial corridors. The project will involve design of vehicle detection systems (VDS), closed circuit TV (CCTV), and changeable message signs (CMS) and communications along the ten smart corridors.

Funding Summary

This project will be 10% funded by Highway User Revenue Funds (HURF) and 90% by Federal funds.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 370,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 370,000
Construction	2,194,000	50,000	-	-	-	-	50,000	2,244,000
Other Costs-Force Acct Labor	99,000	-	-	-	-	-	-	99,000
Project Total	\$ 2,663,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 2,713,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Baseline Rd: 7th Ave to 43rd Ave
Supervisor District: 5

Project Description

The purpose of this project is to monitor intergovernmental agreement compliance of annual deferred payments from the City of Phoenix for cost sharing in the roadway as constructed in FY 2001-02.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 4,321,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 4,322,000
Construction	22,266,000	-	-	-	-	-	-	22,266,000
Other Costs-Force Acct Labor	727,000	-	-	-	-	-	-	727,000
Project Total	\$ 27,314,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 27,315,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Bell Rd at R. H. Johnson
Supervisor District: 4

Project Description

The purpose of this project is to design a dedicated right-turn lane and other safety improvements for the traveling public so that an effective roadway design will be developed in order to reduce congestion and increase safety. The City of Surprise has annexed this portion of Bell Road.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	66,000	10,000	-	-	-	-	10,000	76,000
Project Total	\$ 81,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 91,000

Operating Cost Summary

The City of Surprise is responsible for maintenance of this portion of Bell Rd.

Managing Department: Transportation
Project Name: Bell Rd: Grand Ave to Loop 101 ITS
Supervisor District: 4

Project Description

The purpose of this project is to install an Intelligent Transportation System (ITS) "Smart Instrumentation". The project will involve the design of vehicle detection systems (VDS), closed circuit TV (CCTV), and changeable message signs (CMS) and communications.

Funding Summary

This project will be 15% funded by Highway User Revenue Funds (HURF), 13% funded by Peoria, 13% by Surprise, and 59% by Federal funds.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 222,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 262,000
Construction	-	1,070,000	-	-	-	-	1,070,000	1,070,000
Other Costs-Force Acct Labor	5,000	10,000	-	-	-	-	10,000	15,000
Project Total	\$ 227,000	\$ 1,120,000	\$ -	\$ -	\$ -	\$ -	\$ 1,120,000	\$ 1,347,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Bell Rd: Loop 303 to Grand Ave ITS
Supervisor District: 4

Project Description

The purpose of this project is to design an Intelligent Transportation System (ITS) "Smart Instrumentation". The project will involve the design of vehicle detection systems (VDS), closed circuit TV (CCTV) and changeable message sign (CMS) and communications.

Funding Summary

This project will be funded 22% from Highway User Revenue Funds (HURF) and 80% from Federal monies.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ 379,000	\$ -	\$ -	\$ 379,000	\$ 379,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	-	5,000	5,000	10,000	-	-	20,000	20,000
Project Total	\$ -	\$ 5,000	\$ 5,000	\$ 389,000	\$ -	\$ -	\$ 399,000	\$ 399,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per year to maintain signalized intersection							
Personal Sevices	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 15,600
Supplies & Services	3,200	3,200	3,200	3,200	3,200	3,200	19,200
<i>Subtotal</i>	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 34,800
TOTAL PROJECT COSTS	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 34,800

Signalized intersections require periodic maintenance to replace light bulbs, clean or replace lenses, repaint striping, adjust timing etc with materials being the largest portion (55%) of the annual cost.

Managing Department: Transportation
Project Name: Bethany Home Rd at Dysart Rd
Supervisor District: 4

Project Description

This project will install traffic signals at the intersection to improve safety, reduce congestion, and improve traffic flow.

Funding Summary

This project will be 50% funded from Highway User Revenue Funds (HURF) and 50% funded by a developer.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000
Construction	-	187,500	-	-	-	-	187,500	187,500
Other Costs-Force Acct Labor	-	30,000	-	-	-	-	30,000	30,000
Project Total	\$ -	\$ 220,500	\$ -	\$ -	\$ -	\$ -	\$ 220,500	\$ 220,500

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2* FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per year to maintain signalized intersection							
Personal Sevices	\$ -	\$ -	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 10,400
Supplies & Services	-	-	3,200	3,200	3,200	3,200	12,800
<i>Subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 23,200</i>
TOTAL PROJECT COSTS	\$ -	\$ -	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 23,200

Signalized intersections require periodic maintenance to replace light bulbs, clean or replace lenses, repaint striping, adjust timing, etc. Routine maintenance begins in the year following construction with materials being the largest portion (55%) of the annual cost.

Managing Department: Transportation
Project Name: Biological Assessment Services
Supervisor District: All

Project Description

The purpose of this program is to supply biological assessment services for projects as needed so that projects will not be delayed or result in increased costs.

Funding Summary

This program will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 30,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 40,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	-	5,000	-	-	-	-	5,000	5,000
Project Total	\$ 30,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 45,000

Operating Cost Summary

Not applicable.

Managing Department: Transportation
Project Name: Brown Rd: Ellsworth to Crismon
Supervisor District: 2

Project Description

The purpose of this project is to complete the design for widening the road from two to four lanes.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	36,000	1,000	-	-	-	-	1,000	37,000
Project Total	\$ 86,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 87,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Bush Hwy: Usury Pass Rd to Stewart Mountain Dam Rd
Supervisor District: 2

Project Description

The purpose of this project is to widen the road to add bicycle lanes for the traveling public.

Funding Summary

The project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	-	25,000	-	-	-	-	25,000	25,000
Project Total	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ 225,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Candidate Assessment Reports
Supervisor District: All

Project Description

The purpose of this project is to reserve monies for initial assessments of potential projects so that sufficient information is developed to make further program development decisions.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 298,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 350,000	\$ 1,550,000	\$ 1,848,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	\$ 298,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 350,000	\$ 1,550,000	\$ 1,848,000

Operating Cost Summary

Not applicable

Managing Department: Transportation
Project Name: Carefree Highway: 7th Ave to Cave Creek Rd
Supervisor District: 3

Project Description

The purpose of this project is to repair failing pavement for the traveling public and area residents so that they will have a safer commute.

Funding Summary

The project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	1,400,000	1,200,000	-	-	-	-	1,200,000	2,600,000
Other Costs-Force Acct Labor	79,000	75,000	-	-	-	-	75,000	154,000
Project Total	\$ 1,479,000	\$ 1,275,000	\$ -	\$ -	\$ -	\$ -	\$ 1,275,000	\$ 2,754,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Cave Creek Rd: Lone Mountain to Carefree Hwy
Supervisor District: 3

Project Description

The purpose of this project is to monitor intergovernmental agreement compliance of annual deferred payments from the Town of Cave Creek.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 811,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 811,000
Construction	4,761,000	-	-	-	-	-	-	4,761,000
Other Costs-Force Acct Labor	2,000	1,000	1,000	1,000	-	-	3,000	5,000
Project Total	\$ 5,574,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ 3,000	\$ 5,577,000

Operating Cost Summary

The City of Phoenix is responsible for maintenance.

Managing Department: Transportation
Project Name: CDBG: Small Cities Transportation Assistance Program (SCTAP)
Supervisor District: All

Project Description

The purpose of this project is to provide transportation project funding to smaller cities and towns in Maricopa County in order to provide a seamless transportation system between jurisdictions.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	1,675,000	300,000	300,000	300,000	300,000	300,000	1,500,000	3,175,000
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	\$ 1,675,000	\$ 300,000	\$ 1,500,000	\$ 3,175,000				

Operating Cost Summary

Not applicable.

Managing Department: Transportation
Project Name: Chandler Heights Rd at 124th St
Supervisor District: 1

Project Description

This project will install traffic signals at the intersection to improve safety, reduce congestion, and improve traffic flow.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ 22,000	\$ 22,000
Construction	-	60,000	125,000	-	-	-	185,000	185,000
Other Costs-Force Acct Labor	-	10,000	10,000	-	-	-	20,000	20,000
Project Total	\$ -	\$ 92,000	\$ 135,000	\$ -	\$ -	\$ -	\$ 227,000	\$ 227,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2* FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per year to maintain signalized intersection							
Personal Sevices	\$ -	\$ -	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 10,400
Supplies & Services	-	-	3,200	3,200	3,200	3,200	12,800
<i>Subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 23,200</i>
TOTAL PROJECT COSTS	\$ -	\$ -	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 23,200

Signalized intersections require periodic maintenance to replace light bulbs, clean or replace lenses, repaint striping, adjust timing etc. Routine maintenance begins in the year following construction with materials being the largest portion (55%) of the annual cost.

Managing Department: Transportation
Project Name: Chandler Heights Rd at Sanoki Wash
Supervisor District: 1

Project Description

The purpose of this project is to develop a project design for building a five-lane bridge over Sanoki Wash, replacing the existing un-bridged (dip) crossing for the traveling public.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	73,000	80,000	30,000	-	-	-	110,000	183,000
Project Total	\$ 85,000	\$ 80,000	\$ 30,000	\$ -	\$ -	\$ -	\$ 110,000	\$ 195,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Chandler Heights Rd: Culvert at Eastern Canal
Supervisor District: 1

Project Description

The purpose of this project is to replace the existing, inadequate pipe with a wider box culvert to allow future widening of the road.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 3,000	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000	\$ 13,000
Construction	10,000	626,000	-	-	-	-	626,000	636,000
Other Costs-Force Acct Labor	59,000	17,000	-	-	-	-	17,000	76,000
Project Total	\$ 72,000	\$ 643,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 653,000	\$ 725,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Contract Overlay
Supervisor District: All

Project Description

The purpose of this project is to resurface failing pavement for the traveling public so that they will have a safer commute.

Funding Summary

The project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	650,000	200,000	-	-	-	-	200,000	850,000
Other Costs-Force Acct Labor	53,000	20,000	-	-	-	-	20,000	73,000
Project Total	\$ 703,000	\$ 220,000	\$ -	\$ -	\$ -	\$ -	\$ 220,000	\$ 923,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Deer Valley Rd: 83rd Ave to 91st Ave
Supervisor District: 4

Project Description

The purpose of this project is to develop a design concept report to study the widening of the road for project designers and the traveling public. This project is adjacent to an area being studied by the Flood Control District.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ 70,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	11,000	10,000	-	-	-	-	10,000	21,000
Project Total	\$ 11,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 91,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: El Mirage Rd: Beardsley Rd to Loop 303
Supervisor District: 4

Project Description

The purpose of this project is to design and acquire right-of-way for a new four-lane road and to establish future roadway needs. This project will result in the construction of a new four-lane road between Beardsley Road and the future Loop 303 and includes intersection and drainage improvements.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF) and developer contributions.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 1,881,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,881,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	139,000	5,000	-	-	-	-	5,000	144,000
Project Total	\$ 2,020,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 2,025,000

Operating Cost Summary

Not applicable.

Managing Department: Transportation
Project Name: El Mirage Rd: Bell Rd to Beardsley Rd
Supervisor District: 4

Project Description

The purpose of this project is to design a new four-lane road and establish future roadways needs. This project will result in the construction of a new four-lane road to meet projected traffic demands. Signals will be installed on El Mirage Road at Beardsley Road.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF) and developer contributions.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 1,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,700,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	138,000	5,000	-	-	-	-	5,000	143,000
Project Total	\$ 1,838,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 1,843,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: El Mirage Rd: Northern to Bell, Corridor Study
Supervisor District: 4

Project Description

The purpose of this corridor study is to examine current and proposed development along the corridor in order to identify the type of roadway improvements required and when they will be required for future programming and planning.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ 225,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	-	20,000	-	-	-	-	20,000	20,000
Project Total	\$ -	\$ 245,000	\$ -	\$ -	\$ -	\$ -	\$ 245,000	\$ 245,000

Operating Cost Summary

No annual operating costs are associated with a corridor study.

Managing Department: Transportation
Project Name: Ellsworth Rd: Germann to Baseline
Supervisor District: 1 & 2

Project Description

This project will reconstruct and widen the existing two-lane road to provide four travel lanes with a raised median. The west half of the roadway between Pecos Road and the Powerline Floodway will be constructed with a third travel lane in the southbound direction. Other improvements include box culverts, a storm drain system, landscaping and two fully signalized intersections (one at Elliot Road and one at Germann Road).

Funding Summary

This project will be 60% funded by Highway User Revenue Funds (HURF) and 40% funded by partnerships with the City of Mesa and the Maricopa County Flood Control District.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 3,379,000	\$ 122,000	\$ -	\$ -	\$ -	\$ -	\$ 122,000	\$ 3,501,000
Construction	1,252,000	12,005,580	10,250,000	-	-	-	22,255,580	23,507,580
Other Costs-Force Acct Labor	621,006	25,000	35,000	-	-	-	60,000	681,006
Project Total	\$ 5,252,006	\$ 12,152,580	\$ 10,285,000	\$ -	\$ -	\$ -	\$ 22,437,580	\$ 27,689,586

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3* FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ -	\$ -	\$ -	\$ 4,235	\$ 4,235	\$ 4,235	\$ 12,705
Supplies & Services	-	-	-	400	400	400	1,200
Capital Outlay	-	-	-	-	-	-	-
<i>Subtotal</i>	\$ -	\$ -	\$ -	\$ 4,635	\$ 4,635	\$ 4,635	\$ 13,905
TOTAL PROJECT COSTS	\$ -	\$ -	\$ -	\$ 4,635	\$ 4,635	\$ 4,635	\$ 13,905

Managing Department: Transportation
Project Name: Ellsworth Rd: Hunt Hwy to Riggs Road
Supervisor District: 2

Project Description

The purpose of this project is to develop a design concept report so that right-of-way and roadway needs can be identified and planned, and accurate cost estimates can be made for increasing the capacity and safety of the roadway.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	-	-	20,000	-	-	-	20,000	20,000
Project Total	\$ -	\$ -	\$ 170,000	\$ -	\$ -	\$ -	\$ 170,000	\$ 170,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Ellsworth Rd: University to McLellan
Supervisor District: 2

Project Description

This project will reconstruct and widen the existing two-lane road to provide four travel lanes (two in each direction) with a raised center median. Selected segments fronting new residential development will be constructed with a third travel lane in either the north or southbound direction, as appropriate. Additional improvements include a traffic signal at Brown Road, a storm drain system, street lighting, curb, gutter, sidewalk and landscaping. One-quarter mile of Adobe Road will also be constructed.

Funding Summary

This project will be 57% funded by Highway User Revenue Funds (HURF) and 43% funded by the City of Mesa.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 815,000	\$ 86,000	\$ -	\$ -	\$ -	\$ -	\$ 86,000	\$ 901,000
Construction	421,000	2,335,000	3,550,000	-	-	-	5,885,000	6,306,000
Other Costs-Force Acct Labor	281,000	10,000	10,000	-	-	-	20,000	301,000
Project Total	\$ 1,517,000	\$ 2,431,000	\$ 3,560,000	\$ -	\$ -	\$ -	\$ 5,991,000	\$ 7,508,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3* FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ -	\$ -	\$ -	\$ 4,235	\$ 4,235	\$ 4,235	\$ 12,705
Supplies & Services	-	-	-	400	400	400	1,200
Capital Outlay	-	-	-	-	-	-	-
<i>Subtotal</i>	\$ -	\$ -	\$ -	\$ 4,635	\$ 4,635	\$ 4,635	\$ 13,905
TOTAL PROJECT COSTS	\$ -	\$ -	\$ -	\$ 4,635	\$ 4,635	\$ 4,635	\$ 13,905

Managing Department: Transportation
Project Name: Fire Station at 111th Ave
Supervisor District: 4

Project Description

This project will install traffic signals at the intersection to improve safety, reduce congestion, and improve traffic flow.

Funding Summary

This project will be 70% funded from Highway User Revenue Funds (HURF) and 30% funded by the City of Phoenix Fire Department.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 900	\$ -	\$ -	\$ -	\$ -	\$ 900	\$ 900
Construction	-	-	56,250	-	-	-	56,250	56,250
Other Costs-Force Acct Labor	-	2,000	7,000	-	-	-	9,000	9,000
Project Total	\$ -	\$ 2,900	\$ 63,250	\$ -	\$ -	\$ -	\$ 66,150	\$ 66,150

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2* FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per year to maintain signalized intersection							
Personal Sevices	\$ -	\$ -	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 10,400
Supplies & Services	-	-	3,200	3,200	3,200	3,200	12,800
<i>Subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 23,200</i>
TOTAL PROJECT COSTS	\$ -	\$ -	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 23,200

Signalized intersections require periodic maintenance to replace light bulbs, clean or replace lenses, repaint striping, adjust timing etc. Routine maintenance begins in the year following construction with materials being the largest portion (55%) of the annual cost.

Managing Department: Transportation
Project Name: GDACS: Geodetic Densification and Cadastral Surveys
Supervisor District: All

Project Description

The purpose of this project is to provide more and better land survey points and a more accurate land survey system in Maricopa County for county, city, town, state and private surveyors.

Funding Summary

This project will be 78% funded by Highway User Revenue Funds (HURF) and 22% funded by other sources.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	3,765,000	2,000,000	-	-	-	-	2,000,000	5,765,000
Other Costs-Force Acct Labor	740,000	250,000	250,000	-	-	-	500,000	1,240,000
Project Total	\$ 4,505,000	\$ 2,250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ 2,500,000	\$ 7,005,000

Operating Cost Summary

Not available.

Managing Department: Transportation
Project Name: General Civil Engineering
Supervisor District: All

Project Description

The purpose of this reserve fund is to reserve monies for hiring on-call civil engineering consultants for MCDOT project designers.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 361,000	\$ 230,000	\$ 3,500,000	\$ 3,500,000	\$ 4,000,000	\$ 4,000,000	\$ 15,230,000	\$ 15,591,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	\$ 361,000	\$ 230,000	\$ 3,500,000	\$ 3,500,000	\$ 4,000,000	\$ 4,000,000	\$ 15,230,000	\$ 15,591,000

Operating Cost Summary

Not applicable.

Managing Department: Transportation
Project Name: Gilbert Rd: McDowell Rd to SR 87 w/ LWC
Supervisor District: 2

Project Description

This project will result in the widening of Gilbert Road from McDowell Road to State Route 87. The roadway is to be built to the "Road of Regional Significance" standard, which is seven lanes with a curbed median or continuous two way left-turn lane. This project includes a low-water crossing over the Salt River and a sound wall along McDowell Road. It includes the future purchase of right-of-way along Gilbert Road.

Funding Summary

This project will be 90% funded by Highway User Revenue Funds, 4% by an IGA partner, and 6% by Federal funds.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 6,800,000	\$ 425,000	\$ -	\$ -	\$ -	\$ -	\$ 425,000	\$ 7,225,000
Construction	516,000	8,695,512	-	-	-	-	8,695,512	9,211,512
Other Costs-Force Acct Labor	754,000	185,000	-	-	-	-	185,000	939,000
Project Total	\$ 8,070,000	\$ 9,305,512	\$ -	\$ -	\$ -	\$ -	\$ 9,305,512	\$ 17,375,512

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	<i>\$ 4,635</i>	<i>\$ 4,635</i>	<i>\$ 4,635</i>	<i>\$ 4,635</i>	<i>\$ 4,635</i>	<i>\$ 4,635</i>	<i>\$ 27,810</i>
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Gilbert Rd: Warner Rd to Water Tank
Supervisor District: 2

Project Description

The purpose of this project is to widen Gilbert Road north of Warner and eliminate scalloped sections of roadway that reduce the travel lanes to just one lane. The Town of Gilbert is the lead on this project.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	-	200,000	-	-	-	200,000	200,000
Other Costs-Force Acct Labor	3,000	5,000	1,000	-	-	-	6,000	9,000
Project Total	\$ 3,000	\$ 5,000	\$ 201,000	\$ -	\$ -	\$ -	\$ 206,000	\$ 209,000

Operating Cost Summary

The Town of Gilbert maintains the roadway.

Managing Department: Transportation
Project Name: Greenway Rd at Loop 303
Supervisor District: 4

Project Description

This project will install traffic signals at the intersection to improve safety, reduce congestion, and improve traffic flow.

Funding Summary

This project will be 50% funded from Highway User Revenue Funds (HURF) and 50% funded by the Town of Surprise.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 58,700	\$ -	\$ -	\$ -	\$ -	\$ 58,700	\$ 58,700
Construction	-	564,000	-	-	-	-	564,000	564,000
Other Costs-Force Acct Labor	-	87,000	-	-	-	-	87,000	87,000
Project Total	\$ -	\$ 709,700	\$ -	\$ -	\$ -	\$ -	\$ 709,700	\$ 709,700

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2* FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per year to maintain signalized intersection							
Personal Sevices	\$ -	\$ -	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 10,400
Supplies & Services	-	-	3,200	3,200	3,200	3,200	12,800
<i>Subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 23,200</i>
TOTAL PROJECT COSTS	\$ -	\$ -	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 23,200

Signalized intersections require periodic maintenance to replace light bulbs, clean or replace lenses, repaint striping, adjust timing, etc. Routine maintenance begins in the year following construction with materials being the largest portion (55%) of the annual cost.

Managing Department: Transportation
Project Name: Laveen Area Conveyance Channel
Supervisor District: 5

Project Description

The purpose of this project is to correct drainage problems at 51st Avenue and Baseline Road. This is a joint project through an intergovernmental agreement with the Flood Control District.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	500,000	500,000	-	-	-	-	500,000	1,000,000
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 1,000,000

Operating Cost Summary

The Flood Control District will maintain the channel.

Managing Department: Transportation
Project Name: Lindsay Rd: Williams Field Rd to Ray Rd
Supervisor District: 1

Project Description

This project will construct a five-lane section to ease congestion and increase traffic safety. This project involves the expansion and overhaul of an existing structure. The Town of Gilbert is the lead on this project.

Funding Summary

This project will be 50% funded by Highway User Revenue Funds (HURF) and 50% funded by the Town of Gilbert.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	1,625,500	-	-	-	-	1,625,500	1,625,500
Other Costs-Force Acct Labor	1,000	2,000	-	-	-	-	2,000	3,000
Project Total	\$ 1,000	\$ 1,627,500	\$ -	\$ -	\$ -	\$ -	\$ 1,627,500	\$ 1,628,500

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Loop 303 Safety Improvements: Indian School to Clearview
Supervisor District: 4

Project Description

The purpose of this project is to design safety improvements for this existing two-lane roadway. Many accidents have occurred on this higher speed roadway, including many fatalities. Proposed improvements may include widening to four-lanes and certain intersection improvements.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 1,000,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 1,200,000	\$ 1,200,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	-	20,000	10,000	-	-	-	30,000	30,000
Project Total	\$ -	\$ 1,020,000	\$ 210,000	\$ -	\$ -	\$ -	\$ 1,230,000	\$ 1,230,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Loop 303: Bethany Home Rd to Glendale Ave
Supervisor District: 4

Project Description

The project will widen the existing two-lane roadway into a four-lane divided highway with at-grade, signalized intersections when warranted. Loop 303 is included in the Regional Transportation Plan, which if passed, will affect the timing of this project and shift responsibility for construction to the Arizona Department of Transportation.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ 290,000	\$ 2,000,000	\$ -	\$ -	\$ 2,290,000	\$ 2,290,000
Construction	-	-	-	500,000	2,200,000	-	2,700,000	2,700,000
Other Costs-Force Acct Labor	1,000	4,000	20,000	10,000	40,000	-	74,000	75,000
Project Total	\$ 1,000	\$ 4,000	\$ 310,000	\$ 2,510,000	\$ 2,240,000	\$ -	\$ 5,064,000	\$ 5,065,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Loop 303: Cactus Rd to Waddell Rd
Supervisor District: 4

Project Description

The project will design plans for widening the existing two-lane roadway into a four-lane, divided highway with at-grade, signalized intersections when warranted. Loop 303 is included in the Regional Transportation Plan, which if passed, will affect the timing of this project and shift responsibility for construction to the Arizona Department of Transportation.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ 300,000	\$ 10,000	\$ -	\$ 310,000	\$ 310,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	1,000	1,000	1,000	45,000	10,000	-	57,000	58,000
Project Total	\$ 1,000	\$ 1,000	\$ 1,000	\$ 345,000	\$ 20,000	\$ -	\$ 367,000	\$ 368,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Loop 303: Camelback Rd to Bethany Home Rd
Supervisor District: 4

Project Description

The project will widen the existing two-lane roadway into a four-lane divided highway with at-grade, signalized intersections when warranted. Loop 303 is included in the Regional Transportation Plan, which if passed, will affect the timing of this project and shift responsibility for construction to the Arizona Department of Transportation.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ 290,000	\$ 2,000,000	\$ -	\$ -	\$ 2,290,000	\$ 2,290,000
Construction	-	-	-	500,000	2,200,000	-	2,700,000	2,700,000
Other Costs-Force Acct Labor	1,000	4,000	20,000	10,000	40,000	-	74,000	75,000
Project Total	\$ 1,000	\$ 4,000	\$ 310,000	\$ 2,510,000	\$ 2,240,000	\$ -	\$ 5,064,000	\$ 5,065,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Loop 303: Greenway Rd to Bell Rd
Supervisor District: 4

Project Description

The project is to design plans for the widening of the existing two-lane roadway into a four-lane divided highway with at-grade, signalized intersections when warranted. Loop 303 is included in the Regional Transportation Plan, which if passed, will affect the timing of this project and shift responsibility for construction to the Arizona Department of Transportation.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ 300,000	\$ 10,000	\$ -	\$ 310,000	\$ 310,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	1,000	1,000	1,000	25,000	10,000	-	37,000	38,000
Project Total	\$ 1,000	\$ 1,000	\$ 1,000	\$ 325,000	\$ 20,000	\$ -	\$ 347,000	\$ 348,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Loop 303: Indian School Rd to Camelback Rd
Supervisor District: 4

Project Description

The project will widen the existing two-lane roadway into a four-lane, divided highway with at-grade, signalized intersections when warranted. Loop 303 is included in the Regional Transportation Plan, which if passed, will affect the timing of this project and shift responsibility for construction to the Arizona Department of Transportation.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ 290,000	\$ 2,000,000	\$ -	\$ -	\$ 2,290,000	\$ 2,290,000
Construction	-	-	-	500,000	2,200,000	-	2,700,000	2,700,000
Other Costs-Force Acct Labor	-	4,000	40,000	10,000	40,000	-	94,000	94,000
Project Total	\$ -	\$ 4,000	\$ 330,000	\$ 2,510,000	\$ 2,240,000	\$ -	\$ 5,084,000	\$ 5,084,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Loop 303: Indian School to Clearview
Supervisor District: 4

Project Description

This purpose of this project is to prepare a design concept report to establish design parameters for the construction of an interim, four-lane divided highway as the first phase of the six-lane divided urban freeway. Loop 303 is included in the Regional Transportation Plan, which if passed, will affect the timing of this project and shift responsibility for construction to the Arizona Department of Transportation.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 2,709,936	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 2,909,936
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	429,000	5,000	-	-	-	-	5,000	434,000
Project Total	\$ 3,138,936	\$ 205,000	\$ -	\$ -	\$ -	\$ -	\$ 205,000	\$ 3,343,936

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Loop 303: Waddell Rd to Greenway Rd
Supervisor District: 4

Project Description

The project is to design plans for the widening of the existing two-lane roadway into a four-lane divided highway with at-grade, signalized intersections when warranted. Loop 303 is included in the Regional Transportation Plan, which if passed, will affect the timing of this project and shift responsibility for construction to the Arizona Department of Transportation.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ 300,000	\$ 10,000	\$ -	\$ 310,000	\$ 310,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	1,000	1,000	1,000	25,000	20,000	-	47,000	48,000
Project Total	\$ 1,000	\$ 1,000	\$ 1,000	\$ 325,000	\$ 30,000	\$ -	\$ 357,000	\$ 358,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Low Volume Roads Program
Supervisor District: All

Project Description

The purpose of this project is to pave roads outside of the PM 10 Non-Attainment area for dust mitigation and to make drainage improvements.

Funding Summary

The project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	-	3,000,000	3,000,000	3,000,000	3,000,000	12,000,000	12,000,000
Other Costs-Force Acct Labor	-	20,000	20,000	20,000	20,000	20,000	100,000	100,000
Project Total	\$ -	\$ 20,000	\$ 3,020,000	\$ 3,020,000	\$ 3,020,000	\$ 3,020,000	\$ 12,100,000	\$ 12,100,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Lower Buckeye Rd at 67th Ave
Supervisor District: 5

Project Description

This project will install traffic signals at the intersection to improve safety, reduce congestion, and improve traffic flow.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 24,400	\$ -	\$ -	\$ -	\$ -	\$ 24,400	\$ 24,400
Construction	-	80,000	275,000	-	-	-	355,000	355,000
Other Costs-Force Acct Labor	-	22,000	22,000	-	-	-	44,000	44,000
Project Total	\$ -	\$ 126,400	\$ 297,000	\$ -	\$ -	\$ -	\$ 423,400	\$ 423,400

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2* FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per year to maintain signalized intersection							
Personal Sevices	\$ -	\$ -	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 10,400
Supplies & Services	-	-	3,200	3,200	3,200	3,200	12,800
<i>Subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 23,200</i>
TOTAL PROJECT COSTS	\$ -	\$ -	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 23,200

Signalized intersections require periodic maintenance to replace light bulbs, clean or replace lenses, repaint striping, adjust timing, etc. Routine maintenance begins in the year following construction with materials being the largest portion (55%) of the annual cost.

Managing Department: Transportation
Project Name: MC 85 at Agua Fria/Bridge Scour
Supervisor District: 5

Project Description

The purpose of this project is to repair the pier cap (support) that has failed causing partial closure of the bridge and to provide 100-year scour protection for the existing bridge to prevent damage during severe flooding. This project will result in increased safety and a reduction in the chances of the bridge falling during flood events.

Funding Summary

This project will be 59% funded by Highway User Revenue Funds (HURF) and 41% funded by Federal monies.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 113,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 113,000
Construction	1,765,000	30,000	-	-	-	-	30,000	1,795,000
Other Costs-Force Acct Labor	137,000	5,000	-	-	-	-	5,000	142,000
Project Total	\$ 2,015,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ 2,050,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: MC 85 at Miller Rd
Supervisor District: 4

Project Description

This project will install traffic signals at the intersection to improve safety, reduce congestion, and improve traffic flow.

Funding Summary

This project will be 50% funded by Highway User Revenue Funds (HURF) and 50% funded by the Town of Buckeye.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ 4,000
Construction	-	-	250,000	-	-	-	250,000	250,000
Other Costs-Force Acct Labor	-	1,000	20,000	-	-	-	21,000	21,000
Project Total	\$ -	\$ 5,000	\$ 270,000	\$ -	\$ -	\$ -	\$ 275,000	\$ 275,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2* FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per year to maintain signalized intersection							
Personal Sevices	\$ -	\$ -	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 10,400
Supplies & Services	-	-	3,200	3,200	3,200	3,200	12,800
<i>Subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 23,200</i>
TOTAL PROJECT COSTS	\$ -	\$ -	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 23,200

Signalized intersections require periodic maintenance to replace light bulbs, clean or replace lenses, repaint striping, adjust timing etc. Routine maintenance begins in the year following construction with materials being the largest portion (55%) of the annual cost.

Managing Department: Transportation
Project Name: MC 85 Extension: SR 85 to Turner Rd
Supervisor District: 4

Project Description

The intent of this project is to construct a new, two-lane paved road so local traffic can traverse between MC 85 and Old US 80. Presently, the traveling public and area residents use SR 85 to interconnect between these two roadways. ADOT has plans to improve SR 85 to a higher speed, multi-lane, controlled access facility and desires to have this slower moving, local traffic rerouted.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF) with ADOT reimbursing the county for all costs.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 308,826	\$ 858,620	\$ -	\$ -	\$ -	\$ 1,167,446	\$ 1,167,446
Construction	-	-	1,142,903	-	-	-	1,142,903	1,142,903
Other Costs-Force Acct Labor	-	60,000	30,689	-	-	-	90,689	90,689
Project Total	\$ -	\$ 368,826	\$ 2,032,212	\$ -	\$ -	\$ -	\$ 2,401,038	\$ 2,401,038

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: MC 85: Cotton Lane to Estrella Pkwy
Supervisor District: 4

Project Description

This project will result in the widening of the MC 85 from a two-lane arterial roadway to four lanes with a continuous left-turn lane and bike lane. This project involves the expansion of an existing structure.

Funding Summary

This project will be 73% funded by Highway User Revenue Funds (HURF) and 27% funded by the Town of Goodyear.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 1,110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,110,000
Construction	-	-	-	700,000	3,330,000	-	4,030,000	4,030,000
Other Costs-Force Acct Labor	230,000	1,000	3,000	5,000	30,000	-	39,000	269,000
Project Total	\$ 1,340,000	\$ 1,000	\$ 3,000	\$ 705,000	\$ 3,360,000	\$ -	\$ 4,069,000	\$ 5,409,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: MC 85: Estrella Parkway to Litchfield Rd
Supervisor District: 4

Project Description

This project will result in the widening of the road from two to four lanes with a continuous left-turn lane.

Funding Summary

This project will be 83% funded by Highway User Revenue Funds (HURF) and 17% funded by an IGA partner.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 847,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 847,000
Construction	14,000	2,775,000	-	-	-	-	2,775,000	2,789,000
Other Costs-Force Acct Labor	275,000	55,000	-	-	-	-	55,000	330,000
Project Total	\$ 1,136,000	\$ 2,830,000	\$ -	\$ -	\$ -	\$ -	\$ 2,830,000	\$ 3,966,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: MC 85: Jackrabbit Trail to Perryville Rd
Supervisor District: 4

Project Description

The purpose of this project is to develop a design concept report to study the widening of the road so right-of-way and roadway needs can be identified and planned, and accurate cost estimates can be made for increasing the capacity and safety of the roadway.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	-	1,000	1,000	40,000	-	-	42,000	42,000
Project Total	\$ -	\$ 1,000	\$ 1,000	\$ 40,000	\$ -	\$ -	\$ 42,000	\$ 42,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: MC 85: Perryville to Cotton Lane
Supervisor District: 4

Project Description

The purpose of this project is to develop a design concept report to study the widening of the road so right-of-way and roadway needs can be identified and planned, and accurate cost estimates can be made for increasing the capacity and safety of the roadway.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ 400,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	-	1,000	1,000	40,000	-	-	42,000	42,000
Project Total	\$ -	\$ 1,000	\$ 1,000	\$ 440,000	\$ -	\$ -	\$ 442,000	\$ 442,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: MC 85: SR 85 to 75th Ave, Corridor Study Update
Supervisor District: 4 & 5

Project Description

The purpose of this corridor study is to examine current and proposed development along the corridor in order to identify the type of roadway improvements required and when they will be required for future programming and planning.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	-	20,000	-	-	-	-	20,000	20,000
Project Total	\$ -	\$ 320,000	\$ -	\$ -	\$ -	\$ -	\$ 320,000	\$ 320,000

Operating Cost Summary

No annual operating costs are associated with a corridor study.

Managing Department: Transportation
Project Name: MC 85: 91st Ave to 75th Ave
Supervisor District: 5

Project Description

The project will design and construct a four-lane roadway with a raised center median.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 2,000	\$ -	\$ 6,800,000	\$ -	\$ -	\$ -	\$ 6,800,000	\$ 6,802,000
Construction	-	-	-	2,600,000	8,100,000	-	10,700,000	10,700,000
Other Costs-Force Acct Labor	39,000	10,000	20,000	20,000	30,000	-	80,000	119,000
Project Total	\$ 41,000	\$ 10,000	\$ 6,820,000	\$ 2,620,000	\$ 8,130,000	\$ -	\$ 17,580,000	\$ 17,621,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: MC 85: 107th Ave to 91st Ave
Supervisor District: 5

Project Description

This project will design and construct a four-lane roadway with a raised center median.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 174,000	\$ 900,000	\$ -	\$ 5,800,000	\$ -	\$ -	\$ 6,700,000	\$ 6,874,000
Construction	-	-	-	-	3,090,000	920,000	4,010,000	4,010,000
Other Costs-Force Acct Labor	31,000	35,000	30,000	10,000	20,000	-	95,000	126,000
Project Total	\$ 205,000	\$ 935,000	\$ 30,000	\$ 5,810,000	\$ 3,110,000	\$ 920,000	\$ 10,805,000	\$ 11,010,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: McDowell Mountain Rd: Shoulders Widening
Supervisor District: 2

Project Description

This project consists of widening the existing pavement by five feet on each side of the roadway from the Fountain Hills City Limits to Forest Road to create room for bicycle lanes.

Funding Summary

This project will be 47% funded by Highway User Revenue Funds (HURF) and 53% funded by partnership contributions.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	-	1,260,000	-	-	-	1,260,000	1,260,000
Other Costs-Force Acct Labor	43,000	10,000	60,000	-	-	-	70,000	113,000
Project Total	\$ 43,000	\$ 10,000	\$ 1,320,000	\$ -	\$ -	\$ -	\$ 1,330,000	\$ 1,373,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: McDowell Rd: Alma School to SR 87
Supervisor District: 4

Project Description

The purpose of this project is to design the widening of this existing two-lane roadway to four lanes.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	-	20,000	-	-	-	-	20,000	20,000
Project Total	\$ -	\$ 320,000	\$ -	\$ -	\$ -	\$ -	\$ 320,000	\$ 320,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: McKellips Rd Bridge at Salt River
Supervisor District: 2

Project Description

The purpose of this project is to prepare design plans for the construction of a bridge across the Salt River.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 660,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 660,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	97,000	1,000	-	-	-	-	1,000	98,000
Project Total	\$ 757,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 758,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: McQueen Rd: Queen Creek to Pecos
Supervisor District: 1

Project Description

This project will result in the reconstruction and widening of the existing road from two to four travel lanes and provide a flush median. The City of Chandler is the lead agency on this project.

Funding Summary

This project will be 73% funded by Highway User Revenue Funds (HURF) and 27% funded by the City of Chandler.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 2,420,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,420,000
Construction	500,000	4,200,000	-	-	-	-	4,200,000	4,700,000
Other Costs-Force Acct Labor	264,000	70,000	-	-	-	-	70,000	334,000
Project Total	\$ 3,184,000	\$ 4,270,000	\$ -	\$ -	\$ -	\$ -	\$ 4,270,000	\$ 7,454,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Meridian Rd: Hunt Hwy to Baseline, Corridor Study
Supervisor District: 1 & 2

Project Description

The purpose of this project is to develop a corridor study report to investigate the widening of the road so right-of-way and roadway needs can be identified and planned, and future improvements can be identified for increasing the capacity and safety of the roadway.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 230,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 305,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	25,000	5,000	-	-	-	-	5,000	30,000
Project Total	\$ 255,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 335,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Missouri Ave at Dysart Rd
Supervisor District: 4

Project Description

This project will install traffic signals at the intersection to improve safety, reduce congestion, and improve traffic flow.

Funding Summary

This project will be 50% funded by Highway User Revenue Funds (HURF) and 50% funded by a developer.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000
Construction	-	187,500	-	-	-	-	187,500	187,500
Other Costs-Force Acct Labor	-	30,000	-	-	-	-	30,000	30,000
Project Total	\$ -	\$ 220,500	\$ -	\$ -	\$ -	\$ -	\$ 220,500	\$ 220,500

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2* FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per year to maintain signalized intersection							
Personal Sevices	\$ -	\$ -	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 10,400
Supplies & Services	-	-	3,200	3,200	3,200	3,200	12,800
<i>Subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 23,200</i>
TOTAL PROJECT COSTS	\$ -	\$ -	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 23,200

Signalized intersections require periodic maintenance to replace light bulbs, clean or replace lenses, repaint striping, adjust timing, etc. Routine maintenance begins in the year following construction with materials being the largest portion (55%) of the annual cost.

Managing Department: Transportation
Project Name: Monterey Ave at Power Rd
Supervisor District: 2

Project Description

This project will install traffic signals at the intersection to improve safety, reduce congestion, and improve traffic flow.

Funding Summary

This project will be 50% funded by Highway User Revenue Funds (HURF) and 25% funded by each of the cities of Gilbert and Mesa.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000
Construction	-	187,500	-	-	-	-	187,500	187,500
Other Costs-Force Acct Labor	-	30,000	-	-	-	-	30,000	30,000
Project Total	\$ -	\$ 220,500	\$ -	\$ -	\$ -	\$ -	\$ 220,500	\$ 220,500

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2* FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per year to maintain signalized intersection							
Personal Sevices	\$ -	\$ -	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 10,400
Supplies & Services	-	-	3,200	3,200	3,200	3,200	12,800
<i>Subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 23,200</i>
TOTAL PROJECT COSTS	\$ -	\$ -	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 23,200

Signalized intersections require periodic maintenance to replace light bulbs, clean or replace lenses, repaint striping, adjust timing etc. Routine maintenance begins in the year following construction with materials being the largest portion (55%) of the annual cost.

Managing Department: Transportation
Project Name: Northeast Maintenance Facility
Supervisor District: 4

Project Description

The purpose of this project is to acquire property and begin design for the new Northeast Maintenance facility. Del Webb will transfer to the Department of Transportation 8.3 acres for use as a maintenance facility as part of the development stipulations for Anthem.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	100,000	-	-	-	-	100,000	100,000
Other Costs-Force Acct Labor	-	10,000	-	-	-	-	10,000	10,000
Project Total	\$ -	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ 110,000	\$ 110,000

Operating Cost Summary

	Current Year	Year 1* FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Estimated annual cost to maintain							
Personal Sevices	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
Supplies & Services	-	500	500	500	500	500	2,500
Capital Outlay	-	-	-	-	-	-	-
<i>Subtotal</i>	\$ -	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 77,500
TOTAL PROJECT COSTS	\$ -	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500	\$ 77,500

Managing Department: Transportation
Project Name: Northern Ave: 95th Ave to 71st Ave
Supervisor District: 4

Project Description

This project resulted in the construction of five travel lanes, including a continuous left-turn lane with curb and gutter, and storm drains on Northern Avenue. Construction is complete. The project remains in the capital program to collect charges associated with on-going litigation with the construction contractor over the quality of work and materials provided.

Funding Summary

This project was 64% funded by Highway User Revenue Funds (HURF) with the remaining funded by the City of Peoria (10%), City of Glendale (3%) and the Maricopa County Flood Control District (23%).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 669,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 669,000
Construction	12,815,000	-	-	-	-	-	-	12,815,000
Other Costs-Force Acct Labor	584,000	10,000	-	-	-	-	10,000	594,000
Project Total	\$ 14,068,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 14,078,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	<i>\$ 4,635</i>	<i>\$ 4,635</i>	<i>\$ 4,635</i>	<i>\$ 4,635</i>	<i>\$ 4,635</i>	<i>\$ 4,635</i>	<i>\$ 27,810</i>
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Northern Ave at 107th Ave
Supervisor District: 4

Project Description

This project will install traffic signals at the intersection to improve safety, reduce congestion, and improve traffic flow.

Funding Summary

This project will be 50% funded by Highway User Revenue Funds (HURF) and 25% each by the cities of Glendale and Peoria.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000	\$ 7,000
Construction	-	218,750	218,750	-	-	-	437,500	437,500
Other Costs-Force Acct Labor	-	35,000	35,000	-	-	-	70,000	70,000
Project Total	\$ -	\$ 260,750	\$ 253,750	\$ -	\$ -	\$ -	\$ 514,500	\$ 514,500

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2* FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per year to maintain signalized intersection							
Personal Sevices	\$ -	\$ -	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 10,400
Supplies & Services	-	-	3,200	3,200	3,200	3,200	12,800
<i>Subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 23,200</i>
TOTAL PROJECT COSTS	\$ -	\$ -	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 23,200

Signalized intersections require periodic maintenance to replace light bulbs, clean or replace lenses, repaint striping, adjust timing etc. Routine maintenance begins in the year following construction with materials being the largest portion (55%) of the annual cost.

Managing Department: Transportation
Project Name: Ocotillo Rd: Power Rd to Alma School Rd,
 Corridor Study
Supervisor District: 2

Project Description

The purpose of this project is to develop a corridor study report to investigate the widening of the road so right-of-way and roadway needs can be identified and planned, and future improvements can be identified for increasing the capacity and safety of the roadway.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 160,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 210,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	21,000	18,000	-	-	-	-	18,000	39,000
Project Total	\$ 181,000	\$ 68,000	\$ -	\$ -	\$ -	\$ -	\$ 68,000	\$ 249,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Old US 80 at Hassayampa, Scour
Supervisor District: 5

Project Description

The purpose of this project is to provide 100-year scour protection for the bridge in order to prevent damage during severe flooding. This project involves the overhaul of an existing structure.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 19,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,000
Construction	145,000	1,243,000	-	-	-	-	1,243,000	1,388,000
Other Costs-Force Acct Labor	160,000	72,000	-	-	-	-	72,000	232,000
Project Total	\$ 324,000	\$ 1,315,000	\$ -	\$ -	\$ -	\$ -	\$ 1,315,000	\$ 1,639,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Pinnacle Peak Rd: Lake Pleasant to 83rd Ave
Supervisor District: 4

Project Description

The purpose of this project is to develop a design concept report so right-of-way and roadway needs can be identified and planned, and accurate cost estimates can be made for increasing the capacity and safety of the roadway.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 20,100	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ 90,100
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	27,000	5,000	-	-	-	-	5,000	32,000
Project Total	\$ 47,100	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 122,100

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: PM 10 Program
Supervisor District: All

Project Description

The purpose of this program is to comply with federal regulations mandating the reduction of dust on dirt roads within the PM 10 area. As individual projects are identified for dust control and added to the capital program, funds are transferred to those projects.

Funding Summary

This reserve fund project will be 62% funded by Highway User Revenue Funds (HURF) and 38% funded by Federal monies.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	31,000	300,000	1,400,000	-	-	-	1,700,000	1,731,000
Other Costs-Force Acct Labor	210,000	200,000	150,000	150,000	150,000	150,000	800,000	1,010,000
Project Total	\$ 241,000	\$ 500,000	\$ 1,550,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 2,500,000	\$ 2,741,000

Operating Cost Summary

Not applicable.

Managing Department: Transportation
Project Name: PM 10: 12th Street: Circle Mountain to Tonto National Forest
Supervisor District: 3

Project Description

The purpose of this program is to comply with federal regulations mandating the reduction of dust on dirt roads within the PM 10 area. As individual projects are identified for dust control and added to the capital program, funds are transferred to those projects.

Funding Summary

This project will be 62% funded by Highway User Revenue Funds (HURF) and 38% funded by Federal monies.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	-	375,000	-	-	-	375,000	375,000
Other Costs-Force Acct Labor	19,000	-	25,000	-	-	-	25,000	44,000
Project Total	\$ 19,000	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ 400,000	\$ 419,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: PM 10: Phase Two in Northwest Area (1)
Supervisor District: 4

Project Description

The purpose of this program is to comply with federal regulations mandating the reduction of dust on dirt roads within the PM 10 area. As individual projects are identified for dust control and added to the capital program, funds are transferred to those projects.

Funding Summary

This project will be 62% funded by Highway User Revenue Funds (HURF) and 38% funded by Federal monies.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 160,000
Construction	980,000	30,000	-	-	-	-	30,000	1,010,000
Other Costs-Force Acct Labor	29,000	1,000	-	-	-	-	1,000	30,000
Project Total	\$ 1,169,000	\$ 31,000	\$ -	\$ -	\$ -	\$ -	\$ 31,000	\$ 1,200,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: PM 10: Phase Two in Northwest Area (2)
Supervisor District: 4

Project Description

The purpose of this program is to comply with federal regulations mandating the reduction of dust on dirt roads within the PM 10 area. As individual projects are identified for dust control and added to the capital program, funds are transferred to those projects.

Funding Summary

This project will be 62% funded by Highway User Revenue Funds (HURF) and 38% funded by Federal monies.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 199,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 199,000
Construction	356,000	30,000	-	-	-	-	30,000	386,000
Other Costs-Force Acct Labor	31,000	1,000	-	-	-	-	1,000	32,000
Project Total	\$ 586,000	\$ 31,000	\$ -	\$ -	\$ -	\$ -	\$ 31,000	\$ 617,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: PM 10: Phase Three in Northeast Area
Supervisor District: 4

Project Description

The purpose of this program is to comply with federal regulations mandating the reduction of dust on dirt roads within the PM 10 area. As individual projects are identified for dust control and added to the capital program, funds are transferred to those projects.

Funding Summary

This project will be 62% funded by Highway User Revenue Funds (HURF) and 38% funded by Federal monies.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 229,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 229,000
Construction	180,000	195,000	-	-	-	-	195,000	375,000
Other Costs-Force Acct Labor	28,000	5,000	-	-	-	-	5,000	33,000
Project Total	\$ 437,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 637,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: PM 10: Phase Three in Southeast Area
Supervisor District: 2

Project Description

The purpose of this program is to comply with federal regulations mandating the reduction of dust on dirt roads within the PM 10 area. As individual projects are identified for dust control and added to the capital program, funds are transferred to those projects.

Funding Summary

This project will be 62% funded by Highway User Revenue Funds (HURF) and 38% funded by Federal monies.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 260,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 260,000
Construction	1,050,000	30,000	-	-	-	-	30,000	1,080,000
Other Costs-Force Acct Labor	93,000	1,000	-	-	-	-	1,000	94,000
Project Total	\$ 1,403,000	\$ 31,000	\$ -	\$ -	\$ -	\$ -	\$ 31,000	\$ 1,434,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: PM 10: Phase Three in Southwest Area
Supervisor District: 4

Project Description

The purpose of this program is to comply with federal regulations mandating the reduction of dust on dirt roads within the PM 10 area. As individual projects are identified for dust control and added to the capital program, funds are transferred to those projects.

Funding Summary

This project will be 62% funded by Highway User Revenue Funds (HURF) and 38% funded by Federal monies.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 238,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 238,000
Construction	429,000	390,000	-	-	-	-	390,000	819,000
Other Costs-Force Acct Labor	98,000	10,000	-	-	-	-	10,000	108,000
Project Total	\$ 765,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ 1,165,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: PM 10: Phase Four in North Valley
Supervisor District: 3

Project Description

The purpose of this program is to comply with federal regulations mandating the reduction of dust on dirt roads within the PM 10 area. As individual projects are identified for dust control and added to the capital program, funds are transferred to those projects.

Funding Summary

This project will be 62% funded by Highway User Revenue Funds (HURF) and 38% funded by Federal monies.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 75,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 225,000
Construction	-	575,000	575,000	-	-	-	1,150,000	1,150,000
Other Costs-Force Acct Labor	21,000	10,000	10,000	-	-	-	20,000	41,000
Project Total	\$ 96,000	\$ 735,000	\$ 585,000	\$ -	\$ -	\$ -	\$ 1,320,000	\$ 1,416,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: PM 10: Phase Four in Southeast Valley
Supervisor District: 1

Project Description

The purpose of this program is to comply with federal regulations mandating the reduction of dust on dirt roads within the PM 10 area. As individual projects are identified for dust control and added to the capital program, funds are transferred to those projects.

Funding Summary

This project will be 62% funded by Highway User Revenue Funds (HURF) and 38% funded by Federal monies.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 75,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 225,000
Construction	-	575,000	575,000	-	-	-	1,150,000	1,150,000
Other Costs-Force Acct Labor	21,000	10,000	10,000	-	-	-	20,000	41,000
Project Total	\$ 96,000	\$ 735,000	\$ 585,000	\$ -	\$ -	\$ -	\$ 1,320,000	\$ 1,416,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: PM 10: Phase Four in Southwest Valley
Supervisor District: 5

Project Description

The purpose of this program is to comply with federal regulations mandating the reduction of dust on dirt roads within the PM 10 area. As individual projects are identified for dust control and added to the capital program, funds are transferred to those projects.

Funding Summary

This project will be 62% funded by Highway User Revenue Funds (HURF) and 38% funded by Federal monies.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000
Construction	-	575,000	575,000	-	-	-	1,150,000	1,150,000
Other Costs-Force Acct Labor	-	10,000	10,000	-	-	-	20,000	20,000
Project Total	\$ -	\$ 735,000	\$ 585,000	\$ -	\$ -	\$ -	\$ 1,320,000	\$ 1,320,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: PM 10: Box Bar and Needle Rock
Supervisor District: 2

Project Description

The purpose of this program is to comply with federal regulations mandating the reduction of dust on dirt roads within the PM 10 area. As individual projects are identified for dust control and added to the capital program, funds are transferred to those projects.

Funding Summary

This project will be 62% funded by Highway User Revenue Funds (HURF) and 38% funded by Federal monies.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000
Construction	-	1,095,000	-	-	-	-	1,095,000	1,095,000
Other Costs-Force Acct Labor	34,000	10,000	-	-	-	-	10,000	44,000
Project Total	\$ 46,000	\$ 1,105,000	\$ -	\$ -	\$ -	\$ -	\$ 1,105,000	\$ 1,151,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: PM 10: Circle Mountain, 13th Ave to New River Rd
Supervisor District: 3

Project Description

The purpose of this program is to comply with federal regulations mandating the reduction of dust on dirt roads within the PM 10 area. As individual projects are identified for dust control and added to the capital program, funds are transferred to those projects.

Funding Summary

This project will be 62% funded by Highway User Revenue Funds (HURF) and 38% funded by Federal monies.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	-	450,000	-	-	-	450,000	450,000
Other Costs-Force Acct Labor	3,000	5,000	5,000	-	-	-	10,000	13,000
Project Total	\$ 3,000	\$ 5,000	\$ 455,000	\$ -	\$ -	\$ -	\$ 460,000	\$ 463,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: PM 10: McNeil, 35th Ave to 31st Ave
Supervisor District: 5

Project Description

The purpose of this program is to comply with federal regulations mandating the reduction of dust on dirt roads within the PM 10 area. As individual projects are identified for dust control and added to the capital program, funds are transferred to those projects.

Funding Summary

This project will be 62% funded by Highway User Revenue Funds (HURF) and 38% funded by Federal monies.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	-	250,000	-	-	-	250,000	250,000
Other Costs-Force Acct Labor	3,000	5,000	5,000	-	-	-	10,000	13,000
Project Total	\$ 3,000	\$ 5,000	\$ 255,000	\$ -	\$ -	\$ -	\$ 260,000	\$ 263,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

If dust palliatives are selected as the dust preventative measure these costs will increase.

Managing Department: Transportation
Project Name: PM 10: Saddle Mountain, New River to 12th St
Supervisor District: 3

Project Description

The purpose of this program is to comply with federal regulations mandating the reduction of dust on dirt roads within the PM 10 area. As individual projects are identified for dust control and added to the capital program, funds are transferred to those projects.

Funding Summary

This project will be 62% funded by Highway User Revenue Funds (HURF) and 38% funded by Federal monies.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	400,000	-	-	-	-	400,000	400,000
Other Costs-Force Acct Labor	19,000	5,000	-	-	-	-	5,000	24,000
Project Total	\$ 19,000	\$ 405,000	\$ -	\$ -	\$ -	\$ -	\$ 405,000	\$ 424,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Power Rd: Elliot Rd to Guadalupe Rd
Supervisor District: 1 & 2

Project Description

This is a project to improve Power Road to meet City of Mesa standards. The City of Mesa is the lead agency. Maricopa County will participate under an intergovernmental agreement (IGA). Participation will be financial and costs will be those that would equate to MCDOT standard improvements. This project will result in the widening of the road to six through-lanes with a continuous center-turn lane.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	-	-	450,000	-	-	450,000	450,000
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	\$ -	\$ -	\$ -	\$ 450,000	\$ -	\$ -	\$ 450,000	\$ 450,000

Operating Cost Summary

The City of Mesa will maintain the road.

Managing Department: Transportation
Project Name: Power Rd: Guadalupe Rd to Baseline Rd
Supervisor District: 2

Project Description

The purpose of this project is to widen Power Road between Guadalupe Road and Baseline Road to six travel lanes with a raised center median.

Funding Summary

This project will be 63% funded by Highway User Revenue Funds (HURF) and 37% funded by partnership contributions.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 685,000	\$ -	\$ 3,046,000	\$ -	\$ -	\$ -	\$ 3,046,000	\$ 3,731,000
Construction	332,000	-	-	5,750,000	-	-	5,750,000	6,082,000
Other Costs-Force Acct Labor	213,000	5,000	5,000	25,000	-	-	35,000	248,000
Project Total	\$ 1,230,000	\$ 5,000	\$ 3,051,000	\$ 5,775,000	\$ -	\$ -	\$ 8,831,000	\$ 10,061,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Power Rd: Williams Field Rd to Ray Rd
Supervisor District: 1 & 2

Project Description

The purpose of this project is to complete a design concept report for roadway improvements in order to reduce congestion and increase safety.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 141,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 151,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	47,000	-	-	-	-	-	-	47,000
Project Total	\$ 188,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 198,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Previous Year's Projects
Supervisor District: All

Project Description

The purpose of this reserve account is to pay for project-related expenses that occurred in the previous fiscal year. This includes utility relocations, right-of-way, and construction charges.

Funding Summary

This reserve account will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	350,000	350,000	350,000	350,000	350,000	1,750,000	1,750,000
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	\$ -	\$ 350,000	\$ 1,750,000	\$ 1,750,000				

Operating Cost Summary

Not applicable.

Managing Department: Transportation
Project Name: Project Reserves
Supervisor District: All

Project Description

The purpose of this program is to reserve monies to cover unanticipated project cost increases.

Funding Summary

This program will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	6,120,883	6,000,000	16,000,000	12,500,000	45,000,000	85,620,883	85,620,883
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	\$ -	\$ 6,120,883	\$ 6,000,000	\$ 16,000,000	\$ 12,500,000	\$ 45,000,000	\$ 85,620,883	\$ 85,620,883

Operating Cost Summary

Not applicable.

Managing Department: Transportation
Project Name: Property Management on Prior Years CIP Projects
Supervisor District: All

Project Description

The purpose of this reserve fund is to pay for land acquisition related expenses that occurred in previous fiscal years.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 65,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	\$ 315,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	\$ 65,000	\$ 50,000	\$ 250,000	\$ 315,000				

Operating Cost Summary

Not applicable.

Managing Department: Transportation
Project Name: Queen Creek Rd: Culvert at Eastern Canal
Supervisor District: 1

Project Description

This project will replace the existing inadequate pipe with a wider box culvert to allow future widening of the road and to increase the water flow capacity of the RWCD Canal (Eastern Canal)

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Construction	870,000	-	-	-	-	-	-	870,000
Other Costs-Force Acct Labor	105,000	5,000	-	-	-	-	5,000	110,000
Project Total	\$ 980,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 985,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Queen Creek Rd: Arizona Ave to McQueen
Supervisor District: 1

Project Description

This project will result in the widening of Queen Creek Road from four to six lanes.

Funding Summary

This project will be 43% funded by Highway User Revenue Funds (HURF) and 57% funded by the City of Chandler.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 659,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 959,000
Construction	-	-	700,000	300,000	3,430,000	-	4,430,000	4,430,000
Other Costs-Force Acct Labor	125,000	5,000	10,000	10,000	40,000	-	65,000	190,000
Project Total	\$ 784,000	\$ 305,000	\$ 710,000	\$ 310,000	\$ 3,470,000	\$ -	\$ 4,795,000	\$ 5,579,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Ray Rd: Lindsay to Greenfield
Supervisor District: 1 & 2

Project Description

This project will result in the widening of the roadway from two to four lanes. The Town of Gilbert is the lead agency on this project.

Funding Summary

This project will be 50% funded by Highway User Revenue Funds and 50% funded by the Town of Gilbert.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	-	550,000	-	-	-	550,000	550,000
Other Costs-Force Acct Labor	-	2,000	2,000	-	-	-	4,000	4,000
Project Total	\$ -	\$ 2,000	\$ 552,000	\$ -	\$ -	\$ -	\$ 554,000	\$ 554,000

Operating Cost Summary

The Town of Gilbert maintains the roadway.

Managing Department: Transportation
Project Name: Riggs Rd at SR 347
Supervisor District: 5

Project Description

This project will install traffic signals at the intersection to improve safety, reduce congestion, and improve traffic flow.

Funding Summary

This project will be funded from Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ 3,500	\$ 3,500
Construction	-	170,000	99,000	-	-	-	269,000	269,000
Other Costs-Force Acct Labor	-	17,500	17,500	-	-	-	35,000	35,000
Project Total	\$ -	\$ 191,000	\$ 116,500	\$ -	\$ -	\$ -	\$ 307,500	\$ 307,500

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2* FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per year to maintain signalized intersection							
Personal Sevices	\$ -	\$ -	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 10,400
Supplies & Services	-	-	3,200	3,200	3,200	3,200	12,800
<i>Subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 23,200</i>
TOTAL PROJECT COSTS	\$ -	\$ -	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 23,200

Signalized intersections require periodic maintenance to replace light bulbs, clean or replace lenses, repaint striping, adjust timing, etc. Routine maintenance begins in the year following construction with materials being the largest portion (55%) of the annual cost.

Managing Department: Transportation
Project Name: Riggs Rd: Arizona Ave to Gilbert Rd
Supervisor District: 1

Project Description

This project will result in the widening of Riggs Road from two to six lanes. The City of Chandler is the lead agency on this project. The project is scheduled to go to bid in the late spring of 2004. The City of Chandler has agreed to accept payment at the start of the FY 2004-05 fiscal year to insure that funds are available in the event there is a delay in the bid date.

Funding Summary

This project will be 50% funded by Highway User Revenue Funds (HURF) and 50% funded by the City of Chandler.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	4,500,000	-	-	-	-	4,500,000	4,500,000
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	\$ -	\$ 4,500,000	\$ -	\$ -	\$ -	\$ -	\$ 4,500,000	\$ 4,500,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

The County maintains approximately 1-1/4 miles of the 3-mile project.

Managing Department: Transportation
Project Name: Riggs Rd: Interstate 10 to Price Rd
Supervisor District: 5

Project Description

This project will result in the widening of the existing two-lane roadway to include two travel lanes in each direction with a continuous left-turn lane.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 192,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 192,000
Construction	1,200,000	500,000	-	-	-	-	500,000	1,700,000
Other Costs-Force Acct Labor	338,000	5,000	-	-	-	-	5,000	343,000
Project Total	\$ 1,730,000	\$ 505,000	\$ -	\$ -	\$ -	\$ -	\$ 505,000	\$ 2,235,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Right of Way In-fill on Road Inventory System
Supervisor District: All

Project Description

The purpose of this program is to obtain fee title on existing roads so the traveling public has continued access to the existing roadway system.

Funding Summary

This program will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 7,350,000	\$ 3,000,000	\$ 10,000,000	\$ 10,000,000	\$ 5,000,000	\$ -	\$ 28,000,000	\$ 35,350,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	2,952,000	502,000	500,000	500,000	500,000	-	2,002,000	4,954,000
Project Total	\$ 10,302,000	\$ 3,502,000	\$ 10,500,000	\$ 10,500,000	\$ 5,500,000	\$ -	\$ 30,002,000	\$ 40,304,000

Operating Cost Summary

Not applicable.

Managing Department: Transportation
Project Name: Rio Salado: Loop 303 to 7th Ave Feasibility Study
Supervisor District: 4 & 5

Project Description

The purpose of this project is to complete a feasibility study that will examine the creation of the Rio Salado Parkway from Loop 303 to 7th Ave. Right-of-way and roadway needs will be identified and planned, and accurate cost estimates will be made to increase the capacity and safety of the roadway.

The Rio Salado Parkway is intended to be the I-10 reliever shown in the Regional Transportation Plan.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	11,000	60,000	-	-	-	-	60,000	71,000
Project Total	\$ 11,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ 71,000

Operating Cost Summary

Not applicable.

Managing Department: Transportation
Project Name: Rittenhouse Rd at Ellsworth Rd
Supervisor District: 1

Project Description

This project will install traffic signals at the intersection to improve safety, reduce congestion, and improve traffic flow.

Funding Summary

This project will be 93% funded from Highway User Revenue Funds (HURF) and 7% funding from the Town of Queen Creek.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ 4,000
Construction	-	-	250,000	-	-	-	250,000	250,000
Other Costs-Force Acct Labor	-	20,000	20,000	-	-	-	40,000	40,000
Project Total	\$ -	\$ 24,000	\$ 270,000	\$ -	\$ -	\$ -	\$ 294,000	\$ 294,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2* FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per year to maintain signalized intersection							
Personal Sevices	\$ -	\$ -	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 10,400
Supplies & Services	-	-	3,200	3,200	3,200	3,200	12,800
<i>Subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 5,800</i>	<i>\$ 23,200</i>
TOTAL PROJECT COSTS	\$ -	\$ -	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 23,200

Signalized intersections require periodic maintenance to replace light bulbs, clean or replace lenses, repaint striping, adjust timing, etc. Routine maintenance begins in the year following construction with materials being the largest portion (55%) of the annual cost.

Managing Department: Transportation
Project Name: Signal Modernization
Supervisor District: All

Project Description

The purpose of this project is to upgrade the software and hardware on county traffic signals to ensure more efficient flows of traffic and to reduce travel costs. The upgraded hardware allows signal timing changes to be made from a Traffic Control Center rather than on-site manual adjustments. This allows real-time traffic management.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 55,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ 30,000	\$ 85,000
Construction	1,518,000	300,000	300,000	-	-	-	600,000	2,118,000
Other Costs-Force Acct Labor	134,000	5,000	5,000	-	-	-	10,000	144,000
Project Total	\$ 1,707,000	\$ 320,000	\$ 320,000	\$ -	\$ -	\$ -	\$ 640,000	\$ 2,347,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per year to maintain signalized intersection							
Personal Sevices	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 15,600
Supplies & Services	3,200	3,200	3,200	3,200	3,200	3,200	19,200
<i>Subtotal</i>	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 34,800
TOTAL PROJECT COSTS	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 34,800

Each signalized intersection requires periodic maintenance to replace bulbs, clean lenses, etc.

Managing Department: Transportation
Project Name: Special Projects
Supervisor District: All

Project Description

The purpose of this program is to reserve monies for special needs projects recommended by the Transportation Advisory Board (TAB) so the department can take advantage of project and cost-sharing opportunities that may not be available in the future.

Funding Summary

This program will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	5,000,000
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	\$ -	\$ 1,000,000	\$ 5,000,000	\$ 5,000,000				

Operating Cost Summary

Not applicable.

Managing Department: Transportation
Project Name: Sun City Asphalt Reconstruction
Supervisor District: 4

Project Description

The purpose of this project is to repair failing pavement for the traveling public and area residents so they will have a safer commute.

Funding Summary

The project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	400,000	200,000	-	-	-	-	200,000	600,000
Other Costs-Force Acct Labor	33,000	20,000	-	-	-	-	20,000	53,000
Project Total	\$ 433,000	\$ 220,000	\$ -	\$ -	\$ -	\$ -	\$ 220,000	\$ 653,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Sun City Mill and Overlay: Phase 1
Supervisor District: 4

Project Description

The purpose of this project is to mill (remove the existing asphalt surface) and overlay (replace with new asphalt) to rehabilitate the existing deteriorated pavement. The developer constructed many of the roads in Sun City 35 to 40 years ago. Maintenance efforts have increased in frequency over the last decade, and rehabilitation has become necessary. This is the first of four phases to accomplish it.

Funding Summary

The project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	-	3,100,000	-	-	-	3,100,000	3,100,000
Other Costs-Force Acct Labor	-	-	20,000	-	-	-	20,000	20,000
Project Total	\$ -	\$ -	\$ 3,120,000	\$ -	\$ -	\$ -	\$ 3,120,000	\$ 3,120,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Sun City Mill and Overlay: Phase 2
Supervisor District: 4

Project Description

The purpose of this project is to mill (remove the existing asphalt surface) and overlay (replace with new asphalt) to rehabilitate the existing deteriorated pavement. The developer constructed many of the roads in Sun City 35 to 40 years ago. Maintenance efforts have increased in frequency over the last decade, and rehabilitation has become necessary. This is the second of four phases to accomplish it.

Funding Summary

The project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	-	-	3,500,000	-	-	3,500,000	3,500,000
Other Costs-Force Acct Labor	-	-	-	20,000	-	-	20,000	20,000
Project Total	\$ -	\$ -	\$ -	\$ 3,520,000	\$ -	\$ -	\$ 3,520,000	\$ 3,520,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Sun City Mill and Overlay: Phase 3
Supervisor District: 4

Project Description

The purpose of this project is to mill (remove the existing asphalt surface) and overlay (replace with new asphalt) to rehabilitate the existing deteriorated pavement. The developer constructed many of the roads in Sun City 35 to 40 years ago. Maintenance efforts have increased in frequency over the last decade, and rehabilitation has become necessary. This is the third of four phases to accomplish it.

Funding Summary

The project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	-	-	-	2,200,000	-	2,200,000	2,200,000
Other Costs-Force Acct Labor	-	-	-	-	20,000	-	20,000	20,000
Project Total	\$ -	\$ -	\$ -	\$ -	\$ 2,220,000	\$ -	\$ 2,220,000	\$ 2,220,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Sun City Mill and Overlay: Phase 4
Supervisor District: 4

Project Description

The purpose of this project is to mill (remove the existing asphalt surface) and overlay (replace with new asphalt) to rehabilitate the existing deteriorated pavement. The developer constructed many of the roads in Sun City 35 to 40 years ago. Maintenance efforts have increased in frequency over the last decade, and rehabilitation has become necessary. This is the final phase of the project.

Funding Summary

The project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	-	-	-	-	1,900,000	1,900,000	1,900,000
Other Costs-Force Acct Labor	-	-	-	-	-	20,000	20,000	20,000
Project Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,920,000	\$ 1,920,000	\$ 1,920,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Managing Department: Transportation
Project Name: Sun Valley Parkway Corridor Study
Supervisor District: 4

Project Description

The purpose of this corridor study is to examine current and proposed development along the corridor in order to identify the type of roadway improvements required.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000

Operating Cost Summary

No annual operating costs are associated with a corridor study.

Managing Department: Transportation
Project Name: TIP Program Management
Supervisor District: All

Project Description

The purpose of this program is to provide for overall management of the five-year Transportation Improvement Program (TIP) including budget monitoring and schedule support.

Funding Summary

This program will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	-	800,000	1,000,000	1,000,000	1,000,000	1,000,000	4,800,000	4,800,000
Project Total	\$ -	\$ 1,000,000	\$ 5,000,000	\$ 5,000,000				

Operating Cost Summary

Not applicable.

Managing Department: Transportation
Project Name: Unallocated Force Account
Supervisor District: All

Project Description

The purpose of this account is to reserve monies to cover unallocated or unanticipated labor costs incurred to keep projects on schedule and ensure completion.

Funding Summary

This unallocated force account will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	-	539,500	1,430,811	1,994,000	2,026,000	2,813,000	8,803,311	8,803,311
Project Total	\$ -	\$ 539,500	\$ 1,430,811	\$ 1,994,000	\$ 2,026,000	\$ 2,813,000	\$ 8,803,311	\$ 8,803,311

Operating Cost Summary

Not applicable.

Managing Department: Transportation
Project Name: Utility Locating (Pothole) Annual Contract
Supervisor District: All

Project Description

The purpose of this program is to supply utility-locating services for MCDOT projects so damages to unidentified utilities will not cause projects to be delayed or costs increased.

Funding Summary

This program will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	37,000	50,000	50,000	50,000	-	-	150,000	187,000
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	\$ 37,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 150,000	\$ 187,000

Operating Cost Summary

Not applicable.

Managing Department: Transportation
Project Name: Val Vista Rd: Thomas to Southern Canal
Supervisor District: 2

Project Description

This is a project to improve Val Vista Road to meet City of Mesa standards. The City of Mesa is the lead agency. Maricopa County will participate under an intergovernmental agreement. Participation will be financial and costs will be those that would equate to MCDOT standard improvements. This project will result in the widening of the road to four through-lanes with a continuous center-turn lane.

Funding Summary

This County's portion of the project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	-	-	400,000	-	-	400,000	400,000
Other Costs-Force Acct Labor	-	-	-	1,000	-	-	1,000	1,000
Project Total	\$ -	\$ -	\$ -	\$ 401,000	\$ -	\$ -	\$ 401,000	\$ 401,000

Operating Cost Summary

The City of Mesa will maintain the road.

Managing Department: Transportation
Project Name: Warranted Traffic Improvements
Supervisor District: All

Project Description

The purpose of this program is to reserve funds for safety projects that are immediately needed. As a safety project is identified, funds are allocated to that project by Board action.

Funding Summary

This program will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000	4,500,000
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	\$ -	\$ 500,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 4,500,000	\$ 4,500,000

Operating Cost Summary

Not applicable.

Managing Department: Transportation
Project Name: Williams Field Rd at Higley Rd
Supervisor District: 1

Project Description

This project will widen Williams Field Road at the Higley Road intersection and upgrade signals at the intersection. The project will also include the installation of curb on the south side of Williams Field Road to control parking in the vicinity of the intersection. Utilities will be relocated, and a drainage basin will be installed to address intersection drainage issues.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 98,000	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ 14,000	\$ 112,000
Construction	-	682,000	-	-	-	-	682,000	682,000
Other Costs-Force Acct Labor	172,000	40,000	-	-	-	-	40,000	212,000
Project Total	\$ 270,000	\$ 736,000	\$ -	\$ -	\$ -	\$ -	\$ 736,000	\$ 1,006,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2* FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per year to maintain signalized intersection							
Personal Sevices	\$ -	\$ -	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 10,400
Supplies & Services	-	-	3,200	3,200	3,200	3,200	12,800
<i>Subtotal</i>	\$ -	\$ -	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 23,200
TOTAL PROJECT COSTS	\$ -	\$ -	\$ 5,800	\$ 5,800	\$ 5,800	\$ 5,800	\$ 23,200

Managing Department: Transportation
Project Name: Williams Field Rd: Gilbert to Lindsay
Supervisor District: 1

Project Description

This is a design project for the reconstruct and widening of the existing four-lane roadway to provide either six travel lanes with a raised center median or four travel lanes with a raised center median and a frontage road in each direction. Additional improvements include curb, gutter, sidewalk, a storm drain system, widening of the Eastern Canal Bridge and a traffic signal at the Lindsay Road intersection.

Funding Summary

This project will be funded by Highway User Revenue Funds (HURF).

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ 462,000	\$ -	\$ -	\$ -	\$ 462,000	\$ 462,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	37,000	40,000	20,000	20,000	-	-	80,000	117,000
Project Total	\$ 37,000	\$ 40,000	\$ 482,000	\$ 20,000	\$ -	\$ -	\$ 542,000	\$ 579,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Avg cost per mile to maintain project							
Personal Sevices	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 4,235	\$ 25,410
Supplies & Services	400	400	400	400	400	400	2,400
<i>Subtotal</i>	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810
TOTAL PROJECT COSTS	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 4,635	\$ 27,810

Flood Control District

Summary

The Flood Control District employs a separate planning procedure than those utilized by the County at large. The procedure includes intergovernmental agency collaboration and prioritization based on an established list of ranking criteria for designated types of projects. The Flood Control District project ranking criteria follows:

- Submitting agency priority
- Master Plan Element
- Hydrologic/hydraulic significance
- Level of protection
- Area protected
- Environmental quality
- Area-wide benefits
- Total projected cost
- Level of partner(s) participation
- Operational and maintenance costs
- Operational and maintenance responsibility

The Prioritization Procedure used by the Flood Control District is a multi-step decision process intended to implement previously approved fiscal policies from the District's Strategic Plan. Potential CIP projects are identified primarily through agency requests and/or the Area Drainage Master Studies/Area Drainage Master Plans (ADMS/ADMP) and flood plain delineation of other District programs.

As ADMPs are completed and adopted, it is anticipated that a significant number of future CIP project requests will be generated through this program. Input received annually concerning project priorities coming from these, or other plans, as well as other potential projects, will continue to be sought and prioritized on a County-wide basis using this procedure.

The Flood Control District utilizes its CIP prioritization procedure to limit future structural maintenance responsibility to only those projects that are multi-jurisdictional and regional in nature and involve main watercourses.

The Flood Control District's proposed CIP is consistent with the District's ten-year financial forecast.

Project Detail

A total of 19 capital projects are identified and recommended to the Board by the Flood Control District. The recommended projects are as follows:

FLOOD CONTROL DISTRICT CAPITAL PROJECTS (FUND 990)	PRIOR YEARS	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	5-YR TOTAL (FY 2005-09)	TOTAL PROJECT
BUCKEYE #1	-	20,000	30,000	310,000	1,020,000	9,300,000	10,680,000	10,680,000
CITY OF CHANDLER	5,224,000	638,000	-	-	-	-	638,000	5,862,000
CITY OF SCOTTSDALE	47,000	20,000	660,000	680,000	1,100,000	2,080,000	4,540,000	4,587,000
DURANGO ADMP	5,336,000	3,160,000	4,610,000	2,390,000	4,150,000	4,250,000	18,560,000	23,896,000
EAST MARICOPA FLOODWAY	26,738,000	4,650,000	3,590,000	4,210,000	7,590,000	7,800,000	27,840,000	54,578,000
EAST MESA ADMP	9,881,000	6,448,000	4,913,000	3,140,000	6,180,000	4,180,000	24,861,000	34,742,000
GLENDALE/PEORIA ADMP	2,275,000	2,365,000	4,790,000	4,200,000	2,495,000	4,150,000	18,000,000	20,275,000
MARYVALE ADMP	29,596,000	3,848,000	11,535,000	9,425,000	5,480,000	3,500,000	33,788,000	63,384,000
MCMICKEN DAM	783,000	2,201,000	830,000	-	-	-	3,031,000	3,814,000
METRO ADMP	337,000	2,330,000	1,140,000	20,000	520,000	1,060,000	5,070,000	5,407,000
PARADISE VLY, SCOTTSDALE,PHX	176,000	1,776,000	1,224,000	-	-	-	3,000,000	3,176,000
QUEEN CREEK ADMP	2,123,000	1,819,000	40,000	4,190,000	6,940,000	-	12,989,000	15,112,000
S. PHOENIX DRAINAGE IMPROVEMENT	10,443,000	6,882,000	1,140,000	3,630,000	2,640,000	60,000	14,352,000	24,795,000
SALT/GILA RIVER	71,000	1,100,000	1,100,000	40,000	30,000	30,000	2,300,000	2,371,000
SKUNK CREEK/NEW RIVER	990,000	4,809,000	2,660,000	-	-	-	7,469,000	8,459,000
SPOOK HILL ADMP	7,470,000	150,000	550,000	3,320,000	3,180,000	4,170,000	11,370,000	18,840,000
TOWN OF GUADALUPE	2,883,000	-	-	-	375,000	375,000	750,000	3,633,000
WHITE TANKS ADMP	9,709,000	9,228,000	13,695,000	13,645,000	8,860,000	10,960,000	56,388,000	66,097,000
WHITE TANKS DAM #4	-	30,000	150,000	3,670,000	3,150,000	-	7,000,000	7,000,000
PROJECT RESERVES (FLOOD)	-	390,000	5,390,000	2,450,000	1,920,000	405,000	10,555,000	10,555,000
NON-PROJECT (CENTRAL SERVICE CHARGES)	-	212,503	-	-	-	-	212,503	212,503
TOTAL FUND 990 \$	131,009,741	\$ 52,076,503	58,047,000	55,320,000	55,630,000	52,320,000	273,393,503	387,475,503

Performance Measures

Measure	FY 2003-04 YTD Actual	FY 2003-04 Estimated	FY 2004-05 Estimated with Capital Improvement
RESULT: Percent of structural projects on the current 5-Year Capital Project Plan that are completed in the current fiscal year	Not Available	13%	Not Available
OUTPUT: Number of structural projects on the current 5-Year Capital Project Plan that are completed in the current fiscal year	Not Available	5	Not Available
DEMAND: Total number of structural projects on the current 5-Year Capital Project Plan	Not Available	40	Not Available
EFFICIENCY: Cost per structural project completed in the current fiscal year	Not Available	Not Available	Not Available

Managing Department: Flood Control District
Project Name: Buckeye #1 - Dam Rehabilitation
Project Location: North of Interstate 10, Hassayampa River to Oglesby Rd
Supervisor District: 4

Project Description

Buckeye Flood Retarding Structure #1 (Buckeye FRS #1), operated and maintained by the District, requires corrective action to bring the structure into compliance with dam safety standards and requirements.

The District has completed Phase I Assessments for Buckeye FRS #1. Buckeye FRS #1 has been determined to be eligible for federal funding assistance under Public Law 106-472, The Small Watershed Amendment. The District will initiate planning and pre-design efforts for the project in Fiscal Year 2004-05.

Funding Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
District	\$ -	\$ 20,000	\$ 30,000	\$ 310,000	\$ 1,020,000	\$ 9,300,000	\$ 10,680,000	\$ 10,680,000
Project Total	\$ -	\$ 20,000	\$ 30,000	\$ 310,000	\$ 1,020,000	\$ 9,300,000	\$ 10,680,000	\$ 10,680,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ 250,000	\$ 250,000
Construction	-	-	-	-	900,000	9,000,000	9,900,000	9,900,000
Other Costs-Force Acct Labor	-	20,000	30,000	60,000	120,000	300,000	530,000	530,000
Project Total	\$ -	\$ 20,000	\$ 30,000	\$ 310,000	\$ 1,020,000	\$ 9,300,000	\$ 10,680,000	\$ 10,680,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Current Operating Costs							
Personal Services	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 200,000
Supplies & Services	45,000	45,000	45,000	45,000	-	-	180,000
<i>Subtotal</i>	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ -	\$ -	\$ 380,000
Total Current Costs	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ -	\$ -	\$ 380,000
Post Construction/Managing Department Operating Costs							
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 100,000
Supplies & Services	-	-	-	-	45,000	45,000	90,000
<i>Subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$ 95,000	\$ 95,000	\$ 190,000
Total Post Construction Costs	\$ -	\$ -	\$ -	\$ -	\$ 95,000	\$ 95,000	\$ 190,000
TOTAL PROJECT COSTS	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 570,000

Managing Department: Flood Control District
Project Name: City of Chandler
Project Location: Alma School Rd/Ray Rd - Multiple Locations
Supervisor District: 1

Project Description

The City of Chandler’s central area was developed prior to the implementation of required drainage standards. The City of Chandler previously developed and implemented a storm water master plan for the central area to include storm drains, basins and pump stations. The City updated the plan and has requested that the District cooperate and cost share the modification and enhancement of the existing facilities to provide a 100-year level of protection and a regional outfall for the system.

The City is the lead agency for design, rights of way acquisition, utility relocation, construction, construction management, and operation and maintenance of the system. The District’s role is to participate in the consultant selection process, pre-construction meetings, provide technical assistance, and review the design and construction phases for the Project.

Four improvement projects have been identified that would help the City accomplish its goal of alleviating the flooding problems in Chandler’s central area. Total project cost is estimated at approximately \$ 12.2 million with the District’s contribution capped at \$ 6.1 million. This project will be completed in FY 2005.

Phase 1 – Ivanhoe and Erie Storm Drains - Complete

Phase 2 – Arrowhead Pump Station and Force Main - Complete

Phase 3 – Galveston Basin and Erie Drains – Complete

Phase 4 – Denver Basin Pump Station and Hartford Force Main - Under Design

Funding Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
District	\$ 5,224,000	\$ 638,000	\$ -	\$ -	\$ -	\$ -	\$ 638,000	\$ 5,862,000
Project Total	\$ 5,224,000	\$ 638,000	\$ -	\$ -	\$ -	\$ -	\$ 638,000	\$ 5,862,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 277,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 277,000
Construction	4,719,000	608,000	-	-	-	-	608,000	5,327,000
Other Costs-Force Acct Labor	228,000	30,000	-	-	-	-	30,000	258,000
Project Total	\$ 5,224,000	\$ 638,000	\$ -	\$ -	\$ -	\$ -	\$ 638,000	\$ 5,862,000

Operating Cost Summary

The completed project will be owned and operated by Chandler, at no cost to the District.

Managing Department: Flood Control District
Project Name: City of Scottsdale
Project Location: Central Scottsdale
Supervisor District: 1 & 2

Project Description

The storm water conveyance system within the Granite Reef Wash drainage area has insufficient capacity to collect and convey major storm events, in particular, the 100-year flood event as defined in the FEMA Flood Insurance Study for the City of Scottsdale. Additionally, the wash does not have an adequate outfall to the Salt River though the Salt River Pima Maricopa Indian Community land south of McKellips Road. The drainage problems within the study area were quantified and drainage alternatives were developed in the Granite Reef Wash Drainage Master Plan Part 1. Phase 2 of the project, would recommend a final drainage master plan that will mitigate the flooding hazards within the watershed, and, if feasible, remove the existing FEMA designated floodplain. The recommended plan will then be considered for design and construction in the future.

Funding Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
District	\$ 47,000	\$ 20,000	\$ 360,000	\$ 380,000	\$ 600,000	\$ 1,080,000	\$ 2,440,000	\$ 2,487,000
Scottsdale	-	-	300,000	300,000	500,000	1,000,000	2,100,000	2,100,000
Project Total	\$ 47,000	\$ 20,000	\$ 660,000	\$ 680,000	\$ 1,100,000	\$ 2,080,000	\$ 4,540,000	\$ 4,587,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ 600,000	\$ 600,000	\$ 1,000,000	\$ 2,000,000	\$ 4,200,000	\$ 4,200,000
Construction	-	-	-	-	-	-	-	-
Other Costs-Force Acct Labor	47,000	20,000	60,000	80,000	100,000	80,000	340,000	387,000
Project Total	\$ 47,000	\$ 20,000	\$ 660,000	\$ 680,000	\$ 1,100,000	\$ 2,080,000	\$ 4,540,000	\$ 4,587,000

Operating Cost Summary

The project will not be completed within the five-year period; therefore no operating costs are anticipated.

Managing Department: Flood Control District
Project Name: Durango Area Drainage Master Plan
Project Location: Avondale/Tolleson/Phoenix
Supervisor District: 5

Project Description

75th Avenue Storm Drain/Durango Regional Conveyance Channel

The 75th Avenue Storm Drain and Durango Regional Conveyance Channel Project (DRCC) is the first phase of providing the area with a regional stormwater outfall to the Salt River. The DRCC project was identified in the Durango Area Drainage Master Plan as a solution for a portion of the identified flooding hazards within the study area. This project consists of combining a portion of Regional DRCC project with a proposed storm drain along 75th Avenue. The project will include detention basins, channels and the storm drain along 75th Avenue from approximately Van Buren Street to south of Broadway Road, outfalling into the Salt River. These improvements will reduce the flooding hazards and remove approximately 71 structures from an identified floodplain.

Durango Area Drainage Master Plan

The Durango Area Drainage Master Plan (ADMP) has been completed. The watershed area includes approximately 68 square miles extending from I-10 on the north to the Salt River on the south, and from approximately 27th Avenue on the east to the Agua Fria River on the west. The area is experiencing rapid urbanization of a previously agricultural land use. The ADMP updated the watershed hydrology, identified existing and potential future drainage problems and defined effective drainage solutions to collect, convey and safely discharge the stormwater. The ADMP identified regional drainage features amounting to an estimated cost of \$130 million.

Some of the recommended facilities are being incorporated into private developments that are being constructed. Other municipal features will require cooperative agreements between the Flood Control District and the local municipalities before they can be implemented. The funds included in the District's proposed CIP are for funding for these future projects, contingent on approved project agreements. It is anticipated that the municipal project partners will assume operations and maintenance of the new facilities.

Funding Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
District	\$ 3,699,000	\$ 1,610,000	\$ 3,110,000	\$ 1,265,000	\$ 2,150,000	\$ 2,250,000	\$ 10,385,000	\$ 14,084,000
Phoenix	1,638,000	1,550,000	1,500,000	1,125,000	-	-	4,175,000	5,813,000
Not Defined	-	-	-	-	2,000,000	2,000,000	4,000,000	4,000,000
Project Total	\$ 5,337,000	\$ 3,160,000	\$ 4,610,000	\$ 2,390,000	\$ 4,150,000	\$ 4,250,000	\$ 18,560,000	\$ 23,897,000

Years 4 and 5 include future projects whose partners are not yet defined.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 4,915,000	\$ 1,300,000	\$ -	\$ -	\$ 4,000,000	\$ 4,000,000	\$ 9,300,000	\$ 14,215,000
Construction	-	1,780,000	4,440,000	2,250,000	-	-	8,470,000	8,470,000
Other Costs-Force Acct Labor	422,000	80,000	170,000	140,000	150,000	250,000	790,000	1,212,000
Project Total	\$ 5,337,000	\$ 3,160,000	\$ 4,610,000	\$ 2,390,000	\$ 4,150,000	\$ 4,250,000	\$ 18,560,000	\$ 23,897,000

Operating Cost Summary

The City of Phoenix will operate and maintain the completed project.

Managing Department: Flood Control District
Project Name: East Maricopa Floodway (EMF)
Project Location: East Maricopa Floodway - Multiple Locations
Supervisor District: 1

Project Description

East Maricopa Floodway (EMF) Capacity Mitigation

The District has completed the East Maricopa Floodway (EMF) Mitigation Study. The study identified several drainage and flooding problems along the EMF.

The project consists of a design analysis to identify breakout locations along the EMF channel. The analysis has been completed for the EMF downstream of the Rittenhouse Basin location (south of Williams Field Road). It was found that the breakouts were very limited in extent and fully contained within the District rights-of-way. An analysis of the upper reaches of the EMF channel will now be undertaken to identify any breakout locations that extend beyond the District rights-of-way limits along the channel. Modifications to the top of the channel banks, by placement of fill material, will be accomplished based on the breakout locations identified in the analysis.

East Maricopa Floodway (EMF) Rittenhouse and Chandler Heights Basins

The District has completed the East Maricopa Floodway (EMF) Mitigation Study. The study identified several drainage and flooding problems along the EMF. The study proposed to mitigate the problem by constructing two large, off-line detention basins. The Chandler Heights Basin is planned as an off line basin to mitigate flows from the Sonoqui Wash, Queen Creek Wash, and the EMF. Rittenhouse Basin is also planned as an off line basin to mitigate flows from the Rittenhouse Channel and the EMF. The District is negotiating an Intergovernmental Agreement with the Town of Gilbert for the Town’s recreational use of the basins.

The project consists of a pre-design, and a final design to include preparation of construction documents and engineer’s estimates. The design cost is currently estimated at \$2 million. The construction cost is estimated to be \$44 million. Because of the size of the basins and because of the cost, construction will be phased over a number of years with completion of both basins scheduled for Fiscal Year 2009-10. The first phase of construction, improvements to the EMF channel and construction of the south portion of the Chandler Heights Basin is to begin in late Fiscal Year 2003-04.

EMF Modifications - Chandler Heights to Riggs Road

This project includes modifications of the channel form along the west side of the EMF just south of Chandler Heights Road and along both sides of the channel just north of Riggs Road. The project is a retrofit of the facility to provide a demonstration project for enhancement of aesthetic and multi-use opportunities of the District’s facility, promoting public acceptance and use. The project will also enhance the value of the District’s property and proposes to identify and plat a portion of associated property for future sale at auction.

Funding Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
District	\$ 26,738,000	\$ 4,650,000	\$ 3,590,000	\$ 4,210,000	\$ 7,590,000	\$ 7,800,000	\$ 27,840,000	\$ 54,578,000
Project Total	\$ 26,738,000	\$ 4,650,000	\$ 3,590,000	\$ 4,210,000	\$ 7,590,000	\$ 7,800,000	\$ 27,840,000	\$ 54,578,000

Project Name: East Maricopa Floodway (EMF)

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 25,908,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,908,000
Construction	204,000	4,420,000	3,390,000	4,000,000	7,290,000	7,500,000	26,600,000	26,804,000
Other Costs-Force Acct Labor	626,000	230,000	200,000	210,000	300,000	300,000	1,240,000	1,866,000
Project Total	\$ 26,738,000	\$ 4,650,000	\$ 3,590,000	\$ 4,210,000	\$ 7,590,000	\$ 7,800,000	\$ 27,840,000	\$ 54,578,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Current Operating Costs							
Personal Services	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
<i>Subtotal</i>	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Total Current Costs	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Post Construction/Managing Department Operating Costs							
Personal Services	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Supplies & Services	-	10,000	20,000	20,000	20,000	20,000	90,000
<i>Subtotal</i>	\$ -	\$ 60,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 340,000
Total Post Construction Costs	\$ -	\$ 60,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 340,000
TOTAL PROJECT COSTS	\$ 20,000	\$ 60,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 360,000

Managing Department: Flood Control District
Project Name: East Mesa Area Drainage Master Plan
Project Location: Mesa - Multiple Locations
Supervisor District: 1

Project Description

Elliot Basin and Channel

The Elliot Basin and Channel is a project that is identified in the East Mesa Area Drainage Master Plan. The East Mesa ADMP identifies drainage problems and develops solutions for a storm water collection and basin system for eastern Maricopa County including portions of the City of Mesa, the Town of Gilbert, the Town of Queen Creek, and unincorporated Maricopa County. The Elliot Road Channel component of the project extends along Elliot Road from the 104th Street alignment to the East Maricopa Floodway. A large diameter storm drain collects storm flow from the Siphon Draw Wash and extends west along Elliot Road, day-lighting west of Ellsworth Road into natural washes. These improvements have been constructed. The remaining features are a channel, extending from Ellsworth Road to the future San Tan Freeway, and a channel along the Crismon Road Alignment, from Paloma Avenue to Elliot Road. Mesa, MCDOT and the District have cooperated on the completed features and will share in the costs of the remaining project.

Ellsworth Channel

This project includes construction of a flood control channel to mitigate existing and future flooding along Ellsworth Road from south of Germann Road, adjacent to General Motors Proving Ground and Williams Gateway Airport. Flooding occurs frequently at five dip crossings on the existing roadway. The channel project will be constructed in conjunction with MCDOT's upgrades to Ellsworth Road from Germann Road to 1/3 mile south of Guadalupe Road, and will provide drainage for the road and capacity for the future 100-year flood. The design for the roadway upgrades and channel is scheduled to be complete by August 2004, and the project is scheduled to be under construction by October 2004.

Siphon Draw Drainage Improvements

This project is the final element of the recommended plan for the East Mesa ADMP for the area south of the Superstition Freeway and north of Warner Road. This project involves a channel along Meridian Road to intercept flow entering Maricopa County from Pinal County and also a detention basin constructed east of Meridian Road to intercept Siphon Draw. The basin will help to decrease flows to the overall system. The City of Mesa is a project partner with the District.

Funding Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
District	\$ 5,292,000	\$ 4,306,000	\$ 3,575,000	\$ 1,640,000	\$ 3,180,000	\$ 2,180,000	\$ 14,881,000	\$ 20,173,000
MCDOT	1,377,000	152,000	-	-	-	-	152,000	1,529,000
Mesa	3,212,000	1,990,000	1,338,000	1,500,000	3,000,000	2,000,000	9,828,000	13,040,000
Project Total	\$ 9,881,000	\$ 6,448,000	\$ 4,913,000	\$ 3,140,000	\$ 6,180,000	\$ 4,180,000	\$ 24,861,000	\$ 34,742,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 2,212,000	\$ 3,465,000	\$ 2,780,000	\$ -	\$ -	\$ -	\$ 6,245,000	\$ 8,457,000
Construction	7,254,000	2,823,000	1,993,000	3,000,000	6,000,000	4,000,000	17,816,000	25,070,000
Other Costs-Force Acct Labor	415,000	160,000	140,000	140,000	180,000	180,000	800,000	1,215,000
Project Total	\$ 9,881,000	\$ 6,448,000	\$ 4,913,000	\$ 3,140,000	\$ 6,180,000	\$ 4,180,000	\$ 24,861,000	\$ 34,742,000

Operating Cost Summary

It is anticipated that the City of Mesa will operate and maintain the completed project.

Managing Department: Flood Control District
Project Name: Glendale/Peoria Area Drainage Master Plan
Project Location: North Peoria and Glendale - Multiple Locations
Supervisor District: 4

Project Description

Glendale/Peoria ADMP Update Projects

The District and the Cities of Glendale and Peoria completed the Glendale/Peoria ADMP Update study to identify existing and future drainage and flooding problems in the watershed, and to develop cost-effective solutions to alleviate those problems. The ADMP Update study includes preliminary design plans for a recommended 9-Phase Improvement Projects program consisting of channel improvements, detention basins, open channel conveyances, storm drains, and other storm water collection and disposal systems that provide 100-year protection for the 85-square mile watershed. The estimated total cost for the multi-year Improvement projects program is \$34.3M with several potential cost-sharing partners. The Peoria City Council and the District Board of Directors have both adopted the recommendations of the study.

Rose Garden Lane

The proposed Rose Garden Lane Channel will provide 100-year level of protection. The Rose Garden Lane Channel consists of an open channel on the north side of Rose Garden Lane (one-half mile north of Beardsley Road) from approximately Lake Pleasant Parkway to the Agua Fria River, with underground box culverts at road crossings. River, south of Rose Garden Lane.

The Rose Garden Lane Channel is a high priority recommendation of the Glendale/Peoria ADMP and ranks as a high priority flood control project for Peoria. Peoria submitted the project to the District for consideration in its Fiscal Year 2002-03 Capital Improvements Program Prioritization Procedure process. The City of Peoria will be the lead agency for this project. There is a 50% cost sharing with the District for the project. The estimated cost for the project is \$3.8 million, which includes the design, utility relocations, construction and construction management. Design commenced in Fiscal Year 2003-04 and construction is scheduled to start in Fiscal Year 2005-06. Peoria is the lead agency for this project.

83rd Avenue/Pinnacle Peak Road Drainage Improvements

The 83rd Avenue/Pinnacle Peak Road Improvements were recommended as Phase 2 and part of Phase 3 of the program. The Improvements collect 100-year flows from the north and convey them south on 83rd Avenue from Calle Lejos to an existing channel at Williams Road. The Improvements include a north and south basin (at Calle Lejos and Pinnacle Peak Road, respectively), and open channels and/or storm drains connecting and bringing them to the outfall at 83rd Avenue and Williams Road. The City of Peoria submitted the 83rd Avenue/Pinnacle Peak Road Drainage Improvement projects to the District during the Fiscal Year 2002-03 Prioritization Procedure. There is a 50% cost sharing between the District and Peoria for the project. The estimated cost for the project is \$9.2 million, which includes the design, utility relocations, construction and construction management. Design is slated to commence in Fiscal Year 2003-04 and construction in Fiscal Year 2005-06. Peoria has acquired the basin at 83rd Avenue/Pinnacle Peak Road and will receive a credit towards its construction cost-share for half of the rights-of-way cost.

Project Name: Glendale/Peoria Area Drainage Master Plan

67th Avenue Storm Drain

The 67th Avenue Storm Drain project has been proposed by the City of Glendale and will provide 10-year storm drainage protection for a three square mile area lying within jurisdictional boundaries of both the cities of Glendale and Peoria. The project will consist of drainage pipes and catch basins and will be constructed in rights-of-way provided by Glendale. The outfalls for the project were constructed by the District along Cactus Road and Olive Avenue and are presently owned and operated by the City of Peoria. The District is contributing 50% of the project costs. The estimated cost for the project is \$3 million, which includes the design, land acquisition, utility relocations, construction and construction management. Glendale is the lead agency for the design and construction of the project, and will own, operate and maintain the completed project.

Funding Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
District	\$ 1,939,000	\$ 1,565,000	\$ 3,465,000	\$ 2,450,000	\$ 1,995,000	\$ 2,150,000	\$ 11,625,000	\$ 13,564,000
Glendale	186,000	-	-	-	-	-	-	186,000
Peoria/others	150,000	800,000	1,325,000	1,750,000	500,000	2,000,000	6,375,000	6,525,000
Project Total	\$ 2,275,000	\$ 2,365,000	\$ 4,790,000	\$ 4,200,000	\$ 2,495,000	\$ 4,150,000	\$ 18,000,000	\$ 20,275,000

It is anticipated that Peoria and the District will equally cost-share several of the projects. Additional ADMP project partners include the Cities of Glendale and Phoenix. Project partners will typically bear responsibility for operation and maintenance costs. Multiple projects will be developed in the future from this ADMP, and funding in years 4 and 5 reflect future projects to be initiated within the next five years.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 1,897,000	\$ 2,215,000	\$ 600,000	\$ 225,000	\$ 1,000,000	\$ -	\$ 4,040,000	\$ 5,937,000
Construction	252,000	-	4,050,000	5,160,000	-	4,000,000	13,210,000	13,462,000
Other Costs-Force Acct Labor	126,000	150,000	150,000	220,000	80,000	150,000	750,000	876,000
Project Total	\$ 2,275,000	\$ 2,365,000	\$ 4,800,000	\$ 5,605,000	\$ 1,080,000	\$ 4,150,000	\$ 18,000,000	\$ 20,275,000

Operating Cost Summary

It is anticipated that each municipality will maintain projects constructed in their jurisdiction.

Managing Department: Flood Control District
Project Name: South Phoenix Drainage Improvement
Project Location: South Phoenix - Multiple Locations
Supervisor District: 5

Project Description

This project includes the design and construction of a conveyance channel capable of containing a 100-year flood event in the vicinity of the existing Maricopa Drain from 43rd Avenue to the Salt River for a length of approximately 5.8 miles. A flood detention basin at 43rd Avenue and Southern Avenue will mitigate peak flood flow getting to the conveyance channel. Based on previous evaluations of flood hazard within this area, significant floodwater from large storm events pond along the existing Maricopa Drain. This project will reduce the potential flood hazard. This project consists of channel excavation, road crossings, drop structures, tiling and filling in the existing Maricopa Drain, and construction of concrete low-flow channel. Construction for the Project began in August 2003 and is schedule to be completed in February 2005. Landscaping will be completed by mid-2005.

Laveen Area Conveyance Channel Water Production Well

A well will be constructed and tested within the LACC right-of-way, to provide irrigation water for the channel and basin landscaping. The District will turn the well over to the City of Phoenix with the channel and basin upon completion of the project.

Laveen Area Conveyance Channel Landscape and Irrigation

The well facility will be constructed, including pumps, storage tank and walls. The irrigation system will be installed for the channel and basin and connected to the well. The channel and basin slopes and invert will be turfed, and trees will be planted in the basin site. A concrete maintenance path will be constructed for the basin, and landscaping materials will be added at the top of the basin. The channel will be used as a linear park and trail system, and the basin will be used for a park with soccer fields. The City of Phoenix will own, operate, and maintain both facilities.

23rd Avenue and Roeser Road Basin and Storm Drain

The South Phoenix/Laveen Drainage Improvement Project Preliminary Design Report was prepared in July 1997. Conceptual plans for the recommended alternative storm water collection and conveyance system infrastructure needs for this project area were developed. The study identified recommended plans with a series of projects to provide drainage infrastructure and flooding protection for a 26 square-mile watershed. The improvement projects consist of storm drains, detention basins, and open channel conveyances. A number of the projects have been completed or are in process. The 23rd Avenue and Roeser Basin and Storm Drain is the next priority project for the City of Phoenix. The City of Phoenix will serve as the lead agency for the Project and will share project costs equally with the District.

The 23rd Avenue and Roeser Road project is estimated to cost \$4.1 million and the City will be the lead agency for rights-of-way acquisition, design, construction, as well as own, operate and maintain the completed project capable of collecting and conveying the 100-year storm event. The District will provide construction management services. The basin will be located in the vicinity of 23rd Avenue and Roeser Road and the storm drain will be constructed along Roeser Road to the west and north along 27th Avenue to an existing City of Phoenix storm drain at 27th Avenue and Broadway Roads. Design is slated to commence in FY3/04 and construction in FY 05/06.

Project Name: South Phoenix Drainage Improvement

South Phoenix Detention Basins

Residents in the South Phoenix area have been flooded during relatively minor storm events, including those considered to be less than 10-year storms. The South Phoenix Drainage Improvement Project will provide protection from a 100-year flood event to residences and developing farmland within the City of Phoenix. The project will be built in phases to maximize the potential for cost sharing with other agencies. The 100-year protection will be in place once all of the phases are completed. The South Phoenix Detention Basins are located at the intersections of 43rd Avenue and Baseline Road, and 27th Avenue and South Mountain Avenue. Preliminary designs have been prepared for each of the detention basins. The Basins were submitted by the City of Phoenix in the 1999 Prioritization Procedure, and approved by the Prioritization Committee. The City of Phoenix does not have funding in their current bond program for this project. The proposed schedule assumes that the City of Phoenix is able to appropriate funds for this project. The goal is for the District to contribute approximately 50% of the project cost of the South Phoenix Drainage Improvements. The District acquired the basin sites when Baseline Road was widened and the Baseline Road Storm Drain was constructed.

Funding Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
City of Phoenix	\$ 5,400,000	\$ 3,656,000	\$ 100,000	\$ 1,350,000	\$ 1,250,000	\$ -	\$ 6,356,000	\$ 11,756,000
District	6,673,000	2,726,000	1,040,000	2,280,000	1,390,000	60,000	7,496,000	14,169,000
MCDOT	500,000	500,000	-	-	-	-	500,000	1,000,000
Project Total	\$ 12,573,000	\$ 6,882,000	\$ 1,140,000	\$ 3,630,000	\$ 2,640,000	\$ 60,000	\$ 14,352,000	\$ 26,925,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 3,094,000	\$ 462,000	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ 862,000	\$ 3,956,000
Construction	8,675,000	6,150,000	750,000	3,250,000	2,500,000	-	12,650,000	21,325,000
Other Costs-Force Acct Labor	804,000	270,000	190,000	180,000	140,000	60,000	840,000	1,644,000
Project Total	\$ 12,573,000	\$ 6,882,000	\$ 1,140,000	\$ 3,630,000	\$ 2,640,000	\$ 60,000	\$ 14,352,000	\$ 26,925,000

Operating Cost Summary

The City of Phoenix plans to provide operation and maintenance for the completed projects.

Managing Department: Flood Control District
Project Name: Maryvale Area Drainage Master Plan
Project Location: Grand Canal from Loop 101 to 63rd Ave
Supervisor District: 4 & 5

Project Description

Bethany Home Outfall Channel

The Bethany Home Road Outfall Channel project includes a linear basin and channel along the Grand Canal extending westerly from 63rd Avenue to the New River. The project will have a 100-year capacity removing approximately 745 structures from the floodplain. The channel alignment (Phase I and II) is in Phoenix, Glendale, and unincorporated Maricopa County. Portions of the channel are being used as a trail corridor and linear park.

Phase I of the project has been completed by ADOT, with District participation. Phase I extends west from the Agua Fria Freeway to the New River following the Bethany Home Road Alignment. ADOT increased the size of their channel to accommodate additional flows from the Maryvale area.

Phase II of the project will include a channel from the Agua Fria Freeway alignment to 73rd Avenue and an earthen, linear, on-line detention basin from 67th Avenue to 73rd Avenue. The ADMP also recommends ten-year capacity storm drains, located within Bethany Home Road and Camelback Road, extending from 59th Avenue to the Outfall Channel. Preliminary estimates indicate that the cost to construct this 100-year channel and 10-year storm drains is approximately \$67 million. The cost share for the project is approximately 50% District, and 25% each for the Cities of Glendale and Phoenix.

The first reach of the project (Loop 101 to 83rd Avenue) is being constructed, with completion scheduled for early 2004. Design and construction of the remainder or the improvements will be phased over several years, with completion anticipated in 2009.

26th Avenue/Verde Lane Basin

The 26th Avenue/Verde Lane flooding issues were studied as part of the Maryvale ADMP. This project will construct a basin at 26th Avenue and Verde Lane and a berm along the southern side of the Verde Basin. Presently this area experiences severe flooding during moderate to heavy rainfalls. Approximately 100 homes are subject to flooding. The 26th Avenue and Verde Basin is second priority for the City of Phoenix. The level of protection will be for the 100-year storm not including any overtopping of the Grand Canal. A berm included as part of this project will protect the area from overtopping flows from the Canal. The City of Phoenix will be the lead agency. The cost of the 26th Avenue and Verde Lane Basin project including design, land acquisition and construction is estimated at \$10.4 million. The project cost will be shared equally by the District and the City of Phoenix.

Funding Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
ADOT	\$ 584,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 584,000
District	15,772,000	491,000	8,018,000	5,063,000	4,260,000	640,000	18,472,000	34,244,000
Glendale	7,361,000	1,673,000	2,136,000	1,771,000	610,000	1,430,000	7,620,000	14,981,000
Phoenix	5,879,000	1,684,000	1,381,000	2,591,000	610,000	1,430,000	7,696,000	13,575,000
Project Total	\$ 29,596,000	\$ 3,848,000	\$ 11,535,000	\$ 9,425,000	\$ 5,480,000	\$ 3,500,000	\$ 33,788,000	\$ 63,384,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 18,297,000	\$ 1,498,000	\$ 100,000	\$ 350,000	\$ 330,000	\$ -	\$ 2,278,000	\$ 20,575,000
Construction	10,522,000	2,130,000	11,125,000	8,835,000	5,000,000	3,300,000	30,390,000	40,912,000
Other Costs-Force Acct Labor	777,000	220,000	310,000	240,000	150,000	200,000	1,120,000	1,897,000
Project Total	\$ 29,596,000	\$ 3,848,000	\$ 11,535,000	\$ 9,425,000	\$ 5,480,000	\$ 3,500,000	\$ 33,788,000	\$ 63,384,000

Project Name: Maryvale Area Drainage Master Plan

Operating Cost Summary

The Cities of Glendale and Phoenix will operate and maintain the constructed facility.

Managing Department: Flood Control District
Project Name: McMicken Dam - Fissure Risk Zone Remediation
Project Location: East of White Tank Park and North of Olive Ave
Supervisor District: 4

Project Description

McMicken Dam, originally called the Trilby Wash Detention Basin Dam, was built in the mid-1950's to provide emergency flood protection from a 259 square mile drainage area upstream of Luke Air Force Base, the Litchfield Park Naval Air Facility, and adjacent agricultural areas.

Extensive repairs to the dam were completed in the mid-1980s to address severe embankment cracking. During the repairs, studies detected the presence of earth fissures near the south end of the dam, he said. Additional studies have recently been conducted to further characterize the earth fissures near the dam. The results of these additional studies indicate earth fissures and conditions sufficient for earth fissure development exist adjacent to the south end of McMicken Dam.

The District analyzed 23 alternative designs before selecting a preferred alternative that isolates the fissure risk zone and its associated 0.6 square mile drainage area from McMicken Dam. The selected alternative mitigates impacts associated with an earth fissure. The selected alternative also includes a basin to replace the isolated section of McMicken Dam found to be within the fissure risk zone. The basin will contain flows up to the 500-year storm event or approximately 50 to 70 acre-feet.

Construction is scheduled to begin in January of 2005.

In addition, the Maricopa Regional Trail Corridor is located within the project area. The project will be fully compatible with the future design and construction of the trail by others.

Funding Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
District	\$ 783,000	\$ 2,201,000	\$ 830,000	\$ -	\$ -	\$ -	\$ 3,031,000	\$ 3,814,000
Project Total	\$ 783,000	\$ 2,201,000	\$ 830,000	\$ -	\$ -	\$ -	\$ 3,031,000	\$ 3,814,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 595,000	\$ 531,000	\$ -	\$ -	\$ -	\$ -	\$ 531,000	\$ 1,126,000
Construction	-	1,570,000	750,000	-	-	-	2,320,000	2,320,000
Other Costs-Force Acct Labor	188,000	100,000	80,000	-	-	-	180,000	368,000
Project Total	\$ 783,000	\$ 2,201,000	\$ 830,000	\$ -	\$ -	\$ -	\$ 3,031,000	\$ 3,814,000

Project Name: McMicken Dam - Fissure Risk Zone Remediation

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Current Operating Costs							
Personal Services	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ 120,000
Supplies & Services	65,000	65,000	65,000	-	-	-	195,000
<i>Subtotal</i>	\$ 105,000	\$ 105,000	\$ 105,000	\$ -	\$ -	\$ -	\$ 315,000
Total Current Costs	\$ 105,000	\$ 105,000	\$ 105,000	\$ -	\$ -	\$ -	\$ 315,000
Post Construction/Managing Department Operating Costs							
Personal Services	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 120,000
Supplies & Services	-	-	-	65,000	65,000	65,000	195,000
<i>Subtotal</i>	\$ -	\$ -	\$ -	\$ 105,000	\$ 105,000	\$ 105,000	\$ 315,000
Total Post Construction Costs	\$ -	\$ -	\$ -	\$ 105,000	\$ 105,000	\$ 105,000	\$ 315,000
TOTAL PROJECT COSTS	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 630,000

Managing Department: Flood Control District
Project Name: Metro Area Drainage Master Plan
Project Location: 24th Ave and Camelback Rd
Supervisor District: 3

Project Description

24th Avenue/Camelback Basin

A Drainage Study was prepared by the City of Phoenix to identify the extent of flooding problems, evaluate alternative facilities to minimize flooding, and establish a recommended plan to provide flood protection and public safety of the local residents and adjacent businesses, in the vicinity of 24th Avenue and Camelback Road. The study recommends construction of four basins and associated storm drains to collect and dispose of the floodwater. The basins are located at the Grand Canal, Camelback Road, at Washington Park and at Northern Avenue. It is proposed that the basins be constructed in phases with the basin and storm drain in the vicinity of 24th Avenue and Camelback Road constructed in Phase 1. The basins are designed to contain runoff from a 100-year flood. Repetitive flooding in the vicinity of 24th Avenue and Camelback Road resulted in the City of Phoenix identifying this area as one of their top 20 drainage issues. In July 1999, Phoenix submitted the project to the District's CIP Prioritization Procedure for FY 2000-01.

Phoenix will be the lead agency for this project. The estimated cost for the project is \$7.2 million, which includes the design, utility relocations, construction and construction management. The project cost will be shared equally between the District and the City. Design is slated to commence in Fiscal Year 2003-04 and construction in FY 05/06.

Funding Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
District	\$ 337,000	\$ 2,330,000	\$ 1,140,000	\$ 20,000	\$ 520,000	\$ 1,060,000	\$ 5,070,000	\$ 5,407,000
Project Total	\$ 337,000	\$ 2,330,000	\$ 1,140,000	\$ 20,000	\$ 520,000	\$ 1,060,000	\$ 5,070,000	\$ 5,407,000

Potential cost-sharing with the City of Phoenix contributing 50% and the Flood Control District contributing 50% from the Flood Control District Capital Projects Fund (Fund 990). Funding amounts in the funding summary reflect only the District's cost share. Phoenix will be the lead agency for this project.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 220,000	\$ 1,070,000	\$ -	\$ -	\$ 500,000	\$ 1,000,000	\$ 2,570,000	\$ 2,790,000
Construction	-	1,210,000	1,100,000	-	-	-	2,310,000	2,310,000
Other Costs-Force Acct Labor	117,000	50,000	40,000	20,000	20,000	60,000	190,000	307,000
Project Total	\$ 337,000	\$ 2,330,000	\$ 1,140,000	\$ 20,000	\$ 520,000	\$ 1,060,000	\$ 5,070,000	\$ 5,407,000

Operating Cost Summary

The City of Phoenix will operate and maintain the completed project.

Managing Department: Flood Control District
Project Name: Paradise Valley, Scottsdale, Phoenix
Project Location: Paradise Valley, Scottsdale, and Phoenix - Multiple Locations
Supervisor District: 2

Project Description

71st Street Channel and Storm Drain Project

This project includes the design of an open channel and storm drain system to convey storm water from Sunnyside Drive to south of Cholla Road. There is an existing open channel along this alignment, which is under capacity. This project was identified in the Scottsdale Road Corridor Drainage Master Plan (DMP) as one of the recommended projects. The proposed improvements include new 72" and 84" storm drain within the street rights-of-way and drainage easement and an open channel replaced in-kind to provide a total combined 10-year level of protection. Since most of the project will be within dedicated drainage easements and roadway rights-of-way, no major cost is anticipated for rights-of-way acquisition. Installation of an emergency spillway within the Cactus and Mescal Basins, providing a 100-yr level of protection is also included in this project. The construction plans are being prepared by utilizing District internal staff.

Scottsdale Road Drainage Channel Improvements

This project was also identified in the Scottsdale Road Corridor DMP as one of the recommended project improvements. The project scope includes improving an existing earthen drainage channel from Thunderbird Road to Sweetwater Avenue. The proposed improvement includes replacing an open channel with a closed system such as pipe and/or box culvert. The City and the District entered into an intergovernmental agreement for the design and construction of this channel with City's Scottsdale Road Improvement Project. The City will be the lead agency for this project. The improvements will be designed to convey up to 10-yr flows.

According to the intergovernmental agreement with the City, the total cost of both of these projects will be cost shared 50/50 between the City and the District. Scottsdale will be the lead agency for some features and the District for others.

Funding Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Scottsdale	\$ -	\$ 461,000	\$ 462,000	\$ -	\$ -	\$ -	\$ 923,000	\$ 923,000
District	176,000	1,315,000	762,000	-	-	-	2,077,000	2,253,000
Project Total	\$ 176,000	\$ 1,776,000	\$ 1,224,000	\$ -	\$ -	\$ -	\$ 3,000,000	\$ 3,176,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 132,000	\$ 32,000	\$ -	\$ -	\$ -	\$ -	\$ 32,000	\$ 164,000
Construction	-	1,624,000	1,124,000	-	-	-	2,748,000	2,748,000
Other Costs-Force Acct Labor	44,000	120,000	100,000	-	-	-	220,000	264,000
Project Total	\$ 176,000	\$ 1,776,000	\$ 1,224,000	\$ -	\$ -	\$ -	\$ 3,000,000	\$ 3,176,000

Operating Cost Summary

The City of Scottsdale will operate and maintain the completed project.

Managing Department: Flood Control District
Project Name: Queen Creek Area Drainage Master Plan
Project Location: Town of Queen Creek
Supervisor District: 1

Project Description

Queen Creek Channel (Hawes to Power)

The Town of Queen Creek is the lead agency for design, rights-of-way acquisition, utility relocation, construction, construction management, and will own, operate and maintain the completed project. The District shall review and approve the design and the construction documents prior to bid. The total cost of the project is estimated at \$6.0 million with District's contribution limited to \$2.42 million. The design and land acquisition was completed in Fiscal Year 2003-04, with construction scheduled to begin in the same year. The project includes channelization of Queen Creek Wash from Hawes Road to Power Road. The Project consists of channel construction and improvement of the Sossaman Road Bridge Crossing. The District shall also approve any future landscape amenities to assure hydraulic conveyance within the Project.

Queen Creek Channel (Recker – Higley)

The Town of Gilbert has proposed improvements to Queen Creek Wash from Recker to Higley Roads. Improvements have already been made to the wash upstream of Recker Road, and are already designed for the wash downstream of Higley Road as part of the District's EMF Basins project. The District is proposed to be the lead agency for design, utility relocation, construction, and construction management. The Town will be the lead agency for rights-of-way acquisition and will own, operate and maintain the completed project. The proposed improvements are to replace the existing wash with a natural desert vegetated 100-year, 24-hour capacity channel. The total cost of the project, excluding force, is estimated to be \$2,400,000 and will be shared equally between the District and the Town.

Sonoqui Wash Channelization Project

The purpose of this project is to design, construct, operate, and maintain a conveyance channel capable of containing a 100-year storm event within the existing natural alignment of Sonoqui Wash from Chandler Heights Road westerly to the confluence with Queen Creek Wash west of Higley Road. The Sonoqui Wash Channelization (Queen Creek Wash to Chandler Heights Road) is proposed as a 3.5 mile long, approximately 200 feet wide, trapezoidal earth channel paralleling the proposed Ocotillo Road alignment from approximately Chandler Heights Road to the Queen Creek Wash west of Higley. It is anticipated that minimal rights-of-way will be acquired due to land dedication and that private development will eventually construct part of the channel fronting their development. The Towns of Gilbert and Queen Creek will operate and maintain the channel once constructed.

Funding Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
District	\$ 1,878,000	\$ 1,324,000	\$ 40,000	\$ 2,190,000	\$ 3,590,000	\$ -	\$ 7,144,000	\$ 9,022,000
Gilbert	245,000	125,000	-	1,000,000	2,275,000	-	3,400,000	3,645,000
Queen Creek	-	370,000	-	1,000,000	1,075,000	-	2,445,000	2,445,000
Project Total	\$ 2,123,000	\$ 1,819,000	\$ 40,000	\$ 4,190,000	\$ 6,940,000	\$ -	\$ 12,989,000	\$ 15,112,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 957,810	\$ 544,000	\$ -	\$ -	\$ -	\$ -	\$ 544,000	\$ 1,501,810
Construction	906,000	1,155,000	-	4,000,000	6,700,000	-	11,855,000	12,761,000
Other Costs-Force Acct Labor	258,824	120,000	40,000	190,000	240,000	-	590,000	848,824
Project Total	\$ 2,122,634	\$ 1,819,000	\$ 40,000	\$ 4,190,000	\$ 6,940,000	\$ -	\$ 12,989,000	\$ 15,111,634

Project Name: Queen Creek Area Drainage Master Plan

Operating Cost Summary

Queen Creek is the lead agency for design, rights-of-way acquisition, utility relocation, construction, construction management and operation and maintenance of the Queen Creek Wash project. The District is the lead agency for the Sonoqui Wash project and each town will operate and maintain the completed project in their respective jurisdiction.

Managing Department: Flood Control District
Project Name: Salt/Gila River - Tres Rios
Project Location: Salt & Gila Rivers from 83rd Ave to the Agua Fria River
Supervisor District: 5

Project Description

The Tres Rios project is a federal project sponsored by the U. S. Army Corps of Engineers. The local sponsor is the City of Phoenix. The Flood Control District is participating in the project elements associated with flood control. This includes the design and construction of a north bank levee along the Salt and Gila Rivers from about 91st Avenue to the Agua Fria River. The District is not funding riverine habitat restoration elements including open water marshes, wetlands, and riparian corridors. The District and the City have reached a tentative agreement on a Memorandum of Understanding (MOU). Upon approval of the MOU, the District and the City will work together to develop an Intergovernmental Agreement to identify what the District's participation will be in the project.

Funding Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
District	\$ 71,000	\$ 1,100,000	\$ 1,100,000	\$ 40,000	\$ 30,000	\$ 30,000	\$ 2,300,000	\$ 2,371,000
Project Total	\$ 71,000	\$ 1,100,000	\$ 1,100,000	\$ 40,000	\$ 30,000	\$ 30,000	\$ 2,300,000	\$ 2,371,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	-	1,000,000	1,000,000	-	-	-	2,000,000	2,000,000
Other Costs-Force Acct Labor	71,000	100,000	100,000	40,000	30,000	30,000	300,000	371,000
Project Total	\$ 71,000	\$ 1,100,000	\$ 1,100,000	\$ 40,000	\$ 30,000	\$ 30,000	\$ 2,300,000	\$ 2,371,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Current Operating Costs							
Personal Sevices	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ 45,000
Supplies & Services	5,000	5,000	5,000	-	-	-	15,000
<i>Subtotal</i>	<i>\$ 20,000</i>	<i>\$ 20,000</i>	<i>\$ 20,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 60,000</i>
Total Current Costs	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 60,000
Post Construction/Managing Department Operating Costs							
Personal Sevices	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 75,000
Supplies & Services	-	-	-	5,000	5,000	5,000	15,000
<i>Subtotal</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 30,000</i>	<i>\$ 30,000</i>	<i>\$ 30,000</i>	<i>\$ 90,000</i>
Total Post Construction Costs	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 90,000
TOTAL PROJECT COSTS	\$ 20,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000

The operation and maintenance of the project will be the responsibility of the City. The IGA will identify the District as the responsible party for the operation and maintenance of the north bank levee. The District currently maintains the Holly Acres levee. It will be extended by this project and will be operated and maintained by the District in the future.

Managing Department: Flood Control District
Project Name: Skunk Creek/New River
Project Location: New River, Grand Ave to Bell Rd
Supervisor District: 4

Project Description

The Middle New River Watercourse Master Plan (MNRWCMP) study undertaken by the District identified projects to improve the conveyance capacity and provide bank protection along the New River. One of the recommended project areas is the reach of New River from Grand Avenue north to the Skunk Creek confluence with New River. Recommended improvements include channelization and bank protection for approximately 2 miles of New River, and an 800-foot reach on the west side of New River south of Bell Road. The City of Peoria will be a project partner. The City and the District are property owners along and within the New River alignment. An intergovernmental agreement has been entered with the City for design of the project. Further analysis of the recommendations and development of an intergovernmental agreement for construction, operation and maintenance is necessary as the project moves forward. This is the last reach of the New River that has not been improved consistent with the Corps of Engineers' Phoenix, Arizona and Vicinity including New River project. The project was requested by the City of Peoria.

Funding Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Peoria	\$ 321,000	\$ 2,089,000	\$ 1,965,000	\$ -	\$ -	\$ -	\$ 4,054,000	\$ 4,375,000
District	669,000	2,720,000	695,000	-	-	-	3,415,000	4,084,000
Project Total	\$ 990,000	\$ 4,809,000	\$ 2,660,000	\$ -	\$ -	\$ -	\$ 7,469,000	\$ 8,459,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 930,000	\$ 49,000	\$ -	\$ -	\$ -	\$ -	\$ 49,000	\$ 979,000
Construction	-	4,640,000	2,560,000	-	-	-	7,200,000	7,200,000
Other Costs-Force Acct Labor	60,000	120,000	100,000	-	-	-	220,000	280,000
Project Total	\$ 990,000	\$ 4,809,000	\$ 2,660,000	\$ -	\$ -	\$ -	\$ 7,469,000	\$ 8,459,000

Operating Cost Summary

The City of Peoria will operate and maintain the completed project at no cost to the District.

Managing Department: Flood Control District
Project Name: Spook Hill Area Drainage Master Plan
Project Location: Northeast Mesa and Maricopa County
Supervisor District: 2

Project Description

The purpose of the Spook Hill Area Drainage Master Plan was to update and expand the existing Spook Hill Area Drainage Master Study conducted in 1987. The Spook Hill area in the East Mesa currently does not have the flood control and drainage facilities in place to handle its regional flood problems. The approximate watershed area is 16 square miles. The study produced a recommended alternative to resolve the current flooding problems. The plan has been adopted by the City of Mesa City Council and Flood Control District Board of Directors. The total proposed project implementation cost including design, rights of way acquisition, and construction cost is estimated at \$34.0 Million. Completion of all of the elements of the plan will be beyond Fiscal Year 2008-09.

Funding Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Mesa	\$ -	\$ -	\$ 300,000	\$ 1,600,000	\$ 1,500,000	\$ 2,000,000	\$ 5,400,000	\$ 5,400,000
District	7,470,000	150,000	250,000	1,720,000	1,680,000	2,170,000	5,970,000	13,440,000
Project Total	\$ 7,470,000	\$ 150,000	\$ 550,000	\$ 3,320,000	\$ 3,180,000	\$ 4,170,000	\$ 11,370,000	\$ 18,840,000

Based on future IGAs, it is anticipated that the District and the City of Mesa will equally share the cost of the identified basin, channel and storm drain projects. Multiple projects will be developed in the future from this ADMP and funding in years 4 and 5 reflect future storm drain and channel projects to be initiated during the next 5 years.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 7,287,000	\$ 100,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 600,000	\$ 7,887,000
Construction	-	-	-	3,200,000	3,000,000	4,000,000	10,200,000	10,200,000
Other Costs-Force Acct Labor	183,000	50,000	50,000	120,000	180,000	170,000	570,000	753,000
Project Total	\$ 7,470,000	\$ 150,000	\$ 550,000	\$ 3,320,000	\$ 3,180,000	\$ 4,170,000	\$ 11,370,000	\$ 18,840,000

Operating Cost Summary

City of Mesa will operate and maintain the project.

Managing Department: Flood Control District
Project Name: Town of Guadalupe
Project Location: City of Tempe
Supervisor District: 1

Project Description

This project consists of a 10 cfs pump station component of the Guadalupe Drainage Improvement Project to be designed and constructed at a later date by the City of Tempe. This project is to be equally cost shared between the District and the City. The City will be the lead for design, rights-of-way, and construction.

Funding Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
District	\$ 2,883,000	\$ -	\$ -	\$ -	\$ -	\$ 375,000	\$ 375,000	\$ 3,258,000
Project Total	\$ 2,883,000	\$ -	\$ -	\$ -	\$ -	\$ 375,000	\$ 375,000	\$ 3,258,000

Tempe and the District have agreed to cost share the project 50/50; the estimated cost for each is \$375,000.

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 68,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 68,000
Construction	2,507,000	-	-	-	375,000	-	375,000	2,882,000
Other Costs-Force Acct Labor	308,000	-	-	-	-	-	-	308,000
Project Total	\$ 2,883,000	\$ -	\$ -	\$ -	\$ 375,000	\$ -	\$ 375,000	\$ 3,258,000

Operating Cost Summary

The City of Tempe will assume operation and maintenance responsibilities in the future.

Managing Department: Flood Control District
Project Name: White Tanks Area Drainage Master Plan
Project Location: East of Agua Fria River - Multiple Locations
Supervisor District: 4

Project Description

White Tanks FRS #3 Modifications

White Tanks Flood Retarding Structure #3 (White Tanks FRS #3), operated and maintained by the District, requires corrective action to bring the structure into compliance with dam safety standards and requirements. The District completed several interim corrective measures at the dam during the spring of 2002. The District has filed an application with the Natural Resources Conservation Service (NRCS) for federal funding assistance under the new federal program for dam rehabilitation (Public Law 106-472) for this project.

White Tanks Flood Retarding Structure (FRS) #3 North Inlet Channel

The Project will prevent breakouts from the Beardsley Canal Wash across the Beardsley Canal, north of Olive Avenue to the White Tanks FRS #3. The Project will provide flood protection to more than 100 homes adjacent to and downstream of the Beardsley Canal, reduce the floodplain by more than 300 acres, and also prevent erosion of the canal banks.

West Cactus Road Detention Basin and Channels

The Project provides a regional outfall for the Cities of Surprise and El Mirage to convey 100-year flood flows to the Agua Fria River through developed areas of the cities. The project features will include a channel and a basin. This is a joint project between the District and the City of El Mirage. The City will be the lead for acquisition of rights-of-way, and the District will provide for design and construction management services. The project costs will be shared equally between the District and the City.

Reems Road Channel

The project includes the construction of a channel along Reems Road from Peoria Avenue south to near Northern Avenue, discharging to the Falcon Dunes Golf Course. The project also includes a detention basin adjacent to the channel. The channel with basin will convey the 100-year storm event. Reems Road currently carries a majority of the stormwater within the roadway prism; however, large flows overtop and breakout of the existing farm berms adjacent to the roadway and flow across farmland in a southwesterly direction. The project will provide 100-year protection to the surrounding area as well as protecting Reems Road and three connecting roadways, the City of Surprise's wastewater treatment plant, and various utilities. The City of Surprise will be responsible for funding and constructing the Reems Road Channel north of Peoria Avenue to Greenway Road.

Bullard Wash Phase 2

Bullard Wash is included within the Loop 303 Corridor/White Tanks Area Drainage Master Plan (ADMP), which recommends improvements be made to the wash. Phase I of the Bullard Wash Improvements Project, from the Gila River to Lower Buckeye Road, was constructed as a previous District/City of Goodyear project. Phase II includes an earthen/greenbelt channel along the Bullard Wash alignment from Lower Buckeye Road to McDowell Road.

The project will channelize the floodplain north of the Phoenix-Goodyear Airport. It will reduce the floodplain width and protect the Phoenix-Goodyear Airport and nearby development from flooding

The District has entered an intergovernmental agreement with the City for design of the project, and design of the project from Lower Buckeye Road to I-10 is underway. An intergovernmental agreement with the City has been prepared for construction of the project.

Project Name: White Tanks Area Drainage Master Plan

Loop 303 Corridor/White Tanks Area Drainage Master Plan (ADMP) Update

The Loop 303 Corridor/White Tanks Area Drainage Master Plan (ADMP) Update will be completed by the end of Fiscal Year 2003-04. The watershed area includes approximately 208 square miles extending from McMicken Dam on the north to the Gila River on the south, and from White Tank Mountains on the west to the Agua Fria River on the east. The ADMP identified regional drainage features amounting to an estimated cost of \$400 million.

Some of the recommended facilities are being incorporated into private developments that are being constructed. Other municipal features will require cooperative agreements between the Flood Control District and the local municipalities before they can be implemented.

Funding Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
District	\$ 8,528,000	\$ 4,728,000	\$ 2,610,000	\$ 7,590,000	\$ 6,600,000	\$ 7,890,000	\$ 29,418,000	\$ 37,946,000
El Mirage	-	-	200,000	200,000	500,000	1,000,000	1,900,000	1,900,000
Federal (tentative)	-	4,000,000	9,125,000	2,375,000	-	-	15,500,000	15,500,000
Goodyear	1,181,000	-	1,760,000	1,760,000	1,760,000	2,070,000	7,350,000	8,531,000
Maricopa Water District	-	500,000	-	1,720,000	-	-	2,220,000	2,220,000
Project Total	\$ 9,709,000	\$ 9,228,000	\$ 13,695,000	\$ 13,645,000	\$ 8,860,000	\$ 10,960,000	\$ 56,388,000	\$ 66,097,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ 8,723,000	\$ 4,643,000	\$ 400,000	\$ 1,150,000	\$ 750,000	\$ -	\$ 6,943,000	\$ 15,666,000
Construction	441,000	4,155,000	12,815,000	11,915,000	7,630,000	10,340,000	46,855,000	47,296,000
Other Costs-Force Acct Labor	545,000	430,000	480,000	580,000	480,000	620,000	2,590,000	3,135,000
Project Total	\$ 9,709,000	\$ 9,228,000	\$ 13,695,000	\$ 13,645,000	\$ 8,860,000	\$ 10,960,000	\$ 56,388,000	\$ 66,097,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Current Operating Costs							
Personal Services	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	\$ -	\$ 28,000
Supplies & Services	5,000	5,000	5,000	5,000	-	-	20,000
<i>Subtotal</i>	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ 48,000
Total Current Costs	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ 48,000
Post Construction/Managing Department Operating Costs							
Personal Services	\$ -	\$ -	\$ -	\$ 30,000	\$ 47,000	\$ 47,000	\$ 124,000
Supplies & Services	-	-	-	10,000	20,000	20,000	50,000
<i>Subtotal</i>	\$ -	\$ -	\$ -	\$ 40,000	\$ 67,000	\$ 67,000	\$ 174,000
Total Post Construction Costs	\$ -	\$ -	\$ -	\$ 40,000	\$ 67,000	\$ 67,000	\$ 174,000
TOTAL PROJECT COSTS	\$ 12,000	\$ 12,000	\$ 12,000	\$ 52,000	\$ 67,000	\$ 67,000	\$ 222,000

Managing Department: Flood Control District
Project Name: White Tanks Dam #4
Project Location: South of Interstate 10, Tuthill Rd to Jackrabbit Trail
Supervisor District: 4

Project Description

White Tanks Flood Retarding Structure #4 (White Tanks FRS #4), operated and maintained by the District, requires corrective action to bring the structure into compliance with dam safety standards and requirements. The District has completed Phase I Assessments for White Tanks FRS #4, which has been determined to be eligible for federal funding assistance under Public Law 106-472, The Small Watershed Amendment. The District will initiate planning and pre-design efforts for the project in Fiscal Year 2004-05.

Funding Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
District	\$ -	\$ 30,000	\$ 150,000	\$ 3,670,000	\$ 3,150,000	\$ -	\$ 7,000,000	\$ 7,000,000
Project Total	\$ -	\$ 30,000	\$ 150,000	\$ 3,670,000	\$ 3,150,000	\$ -	\$ 7,000,000	\$ 7,000,000

Project Cost Summary

	Prior Years	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	5-Year Total	Total Project
Programming/Design/Land/ROW	\$ -	\$ -	\$ 100,000	\$ 550,000	\$ -	\$ -	\$ 650,000	\$ 650,000
Construction	-	-	-	3,000,000	3,000,000	-	6,000,000	6,000,000
Other Costs-Force Acct Labor	-	30,000	50,000	120,000	150,000	-	350,000	350,000
Project Total	\$ -	\$ 30,000	\$ 150,000	\$ 3,670,000	\$ 3,150,000	\$ -	\$ 7,000,000	\$ 7,000,000

Operating Cost Summary

	Current Year	Year 1 FY 04-05	Year 2 FY 05-06	Year 3 FY 06-07	Year 4 FY 07-08	Year 5 FY 08-09	Total Project
Current Operating Costs							
Personal Services	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Supplies & Services	20,000	20,000	-	-	-	-	40,000
<i>Subtotal</i>	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000
Total Current Costs	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000
Post Construction/Managing Department Operating Costs							
Personal Services	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 60,000
Supplies & Services	-	-	20,000	20,000	20,000	20,000	80,000
<i>Subtotal</i>	\$ -	\$ -	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 140,000
Total Post Construction Costs	\$ -	\$ -	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 140,000
TOTAL PROJECT COSTS	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 210,000



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 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.

The information contained herein reflects the current debt status of Maricopa County for the fiscal year ended June 30, 2003. 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, 2003. A copy of the CAFR can be viewed at: <http://www.maricopa.gov/finance>.

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 certificate 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 most security analysts when calculating an issuer's debt ratios add other non-bond obligations as defacto debt.

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, 2003.

LONG-TERM LIABILITIES
All Categories of Debt (3)
Maricopa County, Arizona
As of June 30, 2003

	Year Ending June 30				
	1999	2000	2001	2002	2003
GOVERNMENTAL ACTIVITIES:					
Bonds, loans, and other payables:					
General obligation bonds	\$ 119,045,000	\$ 99,910,000	\$ 79,595,000	\$ 58,370,000	\$ 39,515,000
Lease revenue bonds	0	0	104,355,000	104,355,000	91,558,756
Stadium District revenue bonds (1 & 2)	29,749,685	25,504,259	28,658,512	58,225,000	57,225,000
Stadium District debt with governmental commitment (1)	31,075,000	29,125,000	27,935,000	0	0
Special assessment debt with governmental commitment (1)	996,939	729,448	589,431	458,977	368,573
Housing department bonds	110,090	95,975	81,862	64,925	50,811
Housing department loans	2,085,653	1,976,984	1,861,500	1,754,922	1,641,310
Certificates of Participation	20,667,686	17,222,210	13,575,118	9,804,315	5,808,084
Capital leases	17,633,952	18,121,511	14,225,356	19,442,376	19,414,904
Total Governmental activities	\$ 221,364,005	\$ 192,685,387	\$ 270,876,779	\$ 252,475,515	\$ 215,582,438
BUSINESS-TYPE ACTIVITIES:					
Bonds and other payables:					
Lease revenue bonds	0	0	20,500,000	20,500,000	17,986,244
Certificates of participation	1,058,574	5,666,171	11,824,853	11,768,519	10,940,368
Capital leases	1,125,158	608,794	229,159	0	0
Installment purchase agreements	0	0	3,023,111	2,607,815	2,350,524
Total Business-type activities	\$ 2,183,732	\$ 6,274,965	\$ 35,577,123	\$ 34,876,334	\$ 31,277,136

Notes:

- (1) Does not represent an obligation of the County.
- (2) Stadium District contractual obligation of \$7,888,888 has been excluded from the above schedule for fiscal year 2003.
- (3) Long-term liabilities excludes claims and judgments payable, reported and incurred but not reported claims, and liabilities for closure and postclosure costs.

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 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 contributions can be reduced in a given budget year, pay-as-you-go contributions 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 after the expenditure is made. If the jurisdiction is forced to finance the expenditure 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.

Grants

Government grants stem from a variety of sources, but the majority of grant revenues for capital projects come from the federal and state governments. Often they 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 (TAN's) 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 TAN's.

Lines and Letter 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, 2004. Outstanding principal and interest is due on June 30 of each year. During fiscal year 2003, the County had not borrowed against the line of credit.

On August 2, 2002, the County entered into a \$8,334,722 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, 2003. The letter of credit was reserved against the municipal revolving line of credit. During fiscal year 2003, the letter of credit had not been drawn upon. The irrevocable standby letter of credit was renewed to July 1, 2004 for \$9,058,610.

General Obligation Bonds (GO)

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 GO bonds and Title 35, Chapter 3, Article 4 for refunding bonds. An issuer selling a GO 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 GO 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 GO 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. 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 (COP)

COP's 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 being made by the County for that purpose. Rating agencies typically give COP 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-Purchase

Lease-Purchase 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 Agreement

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 may become indebted for an amount not to exceed fifteen percent of taxable property.

The following table represents the County's outstanding general obligation indebtedness with respect to its constitutional general obligation debt limitation.

2002-03 Constitutional General Obligation Bonding Capacity Maricopa County, Arizona	
2002-03 Secondary Assessed Valuation	\$ 24,457,047,282
15% of Secondary Assessed Valuation	3,668,557,092
Less: GO Bonded Debt Outstanding	(39,515,000)
Plus: GO Debt Service Fund Balance	722,346
Unused Fifteen Percent Borrowing Capacity	<u>\$ 3,629,764,438</u>

Rating Agency Analysis

An independent assessment of the relative credit worthiness of municipal securities is provided by rating agencies. They furnish letter grades that convey each company's 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. The rating agencies provide 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 – 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 the proposed debt issuance. The following shows 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 Debt Rating

On November 11, 2003, Maricopa County received a bond rating upgrade from AA to AA+ from Fitch Ratings. Fitch Ratings Press Release dated November 11, 2003, states that the bond rating “upgrades are based on the imminent transfer of the county’s health care delivery system to a separate voter-approved special health district with its own property tax levy. The upgrades also reflect continued financial improvement despite slower growth in the county’s predominant revenue source, a record of continued economic growth and diversification, successful fiscal reforms, and the county’s very modest debt profile.”

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 Assigned		Rating Assigned		Rating Assigned
General Obligation	AA+	11/11/03	Aa3	12/6/01	A+	4/11/97
	AA	12/4/01	Aa3	5/26/00	A	5/27/94
	AA	4/5/00	A-1	11/6/98	AA	6/2/76
			A-2	3/17/97		
			A	6/13/94		
			Aa	7/26/93		
			Aa-1	8/21/81		
			Aa	12/6/72		
Stadium District Revenue Bonds			Aaa (1)		AAA (1)	

(1) Bonds are insured, no underlying rating.

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.

There are an infinite number of ratios, which could be calculated to measure the County’s debt burden. This analysis focuses on commonly used ratios instead of creating customized ones.

DIRECT AND OVERALL NET DEBT MARICOPA COUNTY, ARIZONA				
GOVERNMENTAL ACTIVITIES	Audited 6/30/02	Audited 6/30/03	Projected 6/30/04	Projected 6/30/05
General Obligation	\$ 58,370,000	\$ 39,515,000	\$ 20,165,000	\$ 0
Less: Amount available for Retirement of General Obligation Debt	(773,917)	(722,346)	0	0
Lease Revenue Bonds	104,355,000	91,558,756	78,031,179	73,200,200
Certificate of Participation	9,804,315	5,808,084	1,672,206	1,446,089
Capital Leases	19,442,376	19,414,905	13,600,211	8,073,241
Direct Net Debt	\$ 191,197,774	\$ 155,574,399	\$ 113,468,596	\$ 82,713,530
Overlapping Debt (1)	4,901,854,926	5,216,661,101	5,331,427,645	5,448,719,053
Overall Net Debt	\$ 5,093,052,700	\$ 5,372,235,500	\$ 5,444,896,241	\$ 5,531,438,583
Population Estimate (2)	3,192,125	3,296,250	3,411,619	3,531,026
Full Value of Taxable Property (3)	\$ 180,653,046	\$ 194,235,322	\$ 211,716,501	\$ 230,770,986
Ratios (4)				
Direct Net Debt Per Capita	\$ 59.90	\$ 47.20	\$ 33.26	\$ 23.35
Overall Net Debt Per Capita	\$ 1,595.51	\$ 1,629.80	\$ 1,595.99	\$ 1,566.44
Direct Net Debt As Percentage Of Full Value Property	.1059%	.0801%	.0536%	.0358%
Overall Net Debt As % Of FV Property	2.82%	2.77%	2.57%	2.40%
FV Property Per Capita	\$ 56,593.35	\$ 58,926.15	\$ 62,057.49	\$ 65,355.22

Notes:

- (1) Projected overlapping debt for 2004 and 2005 was based on a rounded average over three years of 2.2%.
- (2) Source: Arizona Department of Economic Security. Projection for 2004 and 2005 was based on a 3.50% estimated annual growth rate.
- (3) Taxable Property Estimates: 2003 provided by the Assessor's Office; 2004 and 2005 based on 9% 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

The following section of the Debt Management Plan contains information on the obligations of Maricopa County by debt 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.

General Obligation Bonds currently outstanding 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, 2003, the County net general obligation debt was \$38,792,654, (0.16% of taxable property), while the 6 percent limit was \$1,467,422,837 and the 15 percent limit was \$3,668,557,092.

The following tables and chart illustrate the existing debt service for the outstanding general obligation bonded debt currently paid by ad valorem taxes.

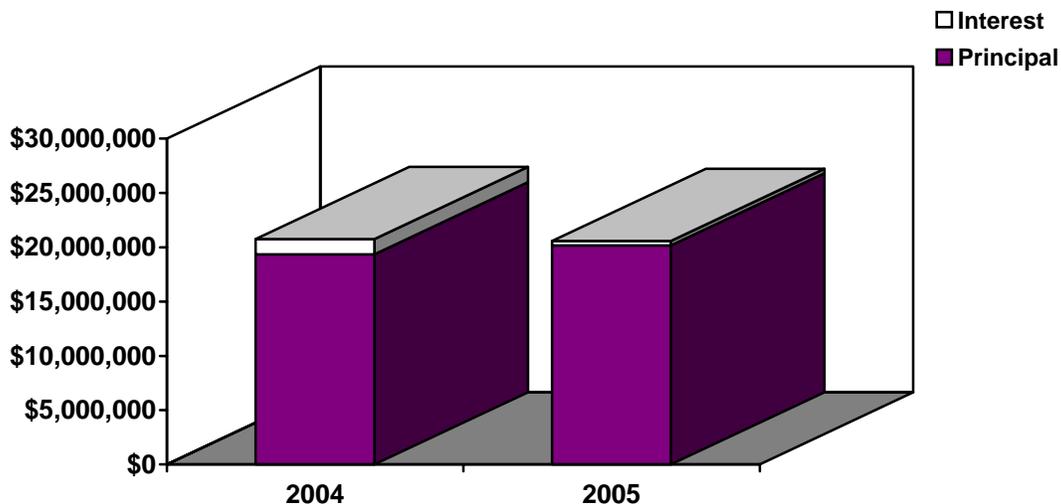
DEBT SERVICE REQUIREMENTS TO MATURITY
General Obligation Bonds
Maricopa County, Arizona
As of June 30, 2003

Year Ending June 30	Principal	Interest	Debt Service
2004	\$ 19,350,000	\$ 1,401,975	\$ 20,751,975
2005	20,165,000	403,300	20,568,300
TOTAL	\$ 39,515,000	\$ 1,805,275	\$ 41,320,275

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2003

Bond Issue	Amount
1986 Bond Issue – Series D (1993)	\$ 1,000,000
1992 Bond Issue – Refunding	250,000
1992 Bond Issue – Refunding	18,100,000
2001 Bond Issue – Refunding	20,165,000
TOTAL	\$ 39,515,000

DEBT SERVICE REQUIREMENTS
General Obligation Bonds



Lease Revenue Bonds

On June 1, 2001, Maricopa County Public Finance Corporation issued \$124,855,000 of Lease Revenue Bonds to pay for the acquisition, construction and equipment for the Public Service Building, Forensic Science Center, Superior Court Customer Service Center, parking garages and related projects. 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 the 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 being made by the County.

DEBT SERVICE REQUIREMENTS TO MATURITY

Lease Revenue Bonds Maricopa County, Arizona As of June 30, 2003

Year Ending June 30	Governmental Activities		Business-Type Activities	
	Principal	Interest	Principal	Interest
2004	\$ 13,527,577	\$ 4,427,689	\$ 2,657,423	\$ 869,796
2005	4,830,979	4,976,498	949,021	781,162
2006	5,069,185	3,738,459	995,815	734,401
2007	5,336,644	3,477,122	1,048,356	683,063
2008	5,633,356	3,221,620	1,106,644	632,871
2009 – 13	32,780,451	11,293,438	6,439,549	2,218,535
2014 – 16	24,380,564	2,038,383	4,789,436	400,430
Total	\$ 91,558,756	\$ 32,173,209	\$ 17,986,244	\$ 6,320,258

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 was used for the advance refunding and to pay cost of issuance expense.

Stadium District

The Stadium District was formed through action of the Maricopa County Board of Supervisors in September 1991 pursuant to the A.R.S., Title 48, Chapter 26. The Stadium District has two purposes:

- To oversee the operation and maintenance of Bank One Ballpark, a major league baseball stadium, and
- Enhance and promote major league baseball spring training in the County through the development of new, and the improvement of, existing baseball training facilities.

To accomplish this purpose, the Stadium District possesses the statutory authority to issue special obligation bonds to provide financial assistance for the development and improvement of baseball training facilities located within the County. Ten major league baseball teams hold spring training in Arizona as part of the Cactus League: California Angels, Chicago Cubs, Colorado Rockies, Milwaukee Brewers, Oakland Athletics, San Diego Padres, San Francisco Giants, Seattle Mariners, Chicago White Sox and Arizona Diamondbacks.

The Stadium District Revenue Bonds are special obligations of the District. The bonds are payable solely from pledged revenues, consisting of car rental surcharges levied and collected by the District pursuant to A.R.S., Title 48, Chapter 26, Article 2, §48-4234. Under the statute, the District may set the surcharge at \$2.50 on each lease or rental of a motor vehicle licensed for hire, for less than one year, and designed to carry fewer than 15 passengers, regardless of whether such vehicle is licensed in the State of Arizona. The District Board of Directors initially levied a surcharge at a rate of \$1.50 beginning in January 1992. The District Board of Directors increased the surcharge to \$2.50, the maximum amount permitted by statute, in January 1993. The bonds do not constitute a debt or a pledge of the faith or credit of Maricopa County, the State of Arizona, or any other political subdivision.

The payment of the bonds is enforceable solely out of the pledged revenues and no owner shall have any right to compel any exercise of taxing power of the District, except for surcharges.

The following tables illustrate the existing debt service for the outstanding Stadium District Revenue Bonds.

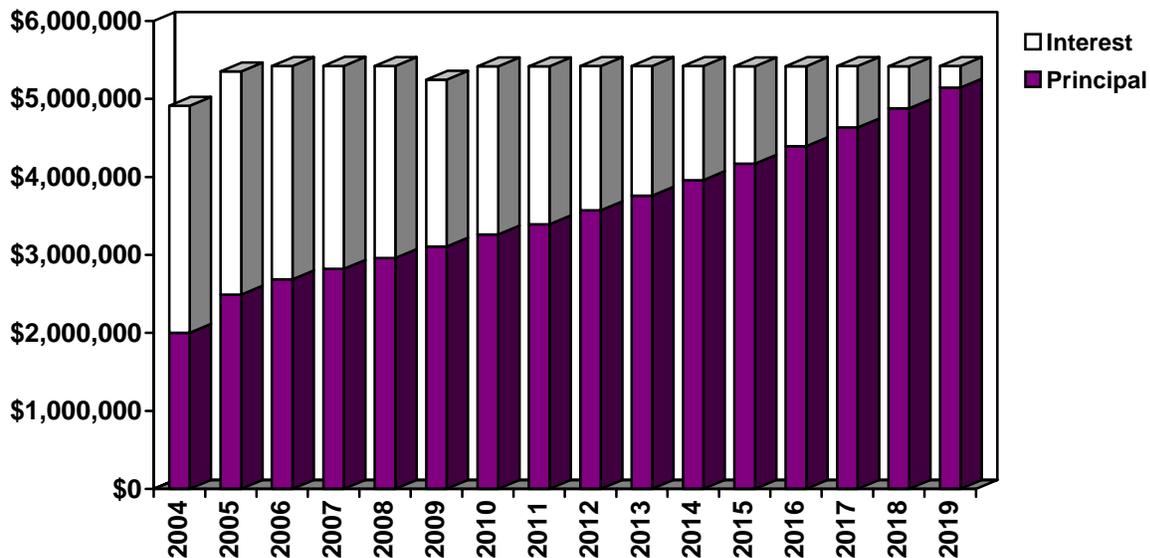
DEBT SERVICE REQUIREMENTS TO MATURITY
Stadium District Revenue Bonds
Maricopa County, Arizona
As of June 30, 2003

Year Ending June 30	Principal	Interest	Total Debt Service
2004	\$ 2,000,000	\$ 2,912,094	\$ 4,912,094
2005	2,490,000	2,862,094	5,352,094
2006	2,685,000	2,737,592	5,422,592
2007	2,820,000	2,603,345	5,423,345
2008	2,960,000	2,462,344	5,422,344
2009 – 13	17,085,000	10,016,144	27,101,144
2014 – 18	22,040,000	5,060,562	27,100,562
2019	5,145,000	276,544	5,421,544
TOTAL	\$ 57,225,000	\$ 28,930,719	\$ 86,155,719

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2003

Bond Issue	Amount
Total Stadium District Revenue Bonds, Series 2002	\$ 57,225,000

DEBT SERVICE REQUIREMENTS
Stadium District Revenue Bonds



Special Assessment Districts

A Special Assessment District (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 contains 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 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 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, 2003**

Bond Issue	Amount
Grandview Manor	\$ 36,747
Queen Creek Water	85,500
Fairview Lane	6,843
East Fairview Lane	15,399
White Fence Farms	43,299
104th Place/University Drive	22,410
Central Avenue	103,545
Billings Street	3,439
Marquerite Drive	51,391
TOTAL	\$ 368,573

Housing Department

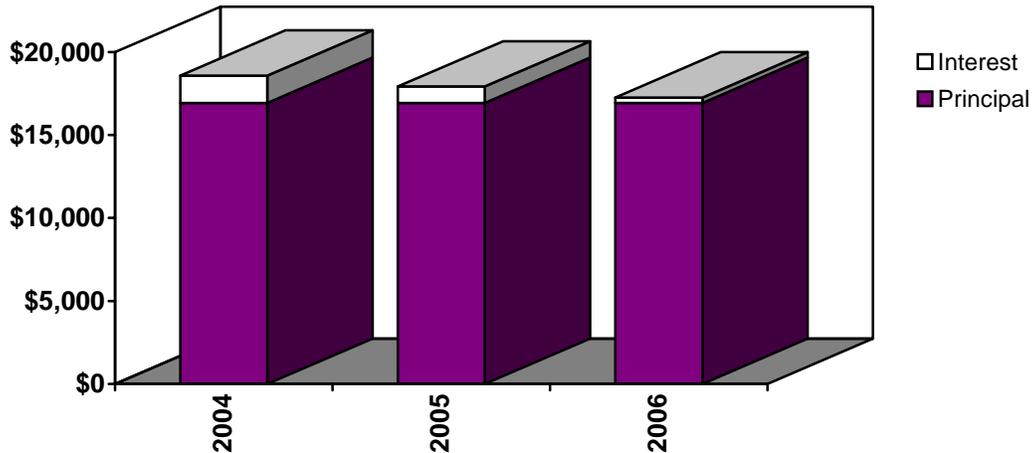
These bonds are due annually in varying principal and interest amounts, and are payable from Federal government subsidies.

The following illustrates the debt service for the outstanding Public Housing bonds, which are payable from Federal government subsidies.

DEBT SERVICE REQUIREMENTS TO MATURITY
Housing Department Bonds
Maricopa County, Arizona
As of June 30, 2003

Year Ending June 30	Principal	Interest	Total Debt Service
2004	\$ 16,937	\$ 1,641	\$ 18,578
2005	16,937	985	17,922
2006	16,937	328	17,265
TOTAL	\$ 50,811	\$ 2,954	\$ 53,765

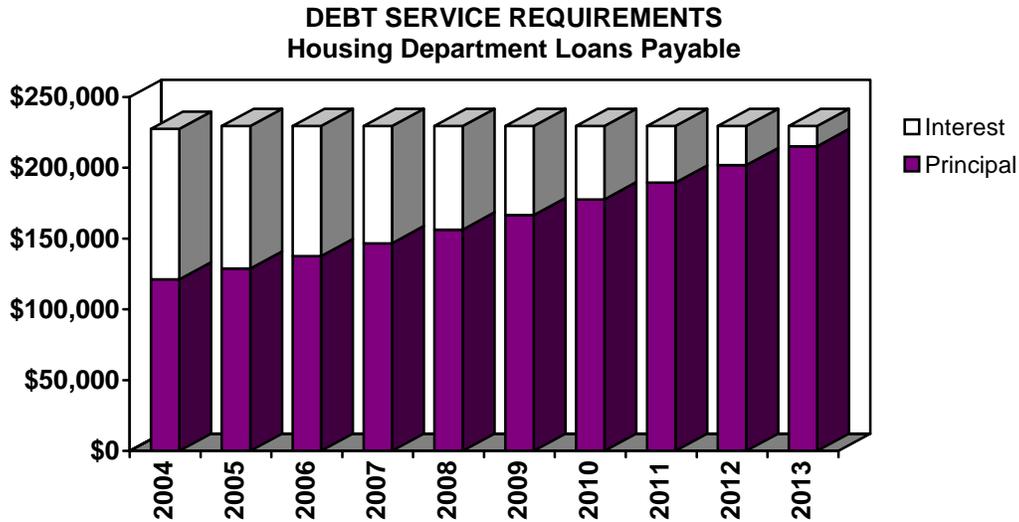
DEBT SERVICE REQUIREMENTS
Housing Department Bonds



DEBT SERVICE REQUIREMENTS TO MATURITY
Housing Department Loans Payable
Maricopa County, Arizona
As of June 30, 2003

Year Ending June 30	Principal	Interest	Total Debt Service
2004	\$ 121,110	\$ 106,326	\$ 227,436
2005	128,829	100,608	229,437
2006	137,606	91,831	229,437
2007	146,688	82,749	229,437
2008	156,369	73,067	229,436
2009	166,518	62,919	229,437
2010	177,680	51,756	229,436
2011	189,407	40,029	229,436
2012	201,908	27,529	229,437
2013	215,195	14,242	229,437
TOTAL	\$ 1,641,310	\$ 651,056	\$ 2,292,366

The Housing Department loans payable at June 30, 2003, consisted of the following outstanding notes. The Department sold notes to the Federal Financing Bank. These notes will be repaid through Federal government subsidies.



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 being made by the County for that purpose.

On August 1, 1993, Maricopa County issued \$3,850,000 of Certificates of Participation to assist in the acquisition, construction and equipping of the County's West Mesa Justice Court and Northwest Regional Probation Center facilities. Additionally, the proceeds were used for an advance refunding of the Certificates of Participation Series 1989 and to prepay land purchase agreements the County had previously executed with the State of Arizona.

On August 1, 1994, Maricopa County Public Finance Corporation issued \$30,000,000 of Certificates of Participation to assist in the acquisition of the County's Southeast Juvenile Court and Detention Center and its adult detention facility know as the Estrella Jail Complex.

On August 1, 1996, Maricopa County Public Finance Corporation issued \$2,500,000 of Certificates of Participation to pay for the cost of a building for Maricopa County Regional School District 509.

On February 1, 2000, Maricopa County Public Finance Corporation issued \$5,300,000 of Certificates of Participation to pay for the cost of construction for the Avondale Family Health Center.

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 illustrates the debt service for the outstanding Certificates of Participation.

DEBT SERVICE REQUIREMENTS TO MATURITY
Certificates of Participation
Maricopa County, Arizona
As of June 30, 2003

Year Ending June 30	Governmental Activities		Business-Type Activities	
	Principal	Interest	Principal	Interest
2004	\$ 4,135,878	\$ 346,381	\$ 872,375	\$ 570,518
2005	226,117	100,004	878,534	523,171
2006	239,743	86,952	927,942	474,847
2007	254,056	73,025	975,350	423,441
2008	272,698	58,172	1,030,167	368,931
2009 -13	679,592	86,206	4,426,000	1,001,885
2014 -16			1,830,000	153,335
Total	\$ 5,808,084	\$ 750,740	\$ 10,940,368	\$ 3,516,128

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2003

Certificate of Participation Issues	Amount
Series 1993 Certificates of Participation	\$ 580,000
Series 1994 Certificates of Participation	3,815,000
Series 1996 Certificates of Participation	1,576,452
Series 2000 Certificates of Participation	4,567,000
Series 2000 Certificates of Participation	6,210,000
TOTAL	\$ 16,748,452

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 several capital leases, with four leases accounting for the majority of the balance. The departments and leased equipment include General Government SmartZone radio system, a Sheriff's helicopter, Facilities Management energy savings retrofit and Superior Court modular building.

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, 2003.

Capital Leases Governmental Activities Maricopa County, Arizona Fiscal Year Ending June 30, 2003	
2004	\$ 6,518,200
2005	6,012,142
2006	3,872,617
2007	1,126,952
2008	1,056,727
2009 – 12	2,964,438
Total minimum lease payments	21,551,076
Less: Amount representing interest	(2,136,171)
Present value of net minimum lease payments	\$ 19,414,905

Installment Purchase Contracts Payable

The County has entered into installment purchase contracts payable for the acquisition of medical equipment used in the Medical Center Fund (Business-type Activities), at a total purchase price of \$3,514,605.

The future minimum payments required under the contracts at June 30, 2003, are as follows.

Installment Purchase Contracts Payable Business-Type Activities Maricopa County, Arizona Fiscal Year Ending June 30, 2003	
2004	\$ 600,641
2005	638,026
2006	575,986
2007	555,306
2008	241,739
Total minimum lease payments	2,611,698
Less: Amount representing interest	(261,174)
Present value of net minimum lease payments	\$ 2,350,524

Debt Policies

Regular, updated debt policies can be an important tool to ensure the use of the County's resources to meet its commitments to provide needed services to the citizens of Maricopa County and to maintain sound financial practices.

Administration of Policy

The Chief Administrative Officer is the Chief Executive of the County. With the exception of those responsibilities specifically assigned by state statute to the Chief Financial Officer, the Chief Administrative Officer 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 Chief Administrative Officer.

The Chief Financial Officer is also responsible for attestation of disclosure and other bond related documents. References to the "Chief Administrative Officer 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 premarketing 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
New York, NY 10038
Phone (212) 771-6999
Fax: (212) 771-7390
Email: NRMSIR@FTID.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

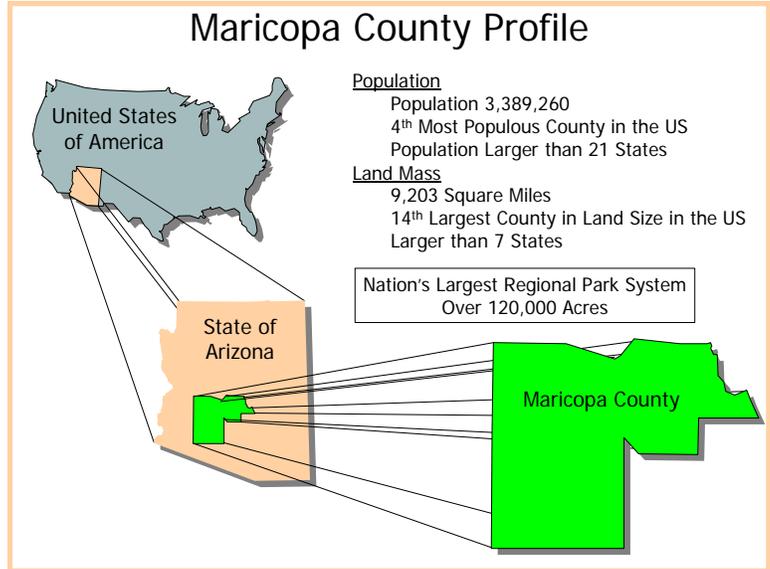
These policies will be reviewed annually and significant changes may be made with the approval of the County Administrative Officer. Significant policy changes will be presented to the Board of Supervisors for approval.

County At A Glance

County Profile

Maricopa County was created in 1871 from Yavapai and Pima Counties. It was named after the Maricopa Indian Tribe, which is known to have inhabited the area as early as 1775. Maricopa was the fifth county formed in Arizona. Today, more than half of the state's population resides in Maricopa County. In addition, Indian Reservations make-up 5% of the total land ownership while individuals and corporations own 29%, the Bureau of Land Management 28%, the U.S. Forest Services 11%, the State of Arizona 11%, leaving the remaining 16% publicly owned land.

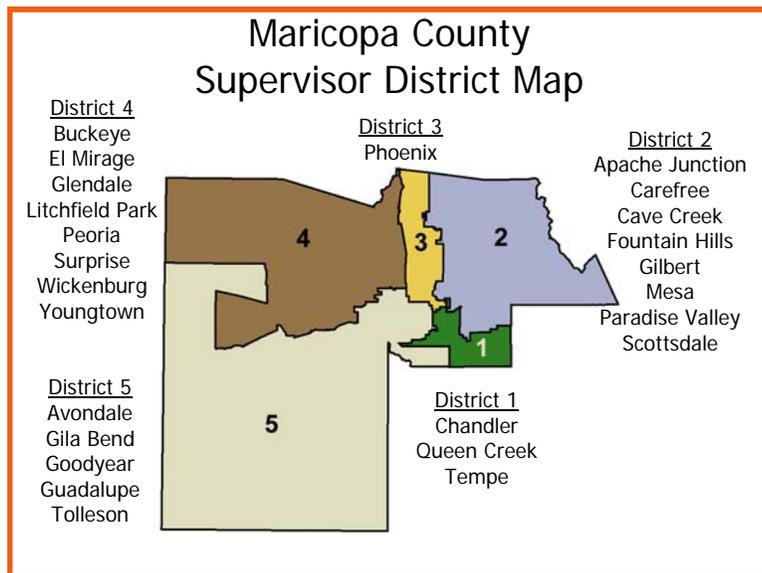
Maricopa County's total size of 9,224 square miles is comprised of 6,996 square miles are unincorporated and 2,228 incorporated square miles. The County measures 132 miles from east to west and 103 miles from north to south. Within the boundaries are 9,126 square miles of land and 98 square miles of water, making it the 14th largest county in size in the United States. In addition, Maricopa County is larger than seven states (Connecticut, Delaware, Hawaii, Massachusetts, New Hampshire, New Jersey and Rhode Island) and the District of Columbia.



Maricopa County faces many challenges as one of the fastest growing counties in the nation with a population of over 3.3 million. These challenges are inferred in Maricopa County's mission, to provide regional leadership and fiscally responsible, necessary public services to its residents so they can enjoy living in healthy and safe communities. Maricopa County is Arizona's largest local government; it operates without powers of self government. Maricopa County houses the State Capital of Arizona. The State Legislature represents a key external factor whose actions greatly influence County finances and operations in five major areas: State shared revenues; State budget; Tax law changes; Mandates and County powers. The Maricopa County Board of

Supervisors is the governing body for the county. Each member represents one of the five supervisorial districts, which are divided geographically and by population to include a mix of urban and rural constituencies. Members are elected to four-year terms and may serve an unlimited number of terms. A County Administrative Officer, appointed by the Board of Supervisors, is responsible for the administration of Maricopa County.

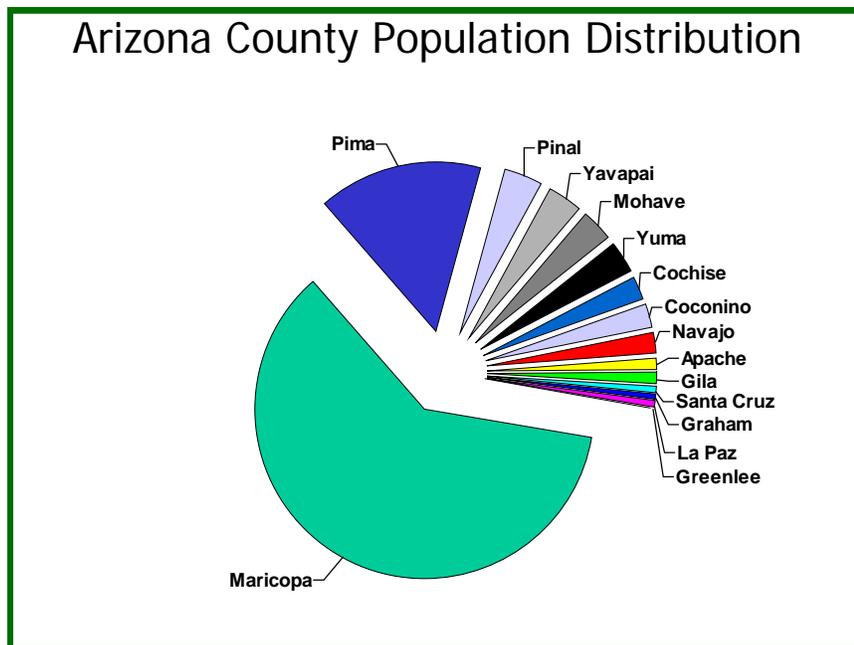
As demonstrated on the Maricopa County Supervisorial District Map at the left, Maricopa County has five supervisorial district and twenty-five incorporated municipalities.



In addition, the table below lists each supervisorial district of Maricopa County, the Board member, or Supervisor, population of each district, and incorporated municipalities. Overlapping of some district boundaries occurs. The County's boundaries have not changed since 1881.

Supervisor	District 1 Fulton Brock	District 2 Don Stapley	District 3 Andrew Kunasek	District 4 Max Wilson	District 5 Mary Rose Wilcox
Population°	597,949	609,493	607,783	629,606	627,318
Incorporated Municipalities	Chandler Queen Creek* Tempe	Apache Junction* Carefree Cave Creek Fountain Hills Gilbert Mesa Paradise Valley Scottsdale	Phoenix	Buckeye El Mirage Glendale Litchfield Park Peoria* Surprise Wickenburg Youngtown	Avondale Gila Bend Goodyear Guadalupe Tolleson

° The population listed is information from the 2000 U.S. Census.
 * The boundaries of this municipality crosses Maricopa County boundaries into another county.



Maricopa County has the largest population of the 15 counties in the State of Arizona. Additionally, Maricopa County houses the largest city in the state, the City of Phoenix, and 28 additional cities within the County's outer boundaries. Collectively, the cities of Maricopa County make up what is known as the Valley of the Sun.

Maricopa County enjoys an average annual daily temperature of 72 degrees with 300 days of sunshine per year. Rainfall averages only 7.6 inches per year. The monthly average temperatures and precipitation are listed below.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Avg Temp (F)	53.5	57.6	62.3	69.9	78.6	87.8	92.9	91.2	85.7	74.5	61.8	54.0
Avg Max Temp (F)	65.7	70.4	75.5	84.1	93.2	102.8	105.2	103.4	98.6	88.2	75.0	66.4
Avg Min Temp (F)	41.4	44.8	49.1	55.6	64.0	72.9	80.6	79.0	72.7	60.8	48.5	41.6
Avg Rain (Inches)	0.82	0.68	0.89	0.27	0.14	0.11	0.89	1.02	0.72	0.62	0.61	0.89

Maricopa County offers a broad range of community and cultural facilities and activities. Professional sports prosper in Maricopa County. Teams include the **Arizona Cardinals** (National Football League); **Arizona Diamondbacks** (National Baseball League); **Arizona Rattlers** (Arena Football League), the **Arizona Sting** (National Lacrosse 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, and thoroughbred and greyhound racing. In addition, college fans can enjoy a variety of inter-collegiate athletics. There are also golf tournaments sanctioned by the Professional Golf Association, Ladies Professional Golf Association and the Senior Professional Golf Association, such as the Phoenix Open. Maricopa County is home to the Phoenix International Raceway where residents and visitors can witness a variety of NASCAR races.

Maricopa County owns Bank One Ballpark, home to the 2001 World Series Major League Baseball team the Arizona Diamondbacks. 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. In addition, the City of Glendale will be home to the new Cardinal Football Stadium, currently under construction and expected to open 2006.

Maricopa County is also home to the nation's largest regional parks system measuring over 120,000 acres. There are 26 major hospitals within the County including the Maricopa Medical Center that offers the only regional burn center in the State of Arizona. Maricopa County's Library District offers 3 Regional Libraries, 11 branch libraries, a bookmobile, outreach services and books-by-mail for the homebound and visually impaired. There are nine community colleges and 13 colleges and universities within the boundaries of Maricopa County.

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 many of the key elements of the old seal while taking the opportunity to update and improve. The colors used in the seal reflect our unique desert environment.

The seal contains icons that are relevant to Maricopa County. The Saguaro Cactus is indigenous to the area and is found throughout Maricopa County. The Saguaro Cactus Blossom, which is the State Flower, blooms in the spring. The Scales of Justice refer to our legal system and law enforcement. Our health services are represented by the Caduceus and the Scenic Highway scene represents our public works departments. Lastly, the tree, horse and rider represent our Parks and Recreation facilities that can

be found throughout the County.

The County flag is divided into three main color blocks: red, yellow and blue. The Seal of Maricopa County is emblazoned on a block of red, symbolizing the striking beauty of the sunrises and sunsets and the desert flowers and the energy and lifeblood commitment of so many citizens who have built and continue to build Maricopa County, thereby safeguarding it for future generations. The central golden band signifies the great abundance of what gives the Valley of the Sun its moniker. It also represents one of the first stimulants to local commerce – the gold mines of the Wickenburg area that brought settlers into the area and led to the creation of the original concept of a county called Maricopa. It symbolizes the continuing prosperity of Maricopa County, which truly is the “golden corridor” of economic growth for the State of Arizona.

The blue field represents the infinite blue skies that embrace the county nearly every day of the year, and the waters of the rivers, lakes and canals, which have made our desert lush with vegetation and ripe with recreation. It represents the dreams of all who have come here and those who have gone before us, leaving their mark for others to see.



In the blue field are five stars. They represent the five groups of Yuman-speaking Native Americans—the “Maricopa” for whom the county is named. They represent the five influxes of diversified peoples: Native Americans, Europeans, Hispanics, Americans, and the people of all other nationalities. Together, we have

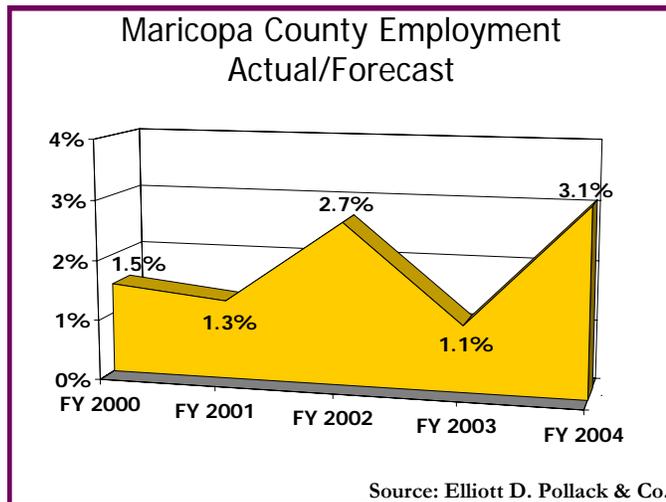
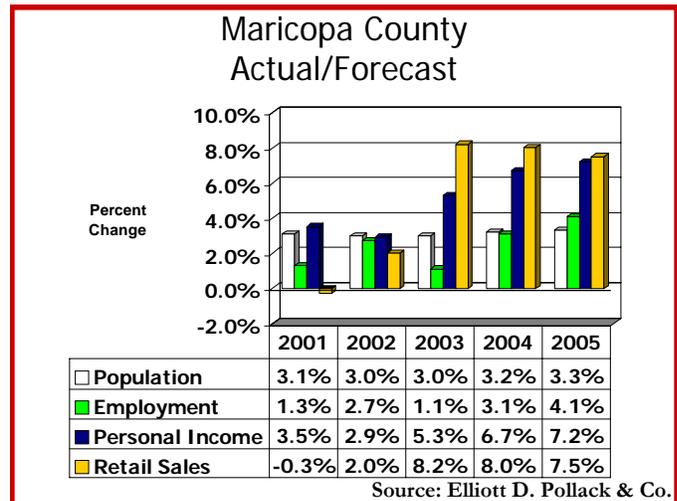
created a cultural dynamic in the Sonoran desert in which heritage and future are symbiotic. The five stars also represent the five supervisory districts into which the County is divided. This flag is a banner for the people of Maricopa County – a prosperous, environmentally beautiful community where everyone can aspire to their full potential.

Economy

After more than two years of declining interest rates, jobs, and production, Maricopa County's economy is beginning to improve, although somewhat slowly. Short of some catastrophic event such as a large-scale terrorism attack on U.S. soil, the Maricopa County economy is expected to perform nicely for the next several quarters. The combination of fiscal and monetary incentives, along with low interest rates, has properly supported the economy through its weak stages. Although the current recovery is expected to be moderate by industry standards, inflation is not expected to place a significant threat.

Local economist Elliott D. Pollack, states factors that affect the County's current economic condition include population, employment, personal income and retail sales. The growth of these indicators is shown in the chart at the right. Population continues to grow at a steady pace while local employment increased significantly in 2004 and retail sales showed a considerable increase, which is expected to continue throughout 2005.

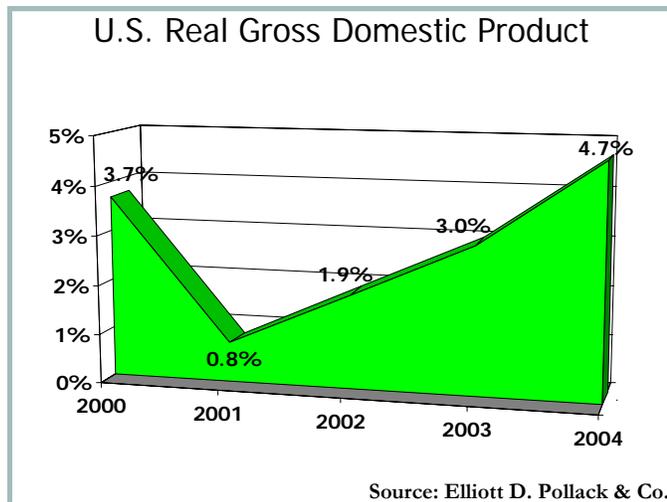
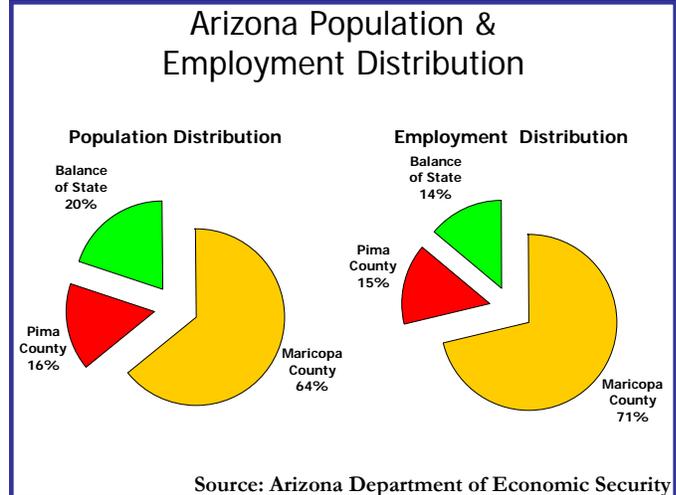
According to the Department of Economic Security, employment will grow by more than 3.5% in 2004, which equates to more than 80,000 jobs and represents the strongest job performance since 2000. High productivity may hinder job growth in the short-term, but in the long-term employment and wages will increase and Maricopa County's economy will certainly benefit.



Maricopa County's employment numbers are improving as shown in the chart at the left. This improvement creates disposable income and additional spending power for the consumer. Maricopa County's tourism industry, which the County depends heavily upon, appears to be improving along with the economy. Leisure and hospitality employment is up 6.0% since the end of the recession in November 2001. Workforce figures reveal that Arizona's economy continued to grow at a pace of 2.4% over the same period one year earlier according to the Department of Economic Security.

The Arizona State University Center for Business Research reports that Maricopa County's annual population grew more in the last year than in the prior year, due primarily to migration. The chart at the right compares the current population distribution to that of employment in the State of Arizona by largest counties. The two largest counties in the state are Maricopa County (encompassing the greater Phoenix area) and Pima County (encompassing the greater Tucson area).

Real gross domestic product (GDP) represents the output of goods and services produced by labor and property in the United States. According to the Bureau of Economic Analysis, GDP increased by 4.5% and 3.3% in the first and second quarters in



2004, respectively, outperforming the preliminary estimate of 2.8%. The major contributors to the increase in real GDP were nonresidential fixed investment, personal consumption expenditures (PCE), residential fixed investment, private inventory investment, exports, and government spending. Imports, which are a subtraction in the calculation of GDP, increased. The chart at the left demonstrates the impact that the events of September 11, 2001 combined with a national recession had on real GDP, and the improvement of the economy in the years following.

Other qualities of Maricopa County that contributed to improving the economy include quality of life, cost of living, a skilled work force, good universities and a favorable business climate. Phoenix, the largest city within Maricopa County, and the State of Arizona, was ranked as one of the top 10 cities in the 6th annual "America's 50 Hottest Cities" report, published in the January 2004 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, and will provide 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, being build downtown, will enhance downtown and the businesses, located there.

Population

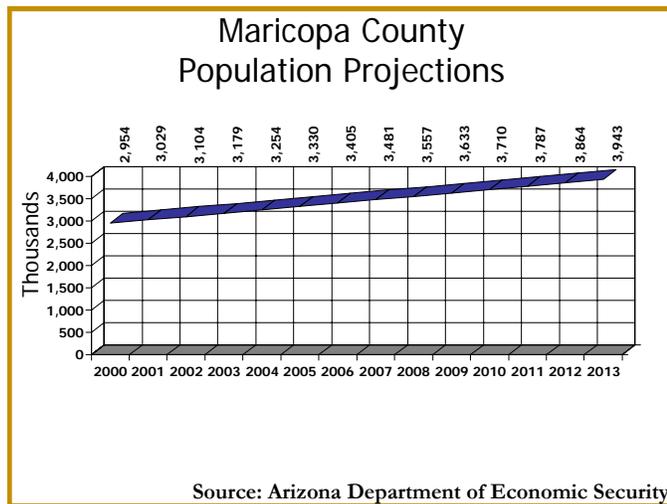
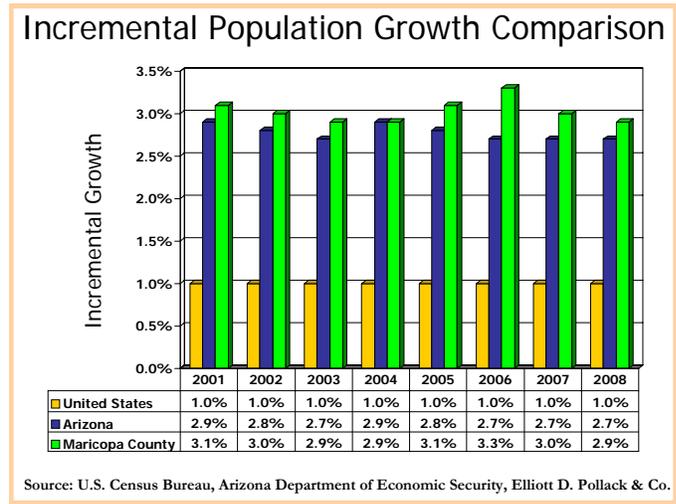
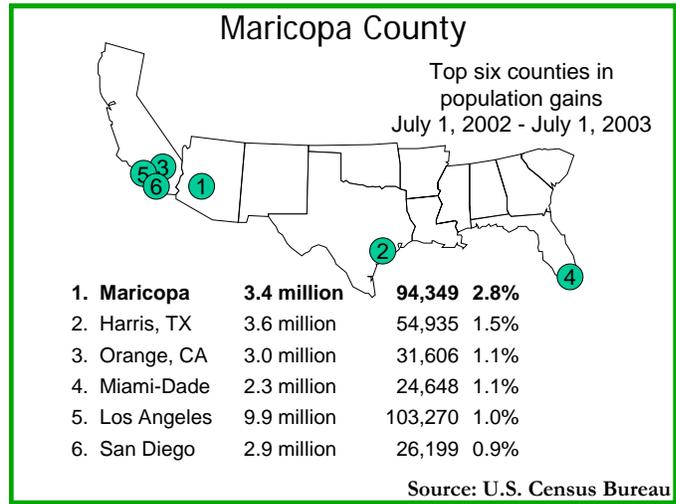
According to the U.S. Census Bureau, Maricopa County's estimated population as of July 1, 2003 stands at 3,389,260. Of the 3,141 counties in the nation, Maricopa County ranks 4th in population. Maricopa County's population exceeds the population of 21 states and the District of Columbia. 61 percent of Arizona's population resides in Maricopa County.

As reported by the U.S. Census Bureau, Maricopa County was first in the nation, among large population counties, in gaining residents from July 2002 to July 2003. The chart at the right illustrates the top six counties in population gains.

According to a statewide economic study prepared by Eller College of Business & Public Administration at the University of Arizona, annual population and employment growth is expected to be 3.3% – 3.4% and 4.0% – 4.6%, respectively. The state's employment to population ration will continue to increase.

The chart at the right compares Maricopa County's incremental population growth to that of Arizona and the United States. Population growth in Maricopa County is expected to continue to outpace that of Arizona and the nation as a whole. Maricopa County gained 101,619 citizens in the past year, reflecting a 2.9% increase in population.

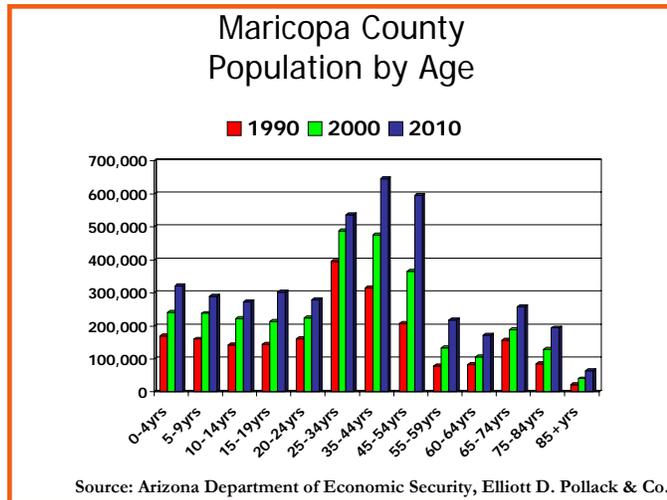
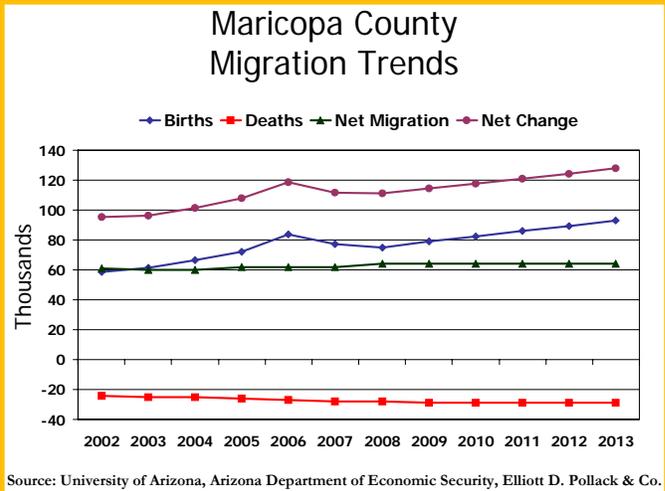
Maricopa County's actual population, including projections through the year 2013, are displayed on the chart at the left. Population projections are based on estimated births, deaths and net migration. The County's growth reflects a national trend of population shifts to the Sunbelt states. Employment opportunity is the most significant migration driver in Maricopa County.



According to the economic consulting firm, Elliott D. Pollack & Company, the number of births in Maricopa County is expected to rise due to the increase in net migration, which is projected to rise over the next 10 years due to the increases in the national population and changes in the age structure of the population.

Net migration, as used within this document, represents the sum of the number of people moving into Maricopa County and those moving out of the County. Migration flows to and from Maricopa County are primarily with other U.S. states, mainly California and other neighboring states, or more distant but populous states such as New York and Illinois.

As provided on the chart below, the largest portion of our current population lies in the 25-34 and 35-44 age groups. Significant growth is projected in the 35-44 and the 45-54 age groups by 2010. Such trends must be considered in the County's long range financial forecast, as average citizen age may impact revenues (through changes in consumer spending patterns) and expenditures (as a result of services needs).



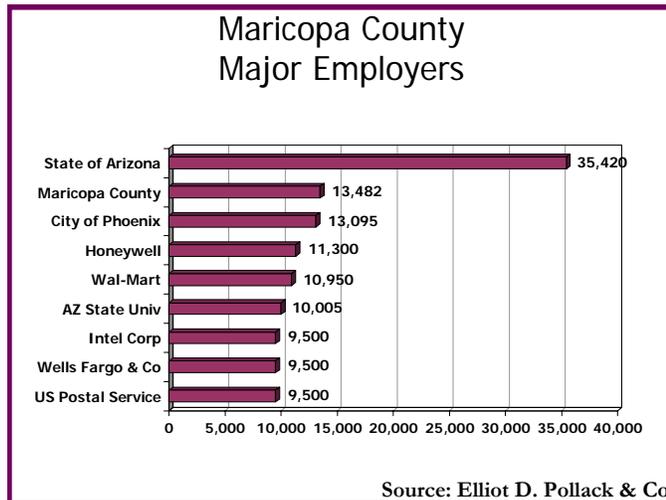
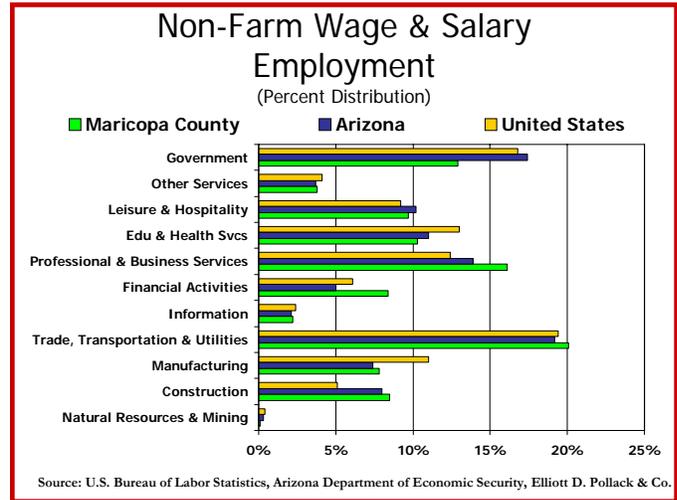
Data from the U.S. Census Bureau, shown in the table below, indicates that growth in the Hispanic/Latino population was significantly higher than that of other ethnic groups from 2001 to 2002

RACE	JULY 1, 2001	JULY 1, 2002	INCREASE/DECREASE
White Persons	63.4%	64.1%	1.1%
Persons of Hispanic or Latino Origin	20.4%	27.1%	33.0%
Other Origins	9.8%	1.2%	-8.8%
Black or African American Persons	3.1%	3.6%	16.0%
Asian Persons	1.8%	2.3%	28.0%
American Indian and Alaska Native Persons	1.5%	1.6%	6.7%

Employment

Maricopa County makes up 68.9% of the state's employment base. According to the July 2004 edition of the University of Arizona's Economic Outlook, between 2003 and 2004, the percent of increase for non-farm employment in Maricopa County was 4.0%. The State of Arizona's increase during that same time was 3.9%.

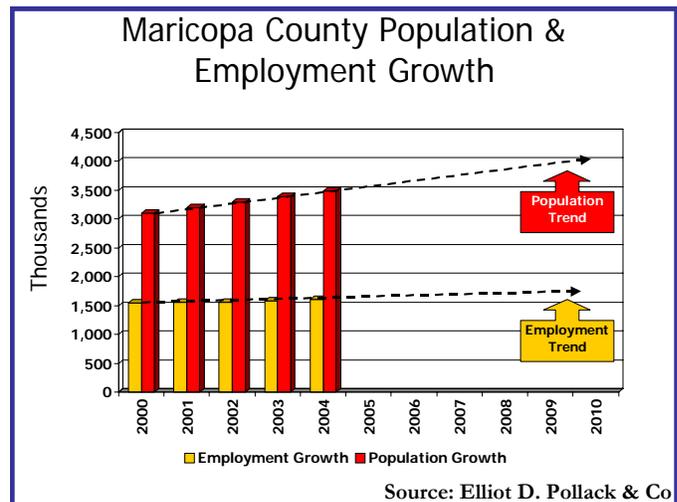
The chart at right compares the composition of Maricopa County's non-farm wage and salary employment to that of Arizona and the United States. The largest proportion is in Trade, Transportation, and Utilities, at 19.4% in the United States, 19.2% in Arizona and 20.1% in Maricopa County. The smallest proportion is in Natural Resources and Mining, at 0.4% in the United States, 0.3% in Arizona, and 0.1% in Maricopa County.



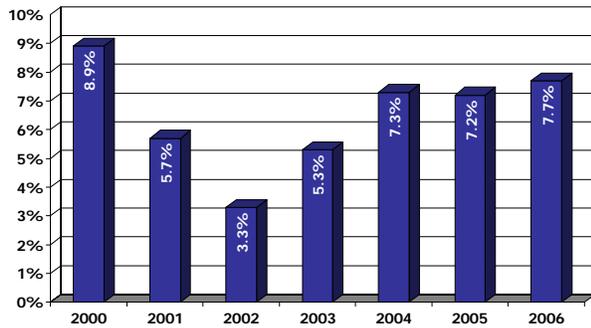
According to Elliott D. Pollack & Company, Maricopa County government is the 2nd largest employer in Maricopa County. Maricopa County employment figures are based upon actual number of regular employees. However, as of January 1, 2005, the Maricopa Medical Center will belong to a new Special Health Care District. When that transition takes place, approximately 3,700 jobs will also move to the District.

Employers with more than 9,000 employees working within Maricopa County are listed on the chart at left.

The trends in population and employment growth, shown at the right, continue to increase, although at a slower rate than that of a decade ago.



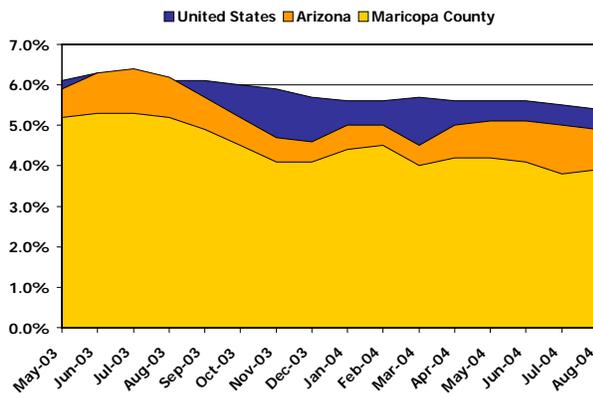
Personal Income Percent Change Actual/Forecast



Source: University of Arizona, Economic Outlook

According to the University of Arizona Economic Outlook, in 2004, higher productivity allowed companies to provide employees with real wage increases in 2004, as reflected in the chart at the left. Real compensation rose by 2.0% last year, creating additional consumer spending power which helped to fuel the economic recovery.

Unemployment Comparison



Source: Arizona Department of Economic Security

Since May 2003, Maricopa County's unemployment rate has fluctuated between 5.3% and 3.8%, as illustrated on the chart at the left. According to local economists, Arizona and Maricopa County's job market is recovering, and local unemployment rates continue to be lower than national levels. The Department of Economic Security recently updated the economic forecast for 2004, and shows a job growth estimate of 2.63%, which equates to 41,500 more jobs.

Retail Sales

Maricopa County's retail sales continue to increase at a greater rate than that of Arizona as a whole. Maricopa County's retail sales represent nearly 70% of total retail sales in the state. Aggregate annual retail sales for Maricopa County are provided in the chart at the right. The year-over-year retail sales growth trend line shows moderate growth through FY 2007-08.

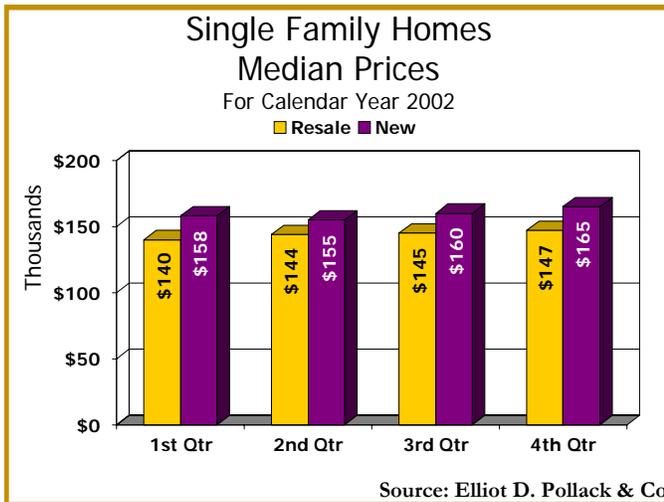
Maricopa County Aggregate Annual Retail Sales



Source: Elliot D. Pollack & Co

Construction and Real Estate Market

Maricopa County residents continue to benefit from low interest rates and affordable housing. Maricopa County is part of the Arizona Affordable Housing Profile which determines the affordability of housing and identifies efforts undertaken to produce new affordable units by community, county and statewide. One of the objectives in the housing profile is to identify the “affordability gap” for the State. The “gap” is the difference between the number of households within each income range and the number of housing units affordable to the households. It typically occurs at the lower end of the income range where there are more households than affordable units. For these households to find housing in the community, they must invest more than 28% of their income in shelter. For the first quarter in 2002, the Housing Opportunity Index indicates that Phoenix-Mesa is at 75.4% of the share of homes affordable for median income of \$57,900 which is ranked 89th compared to other cities in the United States.

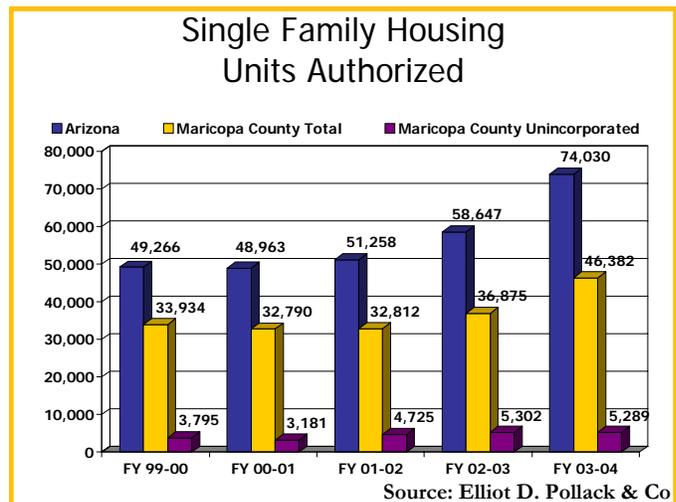


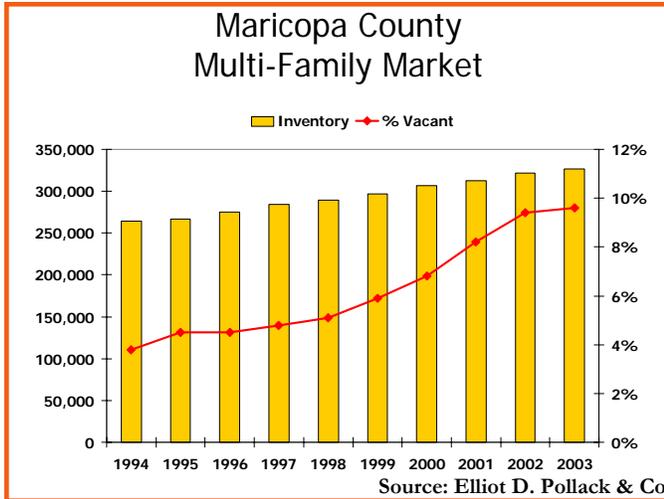
As indicated in the chart at the left, the median price of single-family homes (resale and new) have increased by \$6,787 since last year, an average of \$1,697 per quarter. Home sales continued to grow as well. The increase in single-family home sales may be due to the continually low interest rates and the relative ease of obtaining a mortgage. “The boom is continuing for single-family housing...” according to Elliott D. Pollack & Company.

Maricopa County’s housing permits continue to increase at record levels. As indicated on the chart below, of the 74,030 single-family housing units authorized in Arizona during FY 2003-04, 46,382 or 63% were authorized for Maricopa County. 5,289 County units or nearly 11% of Maricopa County’s total single-family housing units were authorized for

unincorporated areas.

This is a 13% increase of single-family units authorized for Maricopa County from last year. Recent numbers also show that Maricopa County still has a strong forward momentum in home sales, housing starts and house prices. Elliott D. Pollack and Company states, “After a record year in 2003, single family permit are expected to decline only very modestly in 2004 and 2005. Thus, both years would still be very strong years by any historical standard.”





Multi-Family housing inventory grew by 1.2% during 2003, and the vacancy rate of 9.6% for 2003 is a 1.0% increase from last year. Vacancy rates are expected to continue to grow, remaining in the mid 9% range at the end of 2005 as indicated by Elliott D. Pollack and Company. Between 1994 and 2003 multi-family unit inventories have increased by 23% and vacancy rates have increased by 5.3%. The chart at the left shows the growth pattern. According to Grubb & Ellis Annual Report, mortgage rates were at record lows in 2003 but started to rise toward the end of the year. If interest rates continue to rise during 2004, the number of first-time buyers will decrease, increasing the demand for multi-family housing.

The office market will benefit from a recovery in vacancy rates in the years to come. As stated by Elliott D. Pollack & Company, absorption actually exceeded new supply in 2003, as indicated in the chart at the right and is projected to do the same in 2004 and 2005. Currently, the vacancy rate is 18.3%, however, the vacancy rate is expected to drop to 17% by the end of 2005 mainly due to two years of relatively modest construction.

Year	Inventory	New Supply	Absorption	% Vacant
1999	49,897,228	4,181,330	3,632,354	10.0%
2000	52,456,482	2,618,765	3,068,284	9.9%
2001	57,480,257	4,460,813	1,535,151	16.0%
2002	59,785,848	2,282,876	707,037	18.8%
2003	60,111,965	368,684	1,245,156	18.3%

Source: Elliot D. Pollack & Co

Health Care

In November 2003, the citizens of Maricopa County approved the creation of a new Special Health Care District. While the Board of Supervisors created the new district in January 2004, the Healthcare Delivery System will not be transitioned to the district until January 2005, after the election of a new Board of Directors. In January 2004, the Board of Supervisors selected Financial Resource Group (FRG) to manage the Delivery System and the Health Plans. FY 2004 was marked with significant involvement of the County to ensure a smooth transition of the Delivery System to the new District.

The Health Care Delivery System’s FY 2004-05 budget assumes the continuation of all current programs and services, although small changes are projected in the demand for services provided.

Maricopa Medical Center – Health Care Delivery System

For nearly 125 years, Maricopa Medical Center (MMC) has been serving the health care needs of the community. From its modest roots in 1877 as a “pest house” providing care to tuberculosis patients, MMC has remained constant in its mission in the community – to provide quality health care in an environment of cultural sensitivity and compassion. MMC’s network includes a Level 1 academic hospital, eleven family health care clinics located throughout the Valley, over 250 physicians, and 3,500 employees. MMC serves everyone that walks through its doors with an emergent situation, regardless of lack of health insurance or socioeconomic situation.

In fiscal year 2004, MMC provided approximately \$737 million of health care services for the community, including nearly \$95 million of uncompensated care.

MMC provides an extensive range of unique specialized services for the community. Among these are the costly services associated with trauma care, burn care, neonatal and pediatric intensive care, high-risk obstetric services, health care for the correctional population, and behavioral health care. MMC is the only provider of intensive burn care in the state and regional Southwest, one of only five Level I trauma centers in the country, and one of only three neonatal intensive care units in the community, and the largest provider of inpatient behavior

health care for the Valley. MMC also plays a significant role in the Valley for patients with HIV/AIDS through its specialized clinic.

Maricopa Integrated Health System
Care & Services Provided FY 2004



20,520 Inpatients
290,000 Outpatients
58,000 Adult Emergency Patients
23,000 Pediatric Emergency Patients

4,835 Births
3,000 Burn Patients
1,000 Orthopedic Patients
1,231,476 Pathology Tests
52,203 General Radiology Services
387 Average Daily Census

The chart at left shows a synopsis of the care and services we provided to our community.

MMC also offers a separate pediatric emergency department staffed by board-certified pediatric emergency physicians, open 24 hours a day, seven days a week.

The expansion of the Comprehensive Health Care Center that was completed in 2001 significantly enhanced the delivery of women's and pediatric services, dialysis, pharmacy, laboratory, internal medicine and medicine subspecialties, medical oncology, antepartum testing, ophthalmology, optical shop, dental, ear/nose/throat, surgery, radiology, cardiac rehabilitation, orthopedics, breast center and rehabilitation services.

MMC also plays a significant role in teaching and shaping the future physicians of our community. The delivery system has the largest medical teaching program in Maricopa County, and second only to the University of Arizona statewide. Approximately 200 residents from across the country participate in the coveted graduate medical education programs, and third-and fourth-year medical student electives also are available through each clinical department.

Health Plans

The primary concern in determining the timeline for transferring the Health Plans to the District is to ensure that the Health Plans are financially stable and solvent. The financial stability of the Health Plans has been difficult to determine given the issues associated with the OAO system. The OAO system was implemented in October 2002, to replace the then current claims payment system. The impact of the failed system implementation and the inability of OAO to meet the Health Plans operational issues have created significant financial reporting and operational issues. The most serious issue has been the inability of the Health Plans to pay its claims on a timely basis, and as a result properly calculate the amount to record for its Incurred But Not Reported (IBNR). Additionally, it appears that IBNR had been understated prior to OAO implementation.

Consequently, IBNR was increased for all the Health Plans by \$37.6 million during FY 2003-04 to reflect the low-end of the Deloitte Consulting estimate. An additional \$45 million is reserved in the General Fund for FY 2004-05, to reflect the high-end of the Deloitte Consulting estimate.

The inability of the Health Plans to pay its claims on a timely and accurate basis due to the OAO issues has also caused regulatory problems. AHCCCS has imposed a \$500,000 sanction related to the OAO payment issues and imposed a cap on Auto-enrollees to the Arizona Health Care Cost Containment System (AHCCCS) Acute Care Plan.

The Health Plans are comprised of the following specific Plans. All Plans will continue to provide the same level of services and programs unless otherwise noted below:

The **Maricopa Health Plan (MHP)** is a contractor with the AHCCCS Administration to provide health care services to eligible enrollees of the AHCCCS Plans. The MHP accounts for both inpatient and outpatient medical and nursing services provided to eligible enrollees of the AHCCCS program. MHP receives monthly capitation payments from the AHCCCS Administration for all eligible enrollees under the AHCCCS program.

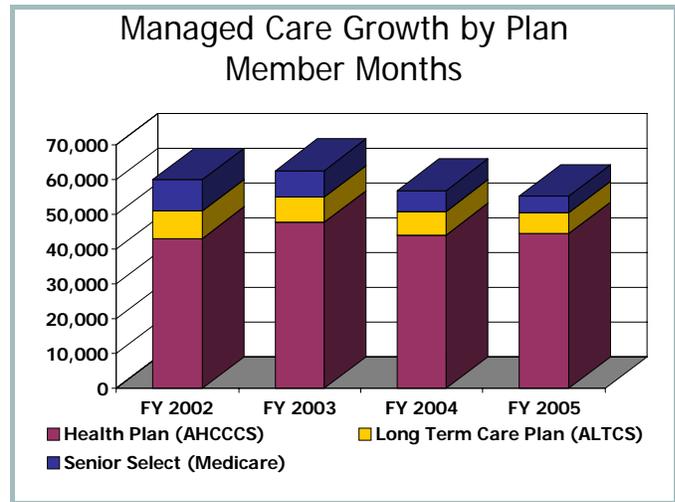
The **Maricopa Long-Term Care Plan (MLTCP)** is a contractor with the AHCCCS Administration to provide health care services to eligible enrollees of the ALTCS Plans. The MLTCP provides inpatient and outpatient medical and nursing services in addition to managed institutional, home, and community-based long-term care services provided to eligible ALTCS program enrollees. The MLTCP receives monthly capitation payments from the AHCCCS Administration for all eligible enrollees under the ALTCS programs.

The **Senior Select Plan** is a Medicare + Choice Plan operating under contract with the Federal Government. The FY 2004-05 Adopted Budget assumes the continuation of the Senior Select Plan, however, on June 16, 2004 the Board of Supervisors approved public notice to auction this plan. Once proposals are accepted and a contract is awarded, the budget will be amended to reflect this change.

The **Health Select Plan** is for County employees and was transitioned to the Benefits division of the Total Compensation department effective January 1, 2004.

The **Senior Adult Independent Living (SAIL)** program was transitioned to the Human Services Department effective July 1, 2004.

Through the three health plans the Health Plan as seen in the chart at the right, we provide health care to approximately 55,000 members.

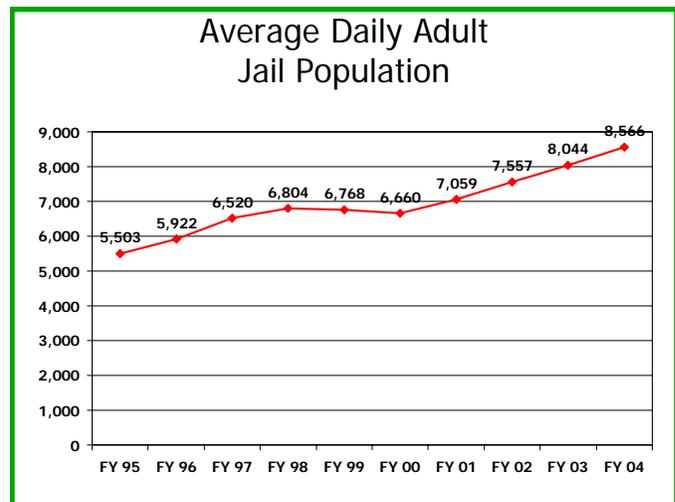


Criminal Justice

Sheriff's Office

The mission of the Maricopa County Sheriff's Office is to provide law enforcement, detention and crime prevention to the public so that they can be safe and secure in our community. The Sheriff's Office provides professional law enforcement, detention, and support services to the citizens of Maricopa County and to other criminal justice agencies, including cities that contract with the Sheriff's Office for basic enforcement. The Sheriff's Office operates one of the largest jail systems operated by a sheriff in the nation.

In FY 2003-04, Maricopa County's jail facilities housed an average of over 8,556 inmates daily, an increase of 6.5 percent over the previous year. Last year the Sheriff's Office booked 119,275 adult inmates. Adults make-up 95 percent of Maricopa County's inmate population while remanded juveniles comprise 5 percent.



The Sheriff's Office houses 1,500 convicts in tents, both men and women. A gleaning program results in costs of less than 37 cents per inmate meal served. The Sheriff's Office utilizes men and women on chain gangs, and has a volunteer posse of 3,200 men and women. These volunteers spend their time and money to train to be volunteers helping to keep the county free from crime.

In 1998, County voters approved a 1/5-cent Jail Excise tax for construction of new adult and juvenile detention facilities. Construction is coming to a close with phased-in operations beginning in FY 2004-05. Details on each new adult detention facility are as follows:

- **Central Services (Food & Laundry) Facility** – A new food processing plant was opened during FY 2003-04. The new food factory contains an ice plant, dehydration plant, canning plant, cook-chill plant, meat-cutting plant, frozen storage plant, donated food processing plant, cold storage and dry goods storage. This structure also includes a new truck washing area to sanitize the distribution trucks used to move the food from the factory to other County facilities.

- **4th Avenue Jail** – The new 4th Avenue Jail is a mid-rise high-security jail located in downtown Phoenix. This Jail contains 1,360 cells, including 144 special management cells for close-custody (“Super Max”) inmates. 4th Avenue Jail will house the new Central Intake Unit (capable of handling 600 bookings every 12 hours), two Initial Appearance (IA) courts (one for the County and one for the City of Phoenix) as well as a high-security Superior Court room and a new Early Felony Disposition courtroom. Construction on the new Fourth Avenue Jail is now complete with phased-in operations beginning in FY 2004-05.
- **Lower Buckeye Jail** – The Lower Buckeye Jail contains 1,867 cells as well as units for remanded juveniles and maximum sentenced adults, a psychiatric unit and a minimum-security adult dormitory. In addition, the Jail will house a new Infirmary, medical clinic, Correctional Health Services Administration and Programs/Education Administration.

County Attorney’s Office

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.

As the chief advocate for the State and the citizens of the community in criminal matters, the County Attorney seeks to provide the highest quality service and to maintain the integrity of the criminal justice system. Criminals must be held accountable, while assuring that the statutory right and emotional needs of the victims and witnesses are properly addressed. In addition, the County Attorney seeks to implement, promote and participate in programs that reduce crime and enhance the quality of community life.

From FY 2002-03 and FY 2003-04, the Maricopa County’s Attorney’s Office shows a total increase in the adult felony crime rate of 11.2 percent, or an additional 3,411 felonies filed. Drug offenses comprise the greatest number of adult felony case filings, followed by property crimes, DUI, Aggravated Assault and Vehicular Thefts.

Indigent Representation – Public Defender, Legal Defender, Legal Advocate and Contract Counsel

The collective mission of the Indigent Representation Agencies is to provide quality legal representation to indigent individuals as assigned by the court, thus safeguarding the fundamental legal rights of each member of the community.

In order to provide constitutionally mandated legal representation to indigent individuals in the most cost-effective manner, Maricopa County created three in-house defender offices and maintains a limited number of contracts with private attorneys. Multiple offices are necessary to address legal conflicts of interest that rise primarily because of prior representation by attorneys of co-defendants, victims, or witnesses. Collectively, the Indigent Representation agencies provide legal defense services to indigent defendants in the following instances:

- Criminal proceedings including felony, misdemeanor, probation violation, appeals, post-conviction relief, and cases in which defendants oppose extradition;
- Juveniles facing delinquency or incorrigibility charges;
- Witnesses in criminal cases, when assigned by the court;
- Indigent individuals at risk of a loss of liberty in civil mental health proceedings; and
- Those involved in civil child dependency or severance proceedings.

Clerk of the Superior Court

The mission of the Clerk of Superior Court is to demonstrate flexibility and make innovative changes in order to meet customers' expectations when providing access to court-related records, financial and family support services to the public, legal community and Superior Court.

The Clerk of the Superior Court provides legally mandated services, including fiduciary, family support and court records information management. The Clerk of the Superior Court further supports the Superior Court of Arizona by maintaining court files, records, and exhibits in a timely and accurate manner.

Constables

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. Maricopa County's 23 elected Constables serve the criminal and civil process of the Justice Courts and other legal parties. Constables are the Executive and Enforcement Branch of the Justice Courts.

The duties of the Constables are to execute and return writs of possession or restitution (evictions); serve orders of protection and orders prohibiting harassment; summons Jurors; serve criminal and civil summons and subpoenas; judicial security; levy and return writs of execution (seize property to satisfy judgments); store personal property levied on; and conduct Constable sales of property levied on to satisfy judgments.

Judicial Branch

The Judicial Branch includes the Superior Court, Justice Courts, Adult Probation and Juvenile Probation as follows.

Superior Court

The mission of the Superior Court of Arizona in Maricopa County and Maricopa County Justice Courts is to provide people with access to a public forum for dispute resolution and court services so citizens can realize timely, fair, economical, individualized justice, and to also serve the community by assisting children and families in need.

The Superior Court in Maricopa County integrates the use of cutting-edge technology in the courtroom. By operating new, high tech e-courtrooms offering state-of-the-art equipment and technology, the Superior Court reduces court times, court costs and complications for court customers. Each e-courtroom features flat-screen video monitors for jurors, listening enhancement devices for hearing impaired individuals, instant video recording, and monitors throughout the courtroom for evidence display and presentations.

During FY 2002-03 128,373 cases were filed in Superior Court versus 136,673 cases filed in FY 2003-04, representing a 6.5 percent increase. Superior Court criminal cases increased 4.4 percent while juvenile court cases increased 8.2 percent and family court cases increased by 11.1 percent.

SUPERIOR COURT CASE FILINGS										
COURT DEPARTMENT	FY 2000	%	FY 2001	%	FY 2002	%	FY 2003	%	FY 2004	%
Civil	31,258	27.3%	28,052	24.4%	31,188	26.1%	35,956	28.0%	37,422	27.4%
Criminal	26,184	22.9%	28,106	24.4%	30,020	25.1%	35,200	27.4%	36,748	26.9%
Family Court	28,551	25.0%	30,695	26.6%	29,894	25.0%	29,414	22.9%	32,666	23.9%
Juvenile	19,439	17.0%	18,984	16.5%	18,367	15.3%	17,847	13.9%	19,317	14.1%
Probate	6,414	5.6%	6,569	5.7%	7,047	5.9%	6,740	5.3%	7,067	5.2%
Mental Health	1,518	1.3%	1,640	1.4%	2,104	1.8%	2,163	1.7%	2,178	1.6%
Tax Court	1,043	0.9%	1,140	1.0%	1,008	0.8%	1,053	0.8%	1,275	0.9%
Annual Totals	114,407		115,186		119,628		128,373		136,673	

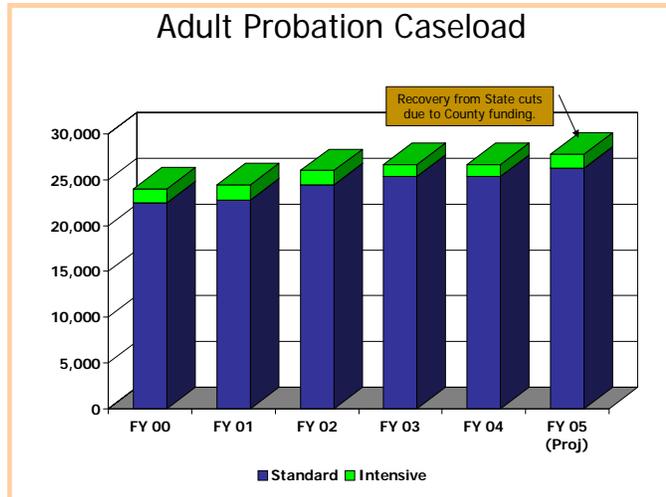
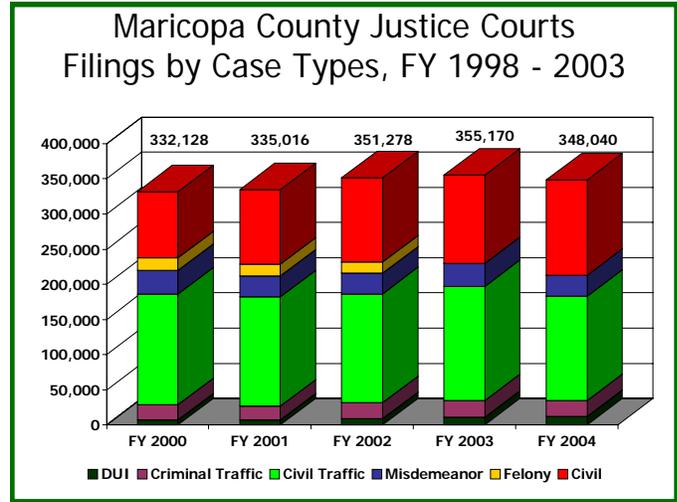
Justice Courts

Maricopa County's 23 Justice Courts are limited jurisdiction courts that process traffic and civil cases, and are responsible for some criminal misdemeanors through preliminary hearing. Statistics regarding Justice Court case filings are illustrated in the chart at the right.

Adult Probation

The Mission of the Maricopa County Adult Probation Department is to provide assistance and adult probation services to neighborhoods, courts, adult probationers and victims so that they experience enhanced safety and well-being. The duties of the Adult Probation Department are as follows:

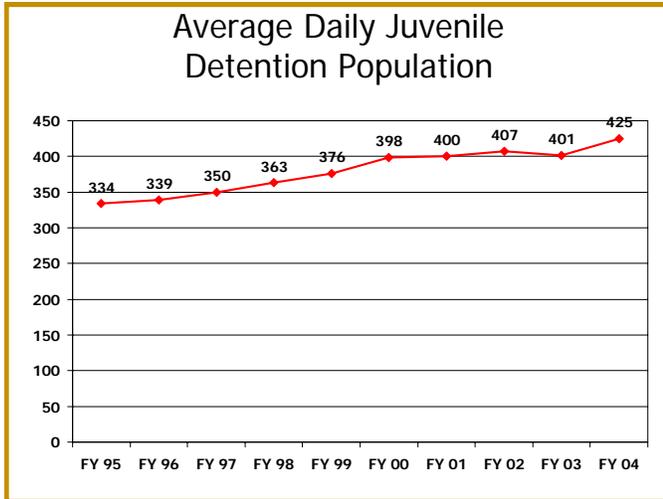
- Managing offender risk by enforcing Court orders;
- Encouraging probationers to engage in pro-social change, law-abiding behavior, and personal accountability under general and intensive supervision;
- Providing pre-sentence reports to assess offender risk and needs in order to help guide Court decisions and to apply the appropriate level of service.
- Working in community partnerships to provide crime prevention and intervention services.
- Facilitating victim involvement and restorative justice services.



With passage of HB 2533 in 2003, Maricopa County assumed program responsibility for funding most Adult Probation services, including intensive probation supervision, State Aid Enhancement, Interstate Compact and the Community Punishment Program, effective with the FY 2003-04 Adopted budget. As a result, from FY 2002-03 to FY 2003-04, the average annual Standard Probation caseload decreased 0.1 percent from 25,400 to 25,382. Similarly, the average annual Intensive Probation caseload decreased 1.3 percent from 1,267 to 1,250. During FY 2003-04, additional County funding was applied to restore caseload capacity. The full turnaround will not be achieved until FY 2004-05 as noted in the chart at the left.

Juvenile Probation

The Mission of the Juvenile Probation Department is to provide information, services, and programs to county residents so that they can resolve problems associated with juvenile crime. The Juvenile Court has jurisdiction over the illegal acts of juveniles, except juveniles 15 and older accuse of homicide, aggravated assault and other violent crimes. The Juvenile Probation Department operates two juvenile detention centers, supervises the probation of juvenile offenders and administers community-based crime prevention programs targeted at the County's youth population.



As noted in the chart to the left, the average daily juvenile detention population increased from 401 to 431, or 7.5 percent, from FY 2002-03 to FY 2003-04, which is a marked change from the decline of 1.5 percent from FY 2001-02 to FY 2002-03. Per Juvenile Probation, the recent increase can be attributed to three things: (1) an overall increase in the average length of stay; (2) Judges are keeping more juveniles in detention after having been detained on warrants; and (3) Judges are using detention more frequently as a post-disposition consequence.

The Jail Excise Tax also supports construction and operation of new Juvenile Detention facilities. Phased-in operation of some facilities began in FY 2003-04 with remainder to begin in FY 2004-05: Details on each new juvenile detention facility are as follows:

- **Southeast (SEF)** – The approximately 80,000 square foot project contains a court building, 128 juvenile beds, a parking structure with 400 parking spaces for staff as well as space for supporting educational, program and administrative functions. Construction of this facility began in 2001 and was complete in 2003. Phased-in operation of this facility began in FY 2003-04.
- **Durango** - The approximately 270,000 square feet project contains 220 beds, 12 new courts with judicial suites and associated office space for central administrative support staff and related functions. Operation of this facility will be phased-in beginning with FY 2004-05.
- **Residential Treatment Center** – The Residential Treatment Center is located at the corner of Durango and 35th Avenue. Construction of this facility began in 2001 and was complete in 2003. The Juvenile Probation Department is currently under contract with Spectrum Health System to provide substance abuse treatment to male juveniles utilizing the first 24 beds. Operation of the remaining 24 beds is pending further review of the results achieved with the first 24 beds.

Legislative Strategies

2004 Legislative Session

The Second Regular Session of the 46th Legislature was a challenging one for Maricopa County, but the County was able to accomplish a great deal both offensively and defensively during the session. Maricopa County's primary objectives going into the 2004 session were protecting state-shared revenues, minimizing state budget impacts on the county to the extent agreed upon in the preceding year, and passing legislation contained in the Board of Supervisors' legislative package. Given that these priorities were met, and the fact that an unusually high number of unfavorable bills were introduced but eventually defeated or significantly modified this year, Maricopa County had a successful session.

All of the priority bills in the Board's legislative package were passed and signed by the Governor, including:

- Prohibiting a natural gas storage facility from being located within Maricopa County if the proposed facility was within nine miles of an active duty military Air Force base (an important protection for Luke AFB strongly advocated by the Board);
- Authorizing the newly created Maricopa County Special Health Care District approved by voters in November of 2003 to continue medical self-insurance benefits to its employees;
- Broadening the County's authority governing county prisoners healthcare grievance procedures;
- Extending to county Flood Control Districts the ability to sell its excess property to other political jurisdictions for appropriate public purposes;

- Ensuring a \$4 million legislative disbursement to counties in federal monies to help defray their required contributions to the Arizona Long-Term Care System (\$2.4 million to Maricopa County);
- Creating a statutory definition of a “rezoning ordinance” which will help all counties consistently and efficiently review and process rezoning applications;
- Authorizing county health department personnel to be delegated as special dairy inspectors by the state Department of Agriculture, thus helping to ensure public health and safety in dairy products; and
- Reinstating county Boards of Supervisors’ authority to honor “stale dated warrants”, which are checks or warrants drawn on the county general fund which for some reason has been presented by the person for payment later than one year after the date of issuance and considered void.

Also of particular interest and importance to the Board this session was the issue of development of the Regional Transportation Plan, and placing the question of extending the current half-cent transportation tax on the ballot for Maricopa County voters’ consideration. The current transportation tax, originally approved by voters in 1985, will expire in 2005. Development of this ballot measure proved to be an extremely complex and at times contentious process involving Maricopa County, all twenty-seven cities and towns within Maricopa County, the Native American communities, the Legislature, the Governor’s Office, and the business community. The Maricopa County Board of Supervisors played a strong leadership role in development of the measure, with Board members being very vocal and aggressive advocates for the inclusion of important accountability and performance audit provisions in the measure to extend the tax, so that voters would know exactly what they would be getting for their taxpayer dollar over the next twenty years. Many felt it was these provisions that convinced the state Legislature to pass the 20-year plan with few changes. After an exhaustive process lasting almost two years, the ballot measure was successfully passed and signed by the Governor, and will be before Maricopa County voters for their consideration on the November 2004 general election ballot.

The legislation passed authorizing a public vote on the extension calls for the Maricopa County Board of Supervisors to call and conduct a countywide special election (concurrent with the general election) on November 2, 2004 for the levy of a transportation excise tax beginning in 2006. If approved by voters, revenues generated by the transportation excise tax (estimated at \$9 billion) are dedicated to funding the 20-year Maricopa County Regional Transportation Plan certified by the Maricopa Association of Governments. The proposal is part of a \$17 billion Transportation Plan to be implemented throughout the County.

In addition, a number of bills extremely unfavorable to counties were defeated or modified. Unfavorable provisions this year seemed primarily to include damaging cost shifts or erosion of Board discretion or authority. One example would be the unusually high number of justice of the peace related bills introduced this year, several of which would have preempted county authority and the ability to implement cost-effective and innovative strategies to save taxpayer dollars. One bill in particular which was defeated would have impeded Maricopa County’s ability to sensibly “co-locate” justice courts within the County.

The State Budget and Its Impact on Maricopa County

Last year, Maricopa County worked closely with House and Senate leadership and the Governor’s Office in negotiating a mutually agreeable budget compromise that would represent something of a “win-win” for both parties, in a situation where the State was facing an historic \$1 billion budget shortfall and was seeking to “share the pain”.

Under last year’s budget agreement, Maricopa County agreed to assume mandates, acquire properties, and provide funding to the State, in an overall amount of \$32 million for each of fiscal years 2004 and 2005. It can be said that this budget agreement, a year later, has actually, and verifiably, resulted in genuine improvements in government, particularly in the areas of adult probation, restoration to competency, and in the good public use of properties that had been languishing in the State’s possession.

This year, Maricopa County’s strategy was to ensure that the state Legislature remained committed to adhering to the second year of the two-year budget agreement with the County. This course of action faced a series of hurdles, however, as a number of budget proposals continually surfaced, generated by both the Governor’s Office and non-leadership House and Senate budget negotiators, which would have required additional financial expenditures from Maricopa County far beyond what was called for in the two-year budget agreement.

Additionally, Maricopa County's strategy was complicated by the fact that it was becoming increasingly clear as the session went on that Maricopa County needed to lobby not only within the confines of traditional legislative budget development, but outside of that structure, as well, as there were two very separate, diverse, and even opposing legislative factions simultaneously engaging in budget discussions, due to deep philosophical differences among members on the appropriate budget amount and priorities.

Once a budget had been passed by the Senate and sent to the House, House leadership attempted for weeks to forge a compromise between Republican "Conservatives" and "Moderates". This proved to no avail, however, and ultimately, a coalition comprised of House Moderate Republicans and Democrats passed a budget with literally no House leadership or Conservative input. In the case of every single budget bill, the House Appropriations Committee amendments modifying the Senate-passed budget were stripped off on the House floor and the new Moderate/Democrat amendments put on.

Fortunately, Maricopa County had anticipated the possibility of such a Moderate/Democrat coalition ultimately prevailing given the circumstances, and budget provisions reflecting our two-year agreement were passed.

Subsequently, the House-passed \$7.35 billion budget package went back to the Senate for final concurrence, and the Senate voted to approve it. The Governor then signed all of the budget bills with only slight line-item changes.

Overall, new or additional budget impacts to Maricopa County were fought off, and budget impacts were held to the previous year's agreement. A number of unfavorable budget provisions were defeated. As enacted, the FY 05 state budget contains the following provisions for Maricopa County:

- Continuation of Maricopa County Takeover of Adult Probation Funding;

(Note: This is scored at \$22 million from the State's perspective, but it is important to note that Maricopa County has in fact very responsibly put much more into this program: restoring previous state budget cuts; making appropriate salary adjustments; refurbishing the Black Canyon building which was one of last year's property purchases, in preparation for housing adult probation staff there; as well as shouldering the resulting ancillary costs of legislative changes made to CPS during the last special session in the areas of Juvenile Dependency representation and Juvenile Dependency court costs. Thus, the annualized cost of Maricopa County's adult probation takeover is closer to \$27 million. The annualized cost of Juvenile Dependency funding is approximately \$4.6 million.)

- Continuation of Maricopa County Takeover of Restoration to Competency Program;
- Continuation of last year's elimination of any Maricopa County responsibility to pay a portion of state private prison contracts cost;
- County Contribution Payment of \$5.4 million for state services (General Fund);
- County Transportation Contribution Payment of \$4.8 million (HURF) (This replaces the previous year's payments from the General Fund for property acquisition.) There was no additional HURF hit to counties. At one point, the Senate budget included a \$6 million shift in county HURF monies to the Department of Public Safety to pay for an increase in officer salaries;
- Maricopa County's AHCCCS acute care contribution is set at the same level as the previous year's;
- Maricopa County's ALTCS contribution increases only in accordance with previous projections, rather than the \$5 million increase proposed by the Executive. It was unfair to expect Maricopa and Pima Counties to pay 100% of the growth of the ALTCS program, as originally proposed;
- County public health programs were funded at last year's appropriation level;

(Note: Last year's ill-conceived Judicial Collections budget provision requiring cities and counties to transfer to the State each year revenues from court collections over a FY 2002-03 baseline, up to \$45 million annually, has since been repealed in an October 2003 special session.)

- There was no loss to Maricopa Medical Center of \$4.2 million in Disproportionate Share (DSH) payments, dollars critical for the operation of the health care system as the County prepares for a complex transition to the new Special Health Care District. This was part of the budget proposal at one time; and

- There was no inclusion in the budget of an “Intermediate Sanctions” provision, which would allow courts to impose intermediate sanctions on probationers as an alternative to probation revocation. This provision was in the Senate version of the budget and later removed in the House. Passage of such a provision represented a huge policy shift placed into a budget bill without appropriate stakeholder discussion, and would have created a new program which would have cost Maricopa County a minimum of \$5.3 million per year.

2005 Legislative Session

The 2005 Legislative Session opens on Monday, January 10, 2005, and will contain a number of new members following the 2004 primary and general elections. The House will have all new leadership, and there may be changes in Senate leadership, as well. In addition, committees may be reorganized, with new committee chairmanships in many cases. Maricopa County’s planning for the next legislative session has already commenced. Development of next year’s legislative package is underway, and key objectives will involve repelling any new or continued state budget cuts or cost-shifts. The state revenue picture is improving, and it is unreasonable to expect that local governments should continue to help shoulder a portion of the state deficit burden as revenues improve. This will be Maricopa County’s primary message as the next session begins. Given the fact that many believe the state still has a structural budget deficit to contend with, however, even as revenues improve, it may unfortunately be the case that counties are still at risk.

Managing For Results

Introduction

For the past four years, Maricopa County has been one of the nation's local government leaders in Managing and Budgeting for Results. It has become part of our culture, our identity, and is a major part of how we manage our organization. We expect the Managing for Results (MfR) process to become even more valuable as we get better data to utilize, and start seeing the results and achieving our strategic visions. Effective cost accounting is one of the most important elements of MfR, and is the linchpin of Budgeting for Results. The implementation of the new PeopleSoft Human Resource Information System in January 2004 has helped us improve the tracking of our personnel costs. That, along with a renewed emphasis on correctly allocating supplies and services costs will go a long way towards improving our cost accounting accuracy. Accurately reporting the cost to provide services allows policy-makers and managers to gauge the efficiency of services, as well as analyze expenditure trends and develop meaningful budgets. Managing for Results and Budgeting for Results require that Program/Activity/Service expenditures and revenues are aligned with outputs and results.

Furthermore, aligning program revenues with expenditures by Activity (or Service) provides information useful for determining how well program revenues recover program costs. In order to facilitate this, departments are now required to match revenue received to one of their Programs or Activities.

Maricopa County Mission Statement:

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

Strategic Priorities:

- Provide regional leadership in critical public policy areas in a fiscally responsible manner.
- Minimize the burden on the property taxpayer through rate reductions.
- Healthy community and solvent healthcare system.
- Safe community through a streamlined integrated criminal justice system.
- Provide regional leadership for a regional transportation system.
- Land use will be planned, managed and funded responsibly; Luke AFB will be preserved.
- Maricopa County will continue to improve its positive public image based on results achieved.

Managing for Results continues to be a part of the budgeting process. The Office of Management and Budget annually evaluates departmental funding requests based on the Board of Supervisors' strategic direction and budget goals, ensuring that requests align with departments' strategic plans. The financial cost accounting system and the budgeting software were re-structured to include Programs, Activities, and Services (PAS) delineated within each department strategic plan.

Why Are We Doing This?

Strategic plans are developed to support management by:

- Providing the right information to make good decisions;
- Aligning every employee to organizational success; and
- Compiling and reporting information to tell customers (citizens) what they are getting for their investment (taxes).

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

- 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.)
- We know what we have done has been effective. (Performance measures are identified and managed by Activity, demonstrating the results produced.)
- We know how much it costs to deliver our programs efficiently. (All human and financial resources are tied to the services delivered so we can tell how much they cost and how efficiently services are delivered.)

Managing for Results System

Managing for Results (MfR) is a comprehensive and integrated management system that focuses on achieving results for the customer and makes it possible for departments to demonstrate accountability to taxpayers. This on-going and cyclical system is depicted below:



Through the Managing for Results system, Maricopa County has engaged in substantive planning and performance measurement. This comprehensive planning methodology supports the:

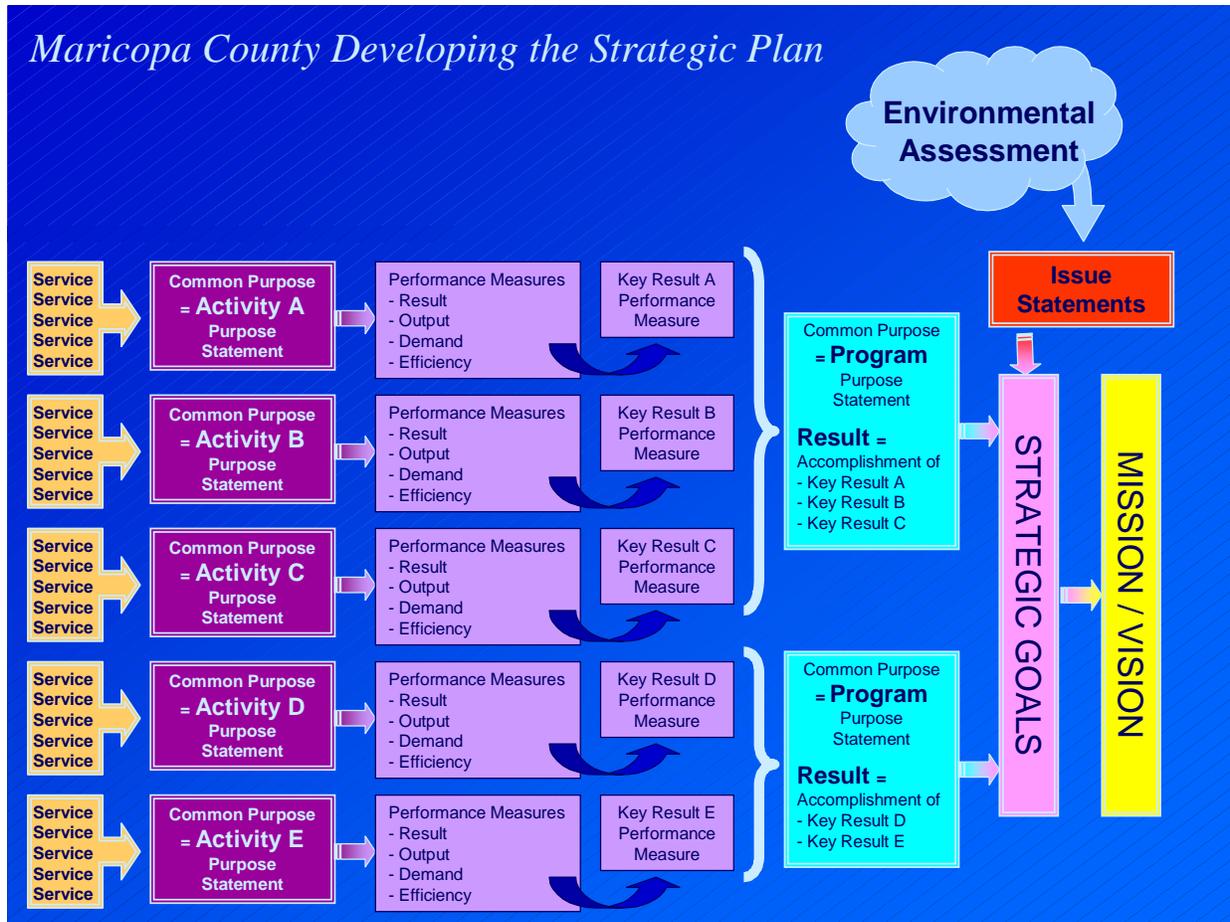
- Systematic creation of strategic goals that link to programs;
- Use of measures to track performance, support operational improvement, and make informed resource allocation decisions; and
- Communication of goals and progress both to employees and the public.

Planning for Results

A well-executed strategic plan promotes common understanding of the department’s/agency’s overall direction and purpose so that individual employees can readily determine how their work, actions and behavior support the

strategic direction and business success. In Planning for Results, current and future trends are examined in terms of how they may affect business. Strategic goals and operational results are developed to best manage the anticipated challenges. Results are projected based on demand and internal capacity.

Each departmental strategic plan includes three key strategic elements: Environmental Assessment and Issue Statements, a Mission Statement, and Strategic Goals. Operationally, departmental strategic plans organize how the department will deliver results into three levels: Services, Activity, and Program. Services describe the deliverables that the customer receives and, as such, are quantifiable. An activity is a set of services grouped together around a common output, for a common purpose or result. Sets of activities that have a common purpose or result are then grouped into programs. Programs provide operational and performance information for strategic decision-making. The chart below graphically depicts the strategic planning process.



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. The following table depicts this alignment strategy:

ALIGNMENT BY ACTIVITY	
Strategic Plan Element	Result
Maricopa County Vision	
Maricopa County Mission	
Department Vision	
Department Mission	
Department Strategic Goals	
Program	
Program Purpose Statement	
Key Result(s)	
Activity	
Activity Purpose Statement	
Services that comprise the Activity	
Activity Performance Measures	Results Outputs Demand Efficiency

Activities and programs have a purpose statement that readily identifies the customer and the intended results for that customer. Managers are thereby able to make day-to-day decisions about resource allocation and service improvements in ways that align with the next higher level of results and ultimately ensure alignment with the department's mission and goals.

Budgeting for Results

Maricopa County is committed to developing a budget system that provides financial and performance information to help decision-makers make informed business decisions that achieve results. The County uses the operational structure developed in the strategic plan to structure financial planning and reporting for each department/agency. This ensures that the budget is driven by Board policy and customer needs. Integrating Budgeting for Results with strategic planning is critical to creating an integrated management system where financial resources, policy, department operations, and County staff are all aligned to achieve results.

Budgeting for Results is linked to and informed by performance measurements. Budgets are developed to provide resources to achieve desired levels of output to meet anticipated service demand. The expected output is directed to achieve desired measurable results.

Delivering Services & Collecting Data

Based on available resources established through the budgeting process, departments then deliver services and collect data about their performance. 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 Services, Activities and Programs.

Along with collection of financial information, or inputs, departments also collect non-financial performance data related to demand, output, and results. Input data, or cost, is combined with output data to measure efficiency.

Reporting Results

Maricopa County is accountable to its residents by communicating what it does or does not achieve. The strategic plans, and the performance measures included within the plans, provide information about results that are meaningful both to employees and the public.

During the planning process, departments develop a family of performance measures for each Activity. Each Activity includes at least one of each of the following performance measurements:

Result: The impact or benefit customers receive from the Activity; expressed as a percentage or rate.

Output: The number of units of service delivered or products produced for the customer; expressed as a number.

Demand: The number of total units of service or product demanded or needed by the customer; expressed as a number.

Efficiency: The average Activity cost per Output or Result; expressed as a dollar cost or man-hours expended.

Countywide, on a quarterly basis, departments report performance measure information via the Managing for Results on-line database. This strategy provides an efficient and timely vehicle to ensure that data is complete or to identify incomplete reporting.

In addition to specialized performance data created by individual departments, the Administrative Services Program provides standardized performance data on a variety of internal administrative and support services. This comprehensive, standardized Program is included within each departmental plan and ensures consistent data collection, measurement, and reporting of key administrative functions, including human resources, risk management, budgeting, financial services, procurement, and the office of the director/elected official Activities.

Through the quarterly web-based reporting, performance data can be viewed on an individual department basis and consolidated to obtain countywide results, outputs, demands and efficiencies. Individual departments may also use the data to benchmark their results against other County departments and agencies.

Each department's strategic plan can be viewed at <http://www.maricopa.gov/cio/mfr/changeYear.asp>.

Evaluating Results

The integrity of the Managing for Results process and the information produced by the planning and budgeting systems are critical to the County's efforts in Managing for Results and in sustaining public support. Maricopa County is committed to a management system founded on accurate information.

The Maricopa County Internal Audit Department has established specific procedures to ensure that department performance information is sufficiently complete, accurate, valid and consistent. Performance audits provide assurance that reported data can be relied upon for decision-making purposes.

In addition, taxpayers and other organizations are interested in determining the effectiveness of results produced by governments. One well-known evaluation of governments is the Government Performance Project (GPP). The GPP is a national project conducted by the Maxwell School of Citizenship and Public Affairs at Syracuse University in partnership with *Governing* magazine. The study collects, evaluates, and compares information about how well governmental jurisdictions are managed in five key areas: financial management, human resources, information technology, capital management, and managing for results.

The specific criteria evaluated within the managing for results section of the study included:

- Does the government engage in results-oriented strategic planning in which strategic objectives are identified and provide a clear purpose; government leadership effectively communicates objectives to employees; government plans are responsive to input from citizens and other stakeholders including employees; agency plans are coordinated with central government plans?
- Does the government develop indicators and evaluative data that can measure progress toward results and accomplishments and does it take steps to ensure that these data are valid and accurate?
- Do leaders and managers use results data for policymaking, budgeting, management and evaluation of progress?
- Are there organizations within the government whose responsibility it is to evaluate programs or agencies, and are their conclusions utilized?
- Does government communicate the results of its activities to stakeholders?

Since the time of the project's initiation in 1996, four studies have been conducted at the county, state, and city level. In 2001, Maricopa County was selected as one of 40 leading counties to participate in the project. The comparative results of the study were published in a special issue of *Governing* in February 2002. Maricopa

County was identified as one of the best-run counties in the country and was one of only two counties in the nation to receive the highest overall scores of "A-".

One of the most powerful tools available to high-performing organizations is the employee performance management system. Maricopa County uses this system to make it possible for employees to see how they contribute at operational, departmental and corporate levels. More information about the Maricopa County Employee Performance Management can be found at:

http://ebc.maricopa.gov/management/PMP_site/default.asp.

Contributions to the achievement of departmental strategic goals and performance measures are the cornerstones of Maricopa County's employee performance management and evaluation system. The Managing for Results process strengthens the alignment to the County's strategic goals with the department's strategic goals. This alignment, 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.

Decision Making

Based on the validated performance information gathered, decisions can be made more logically and rationally. Having supportable data allows the County to make decisions about resource allocation adjustments based on changes in demand or service delivery. If performance targets are not met, the County has information to decide if those targets were set appropriately or if there is a need for operation or process improvements.

In July of 2001, Maricopa County implemented an enhanced Board agenda process, aligning it with the County's Managing for Results (MfR) initiative. This process mandates that departments include performance-related information from their strategic plan within each agenda item being presented for Board approval. This allows the Board to use performance information to help make fact-based decisions and know what projected results are to be achieved. Implementation of this enhanced process further aligned the actions of the Board with Managing for Results. Decision making at all levels of the County organization has become results-based. Managing for Results and the information contained in each department's strategic plan are used on a daily basis to help County managers make decisions.

Most Maricopa County employees use MfR as part of their every workday lives. It is embedded in nearly all of our processes. The chart below shows many of the ways the County uses MfR information.



We must plan ahead to make the best possible business decisions concerning future use of our limited resources. Good decisions produce results that make a difference in people's lives and give taxpayers value for their money. In order to make the best business decisions, citizens and County government need the highest quality of performance information available. Department strategic plans provide essential information for making policy and budget decisions that produce a high return on taxpayer dollars.



Financial Forecast

Executive Summary

Since 1994, the Maricopa County Office of Management and Budget has developed a financial forecast to assist in both short and long range financial planning. The FY 2004-05 version forecasts revenues, expenditures and ending fund balances for five years, beginning with the current fiscal year. Following is a summary and detailed narrative description of the assumptions used in this forecast. Two forecast scenarios are developed, "Most Likely" and "Pessimistic" Schedules for the "Most Likely" are included for the following major funds:

- General Fund
- Transportation - Operating and Capital Projects
- Flood Control District - Operating and Capital Projects
- Library District - Operating
- Detention (Jail Excise Tax) Fund – Operating and Capital Projects

"Pessimistic" versions of these schedules are not published in this document, but may be provided on request.

General Assumptions

This forecast provides a 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 does not incorporate anticipated policy changes, spending priorities, or proposed new revenue sources. The forecast is based on the following assumptions:

- The Maricopa Integrated Health System (MIHS) will transform to a Special Health Care District on January 1, 2005. The voters of Maricopa County approved this district on November 4, 2003.
- Extension of the Jail Excise Tax, which was approved by the voters of Maricopa County in the November 2002 election. The tax will fund the operating costs of the new jail and juvenile detention facilities.
- General Fund surpluses, if any, will be reserved to repay debt used to complete the current capital improvement program (CIP) for general government facilities and designated for budget stabilization purposes. No further capital improvements or debt issues are assumed in the forecast.

Overall Fiscal Position

The overall forecast is based on econometric forecasts of major revenues and demographic/economic cost drivers developed for Maricopa County by the consulting firm of Elliott D. Pollack and Company. In keeping with conservative planning practices, forecast information is provided to the County under both "most likely" and "pessimistic" scenarios; a "high" scenario is not considered. The key issues in the latest forecast update are similar to those of last year: the jail and juvenile detention program, the impact of escalating costs for indigent health care, funding requirements for the CIP, and the ongoing impact of the new responsibilities shifted to the County from the State of Arizona.

The current forecast is similar to last year's, as both were predicated upon a slow but steady economic recovery, the continuation of constraints placed on operating expenditures during fiscal years 2002-03 and 2003-04, the approval of the Jail Tax Extension, and the creation of a Special Health Care District. While the Most Likely scenario indicates that the General Fund will remain relatively healthy throughout this forecast period, the Detention Fund is forecasted to have operating deficits through FY 2006-07. The Pessimistic scenario indicates that expenditures will exceed revenues in the General Fund beginning in Fiscal Year 2007-08. In the Most Likely scenario, annual General Fund revenue growth averages at approximately 4.9% after FY 2005-06, while expenditures and fund transfers increase by the same amount over the same period. In the Pessimistic scenario,

General Fund revenue growth rates are lower, averaging just under 4.1% each year, while expenditure increases are higher, creating operating deficits that reach over \$84 million by Year 5.

The Most Likely scenario indicates that the Criminal Justice Facility Capital Plan will require short-term borrowing to bridge a temporary funding gap beginning in Fiscal Year 2003-04. The scenario assumes the short-term debt will continue through the entire 5 year period.

Revenue

The Board of Supervisors reduced the FY 2004-05 combined property tax rate by \$0.07 from the prior year's level, and the forecast assumes future reductions in the combined rates for the Primary, Debt Service, Flood Control District, and Library District levies. The primary rate is held at the FY 2003-04 level in FY 2004-05 and FY 2005-06, but is projected to naturally decline beginning in FY 2006-07. The Debt Service levy of \$0.07 was eliminated entirely, as the voter-approved General Obligation bonds were fully repaid in FY 2003-04. The Library District and Flood Control District rates were held flat through the forecast horizon.

The forecast continues to predict slower growth in primary net assessed value; assessed value growth due to market changes and new construction are projected to subside to lower levels after a drop in FY 2005-06 due to the delayed impact of the 2001-2002 recession. Estimated growth rates are conservative; market and growth estimates are based on local historical trends. However, assessed value could very well experience lower or no growth if the State Legislature makes further changes in the property tax system.

Forecasts of other revenue sources are based on economic forecasts and historical trends.

The forecast continues General Fund State Shared Sales Tax withholding at FY 2004-05 levels.

Expenditures

Expenditure projections include relatively small increases in the cost of existing programs, plus estimated annual increases in staffing levels consistent with population growth.

Projections include funding for performance-based pay increases averaging 4.0% in FY 2004-05. Funding for performance pay increases is included in subsequent years commensurate with projected inflation.

The forecast assumes biennial increases to the employer contribution rates for all retirement plans beginning in FY 2005-06.

Major maintenance for current facilities continues through the end of the forecast period.

County contributions to the Arizona Health Care Cost Containment System (AHCCCS) and the Arizona Long-Term Care System (ALTCS) are projected to increase in line with State forecasted growth. The forecast assumes that the County will continue to be required to pay for the full impact of increases in the non-Federal portion of ALTCS, as well as 100% of the cost of restoration to competency costs, both of which resulted from cost-shifts in the State's FY 2002-03 and FY 2003-04 budgets.

Revenue Assumption Detail

Net Assessed Value: Net assessed value includes:

- locally assessed real property and improvements,
- secured and unsecured personal property, and
- centrally assessed real property and improvements

The assessed value of each of these elements changes from year to year due to market trends, legislative changes and addition of new taxable property. For purposes of this forecast, 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.

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: Overall, license and permit revenue is forecast to grow in line with the Consumer Price Index. General Fund license and permit revenue sources include liquor licenses, fiber optic franchise permits, and permits for peddlers and pawnbrokers.

Intergovernmental Revenue (Excluding State Shared Sales Tax and Vehicle License Tax): Intergovernmental revenue is projected to grow in line with inflation; where appropriate, population growth is also considered. The major sources of intergovernmental revenue are Sheriff's Office Patrol Service reimbursements, election reimbursements, and Justice of the Peace salary reimbursements. Election reimbursements are adjusted to coincide with the timing of primary and general elections.

State Shared Sales Taxes: Based on econometric forecasts, growth in state shared sales tax revenue is expected to grow between 4.5% to 5.6% annually, depending on the forecast scenario.

State Shared Vehicle License Taxes: Vehicle License Tax (VLT) revenue grew rapidly in prior years due to biennial registration and the strong economy, and remained strong through FY 2003-04 due to special financing incentives. Though new vehicles sales were projected to slow in both FY 2002-03 and FY 2003-04, this did not occur. Both VLT forecast scenarios assume continued growth, ranging from 4.0% to 7.0% annually, depending on the forecast scenario. Because the existing stock of vehicles continually depreciates, growth in VLT is dependent on sales of new vehicles and importation of existing vehicles from out of state by new residents. Movements to cut or eliminate VLT by the State Legislature could reduce the amount of revenue to Maricopa County.

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.

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.

Patient Revenue: Patient charges collected in the General Fund consist of partial reimbursements by County residual long-term care patients for their cost of care. These revenues are projected to decline gradually in line with expenditures for residual long-term care, which are decreasing as the capped patient population decreases.

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 Security Building lease revenue from Non-County organizations, Recorder fees for micro-graphics and Assessor Map and Copy fees. The forecast assumes that the County will phase out Non-County Security Building leases by FY 2006-07. The forecast assumes no change in current miscellaneous fee rates.

Sale of Fixed Assets: No major property liquidations are anticipated through the forecast period. No revenue is projected through the forecast period.

Operating Transfers-In: Operating transfers-in represent General Fund Departments' central service cost allocation, along with reimbursement from the Maricopa Integrated Health System for Disproportionate Share withholding. FY 2004-05 includes a one-time transfer in from capital projects funds. The forecast assumes that Central Service transfers-in will increase with inflation.

Expenditure Assumption Detail

Wages & Salaries: Wages and salaries include the performance pay increases of 4.0% in FY 2004-05. Future years' wages and salaries are projected to increase at the anticipated rates of inflation and population growth.

Employee Benefits: Fiscal Year 2004-05 forecasted benefit costs are predicated upon known increases in several retirement plans associated with legal and law enforcement staff (non-ASRS). Biennial increases to all retirement plans are assumed through the remaining forecast period. The forecast also predicts the continuing rise in employee health and dental insurance costs.

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

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

General Government: General Government is presented as a separate item because it is comprised of many program elements that must be projected individually. These programs include the following:

- General Contingency - the FY 2004-05 budget of approximately \$25 million increases each year in line with increases in the overall General Fund budget.
- Major maintenance for current facilities continues through the end of the forecast period.
- Vehicle Replacement - replacement of vehicles operated by General Fund departments is projected to increase with inflation and population growth through the forecast period.

Jail/Juvenile Detention Maintenance of Effort: The General Fund contribution is projected to continue at the required statutory base through the forecast period. The tax revenue combined with the General Fund Maintenance of Effort is not forecasted to fully cover existing and future detention facility operating costs in FY 2005-06 and FY 2006-07. The forecast assumes that new facility operations will be phased on over several years.

Election Costs: The incremental cost of administering primary and general elections is forecasted based on a four year recurring cycle.

Health Care Mandates: Health Care Mandates include a variety of mandated and Board-sponsored health care related costs: the Arnold v. San Court Order requirements for treatment of the seriously mentally ill, an intergovernmental agreement for general mental health assistance, and the Long Term Care Residual program. The Arnold v. San Court Order forecast includes anticipated medical inflation and an additional 2% inflation to account for a possible change in the pharmaceuticals weighting in future Intergovernmental Agreement formulae. For certain programs in Health Care Mandates, no growth is projected, while costs for some programs are projected to increase based on population growth and medical inflation. The forecast assumes continuation of the requirement for County payments to the Arizona State Hospital for 100% of costs or restoration of mental competency of criminal defendants.

AHCCCS/ALTCS Contributions: Over the next 5 years, the County's contribution to AHCCCS and ALTCS are projected to increase in line with State forecasted growth. The forecast assumes that the County will continue to cover the full impact of increases in the non-federal portion of the ALTCS program.

Capital Projects

Capital Project expenditures are forecasted based on the current approved Five-Year Capital Improvement Program.

General Fund Forecast

	Adopted FY 2004-05	2 FY 2005-06	3 FY 2006-07	4 FY 2007-08	5 FY 2008-09
<i>Most Likely</i>					
Sources of Funds:					
Revenue					
Property Taxes	\$ 339,882,099	\$ 365,391,667	\$ 373,414,669	\$ 394,409,421	\$ 403,614,900
Tax Penalties & Interest	10,857,480	12,958,000	13,931,000	14,237,000	15,037,000
Licenses & Permits	1,463,436	1,500,869	1,538,938	1,577,863	1,617,773
Other Intergovernmental	8,594,302	7,466,773	9,296,773	9,970,773	9,802,673
Payments in Lieu of Taxes	6,929,684	8,503,835	8,500,598	8,551,378	8,558,603
State Shared Sales Tax	374,939,056	411,417,213	434,456,577	458,786,145	484,478,170
State Shared Vehicle License Tax	118,057,605	127,876,978	136,828,367	146,406,352	156,654,797
Other Charges for Services	21,688,915	31,022,332	33,132,714	35,473,119	38,087,260
Patient Service Revenue	52,848	39,636	29,066	15,854	-
Fines & Forfeits	12,208,033	12,609,200	12,987,300	13,363,800	13,751,100
Interest Earnings	2,417,347	3,455,351	3,614,146	3,819,910	3,991,960
Miscellaneous Revenue	5,822,611	3,056,291	2,848,411	2,640,746	2,718,409
Gain On Fixed Assets	-	-	-	-	-
Total Revenue	\$ 902,913,416	\$ 985,298,146	\$ 1,030,578,559	\$ 1,089,252,362	\$ 1,138,312,644
Net Growth Rate	5.36%	9.12%	4.60%	5.69%	4.50%
Fund Transfers-In					
Disproportionate Share Match	\$ 82,972,500	\$ 82,972,500	\$ 82,972,500	\$ 82,972,500	\$ 82,972,500
Central Service Allocation	9,955,777	10,200,000	10,460,000	10,720,000	10,990,000
Transfers from Capital	40,571,453	-	-	-	-
Total Transfers In	\$ 133,499,730	\$ 93,172,500	\$ 93,432,500	\$ 93,692,500	\$ 93,962,500
Total Sources	\$ 1,036,413,146	\$ 1,078,470,646	\$ 1,124,011,059	\$ 1,182,944,862	\$ 1,232,275,144
Net Growth Rate	7.35%	4.06%	4.22%	5.24%	4.17%
Uses of Funds:					
Expenditures:					
Personal Services	\$ 320,420,925	\$ 343,209,294	\$ 365,640,367	\$ 387,701,186	\$ 410,701,148
Supplies & Services	67,337,927	66,482,965	73,833,331	76,573,898	82,129,966
Capital Outlay	2,764,001	2,926,417	3,089,565	3,258,642	3,436,971
General Government	124,676,609	103,595,704	105,574,551	109,588,599	113,900,367
AHCCCS/ALTCS Contributions	171,351,085	180,402,700	189,817,003	199,841,045	210,566,769
Transfer Out to Detention Fund	133,176,891	145,724,930	155,946,676	161,344,619	165,378,234
Other Mandated Health Care	66,806,400	49,804,760	52,388,576	55,153,554	58,093,305
Disproportionate Share Match	82,972,500	82,972,500	82,972,500	82,972,500	82,972,500
Total Uses	\$ 969,506,338	\$ 975,119,270	\$ 1,029,262,569	\$ 1,076,434,043	\$ 1,127,179,260
Net Growth Rate	13.07%	0.58%	5.55%	4.58%	4.71%
Projected Surplus/Deficit:	\$ 66,906,808	\$ 103,351,376	\$ 94,748,490	\$ 106,510,819	\$ 105,095,884
<i>Percent of Total Expenditures</i>	6.90%	10.60%	9.21%	9.89%	9.32%
Fund Balance:					
Beginning Unreserved Balance	\$ 289,627,904	\$ 159,845,443	\$ 167,346,819	\$ 169,145,309	\$ 182,956,128
<i>Designation for Cash Flow</i>	<i>(80,619,104)</i>	<i>(86,700,000)</i>	<i>(88,600,000)</i>	<i>(93,600,000)</i>	<i>(95,800,000)</i>
<i>Designation for Budget Stabilization</i>	<i>(74,226,339)</i>	<i>(80,646,819)</i>	<i>(80,545,309)</i>	<i>(89,356,128)</i>	<i>(100,052,012)</i>
<i>Designation for Capital Projects</i>	<i>(5,000,000)</i>	-	-	-	-
Unreserved/Undesignated Balance	\$ 129,782,461	\$ (7,501,376)	\$ (1,798,490)	\$ (13,810,819)	\$ (12,895,884)
<i>Net Surplus/Deficit</i>	<i>66,906,808</i>	<i>103,351,376</i>	<i>94,748,490</i>	<i>106,510,819</i>	<i>105,095,884</i>
<i>Appropriated Fund Balance</i>	<i>(196,689,269)</i>	<i>(95,850,000)</i>	<i>(92,950,000)</i>	<i>(92,700,000)</i>	<i>(92,200,000)</i>
Ending Unres./Undesig. Fund Bal.	\$ -				
Ending Unreserved Fund Balance	\$ 159,845,443	\$ 167,346,819	\$ 169,145,309	\$ 182,956,128	\$ 195,852,012

Detention Fund – Operations Forecast

	Adopted FY 2004-05	2 FY 2005-06	3 FY 2006-07	4 FY 2007-08	5 FY 2008-09
OPERATIONS (Fund 255)					
<i>Most Likely</i>					
Sources of Funds					
Revenues:					
Jail Excise Tax	\$ 112,421,733	\$ 123,243,405	\$ 130,145,036	\$ 137,433,158	\$ 145,129,415
Jail Per Diem & Miscellaneous	21,232,042	23,025,088	23,533,794	24,099,275	24,701,757
Charges for Services	8,900	9,123	9,351	9,584	9,824
Interest Income	110,000	37,516	20,972	15,266	11,981
Total Revenues	\$ 133,772,675	\$ 146,315,132	\$ 153,709,153	\$ 161,557,283	\$ 169,852,976
Fund Transfers In:					
Base Maintenance of Effort	\$ 133,176,891	\$ 145,724,930	\$ 155,946,676	\$ 161,344,619	\$ 165,378,234
Total Transfers In	\$ 133,176,891	\$ 145,724,930	\$ 155,946,676	\$ 161,344,619	\$ 165,378,234
Total sources	\$ 266,949,566	\$ 292,040,062	\$ 309,655,829	\$ 322,901,902	\$ 335,231,210
Uses of Funds:					
Operating Expenditures					
Personal Services	\$ 145,232,422	\$ 151,207,660	\$ 156,621,294	\$ 162,365,504	\$ 166,775,365
Supplies & Services	38,617,399	39,580,453	40,569,964	41,584,213	42,623,819
Capital Outlay	1,289,653	1,321,815	1,354,860	1,388,732	1,423,450
Subtotal - Current Operations	\$ 185,139,474	\$ 192,109,928	\$ 198,546,118	\$ 205,338,449	\$ 210,822,634
Operating Expenditures - New Facilities (Unallocated)					
Subtotal - New Facilities	\$ 16,544,838	\$ 25,184,291	\$ 27,499,291	\$ 28,324,270	\$ 29,173,998
Integ. Criminal Justice Info. System	\$ 1,691,380	\$ 2,620,168	\$ 2,681,516	\$ 1,663,542	\$ 1,691,675
Non-Departmental/Contingencies (Includes Major Maintenance)	\$ 25,823,091	\$ 55,837,646	\$ 59,410,965	\$ 64,903,858	\$ 67,288,417
Total Operating Expenditures	\$ 229,198,783	\$ 275,752,033	\$ 288,137,891	\$ 300,230,118	\$ 308,976,724
Operating Surplus/(Deficit)	\$ 37,750,783	\$ 16,288,029	\$ 21,517,938	\$ 22,671,784	\$ 26,254,486
Non-Recurring Expenditures					
ICJIS - Phase I	\$ 3,744,101	\$ 4,503,094	\$ -	\$ -	\$ -
ICJIS - Phase II	-	1,849,542	1,676,638	-	-
Subtotal ICJIS Non-Recurring	\$ 3,744,101	\$ 6,352,636	\$ 1,676,638	\$ -	\$ -
Appropriated Fund Balance	\$ 47,446,851	\$ 14,550,000	\$ 14,750,000	\$ 14,506,000	\$ 14,769,000
Sub-Total Non-Recurring	\$ 51,190,952	\$ 20,902,636	\$ 16,426,638	\$ 14,506,000	\$ 14,769,000
Transfer to Detention Capital Projects	\$ 47,591,538	\$ -	\$ -	\$ 7,226,562	\$ 11,485,486
Total Non-Operating Expenditures	\$ 98,782,490	\$ 20,902,636	\$ 16,426,638	\$ 21,732,562	\$ 26,254,486
Total Expenditures (Operating Plus Non-Operating)	\$ 327,981,273	\$ 296,654,669	\$ 304,564,529	\$ 321,962,680	\$ 335,231,210
Total Projected Surplus/Deficit (Operating Plus Non-Operating)	\$ (61,031,707)	\$ (4,614,607)	\$ 5,091,300	\$ 939,222	\$ -
Fund Balance:					
Beginning Fund Balance	\$ 59,615,792	\$ (1,415,915)	\$ (6,030,522)	\$ (939,222)	\$ -
Projected Surplus/Deficit	(61,031,707)	(4,614,607)	5,091,300	939,222	-
Ending Fund Balance	\$ (1,415,915)	\$ (6,030,522)	\$ (939,222)	\$ -	\$ -

Detention Fund – Capital Projects Forecast

	Adopted FY 2004-05	2 FY 2005-06	3 FY 2006-07	4 FY 2007-08	5 FY 2008-09
CAPITAL PROJECTS (Fund 455)					
<i>Most Likely</i>					
Sources of Funds:					
Transfer-In from Detention Operating Fund	\$ 47,591,538	\$ -	\$ -	\$ 7,226,562	\$ 11,485,486
Total Sources	\$ 47,591,538	\$ -	\$ -	\$ 7,226,562	\$ 11,485,486
Uses of Funds					
	\$ 40,162,409	\$ -	\$ -	\$ -	\$ -
Projected Surplus/Deficit:	\$ 7,429,129	\$ -	\$ -	\$ 7,226,562	\$ 11,485,486
Unreserved Fund Balance:					
<i>Beginning Balance</i>	\$ (42,448,767)	\$ (35,019,638)	\$ (35,019,638)	\$ (35,019,638)	\$ (27,793,076)
<i>Net Surplus/Deficit</i>	7,429,129	-	-	7,226,562	11,485,486
Ending Balance	\$ (35,019,638)	\$ (35,019,638)	\$ (35,019,638)	\$ (27,793,076)	\$ (16,307,590)

Transportation Forecast – Operations and Capital Projects Forecast

	Adopted FY 2004-05	2 FY 2005-06	3 FY 2006-07	4 FY 2007-08	5 FY 2008-09
OPERATIONS (FUND 232)					
<i>Most Likely</i>					
Sources of Funds:					
Revenue					
Licenses & Permits	\$ 1,700,000	\$ 1,800,003	\$ 1,900,353	\$ 2,004,349	\$ 2,114,037
Other Intergovernmental	132,700	136,018	139,418	142,903	146,476
State Shared Highway User Rev.	88,073,124	91,965,534	96,177,165	100,311,502	104,863,499
State Shared Vehicle License Taxes	8,000,000	8,560,000	9,159,200	9,800,344	10,486,368
Interest Earnings	480,155	432,929	453,668	474,274	496,854
Miscellaneous Revenue	71,125	72,903	74,726	76,594	78,509
Gain on Fixed Assets	200,000	205,000	210,125	215,378	220,763
Total Sources	\$ 98,657,104	\$ 103,172,386	\$ 108,114,654	\$ 113,025,344	\$ 118,406,506
Net Growth Rate	1.08%	4.58%	4.79%	4.54%	4.76%
Uses of Funds:					
Expenditures					
Personal Services	\$ 20,606,006	\$ 21,965,083	\$ 22,902,233	\$ 24,097,252	\$ 25,113,942
Supplies & Services	26,585,207	23,066,722	24,352,692	25,685,393	27,091,026
Capital Outlay	4,143,829	4,247,425	4,353,610	4,462,451	4,574,012
Total Expenditures	\$ 51,335,042	\$ 49,279,229	\$ 51,608,535	\$ 54,245,095	\$ 56,778,979
Net Growth Rate	10.92%	-4.00%	4.73%	5.11%	4.67%
Fund Transfers Out					
Gen. Fund-Central Service Alloc.	\$ 1,396,041	\$ 1,373,637	\$ 1,474,530	\$ 1,588,606	\$ 1,704,383
Debt Service Allocation	-	-	-	-	-
Capital Projects Fund	61,695,868	52,519,519	55,031,590	57,191,643	59,923,144
Total Transfers Out	\$ 63,091,909	\$ 53,893,157	\$ 56,506,119	\$ 58,780,249	\$ 61,627,527
Total Uses	\$ 114,426,951	\$ 103,172,386	\$ 108,114,654	\$ 113,025,344	\$ 118,406,506
Projected Surplus/Deficit:	\$ (15,769,847)	\$ -	\$ -	\$ -	\$ -
Fund Balance:					
Beginning Unreserved Balance	\$ 15,769,847	\$ -	\$ -	\$ -	\$ -
<i>Net Surplus/Deficit</i>	<i>(15,769,847)</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL PROJECTS (FUND 234)					
<i>Most Likely</i>					
Sources of Funds:					
Revenue					
	\$ 21,445,798	\$ 9,062,360	\$ 735,250	\$ 2,942,100	\$ 57,000
Fund Transfers In	61,695,868	52,519,519	55,031,590	57,191,643	59,923,144
Total Sources	\$ 83,141,666	\$ 61,581,879	\$ 55,766,840	\$ 60,133,743	\$ 59,980,144
Uses of Funds:					
	\$ 77,959,051	\$ 77,934,523	\$ 71,167,000	\$ 58,278,000	\$ 61,873,000
Fund Balance:					
Beginning Unreserved Balance	\$ 16,388,770	\$ 21,571,385	\$ 5,218,741	\$ (10,181,419)	\$ (8,325,676)
Sources Less Uses	5,182,615	(16,352,644)	(15,400,160)	1,855,743	(1,892,856)
Ending Unreserved Fund Balance	\$ 21,571,385	\$ 5,218,741	\$ (10,181,419)	\$ (8,325,676)	\$ (10,218,533)

Flood Control District – Operations Forecast

	Adopted FY 2004-05	2 FY 2005-06	3 FY 2006-07	4 FY 2007-08	5 FY 2008-09
OPERATIONS (FUND 991)					
<i>Most Likely</i>					
Sources of Funds:					
Revenue					
Property Taxes	\$ 56,334,141	\$ 60,016,607	\$ 62,968,848	\$ 67,920,548	\$ 71,097,004
Licenses & Permits	2,101,404	1,891,264	1,946,110	2,002,547	2,060,621
Other Intergovernmental	19,557,000	20,045,925	20,547,073	21,060,750	21,587,269
Payments in Lieu of Taxes	137,612	166,705	170,873	175,145	179,523
Interest Earnings	400,000	367,449	384,370	408,295	426,909
Miscellaneous	139,481	142,968	146,542	150,206	153,961
Total Sources	\$ 78,669,638	\$ 82,630,917	\$ 86,163,817	\$ 91,717,491	\$ 95,505,287
<i>Net Growth Rate</i>	11.23%	5.04%	4.28%	6.45%	4.13%
Uses of Funds:					
Expenditures:					
Personal Services	\$ 10,968,350	\$ 11,694,802	\$ 12,187,643	\$ 12,821,768	\$ 13,355,922
Supplies & Services	14,777,132	15,646,397	16,518,683	17,422,668	18,376,124
Capital Outlay	879,391	931,121	983,031	1,036,828	1,093,568
Total Expenditures	\$ 26,624,873	\$ 28,272,320	\$ 29,689,358	\$ 31,281,264	\$ 32,825,614
	20%	6%	5%	5%	5%
Fund Transfers Out					
Gen. Fund-Central Service Alloc.	\$ 931,667	\$ 1,014,048	\$ 1,091,495	\$ 1,178,770	\$ 1,267,890
Capital Projects Fund	63,446,899	52,525,021	54,782,964	58,257,458	60,711,784
Total Transfers Out	\$ 64,378,566	\$ 53,539,069	\$ 55,874,459	\$ 59,436,228	\$ 61,979,673
Total Uses	\$ 91,003,439	\$ 81,811,388	\$ 85,563,817	\$ 90,717,491	\$ 94,805,287
Projected Surplus/(Deficit):	\$ (12,333,801)	\$ 819,529	\$ 600,000	\$ 1,000,000	\$ 700,000
Fund Balance:					
Beginning Unreserved Balance	\$ 24,214,272	\$ 11,880,471	\$ 12,700,000	\$ 13,300,000	\$ 14,300,000
<i>Fund Balance Designations</i>	(11,880,471)	(12,700,000)	(13,300,000)	(14,300,000)	(15,000,000)
Unreserved/Undesignated Balance	\$ 12,333,801	\$ (819,529)	\$ (600,000)	\$ (1,000,000)	\$ (700,000)
<i>Net Surplus/Deficit</i>	(12,333,801)	819,529	600,000	1,000,000	700,000
Ending Unres./Undesig. Fund Bal.	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Unreserved Fund Balance	\$ 11,880,471	\$ 12,700,000	\$ 13,300,000	\$ 14,300,000	\$ 15,000,000

Flood Control District – Capital Projects Forecast

	Adopted FY 2004-05	2 FY 2005-06	3 FY 2006-07	4 FY 2007-08	5 FY 2008-09
CAPITAL PROJECTS (FUND 990)					
<i>Most Likely</i>					
<u>Sources of Funds:</u>					
Revenue	\$ -	\$ 20,589,481	\$ 1,301,481	\$ 1,339,481	\$ 63,000
Fund Transfers In	63,446,899	52,525,021	54,782,964	58,257,458	60,711,784
Total Sources	\$ 63,446,899	\$ 73,114,502	\$ 56,084,445	\$ 59,596,939	\$ 60,774,784
<u>Uses of Funds:</u>	\$ 52,076,503	\$ 58,047,000	\$ 55,320,000	\$ 55,630,000	\$ 52,320,000
<u>Fund Balance:</u>					
Beginning Unreserved Balance	\$ -	\$ 11,370,396	\$ 26,437,898	\$ 27,202,343	\$ 31,169,282
Sources Less Uses	11,370,396	15,067,502	764,445	3,966,939	8,454,784
Ending Unreserved Fund Balance	\$ 11,370,396	\$ 26,437,898	\$ 27,202,343	\$ 31,169,282	\$ 39,624,065

Library District Forecast

	Adopted FY 2004-05	2 FY 2005-06	3 FY 2006-07	4 FY 2007-08	5 FY 2008-09
OPERATIONS (FUND 244)					
<i>Most Likely</i>					
Source of Funds:					
Revenue					
Property Taxes	\$ 15,664,900	\$ 16,763,701	\$ 17,588,945	\$ 18,890,931	\$ 19,812,862
Other Intergovernmental	51,925	53,223	54,554	55,918	57,315
Payments in Lieu of Taxes	187,436	289,525	296,763	304,182	311,787
Other Charges for Services	27,420	28,106	28,808	29,528	30,267
Fines & Forfeits	445,000	459,685	473,476	487,206	501,335
Interest Earnings	77,143	84,241	92,059	103,474	116,518
Miscellaneous	380,446	389,957	399,706	409,699	419,941
Total Sources	\$ 16,834,270	\$ 18,068,438	\$ 18,934,311	\$ 20,280,938	\$ 21,250,026
Net Growth Rate	6.17%	7.33%	4.79%	7.11%	4.78%
Uses of Funds:					
Expenditures					
Personal Services	\$ 8,124,356	\$ 8,578,409	\$ 8,808,551	\$ 9,134,631	\$ 9,379,991
Supplies & Services	7,228,754	7,409,473	7,594,710	7,784,577	7,979,192
Capital Outlay	261,643	268,184	274,889	281,761	288,805
Total Expenditures	\$ 15,614,753	\$ 16,256,066	\$ 16,678,149	\$ 17,200,969	\$ 17,647,987
Net Growth Rate	-0.46%	4.11%	2.60%	3.13%	2.60%
Fund Transfers Out					
Gen. Fund-Central Service Alloc.	\$ 706,043	\$ 753,417	\$ 792,304	\$ 837,569	\$ 880,819
Total Transfers Out	\$ 706,043	\$ 753,417	\$ 792,304	\$ 837,569	\$ 880,819
Total Uses	\$ 16,320,796	\$ 17,009,482	\$ 17,470,453	\$ 18,038,538	\$ 18,528,806
Projected Surplus/Deficit:	\$ 513,474	\$ 1,058,956	\$ 1,463,858	\$ 2,242,400	\$ 2,721,219
Fund Balance:					
Beginning Unreserved Balance	\$ 2,158,824	\$ 2,672,298	\$ 3,731,254	\$ 5,195,111	\$ 7,437,512
<i>Fund Balance Designations</i>	<i>(1,443,926)</i>	<i>(1,500,000)</i>	<i>(1,600,000)</i>	<i>(1,700,000)</i>	<i>(1,800,000)</i>
Unreserved/Undesignated Balance	\$ 714,898	\$ 1,172,298	\$ 2,131,254	\$ 3,495,111	\$ 5,637,512
<i>Net Surplus/Deficit</i>	<i>513,474</i>	<i>1,058,956</i>	<i>1,463,858</i>	<i>2,242,400</i>	<i>2,721,219</i>
Ending Unres./Undesig. Fund Bal.	\$ 1,228,372	\$ 2,231,254	\$ 3,595,111	\$ 5,737,512	\$ 8,358,731
Ending Unreserved Fund Balance	\$ 2,672,298	\$ 3,731,254	\$ 5,195,111	\$ 7,437,512	\$ 10,158,731



Mandates

Introduction

Maricopa County faces major issues relating to the vast growth in and significant cost of providing mandated services. A significant portion of the County's budget is committed to satisfying unfunded mandates. Mandated services influence Maricopa County's strategic planning process, operating policies and financial structure.

Mandates, as defined for this study, are functions or services that meet constitutional, statutory or court-ordered requirements from either Federal or State entities. These mandates are generally not funded by the State or Federal government, forcing the County to provide funding. These create expenditures Maricopa County might not otherwise incur. They represent the portion of the County budget over which the Board of Supervisors has little or no discretion.

Administrative mandates, as used throughout this document, refers to functions that provide essential support to State or Federally mandated programs, without which, those mandated provisions would either cease to exist, or function in a less than complete capacity. Due to the necessity of administrative mandates in support of mandated services, summary schedules, charts and tables provided within this section consolidate both mandates and administrative mandates.

In preparation for the FY 2004-05 budget process, the Office of Management and Budget surveyed every County department in order to update the mandate study performed during FY 2003-04. County departments supplied all of the information contained herein. Mandate financials provided within this document do not include debt service or eliminations. This FY 2004-05 mandate summary section provides the citizens of Maricopa County with a comprehensive understanding of the County's use of funds while ensuring that mandate compliance is maintained at a minimum service level. Summary mandate study results are presented on the following pages. Individual mandated programs and administrative mandates including their associated costs are located in the Department Summaries section of this Annual Business Strategies document. Please refer to the table of contents to find specific department information.

Executive Summary

Maricopa County faces a number of challenges to providing services to its citizens. Increased demands in basic services continue to expand as the County's population increases. Maricopa County remains one of the fastest growing counties in the nation in terms of population, employment and personal income. County efforts to meet ever-growing citizen needs are undermined by the vast growth in and significant cost of providing mandated services, many of which are unfunded. These services include, but are not limited to, the cost of energy, water, land, building and infrastructure services, as well as the number and cost of crimes committed and the cost of health care to its citizens.

As demonstrated on the table below, the County's expenditure growth trend expands at a greater rate than the population increases.

	FY 2001		FY 2002		FY 2003		FY 2004		FY 2005	
Population	3,194,200		3,289,600	2.9%	3,386,100	2.8%	3,487,500	2.9%	3,595,700	3.0%
Expenditures	\$ 2,031,413,660		\$ 2,195,404,280	7.5%	\$ 2,533,530,867	13.3%	\$ 2,506,275,922	-1.1%	\$ 2,585,202,470	3.1%

As demonstrated in the table on the following page, \$1,520,350,096 or 47.8% of the Maricopa County FY 2004-05 budgeted expenditures of \$3,183,297,586 (not including debt service of \$53,646,320, and eliminations of -\$651,741,436) are committed to satisfying mandated services. In addition, \$530,463,508 or 16.7% in administrative mandates provides essential support to mandated services. The remaining expenditures of \$1,132,483,982 or 35.6% are non-mandate, and a vast majority of these expenditures are associated with the County Hospital

Fund	Mandates	Percent of Budget	Administrative Mandates	Percent of Budget	Non-Mandates	Percent of Budget
General Fund	\$ 812,295,496	25.5%	\$ 349,700,689	11.0%	\$ 4,199,422	0.1%
Special Revenue	501,867,879	15.8%	117,256,774	3.7%	185,123,908	5.8%
Capital Projects	206,041,573	6.5%	-	0.0%	53,550,857	1.7%
Enterprise	-	0.0%	-	0.0%	863,539,079	27.1%
Internal Service	145,148	0.0%	63,506,045	2.0%	26,070,716	0.8%
Total All Funds	\$ 1,520,350,096	47.8%	\$ 530,463,508	16.7%	\$ 1,132,483,982	35.6%

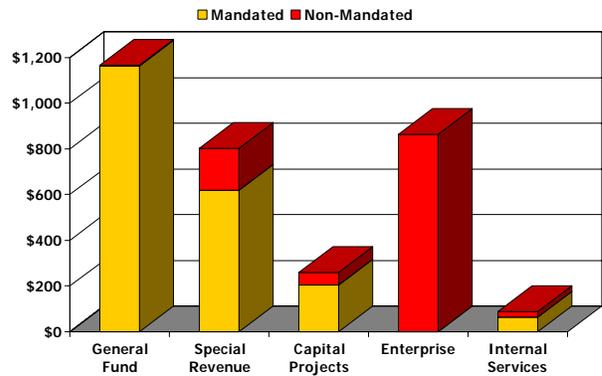
The table below breaks-out FY 2004-05 consolidated mandates (i.e., Mandates and Administrative Mandates) by fund as a percent of total mandates. Consolidated General Fund mandates of \$1.2 billion represents 56.7% of all mandated expenditures, while Special Revenue, Capital & Internal Services Funds represent 30.2%, 10.0% and 3.1% of mandated expenditures, respectively.

Fund	Mandates	Percent of Total Mandates
General Fund	\$ 1,161,996,185	56.7%
Special Revenue Fund	\$ 619,124,653	30.2%
Capital Projects Fund	\$ 206,041,573	10.0%
Internal Service Fund	\$ 63,651,193	3.1%

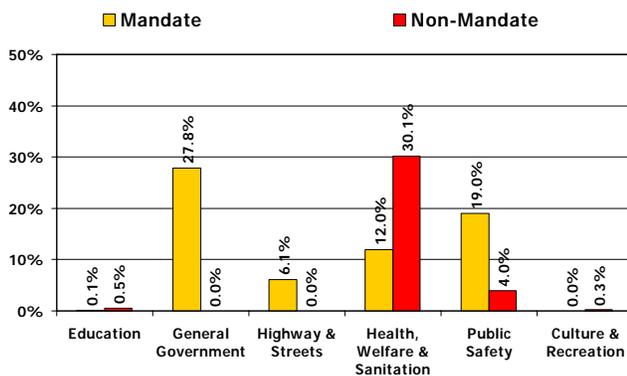
The chart at right shows the breakout of mandates and non-mandated expenditures by fund in the FY 2004-05 budget.

Expenditures are categorized as Education, Culture & Recreation, General Government, Highways and Streets, Health, Welfare and Sanitation, or Public Safety. There are no mandates that fall under the Culture & Recreation category. The bulk of mandated

**Maricopa County FY 2004-05 Budget
 Mandate Comparison by Fund**



**Mandated Vs. Non-Mandated
 Expenditures as Percent of Budget**



expenditures fall in the areas of Public Safety, General Government and Health, Welfare and Sanitation.

Maricopa County's FY 2004-05 mandated versus non-mandated expenditures as a percent of the total budget are shown on the chart at left. The expenditures are presented by category and include all funds.

FY 2004-05 Mandates For All Funds

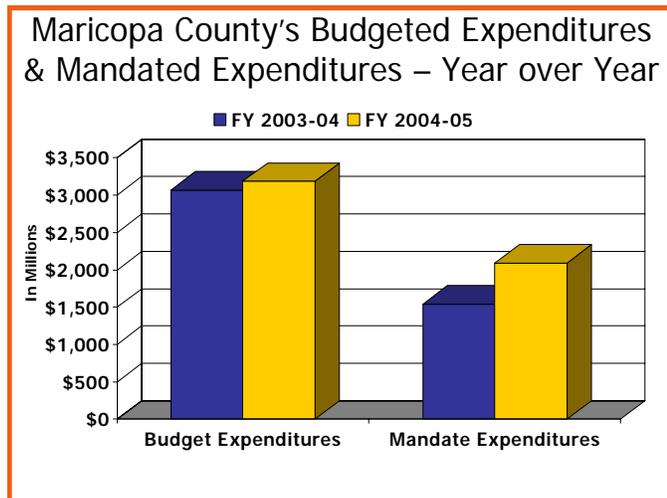
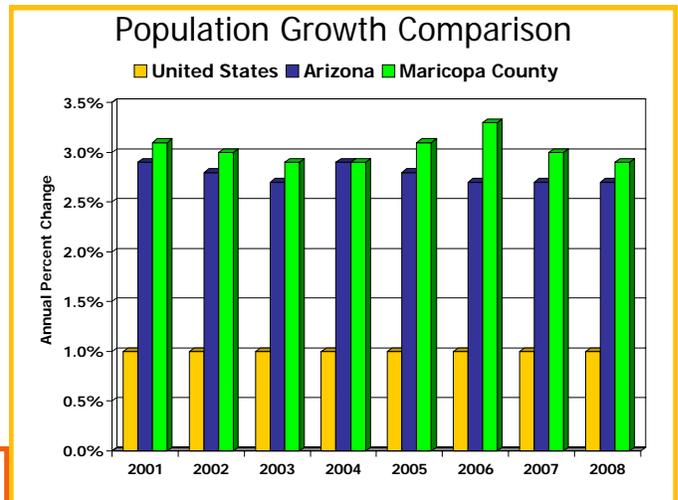
Mandated services benefit residents as well as visitors to Maricopa County by affording a better way of life in a safer environment. Maricopa County's FY 2004-05 budget, including all funds, is comprised of 64.4% mandated services. The following tables below show budgeted expenditures versus mandated expenditures by expenditure category.

Mandated Expenditures By Category and Type For All Funds					
Expenditure Category	Judicial Branch	Elected Officials	Appointed Departments	Special Districts	Total
Education	\$ -	\$ 1,984,742	\$ -	\$ -	\$ 1,984,742
General Government	-	28,609,407	849,088,359	-	877,697,766
Highways & Streets	-	-	192,386,002	-	192,386,002
Health, Welfare & Sanitation	-	-	379,560,575	-	379,560,575
Public Safety	190,160,370	277,379,472	111,839,318	19,805,359	599,184,519
Totals	\$ 190,160,370	\$ 307,973,621	\$ 1,532,874,254	\$ 19,805,359	\$ 2,050,813,604

FY 2004-05 Budgeted Expenditures vs. Mandated Expenditures For All Funds					
Expenditure Category	Budget Expenditures FY 2004-05	Mandated Expenditures FY 2004-05	% Mandates of Total Expenditures	% Mandates of Total Mandates	
Education	\$ 18,330,538	\$ 1,984,742	0.1%	0.1%	
Culture & Recreation	9,356,833	-	0.0%	0.0%	
General Government	906,820,910	877,697,766	27.6%	42.8%	
Highways & Streets	192,636,002	192,386,002	6.0%	9.4%	
Health, Welfare & Sanitation	1,329,907,373	379,560,575	11.9%	18.5%	
Public Safety	726,245,930	599,184,519	18.8%	29.2%	
Total	\$ 3,183,297,586	\$ 2,050,813,604	64.4%	100.0%	

The chart at the right compares actual and projected population growth for the United States, Arizona and Maricopa County. Maricopa County's population growth continues to expand. Maricopa County's population grew by nearly 96,500 or 2.9% during 2003 while the state's population increased more slowly, at 2.7%, and the nation's population increased by 1.0%. Growth of this magnitude requires additional resources to support additional services.

As shown below, Maricopa County's budgeted expenditures increased \$116.3 million or 3.7% from FY 2003-04, and mandated expenditures alone increased by \$550.5 million or 26.3% over the same period of time.



FY 2004-05 General Fund Mandates

The FY 2004-05 General Fund budget totals \$1,166,195,607. General Fund mandates total \$1,161,996,185, or 99.6% of the General Fund budget. Maricopa County's General Fund budgeted expenditures increased \$46,620,660 or 4.8% from FY 2003-04, and mandated expenditures increased by \$ 235,147,889 or 20.2% over the same period of time.

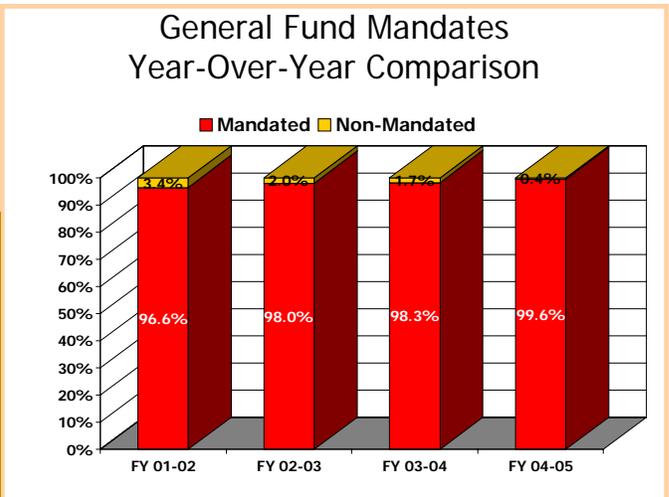
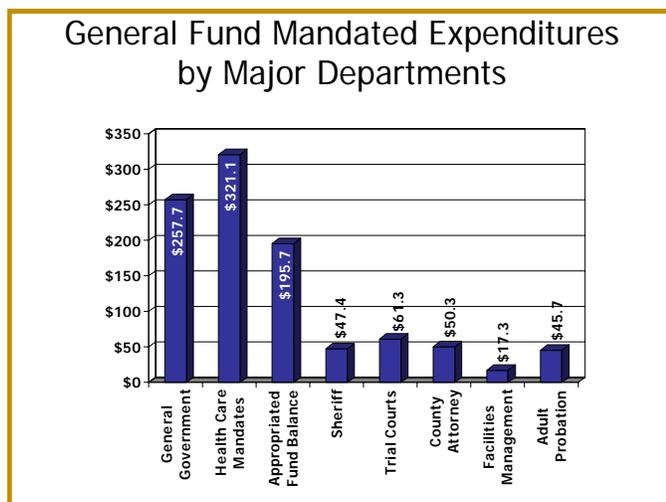
The following tables provide General Fund mandated expenditures by category and type, and a General Fund expenditure and mandate summary:

Mandated General Fund Expenditures By Category and Type					
Expenditure Category	Judicial Branch	Elected Officials	Appointed Departments	Special Districts	Total
Education	\$ -	\$ 1,984,742	\$ -	\$ -	\$ 1,984,742
General Government	-	23,001,189	504,472,952	-	527,474,141
Highways & Streets	-	-	-	-	-
Health, Welfare & Sanitation	-	-	333,665,022	-	333,665,022
Public Safety	118,769,629	122,596,599	57,506,052	-	298,872,280
Totals	\$ 118,769,629	\$ 147,582,530	\$ 895,644,026	\$ -	\$ 1,161,996,185

General Fund Expenditure & Mandate Summary					
	FY 2004-05 Budget Expenditures	FY 2004-05 Budget Mandates	% Variance Total Budget	FY 2004-05 Budget Non-Mandated	% Variance Total Budget
Judicial Branch	\$ 118,769,629	\$ 118,769,629	10.2%	\$ -	0.0%
Elected Officials	147,582,530	147,582,530	12.7%	-	0.0%
Appointed Departments	899,843,448	895,644,026	76.8%	4,199,422	0.4%
Totals	\$ 1,166,195,607	\$ 1,161,996,185	99.6%	\$ 4,199,422	0.4%

General Fund mandates of \$1.16 billion equate to 44.8% of all funds budgeted for FY 2004-05; and total 57.2% of FY 2004-05 budgeted mandates for all funds.

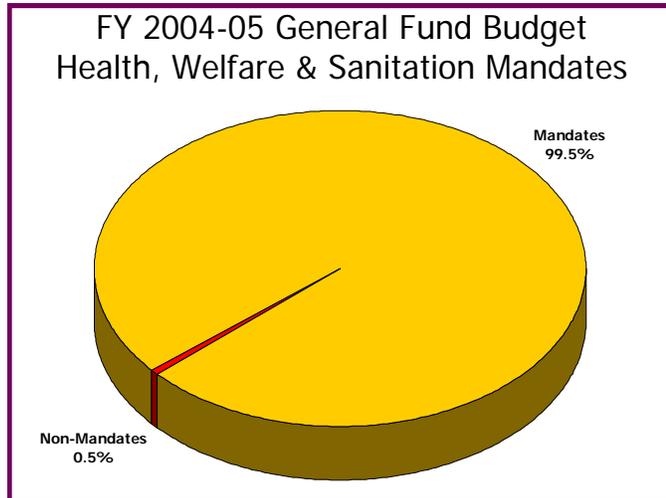
FY 2004-05 General Fund mandated expenditures by major department are shown on the chart at left.



General Fund non-mandated expenditures represent \$4.1 million or 0.4% of the FY 2004-05 General Fund budget, as outlined on the table on the following page.

FY 2004-05 General Fund Non-Mandated Expenditures	
Appropriated Fund Balance	\$ 991,074
General Government	150,000
Human Services	1,787,032
Parks & Recreation	1,271,316
Total	\$ 4,199,422

General Fund Health, Welfare & Sanitation Mandates



The largest portion of General Fund mandated activities, not including contingency fund located in General Government and Appropriated Fund Balance, falls under the category of Health, Welfare & Sanitation. \$333.6 million or 28.8% of General Fund mandates fall in this category. The only non-mandated, General Fund expenditures in Health, Welfare and Sanitation is Human Services at \$1.8 million for FY 2004-05. The breakout of mandates in the FY 2004-05 General Fund budget for Health, Welfare & Sanitation is shown on the chart at left.

100% of all General Fund expenditures in Animal Care & Control, Environmental Services, Medical Examiner, Public Health and Health Care Mandates departments are mandated. 100% of the Human Services General Fund Expenditures are non-mandated.

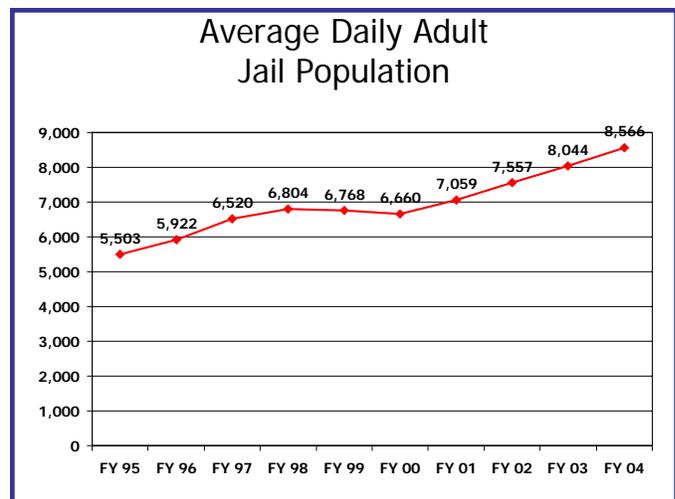
Maricopa County is responsible for the protection of the food and water supplies, the detection and abatement of environmentally transmitted disease and public health nuisances, and programs that control the release of hazardous air pollutants into the atmosphere. Maricopa County is required to provide for the indigent sick and general mental health of its indigent population. The County is mandated to enforce rabies quarantine and animal vaccine requirements.

General Fund Public Safety Mandates

General Fund Public Safety mandates total \$298.9 million or 25.8% of total General Fund mandates. 100% of all General Fund Public Safety expenditures in the FY 2004-05 budget are mandated. These 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, Office of Legal Advocate, Public Defender, Clerk of Superior Court, Constables, County Attorney, Adult Probation, Juvenile Probation, Trial Courts, and the Sheriff's Office comprise General Fund Public Safety mandated expenditures.

Maricopa County's population growth, particularly in the unincorporated areas of the County, impacts public safety expenditures. The chart at right shows the average daily adult jail population in Maricopa County. Since 1991, Maricopa County's adult jail



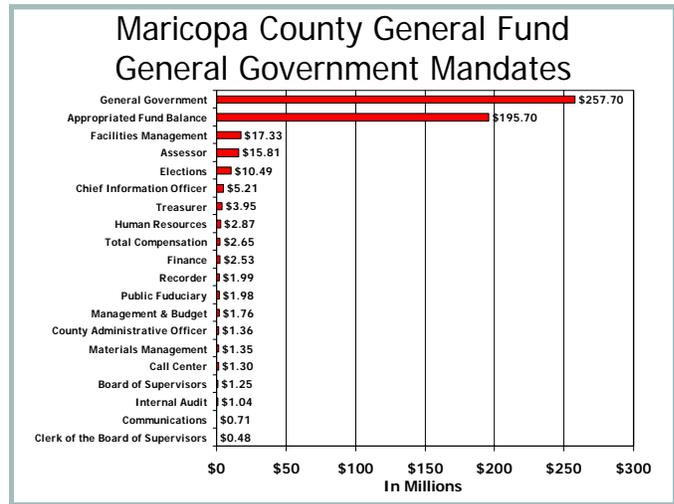
population has almost doubled, which has significantly increased mandated Public Safety expenditures.

General Fund General Government Mandates

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

The General Fund County departments that provide General Government mandated services are shown on the chart at right.

The General Government category includes a department called General Government. The majority of the General Fund General Government expenditures reside in this department. General Government department expenditures benefit the County as a whole. Examples of these General Government department expenditures include: Major Maintenance, Debt Service, Outside Legal Counsel, Tax Appeals, and Indigent Burials.



General Fund Education Mandates

The Maricopa County Superintendent of Schools is responsible for providing mandated services to the school districts within the County. Maricopa County’s Superintendent of Schools supports Accommodation Schools through a Special School Reserve Fund. Expenses are set aside annually for the establishment and operation of schools in the unincorporated areas of Maricopa County. The department of Superintendent of Schools is the only department within the education category.

FY 2004-05 Mandates Excluding the General Fund

The rapid population growth in Maricopa County over the past decade continues to place increased demands for services on County government. Excluding the General Fund, all other mandates total \$888.8 million. The table below provides a breakout of these mandates.

Fund	Mandates	% Budget	Non-Mandate	% Budget
Special Revenue	\$ 619,124,653	77.0%	\$ 185,123,908	23.0%
Capital Projects	206,041,573	79.4%	53,550,857	20.6%
Enterprise	-	0.0%	863,539,079	100.0%
Internal Service	63,651,193	70.9%	26,070,716	29.1%
Total	\$ 888,817,419	44.1%	\$ 1,128,284,560	55.9%

Mandate Study - Summary Schedules

Consolidated Mandates – Including All Funds

Consolidated Mandates - Include All Funds by Category					
Expenditure Category	FY 2004-05 Budget	FY 2004-05 Mandates	\$ Variance	% Variance	
Culture & Recreation	\$ 9,356,833	\$ -	\$ 9,356,833	100.0%	
Education	18,330,538	1,984,742	16,345,796	89.2%	
General Government	906,820,910	877,697,766	29,123,144	3.2%	
Highways & Streets	192,636,002	192,386,002	250,000	0.1%	
Health, Welfare & Sanitation	1,329,907,373	379,560,575	950,346,798	71.5%	
Public Safety	726,245,930	599,184,519	127,061,411	17.5%	
Totals	\$ 3,183,297,586	\$ 2,050,813,604	\$ 1,132,483,982	35.6%	

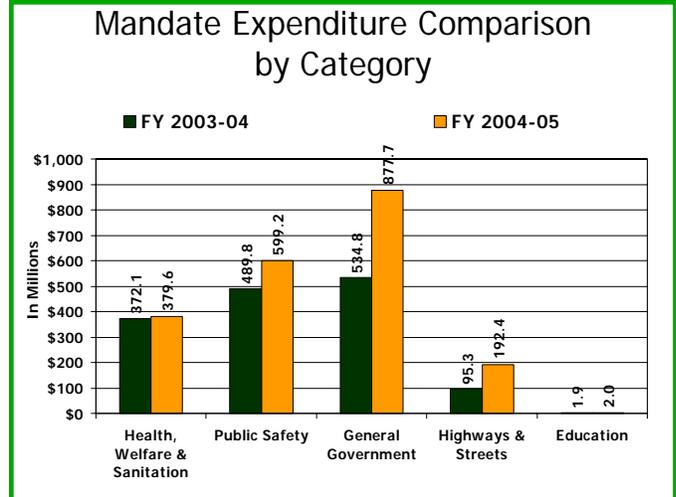
Consolidated Mandates - Including All Funds by Department Type					
Expenditure Type	FY 2004-05 Budget	FY 2004-05 Mandates	\$ Variance	% Variance	
Judicial Branch	\$ 190,160,370	\$ 190,160,370	\$ -	0.0%	
Elected Officials	307,973,621	307,973,621	-	0.0%	
Appointed Departments	2,522,155,854	1,532,874,254	989,281,600	39.2%	
Special Districts	163,007,741	19,805,359	143,202,382	87.9%	
Totals	\$ 3,183,297,586	\$ 2,050,813,604	\$ 1,132,483,982	35.6%	

Consolidated Mandates - By Fund Type					
Expenditure Type	FY 2004-05 Budget	FY 2004-05 Mandates	\$ Variance	% Variance	
General Fund	\$ 1,166,195,607	\$ 1,161,996,185	\$ 4,199,422	0.4%	
Speical Revenue Fund	804,248,561	619,124,653	185,123,908	23.0%	
Capital Projects	259,592,430	206,041,573	53,550,857	20.6%	
Enterprise	863,539,079	-	863,539,079	100.0%	
Internal Service Fund	89,721,909	63,651,193	26,070,716	29.1%	
Totals	\$ 3,183,297,586	\$ 2,050,813,604	\$ 1,132,483,982	35.6%	

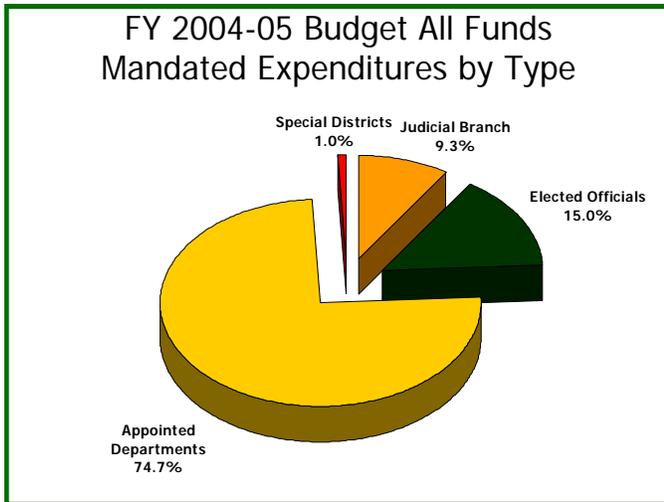
FY 2004-05 Budgeted Mandates by Department and Fund						
Department	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total Mandates
Judicial Branch						
Adult Probation	\$ 45,668,897	\$ 13,919,776	\$ -	\$ -	\$ -	\$ 59,588,673
Juvenile Probation	11,832,089	41,445,767	392,535	-	-	53,670,391
Trial Courts	61,268,643	15,632,663	-	-	-	76,901,306
Sub-Total	\$ 118,769,629	\$ 70,998,206	\$ 392,535	\$ -	\$ -	\$ 190,160,370
Elected Officials						
Assessor	\$ 15,808,896	\$ -	\$ -	\$ -	\$ -	\$ 15,808,896
Board of Supervisors	1,248,380	-	-	-	-	1,248,380
Clerk of the Court	23,181,209	6,635,620	-	-	-	29,816,829
Constables	1,780,046	-	-	-	-	1,780,046
County Attorney	50,280,208	12,802,876	-	-	-	63,083,084
Recorder	1,991,183	5,608,218	-	-	-	7,599,401
Sheriff	47,355,136	134,479,034	865,343	-	-	182,699,513
Superintendent of Schools	1,984,742	-	-	-	-	1,984,742
Treasurer	3,952,730	-	-	-	-	3,952,730
Sub-Total	\$ 147,582,530	\$ 159,525,748	\$ 865,343	\$ -	\$ -	\$ 307,973,621
Appointed Departments						
Animal Care & Control	\$ 385,109	\$ 8,721,270	\$ -	\$ -	\$ -	\$ 9,106,379
Appropriated Fund Balance	195,698,195	95,038,389	-	-	-	290,736,584
Board of Supervisors Clerk	478,788	-	-	-	-	478,788
Call Center	1,298,676	-	-	-	-	1,298,676
Chief Information Officer	5,208,429	-	-	-	-	5,208,429
Communications	707,968	-	-	-	46,261	754,229
Community Development	-	-	-	-	-	-
Contract Counsel	9,384,406	-	-	-	-	9,384,406
Correctional Health	3,461,426	37,354,956	158,037	-	-	40,974,419
County Administrative Officer	1,358,665	-	-	-	-	1,358,665
Elections	10,494,469	-	-	-	-	10,494,469
Emergency Management	155,628	1,383,361	-	-	-	1,538,989
Environmental Services	1,369,912	21,252,488	-	-	-	22,622,400
Equipment Services	-	-	-	-	9,751,777	9,751,777
Facilities Management	17,333,572	5,467,329	38,746,494	-	-	61,547,395
Finance	2,532,036	-	-	-	-	2,532,036
General Government	257,703,500	53,791,889	87,920,113	-	-	399,415,502
Health Care Delivery System	-	-	-	-	-	-
Health Care Mandates	321,129,985	-	-	-	-	321,129,985
Health Plans	-	-	-	-	-	-
Human Resources	2,872,815	-	-	-	-	2,872,815
Human Services	-	-	-	-	-	-
Integrated Criminal Justice Information System	-	5,435,481	-	-	-	5,435,481
Internal Audit	1,035,910	-	-	-	-	1,035,910
Legal Advocate	6,383,337	16,310	-	-	-	6,399,647
Legal Defender	7,021,181	84,403	-	-	-	7,105,584
Management & Budget	1,762,186	-	-	-	-	1,762,186
Materials Management	1,354,842	-	-	-	832,015	2,186,857
Medical Examiner	4,189,649	267,045	-	-	-	4,456,694
Parks & Recreation	-	-	-	-	-	-
Planning & Development	-	7,323,120	-	-	-	7,323,120
Public Defender	31,100,074	2,577,598	-	-	-	33,677,672
Public Fiduciary	1,983,422	-	-	-	-	1,983,422
Public Health	6,590,367	12,235,581	-	-	-	18,825,948
Research & Reporting	-	-	-	-	-	-
Risk Management	-	-	-	-	-	-
Solid Waste	-	3,419,169	-	-	-	3,419,169
Telecommunications	-	-	-	-	13,656,435	13,656,435
Total Compensation	2,649,479	-	-	-	39,364,705	42,014,184
Transportation	-	114,426,951	77,959,051	-	-	192,386,002
Sub-Total	\$ 895,644,026	\$ 368,795,340	\$ 204,783,695	\$ -	\$ 63,651,193	\$ 1,532,874,254
Special Districts						
Flood Control District	\$ -	\$ 19,805,359	\$ -	\$ -	\$ -	\$ 19,805,359
Library District	-	-	-	-	-	-
Stadium District	-	-	-	-	-	-
Sub-Total	\$ -	\$ 19,805,359	\$ -	\$ -	\$ -	\$ 19,805,359
Total Mandates	\$ 1,161,996,185	\$ 619,124,653	\$ 206,041,573	\$ -	\$ 63,651,193	\$ 2,050,813,604

Departments with the greatest allocation of mandated dollars budgeted include General Government with \$399.4 million, Health Care Mandates with \$321.1 million, Appropriated Fund Balance with \$290.7, the Sheriff's Office with \$182.7 million, Transportation with \$192.4 million, and the Trial Courts with \$76.9 million.

The chart at right compares mandated FY 2003-04 budgeted expenditures for all funds to those of FY 2004-05, by category. Mandates have increased by 27.2% from FY 2003-04. The largest increase occurred in General Government, followed by Public Safety, Highways & Streets, and Health, Welfare & Sanitation. Increases in the General Government mandates were due to a variety of reasons. The General Government department increases were due to setting aside of contingency funds. Increases in Appropriated Fund Balance were primarily due to budgeted reserves for Health Plan losses, Delivery System transfers and property acquisition. Election department increases were due to the presidential election. The increase in Total Compensation is due to the County taking over Health Select. The mandates in Facilities Management decreased due to infrastructure capital projects being completed. Public Safety mandate increases were due to new legal requirements affecting both prosecution and defense and the opening of new detention facilities.



Mandate Type	Total Funds
Judicial Branch	\$ 190,160,370
Elected Officials	307,973,621
Appointed Departments	1,532,874,254
Special Districts	19,805,359
Total	\$ 2,050,813,604



The chart at left provides mandated expenditures by type for all funds as a percent of total mandates.

FY 2004-05 Budget and Mandate Comparison by Category for All Funds

Expenditure Category	Budget Expenditures	Mandated Expenditures	Administrative Mandates	Non-Mandated Expenditures	% Mandates of Department Expenditures	% Mandates of Total Expenditures
Culture & Recreation						
Parks & Recreation	\$ 5,774,830	\$ -	\$ -	\$ 5,774,830	0.00%	0.00%
Stadium District	3,582,003	-	-	3,582,003	0.00%	0.00%
Culture & Recreation Total	\$ 9,356,833	\$ -	\$ -	\$ 9,356,833	0.00%	0.00%
Education						
Superintendent of Schools	\$ 1,984,742	\$ 1,984,742	\$ -	\$ -	100.00%	0.10%
Library District	16,345,796	-	-	16,345,796	0.00%	0.00%
Education Total	\$ 18,330,538	\$ 1,984,742	\$ -	\$ 16,345,796	10.83%	0.10%
General Government						
Appropriated Fund Balance	\$ 291,727,658	\$ 500,000	\$ 290,236,584	\$ 991,074	99.66%	14.18%
Assessor	15,808,896	15,808,896	-	-	100.00%	0.77%
Board of Supervisors	1,248,380	1,248,380	-	-	100.00%	0.06%
Call Center	1,298,676	1,298,676	-	-	100.00%	0.06%
Chief Information Officer	5,208,429	-	5,208,429	-	100.00%	0.25%
Clerk of the Board of Supervisors	478,788	478,788	-	-	100.00%	0.02%
Communications	754,229	754,229	-	-	100.00%	0.04%
County Administrative Officer	1,358,665	-	1,358,665	-	100.00%	0.07%
Elections	10,494,469	10,494,469	-	-	100.00%	0.51%
Equipment Services	9,751,777	98,887	9,652,890	-	100.00%	0.48%
Facilities Management	61,547,395	38,946,494	22,600,901	-	100.00%	3.00%
Finance	2,532,036	-	2,532,036	-	100.00%	0.12%
General Government	401,036,856	270,829,997	128,585,505	1,621,354	99.60%	19.48%
Human Resources	2,872,815	-	2,872,815	-	100.00%	0.14%
Internal Audit	1,035,910	35,000	1,000,910	-	100.00%	0.05%
Management & Budget	1,762,186	-	1,762,186	-	100.00%	0.09%
Materials Management	2,186,857	-	2,186,857	-	100.00%	0.11%
Public Fiduciary	1,983,422	1,983,422	-	-	100.00%	0.10%
Recorder	7,599,401	7,599,401	-	-	100.00%	0.37%
Research & Reporting	440,000	-	-	440,000	0.00%	0.00%
Risk Management	26,070,716	-	-	26,070,716	0.00%	0.00%
Telecommunications	13,656,435	-	13,656,435	-	100.00%	0.67%
Total Compensation	42,014,184	-	42,014,184	-	100.00%	2.05%
Treasurer	3,952,730	3,952,730	-	-	100.00%	0.19%
General Government Total	\$ 906,820,910	\$ 354,029,369	\$ 523,668,397	\$ 29,123,144	96.79%	42.80%
Highways & Streets						
Transportation	\$ 192,636,002	\$ 192,386,002	\$ -	\$ 250,000	99.87%	9.38%
Highways & Streets Total	\$ 192,636,002	\$ 192,386,002	\$ -	\$ 250,000	99.87%	9.38%
Health, Welfare & Sanitation						
Animal Care & Control	\$ 9,106,379	\$ 9,106,379	\$ -	\$ -	100.00%	0.44%
Community Development	16,033,276	-	-	16,033,276	0.00%	0.00%
Environmental Services	22,670,093	22,622,400	-	47,693	99.79%	1.10%
Health Care Delivery System	474,412,270	-	-	474,412,270	0.00%	0.00%
Health Care Mandates	321,129,985	317,071,747	4,058,238	-	100.00%	15.66%
Human Services	39,764,880	-	-	39,764,880	0.00%	0.00%
Maricopa County Health Plans	388,133,556	-	-	388,133,556	0.00%	0.00%
Medical Examiner	4,456,694	4,456,694	-	-	100.00%	0.22%
Public Health	49,787,818	16,089,075	2,736,873	30,961,870	37.81%	0.92%
Solid Waste	4,412,422	3,419,169	-	993,253	77.49%	0.17%
Health, Welfare & Sanitation Total	\$ 1,329,907,373	\$ 372,765,464	\$ 6,795,111	\$ 950,346,798	28.54%	18.51%
Public Safety						
Adult Probation	\$ 59,588,673	\$ 59,588,673	\$ -	\$ -	100.00%	2.91%
Clerk of the Superior Court	29,816,829	29,816,829	-	-	100.00%	1.45%
Constables	1,780,046	1,780,046	-	-	100.00%	0.09%
Contract Counsel	9,384,406	9,384,406	-	-	100.00%	0.46%
Correctional Health	40,974,419	40,974,419	-	-	100.00%	2.00%
County Attorney	63,083,084	63,083,084	-	-	100.00%	3.08%
Emergency Management	1,538,989	1,538,989	-	-	100.00%	0.08%
Flood Control District	143,079,942	19,805,359	-	123,274,583	13.84%	0.97%
Integrated Criminal Justice Information System	5,435,481	5,435,481	-	-	100.00%	0.27%
Juvenile Probation	53,670,391	53,670,391	-	-	100.00%	2.62%
Legal Advocate	6,399,647	6,399,647	-	-	100.00%	0.31%
Legal Defender	7,105,584	7,105,584	-	-	100.00%	0.35%
Planning & Development	11,109,948	7,323,120	-	3,786,828	65.91%	0.36%
Public Defender	33,677,672	33,677,672	-	-	100.00%	1.64%
Sheriff	182,699,513	182,699,513	-	-	100.00%	8.91%
Trial Courts	76,901,306	76,901,306	-	-	100.00%	3.75%
Public Safety Total	\$ 726,245,930	\$ 599,184,519	\$ -	\$ 127,061,411	82.50%	29.22%
Grand Total	\$ 3,183,297,586	\$ 1,520,350,096	\$ 530,463,508	\$ 1,132,483,982	64.42%	100.00%

The table below compares year-over-year budgeted expenditures and year-over-year mandated expenditures for all funds. The total FY 2004-05 expenditure budget for all funds increased by 19.1% from FY 2003-04, whereas mandated expenditure increased by 27.2% over the same period of time.

Expenditure Category	Budget Expenditures FY 2003-04	Budget Expenditures FY 2004-05	% Budget Variance	Mandate Expenditures FY 2003-04	Mandate Expenditures FY 2004-05	% Mandate Variance
Culture & Recreation	\$ 9,262,547	\$ 9,356,833	1.0%	\$ -	\$ -	0.0%
Education	14,435,572	18,330,538	21.2%	1,898,675	1,984,742	4.3%
General Government	481,487,692	906,820,910	46.9%	534,756,524	877,697,766	39.1%
Highways & Streets	126,095,364	192,636,002	34.5%	95,258,600	192,386,002	50.5%
Health, Welfare & Sanitation	1,266,067,070	1,329,907,373	4.8%	372,052,367	379,560,575	2.0%
Public Safety	678,213,132	726,245,930	6.6%	489,779,445	599,184,519	18.3%
Totals	\$ 2,575,561,377	\$ 3,183,297,586	19.1%	\$ 1,493,745,611	\$ 2,050,813,604	27.2%

General Fund Budgeted Mandates FY 2004-05					
By Category and Department					
	Mandates		Administrative Mandates		Consolidated Mandates
Education					
Superintendent of Schools	\$ 1,984,742		\$ -		\$ 1,984,742
Education Total	\$ 1,984,742		\$ -		\$ 1,984,742
General Government					
Appropriated Fund Balance	\$ 500,000		\$ 195,198,195		\$ 195,698,195
Assessor	15,808,896		-		15,808,896
Board of Supervisors	1,248,380		-		1,248,380
Call Center	1,298,676		-		1,298,676
Chief Information Officer	-		5,208,429		5,208,429
Clerk of the Board of Supervisors	478,788		-		478,788
County Administrative Officer	-		1,358,665		1,358,665
Communications	707,968		-		707,968
Elections	10,494,469		-		10,494,469
Facilities Management	200,000		17,133,572		17,333,572
Finance	-		2,532,036		2,532,036
General Government	145,869,051		111,834,449		257,703,500
Human Resources	-		2,872,815		2,872,815
Internal Audit	35,000		1,000,910		1,035,910
Management & Budget	-		1,762,186		1,762,186
Materials Management	-		1,354,842		1,354,842
Public Fiduciary	1,983,422		-		1,983,422
Recorder	1,991,183		-		1,991,183
Total Compensation	-		2,649,479		2,649,479
Treasurer	3,952,730		-		3,952,730
General Government Total	\$ 184,568,563		\$ 342,905,578		\$ 527,474,141
Health, Welfare & Sanitation					
Animal Care & Control	\$ 385,109		-		\$ 385,109
Environmental Services	1,369,912		-		1,369,912
Health Care Mandates	317,071,747		4,058,238		321,129,985
Medical Examiner	4,189,649		-		4,189,649
Public Health	3,853,494		2,736,873		6,590,367
Health, Welfare & Sanitation Total	\$ 326,869,911		\$ 6,795,111		\$ 333,665,022
Public Safety					
Adult Probation	\$ 45,668,897		-		\$ 45,668,897
Clerk of the Superior Court	23,181,209		-		23,181,209
Constables	1,780,046		-		1,780,046
Contract Counsel	9,384,406		-		9,384,406
Correctional Health	3,461,426		-		3,461,426
County Attorney	50,280,208		-		50,280,208
Emergency Management	155,628		-		155,628
Juvenile Probation	11,832,089		-		11,832,089
Legal Advocate	6,383,337		-		6,383,337
Legal Defender	7,021,181		-		7,021,181
Public Defender	31,100,074		-		31,100,074
Sheriff	47,355,136		-		47,355,136
Trial Courts	61,268,643		-		61,268,643
Public Safety Total	\$ 298,872,280		\$ -		\$ 298,872,280
Total General Fund Mandates	\$ 812,295,496		\$ 349,700,689		\$ 1,161,996,185

General Fund Mandate Comparison					
	General Fund Budgeted Mandates FY 2003-04	General Fund Budgeted Mandates FY 2004-05	\$ Variance Increase (Decrease)	% Variance Increase (-)Decrease	
Mandated Services					
Judicial Branch					
Adult Probation	\$ 43,502,800	\$ 45,668,897	\$ 2,166,097	4.7%	
Juvenile Probation	11,434,359	11,832,089	397,730	3.4%	
Trial Courts	59,357,714	61,268,643	1,910,929	3.1%	
Judicial Branch Total	\$ 114,294,873	\$ 118,769,629	\$ 4,474,756	3.8%	
Elected Officials					
Assessor	\$ 15,623,329	\$ 15,808,896	\$ 185,567	1.2%	
Board of Supervisors	1,090,007	1,248,380	158,373	12.7%	
Clerk of the Superior Court	23,257,552	23,181,209	(76,343)	-0.3%	
Constables	1,716,309	1,780,046	63,737	3.6%	
County Attorney	48,872,846	50,280,208	1,407,362	2.8%	
Recorder	1,914,027	1,991,183	77,156	3.9%	
Sheriff	42,617,353	47,355,136	4,737,783	10.0%	
Superintendent of Schools	1,898,675	1,984,742	86,067	4.3%	
Treasurer	3,737,821	3,952,730	214,909	5.4%	
Elected Officials Total	\$ 140,727,919	\$ 147,582,530	\$ 6,854,611	4.6%	
Appointed Departments					
Animal Care & Control	\$ 304,041	\$ 385,109	\$ 81,068	21.1%	
Appropriated Fund Balance	-	500,000	500,000	100.0%	
Call Center	1,226,882	1,298,676	71,794	5.5%	
Clerk of the Board	458,417	478,788	20,371	4.3%	
Communications	-	707,968	707,968	100.0%	
Contract Counsel	12,300,027	9,384,406	(2,915,621)	-31.1%	
Correctional Health	7,074,648	3,461,426	(3,613,222)	-104.4%	
Elections	6,984,394	10,494,469	3,510,075	33.4%	
Emergency Management	146,900	155,628	8,728	5.6%	
Environmental Services	821,299	1,369,912	548,613	40.0%	
Facilities Management	44,486	200,000	155,514	77.8%	
General Government	136,408,921	145,869,051	9,460,130	6.5%	
Health Care Mandates	301,936,423	317,071,747	15,135,324	4.8%	
Internal Audit	33,876	35,000	1,124	3.2%	
Legal Advocate	5,303,639	6,383,337	1,079,698	16.9%	
Legal Defender	5,833,349	7,021,181	1,187,832	16.9%	
Medical Examiner	4,089,211	4,189,649	100,438	2.4%	
Public Defender	29,065,076	31,100,074	2,034,998	6.5%	
Public Fiduciary	1,958,091	1,983,422	25,331	1.3%	
Public Health	4,390,238	3,853,494	(536,744)	-13.9%	
Appointed Departments Total	\$ 518,379,918	\$ 545,943,337	\$ 27,563,419	5.0%	
Total Mandated Services	\$ 773,402,710	\$ 812,295,496	\$ 38,892,786	4.8%	
Percent of General Fund Expenditures	81.9%	69.7%			
Non-Mandated Services					
Appropriated Fund Balance	\$ 932,905	\$ 991,074	\$ 58,169	5.9%	
General Government	100,000	150,000	50,000	33.3%	
Health Care Mandates	13,826,763	-	(13,826,763)	-100.0%	
Human Services	945,707	1,787,032	841,325	47.1%	
Parks & Recreation	1,148,975	1,271,316	122,341	9.6%	
Non-Mandated Services Total	\$ 16,954,350	\$ 4,199,422	\$ (12,754,928)	-303.7%	
Total Non-Mandated Services	\$ 16,954,350	\$ 4,199,422	\$ (12,754,928)	-303.7%	
Percent of General Fund Expenditures	1.8%	0.4%			
Administrative Mandates					
Appropriated Fund Balance	\$ 82,629,359	\$ 195,198,195	\$ 112,568,837	57.7%	
Chief Information Officer	4,472,561	5,208,429	735,868	14.1%	
County Administrative Officer	1,076,392	1,358,665	282,273	20.8%	
Facilities Management	26,104,353	17,133,572	(8,970,781)	-52.4%	
Finance	2,352,569	2,532,036	179,467	7.1%	
General Government	19,982,611	111,834,449	91,851,838	82.1%	
Health Care Mandates	5,736,022	4,058,238	(1,677,784)	-41.3%	
Human Resources	2,696,509	2,872,815	176,306	6.1%	
Internal Audit	971,603	1,000,910	29,307	2.9%	
Management & Budget	1,639,404	1,762,186	122,782	7.0%	
Materials Management	1,343,589	1,354,842	11,253	0.8%	
Public Health	2,399,327	2,736,873	337,546	12.3%	
Total Compensation	2,041,288	2,649,479	608,191	23.0%	
Administrative Mandates Total	\$ 153,445,586	\$ 349,700,689	\$ 196,255,103	56.1%	
Total Administrative Mandates	\$ 153,445,586	\$ 349,700,689	\$ 196,255,103	56.1%	
Percent of General Fund Expenditures	16.3%	30.0%			
Grand Total of General Fund Expenditures	\$ 943,802,646	\$ 1,166,195,607	\$ 222,392,961	19.1%	

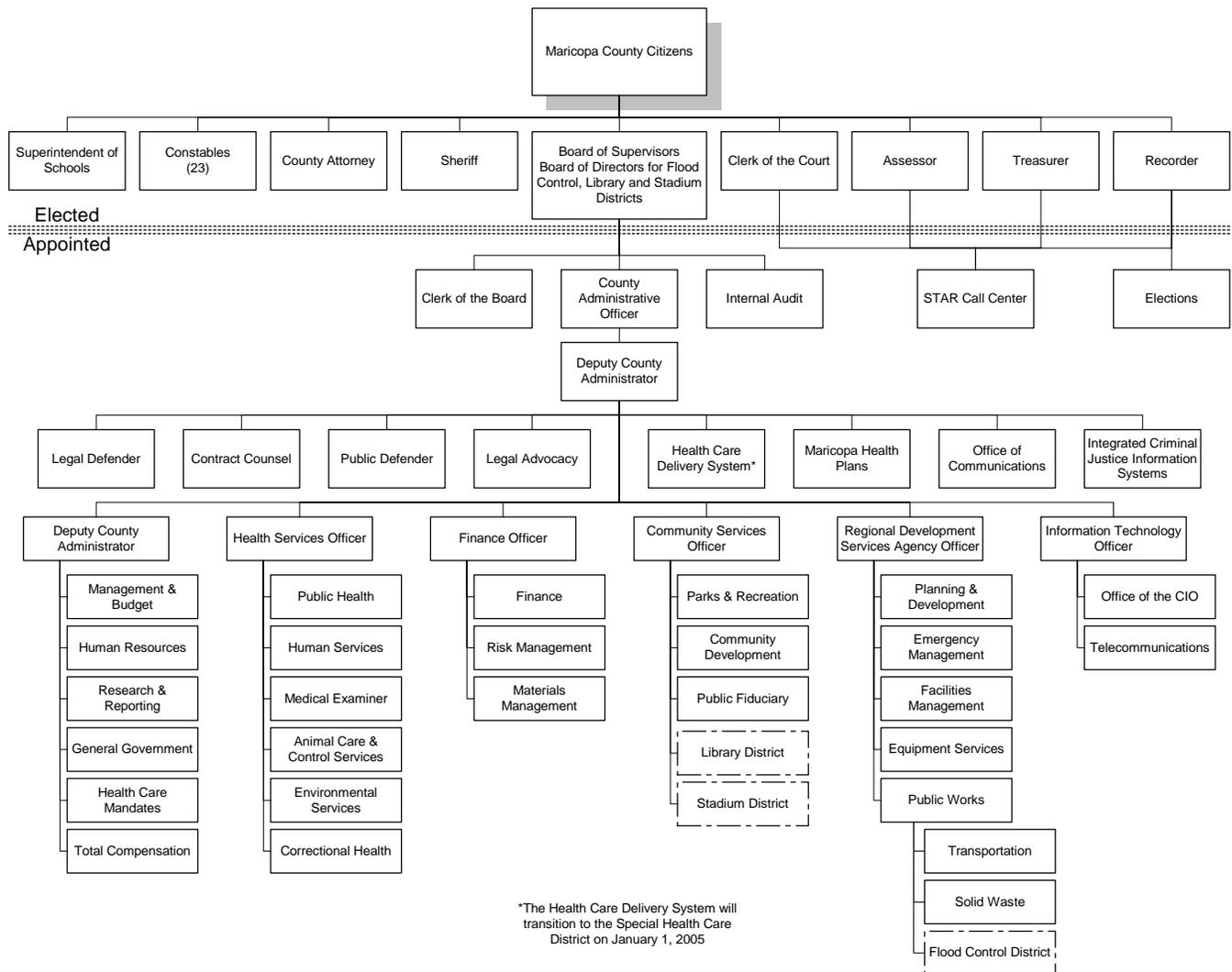


Department Budget Schedules

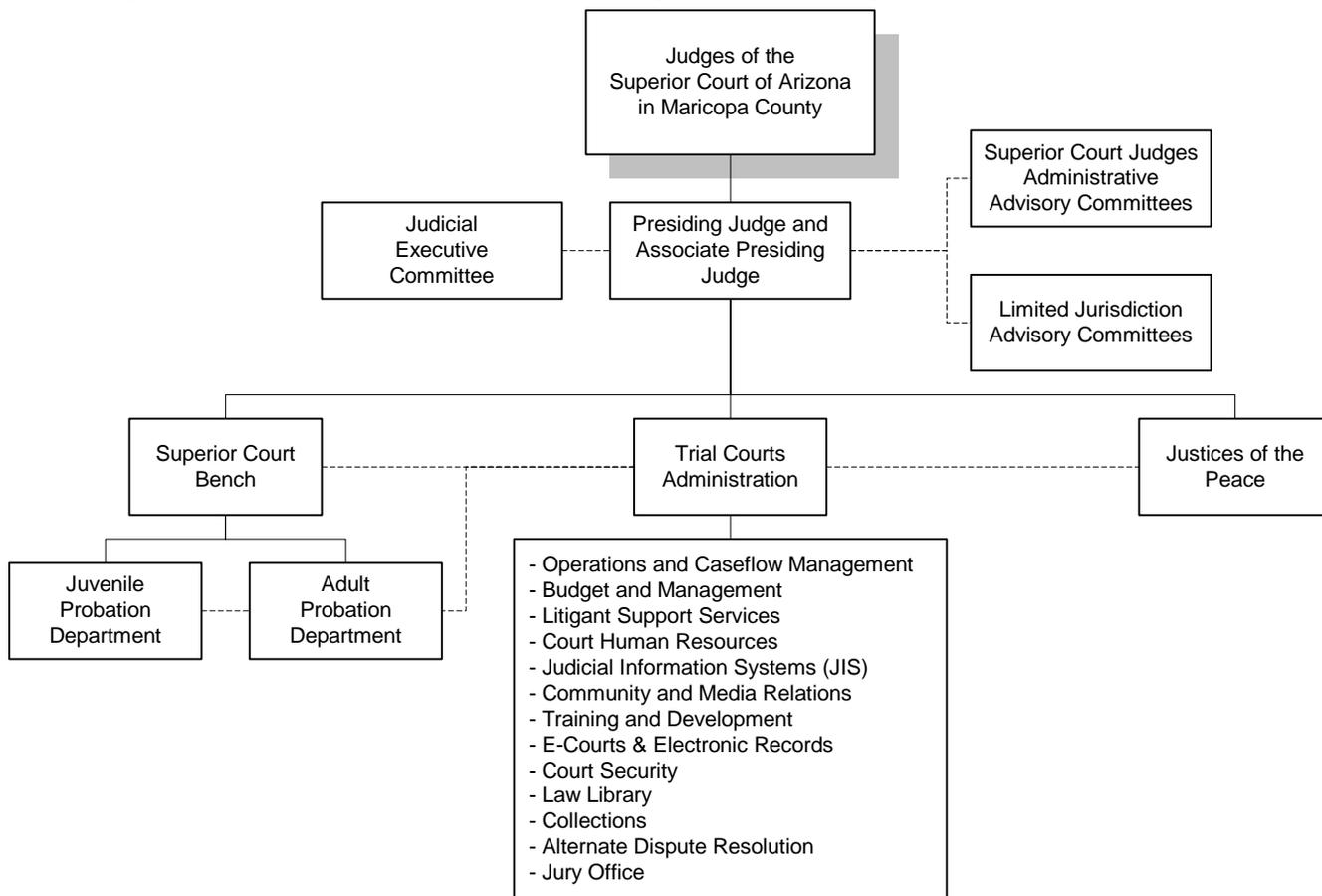
Maricopa County Organization

Maricopa County is organized according to its accountability to the citizens it serves. There are Elected Officials, Appointed Departments and Special Districts. There is also a Judicial Branch, which includes the Trial Courts organization structure made up of Adult Probation, Justice Courts, Juvenile Probation, and Superior Court departments. Within the Judicial Branch are elected Superior Court Judges and Justices of the Peace. The citizens of Maricopa County elect a Board of Supervisors who serves as the responsible governing body, and a County Attorney, Sheriff, Clerk of the Superior Court, Treasurer, Assessor, Recorder, Superintendent of Schools and 23 Constables. There are 47 appointed departments, including 3 Special Districts, for which the County Board of Supervisors acts as the Board of Directors.

Countywide Organization Chart

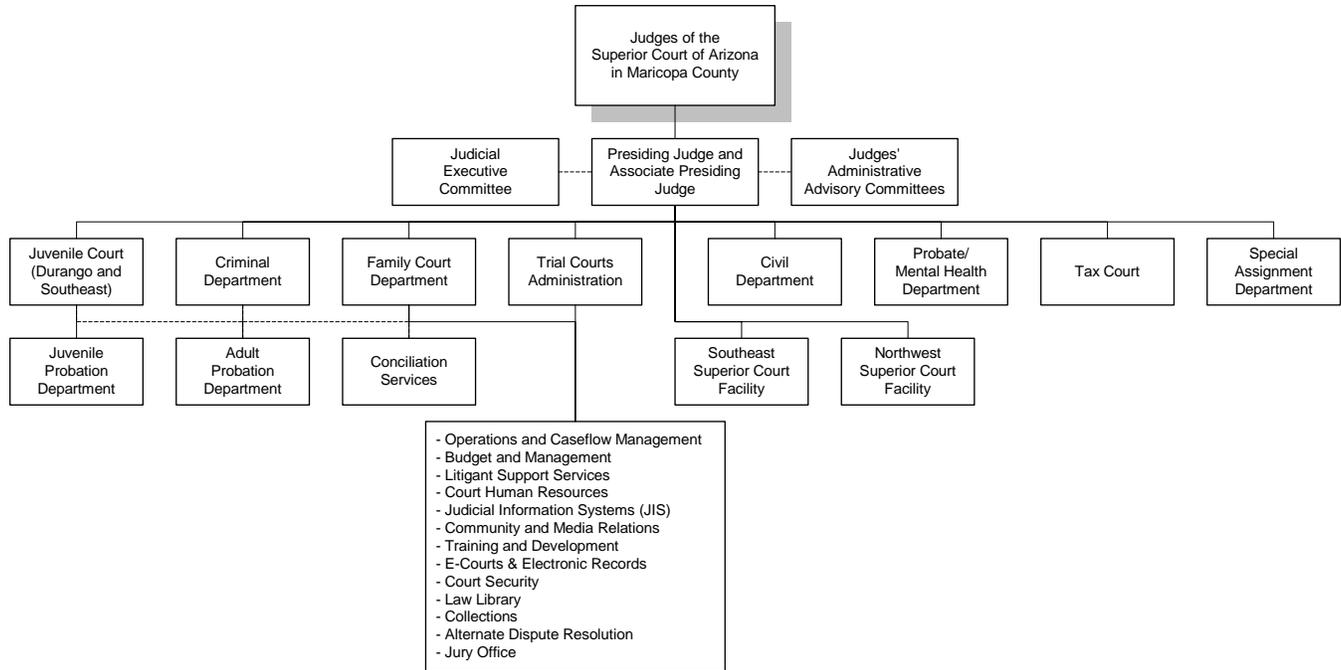


Countywide Organization Chart (Continued)



Judicial Branch

Judicial Organization Chart



Court Jurisdiction

The Superior Court of Arizona in Maricopa County is a general jurisdiction court handling criminal felonies, juvenile, family, probate/mental health, civil matters over \$10,000 and statewide tax cases. Jurisdiction also extends to appeals from limited jurisdiction courts. The Superior Court is part of an integrated judicial system in the State under the administrative authority of the Arizona Supreme Court.

Maricopa County

Over 3.4 million of Arizona's 5.5 million people reside in Maricopa County. It is one of the fastest growing urban areas in the country. The County, one of 15 in the state, encompasses almost 10,000 square miles. The Court conducts its business in four primary locations: a complex of buildings in downtown Phoenix; a Juvenile Court Center on Durango Avenue, southwest of downtown Phoenix; a Southeast Valley facility in Mesa with juvenile and adult court buildings; and a Northwest Regional Center in Surprise.

Judges Of The Court

Currently, 91 Superior Court judges and 42 court commissioners staff the Court. All judicial officers are lawyers. The Governor appoints judges after a selection process by a Qualifications Commission. The Merit Selection System is patterned after the "Missouri Plan" and applies only in Arizona's two most populous counties: Maricopa (Phoenix) and Pima (Tucson). Judges stand for election every four years on a yes-no retention ballot. Judges in Superior Court are full-time Constitutional "divisions" created by the State and standing for election. The Court also can have judges pro tempore. Judge pro tempores are lawyers appointed by the Court with the full powers of a constitutional division serving temporarily at the pleasure of the Court. Judge pro tempores are used sparingly as adjuncts to constitutional divisions. The Court's presiding judge appoints Court commissioners.

Judicial Organization (Continued)

Court Judicial Departments

The Court performs its work by departments, each headed by a departmental presiding judge selected by the Court's Presiding Judge. Departmental presiding judges generally serve in that capacity for two to four years. Trial judges of the Court rotate from one department to another, as assigned by the Presiding Judge, generally on two-year cycles. Commissioners serve a variety of assignments. Judicial officers attend departmental meetings and as a full bench en banc once a month. Most of the calendars are structured on an individual basis, meaning that once a case is assigned to a judge early in the process, it stays with that judge until resolved.

The Presiding Judge

The Court's Presiding Judge oversees the Superior Court and its departments and has superintendent responsibilities over the limited jurisdiction courts in the County. The Presiding Judge, appointed to his administrative position by the Supreme Court, serves in that position at the pleasure of the Supreme Court. The Presiding Judge appoints an Associate Presiding Judge to serve as an assistant.

The Trial Courts Administrator

A Trial Courts Administrator, appointed by the Court, functions as the Chief Executive Officer providing management support to each of the judicial departments and coordinating, together with the Presiding Judge, the work of the Superior Court and its departments, and the limited jurisdiction courts in Maricopa County. A number of standing committees, staffed by Court Administration, are utilized to perform the policy and program planning work of the Court.

Non-Judicial Staffing

Four major staffing units support the Court: Trial Courts Administration, Adult Probation, Juvenile Probation, and the Clerk of the Court. Also providing support to the Court is a small group of special purpose court agencies: Judicial Information Systems, Administrative Services, Conciliation Services and the Law Library. The Court operates its own Judicial Personnel Merit System, working in close harmony with the County of Maricopa.



Presiding Superior Court Judge – Biography

Hon. Colin F Campbell, Presiding Judge - Superior Court



Judge Colin Campbell was appointed by Governor Rose Mofford to become a judge in January 1990. Before becoming Presiding Judge in July 2000, he served in each of the Superior Court departments: civil, criminal, family, and juvenile. He graduated from Northwestern University in 1974 with a Bachelor's degree in Economics. He graduated Summa Cum Laude from the University of Arizona Law School in 1977. After graduation, he was a law clerk for the Honorable William P. Copple, United States District Court Judge. He worked as an associate and later a partner at the Phoenix law firm of Meyer, Hendricks, Victor, Osborn & Maledon (formerly Martori, Meyer, Hendricks & Victor) from 1978 to 1990, except for two years as an Assistant Federal Public Defender from 1981 to 1983.

Judge Campbell has been active in committees of the State Bar and the Judiciary. From 1988 to 1990, he was a member of the Maricopa County Community Punishment Committee. He is a former member and past chair of the State Bar Legal Services Committee and Committee on the Rules of Professional Conduct. He sat on the Judicial Ethics Advisory Committee and the Arizona Judicial College prior to his appointment as Presiding Judge. As Presiding Judge, he sits on the Arizona Judicial Council, the State-Federal Judicial Council and is the former chairman of the Maricopa county Integrated Criminal Justice Information Systems Executive Committee.

Judge Campbell has also been active in community activities. He is the former president and board member of the Greater East Phoenix Neighborhood Association, the St. Thomas More Society, The Southwest Phoenix Community Center, Community Legal Services and the Arizona Bar Foundation. He has sat as a board member on the Malta Center, Phoenix Natural Family Planning Center, Child and Family Resources, Inc., and Ville de Marie, a private, non-profit school. He is a former member of the Arizona Coalition for Tomorrow, which sponsors a yearly health fair clinic for head start children.

In 1990, Judge Campbell received the Outstanding Graduate Award from the University of Arizona College of Law.

Maricopa County Judges and Justices of the Peace

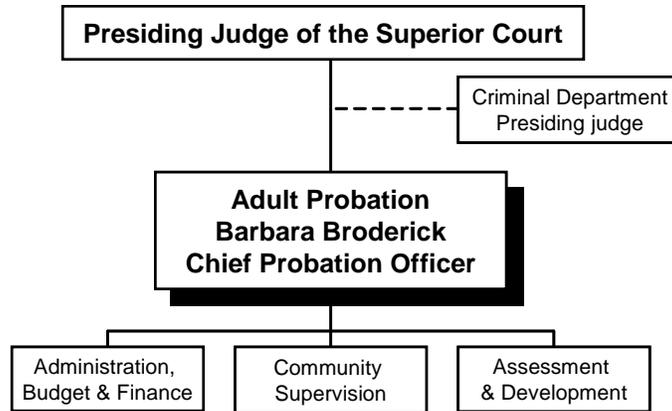
Judge	Div	Judge	Div	Judge	Div
Cates, Jeffrey S	1	McVey, Michael R	32	Gama, Joe R	63
Gottsfeld, Robert L	2	Araneta, Louis A	33	Donahoe, Gary	64
Gerst, Stephen A	3	Baca, Anna Maria	34	Barton, Janet	65
O'Toole, Thomas W	4	Ishikawa, Brian K	35	Budoff, Robert	66
O'Melia, Michael J	5	Davis, Norman J (f)	36	Hyatt, Carey	67
Albrecht, Rebecca A	6	Aceto, Mark F	37	Santana, Mark	68
Forman, John F	7	Jones, Michael D (k)	38	McNally, Colleen (j)	69
Galati, Frank T	8	Hoag, Marion J	39	Steinle, Roland	70
Reinstein, Ronald S	9	Keppel, James H	40	Ditsworth, John	71
Hilliard, Ruth H	10	Akers, Linda A	41	Buttrick, John	72
Schneider, Barry C	11	McClennen, Crane	42	Harrison, Cari	73
Sargeant, William	12	Ballinger, Eddward P (e)	43	Stephens, Sherry	74
Hotham, Jeffrey A	13	Obergbillig, Robert H	44	Klein, Andrew	75
Wilkinson, Michael O	14	Reinstein, Peter C	45	Sanders, Teresa	76
Armstrong, Mark W (h) (l)	15	Talamante, David M	46	Trujillo, Richard	77
Fields, Kenneth L	16	Hicks, Bethany G	47	Udall, David	78
Franks, Pamela J	17	Gaines, F Pendleton	48	Contes, Connie	79
Cole, David R	18	Burke, Edward O	49	Blakey, A Craig	80
Dunevant, Thomas	19	Holt, Cathy M	50	Miles, Linda	81
Martin Gregory H	20	Verdin, Maria	51	Mahoney, Margaret	82
Katz, Paul A	21	Willrich, Penny	52	Houser, Robert C	83
Sheldon, Steven D	22	Anderson, Arthur T	53	Chavez, Harriett E	84
Campbell, Colin F (a)	23	Heilman, Joseph B	54	Grant, Larry	85
Arellano, Silvia R (i)	24	Willett, Eileen S	55	Foster, George H	86
Mangum, J Kenneth	25	Fenzel, Alfred M	56	Swann, Peter B	87
Schwartz, Johathan H	26	O'Connor, Karen L	57	Lee, Raymond	88
Hauser, Brian R	27	Granville, Warren J	58	Duncan, Sally S.	89
Mundell, Barbara A (b) (g)	28	Gaylord, John M	59	Rea, John	90
Yarnell, Michael A	29	Downie, Margaret H (d)	60	Mroz, Rosa	91
Dairman, Dennis W	30	Ronan, Emmet J (c)	61		
Jarrett, Barbara M	31	Rayes, Douglas L	62		

- | | |
|--|---|
| (a) Presiding Judge | (b) Associate Presiding Judge |
| (c) Presiding Judge - Juvenile Court | (d) Presiding Judge - Civil Department |
| (e) Presiding Judge - Criminal Department | (f) Presiding Judge - Family Court Department |
| (g) Presiding Judge - Probate/Mental Health Depart | (h) Presiding Judge - Tax Court |
| (i) Presiding Judge – Southeast Facility | (j) Presiding Judge – Northwest Facility |
| (k) Presiding Judge – Lower Court Appeals | (l) Presiding Judge – Integrated Family Court |

Justice of the Peace	Precinct	Justice of the Peace	Precinct
G Michael Osterfeld	Buckeye	Jacqueline McVay	Northeast Phoenix
C Steven McMurry	Central Phoenix	Hercules Dellas	Northwest Phoenix
Ronald D. Johnson	Chandler	Lex E Anderson	Peoria
R Wayne Johnson	East Mesa	Michael Reagan	Scottsdale
C A Mendoza	East Phoenix #1	Harrell Boyster	South Mesa/Gilbert
Michael W Orcutt	East Phoenix #2	Pamela C Gutierrez	South Phoenix
John R Ore	East Tempe	Joseph Guzman	Tolleson
Joe Getzwiller	Gila Bend	Clayton Hamblen	West Mesa
Quentin V Tolby	Glendale	Rachel Carrillo	West Phoenix
Andy V Gastelum	Maryvale	Victor Wilkins	West Tempe
Lester Pearce	North Mesa	John Henry	Wickenburg
Gerald A. Williams	North Valley		

Adult Probation

Organizational Chart



Mission

The Mission of the Maricopa County Adult Probation Department (MCAPD) is to provide assistance and adult probation services to neighborhoods, courts, adult probationers 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.

Goals

- By the end of fiscal year 2007, 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% - Increasing the rate of successful completions from probation to 65% - Increasing the rate of successful completions from Pretrial Supervision to 80%.
- By the end of fiscal year 2007, employee resignations from MCAPD because of pay will be reduced to 30%.
- By fiscal the end of fiscal year 2007, MCAPD will improve case processing as evidenced by: - Maintaining at least a 97% on-time rate for submitting presentence 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.
- By the end of fiscal year 2007, 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.

Adult Probation (Continued)

- By the end of fiscal year 2007, 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 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 schedules recommended by the County Chief Information Officer.

Issues

- The high demand for educated and skilled staff is placing additional responsibilities upon the agency to use new and innovative practices to recruit, retain and reward staff.
- The public demands that agencies and staff be held accountable for their practices and show positive results which requires the agency to develop methods to monitor and use performance measures.
- The need to enhance staff safety has resulted in development of comprehensive safety policies, and pending implementation of safety procedures and training.
- An increase in expectations that criminal justice agencies be more responsive to victims' needs and rights requires the agency to provide mandated victim services.
- The negative economic forecasts for state revenues jeopardizes the agency's ability to provide probation services to the court and community and to enhance the safety and well being of neighborhoods.
- Organizations are increasingly turning to technology to use, share and manage information which requires the agency to obtain more resources, allocate resources differently and shift current resources to acquire, use, stay current on and maintain the technologies.
- The trend to treat substance abuse offenses as a public health issue within the criminal justice system requires partnerships and new methods of supervision and treatment.
- Changes in laws, societal demands, criminal justice practices and demographic shifts in offender populations are causing criminal justice agencies - with limited resources - to develop specialization and expertise in managing and providing services to offenders.
- Criminal justice agencies are relying more upon collaborations and partnerships with both public and private agencies to enhance the safety and well being of our neighborhoods. Our agency is committing additional resources and expertise to develop and sustain these relationships.

Total Budget by Program

TOTAL BUDGET BY PROGRAM						
FY 2004-05 ADOPTED						
110 ADULT PROBATION						
TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
11BC - BEHAVIORAL CHANGE	\$ 12,186,264	\$ 2,425,340	\$ 135,830	\$ 14,747,434	\$ 5,347,037	
11CJ - COMMUNITY JUSTICE	38,172,005	2,227,984	120,347	40,520,336	8,572,739	
99AS - ADMINISTRATIVE SERVICES PROG	2,559,804	252,779	-	2,812,583	-	
99IT - INFORMATION TECHNOLOGY PROGRAM	1,466,480	41,840	-	1,508,320	-	
TOTAL	\$ 54,384,553	\$ 4,947,943	\$ 256,177	\$ 59,588,673	\$ 13,919,776	

Adult Probation (Continued)

Key Performance Measures

Program Name: ASSESSMENT and BEHAVIORAL CHANGE PROGRAM

Program Purpose: The purpose of the Assessment and Behavioral Change Program is to assess probationer and defendant risk/need and provide pretrial supervision, treatment and education services so that they can have opportunity for success and experience behavioral change as evidenced by successful completion of Pretrial release, treatment and education requirements.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period	N/A	N/A	57	55
Percent of students who successfully complete MCAPD operated education classes during the reporting period	N/A	N/A	63	60
Percent of pre-sentence investigation reports completed on time during the reporting period	96.1	99.9	100	99.9
Percent of defendants who successfully complete release conditions without termination during the reporting period	61	68	78	78

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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of active standard probationers not committed to the Department of Corrections for the reporting period	N/A	N/A	86	96
Percent of active IPS probationers not committed to the Department of Corrections during the reporting period	N/A	N/A	29	N/A
Percent of probationers paying restitution and/or performing community work service during the reporting period	N/A	N/A	85	85
Percent of warrants cleared during the reporting period	N/A	N/A	84	85.4
Percent of probationers processed according to Indirect Services standards during the reporting period	N/A	N/A	100	100
Percent of jailed probationers who receive services under the In-Custody Management Activity during the reporting period	N/A	N/A	100	100

Adult Probation (Continued)

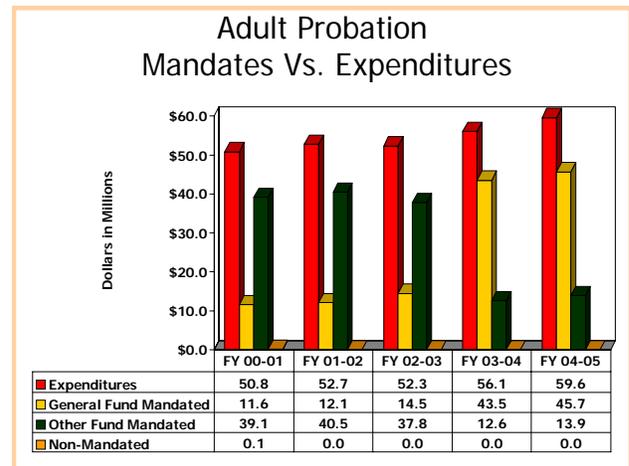
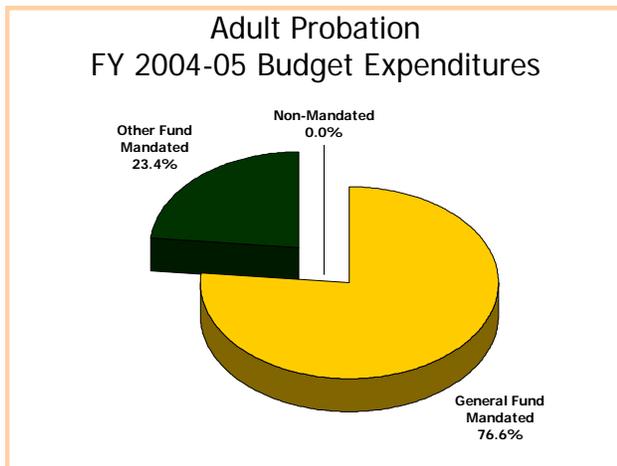
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 11,619,113	\$ 39,165,557	\$ -	\$ -	\$ -	\$ 50,784,670
FY 2001-02 Actuals	\$ 12,094,117	\$ 40,556,800	\$ -	\$ -	\$ -	\$ 52,650,917
FY 2002-03 Actuals	\$ 14,521,960	\$ 37,826,109	\$ -	\$ -	\$ -	\$ 52,348,069
FY 2003-04 Actuals	\$ 43,502,800	\$ 12,627,583	\$ -	\$ -	\$ -	\$ 56,130,383
FY 2004-05 Adopted Budget	\$ 45,668,897	\$ 13,919,776	\$ -	\$ -	\$ -	\$ 59,588,673

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 11,610,956	\$ 39,111,694	\$ -	\$ -	\$ -	\$ 50,722,650
FY 2001-02 Actuals	\$ 12,094,117	\$ 40,510,322	\$ -	\$ -	\$ -	\$ 52,604,439
FY 2002-03 Actuals	\$ 14,521,960	\$ 37,826,109	\$ -	\$ -	\$ -	\$ 52,348,069
FY 2003-04 Actuals	\$ 43,502,800	\$ 12,627,583	\$ -	\$ -	\$ -	\$ 56,130,383
FY 2004-05 Adopted Budget	\$ 45,668,897	\$ 13,919,776	\$ -	\$ -	\$ -	\$ 59,588,673

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 8,157	\$ 53,863	\$ -	\$ -	\$ -	\$ 62,020
FY 2001-02 Actuals	\$ -	\$ 46,478	\$ -	\$ -	\$ -	\$ 46,478
FY 2002-03 Actuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2003-04 Actuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2004-05 Adopted Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Adult Probation (Continued)

Mandate Information

TITLE Community Punishment Program, Literacy Programs

AUTHORITY ARS §12-299.01(A) Community Punishment Programs, Submission Of Plan; Use Of Monies; Prohibitions

HISTORY/BACKGROUND This statute created probation treatment programs to both enhance the supervision of offenders and present an alternative to prison commitments for class 4,5, and 6 felonies.

MANDATE DESCRIPTION Enhance the adult probation services system by developing additional probation conditions, programs and services for offenders placed on supervised probation and intensive probation. Provide programs, services and increased supervision, surveillance and control to special probation populations.

Community Punishment Program, Literacy Programs	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 311,218	\$ 3,253,054	\$ -	\$ -	\$ -	\$ 3,564,272
FY 2001-02 Actuals	\$ 328,885	\$ 2,660,870	\$ -	\$ -	\$ -	\$ 2,989,755
FY 2002-03 Actuals	\$ 848,249	\$ 1,887,624	\$ -	\$ -	\$ -	\$ 2,735,873
FY 2003-04 Actuals	\$ 924,762	\$ 2,031,739	\$ -	\$ -	\$ -	\$ 2,956,501
FY 2004-05 Adopted Budget	\$ 1,128,573	\$ 1,998,528	\$ -	\$ -	\$ -	\$ 3,127,101

TITLE Adult Intensive Probation

AUTHORITY A.R.S. §§ 13-913 through 13-920 Intensive Probation

HISTORY/BACKGROUND Based on programs in Georgia, the legislature created another level of probation intensity. Intensive Probation (IPS) was a last chance effort for those who failed on standard probation.

MANDATE DESCRIPTION A two-person intensive probation team shall supervise no more than twenty-five persons at one time, and a three-person intensive probation team shall supervise no more than forty persons at one time. The intensive probation team shall...exercise close supervision and observation over persons sentenced to intensive probation including (a) visual contact with each probationer at least 4 times per week, and (b) weekly contact with the employer of the probationer.

Adult Intensive Probation	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 587,281	\$ 7,868,708	\$ -	\$ -	\$ -	\$ 8,455,989
FY 2001-02 Actuals	\$ 593,870	\$ 8,009,213	\$ -	\$ -	\$ -	\$ 8,603,083
FY 2002-03 Actuals	\$ 660,083	\$ 7,169,684	\$ -	\$ -	\$ -	\$ 7,829,767
FY 2003-04 Actuals	\$ 7,565,679	\$ 378,219	\$ -	\$ -	\$ -	\$ 7,943,898
FY 2004-05 Adopted Budget	\$ 9,530,535	\$ 473,729	\$ -	\$ -	\$ -	\$ 10,004,264

Adult Probation (Continued)

TITLE Victim Notification

AUTHORITY A.R.S. § 13-4415 Notice Of Probation Modification, Termination Or Revocation Disposition Matters; Notice Of Arrest

**HISTORY/
BACKGROUND** This mandate was a major portion of the victims' rights legislation. Probation has a duty to inform opted-in victims at every step of the process.

**MANDATE
DESCRIPTION** On request of the victim, the court shall notify the victim of any probation revocation disposition proceeding or any proceeding in which the court is asked to terminate the probation or intensive probation of a person who is convicted of committing a criminal offense against the victim. On request of the victim, the court shall notify the victim of a modification of the terms of probation or intensive probation of a person only if the modification will substantially affect the persons; contact with or safety of the victim or if notification affects restitution or incarceration status. On request of the victim, the court shall notify the victim of the arrest of a person who is on supervised probation and who is arrested pursuant to a warrant issued for a probation violation.

Victim Notification	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ 25,942	\$ 148,229	\$ -	\$ -	\$ -	\$ 174,171
FY 2001-02 Actuals	\$ 27,211	\$ 151,781	\$ -	\$ -	\$ -	\$ 178,992
FY 2002-03 Actuals	\$ 27,551	\$ 151,868	\$ -	\$ -	\$ -	\$ 179,419
FY 2003-04 Actuals	\$ 317,570	\$ 105,861	\$ -	\$ -	\$ -	\$ 423,431
FY 2004-05 Adopted Budget	\$ 269,009	\$ 96,007	\$ -	\$ -	\$ -	\$ 365,016

TITLE Drug Treatment and Education Fund

AUTHORITY A.R.S. § 13-3422 Drug Court Programs; Establishment; Participation

**HISTORY/
BACKGROUND** This mandate was passed as a voter initiative. The proposition mandates treatment of drug offenders rather than incarceration, and provides funding for treatment.

**MANDATE
DESCRIPTION** To cover the costs of placing persons in drug education and treatment programs administered by a qualified agency or organization that provides such programs to persons who abuse controlled substances.

Drug Treatment and Education Fund	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ 39,607	\$ 1,001,093	\$ -	\$ -	\$ -	\$ 1,040,700
FY 2001-02 Actuals	\$ 62,169	\$ 1,502,961	\$ -	\$ -	\$ -	\$ 1,565,130
FY 2002-03 Actuals	\$ 63,223	\$ 2,051,119	\$ -	\$ -	\$ -	\$ 2,114,342
FY 2003-04 Actuals	\$ 489,397	\$ 1,626,182	\$ -	\$ -	\$ -	\$ 2,115,579
FY 2004-05 Adopted Budget	\$ 222,103	\$ 2,328,464	\$ -	\$ -	\$ -	\$ 2,550,567

Adult Probation (Continued)

TITLE Community Service

AUTHORITY A.R.S. § 12-299.01(B) Community Punishment Program; A.R.S. § 13-914 Intensive Probation; Evaluation; Sentence; Criteria; Limit; Conditions; Court Order

**HISTORY/
BACKGROUND** Community service is a politically popular and a good public relations program. It is a good example of Restorative Justice. It contributes extensively to the improvement of the community. Clean up and graffiti abatement programs have a major impact on our neighborhoods. The concept of giving "giving back to society" by those who have violated the law is its objective. The Chief Justice has incorporated community service into his "2002 Initiative."

**MANDATE
DESCRIPTION** Intensive probation shall be conditioned on the offender...being involved in...community service work at least six days a week throughout his term of intensive probation...performing not less than forty hours of community service each month. Promote accountability of offenders to their local community by requiring...community work service to local governments and community agencies.

Community Service	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ 135,853	\$ 462,952	\$ -	\$ -	\$ -	\$ 598,805
FY 2001-02 Actuals	\$ 148,122	\$ 442,496	\$ -	\$ -	\$ -	\$ 590,618
FY 2002-03 Actuals	\$ 166,289	\$ 446,156	\$ -	\$ -	\$ -	\$ 612,445
FY 2003-04 Actuals	\$ 739,566	\$ 235,688	\$ -	\$ -	\$ -	\$ 975,254
FY 2004-05 Adopted Budget	\$ 622,084	\$ 214,325	\$ -	\$ -	\$ -	\$ 836,409

TITLE Drug Court

AUTHORITY A.R.S. § 13-3422 Drug Court Programs; Establishment; Participation

**HISTORY/
BACKGROUND** The Drug Court was created because of the success of Drug Courts in other jurisdictions in dealing with first time drug offenders.

**MANDATE
DESCRIPTION** The Presiding Judge of the Superior Court in each county may establish a drug court program. Cases assigned to a drug court program shall consist of defendants who are drug dependent persons and who are charged with a probation eligible offense under this chapter, including preparatory offenses. The terms and conditions of probation shall provide for the treatment of the drug dependent person and shall include any other conditions and requirements that the court deems appropriate.

Drug Court	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ 111,910	\$ 658,070	\$ -	\$ -	\$ -	\$ 769,980
FY 2001-02 Actuals	\$ 163,301	\$ 1,337,999	\$ -	\$ -	\$ -	\$ 1,501,300
FY 2002-03 Actuals	\$ 114,548	\$ 940,669	\$ -	\$ -	\$ -	\$ 1,055,217
FY 2003-04 Actuals	\$ 365,960	\$ 517,664	\$ -	\$ -	\$ -	\$ 883,624
FY 2004-05 Adopted Budget	\$ 341,295	\$ 728,056	\$ -	\$ -	\$ -	\$ 1,069,351

Adult Probation (Continued)

TITLE Field Services Supervision

AUTHORITY A.R.S. § 12-251 (A) Adult Probation Officers and support staff; appointment; qualifications

**HISTORY/
BACKGROUND** Why is the service level at 60:1? In order to be effective, the probation officer must have the time to effectively manage offenders. In many states, where the ratio is much higher, probation has become purely a prison diversion.

**MANDATE
DESCRIPTION** The Chief Adult Probation Officer, with the approval of the Presiding Judge of the Superior Court, shall appoint such deputy adult probation officers and support staff as are necessary to provide presentence investigations and supervision services to the court. Those deputy adult probation officers engaged in case supervision shall supervise no more than an average of sixty adults who reside in the county on probation to the court.

Field Services Supervision	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ 5,965,865	\$ 20,024,684	\$ -	\$ -	\$ -	\$ 25,990,549
FY 2001-02 Actuals	\$ 6,231,604	\$ 20,239,348	\$ -	\$ -	\$ -	\$ 26,470,952
FY 2002-03 Actuals	\$ 6,180,150	\$ 19,242,684	\$ -	\$ -	\$ -	\$ 25,422,834
FY 2003-04 Actuals	\$ 24,316,152	\$ 3,865,560	\$ -	\$ -	\$ -	\$ 28,181,712
FY 2004-05 Adopted Budget	\$ 24,865,921	\$ 3,982,805	\$ -	\$ -	\$ -	\$ 28,848,726

TITLE Indirect Services

AUTHORITY A.R.S. § 31-461 through 31-467 Compact Agreement/Adult Probation Procedures

**HISTORY/
BACKGROUND** The Indirect Services Unit manages felony offenders who are sentenced in Maricopa County and leave the state to reside elsewhere, and supervises felons sentenced in another state who come to reside in Maricopa County. The objective is to protect the community from and provide treatment resources to felony offenders whom, if not for the Interstate Compact Agreement, would be residing in Maricopa County without the knowledge or consent of the authorities or citizens of the County.

**MANDATE
DESCRIPTION** That each receiving state will assume the duties of visitation of and supervision over probationers or parolees of any sending state and in the exercise of those duties will be governed by the same standards that prevail for its own probationers and parolees.

Indirect Services	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ 91,632	\$ 1,121,709	\$ -	\$ -	\$ -	\$ 1,213,341
FY 2001-02 Actuals	\$ 35,173	\$ 1,120,219	\$ -	\$ -	\$ -	\$ 1,155,392
FY 2002-03 Actuals	\$ 119,555	\$ 1,125,184	\$ -	\$ -	\$ -	\$ 1,244,739
FY 2003-04 Actuals	\$ 615,603	\$ 192,623	\$ -	\$ -	\$ -	\$ 808,226
FY 2004-05 Adopted Budget	\$ 641,090	\$ 359,668	\$ -	\$ -	\$ -	\$ 1,000,758

Adult Probation (Continued)

TITLE Presentence Investigations

AUTHORITY A.R.S. § 12-251 (A) Adult Probation Officers And Support Staff; Appointment; Qualifications; A.R.S. § 12-253 (4) Adult Probation Officers Powers And Duties; A.R.S. § 13-914 (A) Intensive Probation; Evaluation; Sentence; Criteria; Limit; Conditions; A.R.S. § 13-701 (B) Sentence Of Imprisonment For Felony; Presentence Report; Rule 26.4 - Rules Of Criminal Procedure

**HISTORY/
BACKGROUND** A 1988 amendment included all class felonies. In 1993, it was mandated that any person who committed a felony after January 1, 1994 needed a copy of a recent Presentence Investigation (PSI) report when transferring to the Department of Corrections.

**MANDATE
DESCRIPTION** An Adult Probation Officer shall investigate cases referred to him for investigation by the court in which he is serving and report thereon to the court. An Adult Probation Officer shall prepare a presentence report for every offender who has either been convicted of a felony and for whom the granting of probation is not prohibited by law, or violated probation by commission of a technical violation that was not chargeable or indictable as a criminal offense. No prisoner shall be transferred to the custody of the State Department of Corrections without a copy of a recent PSI report unless the court has waived preparation of the report.

Presentence Investigations	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ 3,761,388	\$ 3,856,100	\$ -	\$ -	\$ -	\$ 7,617,488
FY 2001-02 Actuals	\$ 3,835,925	\$ 4,203,750	\$ -	\$ -	\$ -	\$ 8,039,675
FY 2002-03 Actuals	\$ 3,641,076	\$ 3,500,662	\$ -	\$ -	\$ -	\$ 7,141,738
FY 2003-04 Actuals	\$ 3,866,174	\$ 3,040,386	\$ -	\$ -	\$ -	\$ 6,906,560
FY 2004-05 Adopted Budget	\$ 3,943,890	\$ 3,008,329	\$ -	\$ -	\$ -	\$ 6,952,219

TITLE Warrants

AUTHORITY A.R.S. § 13-901 (C) (D) Probation

**HISTORY/
BACKGROUND** The Warrants Locator Unit was created due to the safety risks posed to the community of leaving individuals, for whom warrants have been issued, to exist in the community without consequence.

**MANDATE
DESCRIPTION** The court may in its discretion issue a warrant for the re-arrest of the defendant. At any time during the probationary term of the person released on probation, any probation officer may, without warrant or other process, at any time until the final disposition of the case, re-arrest any person and bring the person before the court.

Warrants	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ 235,990	\$ 429,947	\$ -	\$ -	\$ -	\$ 665,937
FY 2001-02 Actuals	\$ 282,867	\$ 479,889	\$ -	\$ -	\$ -	\$ 762,756
FY 2002-03 Actuals	\$ 304,544	\$ 591,121	\$ -	\$ -	\$ -	\$ 895,665
FY 2003-04 Actuals	\$ 566,104	\$ 528,811	\$ -	\$ -	\$ -	\$ 1,094,915
FY 2004-05 Adopted Budget	\$ 726,321	\$ 641,388	\$ -	\$ -	\$ -	\$ 1,367,709

Adult Probation (Continued)

TITLE Work Furlough

AUTHORITY A.R.S. 13-901

HISTORY/
 BACKGROUND Work Furlough reduces full time jail bed occupancy and allows an offender to serve jail term as part of probation, yet be employed, pay restitution to victim and to be assessed a Work Furlough fee to offset part of the cost of the Work Furlough program.

Work Furlough	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ 344,270	\$ 287,148	\$ -	\$ -	\$ -	\$ 631,418
FY 2001-02 Actuals	\$ 384,990	\$ 261,796	\$ -	\$ -	\$ -	\$ 646,786
FY 2002-03 Actuals	\$ 384,347	\$ 190,848	\$ -	\$ -	\$ -	\$ 575,195
FY 2003-04 Actuals	\$ 380,621	\$ 104,850	\$ -	\$ -	\$ -	\$ 485,471
FY 2004-05 Adopted Budget	\$ 368,797	\$ 88,477	\$ -	\$ -	\$ -	\$ 457,274

TITLE Officer Safety/Arming

AUTHORITY A.R.S. 12-253 Probation Officer's Peace Officer status, A.R.S. 12-251, A.R.S. 13-916, Supreme Court Administrative Order 2002-70

HISTORY/
 BACKGROUND The statute describing the duties of a probation officer as a peace officer authorizes the carrying of a firearm in the performance of the duties of an officer. During the last legislative session, a strong push was made to authorize any probation officer to carry a weapon without the department's authorization while on duty. A compromise was reached stating that the AOC would create a Safety Committee with the purpose of establishing statewide policies on safety, use of force, firearms, and safety training.

MANDATE/
 DESCRIPTION The Administrative Orders allow any probation of surveillance officer who can qualify according to stated standards and training to request permission to carry a department authorized weapon in the performance of their duties. The orders also outline the specifics and required hours of training which the department must provide not only for firearms but in defensive tactics and safety. There is an increased cost to provide the training armory, and ongoing certification as well as to purchase firearms, ammunition, and to provide a shooting range for target practice.

Officer Safety/Arming	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2001-02 Actuals	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
FY 2002-03 Actuals	\$ 105,048	\$ 47,589	\$ -	\$ -	\$ -	\$ 152,637
FY 2003-04 Actuals	\$ 320,720	\$ -	\$ -	\$ -	\$ -	\$ 320,720
FY 2004-05 Adopted Budget	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000

Adult Probation (Continued)

TITLE Pretrial Services

AUTHORITY ARS 13-3967C, E5, G, and J, Propositions 400 and 401, Rules 6.4b and 7.3b2

**HISTORY/
BACKGROUND** Pretrial Services is a program designed to alleviate jail overcrowding, assist in providing equity in release decisions, and supervise offenders released into the community.

**MANDATE
DESCRIPTION** In determining release and conditions of release, the judicial officer is required to consider the offense, the evidence, and background of the offender. Pretrial services provides this information to the Court to help in making appropriate release decisions. When release is made, the judicial officer may impose a condition of supervision. Pretrial Services provides this supervision, reporting any violation of release conditions to the court.
 When releasing a juvenile who has been transferred to adult court, the appropriate school district must be notified. Pretrial Services provides this notification. A defendant desiring to proceed as an indigent shall complete under oath a questionnaire regarding his/her financial resources. This questionnaire is administered by Pretrial Services officers.
 Voters approved the expansion of Pretrial Services in 1978 as an alternative to jail.

Pretrial Services	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2001-02 Actuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2002-03 Actuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2003-04 Actuals	\$ 3,034,492	\$ -	\$ -	\$ -	\$ -	\$ 3,034,492
FY 2004-05 Adopted Budget	\$ 2,859,279	\$ -	\$ -	\$ -	\$ -	\$ 2,859,279

TITLE Mandatory Payment to the Sate of Arizona

Mandatory Payment to State of Arizona	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2001-02 Actuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2002-03 Actuals	\$ 1,907,297	\$ 480,901	\$ -	\$ -	\$ -	\$ 2,388,198
FY 2003-04 Actuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2004-05 Adopted Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Adult Probation (Continued)

TITLE	DNA Testing
AUTHORITY	A.R.S. § 13-610 Deoxyribonucleic Acid (DNA) Testing; Exception
HISTORY/ BACKGROUND	The legislature decided that sex offenders' DNA needed to be recorded for future investigation of offenses. Probation was viewed as an ideal point to enforce compliance.
MANDATE DESCRIPTION	<p>The County Probation Department shall secure a blood sample sufficient for DNA testing ad extraction within 15 days after a person is convicted or adjudicated delinquent of a sexual offense* and is sentenced to a term of probation and within thirty days after the arrival of a person who is accepted under the interstate compact for the supervision of probationers. The County Probation Department shall secure a blood sample sufficient for deoxyribonucleic acid testing as extraction. The County department shall transmit the sample to the Department of Public Safety.</p> <p>*Since the inception of this statute the legislature has broadened the groups of offenses for which DNA testing is mandated. In addition to sex offenders, those convicted of burglary, use of a deadly weapon or dangerous instrument, or knowing infliction of serious physical injury have been added to the mandate. Beginning January 1, 2003, those convicted of drug offenses will be required to submit to DNA testing. Beginning January 1, 2004 are required to submit to DNA testing.</p>
TITLE	Community Notification Of Sex Offenders
AUTHORITY	A.R.S. § 13-3825 Community Notification
HISTORY/ BACKGROUND	Responding to the massive public pressure, the legislature decided that the community needed to be notified of sex offender residence. Probation and law enforcement are held responsible.
MANDATE DESCRIPTION	Within seventy-two hours after a person who was accepted under the interstate compact for the supervision of probationers has arrived in the state, the agency that has accepted supervision shall provide information to the department of public safety. A law enforcement agency may delegate all or part of the notification process for offenders on community supervision to the county probation department as appropriate.

Adult Probation (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED							
110 ADULT PROBATION							
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue		
GENERAL FUND	\$ 41,990,993	\$ 3,507,131	\$ 170,773	\$ 45,668,897	\$ -		
SPECIAL REVENUE	12,393,560	1,440,812	85,404	13,919,776	13,919,776		
ALL FUNDS	\$ 54,384,553	\$ 4,947,943	\$ 256,177	\$ 59,588,673	\$ 13,919,776		

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT							
110 ADULT PROBATION							
ALL FUNDS							
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs
	Restated	Adopted Restated	Revised Restated	Projected Restated	Requested	Adopted	Revised Variance
							%
REVENUE							
615 GRANTS	\$ 29,474,531	\$ 6,014,945	\$ 5,939,945	\$ 5,502,973	\$ 5,442,776	\$ 5,442,776	\$ 497,169 8%
620 OTHER INTERGOVERNMENTAL	-	15,000	-	-	15,000	15,000	(15,000) 0%
635 OTHER CHARGES FOR SERVICES	7,906,506	8,040,000	8,130,000	7,494,669	8,210,000	8,305,000	(175,000) -2%
637 FINES & FORFEITS	125,458	125,000	125,000	110,396	105,000	105,000	20,000 16%
645 INTEREST EARNINGS	76,849	40,000	40,000	52,977	52,000	52,000	(12,000) -30%
Total Revenue	\$ 37,583,344	\$ 14,234,945	\$ 14,234,945	\$ 13,161,015	\$ 13,824,776	\$ 13,919,776	\$ 315,169 2%
EXPENDITURES							
PERSONAL SERVICES							
701 REGULAR PAY	\$ 35,799,082	\$ 35,883,499	\$ 40,008,196	\$ 38,777,105	\$ 41,118,827	\$ 41,701,705	\$ (1,693,509) -4%
705 TEMPORARY PAY	191,636	164,740	164,740	266,199	227,000	227,000	(62,260) -38%
710 OVERTIME	71,518	117,310	92,150	80,131	76,510	76,510	15,640 17%
750 FRINGE BENEFITS	8,365,498	9,447,336	10,486,839	10,546,135	11,770,827	11,955,307	(1,468,468) -14%
790 OTHER PERSONNEL SERVICES	338,269	346,896	340,000	311,116	280,509	424,031	(84,031) -25%
795 PERSONNEL SERVICES ALLOC OUT	(344,141)	(24,620,712)	(352,308)	(352,308)	-	(74,307)	(278,001) 79%
796 PERSONNEL SERVICES ALLOC IN	84,660	21,880,206	-	60,177	74,307	74,307	(74,307) 0%
Sub Total	\$ 44,506,522	\$ 43,219,275	\$ 50,739,617	\$ 49,688,555	\$ 53,547,980	\$ 54,384,553	\$ (3,644,936) -7%
SUPPLIES & SERVICES							
801 GENERAL SUPPLIES	\$ 375,132	\$ 370,000	\$ 761,663	\$ 481,808	\$ 560,110	\$ 560,110	\$ 201,553 26%
802 MEDICAL SUPPLIES	3,294	5,000	5,000	4,255	8,500	4,255	745 15%
803 FUEL	16,709	2,933	4,291	16,776	36,412	36,412	(32,121) -749%
804 NON-CAPITAL EQUIPMENT	396,720	50,000	312,813	170,958	27,500	27,500	285,313 91%
810 LEGAL SERVICES	1,548	48,000	48,000	24,471	35,015	20,309	27,691 58%
811 HEALTH CARE SERVICES	146,762	177,592	353,658	299,755	335,000	335,000	18,658 5%
812 OTHER SERVICES	1,766,193	1,794,568	2,452,774	2,426,266	1,824,630	1,824,630	628,144 26%
820 RENT & OPERATING LEASES	831,804	895,000	901,492	974,202	378,941	378,941	522,551 58%
825 REPAIRS AND MAINTENANCE	222,064	232,000	842,396	591,328	661,034	661,034	181,362 22%
830 INTERGOVERNMENTAL PAYMENTS	2,388,958	2,388,199	9,017	23,325	14,500	14,500	(5,483) -61%
839 INTERNAL SERVICE CHARGES	632,536	588,365	670,865	589,918	599,002	599,002	71,863 11%
842 TRAVEL & EDUCATION	269,711	250,000	301,544	484,922	283,983	308,491	(6,947) -2%
843 POSTAGE/FREIGHT/SHIPPING	82,041	60,000	95,000	79,561	86,275	86,275	8,725 9%
845 SUPPORT AND CARE OF PERSONS	73,958	74,999	56,000	84,996	91,484	91,484	(35,484) -63%
850 UTILITIES	106	-	-	130	-	-	- 0%
880 TRANSFERS OUT	21,522	-	-	-	-	-	- 0%
Sub Total	\$ 7,229,057	\$ 6,936,656	\$ 6,814,513	\$ 6,252,672	\$ 4,942,386	\$ 4,947,943	\$ 1,866,570 27%
CAPITAL OUTLAY							
915 BUILDINGS AND IMPROVEMENTS	\$ 33,511	\$ -	\$ -	\$ -	\$ -	\$ -	\$ - 0%
920 CAPITAL EQUIPMENT	-	-	-	7,488	-	-	- 0%
930 VEHICLES & CONSTRUCTION EQUIP	-	-	56,148	212,150	-	-	56,148 100%
950 DEBT SERVICE	92,769	97,308	118,737	110,088	246,197	256,177	(137,440) -116%
Sub Total	\$ 126,280	\$ 97,308	\$ 174,885	\$ 329,726	\$ 246,197	\$ 256,177	\$ (81,292) -46%
Total Expenditures	\$ 51,861,860	\$ 50,253,239	\$ 57,729,015	\$ 56,270,953	\$ 58,736,563	\$ 59,588,673	\$ (1,859,658) -3%
Operating Balance (Rev. - Exp.)	\$ (14,278,516)	\$ (36,018,294)	\$ (43,494,070)	\$ (43,109,938)	\$ (44,911,787)	\$ (45,668,897)	\$ 2,174,827 -5%

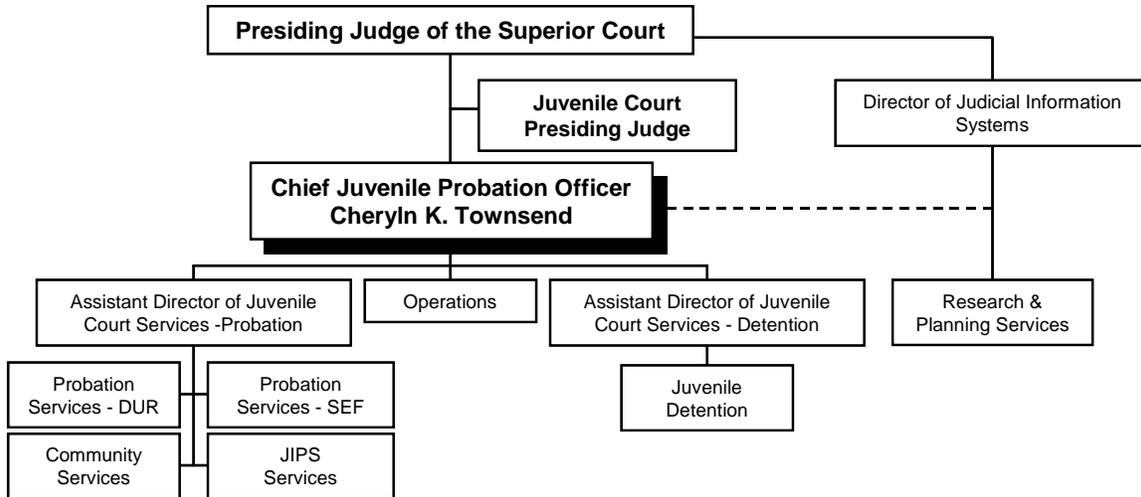
Adult Probation (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
110 ADULT PROBATION			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTING CLERK	5.00	FINAN/BUSINESS ANALYST	1.00
ADMIN & OPERATIONS MGR	11.00	GENERAL MAINTENANCE TECH	2.00
ADMINISTRATIVE SPECIALIST	35.00	HR GENERALIST	2.00
ADMINISTRATOR	1.00	HR SPECIALIST	2.00
ADMIN/OFFICE SUPPORT	104.50	INFO SYSTEMS PROJECT MGR	1.00
ADMIN/OFFICE SUPPORT SUPV	14.00	INFO SYSTEMS SUPERVISOR	3.00
ADMIN/OPERATIONS SUPV	2.00	LEGAL ASSISTANT	1.00
CMNTY/INSTNL SUPVSN OFCR	126.00	MANAGEMENT ANALYST	3.00
COMMUNITY SVCS SPECIALIST	38.00	MANAGEMENT ASSISTANT	1.00
COUNSELING SUPERVISOR	4.00	MATERIALS HANDLING SPEC	5.00
COUNSELOR	30.00	PC SPECIALIST	11.00
DATABASE ADMIN/ANALYST	1.00	PROBATION OFFICER	601.50
DEPUTY DIRECTOR	3.00	PROBATION OFFICER SUPV	80.00
DEVELOPER/PRGRMR ANALYST	1.00	PROGRAM COORDINATOR	26.00
DIRECTOR	1.00	PROGRAM SUPERVISOR	4.00
DISPATCHER	16.00	SOCIAL WORKER (BS)	1.00
EDUCATOR	6.00	TECH SUPPORT SPECIALIST	1.00
EXECUTIVE ASSISTANT	2.00	TECHNOLOGY ANALYST	2.00
FINANCIAL MANAGER	1.00	TECHNOLOGY PRODUCT ADMIN	1.00
FINANCIAL SUPERVISOR	2.00	TRAINING SPECIALIST	1.00
			Total 1,153.00

Juvenile Probation

Organizational Chart



Mission

The Mission of the Maricopa County Juvenile Probation Department (MCJPD) is to provide information, services, and programs to county residents so they can resolve problems associated with juvenile crime.

Vision

We envision Maricopa County as being a place where: Juveniles who come into contact with the Department become responsible citizens; Victims of juvenile crime experience justice; The Public feels safer.

Goals

- To reduce the dangers to children and staff and the increased expenses resulting from overcrowding, By July 2006 our detention facilities will be at or below capacity every day.
- To provide high quality services to juveniles, and to provide awareness of that to the public, by July 2006 our detention facilities will be accredited by the American Correctional Association.
- We will retain and develop staff positions to achieve the following retention rates by July 2006: YS: 0 - 2 years @ 85% 3 - 5 years @ 90% Over 5 years @ 95% All Other Positions: 0 - 2 years @ 90% 3 - 5 years @ 90% Over 5 years @ 95% and achieve and maintain an average staffing of 96.5% filled positions by July, 2006.
- To provide a higher level of service to those families whose primary language is Spanish, by July 2006 all documents used by the public will be printed in both Spanish and English; 15% of our staff will be proficient in Spanish.
- To provide judicial officers with reliable and validated information about a juvenile's risk to the community, and to facilitate the use of the Risk/Needs instrument as a casework tool for probation officers, by July 2006 computer programs will be written that incorporate the Risk/Needs Instrument required by statute in all probation officer reports and case plans.
- By July 2006 we will have reviewed all our programs and practices based on risk, needs, and benchmarks for successful outcomes. We will also match them to one or more of the competing needs of our stakeholders, including juveniles and their families.

Juvenile Probation (Continued)

Issues

- The need to retain qualified staff is impacted by increased competition among the public and private sector. This will challenge the department's ability to staff the expansion of the agency.
- A large percentage of juveniles and families referred to the Court experience psychological, behavioral, educational and social problems in addition to delinquency. The impact on our department is that we must develop and fund programs that meet these needs in order to change behavior. The need for treatment will continue to be greater than funding levels.
- The demand for resources devoted to employee safety has increased in response to changes in the Arizona Code of Judicial Administration. Our department must implement new and revised policies and provide training and tools needed to support a continuum of safety for all employees.
- In the past year, in both of our detention facilities, the average daily population and average length of stay have increased to all time highs. This affects the safety of detainees and staff, increases the operating costs of detention, and hampers efforts to reach the standards required by the American Correctional Association. In FY04 average daily population was 21% over cap (38% at SEF); Average LOS was 16.2 days, and increase of 11% over the previous year, and 31% in the past five years. In the past two years the percentage of juveniles requiring Class I Incident reports has risen from 3.1% in FY 02 to 3.99% in FY04 (an increase of 28.7%)
- The juvenile Hispanic population in Maricopa County increased from less than 25% in 1990 to approximately 35% in 2000. In 2003, Hispanic juveniles generated 38% of the complaints we received from law enforcement agencies. More than 40% of probationers are Hispanic. Our staff's inability to speak Spanish restricts their effectiveness with this growing population, particularly with parents who are monolingual in Spanish.
- We are beset by the varied and competing needs and wants of our clients, and with the difficulty of balancing these needs and still provide high quality services to each of them. The public at large wants to feel safe and know that juvenile offenders are held accountable for their actions and that there is a return on investment for services and supervision provided to juveniles. Victims seek restitution and a repair of the harm done to them; o juvenile offenders need help in developing the skills that will enable them to become productive citizens. Juvenile Court Judges want accurate and complete information about the juveniles who appear before them.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 270 JUVENILE PROBATION TOTAL FUNDS					
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
26JT - JUVENILE DETAINEE TREATMENT	\$ 1,460,273	\$ 300,570	\$ -	\$ 1,760,843	\$ -
27CJ - COMMUNITY JUSTICE	22,264,949	2,336,033	-	24,600,982	14,701,970
27DP - DETENTION PROGRAM	18,761,430	1,102,899	137,145	20,001,474	145,999
27RT - RESIDENTIAL TREATMENT CENTER	-	1,644,981	-	1,644,981	-
27SP - OPERATIONAL SUPPORT PROGRAM	1,318,867	14,172	-	1,333,039	1,000,000
99AS - ADMINISTRATIVE SERVICES PROG	2,154,159	499,902	48,549	2,702,610	1,096,514
99IT - INFORMATION TECHNOLOGY PROGRAM	1,086,893	270,162	269,407	1,626,462	70,000
TOTAL	\$ 47,046,571	\$ 6,168,719	\$ 455,101	\$ 53,670,391	\$ 17,014,483

Juvenile Probation (Continued)

Key Performance Measures

Program Name: COMMUNITY JUSTICE PROGRAM

Program Purpose: The purpose of the Community Justice Program is to provide the residents of Maricopa County a juvenile justice system in which: offenders are held accountable and given the opportunity and encouragement to change; victims are acknowledged and compensated; and the community is actively involved, so that juveniles become personally responsible and community safety is enhanced.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of juveniles completing probation successfully	91.7	89.3	87.6	88
Percent of juveniles who complete programs without re-offending	79.02	77.8	78.8	78
Percent of Maricopa County residents who are Juvenile Probation Department volunteers	N/A	.0005	.0005	.0005
Percent of juveniles successfully completing diversion programs	80.7	79.1	81.3	80

Program Name: DETENTION PROGRAM

Program Purpose: The purpose of the Detention Program is to provide a secure and safe custody in an environment that promotes skill-building, accountability, and responsible citizenship to detained juveniles, so they can become responsible citizens and the public safety is enhanced.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of detainees requiring Class I Incident Reports	3.1	3.6	4.1	3.9
Percent of detainees completing cognitive skills programs	60.5	61.8	62.6	62

Juvenile Probation (Continued)

Program Name: JUVENILE DETAINEE MEDICAL TREATMENT (TO COMMENCE IN FY 05)

Program Purpose: To provide medically necessary healthcare to juveniles in County juvenile detention facilities in order to protect the health and safety of the community

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of psychiatric encounters provided within required time limits	N/A	N/A	23.5	40
Percent of ordered medications attempted to be distributed on date to be taken	N/A	N/A	72.4	72
Percent of sick call requests/appointments provided within required timelines	N/A	N/A	25.7	90
Percent of MIHS hospital days per 1,000 Man-days	N/A	N/A	0	0

Program Name: OPERATIONAL SUPPORT PROGRAM

Program Purpose: The purpose of the Operational Support Program is to provide our employees with intellectual and emotional support so they will grow professionally.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of employees who report they feel safe in doing their job	71	78	78	78
Amount of revenue collected from Probation and Diversion Fees	1,199,531	1,198,565	1,105,809	1,128,000

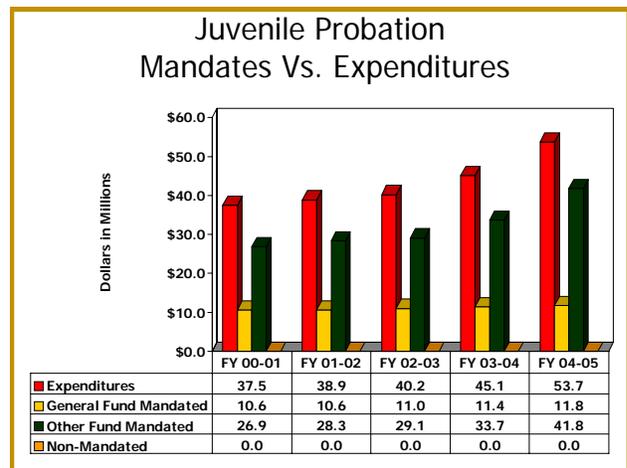
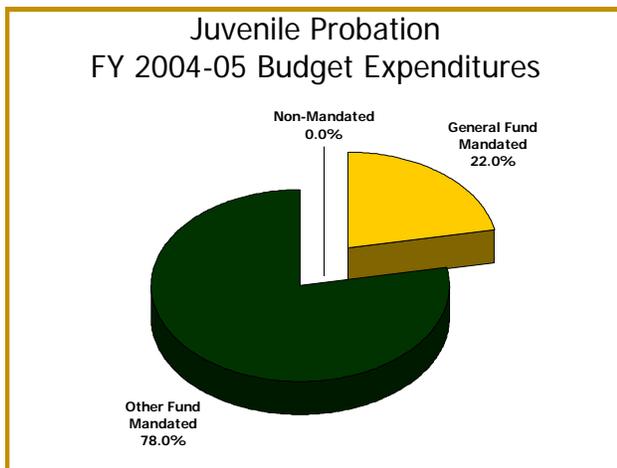
Juvenile Probation (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 10,577,644	\$ 26,938,197	\$ -	\$ -	\$ -	\$ 37,515,841
FY 2001-02 Actuals	\$ 10,601,402	\$ 28,318,438	\$ -	\$ -	\$ -	\$ 38,919,840
FY 2002-03 Actuals	\$ 11,038,054	\$ 28,632,843	\$ 506,121	\$ -	\$ -	\$ 40,177,018
FY 2003-04 Actuals	\$ 11,434,359	\$ 33,049,533	\$ 642,622	\$ -	\$ -	\$ 45,126,514
FY 2004-05 Adopted Budget	\$ 11,832,089	\$ 41,445,767	\$ 392,535	\$ -	\$ -	\$ 53,670,391

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 10,577,644	\$ 26,938,197	\$ -	\$ -	\$ -	\$ 37,515,841
FY 2001-02 Actuals	\$ 10,601,402	\$ 28,318,438	\$ -	\$ -	\$ -	\$ 38,919,840
FY 2002-03 Actuals	\$ 11,038,054	\$ 28,632,843	\$ 506,121	\$ -	\$ -	\$ 40,177,018
FY 2003-04 Actuals	\$ 11,434,359	\$ 33,049,533	\$ 642,622	\$ -	\$ -	\$ 45,126,514
FY 2004-05 Adopted Budget	\$ 11,832,089	\$ 41,445,767	\$ 392,535	\$ -	\$ -	\$ 53,670,391

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Juvenile Probation (Continued)

Mandate Information

TITLE	Juvenile Court*
AUTHORITY	Constitution Article 6 § 15 Superior Court ; Procedures Affecting Children; A.R.S. §§ 8-101 Through 8-863 Juvenile Court
HISTORY/ BACKGROUND	The Juvenile Court is a part of the Superior Court, headed by a Juvenile Presiding Judge. While most of the funding for Juvenile Court is provided by County revenue sources, a significant portion is funded through Federal and State grant awards.
MANDATE DESCRIPTION	The Juvenile Court has jurisdiction over cases involving crimes committed by persons under 18 years of age, including some traffic offenses. The Juvenile Court also has jurisdiction over adoptions, cases of neglect and abuse, termination of parental rights, Title 8 guardianships and other child-related matters. Juvenile Probation: The number of deputy probation officers must not exceed one for every thirty-five children under protective supervision or probation. Juvenile Detention: The Board of Supervisors is required to "maintain a detention center separate and apart from a jail or lock-up in which adults are confined where children alleged to be delinquent or incorrigible...shall, when necessary before or after hearing, be detained." The Juvenile Intensive Probation program is required by statute, but is funded by the State. Juvenile Probation Officers are required to provide post adjudication and transfer investigations and reports, standard probation supervision, and process and coordinate the transfer of juveniles for adult prosecution.

*Juvenile Court has jurisdiction over all cases involving crimes committed by juveniles, therefore, total mandated expenditures for the Juvenile Court program is considered to be the consolidated Juvenile Probation department expenditures. In order to avoid double counting, the Juvenile Court program mandates calculation equals total department expenditures minus all other Juvenile Probation mandated program expenditures.

Community Services	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ 1,159,327	\$ 4,762,544	\$ -	\$ -	\$ -	\$ 5,921,871
FY 2001-02 Actuals	\$ 1,826,850	\$ 5,748,255	\$ -	\$ -	\$ -	\$ 7,575,104
FY 2002-03 Actuals	\$ 1,727,593	\$ 6,076,756	\$ -	\$ -	\$ -	\$ 7,804,349
FY 2003-04 Actuals	\$ 1,989,739	\$ 5,484,903	\$ -	\$ -	\$ -	\$ 7,474,642
FY 2004-05 Adopted Budget	\$ 1,960,325	\$ 5,685,087	\$ -	\$ -	\$ -	\$ 7,645,412

Probation Services	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ 6,996,465	\$ 5,138,255	\$ -	\$ -	\$ -	\$ 12,134,720
FY 2001-02 Actuals	\$ 6,354,048	\$ 4,921,144	\$ -	\$ -	\$ -	\$ 11,275,191
FY 2002-03 Actuals	\$ 6,261,740	\$ 4,813,743	\$ -	\$ -	\$ -	\$ 11,075,483
FY 2003-04 Actuals	\$ 5,900,316	\$ 4,348,405	\$ -	\$ -	\$ -	\$ 10,248,721
FY 2004-05 Adopted Budget	\$ 6,320,038	\$ 4,723,724	\$ -	\$ -	\$ -	\$ 11,043,762

Juvenile Detention Center	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ 91,296	\$ 12,605,830	\$ -	\$ -	\$ -	\$ 12,697,126
FY 2001-02 Actuals	\$ 73,052	\$ 12,832,636	\$ -	\$ -	\$ -	\$ 12,905,688
FY 2002-03 Actuals	\$ 79,220	\$ 12,802,714	\$ 506,121	\$ -	\$ -	\$ 13,388,055
FY 2003-04 Actuals	\$ 64,712	\$ 17,293,044	\$ 642,622	\$ -	\$ -	\$ 18,000,378
FY 2004-05 Adopted Budget	\$ 91,875	\$ 24,330,125	\$ 392,535	\$ -	\$ -	\$ 24,814,535

Juvenile Probation (Continued)

Research and Planning Services (RAPS)	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ 1,412,601	\$ 224,109	\$ -	\$ -	\$ -	\$ 1,636,710
FY 2001-02 Actuals	\$ 912,293	\$ 351,298	\$ -	\$ -	\$ -	\$ 1,263,591
FY 2002-03 Actuals	\$ 977,585	\$ 659,160	\$ -	\$ -	\$ -	\$ 1,636,745
FY 2003-04 Actuals	\$ 1,148,098	\$ 280,757	\$ -	\$ -	\$ -	\$ 1,428,855
FY 2004-05 Adopted Budget	\$ 1,238,081	\$ 502,078	\$ -	\$ -	\$ -	\$ 1,740,159

Executive Services	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ 295,852	\$ 137,566	\$ -	\$ -	\$ -	\$ 433,418
FY 2001-02 Actuals	\$ 256,478	\$ 183,808	\$ -	\$ -	\$ -	\$ 440,286
FY 2002-03 Actuals	\$ 221,292	\$ 140,628	\$ -	\$ -	\$ -	\$ 361,920
FY 2003-04 Actuals	\$ 245,623	\$ 154,304	\$ -	\$ -	\$ -	\$ 399,927
FY 2004-05 Adopted Budget	\$ 227,232	\$ 127,101	\$ -	\$ -	\$ -	\$ 354,333

Administrative Services	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ 622,103	\$ 433,037	\$ -	\$ -	\$ -	\$ 1,055,140
FY 2001-02 Actuals	\$ 1,178,681	\$ 515,372	\$ -	\$ -	\$ -	\$ 1,694,053
FY 2002-03 Actuals	\$ 1,770,624	\$ 500,812	\$ -	\$ -	\$ -	\$ 2,271,436
FY 2003-04 Actuals	\$ 1,332,058	\$ 753,022	\$ -	\$ -	\$ -	\$ 2,085,080
FY 2004-05 Adopted Budget	\$ 1,225,486	\$ 1,298,087	\$ -	\$ -	\$ -	\$ 2,523,573

JIPS	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 3,636,856	\$ -	\$ -	\$ -	\$ 3,636,856
FY 2001-02 Actuals	\$ -	\$ 3,765,925	\$ -	\$ -	\$ -	\$ 3,765,925
FY 2002-03 Actuals	\$ -	\$ 3,639,030	\$ -	\$ -	\$ -	\$ 3,639,030
FY 2003-04 Actuals	\$ 753,813	\$ 4,735,098	\$ -	\$ -	\$ -	\$ 5,488,911
FY 2004-05 Adopted Budget	\$ 769,052	\$ 4,779,565	\$ -	\$ -	\$ -	\$ 5,548,617

Juvenile Probation (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED							
270 JUVENILE PROBATION							
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue		
CAPITAL PROJECTS	\$ 258,465	\$ 131,516	\$ 2,554	\$ 392,535	\$ -		
GENERAL FUND	10,259,278	1,309,811	263,000	11,832,089	14,000		
SPECIAL REVENUE	36,528,828	4,727,392	189,547	41,445,767	17,000,483		
ALL FUNDS	\$ 47,046,571	\$ 6,168,719	\$ 455,101	\$ 53,670,391	\$ 17,014,483		

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT										
270 JUVENILE PROBATION										
ALL FUNDS										
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs			
	Restated	Adopted	Revised	Revised	Requested	Adopted	Revised	Variance	%	
REVENUE										
615 GRANTS	\$ 14,169,743	\$ 16,245,747	\$ 16,245,747	\$ 15,309,196	\$ 15,707,058	\$ 15,722,058	\$ 523,689	3%		
620 OTHER INTERGOVERNMENTAL	1,992	9,999	9,999	2,998	9,999	5,999	4,000	40%		
635 OTHER CHARGES FOR SERVICES	1,179,899	1,106,426	1,106,426	1,242,488	1,106,426	1,276,426	(170,000)	-15%		
645 INTEREST EARNINGS	33,705	-	-	26,077	-	-	-	0%		
650 MISCELLANEOUS REVENUE	5,344	10,000	10,000	104,124	25,000	10,000	-	0%		
680 TRANSFERS IN	93,125	-	-	-	-	-	-	0%		
Total Revenue	\$ 15,483,808	\$ 17,372,172	\$ 17,372,172	\$ 16,684,883	\$ 16,848,483	\$ 17,014,483	\$ 357,689	2%		
EXPENDITURES										
PERSONAL SERVICES										
701 REGULAR PAY	\$ 26,270,237	\$ 27,976,974	\$ 30,953,650	\$ 28,919,887	\$ 35,251,740	\$ 34,431,393	\$ (3,477,743)	-11%		
705 TEMPORARY PAY	900,726	971,418	941,417	949,447	527,162	527,162	414,255	44%		
710 OVERTIME	233,701	171,996	230,174	571,834	265,457	265,457	(35,283)	-15%		
750 FRINGE BENEFITS	6,437,136	7,293,683	8,525,026	8,041,518	10,663,756	10,330,206	(1,805,180)	-21%		
790 OTHER PERSONNEL SERVICES	366,814	354,876	366,031	427,035	478,784	662,081	(296,050)	-81%		
795 PERSONNEL SERVICES ALLOC OUT	(1,068,910)	(1,767,602)	(1,743,581)	(1,456,735)	(1,502,733)	(1,225,013)	(518,568)	30%		
796 PERSONNEL SERVICES ALLOC IN	2,129,964	2,841,308	2,848,321	2,393,237	2,385,912	2,055,285	793,036	28%		
Sub Total	\$ 35,269,667	\$ 37,842,653	\$ 42,121,038	\$ 39,846,223	\$ 48,070,078	\$ 47,046,571	\$ (4,925,533)	-12%		
SUPPLIES & SERVICES										
801 GENERAL SUPPLIES	\$ 1,350,075	\$ 2,339,088	\$ 2,409,508	\$ 1,157,569	\$ 1,625,445	\$ 1,391,357	\$ 1,018,151	42%		
802 MEDICAL SUPPLIES	2,971	2,504	2,513	15,573	134,887	134,887	(132,374)	-5268%		
803 FUEL	31,689	32,416	32,416	33,158	34,816	34,816	(2,400)	-7%		
804 NON-CAPITAL EQUIPMENT	41,423	10,931	10,931	28,901	25,714	25,714	(14,783)	-135%		
806 SUPPLIES - ALLOCATION IN	20,233	23,411	24,400	19,608	-	-	24,400	100%		
810 LEGAL SERVICES	11,310	4,800	7,800	36,533	6,920	6,920	880	11%		
811 HEALTH CARE SERVICES	175,046	5,600	40,200	98,120	286,133	286,133	(245,933)	-612%		
812 OTHER SERVICES	761,972	3,298,930	3,044,294	2,432,181	2,624,095	2,354,515	689,779	23%		
820 RENT & OPERATING LEASES	365,617	448,990	423,939	445,735	509,060	494,750	(70,811)	-17%		
825 REPAIRS AND MAINTENANCE	140,038	218,778	178,568	189,257	187,199	186,986	(8,418)	-5%		
830 INTERGOVERNMENTAL PAYMENTS	1,760,280	913,488	137,685	1,069,811	573,730	573,730	(436,045)	-317%		
839 INTERNAL SERVICE CHARGES	337,164	275,059	275,059	331,009	291,376	263,955	11,104	4%		
842 TRAVEL & EDUCATION	284,964	218,036	255,106	282,785	260,345	258,144	(3,038)	-1%		
843 POSTAGE/FREIGHT/SHIPPING	119,600	134,143	151,843	157,552	144,700	144,700	7,143	5%		
850 UTILITIES	3,207	13,500	13,500	9,360	15,839	12,112	1,388	10%		
873 SERVICES - ALLOCATION IN	236,765	38,991	88,678	124,142	-	-	88,678	100%		
880 TRANSFERS OUT	71,126	-	-	-	-	-	-	0%		
Sub Total	\$ 5,713,479	\$ 7,978,665	\$ 7,096,440	\$ 6,431,293	\$ 6,720,259	\$ 6,168,719	\$ 927,721	13%		
CAPITAL OUTLAY										
915 BUILDINGS AND IMPROVEMENTS	\$ -	\$ -	\$ -	\$ 71	\$ -	\$ -	\$ -	0%		
920 CAPITAL EQUIPMENT	-	-	-	-	45,995	45,995	(45,995)	0%		
950 DEBT SERVICE	84,530	178,694	218,876	195,273	411,660	409,106	(190,230)	-87%		
Sub Total	\$ 84,530	\$ 178,694	\$ 218,876	\$ 195,344	\$ 457,655	\$ 455,101	\$ (236,225)	-108%		
Total Expenditures	\$ 41,067,677	\$ 46,000,012	\$ 49,436,354	\$ 46,472,860	\$ 55,247,992	\$ 53,670,391	\$ (4,234,037)	-9%		
Operating Balance (Rev. - Exp.)	\$ (25,583,869)	\$ (28,627,840)	\$ (32,064,182)	\$ (29,787,978)	\$ (38,399,509)	\$ (36,655,908)	\$ 4,591,726	-14%		

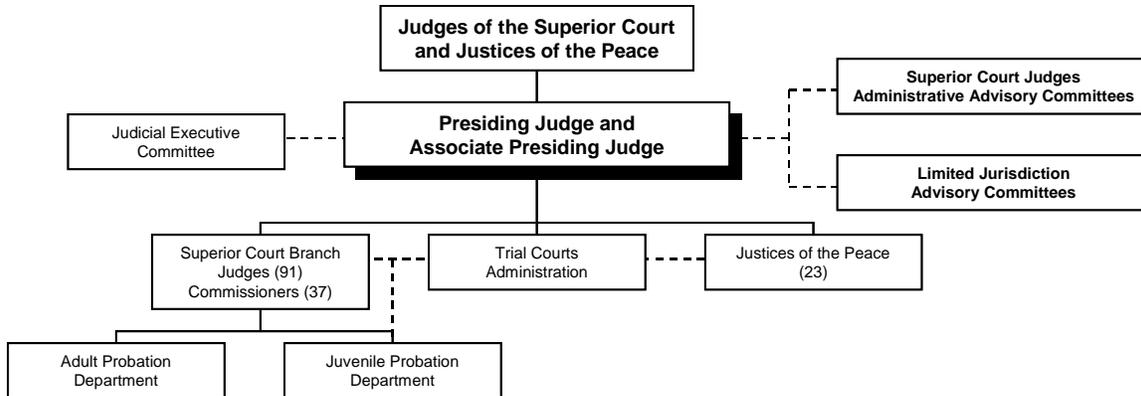
Juvenile Probation (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
270 JUVENILE PROBATION			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTANT	2.00	GENERAL LABORER	22.00
ACCOUNTING CLERK	8.00	GENERAL MAINTENANCE SUPV	1.00
ADMIN & OPERATIONS MGR	7.00	GENERAL MAINTENANCE TECH	2.00
ADMINISTRATIVE SPECIALIST	14.00	GRAPHIC EQUIPMENT TECH	1.00
ADMIN/OFFICE SUPPORT	55.00	INFO SYSTEMS MANAGER	3.00
ADMIN/OFFICE SUPPORT SUPV	10.00	INFO SYSTEMS SUPERVISOR	1.00
ADMIN/OPERATIONS SUPV	4.00	LICENSED PRACTICAL NURSE	4.00
CMNTY/INST SUPV OFCR SUPV	5.00	MATERIALS HANDLING SPEC	4.00
CMNTY/INSTNL SUPVSN OFCR	332.00	MEDICAL ASSISTANT	(4.00)
COMPUTER OPERATOR	1.00	NURSE	11.00
COUNSELOR	12.50	PC SPECIALIST	5.00
DATABASE ADMIN/ANALYST	2.00	PHYSICIAN	1.00
DEPUTY DIRECTOR	3.00	PROBATION OFFICER	363.00
DETENTION OFFICER	55.00	PROBATION OFFICER SUPV	46.00
DEVELOPER/PRGRMR ANALYST	3.00	PROGRAM COORDINATOR	9.00
DIRECTOR	1.00	PSYCHOLOGIST	3.00
EXECUTIVE ASSISTANT	3.00	PURCHASING SPECIALIST	2.00
FINANCIAL MANAGER	2.00	TECHNOLOGY ANALYST	1.00
FINANCIAL SUPERVISOR	3.00	TECHNOLOGY PRODUCT ADMIN	2.00
		UNDETERMINED	13.00
			Total 1,012.50

Trial Courts

Organizational Chart



Mission

The Mission of the Superior Court of Arizona in Maricopa County and Maricopa County Justice Courts is to provide people with access to a public forum for dispute resolution and court services so citizens can realize timely, fair, economical, individualized justice, and to also serve the community by assisting children and families in need.

Vision

The Superior Court and Justice Courts in Maricopa County continually explore ways to improve services by experimenting with better methods to resolve disputes and designing programs that address civil and criminal issues fairly and without undue delay. We focus on how 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.

Goals

- By June 2005, the Court will provide speedy and fair justice in case processing as follows: 95% of all cases, Superior Court and Justice Courts, shall be disposed in compliance with established trial court and limited jurisdiction court standards.
- To prevent delay in judicial decisions, by June 2005, 95% of needs assessments, screenings, and evaluative reports will be made available to judges within guidelines adopted by the court.
- Families will experience satisfactory resolution of their legal issues through earlier assessment, more individualized, appropriate decision-making, and coordinated use of available resources and court services as evidenced by: 80% of cases referred to alternative dispute resolution (ADR) through June 2005 will be resolved by ADR.
- The public will experience increased access to the court system through improved affordability, convenience and understanding of court processes, while maintaining the efficiency of court services, as evidenced by: 85% of customers surveyed through June 2005 report satisfaction with the services and education provided through the Court's Self Service Centers.

Trial Courts (Continued)

- By September 2004, the court and justice agencies will make informed decisions using timely, accurate and coordinated information provided through an enhanced, integrated Court Information System (iCIS), expanded to include Juvenile Detention Management. In addition, by June 2005, Maricopa County Justice Courts and Adult Probation Pretrial Services Agency will be fully integrated within iCIS. By December 2005, Juvenile Court and Juvenile Probation Department will also be fully integrated within iCIS.

Issues

- Delays in case processing negatively impact the purposes of the Court; to do individual justice in individual cases, to appear to do justice, to provide a forum for the resolution of legal disputes, to protect individuals from the arbitrary use of government power, to provide a formal record of legal status, to deter criminal behavior, to rehabilitate persons convicted of crime, to separate convicted persons from society, to protect the vulnerable.
- The growing complexity of the Court's case processing demands, user needs, and the immediate need for information for decision-making requires an increasingly more sophisticated application of technology in the delivery of system integration, data sharing among justice agencies, and information access by the public.
- The trend toward an increase in workload and case complexity will magnify the need for additional resources and re-engineering of case processing to avoid delay and maintain public trust and confidence in the justice system.
- Increased internal and external demand for improved case monitoring and auditing systems and procedures impact on the Court's ability to meet its mandatory obligations.
- Increasing complexity of court cases, legislative decisions, an expanded definition of family, and a desire by a judiciary unfamiliar with diagnostic adjudication to provide litigants and families with a more meaningful outcome, all drive the Court to provide expert ancillary services, thus taxing the current limited resources and available physical space.
- Population growth, complexity of the justice system, citizen diversity, and the transitory nature of the Maricopa County population have increased the demand for existing and new court services, while available court space, staff, and physical infrastructure have failed to support expansion of court programs or diversification of customer services.
- The public's increasing expectations for the court to provide social and customer services may be inconsistent with the court's role or ability, resulting in continued erosion of public trust in the judicial system.
- Court reform will cause the court to examine and re-evaluate its role and organizational boundaries.
- An uncertain economy, low unemployment, Maricopa County's compensation policies, and a lack of training make it increasingly difficult for the Court to attract and retain a qualified workforce.

Trial Courts (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 800 TRIAL COURTS TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
80AP - PRE-ADJUDICATION PROGRAM	\$ 480,701	\$ 26,670	\$ -	\$ 507,371	\$ 460,224	
80CI - COURT INFORMATION SERVICES	1,570,601	1,068,486	20,697	2,659,784	1,128,700	
80CS - CASE MANAGEMENT	17,690,598	1,170,878	-	18,861,476	7,544,980	
80EA - ADR/EARLY ASSESSMENT	1,875,711	61,374	-	1,937,085	1,664,010	
80OS - COURT OPERATIONS SUPPORT	8,914,077	709,267	63,448	9,686,792	684,246	
80TD - TRIAL DELIVERY	25,267,089	7,160,218	-	32,427,307	16,455,330	
99AS - ADMINISTRATIVE SERVICES PROG	5,495,985	1,325,679	217,806	7,039,470	1,132,001	
99IT - INFORMATION TECHNOLOGY PROGRAM	2,433,491	830,167	518,363	3,782,021	1,591,433	
TOTAL	\$ 63,728,253	\$ 12,352,739	\$ 820,314	\$ 76,901,306	\$ 30,660,924	

Key Performance Measures

Program Name: CASE MANAGEMENT

Program Purpose: The purpose of the Case Management program is to provide case flow management services to the Superior Court, Juvenile Court, and Justice Courts so they can advance case progress in a timely and efficient manner.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of criminal cases resolved within established trial court standards.	83	86	83.3	92
Percent of civil cases resolved within established trial court standards.	71	95	93.9	97
Percent of Family Court cases (pre-decree) resolved within established trial court standards.	85	85.5	85.2	93
Percent of Juvenile Dependency cases (pre-finding) resolved within established statutory standards.	N/A	88.4	88.1	95
Percent of DUI cases resolved within established limited jurisdiction court standards.	56.7	42.5	48	70

Program Name: COURT OPERATIONS SUPPORT

Program Purpose: The purpose of the Court Operations Support program is to provide internal services to the court and interested parties so they can efficiently resolve court cases in a safe and productive work environment.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of monies (revenues) collected in relation to the total amounts assessed in Justice Courts.	N/A	92.3	92.9	97

Trial Courts (Continued)

Program Name: EARLY ASSESSMENT, ADR, SCREENING, AND MEDIATION PROGRAMS

Program Purpose: The purpose of the Early Assessment (Conciliation Services), Alternative Dispute Resolution (ADR), Screening, and Mediation (Juvenile Court) programs is to provide screening, intervention, dispute resolution, and mediation alternatives to litigants and interested parties so they can resolve case-related issues in a timely and appropriate manner.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent cases referred to ADR reach resolution through ADR services provided.	65	56	57.4	75

Program Name: PRE-ADJUDICATION PROGRAMS

Program Purpose: The purpose of Pre-Adjudication programs is to provide pre-file information services and monitoring activity to the court, defendants and interested parties so they can initiate court case activity and monitor case progress, as well as provide trained volunteer advocates for juveniles through the C.A.S.A. program so that a full understanding of juvenile's needs can be developed.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of in-custody cases processed within 24 hours of arrest, including advisements of allegations and determinations on release conditions, attorney status and interpreter needs.	100	100	100	100
Percent of reports submitted within guidelines established by C.A.S.A. standards.	N/A	65	75	80

Program Name: TRIAL DELIVERY

Program Purpose: The purpose of the Trial Delivery program is to provide adjudication services to litigants and jurors to the court so that cases can proceed to trial and resolution without delay.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent judges receiving Judicial Performance Review (JPR) with a minimum 80 percent approval rating.	93	N/A	95	N/A
Percent of jurors reporting for service that are sent to a courtroom.	80	91.3	86.9	95

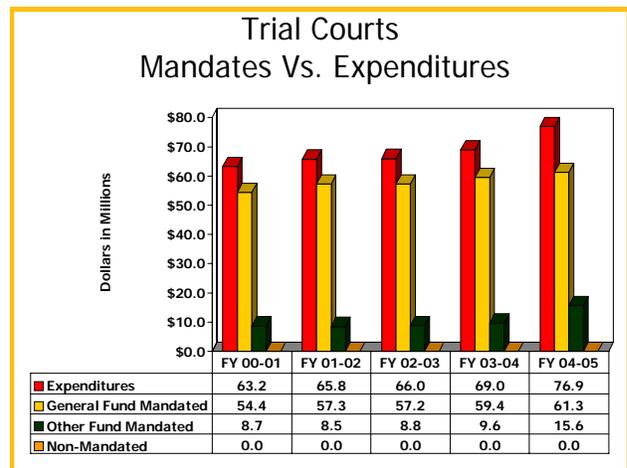
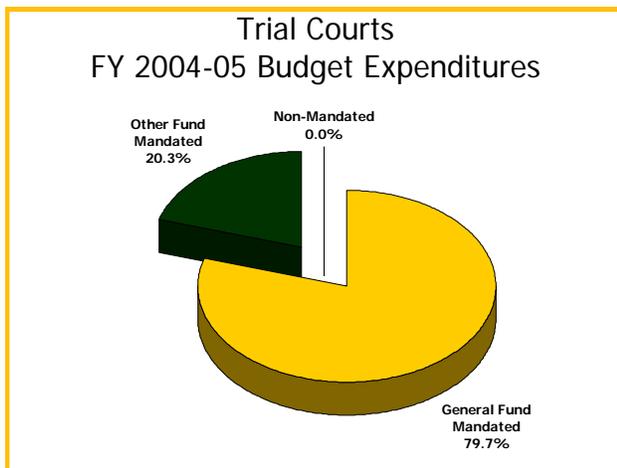
Trial Courts (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 54,434,566	\$ 8,721,244	\$ -	\$ -	\$ -	\$ 63,155,810
FY 2001-02 Actuals	\$ 57,338,629	\$ 8,451,710	\$ -	\$ -	\$ -	\$ 65,790,339
FY 2002-03 Actuals	\$ 57,242,411	\$ 8,778,463	\$ -	\$ -	\$ -	\$ 66,020,873
FY 2003-04 Actuals	\$ 59,357,714	\$ 9,626,749	\$ -	\$ -	\$ -	\$ 68,984,463
FY 2004-05 Adopted Budget	\$ 61,268,643	\$ 15,632,663	\$ -	\$ -	\$ -	\$ 76,901,306

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 54,434,566	\$ 8,721,244	\$ -	\$ -	\$ -	\$ 63,155,810
FY 2001-02 Actuals	\$ 57,338,629	\$ 8,451,710	\$ -	\$ -	\$ -	\$ 65,790,339
FY 2002-03 Actuals	\$ 57,242,411	\$ 8,778,463	\$ -	\$ -	\$ -	\$ 66,020,873
FY 2003-04 Actuals	\$ 59,357,714	\$ 9,626,749	\$ -	\$ -	\$ -	\$ 68,984,463
FY 2004-05 Adopted Budget	\$ 61,268,643	\$ 15,632,663	\$ -	\$ -	\$ -	\$ 76,901,306

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Trial Courts (Continued)

Mandate Information

TITLE	Superior Court
AUTHORITY	Constitution Article VI. §10 Superior Court; Number Of Judges; Constitution Article VI. §11 Superior Court; Presiding Judges; Duties Constitution Article VI. §24 Superior Court; Court Commissioners, Masters And Referees; Constitution. Article VI. §31 Judges Pro Tempore; A.R.S. §12-128 Salary Of Judges; Payment By State And Counties; A.R.S. §12-141 Appointment Of Judges Pro Tempore; A.R.S. §12-143 Payment Of Salaries And Other Expenses; Providing Facilities; Judicial Employees; A.R.S. §12-161 Definition Of Tax Court; A.R.S. §12-162 Administration Of The Tax Court; Principal Office; Travel Expenses; Facilities; Employees; A.R.S. §12-211, Appointment; Qualifications And Residence (Court Commissioners); A.R.S. §12-213 Commissioners In Certain Counties; Appointment; Powers And Duties; Salary; A.R.S. §12-221, Appointment And Oath (Court Reporter); A.R.S. §12-223 Attendance At And Report Of Proceedings; Sale Of Transcripts; A.R.S. §12-224 Salary; Fees For Transcripts; Free Transcripts; Office Supplies; A.R.S. §12-225 Appointment Of Deputies; Compensation; A.R.S. §12-231 Appointment And Duties (Bailiff); A.R.S. §12-241 Appointment; Court Attendance (Interpreters); A.R.S. §12-242 Interpreters For Deaf Persons; Proceedings; Definitions.
HISTORY/ BACKGROUND	The status of the courts as a separate branch of the government is established by the Federal and state constitutions.
MANDATE DESCRIPTION	Judges/Commissioners/Pro Tems: Every county must have at least one judge of the superior court, and may have additional judges up to a limit of one judge per 30,000 county residents. Superior Court judges may appoint court commissioners, masters, and referees; the presiding judge in counties with three or more superior court judges can appoint commissioners. Judges Salaries are set by the legislature and paid one half by the state and one half by the counties. The presiding judge can request authority from the chief justice of the supreme court to appoint judges pro tempore "subject to the approval of the board of supervisors of the county." The associated support personnel and other operating costs of judges pro tempore must be paid by the county. Tax Court: The Arizona Tax Court is required to be in the Superior Court in Maricopa County. The "county shall fund the personnel and budget requirements' of the Tax Court "as determined by the presiding Judge." Court Reporters: The statutes specify that "each judge of the superior court shall appoint a court reporter." Court Reporters' salaries are fixed by the presiding judge with the approval of the board of supervisors, and must be funded by the county. Bailiffs: "Each Judge ... may appoint such bailiffs as necessary to ensure the orderly transaction of the business court." Interpreters: The court is required to provide interpreters for witness and defendants. Aside from the above, a number of laws, court rules, and judicial orders regulate the policies and procedures followed by the Superior Court.

Trial Courts (Continued)

TITLE	Justices of the Peace
AUTHORITY	Constitution Article 6, § 32 Superior and other courts; qualification of judges; A.R.S. §§ 22-101 through 22-125 Justice Precincts and Precinct Officers; A.R.S. §§ 22-201 through 22-284 Civil Proceedings in Justice Courts; A.R.S. §§ 22-301 through 22-375 Criminal Proceedings in Justice Courts, and Small Claims A.R.S. §§ 22-501 through 22-524
HISTORY/ BACKGROUND	The office of the Justice of the Peace is established in the Arizona Constitution. The Constitution was amended in 1990 to increase Civil Jurisdiction to \$10,000 or less.
MANDATE DESCRIPTION	<p>The Board of Supervisors can create, change and abolish justice precincts, but may not abolish a precinct until the expiration of terms of office of the present Justice and Constable. Justices of the Peace may act in other precincts within the County. The County must pay for office rent, stationary, telephone, lights, official travel expenses when the Justice of the Peace is outside of h/her precinct and 60% of the salary and benefits of the Justice. Justices of the Peace salaries are established by judicial productivity credits, which entitle them to varying percentages of the salary of the Superior Court Judge ranging from 25% to 70% (A.R.S §§ 22-125).</p> <p>Justices of the Peace are required to prepare a schedule of misdemeanor traffic violations and specific amounts of bail each; they are also required to prepare a schedule of civil traffic violations and the specific amount of deposit for each.</p>



Trial Courts (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED										
800 TRIAL COURTS										
Fund Type	Personal Services		Supplies & Services		Capital Outlay		Total Expenditures		Total Revenue	
GENERAL FUND	\$	51,875,154	\$	8,667,310	\$	726,179	\$	61,268,643	\$	15,028,261
SPECIAL REVENUE		11,853,099		3,685,429		94,135		15,632,663		15,632,663
ALL FUNDS	\$	63,728,253	\$	12,352,739	\$	820,314	\$	76,901,306	\$	30,660,924

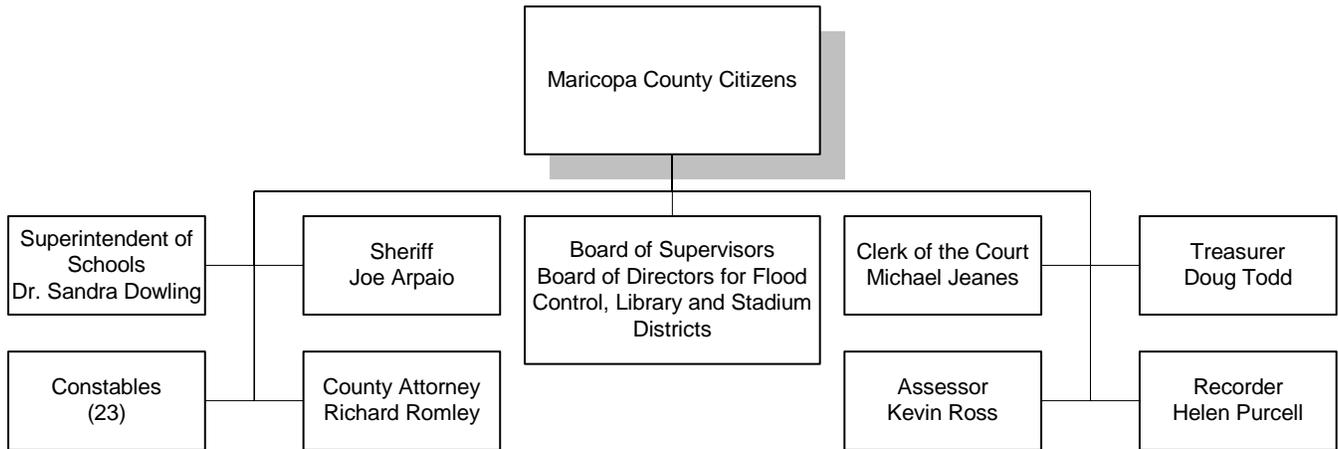
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT													
800 TRIAL COURTS													
ALL FUNDS													
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs						
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance	%			
REVENUE													
610 LICENSES AND PERMITS	\$	-	\$	-	\$	-	\$	2,505	\$	-	0%		
615 GRANTS		2,721,723		2,957,927		2,839,182		2,975,325		(17,398)	-1%		
620 OTHER INTERGOVERNMENTAL		1,881,959		2,258,492		1,964,027		2,047,984		2,138,256	5%		
635 OTHER CHARGES FOR SERVICES		9,392,231		11,097,997		10,408,964		13,126,374		14,158,833	(3,060,836) -28%		
637 FINES & FORFEITS		10,492,846		10,168,900		10,612,755		10,384,381		10,642,443	(473,543) -5%		
645 INTEREST EARNINGS		153,102		49,333		69,555		31,502		36,403	12,930 26%		
650 MISCELLANEOUS REVENUE		547,061		376,178		547,649		595,138		709,664	(333,486) -89%		
Total Revenue	\$	25,188,922	\$	26,908,827	\$	26,908,827	\$	26,442,131	\$	29,163,209	\$	30,660,924	(3,752,097) -14%
EXPENDITURES													
PERSONAL SERVICES													
701 REGULAR PAY	\$	44,175,593	\$	45,015,456	\$	45,525,200	\$	44,494,998	\$	46,262,929	\$	48,520,051	(2,994,851) -7%
705 TEMPORARY PAY		544,459		239,795		251,796		429,031		325,523		403,000	(151,204) -60%
710 OVERTIME		92,161		98,002		89,000		162,820		105,812		124,513	(35,513) -40%
750 FRINGE BENEFITS		9,174,326		10,219,623		11,101,234		11,217,051		12,658,891		13,249,121	(2,147,887) -19%
790 OTHER PERSONNEL SERVICES		315,593		957,243		673,539		192,248		610,111		527,261	146,278 22%
795 PERSONNEL SERVICES ALLOC OUT		(583,543)		(747,080)		(747,080)		(589,076)		(949,960)		(1,235,927)	488,847 -65%
796 PERSONNEL SERVICES ALLOC IN		1,146,297		1,223,064		1,223,064		1,067,026		755,218		2,140,234	(917,170) -75%
Sub Total	\$	54,864,887	\$	57,006,103	\$	58,116,753	\$	56,974,098	\$	59,768,524	\$	63,728,253	(5,611,500) -10%
SUPPLIES & SERVICES													
801 GENERAL SUPPLIES	\$	2,212,536	\$	2,660,798	\$	2,427,225	\$	1,726,150	\$	2,223,827	\$	3,540,729	(1,113,504) -46%
802 MEDICAL SUPPLIES		-		-		-		4		-		-	0%
803 FUEL		2,290		2,967		678		1,911		2,072		2,072	(1,394) -206%
804 NON-CAPITAL EQUIPMENT		51,695		12,979		114,849		179,543		-		-	114,849 100%
805 SUPPLIES - ALLOCATION OUT		-		-		-		-		-		(16,833)	16,833 0%
810 LEGAL SERVICES		3,236,064		2,831,716		2,704,557		2,659,886		2,641,136		2,686,211	18,346 1%
811 HEALTH CARE SERVICES		310,628		316,000		146,000		93,433		110,000		110,000	36,000 25%
812 OTHER SERVICES		800,368		1,424,148		1,122,418		603,969		918,412		882,964	239,454 21%
820 RENT & OPERATING LEASES		3,003,665		3,079,116		2,871,351		3,267,006		2,860,913		2,860,913	10,438 0%
825 REPAIRS AND MAINTENANCE		710,474		774,783		884,825		951,092		771,790		775,240	109,585 12%
830 INTERGOVERNMENTAL PAYMENTS		-		-		1,394		-		-		-	1,394 100%
839 INTERNAL SERVICE CHARGES		682,784		749,123		800,466		480,257		622,996		622,996	177,470 22%
842 TRAVEL & EDUCATION		213,686		327,711		324,457		190,408		310,114		250,114	74,343 23%
843 POSTAGE/FREIGHT/SHIPPING		504,194		420,161		421,033		578,818		560,004		550,000	(128,968) -31%
850 UTILITIES		4,551		-		58,761		24,771		81,059		71,500	(12,739) -22%
873 SERVICES - ALLOCATION IN		-		-		-		-		-		16,833	(16,833) 0%
Sub Total	\$	11,732,936	\$	12,599,502	\$	11,878,012	\$	10,757,248	\$	11,102,323	\$	12,352,739	(474,727) -4%
CAPITAL OUTLAY													
920 CAPITAL EQUIPMENT	\$	75,945	\$	-	\$	30,000	\$	-	\$	-	\$	-	30,000 100%
950 DEBT SERVICE		654,463		871,496		871,496		767,360		752,360		820,314	51,182 6%
Sub Total	\$	730,407	\$	871,496	\$	901,496	\$	767,360	\$	752,360	\$	820,314	81,182 9%
Total Expenditures	\$	67,328,230	\$	70,477,101	\$	70,896,261	\$	68,498,707	\$	71,623,207	\$	76,901,306	(6,005,045) -8%
Operating Balance (Rev. - Exp.)	\$	(42,139,307)	\$	(43,568,274)	\$	(43,987,434)	\$	(42,056,575)	\$	(42,459,998)	\$	(46,240,382)	2,252,948 -5%

Trial Courts (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
800 TRIAL COURTS			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTANT	5.00	HR SPECIALIST	5.00
ACCOUNTING CLERK	2.00	HR SUPERVISOR	1.00
ADMIN & OPERATIONS MGR	8.00	INFO CENTER MANAGER	3.00
ADMINISTRATIVE SPECIALIST	222.50	INFO SYSTEMS MANAGER	1.00
ADMIN/OFFICE SUPPORT	412.33	INFO SYSTEMS PROJECT MGR	2.00
ADMIN/OFFICE SUPPORT SUPV	62.00	INFO SYSTEMS SUPERVISOR	1.00
ADMIN/OPERATIONS SUPV	39.00	INTERPRETER	24.50
ATTORNEY	2.00	JUSTICE OF THE PEACE	23.00
COMPUTER OPERATOR	5.00	LEGAL ASSISTANT	10.00
CONTRACT ADMINISTRATOR	1.00	LEGAL SECRETARY SUPV	1.00
COUNSELOR	32.00	LEGAL SUPPORT SPECIALIST	75.00
COURT COMMISSIONER	43.00	LIBRARY MANAGER	1.00
DATABASE ADMIN/ANALYST	1.00	LIBRARY SUPERVISOR	6.00
DEPUTY DIRECTOR	9.00	MANAGEMENT ANALYST	2.00
DEVELOPER/PRGRMR ANALYST	15.00	MATERIALS HANDLING SPEC	1.00
DIRECTOR	2.00	OPERATIONS MANAGER	1.00
EXECUTIVE ASSISTANT	4.00	PC SPECIALIST	5.00
FACILITIES SVCS OFCR SUPV	6.00	PURCHASING SPECIALIST	1.00
FACILITIES SVCS OFFICER	139.00	PURCHASING SUPERVISOR	1.00
FINAN/BUSINESS ANALYST	7.00	SOCIAL WORKER (BS)	3.00
GENERAL MAINTENANCE TECH	1.00	SUPERIOR COURT JUDGE	91.00
GOVT/COMMUN AFFAIRS OFCR	1.00	TECHNOLOGY ANALYST	5.00
GRAPHIC EQUIPMENT TECH	4.00	TECHNOLOGY PRODUCT ADMIN	4.00
HR GENERALIST	9.00	TRAINING SPECIALIST	9.00
		UNDETERMINED	8.00
Total			1,316.33

Elected Officials



Board of Supervisors

The five-member Board of Supervisors is the governing body of Maricopa County. Members are elected to four-year terms and the supervisors elect a chairman during their first meeting each January. Appointed by the Board are the Internal Auditor, the Clerk of the Board, and the County Administrative Officer.

Special functions of the Board of Supervisors are to also serve as the Board of Directors for the Flood Control District, the Library and Stadium Districts. Other duties include the Board of Equalization and the Planning and Zoning Commission.

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. Check your nearest cable company or city office for scheduling information.

Elected Officials (Continued)

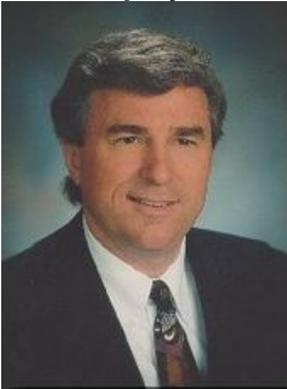
Elected Biographies

Fulton Brock, District 1



(Republican) Fulton Brock was elected to the Board of Supervisors in November 1996. He was elected Chairman in 1999. In January 2000, Supervisor Brock was appointed Chairman of the Maricopa County Trails Commission. As a former State Representative of District 6 in the Arizona House of Representatives, Supervisor Brock served as Vice-Chairman of the Commerce Committee and member of the Economic Development, International Trade and Tourism, Banking and Insurance and Rules Committees. Supervisor Brock is a graduate of Centre College of Kentucky. In 1982, Supervisor Brock Founded LDC, Inc. a privately-held telephone/operator service company. Supervisor Brock, his wife Susan, and their three 3 daughters are residents of Chandler.

Don Stapley, District 2



(Republican) Don Stapley was first elected to the Maricopa County Board of Supervisors in November 1994 and re-elected for a four-year term in November 1996 and November 2000. Stapley was elected as the 1997 and 2002 Chairman of the Board of Supervisors. At the National Association of Counties (NACo), Stapley is the current Chairman of the Large Urban County Caucus (LUCC) and is active on such task forces as Homeland Security, Medicaid/Medicare Reform and the Justice and Law Enforcement Committee. He served as a member of the Board of Directors and Fiscal Affairs Committee of the Lutheran Health Care Network for more than 10 years and is an honorary member of the Mesa Baseline Rotary Club, having previously served as club director and president. Stapley and his wife Kathy have four children and are actively involved in the East Valley.

Andrew Kunasek, District 3 – Chairman



(Republican) By the unanimous vote of his fellow 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. 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 bachelor degree in management from Arizona State University in 1986. Kunasek owns interests in citrus and cattle operations, and is president of Mercado Management, a diversified land acquisition and real estate management company. Kunasek has been active in his community having served as treasurer of the Maricopa County Republican Party; 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, the National Association of County Parks and Recreation voted him the country's Outstanding Public Official of the Year. Andy serves on the Public Lands Steering Committee for National Association of Counties and the Maricopa County Trail Commission. Andy, his wife Kim, and their three children live in North Phoenix.

Elected Officials (Continued)

Max W Wilson, District 4



(Republican) Max Wilson has lived and worked in Maricopa County for the past thirty-five years. His efforts have met with a great deal of success and he has had wonderful experiences along the way. Mr. Wilson's management skills have been honed even further by his election to the Maricopa County Board of Supervisors. He now believe it is time to give back to the state and county he has enjoyed for so long, and he thinks the experience and knowledge he has gained over the years has put him in a position to do that service. Mr. Wilson was born in Salt Lake City, Utah and has attended Glendale Community College in Glendale, Arizona. He is married to Judith and has five children and eight grandchildren. Mr. Wilson currently serves on the Arizona Board of Realtors, the Southwest Valley Chamber of Commerce, and the Peoples Valley/Yarnell Historical Society Board of Directors. He has recently served on the Arizona Diamondbacks Charity Board of Directors and the Sun Health La Loma Board of Directors.

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 2000 for a third four-year term. Ms. Wilcox previously served on the Phoenix City Council for nine years. She was honored as being the first Hispanic woman ever to serve on the Phoenix City Council and the Maricopa County Board of Supervisors. Ms. Wilcox has been involved with numerous boards and commissions, including her membership on the boards of the Phoenix Economic Growth Corporation, Downtown Phoenix Partnership, and the Arizona Hispanic Women's Corporation. She is the Chair for National Association of Latino Elected and Appointed Officials Educational Fund. Ms. Wilcox and her husband Earl have a daughter and five grandsons.

Kevin M Ross, Assessor



(Republican) Kevin Ross was elected to serve as Maricopa County Assessor in November of 1996 and re-elected in November 2000. Mr. Ross is a native of a small farming community in south central Minnesota. He earned his bachelor's degree at the University of Minnesota. Kevin trained from 1986 through 1989 in commercial and residential lending. In 1990, Kevin founded his own mortgage company in Tempe, specializing in Commercial and Residential accounts. He is a current member of the International Association of Assessing Officers, a member of the Board of Directors of the Father Joseph Patterson Foundation and is a past member of the National and State Associations of Mortgage Brokers. Kevin has been active in a variety of independent businesses and charitable causes. Kevin and his wife, Lisa, reside in Gilbert, Arizona.

Elected Officials (Continued)

Richard M Romley, Attorney



(Republican) Richard M. Romley's first term as County Attorney began January 1, 1989. Now serving his fourth consecutive term, he has taken a leadership position on many criminal justice issues, including victims rights, DUI legislation, domestic violence, protection of children, slumlord abatement, and illegal drugs. During his tenure, the Office has received national recognition and numerous rewards for leadership and innovation. In 2001, the Disabled American Veterans awarded Romley the National Commander's Award. He was subsequently honored in Washington, D.C., with LIFE's Presidential Unsung Hero Award. An Arizona native, Romley served two years as a U.S. Marine in Vietnam. Afterwards, he enrolled in Arizona State University, earning degrees in Business and Law. Romley began his career as a prosecutor with the City of Phoenix in 1980. Two years later, he joined the Maricopa County Attorney's Office as a Deputy County Attorney, resigning in 1988 to make his successful run for County Attorney. He and his wife, Carol, live in Scottsdale. They have three grown sons.

Michael K Jeanes, Clerk of the Superior Court



(Republican) Michael K. Jeanes was elected by the voters of Maricopa County in November 1998 to serve a four-year term and re-elected to a second term in November 2002. He earned his Bachelor of Arts Degree in Political Science from Loyola University of Chicago and a Master of Public Administration Degree from Arizona State University. He has 23 years of court/county management experience, which include 17 years with the Clerk's Office. As Clerk of the Court, Mr. Jeanes is the official record keeper and financial officer for the Superior Court and is responsible for administering a \$20+ million budget; processing over \$101 million in victim restitution, trust monies, fines and fees and over 1.7 million documents per year. Mr. Jeanes is active in many local and national professional organizations. Michael and his wife, Jill, have three sons.

Helen Purcell, Recorder



(Republican) Helen Purcell was elected to the Office of Maricopa County Recorder in November 1988, re-elected in 1992, 1996, and 2000. She has been a member of the Board of Directors of the National Association of Counties since 1997, and a member of the Board of Directors of the Kids Voting-Arizona. In 2002 she received three awards for her redistricting internet sites: a NACo eGovernance Award of Merit, a NACo Achievement Award, and a Special Achievement in GIS award from Environmental Systems Research Institute. In 2000 she was presented with an award designating the Elections Department Vote-by-Mail technology as part of the 2000 Computerworld Collection at the Smithsonian's National Museum of American History in Washington, D.C. In July of 2001 she received the NACo Achievement Award for Digital Recording. She was recently appointed to the U.S. Election Assistance Commission (EAC) Advisory Board and is the only County member appointed by the Chairman of the EAC to the Technical Guidelines Development Committee. Her responsibilities include recording and maintaining 4,500 to 10,000 documents for public record per day and administering the Elections Department that conducts all national, state and countywide elections, and provides support for cities, towns, schools, and other jurisdictions. She has two sons, Mark and Todd, and four grandsons.

Elected Officials (Continued)

Joseph M Arpaio, Sheriff



(Republican) Joseph M. Arpaio took office as Sheriff of Maricopa County in January 1993 and won re-election in 1996 and 2000. 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. A distinguished law enforcement career spanning more than 45 years, primarily with the U.S. Drug Enforcement Administration, shaped the philosophy that guides his actions 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.

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. As Superintendent, her responsibilities include serving as fiscal agent for 40 school districts, providing educational programs, maintaining payroll services for 16,000 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 Peoria. They have four children.

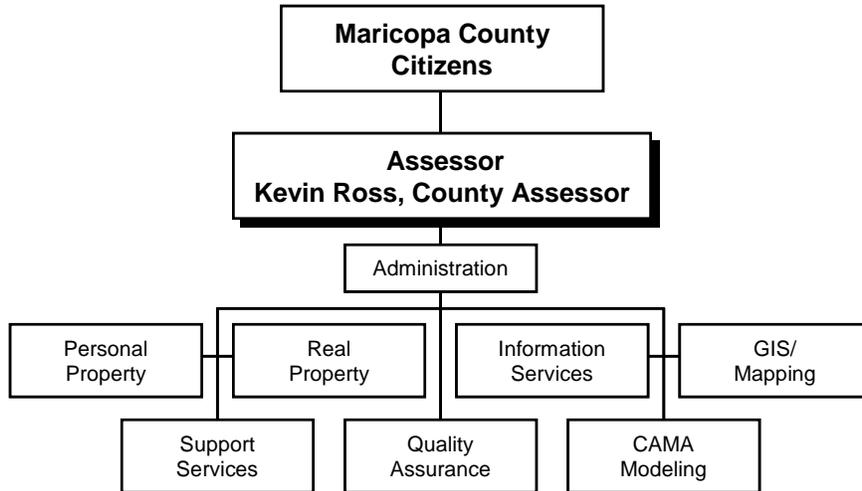
Doug Todd, Treasurer



Doug Todd was elected to the office of County Treasurer in November 1992, re-elected in 1996 and 2000. Mr. Todd is a 14-year veteran of the Arizona Legislature, having served 4 terms as a member of the House of Representatives and 3 terms as State Senator from Legislative District 27 (Tempe). A native Arizonan and a lifelong Republican, Doug was born in Prescott and graduated from Prescott High School in 1947. He moved to Tempe in that year to attend Arizona State University, where he graduated in 1951 with a Bachelor’s Degree in Agronomy. He farmed 320 acres south of Tempe, raising alfalfa, cotton, barley, a small herd of Registered Hereford cattle, and retired from all farming operations in 1974. Doug lives in Tempe with his wife, Mary Anne Corbell Todd. They have five children and many grandchildren and a couple of great grandchildren.

Assessor

Organizational Chart



Mission

The Mission of the Maricopa County Assessor's Office is to efficiently administer state property tax laws and to provide quality information to the taxpayers and various taxing jurisdictions to assure that all county property is valued fairly and equitably.

Vision

To do our very Best.

Goals

- By June 2005 and annually thereafter maintaining an employee retention rate of at least 95% of quality, experienced employees exclusive of retirees.
- By June 2005 and annually thereafter make fair and equitable valuation of property that continue to meet or exceed Department of Revenue guidelines.
- By June 2006 and annually thereafter have quality customer service and information that annually "satisfies" at least 95% of the public and taxing jurisdictions based upon satisfaction surveys.
- By June 2005 and annually thereafter achieve timely and accurate identification of property owners that are updated within 30 days of a recorded change 95% of the time.
- By June 2005 and annually thereafter have new construction added to our system within 30 days of completion 99% of the time and passing audit compliance 98% of the time.

Issues

- Budgetary constraints limit our technological advancements and level of services available.
- A competitive market for quality employees continues to create a problem of attracting and retaining qualified and experienced staff.

Assessor (Continued)

- The County's strong real estate industry continues to stretch our resources in keeping up with new construction and property, split sales, appeals and other growth issues.
- Technological advancements and opportunities allow for more efficient work processes in every department and provide additional sources of analysis and information for the public.
- Inter-operability of county and other government agencies impact departments' ability to achieve objectives.
- Legislative changes, unfunded mandates, continue to demand more resources, specifically staffing and technology.
- Demographic shifts creates a larger population eligible for exemptions benefits.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 120 ASSESSOR TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
12IR - INFORMATION RESOURCE	\$ 912,896	\$ 99,530	\$ -	\$ 1,012,426	\$ 133,669	
12PA - PROPERTY ASSESSMENT	10,417,759	1,653,824	-	12,071,583	-	
99AS - ADMINISTRATIVE SERVICES PROG	475,319	111,412	68,394	655,125	-	
99IT - INFORMATION TECHNOLOGY PROGRAM	1,757,049	268,628	44,085	2,069,762	-	
TOTAL	\$ 13,563,023	\$ 2,133,394	\$ 112,479	\$ 15,808,896	\$ 133,669	

Key Performance Measures

Program Name: PROPERTY ASSESSMENT

Program Purpose: The purpose of the Property Assessment program is to provide ownership, mapping, property characteristics and valuation information to the public, government agencies and internal customers so that they can be assured that our valuations are fair and equitable.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of recorded documents processed within 45 days	N/A	95	92	95
Percent of new construction parcels processed within 30 days of completion	N/A	99.8	99.8	99.5
Percent of fair and equitable valuations that meet or exceed DOR guidelines	N/A	100	98.5	100

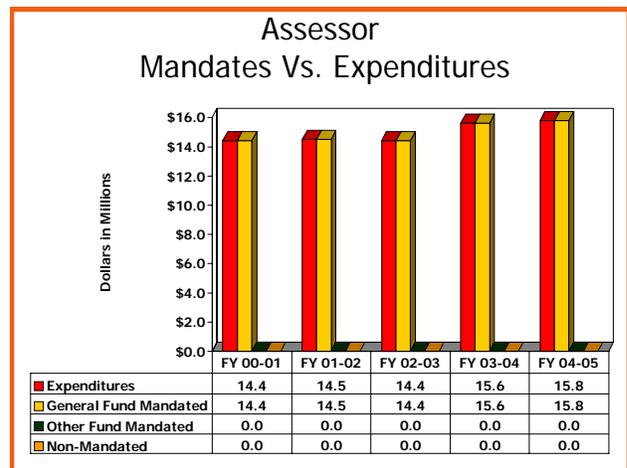
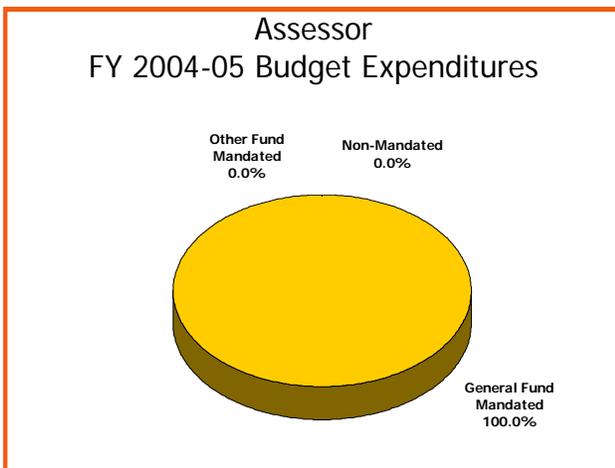
Assessor (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 14,354,295	\$ -	\$ -	\$ -	\$ -	\$ 14,354,295
FY 2001-02 Actuals	\$ 14,494,126	\$ -	\$ -	\$ -	\$ -	\$ 14,494,126
FY 2002-03 Actuals	\$ 14,410,210	\$ -	\$ -	\$ -	\$ -	\$ 14,410,210
FY 2003-04 Actuals	\$ 15,623,329	\$ -	\$ -	\$ -	\$ -	\$ 15,623,329
FY 2004-05 Adopted Budget	\$ 15,808,896	\$ -	\$ -	\$ -	\$ -	\$ 15,808,896

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 14,354,295	\$ -	\$ -	\$ -	\$ -	\$ 14,354,295
FY 2001-02 Actuals	\$ 14,494,126	\$ -	\$ -	\$ -	\$ -	\$ 14,494,126
FY 2002-03 Actuals	\$ 14,410,210	\$ -	\$ -	\$ -	\$ -	\$ 14,410,210
FY 2003-04 Actuals	\$ 15,623,329	\$ -	\$ -	\$ -	\$ -	\$ 15,623,329
FY 2004-05 Adopted Budget	\$ 15,808,896	\$ -	\$ -	\$ -	\$ -	\$ 15,808,896

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Assessor (Continued)

Mandate Information

TITLE	Assessor
AUTHORITY	A.R.S. § 11-401 Enumeration Of Officers; A.R.S. § 11-541 Powers And Duties Generally; A.R.S. § 11-542 Bond, Oath; A.R.S. § 11-401; Liability For Taxes On Property Unassessed Through Negligence; A.R.S. § 42 Taxation.
HISTORY/ BACKGROUND	The County Assessor is an elected official of Maricopa County.
MANDATE DESCRIPTION	<p>The Assessor will to the best of his knowledge and ability, truly and fairly determine the valuation, without favor or partiality of all the taxable property in the County at its full cash value. The Assessor and his sureties shall be liable for all taxes on taxable property within the County, which through the neglect of the Assessor remains unassessed. The primary duties are dictated by ARS 42, Chapters 11-17 and include, but are not limited to the following:</p> <p>On any date before March 1 of each year the County Assessor shall 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 value, if applicable, to be used for assessment purposes. For property that is valued by the Assessor, in the case of new construction, additions to or deletions from assessment parcels and changes in property use that occur after January 1 of the valuation year, the Assessor shall notify the owner of the property of any change in valuation on or before September 30 of the valuation year.</p> <p>The County Assessor shall prepare the assessment roll in the form and containing the information prescribed by the department. On or before December 1 of each year, the County Assessor shall complete property and mines listed in the roll, showing the ownership of the real property and mines and all assessment lists from which the roll was compiled. The Assessor shall deliver the list and certified roll to the Clerk of the Board of Supervisors who shall file them in the Clerk's office.</p> <p>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 political subdivision or district in the county the values that are required to compute the levy limit prescribed by section 42-17051.</p> <p>On or before February 10 of the tax year, the county assessor shall determine the limited property value for the current tax year of each school district in the county and shall transmit the values to the county school superintendent to assist the superintendent in computing equalization assistance for education as provided in section 15-991.</p> <p>On or before February 10 of the tax year, the county assessor shall transmit to the staff of the joint legislative budget committee and to the governor's office of strategic planning and budgeting the values that are required to compute the truth in taxation rates prescribed by section 41-1276</p>

Assessor (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTEDD							
120 ASSESSOR							
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue		
GENERAL FUND	\$ 13,563,023	\$ 2,133,394	\$ 112,479	\$ 15,808,896	\$ 133,669		
ALL FUNDS	\$ 13,563,023	\$ 2,133,394	\$ 112,479	\$ 15,808,896	\$ 133,669		

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
120 ASSESSOR									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Requested	Adopted	Revised	Variance	%
REVENUE									
650 MISCELLANEOUS REVENUE	\$ 129,189	\$ 133,669	\$ 133,669	\$ 133,669	\$ 145,908	\$ 133,669	\$ 133,669	\$ -	0%
Total Revenue	\$ 129,189	\$ 133,669	\$ 133,669	\$ 133,669	\$ 145,908	\$ 133,669	\$ 133,669	\$ -	0%
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 9,698,586	\$ 10,003,019	\$ 10,335,705	\$ 10,335,705	\$ 10,009,789	\$ 10,294,972	\$ 10,301,572	\$ 34,133	0%
705 TEMPORARY PAY	126,357	127,435	127,452	127,452	108,526	127,452	127,452	-	0%
710 OVERTIME	30,109	30,000	30,000	30,000	50,410	30,000	30,000	-	0%
750 FRINGE BENEFITS	2,395,569	2,485,813	2,919,451	2,919,451	2,656,699	3,109,007	3,097,999	(178,548)	-6%
790 OTHER PERSONNEL SERVICES	11,147	6,000	6,000	6,000	6,523	6,000	6,000	-	0%
Sub Total	\$ 12,261,768	\$ 12,652,267	\$ 13,418,608	\$ 13,418,608	\$ 12,831,948	\$ 13,567,431	\$ 13,563,023	\$ (144,415)	-1%
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 293,211	\$ 295,646	\$ 295,848	\$ 295,848	\$ 286,088	\$ 295,848	\$ 295,848	\$ -	0%
802 MEDICAL SUPPLIES	21,653	10,000	10,000	10,000	20,419	20,000	20,000	(10,000)	-100%
803 FUEL	3,108	3,000	3,045	3,045	3,750	3,750	3,750	(705)	-23%
804 NON-CAPITAL EQUIPMENT	18,531	-	-	-	1,693	-	-	-	0%
810 LEGAL SERVICES	-	-	-	-	240	-	-	-	0%
812 OTHER SERVICES	431,578	395,000	395,000	395,000	477,040	453,000	464,909	(69,909)	-18%
820 RENT & OPERATING LEASES	430,705	435,992	435,992	435,992	439,076	438,835	438,835	(2,843)	-1%
825 REPAIRS AND MAINTENANCE	155,772	150,000	150,000	150,000	147,706	150,000	150,000	-	0%
839 INTERNAL SERVICE CHARGES	62,121	35,717	35,717	35,717	40,642	42,234	42,234	(6,517)	-18%
842 TRAVEL & EDUCATION	181,270	195,000	195,207	195,207	190,895	198,388	198,388	(3,181)	-2%
843 POSTAGE/FREIGHT/SHIPPING	415,335	455,000	455,000	455,000	471,341	480,000	480,000	(25,000)	-5%
850 UTILITIES	37,136	41,052	41,052	41,052	39,430	39,430	39,430	1,622	4%
Sub Total	\$ 2,050,419	\$ 2,016,407	\$ 2,016,861	\$ 2,016,861	\$ 2,118,320	\$ 2,121,485	\$ 2,133,394	\$ (116,533)	-6%
CAPITAL OUTLAY									
950 DEBT SERVICE	\$ 98,023	\$ 97,278	\$ 97,278	\$ 97,278	\$ 77,334	\$ 44,085	\$ 112,479	\$ (15,201)	-16%
Sub Total	\$ 98,023	\$ 97,278	\$ 97,278	\$ 97,278	\$ 77,334	\$ 44,085	\$ 112,479	\$ (15,201)	-16%
Total Expenditures	\$ 14,410,210	\$ 14,765,952	\$ 15,532,747	\$ 15,532,747	\$ 15,027,602	\$ 15,733,001	\$ 15,808,896	\$ (276,149)	-2%
Operating Balance (Rev. - Exp.)	\$ (14,281,021)	\$ (14,632,283)	\$ (15,399,078)	\$ (15,399,078)	\$ (14,881,694)	\$ (15,599,332)	\$ (15,675,227)	\$ 276,149	-2%

Assessor (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
120 ASSESSOR			
Market Range Title	FTE	Market Range Title	FTE
ADMIN & OPERATIONS MGR	1.00	FINANCIAL SUPERVISOR	1.00
ADMINISTRATIVE SPECIALIST	99.00	FINAN/BUSINESS ANALYST	4.00
ADMIN/OFFICE SUPPORT	2.00	GOVT/COMMUN AFFAIRS OFCR	3.00
ADMIN/OFFICE SUPPORT SUPV	11.00	HR SPECIALIST	1.00
APPRAISER	133.00	INFO CENTER MANAGER	3.00
APPRAISER SUPERVISOR	9.00	INFO SYSTEMS MANAGER	1.00
AUDITOR	1.00	INFO SYSTEMS PROJECT MGR	3.00
COMPUTER OPERATOR	4.00	OPERATIONS MANAGER	3.00
DATABASE ADMIN/ANALYST	1.00	PC SPECIALIST	4.00
DEVELOPER/PRGRMR ANALYST	13.00	SPECIALIZED MODELER	4.00
DIRECTOR	1.00	TECHNOLOGY ANALYST	1.00
ELECTED	1.00	TECHNOLOGY PRODUCT ADMIN	1.00
ENGINEERING AIDE	15.00	TRAINING SPECIALIST	1.00
Total			321.00

Board of Supervisors

Mission

The Mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services to its residents so they can enjoy living in healthy and safe communities.

Vision

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

Strategic Priorities

- Provide regional leadership in critical public policy areas in a fiscally responsible manner.
- Minimize the burden on the property taxpayer through rate reductions.
- Healthy community and solvent healthcare system.
- Safe community through a streamlined, integrated criminal justice system.
- Provide regional leadership for a regional transportation system.
- Land use will be planned, managed and funded responsibly; Luke AFB will be preserved.
- Maricopa County will continue to improve its positive public image based on results achieved.

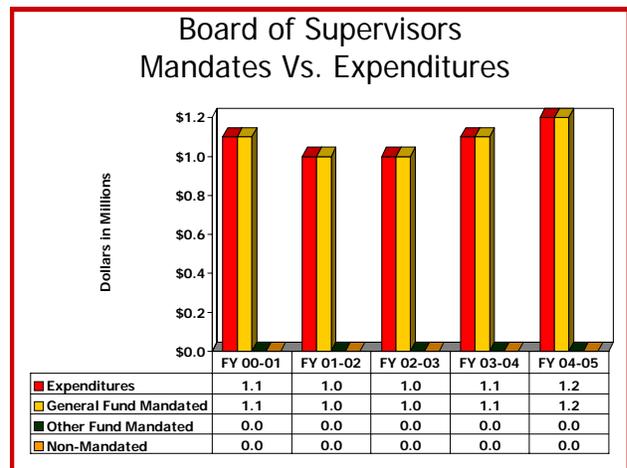
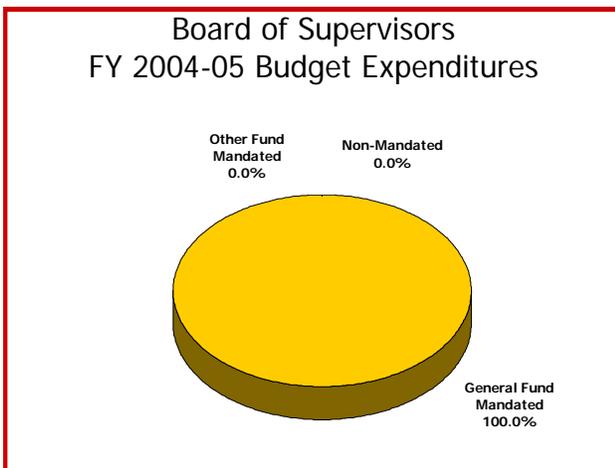
Board of Supervisors (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,056,671	\$ -	\$ -	\$ -	\$ -	\$ 1,056,671
FY 2001-02 Actuals	\$ 1,041,302	\$ -	\$ -	\$ -	\$ -	\$ 1,041,302
FY 2002-03 Actuals	\$ 1,047,197	\$ -	\$ -	\$ -	\$ -	\$ 1,047,197
FY 2003-04 Actuals	\$ 1,090,007	\$ -	\$ -	\$ -	\$ -	\$ 1,090,007
FY 2004-05 Adopted Budget	\$ 1,248,380	\$ -	\$ -	\$ -	\$ -	\$ 1,248,380

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,056,671	\$ -	\$ -	\$ -	\$ -	\$ 1,056,671
FY 2001-02 Actuals	\$ 1,041,302	\$ -	\$ -	\$ -	\$ -	\$ 1,041,302
FY 2002-03 Actuals	\$ 1,047,197	\$ -	\$ -	\$ -	\$ -	\$ 1,047,197
FY 2003-04 Actuals	\$ 1,090,007	\$ -	\$ -	\$ -	\$ -	\$ 1,090,007
FY 2004-05 Adopted Budget	\$ 1,248,380	\$ -	\$ -	\$ -	\$ -	\$ 1,248,380

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



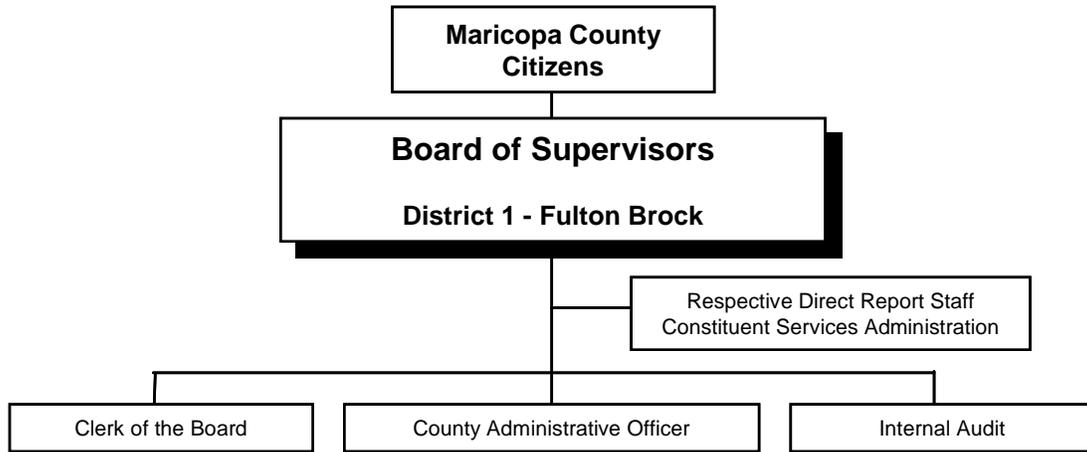
Board of Supervisors (Continued)

Mandate Information

TITLE	Board of Supervisors
AUTHORITY	A.R.S. §11-201 Powers of county; A.R.S. §11-251 Powers of board; A.R.S. §11-214 Regular and special meetings. There are other statutory references regarding the Board of Supervisors, far too many to detail in this type of report. Everything the Board does is in some way mandated by statute; A.R.S. §11-251 lists some sixty (60) powers and duties of the Board. The Board of Supervisors are also the Board of Directors of the Flood Control District A.R.S. § 48-3602, Library District A.R.S. § 48-3901, and the Stadium District A.R.S. § 48-4202, SHCD A.R.S. § 5501.01, as well as numerous special districts.
HISTORY/ BACKGROUND	The Board of Supervisors is the governing body of Maricopa County with specific statutory duties. Boards of Supervisors in general and Maricopa County jurisdiction boundaries are delineated in A.R.S. § 11-211 and 11-109.
MANDATE DESCRIPTION	The powers of a County shall be exercised only by the Board of Supervisors or by agents and officers acting under its authority and authority of law. Action of the Board of Supervisors shall determine the budgets of all elected and appointed county officers. Regular meetings of the Board shall be held each month as designated by the Board. Special meetings may also be called with appropriate notice. Powers of the Board include, but are not limited to the following: supervise the official conduct of all county officers and officers of all districts; divide the counties into such districts as required by law; establish, abolish, and change election precincts; lay out, maintain, control and manage public roads; provide for the care and maintenance of the indigent sick of the county; cause to be erected and furnished buildings as necessary including jails; sell at public auction property of the county as may be necessary to defray general current expenses thereof; and direct and control prosecution and defense of all actions to which the county is a party.

Board of Supervisors – District 1

Organizational Chart



Total Budget by Program

TOTAL BUDGET BY PROGRAM						
FY 2004-05 ADOPTED						
010 BOARD OF SUPERVISORS DIST 1						
TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
99AS - ADMINISTRATIVE SERVICES PROG	\$ 221,752	\$ 24,927	\$ 2,997	\$ 249,676	\$ -	
TOTAL	\$ 221,752	\$ 24,927	\$ 2,997	\$ 249,676	\$ -	

Board of Supervisors – District 1 (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED					
010 BOARD OF SUPERVISORS DIST 1					
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	\$ 221,752	\$ 24,927	\$ 2,997	\$ 249,676	\$ -
ALL FUNDS	\$ 221,752	\$ 24,927	\$ 2,997	\$ 249,676	\$ -

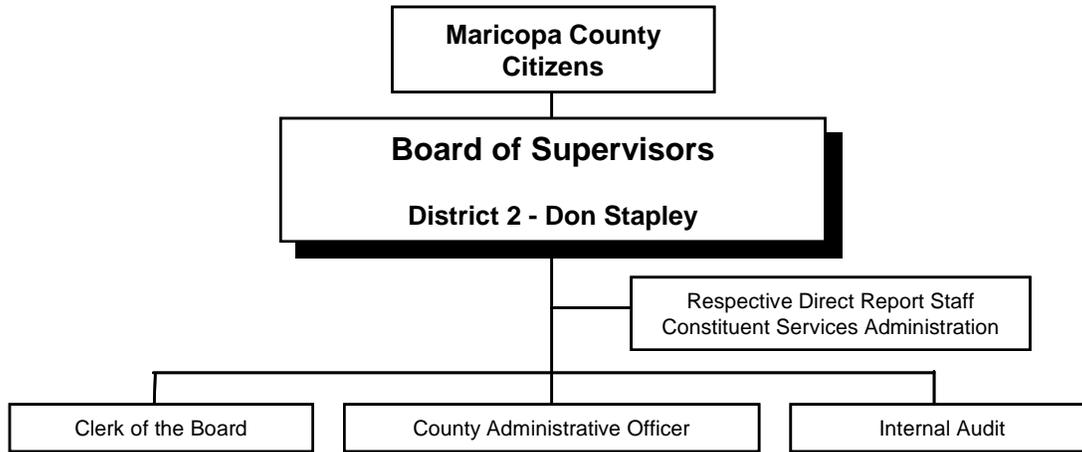
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
010 BOARD OF SUPERVISORS DIST 1									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Requested	Adopted	Revised	Variance	%
REVENUE									
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 167,114	\$ 165,374	\$ 169,504	\$ 167,519	\$ 168,857	\$ 175,457	\$ (5,953)	-4%	
750 FRINGE BENEFITS	34,366	36,002	43,974	37,765	43,303	44,204	(230)	-1%	
790 OTHER PERSONNEL SERVICES	-	-	1,115	-	2,091	2,091	(976)	-88%	
Sub Total	\$ 201,480	\$ 201,376	\$ 214,593	\$ 205,284	\$ 214,251	\$ 221,752	\$ (7,159)	-3%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 3,797	\$ 7,427	\$ 6,809	\$ 2,980	\$ 9,727	\$ 9,727	\$ (2,918)	-43%	
804 NON-CAPITAL EQUIPMENT	2,005	-	-	-	-	-	-	0%	
812 OTHER SERVICES	3,149	2,300	2,182	300	2,182	2,182	-	0%	
820 RENT & OPERATING LEASES	104	400	366	163	400	400	(34)	-9%	
825 REPAIRS AND MAINTENANCE	135	500	458	23	458	458	-	0%	
839 INTERNAL SERVICE CHARGES	7,145	4,320	4,454	2,702	6,287	6,287	(1,833)	-41%	
842 TRAVEL & EDUCATION	3,088	4,937	5,173	814	5,173	5,173	-	0%	
843 POSTAGE/FREIGHT/SHIPPING	143	100	236	333	700	700	(464)	-197%	
Sub Total	\$ 19,566	\$ 19,984	\$ 19,678	\$ 7,315	\$ 24,927	\$ 24,927	\$ (5,249)	-27%	
CAPITAL OUTLAY									
950 DEBT SERVICE	\$ 2,037	\$ 3,396	\$ 3,682	\$ 2,706	\$ 2,997	\$ 2,997	\$ 685	19%	
Sub Total	\$ 2,037	\$ 3,396	\$ 3,682	\$ 2,706	\$ 2,997	\$ 2,997	\$ 685	19%	
Total Expenditures	\$ 223,083	\$ 224,756	\$ 237,953	\$ 215,305	\$ 242,175	\$ 249,676	\$ (11,723)	-5%	
Operating Balance (Rev. - Exp.)	\$ (223,083)	\$ (224,756)	\$ (237,953)	\$ (215,305)	\$ (242,175)	\$ (249,676)	\$ 11,723	-5%	

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
010 BOARD OF SUPERVISORS DIST 1			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATOR	2.00	ELECTED	1.00
Total			3.00

Board of Supervisors – District 2

Organizational Chart



Total Budget by Program

TOTAL BUDGET BY PROGRAM						
FY 2004-05 ADOPTED						
020 BOARD OF SUPERVISORS DIST 2						
TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
99AS - ADMINISTRATIVE SERVICES PROG	\$ 212,723	\$ 34,966	\$ 1,987	\$ 249,676	\$ -	
TOTAL	\$ 212,723	\$ 34,966	\$ 1,987	\$ 249,676	\$ -	

Board of Supervisors – District 2 (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED					
020 BOARD OF SUPERVISORS DIST 2					
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	\$ 212,723	\$ 34,966	\$ 1,987	\$ 249,676	\$ -
ALL FUNDS	\$ 212,723	\$ 34,966	\$ 1,987	\$ 249,676	\$ -

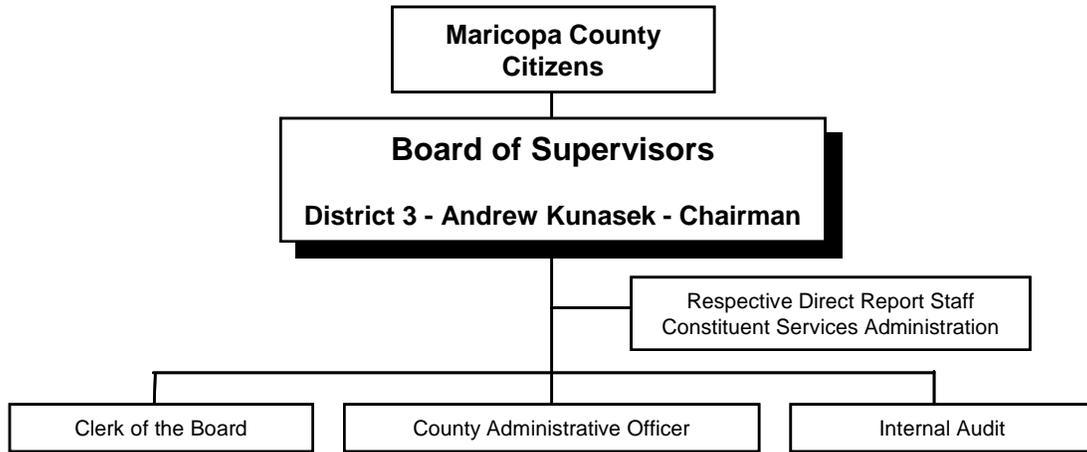
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
020 BOARD OF SUPERVISORS DIST 2									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Requested	Adopted	Revised	Variance	%
REVENUE									
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 159,057	\$ 155,796	\$ 159,736	\$ 159,242	\$ 159,126	\$ 165,726	\$ (5,990)	-4%	
705 TEMPORARY PAY	854	2,094	2,094	107	2,094	2,094	-	0%	
750 FRINGE BENEFITS	32,722	32,327	39,966	37,788	42,578	43,479	(3,513)	-9%	
790 OTHER PERSONNEL SERVICES	50	-	1,612	7	1,424	1,424	188	12%	
Sub Total	\$ 192,683	\$ 190,217	\$ 203,408	\$ 197,144	\$ 205,222	\$ 212,723	\$ (9,315)	-5%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 4,181	\$ 11,000	\$ 10,950	\$ 1,515	\$ 12,107	\$ 12,107	\$ (1,157)	-11%	
810 LEGAL SERVICES	-	-	-	161	-	-	-	0%	
812 OTHER SERVICES	590	1,350	1,350	93	2,350	2,350	(1,000)	-74%	
820 RENT & OPERATING LEASES	85	645	646	4	646	646	-	0%	
825 REPAIRS AND MAINTENANCE	-	120	120	-	120	120	-	0%	
830 INTERGOVERNMENTAL PAYMENTS	(300)	-	-	34	-	-	-	0%	
839 INTERNAL SERVICE CHARGES	5,580	9,200	9,200	4,418	4,879	4,879	4,321	47%	
842 TRAVEL & EDUCATION	15,723	11,564	11,564	8,834	14,564	14,564	(3,000)	-26%	
843 POSTAGE/FREIGHT/SHIPPING	667	300	300	86	300	300	-	0%	
850 UTILITIES	(300)	-	-	(211)	-	-	-	0%	
Sub Total	\$ 26,226	\$ 34,179	\$ 34,130	\$ 14,934	\$ 34,966	\$ 34,966	\$ (836)	-2%	
CAPITAL OUTLAY									
950 DEBT SERVICE	\$ 352	\$ 360	\$ 410	\$ 724	\$ 1,987	\$ 1,987	\$ (1,577)	-385%	
Sub Total	\$ 352	\$ 360	\$ 410	\$ 724	\$ 1,987	\$ 1,987	\$ (1,577)	-385%	
Total Expenditures	\$ 219,261	\$ 224,756	\$ 237,948	\$ 212,802	\$ 242,175	\$ 249,676	\$ (11,728)	-5%	
Operating Balance (Rev. - Exp.)	\$ (219,261)	\$ (224,756)	\$ (237,948)	\$ (212,802)	\$ (242,175)	\$ (249,676)	\$ 11,728	-5%	

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
020 BOARD OF SUPERVISORS DIST 2			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATOR	2.00	ELECTED	1.00
Total			3.00

Board of Supervisors – District 3

Organizational Chart



Total Budget by Program

TOTAL BUDGET BY PROGRAM						
FY 2004-05 ADOPTED						
030 BOARD OF SUPERVISORS DIST 3						
TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
99AS - ADMINISTRATIVE SERVICES PROG	\$ 227,814	\$ 20,519	\$ 1,343	\$ 249,676	\$ -	
TOTAL	\$ 227,814	\$ 20,519	\$ 1,343	\$ 249,676	\$ -	

Board of Supervisors – District 3 (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED					
030 BOARD OF SUPERVISORS DIST 3					
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	\$ 227,814	\$ 20,519	\$ 1,343	\$ 249,676	\$ -
ALL FUNDS	\$ 227,814	\$ 20,519	\$ 1,343	\$ 249,676	\$ -

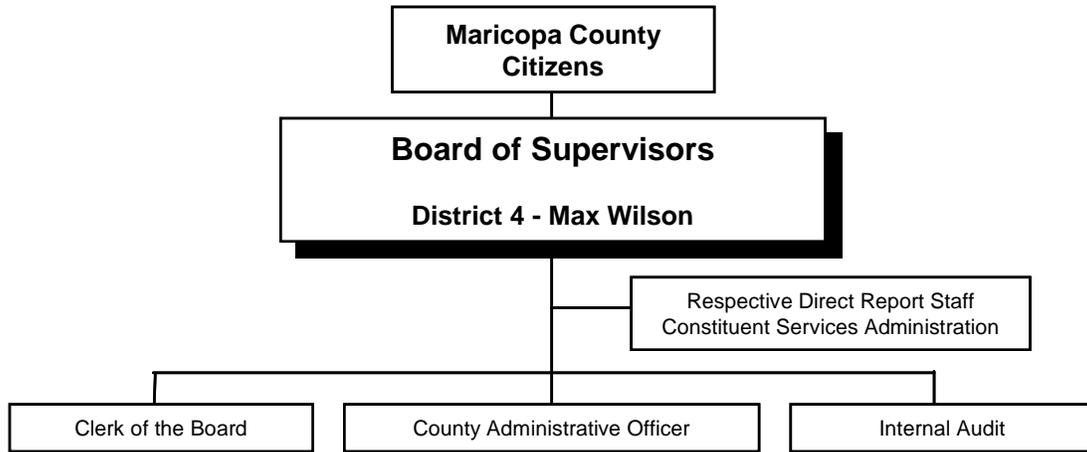
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
030 BOARD OF SUPERVISORS DIST 3									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs	
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance %
REVENUE									
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 144,688	\$ 177,122	\$ 181,891	\$ 169,221	\$ 181,197	\$ 187,797	\$ (5,906)	-3%	
705 TEMPORARY PAY	20,459	-	-	7,807	-	-	-	0%	
750 FRINGE BENEFITS	26,245	28,483	36,912	34,593	39,116	40,017	(3,105)	-8%	
790 OTHER PERSONNEL SERVICES	60	-	-	5	-	-	-	0%	
Sub Total	\$ 191,452	\$ 205,605	\$ 218,803	\$ 211,626	\$ 220,313	\$ 227,814	\$ (9,011)	-4%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 2,580	\$ 5,590	\$ 5,088	\$ 927	\$ 8,564	\$ 8,564	\$ (3,476)	-68%	
810 LEGAL SERVICES	-	-	-	61	-	-	-	0%	
812 OTHER SERVICES	1,158	3,340	3,340	131	3,340	3,340	-	0%	
820 RENT & OPERATING LEASES	13	620	620	3	620	620	-	0%	
825 REPAIRS AND MAINTENANCE	-	120	120	109	120	120	-	0%	
830 INTERGOVERNMENTAL PAYMENTS	(95)	-	-	-	-	-	-	0%	
839 INTERNAL SERVICE CHARGES	2,781	4,511	4,622	3,620	3,165	3,165	1,457	32%	
842 TRAVEL & EDUCATION	1,832	2,800	3,140	2,649	3,140	3,140	-	0%	
843 POSTAGE/FREIGHT/SHIPPING	1,238	1,570	1,570	1,447	1,570	1,570	-	0%	
850 UTILITIES	(85)	-	-	(19)	-	-	-	0%	
Sub Total	\$ 9,421	\$ 18,551	\$ 18,500	\$ 8,928	\$ 20,519	\$ 20,519	\$ (2,019)	-11%	
CAPITAL OUTLAY									
950 DEBT SERVICE	\$ 586	\$ 600	\$ 648	\$ 597	\$ 1,343	\$ 1,343	\$ (695)	-107%	
Sub Total	\$ 586	\$ 600	\$ 648	\$ 597	\$ 1,343	\$ 1,343	\$ (695)	-107%	
Total Expenditures	\$ 201,460	\$ 224,756	\$ 237,951	\$ 221,151	\$ 242,175	\$ 249,676	\$ (11,725)	-5%	
Operating Balance (Rev. - Exp.)	\$ (201,460)	\$ (224,756)	\$ (237,951)	\$ (221,151)	\$ (242,175)	\$ (249,676)	\$ 11,725	-5%	

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
030 BOARD OF SUPERVISORS DIST 3			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATOR	1.00	EXECUTIVE ASSISTANT	1.00
ELECTED	1.00	MANAGEMENT ASSISTANT	0.50
Total			3.50

Board of Supervisors – District 4

Organizational Chart



Total Budget by Program

TOTAL BUDGET BY PROGRAM						
FY 2004-05 ADOPTED						
040 BOARD OF SUPERVISORS DIST 4						
TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
99AS - ADMINISTRATIVE SERVICES PROG	\$ 215,826	\$ 33,093	\$ 757	\$ 249,676	\$ -	
TOTAL	\$ 215,826	\$ 33,093	\$ 757	\$ 249,676	\$ -	

Board of Supervisors – District 4 (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED					
040 BOARD OF SUPERVISORS DIST 4					
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	\$ 215,826	\$ 33,093	\$ 757	\$ 249,676	\$ -
ALL FUNDS	\$ 215,826	\$ 33,093	\$ 757	\$ 249,676	\$ -

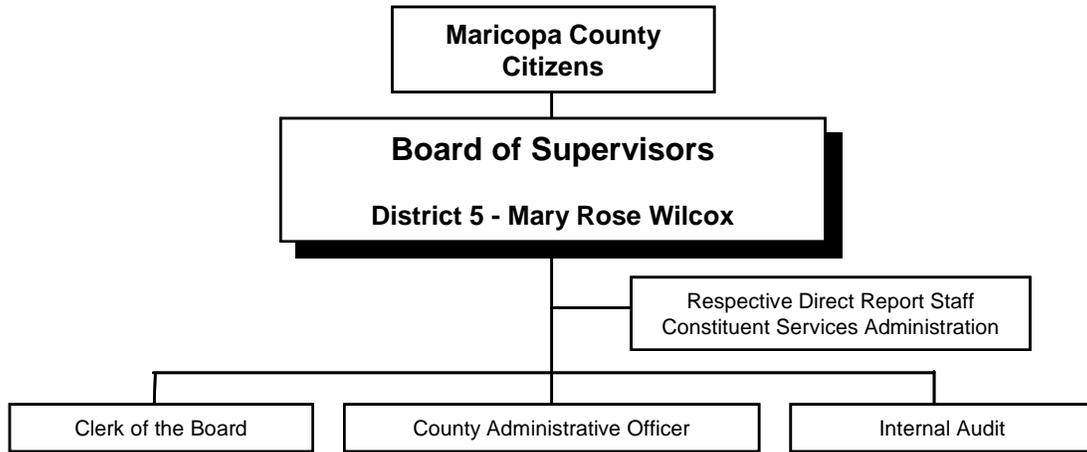
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
040 BOARD OF SUPERVISORS DIST 4									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Requested	Adopted	Revised	Variance	%
REVENUE									
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 136,614	\$ 152,442	\$ 156,236	\$ 143,953	\$ 155,640	\$ 162,240	\$ (6,004)	-4%	
705 TEMPORARY PAY	-	5,300	5,300	1,060	5,300	5,300	-	0%	
750 FRINGE BENEFITS	27,992	32,306	39,817	31,636	39,000	39,901	(84)	0%	
790 OTHER PERSONNEL SERVICES	-	-	1,890	-	8,385	8,385	(6,495)	-344%	
Sub Total	\$ 164,606	\$ 190,048	\$ 203,243	\$ 176,649	\$ 208,325	\$ 215,826	\$ (12,583)	-6%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 1,731	\$ 16,338	\$ 16,338	\$ 946	\$ 17,856	\$ 17,856	\$ (1,518)	-9%	
812 OTHER SERVICES	515	8,000	8,000	217	8,000	8,000	-	0%	
820 RENT & OPERATING LEASES	22	500	500	5	500	500	-	0%	
825 REPAIRS AND MAINTENANCE	-	120	120	-	120	120	-	0%	
839 INTERNAL SERVICE CHARGES	399	3,750	3,751	364	617	617	3,134	84%	
842 TRAVEL & EDUCATION	488	4,900	4,900	170	4,900	4,900	-	0%	
843 POSTAGE/FREIGHT/SHIPPING	74	1,100	1,100	74	1,100	1,100	-	0%	
Sub Total	\$ 3,229	\$ 34,708	\$ 34,709	\$ 1,777	\$ 33,093	\$ 33,093	\$ 1,616	5%	
CAPITAL OUTLAY									
950 DEBT SERVICE	\$ -	\$ -	\$ -	\$ -	\$ 757	\$ 757	\$ (757)	0%	
Sub Total	\$ -	\$ -	\$ -	\$ -	\$ 757	\$ 757	\$ (757)	0%	
Total Expenditures	\$ 167,835	\$ 224,756	\$ 237,952	\$ 178,425	\$ 242,175	\$ 249,676	\$ (11,724)	-5%	
Operating Balance (Rev. - Exp.)	\$ (167,835)	\$ (224,756)	\$ (237,952)	\$ (178,425)	\$ (242,175)	\$ (249,676)	\$ 11,724	-5%	

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
040 BOARD OF SUPERVISORS DIST 4			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATOR	1.00	EXECUTIVE ASSISTANT	1.00
ELECTED	1.00	MANAGEMENT ASSISTANT	1.00
Total			4.00

Board of Supervisors – District 5

Organizational Chart



Total Budget by Program

TOTAL BUDGET BY PROGRAM						
FY 2004-05 ADOPTED						
050 BOARD OF SUPERVISORS DIST 5						
TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
99AS - ADMINISTRATIVE SERVICES PROG	\$ 234,240	\$ 13,321	\$ 2,115	\$ 249,676	\$ -	
TOTAL	\$ 234,240	\$ 13,321	\$ 2,115	\$ 249,676	\$ -	

Board of Supervisors – District 5 (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED							
050 BOARD OF SUPERVISORS DIST 5							
Fund Type	Personal Services		Supplies & Services		Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	\$	234,240	\$	13,321	\$	2,115	\$ -
ALL FUNDS	\$	234,240	\$	13,321	\$	2,115	\$ -

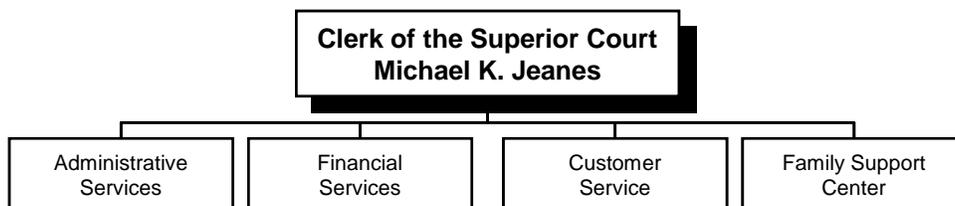
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT															
050 BOARD OF SUPERVISORS DIST 5															
ALL FUNDS															
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs							
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance %						
REVENUE															
EXPENDITURES															
PERSONAL SERVICES															
701 REGULAR PAY	\$	179,242	\$	166,988	\$	171,358	\$	172,966	\$	170,704	\$	177,304	\$	(5,946)	-3%
705 TEMPORARY PAY		2,724		3,970		3,970		589		3,970		3,970		-	0%
750 FRINGE BENEFITS		41,973		38,806		46,860		46,132		49,982		50,883		(4,023)	-9%
790 OTHER PERSONNEL SERVICES		60		-		772		-		2,083		2,083		(1,311)	-170%
Sub Total	\$	224,000	\$	209,764	\$	222,960	\$	219,687	\$	226,739	\$	234,240	\$	(11,280)	-5%
SUPPLIES & SERVICES															
801 GENERAL SUPPLIES	\$	1,841	\$	3,000	\$	2,823	\$	1,178	\$	3,420	\$	3,420	\$	(597)	-21%
810 LEGAL SERVICES		-		-		-		22		-		-		-	0%
812 OTHER SERVICES		533		1,600		1,600		8,432		600		600		1,000	63%
820 RENT & OPERATING LEASES		259		793		793		16		793		793		-	0%
825 REPAIRS AND MAINTENANCE		-		100		100		10		100		100		-	0%
839 INTERNAL SERVICE CHARGES		5,990		5,699		5,876		5,938		4,752		4,752		1,124	19%
842 TRAVEL & EDUCATION		2,518		2,800		2,656		1,187		2,656		2,656		-	0%
843 POSTAGE/FREIGHT/SHIPPING		417		1,000		1,000		435		1,000		1,000		-	0%
850 UTILITIES		-		-		-		(19)		-		-		-	0%
Sub Total	\$	11,558	\$	14,992	\$	14,848	\$	17,199	\$	13,321	\$	13,321	\$	1,527	10%
CAPITAL OUTLAY															
950 DEBT SERVICE	\$	-	\$	-	\$	143	\$	621	\$	2,115	\$	2,115	\$	(1,972)	-1379%
Sub Total	\$	-	\$	-	\$	143	\$	621	\$	2,115	\$	2,115	\$	(1,972)	-1379%
Total Expenditures	\$	235,558	\$	224,756	\$	237,951	\$	237,508	\$	242,175	\$	249,676	\$	(11,725)	-5%
Operating Balance (Rev. - Exp.)	\$	(235,558)	\$	(224,756)	\$	(237,951)	\$	(237,508)	\$	(242,175)	\$	(249,676)	\$	11,725	-5%

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
050 BOARD OF SUPERVISORS DIST 5			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATOR	1.00	EXECUTIVE ASSISTANT	1.00
ELECTED	1.00	MANAGEMENT ASSISTANT	0.50
Total			3.50

Clerk of the Superior Court

Organizational Chart



Mission

The Mission of the Clerk of Superior Court is to demonstrate flexibility and make innovative changes in order to meet customers' expectations when providing access to court-related records, financial and family support services to the public, legal community and Superior Court.

Vision

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

Goals

- By January 2007, the Clerk of Superior Court will have implemented the appropriate electronic system(s) by which up-to-date court/case user-appropriate data can be accessed appropriately by its customers.
- By January 2006, the Clerk of Superior Court's restructured Human Resources program will have developed and implemented a written employee development plan which offers essential training, clarifies opportunities for personal and professional advancement, and encourages greater work schedule flexibility.
- By the beginning of FY 2005-06 customer expectations will be more fully met when the Clerk of Superior Court begins providing family and civil court services at the new Northeast Court Facility, and by initiating criminal case electronic filings from County justice entities.
- By July 2007, the Clerk of Superior Court will have drafted, proposed, and (if approved) implemented revisions to the Supreme Court Rule 123 to balance privacy concerns with public access needs.

Issues

- The demand for immediate, up-to-date, accurate, electronic court/case data is increasing faster than the Clerk of Superior Court can adjust its business practices and implement the most appropriate electronic systems for its customers.
- A tightening, competitive employment market in Maricopa County makes it more difficult for the Clerk of Superior Court to hire and retain a creative, skilled and knowledgeable workforce.
- Population growth and dispersion throughout the County result in further drives and longer waits for customers needing to access Clerk of Superior Court services.
- The need to balance privacy issues in access to and the distribution of public documents places increasing legal and practical pressure on clerks to avail information to only the appropriate parties.

Clerk of the Superior Court (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 160 CLERK OF THE SUPERIOR COURT TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
16CR - COURT RECORDS	\$ 20,073,555	\$ 1,935,150	\$ 261,257	\$ 22,269,962	\$ 5,799,189	
16FS - FIDUCIARY SERVICES	1,620,716	141,917	-	1,762,633	6,121,426	
16PS - PUBLIC SERVICES	186,446	28,996	-	215,442	-	
99AS - ADMINISTRATIVE SERVICES PROG	2,930,333	287,766	-	3,218,099	-	
99IT - INFORMATION TECHNOLOGY PROGRAM	1,769,065	476,456	105,172	2,350,693	181,000	
TOTAL	\$ 26,580,115	\$ 2,870,285	\$ 366,429	\$ 29,816,829	\$ 12,101,615	

Key Performance Measures

Program Name: COURT RECORDS

Program Purpose: The purpose of the Court Record Program is to provide access to the judicial system and related public records to the public, legal community, courts, and County/other governmental agencies so they can pursue legal processes and/or obtain and maintain legal and financial records and information.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of minute entries generated within established time frame	N/A	N/A	93.2	94
Percent of Juvenile minute entries generated within established time frame	N/A	97.63	97.63	98

Program Name: FIDUCIARY SERVICES

Program Purpose: The purpose of the Fiduciary Services Program is to provide financial account services and fund oversight to the public, legal community, courts and County / other governmental agencies so they can be assured all monies are properly receipted, accounted for, and disbursed.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent CFO payments posted within established time frames.	N/A	88	88	96
Percent billing payments posted within established timeframes.	N/A	N/A	90	95
Percent checks disbursed within established timeframes.	N/A	N/A	98	98

Clerk of the Superior Court (Continued)

Program Name: PUBLIC SERVICES

Program Purpose: The purpose of the Public Services Activity is to provide access to the public so they can obtain documentation and information to complete applications for certification or licensing.

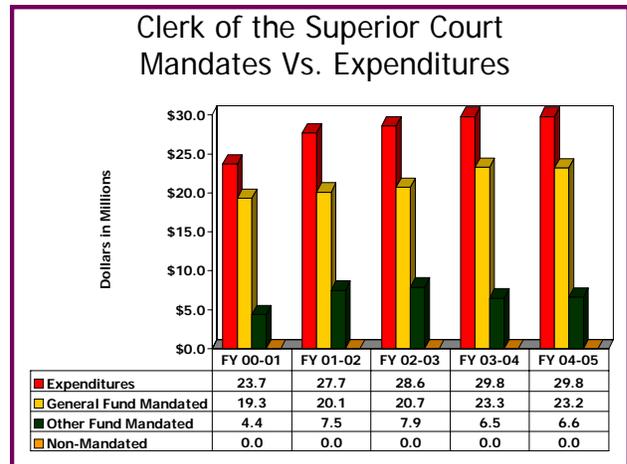
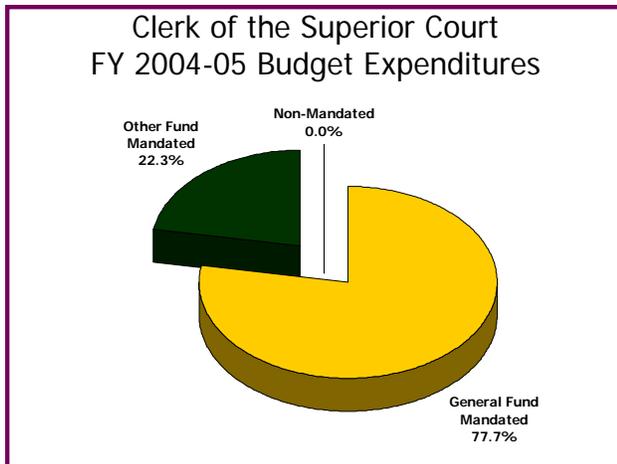
Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent applications (notary, marriage and passports) completed within established time standards	N/A	100	100	100

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 19,302,059	\$ 4,433,863	\$ -	\$ -	\$ -	\$ 23,735,922
FY 2001-02 Actuals	\$ 20,147,782	\$ 7,513,068	\$ -	\$ -	\$ -	\$ 27,660,850
FY 2002-03 Actuals	\$ 20,713,646	\$ 7,927,268	\$ -	\$ -	\$ -	\$ 28,640,914
FY 2003-04 Actuals	\$ 23,257,552	\$ 6,513,125	\$ -	\$ -	\$ -	\$ 29,770,677
FY 2004-05 Adopted Budget	\$ 23,181,209	\$ 6,635,620	\$ -	\$ -	\$ -	\$ 29,816,829

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 19,302,059	\$ 4,433,863	\$ -	\$ -	\$ -	\$ 23,735,922
FY 2001-02 Actuals	\$ 20,147,782	\$ 7,513,068	\$ -	\$ -	\$ -	\$ 27,660,850
FY 2002-03 Actuals	\$ 20,713,646	\$ 7,927,268	\$ -	\$ -	\$ -	\$ 28,640,914
FY 2003-04 Actuals	\$ 23,257,552	\$ 6,513,125	\$ -	\$ -	\$ -	\$ 29,770,677
FY 2004-05 Adopted Budget	\$ 23,181,209	\$ 6,635,620	\$ -	\$ -	\$ -	\$ 29,816,829

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Clerk of the Superior Court (Continued)

Mandate Information

TITLE	Clerk of the Superior Court
AUTHORITY	Arizona Constitution, Article VI, Section 23 – Superior Court Clerk, Arizona Revised Statutes. Supreme Court Administrative Orders. Local Rules.
HISTORY/ BACKGROUND	The Clerk of the Superior Court is an elected office established by the Arizona Constitution, Article VI, Section 23. Prior to 1982, the Clerk of Superior Court was defined as a “county officer.” In Laws 1982, Chapter 168, Section 1 amended A.R.S. Section 11-401 to delete the Clerk of the Superior Court from that statute. The position and duties of Superior Court Clerk were moved to Title 12 which relates to the courts, recognizing the Clerk as a judicial officer. Duties and responsibilities of this Constitutional Office are prescribed in state statute, court rule, and case law. Supreme Court Administrative Order 93-30 provides that the Presiding Judge may prescribe powers and duties of the Clerk of the Court, in addition to those prescribed by the Supreme Court. State law (A.R.S. 12-283) was further amended to clarify the Clerk authority to manage its own staff and operations. The Clerk of the Court’s Office serves one of the largest and fastest growing counties in the nation.
MANDATE DESCRIPTION	The Clerk of the Superior Court is mandated to be the official record-keeper of the court and acts as a safeguard and processor of all monies collected. The functions of the Clerk of the Court satisfy more than 500 state statutes and court rules, i.e., provide appropriate public and court access to the records of the Superior Court in Maricopa County; attend each Superior Court session to record the actions of the court; be the first stop in initiating any Superior Court action in civil, criminal, probate, mental health, juvenile, tax, or family court matters; collect and disburse court-ordered fees, fines, and victim restitution in an expedient manner; provide various family support services to the public; receive, distribute and preserve official court documents; provide minute entries to all parties in a case; notify certain state agencies of case disposition information; maintain a docket of all actions and proceedings; process records in juvenile dependency, delinquency, severance, and adoption cases; process applications for certification to adopt and store these confidential records; issue and record marriage licenses; and store exhibits for all court cases.

Clerk of the Superior Court (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
160 CLERK OF THE SUPERIOR COURT						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
GENERAL FUND	\$ 21,806,608	\$ 1,269,429	\$ 105,172	\$ 23,181,209	\$ 6,105,265	
SPECIAL REVENUE	4,773,507	1,600,856	261,257	6,635,620	5,996,350	
ALL FUNDS	\$ 26,580,115	\$ 2,870,285	\$ 366,429	\$ 29,816,829	\$ 12,101,615	

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT								
160 CLERK OF THE SUPERIOR COURT								
ALL FUNDS								
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs	
	Restated	Adopted	Restated	Projected	Requested	Adopted	Revised	Variance %
REVENUE								
615 GRANTS	\$ 2,515,499	\$ 500,000	\$ 2,827,544	\$ 1,601,231	\$ 2,844,344	\$ 1,326,528	\$ 1,501,016	53%
620 OTHER INTERGOVERNMENTAL	713,146	2,090,633	554,311	655,422	45,000	561,227	(6,916)	-1%
635 OTHER CHARGES FOR SERVICES	7,743,216	8,242,163	7,450,942	8,534,627	7,693,849	7,992,505	(541,563)	-7%
637 FINES & FORFEITS	1,950,674	1,277,294	1,277,294	1,513,703	1,440,000	2,165,000	(887,706)	-69%
645 INTEREST EARNINGS	241,931	42,530	42,530	18,020	42,530	33,355	9,175	22%
650 MISCELLANEOUS REVENUE	22,981	22,926	22,925	64,461	23,000	23,000	(75)	0%
Total Revenue	\$ 13,187,446	\$ 12,175,546	\$ 12,175,546	\$ 12,387,464	\$ 12,088,723	\$ 12,101,615	\$ 73,931	1%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	\$ 18,731,101	\$ 19,340,848	\$ 20,734,140	\$ 19,840,081	\$ 20,505,602	\$ 20,692,125	\$ 42,015	0%
705 TEMPORARY PAY	302,752	48,846	151,581	274,852	137,790	224,846	(73,265)	-48%
710 OVERTIME	214,854	164,854	71,049	236,114	102,488	180,522	(109,473)	-154%
750 FRINGE BENEFITS	4,932,078	5,315,998	6,052,392	6,121,292	6,635,908	6,650,666	(598,274)	-10%
790 OTHER PERSONNEL SERVICES	39,584	92,816	2,138	23,897	15,600	15,600	(13,462)	-630%
795 PERSONNEL SERVICES ALLOC OUT	(832,906)	(875,000)	(875,000)	(842,994)	(275,000)	(1,458,644)	583,644	-67%
796 PERSONNEL SERVICES ALLOC IN	832,906	875,000	875,000	838,178	275,000	275,000	600,000	69%
Sub Total	\$ 24,220,369	\$ 24,963,362	\$ 27,011,300	\$ 26,491,420	\$ 27,397,388	\$ 26,580,115	\$ 431,185	2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	\$ 721,495	\$ 1,060,905	\$ 468,392	\$ 722,228	\$ 674,252	\$ 670,427	\$ (202,035)	-43%
803 FUEL	14,367	11,700	14,520	13,646	13,900	13,900	620	4%
804 NON-CAPITAL EQUIPMENT	379,277	25,800	159,190	295,727	259,958	259,958	(100,768)	-63%
810 LEGAL SERVICES	9,862	8,000	9,900	8,633	8,600	8,600	1,300	13%
811 HEALTH CARE SERVICES	37	-	1,200	-	1,400	-	1,200	100%
812 OTHER SERVICES	1,054,253	1,525,002	1,607,820	1,305,099	1,008,072	1,141,690	466,130	29%
820 RENT & OPERATING LEASES	201,101	211,200	169,432	169,656	171,019	171,019	(1,587)	-1%
825 REPAIRS AND MAINTENANCE	224,180	214,572	188,501	199,338	120,410	65,724	122,777	65%
839 INTERNAL SERVICE CHARGES	116,734	127,700	124,045	107,243	110,000	110,000	14,045	11%
842 TRAVEL & EDUCATION	50,161	81,770	61,728	69,798	67,141	68,967	(7,239)	-12%
843 POSTAGE/FREIGHT/SHIPPING	361,752	336,900	31,217	428,205	360,325	360,000	(328,783)	-1053%
Sub Total	\$ 3,133,218	\$ 3,603,549	\$ 2,835,945	\$ 3,319,573	\$ 2,795,077	\$ 2,870,285	\$ (34,340)	-1%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	\$ 39,072	\$ 30,000	\$ 30,000	\$ 7,965	\$ -	\$ -	\$ 30,000	100%
950 DEBT SERVICE	379,562	371,454	371,454	354,366	388,073	366,429	5,025	1%
Sub Total	\$ 418,634	\$ 401,454	\$ 401,454	\$ 362,331	\$ 388,073	\$ 366,429	\$ 35,025	9%
Total Expenditures	\$ 27,772,221	\$ 28,968,365	\$ 30,248,699	\$ 30,173,325	\$ 30,580,538	\$ 29,816,829	\$ 431,870	1%
Operating Balance (Rev. - Exp.)	\$ (14,584,775)	\$ (16,792,819)	\$ (18,073,153)	\$ (17,785,860)	\$ (18,491,815)	\$ (17,715,214)	\$ (357,939)	2%

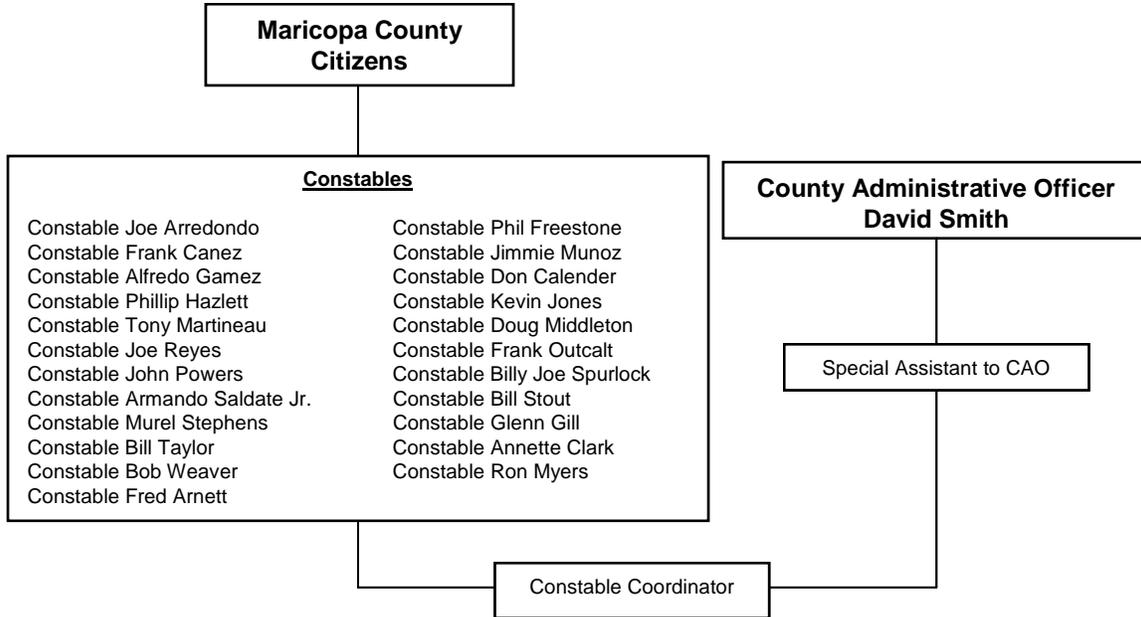
Clerk of the Superior Court (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
160 CLERK OF THE SUPERIOR COURT			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTANT	1.00	GENERAL MAINTENANCE TECH	2.00
ACCOUNTING CLERK	34.00	GOVT/COMMUN AFFAIRS OFCR	2.00
ADMIN & OPERATIONS MGR	10.00	HR GENERALIST	1.00
ADMINISTRATIVE SPECIALIST	213.41	HR SPECIALIST	3.00
ADMINISTRATOR	3.00	HR SUPERVISOR	2.00
ADMIN/OFFICE SUPPORT	325.36	INFO SYSTEMS MANAGER	2.00
ADMIN/OFFICE SUPPORT SUPV	24.00	INFO SYSTEMS PROJECT MGR	3.00
ADMIN/OPERATIONS SUPV	20.03	INFO SYSTEMS SUPERVISOR	3.00
AUDITOR	1.00	MANAGEMENT ANALYST	5.00
CONFERENCE OFFICER	14.15	PC SPECIALIST	9.00
DATABASE ADMIN/ANALYST	1.00	PRGRM COORDINATION SPEC	1.00
DEPUTY DIRECTOR	4.00	PROGRAM MANAGER	1.00
DEVELOPER/PRGRMR ANALYST	7.00	TECH SUPPORT SPECIALIST	3.00
ELECTED	1.00	TECHNOLOGY ANALYST	2.00
FINANCIAL SUPERVISOR	1.00	TECHNOLOGY PRODUCT ADMIN	3.00
FINAN/BUSINESS ANALYST	2.00	TELECOMMUNICATIONS TECH	1.00
		TRAINING SPECIALIST	5.00
		Total	709.95

Constables

Organizational Chart



Mission

The Mission of the Constables is to provide execution of mandated civil and criminal process to citizens of Maricopa County so they can receive timely, cost effective and professional service.

Vision

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

Goals

- By calendar year end 2006, all Writs of Restitution shall be served within 5 business days of issuance from the court.
- By calendar year end 2006, all Writs of Execution shall be served within 60 working days of issuance from the court.
- By the end of FY 2006, all citizen concerns and complaints will be resolved within 3 days of receipt.

Issues

- Continuing changes in population and demographics determines where, how and when Constables Office services may be provided and at what cost with available personnel.
- The anticipated improvements in various technology formats will improve the ability of the Office of the Constable to improve accountability for services and fees.
- Increasing operational cost due to mandated services, without increasing resources will decrease the department's ability to provide professional and timely service.

Constables (Continued)

Total Budget by Program

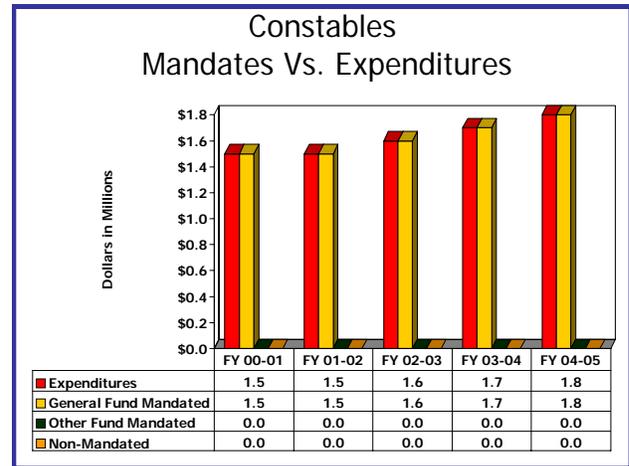
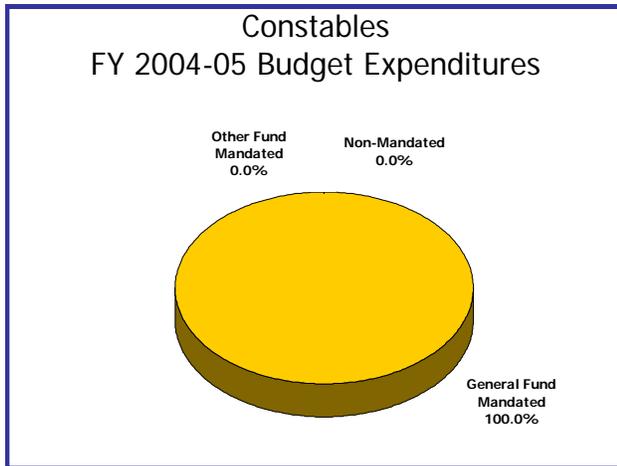
TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 250 CONSTABLES TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
25PS - SERVICE OF PROCESS	\$ 1,658,500	\$ 58,629	\$ 6,057	\$ 1,723,186	\$ 1,517,468	
99AS - ADMINISTRATIVE SERVICES PROG	40,164	16,696	-	56,860	-	
TOTAL	\$ 1,698,664	\$ 75,325	\$ 6,057	\$ 1,780,046	\$ 1,517,468	

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,482,054	\$ -	\$ -	\$ -	\$ -	\$ 1,482,054
FY 2001-02 Actuals	\$ 1,535,013	\$ -	\$ -	\$ -	\$ -	\$ 1,535,013
FY 2002-03 Actuals	\$ 1,575,484	\$ -	\$ -	\$ -	\$ -	\$ 1,575,484
FY 2003-04 Actuals	\$ 1,716,309	\$ -	\$ -	\$ -	\$ -	\$ 1,716,309
FY 2004-05 Adopted Budget	\$ 1,780,046	\$ -	\$ -	\$ -	\$ -	\$ 1,780,046

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,482,054	\$ -	\$ -	\$ -	\$ -	\$ 1,482,054
FY 2001-02 Actuals	\$ 1,535,013	\$ -	\$ -	\$ -	\$ -	\$ 1,535,013
FY 2002-03 Actuals	\$ 1,575,484	\$ -	\$ -	\$ -	\$ -	\$ 1,575,484
FY 2003-04 Actuals	\$ 1,716,309	\$ -	\$ -	\$ -	\$ -	\$ 1,716,309
FY 2004-05 Adopted Budget	\$ 1,780,046	\$ -	\$ -	\$ -	\$ -	\$ 1,780,046

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Constables (Continued)

Mandate Information

TITLE	Constables
AUTHORITY	A.R.S. § 22-101 Justice Precincts; A.R.S. § 22-102 Officers and Term of Office; A.R.S. § 22-131 Powers and Duties; A.R.S. § 22-132 Expenses
HISTORY/ BACKGROUND	The Constables were among the original elected County officers. The law provides for establishment of Justice precincts in each county. The officers of a justice precinct are the Justice of the Peace and the Constable. The Board of Supervisors can establish, change or abolish justice precincts, but cannot abolish them until the end of the term of the Justice of the Peace and Constable. The Board of Supervisors sets Constables' salaries within specific ranges according to the number of registered voters in the precincts (A.R.S. § 11-424.01).
MANDATE DESCRIPTION	The Constables are mandated to: 1) Attend Justice Courts when required. 2) Execute, serve and return all processes and notices directed or delivered to them by a Justice of the Peace of the county or by other competent authority.

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED							
250 CONSTABLES							
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue		
GENERAL FUND	\$ 1,698,664	\$ 75,325	\$ 6,057	\$ 1,780,046	\$ 1,517,468		
ALL FUNDS	\$ 1,698,664	\$ 75,325	\$ 6,057	\$ 1,780,046	\$ 1,517,468		

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT										
250 CONSTABLES										
ALL FUNDS										
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs			
	Restated	Adopted	Restated	Revised	Requested	Adopted	Revised	Variance	%	
REVENUE										
635 OTHER CHARGES FOR SERVICES	\$ 1,213,402	\$ 1,322,758	\$ 1,322,758	\$ 1,322,758	\$ 1,517,468	\$ 1,634,880	\$ 1,517,468	\$ (194,710)	-15%	
Total Revenue	\$ 1,213,402	\$ 1,322,758	\$ 1,322,758	\$ 1,322,758	\$ 1,517,468	\$ 1,634,880	\$ 1,517,468	\$ (194,710)	-15%	
EXPENDITURES										
PERSONAL SERVICES										
701 REGULAR PAY	\$ 1,246,646	\$ 1,288,157	\$ 1,339,349	\$ 1,295,608	\$ 1,289,749	\$ 1,289,749	\$ 49,600	4%		
705 TEMPORARY PAY	5,196	-	-	34,372	-	37,101	(37,101)	0%		
750 FRINGE BENEFITS	244,522	264,980	341,154	332,106	343,882	346,720	(5,566)	-2%		
790 OTHER PERSONNEL SERVICES	-	-	-	-	-	25,094	(25,094)	0%		
Sub Total	\$ 1,496,363	\$ 1,553,137	\$ 1,680,503	\$ 1,662,086	\$ 1,633,631	\$ 1,698,664	\$ (18,161)	-1%		
SUPPLIES & SERVICES										
801 GENERAL SUPPLIES	\$ 3,370	\$ 3,085	\$ 3,085	\$ 5,193	\$ 3,085	\$ 7,035	\$ (3,950)	-128%		
803 FUEL	23,658	20,725	25,030	31,512	25,030	31,512	(6,482)	-26%		
812 OTHER SERVICES	3,683	1,079	1,387	2,300	1,387	2,300	(913)	-66%		
825 REPAIRS AND MAINTENANCE	177	1,000	1,000	490	1,000	1,000	-	0%		
830 INTERGOVERNMENTAL PAYMENTS	(40)	-	-	0	-	-	-	0%		
839 INTERNAL SERVICE CHARGES	24,489	27,644	25,056	25,794	25,164	24,613	443	2%		
842 TRAVEL & EDUCATION	18,838	7,144	6,761	8,833	6,733	8,833	(2,072)	-31%		
843 POSTAGE/FREIGHT/SHIPPING	-	-	-	32	-	32	(32)	0%		
Sub Total	\$ 74,175	\$ 60,677	\$ 62,319	\$ 74,154	\$ 62,399	\$ 75,325	\$ (13,006)	-21%		
CAPITAL OUTLAY										
950 DEBT SERVICE	\$ -	\$ -	\$ -	\$ 2,524	\$ -	\$ 6,057	\$ (6,057)	0%		
Sub Total	\$ -	\$ -	\$ -	\$ 2,524	\$ -	\$ 6,057	\$ (6,057)	0%		
Total Expenditures	\$ 1,570,538	\$ 1,613,814	\$ 1,742,822	\$ 1,738,764	\$ 1,696,030	\$ 1,780,046	\$ (37,224)	-2%		
Operating Balance (Rev. - Exp.)	\$ (357,137)	\$ (291,056)	\$ (420,064)	\$ (221,296)	\$ (61,150)	\$ (262,578)	\$ (157,486)	37%		

Constables (Continued)

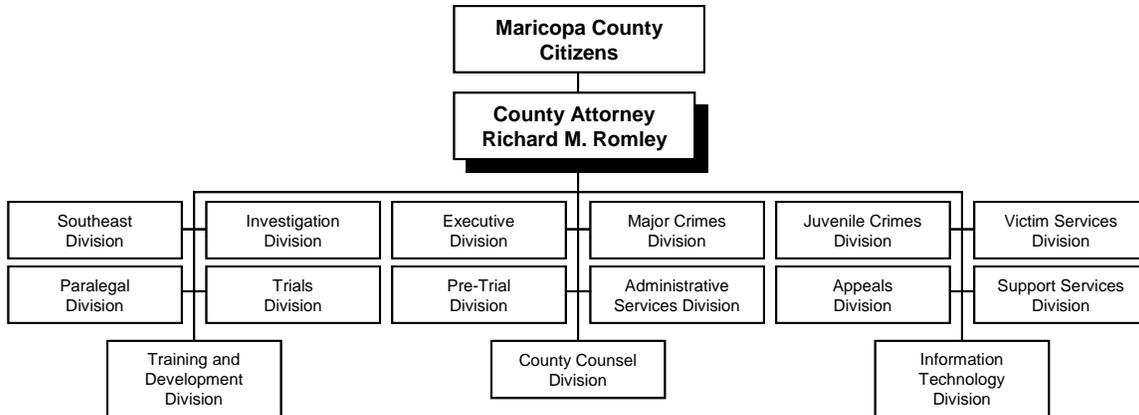
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED 250 CONSTABLES			
Market Range Title	FTE	Market Range Title	FTE
ELECTED	23.00	FINAN/BUSINESS ANALYST	1.00
		LEGAL ORDER SERVER	6.00
		Total	30.00



County Attorney

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.

Goals

- 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. This is ongoing.
- Annually assess crime distribution trends and legislative changes to determine if additional enforcement initiatives and/or prosecution programs are needed, if staffing resources and facilities are required, and if changes to state statutes or court rules are needed; analyze the need for enhanced victim services and community interaction; analyze the case processing impact of Rule 8, Rule 15 and Capital Death Penalty cases, in order to incorporate this information into future strategic plans.
- 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.
- By 2005, 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.
- By 2005, implement designated projects in accordance with the Maricopa County Integrated Criminal Justice System strategic business plan to share case information data between other criminal justice agencies in a timely, secured manner in order to increase data integrity and reduce redundant data entry.

County Attorney (Continued)

- By 2005, develop and implement a case tracking system for the Division of County Counsel to track and report information concerning civil lawsuits and advisory matters for Maricopa County, which will enable the Division to formulate and track measurable goals to increase the quantity and quality of legal services delivered, reduce the response time and/or completion time for the legal services delivered, and improve client satisfaction.
- Ensure that the MCAO will keep pace with the increased number of criminal filings by regularly assessing staffing and related resource needs.

Issues

- Competition in the marketplace will affect our ability to attract and retain quality employees with the skills necessary to complete our mission.
- Legislative and Judicial mandates (including service expectations from community groups, victims, businesses, law enforcement and a broader community focus on crime deterrence), will place an increased burden on available resources including time, money and equipment, and require an increased need to respond.
- Changes in population and demographics such as the aging population, juvenile crime, and population diversity, will result in an increase in the number, type and complexity of prosecutions and victim services required.
- The population growth (and resulting growth in county government) coupled with the trend toward increased professionalism in County management, will challenge the ability of the County Attorney's Office to meet the quantity and quality demands of a larger practice and a more sophisticated client base.
- The rapid growth of advancing technology and public demand for it will challenge the Department to meet the increasing demand for technical support, make high quality decisions and improve productivity in certain areas for availability and access.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 190 COUNTY ATTORNEY TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
19CL - CIVIL LEGAL SERVICES	\$ 1,778,942	\$ 188,104	\$ 11,590	\$ 1,978,636	\$ 15,000	
19CS - COMMUNITY SERVICES	4,581	2,063,177	-	2,067,758	1,570,295	
19PP - PROSECUTION	44,403,757	7,492,954	456,836	52,353,547	9,931,818	
19TD - EMPLOYEE TRNG AND DEVELOPMENT	1,101,857	36,500	-	1,138,357	-	
99AS - ADMINISTRATIVE SERVICES PROG	2,353,863	201,600	-	2,555,463	65,515	
99IT - INFORMATION TECHNOLOGY PROGRAM	1,907,731	1,081,592	-	2,989,323	-	
TOTAL	\$ 51,550,731	\$ 11,063,927	\$ 468,426	\$ 63,083,084	\$ 11,582,628	

County Attorney (Continued)

Key Performance Measures

Program Name: COMMUNITY SERVICES PROGRAM

Program Purpose: 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of uncontested adoptions cases completed.	87.3	81	101.3	100
Percent of victim compensation claims completed.	94	84	68.5	100
Percent of sexually violent predator cases completed.	52	27.25	32	100

Program Name: EMPLOYEE TRAINING AND DEVELOPMENT PROGRAM

Program Purpose: The purpose of the Employee Training and Development Program is to provide training, education and career development to MCAO employees so that they can have the training, skills and support necessary to efficiently and effectively perform their job functions.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of MCAO employees who received training.	64.2	73.8	70.03	70

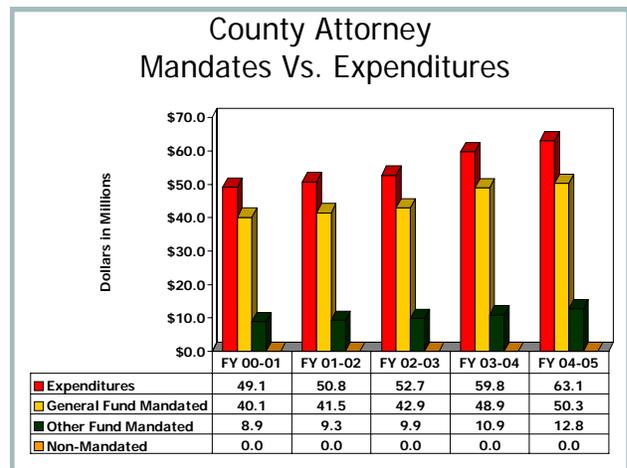
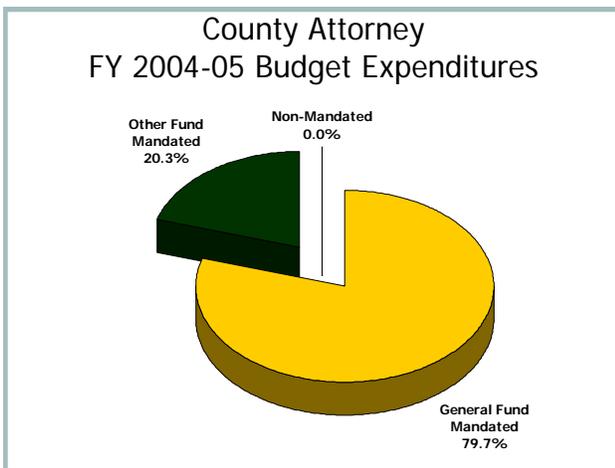
County Attorney (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 40,119,027	\$ 8,935,582	\$ -	\$ -	\$ -	\$ 49,054,609
FY 2001-02 Actuals	\$ 41,507,122	\$ 9,277,059	\$ -	\$ -	\$ -	\$ 50,784,181
FY 2002-03 Actuals	\$ 42,880,245	\$ 9,868,171	\$ -	\$ -	\$ -	\$ 52,748,416
FY 2003-04 Actuals	\$ 48,872,846	\$ 10,886,000	\$ -	\$ -	\$ -	\$ 59,758,846
FY 2004-05 Adopted Budget	\$ 50,280,208	\$ 12,802,876	\$ -	\$ -	\$ -	\$ 63,083,084

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 40,119,027	\$ 8,935,582	\$ -	\$ -	\$ -	\$ 49,054,609
FY 2001-02 Actuals	\$ 41,507,122	\$ 9,277,059	\$ -	\$ -	\$ -	\$ 50,784,181
FY 2002-03 Actuals	\$ 42,880,245	\$ 9,868,171	\$ -	\$ -	\$ -	\$ 52,748,416
FY 2003-04 Actuals	\$ 48,872,846	\$ 10,886,000	\$ -	\$ -	\$ -	\$ 59,758,846
FY 2004-05 Adopted Budget	\$ 50,280,208	\$ 12,802,876	\$ -	\$ -	\$ -	\$ 63,083,084

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



County Attorney (Continued)

Mandate Information

TITLE	County Attorney Powers And Duties, Victims' Bill Of Rights, Crime Victim's Rights, Organized Crime And Fraud, And Juvenile Victim's Rights.
AUTHORITY	Constitutional Article 2-1, Victims' Bill of Rights; A.R.S. § 11-532 Powers and Duties; A.R.S. § 13-4400 et seq. Crime Victim's Rights; A.R.S. § 13-2314.03 County Anti-racketeering Revolving Fund; A.R.S. § 8-381 et seq. Juvenile Victim's Rights.
HISTORY/ BACKGROUND	The County Attorney is a constitutional officer. The County Counsel function is one of the original duties of the County Attorney. The Constitution of Arizona was amended by voter initiative to include a "Victims' Bill of Rights" in 1990. A Victims' Rights Implementation Act adding A.R.S. § 13-4400 et seq. was approved by the Legislature in 1991 and took effect in 1992. In 1994, the County anti-racketeering revolving fund was amended to require the County Attorneys Office to administer the fund. In 1995, the Legislature passed Senate Bill 1149, which extended the Act to victims of juvenile crime. In 1998, Juvenile Victim's Rights for juvenile offenses were amended.
MANDATE DESCRIPTION	<p>Prosecute Criminal Cases: Attend courts and conduct prosecutions of all misdemeanors in Justice Courts, felonies, delinquencies and incorrigible offenses in Superior Court. Seek arrest warrants from magistrates for persons suspected of committing crimes. Attend and advise Grand Jury. Draw indictments and information. Inform victims about the progress of the cases and expected outcomes.</p> <p>Represent Board of Supervisors and County in civil matters: Provide written opinions to County officers on legal matters related to their duties. Act as legal advisor to the Board of Supervisors. Act as attorney for school districts and community college districts. Defend all locally valued and assessed property tax appeals.</p>

County Attorney (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED										
190 COUNTY ATTORNEY										
Fund Type	Personal Services		Supplies & Services		Capital Outlay		Total Expenditures		Total Revenue	
GENERAL FUND	\$	44,262,646	\$	5,584,837	\$	432,725	\$	50,280,208	\$	51,271
SPECIAL REVENUE		7,288,085		5,479,090		35,701		12,802,876		11,531,357
ALL FUNDS	\$	51,550,731	\$	11,063,927	\$	468,426	\$	63,083,084	\$	11,582,628

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT															
190 COUNTY ATTORNEY															
ALL FUNDS															
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs								
	Restated	Adopted	Restated	Projected	Requested	Adopted	Revised	Variance	%						
REVENUE															
615 GRANTS	\$	7,403,294	\$	5,263,576	\$	6,410,925	\$	6,659,380	\$	6,275,814	\$	5,827,233	\$	583,692	9%
620 OTHER INTERGOVERNMENTAL		455,031		1,789,626		1,361,500		1,676,952		1,524,066		1,825,081		(463,581)	-34%
635 OTHER CHARGES FOR SERVICES		-		838,498		845,498		662,875		807,556		807,556		37,942	4%
637 FINES & FORFEITS		2,576,785		1,338,195		2,770,457		2,733,316		2,768,957		3,036,000		(265,543)	-10%
645 INTEREST EARNINGS		135,011		40,000		340,000		208,145		50,487		50,487		289,513	85%
650 MISCELLANEOUS REVENUE		31,685		1,284,002		34,000		36,271		35,500		36,271		(2,271)	-7%
Total Revenue	\$	10,601,807	\$	10,553,897	\$	11,762,380	\$	11,976,939	\$	11,462,380	\$	11,582,628	\$	179,752	2%
EXPENDITURES															
PERSONAL SERVICES															
701 REGULAR PAY	\$	39,985,862	\$	40,088,819	\$	44,346,652	\$	43,024,011	\$	44,764,959	\$	44,100,049	\$	246,603	1%
705 TEMPORARY PAY		223,674		95,812		99,278		125,804		100,778		128,584		(29,306)	-30%
710 OVERTIME		(122,834)		60,568		62,068		70,754		60,568		69,444		(7,376)	-12%
750 FRINGE BENEFITS		7,951,303		8,342,619		10,200,860		10,376,681		11,235,696		11,317,994		(1,117,134)	-11%
790 OTHER PERSONNEL SERVICES		143,194		1,376,774		-		138,766		-		137,337		(137,337)	0%
795 PERSONNEL SERVICES ALLOC OUT		(4,496,511)		(5,015,980)		(5,015,980)		(4,942,880)		(5,103,962)		(5,012,858)		(3,122)	0%
796 PERSONNEL SERVICES ALLOC IN		379,964		379,961		379,961		379,961		810,181		810,181		(430,220)	-113%
Sub Total	\$	44,064,652	\$	45,328,573	\$	50,072,839	\$	49,173,096	\$	51,868,220	\$	51,550,731	\$	(1,477,892)	-3%
SUPPLIES & SERVICES															
801 GENERAL SUPPLIES	\$	837,528	\$	725,605	\$	1,362,687	\$	1,835,418	\$	1,166,003	\$	1,462,553	\$	(99,866)	-7%
803 FUEL		47,994		41,757		47,000		50,052		48,000		50,053		(3,053)	-6%
804 NON-CAPITAL EQUIPMENT		92,793		-		4,085		55,716		4,085		-		4,085	100%
810 LEGAL SERVICES		1,297,644		334,672		521,051		1,995,965		521,051		1,260,339		(739,288)	-142%
811 HEALTH CARE SERVICES		1,652,221		2,298,703		2,508,876		1,833,020		2,296,393		2,370,290		138,586	6%
812 OTHER SERVICES		1,773,176		3,128,112		3,096,568		2,796,968		2,565,391		3,833,576		(737,008)	-24%
820 RENT & OPERATING LEASES		1,327,045		1,267,188		1,299,892		1,218,046		1,152,295		1,174,753		125,139	10%
825 REPAIRS AND MAINTENANCE		257,089		270,171		274,773		259,994		278,473		260,263		14,510	5%
830 INTERGOVERNMENTAL PAYMENTS		715,104		460,447		438,184		438,184		80,000		84,437		353,747	81%
839 INTERNAL SERVICE CHARGES		159,126		174,402		234,133		172,162		174,402		172,618		61,515	26%
842 TRAVEL & EDUCATION		236,344		271,976		255,750		257,326		280,200		244,607		11,143	4%
843 POSTAGE/FREIGHT/SHIPPING		142,127		123,776		134,800		124,219		144,700		139,700		(4,900)	-4%
850 UTILITIES		12,224		3,498		3,000		10,738		9,000		10,738		(7,738)	-258%
Sub Total	\$	8,550,415	\$	9,100,307	\$	10,180,799	\$	11,047,809	\$	8,719,993	\$	11,063,927	\$	(883,128)	-9%
CAPITAL OUTLAY															
915 BUILDINGS AND IMPROVEMENTS	\$	160	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	0%
920 CAPITAL EQUIPMENT		46,133		199,998		-		579,721		-		-		-	0%
930 VEHICLES & CONSTRUCTION EQUIP		36,184		99,998		357,000		257,000		300,000		25,000		332,000	93%
950 DEBT SERVICE		267,746		253,319		263,799		387,429		443,587		443,426		(179,627)	-68%
Sub Total	\$	350,223	\$	553,315	\$	620,799	\$	1,224,150	\$	743,587	\$	468,426	\$	152,373	25%
Total Expenditures	\$	52,965,291	\$	54,982,195	\$	60,874,437	\$	61,445,055	\$	61,331,800	\$	63,083,084	\$	(2,208,647)	-4%
Operating Balance (Rev. - Exp.)	\$	(42,363,484)	\$	(44,428,298)	\$	(49,112,057)	\$	(49,468,116)	\$	(49,869,420)	\$	(51,500,456)	\$	2,388,399	-5%

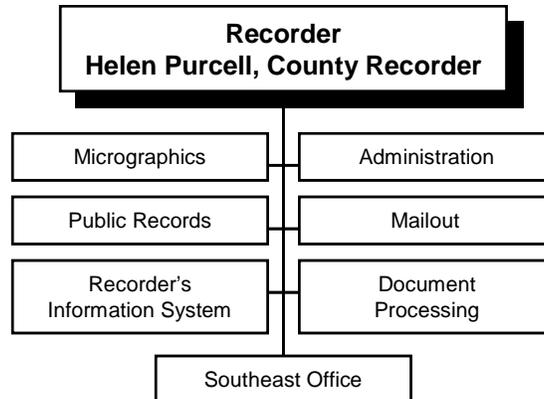
County Attorney (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED 190 COUNTY ATTORNEY			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTANT	1.00	INFO CENTER MANAGER	2.00
ADMIN & OPERATIONS MGR	6.00	INFO SYSTEMS MANAGER	1.00
ADMINISTRATIVE SPECIALIST	13.00	INFO SYSTEMS SUPERVISOR	1.00
ADMIN/OFFICE SUPPORT	172.50	INFO TECHNOL CONSULTANT	1.00
ADMIN/OFFICE SUPPORT SUPV	13.00	INVESTIGATOR	38.00
ATTORNEY	352.05	INVESTIGATOR (AZ POST)	15.00
AUDITOR	1.00	LEGAL ASSISTANT	105.00
DATABASE ADMIN/ANALYST	1.00	LEGAL SECRETARY SUPV	39.00
DEPUTY DIRECTOR	1.00	LEGAL SUPPORT SPECIALIST	114.00
DEVELOPER/PRGRMR ANALYST	6.00	MANAGEMENT ANALYST	7.00
DIRECTOR	1.00	MANAGEMENT ASSISTANT	1.00
ELECTED	1.00	MEDIA ASSISTANT	3.00
EXECUTIVE ASSISTANT	2.00	PC SPECIALIST	8.00
FINANCIAL MANAGER	1.00	PROGRAM COORDINATOR	1.00
FINANCIAL SUPERVISOR	1.00	SOCIAL WORKER (BS)	59.00
GOVT/COMMUN AFFAIRS OFCR	1.00	TECHNOLOGY ANALYST	3.00
HR GENERALIST	1.00	TECHNOLOGY PRODUCT ADMIN	7.00
HR SUPERVISOR	2.00	TRAINING SPECIALIST	8.00
Total			989.55

Recorder

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

Our Vision is to be the most productive recording office with the best customer service and the best solutions for recording documents and accessing public records.

Goals

- Increase the percentage of documents recorded from digital and electronic sources to 55% by 2006.
- By 2004, be able to selectively block information from public view.
- Input legal descriptions, parcel #s and addresses on all recordings and make that data available to the public in a searchable format by 2005.
- Reduce the space needed for document storage by 50% by 2006.

Issues

- Our sprawling population demanding easier commutes for recording and access to records will challenge the department to develop satellite facilities over the next few years.
- The customers' demand for inexpensive and simple digital recording requires flexible solutions.
- The public demand for exclusion of personal data from the Internet versus the requirement that recording be public will need a creative solution.
- With customer expectations rising, the department will need the ability and workforce to deliver more data, increasing the usefulness of the information to the customer.
- Storage of records will become an internal issue due to the scarcity of storage space, creating the need for an external plan coordinated with the State Archivist and for new legislation.

Recorder (Continued)

- Pressure by customers for streamlined information will require more communication and sharing of information between the Recorder's, Assessor's and Treasurer's Offices.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 360 RECORDER TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
36RP - RECORDER'S PROGRAM	\$ 1,388,492	\$ 265,790	\$ -	\$ 1,654,282	\$ 15,600,000	
99AS - ADMINISTRATIVE SERVICES PROG	2,119,688	3,045,431	780,000	5,945,119	70,000	
TOTAL	\$ 3,508,180	\$ 3,311,221	\$ 780,000	\$ 7,599,401	\$ 15,670,000	

Key Performance Measures

Program Name: RECORDER'S PROGRAM

Program Purpose: The purpose of the Recorders program is to maintain a perpetual, comprehensive set of public records consisting of all documents appropriately presented for recording for the public so that any member of the public can readily access the information to conduct their personal and business activities with the assurance that, where appropriate, privacy will be protected and that their transactions were executed in accordance with the law.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
The average time to index a document	26.1	18.81	14.04	10
Average time to return documents	17.86	28.12	16.38	20
The percentage of daily CD Master Reports completed within three work days following presentation	N/A	94.92	83.53	95
The percentage of all copy requests of fewer than 10 pages completed within one hour and of all larger requests completed within 24 hours	99.88	99.89	99.85	99.5

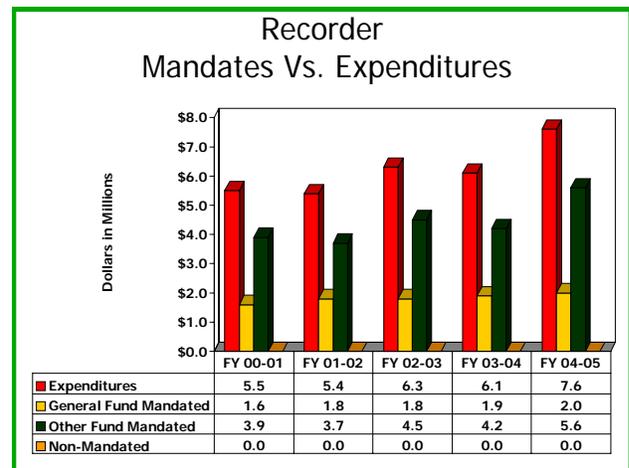
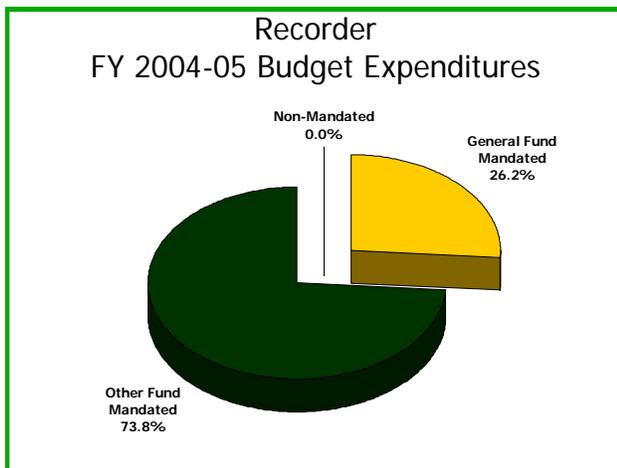
Recorder (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,609,897	\$ 3,870,543	\$ -	\$ -	\$ -	\$ 5,480,440
FY 2001-02 Actuals	\$ 1,777,221	\$ 3,657,080	\$ -	\$ -	\$ -	\$ 5,434,301
FY 2002-03 Actuals	\$ 1,820,448	\$ 4,459,282	\$ -	\$ -	\$ -	\$ 6,279,730
FY 2003-04 Actuals	\$ 1,914,027	\$ 4,230,995	\$ -	\$ -	\$ -	\$ 6,145,022
FY 2004-05 Adopted Budget	\$ 1,991,183	\$ 5,608,218	\$ -	\$ -	\$ -	\$ 7,599,401

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,609,897	\$ 3,870,543	\$ -	\$ -	\$ -	\$ 5,480,440
FY 2001-02 Actuals	\$ 1,777,221	\$ 3,657,080	\$ -	\$ -	\$ -	\$ 5,434,301
FY 2002-03 Actuals	\$ 1,820,448	\$ 4,459,282	\$ -	\$ -	\$ -	\$ 6,279,730
FY 2003-04 Actuals	\$ 1,914,027	\$ 4,230,995	\$ -	\$ -	\$ -	\$ 6,145,022
FY 2004-05 Adopted Budget	\$ 1,991,183	\$ 5,608,218	\$ -	\$ -	\$ -	\$ 7,599,401

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Mandate Information

TITLE	Office Of The County Recorder
AUTHORITY	A.R.S. §§ 11-461 through 11-483 County Recorder.
HISTORY/ BACKGROUND	The Office of the County Recorder and its records date back to 1871 during the territorial days. However, the office, duties, powers, and qualifications of the County Recorder as they exist today were created in 1910 by Article XII § 3 of the State Constitution.
MANDATE DESCRIPTION	The Recorder is mandated to record, index, and preserve certain documents as a permanent public record. The recorder is also required to register all voters, maintain voter registration rolls and perform election-related duties.

Recorder (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
360 RECORDER						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
GENERAL FUND	\$ 1,659,124	\$ 332,059	\$ -	\$ 1,991,183	\$ 10,300,000	
SPECIAL REVENUE	1,849,056	2,979,162	780,000	5,608,218	5,370,000	
ALL FUNDS	\$ 3,508,180	\$ 3,311,221	\$ 780,000	\$ 7,599,401	\$ 15,670,000	

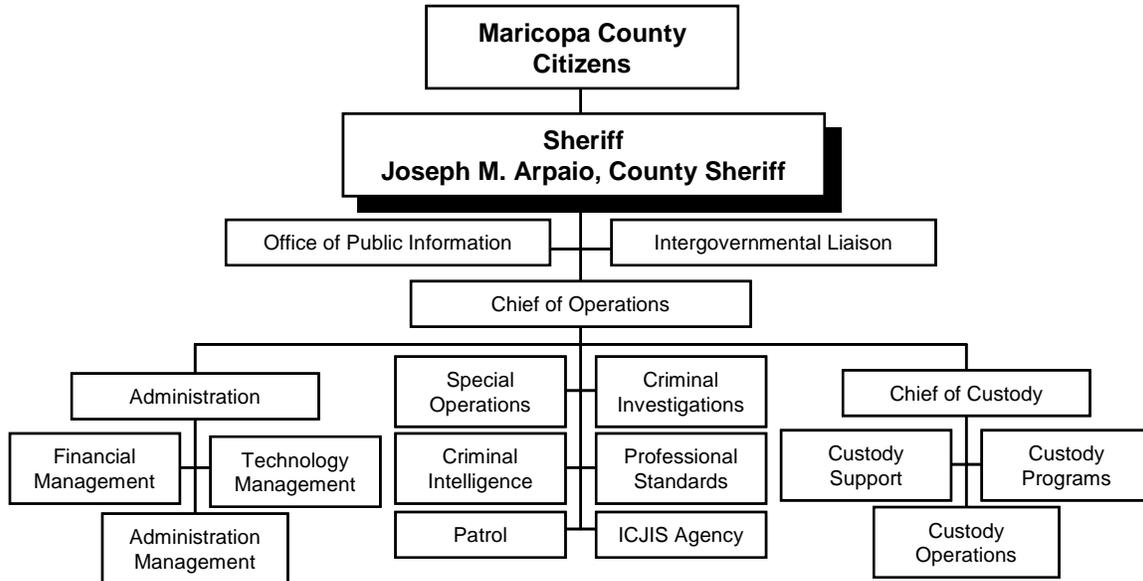
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
360 RECORDER									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance %
REVENUE									
635 OTHER CHARGES FOR SERVICES	\$ 19,049,874	\$ 12,608,000	\$ 12,608,000	\$ 17,923,780	\$ 12,608,000	\$ 14,137,170	\$ (1,529,170)		-12%
645 INTEREST EARNINGS	109,307	125,000	125,000	96,146	125,000	125,000	-		0%
650 MISCELLANEOUS REVENUE	1,390,121	1,003,600	1,003,600	1,337,831	1,003,600	1,337,830	(334,230)		-33%
680 TRANSFERS IN	-	-	-	-	-	70,000	(70,000)		0%
Total Revenue	\$ 20,549,302	\$ 13,736,600	\$ 13,736,600	\$ 19,357,757	\$ 13,736,600	\$ 15,670,000	\$ (1,933,400)		-14%
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 2,395,931	\$ 2,658,370	\$ 2,691,150	\$ 2,461,752	\$ 2,680,934	\$ 2,595,929	\$ 95,221		4%
705 TEMPORARY PAY	95,298	13,259	13,259	171,096	-	133,197	(119,938)		-905%
710 OVERTIME	26,786	26,132	26,132	23,138	20,000	20,000	6,132		23%
750 FRINGE BENEFITS	541,535	709,659	752,557	639,658	853,599	751,054	1,503		0%
790 OTHER PERSONNEL SERVICES	11,179	8,000	8,000	8,040	8,000	8,000	-		0%
Sub Total	\$ 3,070,729	\$ 3,415,420	\$ 3,491,098	\$ 3,303,685	\$ 3,562,533	\$ 3,508,180	\$ (17,082)		0%
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 1,071,490	\$ 729,700	\$ 731,638	\$ 234,671	\$ 674,700	\$ 674,700	\$ 56,938		8%
804 NON-CAPITAL EQUIPMENT	110,169	452,000	452,000	65,294	336,400	336,400	115,600		26%
812 OTHER SERVICES	530,502	567,320	567,320	720,231	1,894,625	1,894,625	(1,327,305)		-234%
820 RENT & OPERATING LEASES	26,609	25,302	25,302	21,174	25,302	25,302	-		0%
825 REPAIRS AND MAINTENANCE	118,951	82,600	82,600	100,499	81,100	81,100	1,500		2%
839 INTERNAL SERVICE CHARGES	10,730	12,000	12,000	19,272	8,000	8,000	4,000		33%
842 TRAVEL & EDUCATION	44,346	121,500	121,500	94,408	98,794	98,794	22,706		19%
843 POSTAGE/FREIGHT/SHIPPING	344,965	186,200	195,315	427,715	190,200	190,200	5,115		3%
850 UTILITIES	1,634	2,100	2,100	2,123	2,100	2,100	-		0%
Sub Total	\$ 2,259,397	\$ 2,178,722	\$ 2,189,775	\$ 1,685,386	\$ 3,311,221	\$ 3,311,221	\$ (1,121,446)		-51%
CAPITAL OUTLAY									
920 CAPITAL EQUIPMENT	\$ 959,685	\$ 670,000	\$ 670,000	\$ 1,244,599	\$ 780,000	\$ 780,000	\$ (110,000)		-16%
Sub Total	\$ 959,685	\$ 670,000	\$ 670,000	\$ 1,244,599	\$ 780,000	\$ 780,000	\$ (110,000)		-16%
Total Expenditures	\$ 6,289,811	\$ 6,264,142	\$ 6,350,873	\$ 6,233,670	\$ 7,653,754	\$ 7,599,401	\$ (1,248,528)		-20%
Operating Balance (Rev. - Exp.)	\$ 14,259,491	\$ 7,472,458	\$ 7,385,727	\$ 13,124,087	\$ 6,082,846	\$ 8,070,599	\$ (684,872)		-9%

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
360 RECORDER			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTING CLERK	1.00	ELECTED	1.00
ADMIN & OPERATIONS MGR	2.00	EXECUTIVE ASSISTANT	1.00
ADMIN/OFFICE SUPPORT	34.25	INFO SYSTEMS MANAGER	1.00
ADMIN/OFFICE SUPPORT SUPV	6.00	INFO SYSTEMS PROJECT MGR	2.00
COMPUTER OPERATOR	5.00	INFO SYSTEMS SUPERVISOR	3.00
DATABASE ADMIN/ANALYST	2.00	PC SPECIALIST	1.00
DEVELOPER/PRGRMR ANALYST	7.00	TECHNOLOGY PRODUCT ADMIN	2.00
DIRECTOR	1.00	WEB SPECIALIST	1.00
Total			70.25

Sheriff

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.

Goals

- By FY 2006, the Maricopa County Sheriff's Office will recruit, hire and train the required number of staff as agreed upon from the Liebert Study to fill positions in the County Jail System so that the facilities can be operated safely and efficiently.
- By July 2005, increase to 50% the number of Priority 1 calls responded to within acceptable standards in areas served by the Maricopa County Sheriff's Office. (Note: FY 2004--32%).
- By January 2006, the Sheriff's Office will increase the average annual clearance rate for investigations cases by 7% (to 69%) using innovative and cooperative (inter and intra agency) strategies.
- 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.
- The Sheriff's Office will increase recruitment and retention success percentages by increasing the competitiveness of its compensation and benefits packages for all classifications to be consistently within 10% of regional law enforcement average, to the extent that County funding is made available, so that law enforcement and detention services can be delivered.

Sheriff (Continued)

- The Maricopa County Sheriff's Office will establish and maintain fixed benchmarks and performance data concerning Civil Actions and other Court required services to pro-actively seek new funding at appropriate levels to accommodate the demand for increased service each time the Court system expands or changes its operational structure.
- By FY2006, the backlog in Criminal Records and ID will be reduced by 25%.
- By July 2007, and based on available funding, the Sheriff's Office will obtain the technology, equipment and tools required to meet the demands placed upon law enforcement and detention due to population and business growth in Maricopa County.

Issues

- Maricopa County Sheriff's Office pay and benefits are less than those of other law enforcement agencies making it extremely difficult to recruit and retain a qualified workforce, affecting the ability to staff new jail facilities, maintain safety and security in jail facilities, reduce crime, and contain liability exposure.
- The shrinking economy and the direction of the State to balance its budget on the backs of local governments, has influenced the County management's policies and funding decisions and will affect the Maricopa County Sheriff's Office's ability to deliver mandated service that meets the needs and expectations of the public.
- Today's law enforcement environment of cooperation and sharing among law enforcement agencies requires that the Maricopa County Sheriff's Office continually improve its technical skills and tools to remain standardized with corresponding law enforcement agencies.
- Following the terrorist attacks of September 11, 2001 the demands and expectations for the Maricopa County Sheriff's Office to provide traditional and non-traditional services for overall public security have increased.
- As new jail facilities come on line over the next decade, a 40% increase in jail population will require a substantial increase in staff (60-80%) and ancillary services.
- Continued growth and expansion of the Superior Court, and additional mandates requiring the serving of specific types of court papers and notifications by Sheriff's Office Deputies have increased the demand and volume of workload for Sheriff's Office Civil Processing.
- The continuing trend of state and federal agencies to reduce grant funding awards by increasing match obligations, the requirements that state and local funding not be supplanted by grants, and the increased competition for grant funding threatens the ability of the Maricopa County Sheriff's Office to continue delivering programs and services that are mission critical.
- Significant population growth in unincorporated areas of the county requiring more miles patrolled and more people being transported more miles to intake is creating labor and vehicle time intensive demands that diminish other areas of service.
- Large, uncapped, annual increases in costs for software and information system maintenance are impacting the organization.

Sheriff (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 500 SHERIFF TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
50CM - CUSTODY MANAGEMENT	\$ 84,274,107	\$ 16,727,380	\$ 664,540	\$ 101,666,027	\$ 33,327,373	
50CO - CENTRALIZED MCSO OPERATIONS	10,139,646	3,590,606	271,337	14,001,589	-	
50EN - ENFORCEMENT	43,795,088	6,772,619	297,780	50,865,487	8,433,997	
99AS - ADMINISTRATIVE SERVICES PROG	11,058,265	5,108,145	-	16,166,410	414,400	
TOTAL	\$ 149,267,106	\$ 32,198,750	\$ 1,233,657	\$ 182,699,513	\$ 42,175,770	

Key Performance Measures

Program Name: CENTRALIZED MCSO OPERATIONS

Program Purpose: The purpose of the Centralized MCSO Operations Program is to provide comprehensive Enforcement and Custody Management 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of MCSO vehicle pool replaced annually	N/A	N/A	18.4	19
Percent of applicants hired	11.15	8.51	7.9	10
Percent of system availability (24x7)	97.6	99.5	99.9	99
Percent of recruits successfully completing the sworn basic training academy	70	70	80	75
Percent of detention recruits who graduate from the detention training academy	89.7	85	80.7	85

Sheriff (Continued)

Program Name: CUSTODY MANAGEMENT

Program Purpose: The purpose of the Custody Management Program is to provide a safe and secure environment to inmates and Maricopa County Sheriff's Office staff so that inmates can be properly and expeditiously processed through the system.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of staff not assaulted while on duty	N/A	96	96.8	98
Percent of uses of force meeting standards for appropriateness	N/A	100	100	100
Percent of inmates properly processed in the intake area within 24 hours	N/A	99.98	99.9	99.95
Percent of inmates released according to procedure from custody	N/A	99.98	99.82	99.99
Percent of inmate population transported to court daily	N/A	5.04	5.26	6

Program Name: ENFORCEMENT

Program Purpose: The purpose of the Enforcement Program is to provide law enforcement response relative to crime and criminal activity, and crime prevention to the general public within Maricopa County so that they feel safe and secure in the community.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of level 1 priority calls dispatched within standards	N/A	N/A	86.14	86.28
Percent of Enforcement Program Activities that are enhanced through the use of volunteer services (5 activities)	N/A	100	100	100
Percent of investigations cases cleared	N/A	N/A	62	N/A

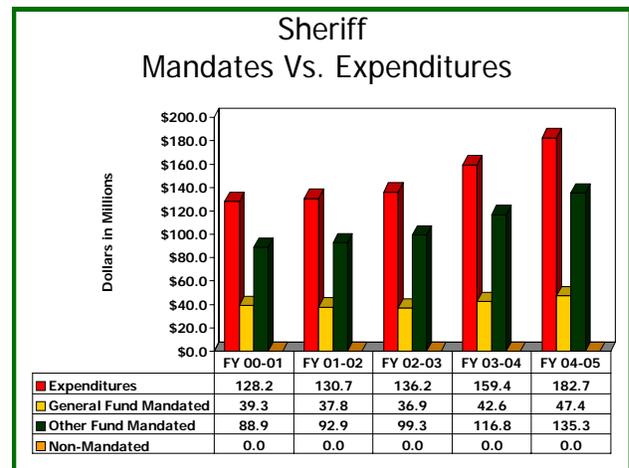
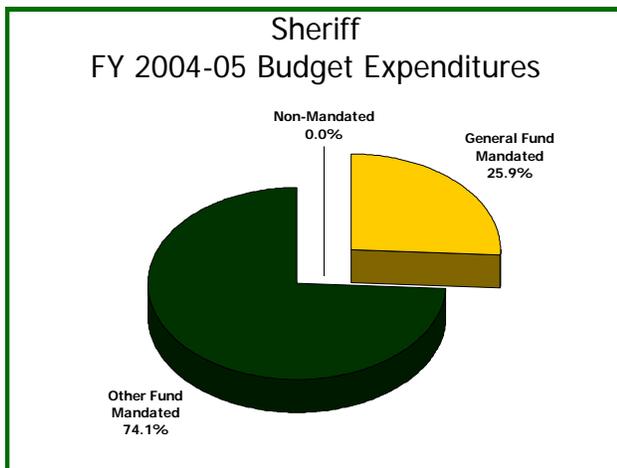
Sheriff (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 39,261,813	\$ 88,924,310	\$ -	\$ -	\$ -	\$ 128,186,123
FY 2001-02 Actuals	\$ 37,811,831	\$ 92,871,223	\$ -	\$ -	\$ -	\$ 130,683,054
FY 2002-03 Actuals	\$ 36,876,553	\$ 97,745,672	\$ 1,559,971	\$ -	\$ -	\$ 136,182,196
FY 2003-04 Actuals	\$ 42,617,353	\$ 115,246,193	\$ 1,566,159	\$ -	\$ -	\$ 159,429,705
FY 2004-05 Adopted Budget	\$ 47,355,136	\$ 134,479,034	\$ 865,343	\$ -	\$ -	\$ 182,699,513

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 39,261,813	\$ 88,924,310	\$ -	\$ -	\$ -	\$ 128,186,123
FY 2001-02 Actuals	\$ 37,811,831	\$ 92,871,223	\$ -	\$ -	\$ -	\$ 130,683,054
FY 2002-03 Actuals	\$ 36,876,553	\$ 97,745,672	\$ 1,559,971	\$ -	\$ -	\$ 136,182,196
FY 2003-04 Actuals	\$ 42,617,353	\$ 115,246,193	\$ 1,566,159	\$ -	\$ -	\$ 159,429,705
FY 2004-05 Adopted Budget	\$ 47,355,136	\$ 134,479,034	\$ 865,343	\$ -	\$ -	\$ 182,699,513

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Sheriff (Continued)

Mandate Information

TITLE	Sheriff's Office – Chief Law Enforcement Officer for the County
AUTHORITY	A.R.S §11-441 Powers and duties; A.R.S. §11-444 Expenses of sheriff as county charge; expense fund; A.R.S. §31-101, Common jails; duty of sheriff; use of jails; A.R.S. §31-121, Duty of Sheriff to receive and provide for prisoners; contracts for furnishing food; city or town prisoners; employment; A.R.S. §31-122; Receiving and keeping federal prisoners; Hart v. Hill amended Judgment; Arnold v. Sarn; Prop 102 Juvenile/Adult Special Education; A.R.S § 15-913.01 Juvenile Education; A.R.S §36-3701 to 36-3716, Sexually Violent Persons.
HISTORY/ BACKGROUND	The Primary focus for the Sheriff's law enforcement activities has been the unincorporated areas of the County and those cities and towns that contract for service. The population of the unincorporated areas has grown as quickly as Phoenix, Gilbert and other large cities. The changing characteristics of that population affect the demand for service. The Sheriff has called on his Reserve Officers and the Posse members, which numbers over 3,000, to assist in the keeping the citizens of Maricopa County safe. The County jail population has grown steadily over the years. The 1981 Hart v. Hill judgment placed more stringent standards on housing of pre-sentenced prisoners.
MANDATE DESCRIPTION	The Sheriff as the Chief Law Enforcement Officer for the county shall preserve the peace. Arrest and take before a magistrate all persons suspected of committing crimes. "Prevent or suppress all affrays, breaches of peace, riots, and insurrections which may come to the knowledge of the Sheriff." Provide security in Superior Court when requested by the presiding judge. Serve Processes. "Take charge of and keep the county jail, including a county jail under the jurisdiction of a county jail district, and the prisoner therein." Receive all persons committed by competent authority and provide food, clothing, and bedding at cost to the county. May charge cities and town for inmates detained solely for violations of city or town ordinances. Accept federal prisoners, and the Sheriff may obtain reimbursement from the federal government. Transport and maintain prisoners for appearance as witnesses.

Sheriff (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED										
500 SHERIFF										
Fund Type	Personal Services		Supplies & Services		Capital Outlay		Total Expenditures		Total Revenue	
CAPITAL PROJECTS	\$	748,034	\$	116,087	\$	1,222	\$	865,343	\$	-
GENERAL FUND		41,195,407		6,148,446		11,283		47,355,136		5,848,594
SPECIAL REVENUE		107,323,665		25,934,217		1,221,152		134,479,034		36,327,176
ALL FUNDS	\$	149,267,106	\$	32,198,750	\$	1,233,657	\$	182,699,513	\$	42,175,770

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT															
500 SHERIFF															
ALL FUNDS															
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs								
	Restated	Adopted	Restated	Revised	Projected	Requested	Adopted	Revised	Variance %						
REVENUE															
610 LICENSES AND PERMITS	\$	52,000	\$	53,970	\$	53,970	\$	55,936	\$	46,500	\$	55,936	\$	(1,966)	-4%
615 GRANTS		5,053,375		5,332,116		5,315,790		5,229,932		3,783,597		3,801,693		1,514,097	28%
620 OTHER INTERGOVERNMENTAL		22,590,026		23,052,767		23,728,220		24,122,881		26,555,411		27,729,982		(4,001,762)	-17%
635 OTHER CHARGES FOR SERVICES		350,745		451,087		451,087		461,784		465,500		465,500		(14,413)	-3%
638 PATIENT SERVICE REVENUE		50,848		62,761		62,761		129,069		178,865		178,865		(116,104)	-185%
637 FINES & FORFEITS		629		-		-		1,607		1,400		396,400		(396,400)	0%
645 INTEREST EARNINGS		131,622		78,641		78,641		65,248		107,750		107,750		(29,109)	-37%
650 MISCELLANEOUS REVENUE		10,282,603		9,208,072		9,208,072		9,462,334		9,439,644		9,439,644		(231,572)	-3%
Total Revenue	\$	38,511,848	\$	38,239,414	\$	38,898,541	\$	39,528,791	\$	40,578,667	\$	42,175,770	\$	(3,277,229)	-8%
EXPENDITURES															
PERSONAL SERVICES															
701 REGULAR PAY	\$	83,745,463	\$	86,155,607	\$	96,229,862	\$	92,803,806	\$	107,000,310	\$	110,027,532	\$	(13,797,670)	-14%
705 TEMPORARY PAY		396,386		579,708		583,040		463,315		529,750		532,269		50,771	9%
710 OVERTIME		2,273,064		1,718,673		1,488,827		3,788,307		1,445,990		1,851,426		(362,599)	-24%
750 FRINGE BENEFITS		22,028,238		23,705,623		28,837,435		29,217,408		34,145,259		36,442,914		(7,605,479)	-26%
790 OTHER PERSONNEL SERVICES		1,856,168		1,883,916		2,312,074		2,445,835		2,176,783		2,374,997		(62,923)	-3%
795 PERSONNEL SERVICES ALLOC OUT		(13,173,011)		(15,041,762)		(15,417,068)		(16,662,931)		(15,643,697)		(17,020,123)		1,603,055	-10%
796 PERSONNEL SERVICES ALLOC IN		12,482,717		14,433,386		14,433,386		15,841,341		14,334,307		15,058,091		(624,705)	-4%
Sub Total	\$	109,609,025	\$	113,435,151	\$	128,467,556	\$	127,897,082	\$	143,988,702	\$	149,267,106	\$	(20,799,550)	-16%
SUPPLIES & SERVICES															
801 GENERAL SUPPLIES	\$	10,763,673	\$	12,456,105	\$	13,448,393	\$	10,998,213	\$	12,402,305	\$	12,124,058	\$	1,324,335	10%
802 MEDICAL SUPPLIES		102,152		68,147		53,387		136,178		102,619		102,619		(49,232)	-92%
803 FUEL		1,479,453		1,354,750		1,345,472		1,520,726		1,111,694		1,244,414		101,058	8%
804 NON-CAPITAL EQUIPMENT		756,533		112,185		80,851		788,044		567,538		842,348		(761,497)	-942%
805 SUPPLIES - ALLOCATION OUT		-		-		-		-		(1,048,770)		(1,048,770)		1,048,770	0%
806 SUPPLIES - ALLOCATION IN		-		-		-		-		1,048,770		1,048,770		(1,048,770)	0%
810 LEGAL SERVICES		96,793		89,003		54,003		71,156		76,760		76,760		(22,757)	-42%
811 HEALTH CARE SERVICES		173,835		268,333		280,700		205,522		201,284		201,284		79,416	28%
812 OTHER SERVICES		1,035,923		843,209		1,338,231		1,114,054		1,647,219		3,310,065		(1,971,834)	-147%
820 RENT & OPERATING LEASES		2,776,098		2,979,777		3,013,668		2,959,230		3,701,111		3,828,060		(814,392)	-27%
825 REPAIRS AND MAINTENANCE		1,708,284		1,587,511		1,547,247		2,057,681		2,984,393		2,987,730		(1,440,483)	-93%
830 INTERGOVERNMENTAL PAYMENTS		668,511		815,983		809,173		344,832		390,984		474,257		334,916	41%
839 INTERNAL SERVICE CHARGES		3,599,208		4,260,626		4,261,899		4,392,859		4,368,380		4,376,358		(114,459)	-3%
842 TRAVEL & EDUCATION		1,160,051		935,835		1,436,240		1,394,277		1,293,189		1,325,449		110,791	8%
843 POSTAGE/FREIGHT/SHIPPING		403,207		581,012		580,662		709,528		1,157,519		935,115		(354,453)	-61%
845 SUPPORT AND CARE OF PERSONS		6,911		-		-		-		-		-		-	0%
850 UTILITIES		198,520		247,559		229,674		225,341		261,661		261,661		(31,987)	-14%
872 SERVICES - ALLOCATION OUT		-		-		-		-		(2,313,274)		(2,313,274)		2,313,274	0%
873 SERVICES - ALLOCATION IN		-		-		-		-		2,313,275		2,313,275		(2,313,275)	0%
880 TRANSFERS OUT		478		-		-		-		-		108,571		(108,571)	0%
Sub Total	\$	24,929,629	\$	26,600,035	\$	28,479,600	\$	26,917,642	\$	30,266,657	\$	32,198,750	\$	(3,719,150)	-13%
CAPITAL OUTLAY															
915 BUILDINGS AND IMPROVEMENTS	\$	8,066	\$	643,380	\$	809,942	\$	218,877	\$	225,000	\$	225,000	\$	584,942	72%
920 CAPITAL EQUIPMENT		524,014		500,000		641,790		421,935		165,000		629,453		12,337	2%
930 VEHICLES & CONSTRUCTION EQUIP		437,725		150,355		145,376		334,268		48,500		48,500		96,876	67%
940 INFRASTRUCTURE		-		-		2,444		814		-		-		2,444	100%
950 DEBT SERVICE		551,717		439,876		439,876		359,886		592,859		330,704		109,172	25%
955 CAPITAL - ALLOCATION OUT		-		-		-		-		(283,334)		(283,334)		283,334	0%
956 CAPITAL - ALLOCATION IN		-		-		-		-		283,334		283,334		(283,334)	0%
Sub Total	\$	1,521,522	\$	1,733,611	\$	2,039,428	\$	1,335,780	\$	1,031,359	\$	1,233,657	\$	805,771	40%
Total Expenditures	\$	136,060,176	\$	141,768,797	\$	158,986,584	\$	156,150,504	\$	175,286,718	\$	182,699,513	\$	(23,712,929)	-15%
Operating Balance (Rev. - Exp.)	\$	(97,548,328)	\$	(103,529,383)	\$	(120,088,043)	\$	(116,621,713)	\$	(134,708,051)	\$	(140,523,743)	\$	20,435,700	-17%

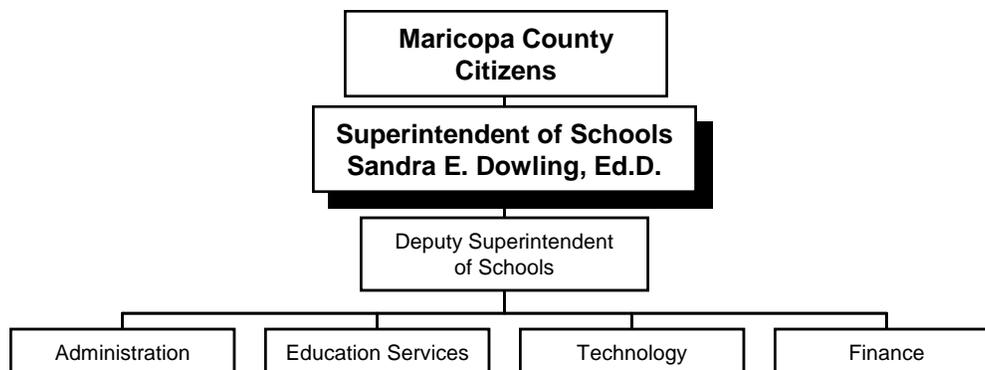
Sheriff (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
500 SHERIFF			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTANT	11.00	GENERAL MAINTENANCE TECH	2.00
ACCOUNTING CLERK	10.50	GOVT/COMMUN AFFAIRS OFCR	1.00
ADMIN & OPERATIONS MGR	21.00	INFO SYSTEMS PROJECT MGR	2.00
ADMINISTRATIVE SPECIALIST	211.00	INFO SYSTEMS SUPERVISOR	8.00
ADMINISTRATOR	4.00	INFO TECHNOL CONSULTANT	1.00
ADMIN/OFFICE SUPPORT	12.00	INVESTIGATOR	11.00
ADMIN/OPERATIONS SUPV	40.00	LAW ENFORCEMENT MANAGER	20.00
AUDITOR	2.00	LAW ENFORCEMENT OFFICER	624.00
CHAPLAIN	5.00	LAW ENFORCEMENT SUPV	118.00
COMPUTER OPERATOR	12.00	LEGAL ASSISTANT	13.00
COUNSELING SUPERVISOR	13.00	LEGAL ASSISTANT SUPV	1.00
COUNSELOR	45.00	LEGAL SUPPORT SPECIALIST	1.00
CRIME LAB SPECIALIST	29.00	LIBRARIAN	1.00
CRIME LAB SUPERVISOR	7.00	MATERIALS HANDLING SPEC	12.00
DATABASE ADMIN/ANALYST	1.00	MECHANIC	4.00
DEPUTY DIRECTOR	12.00	MEDIA SPECIALIST	1.00
DETENTION OFCR SUPERVISOR	199.00	PC SPECIALIST	14.00
DETENTION OFFICER	1,487.00	PILOT	2.00
DETENTION OFFICER MANAGER	12.00	POLYGRAPH EXAMINER	5.00
DEVELOPER/PRGRMR ANALYST	17.00	PROGRAM COORDINATOR	12.00
DIETITIAN	1.00	PROGRAM MANAGER	3.00
DIRECTOR	3.00	PROGRAM SUPERVISOR	17.00
EDUCATOR	10.00	PSYCHOLOGIST	2.00
ELECTED	1.00	SAFETY REPRESENTATIVE	1.00
ENGINEER	1.00	TECH SUPPORT SPECIALIST	2.00
EXECUTIVE ASSISTANT	13.00	TECHNOLOGY ANALYST	4.00
FINANCIAL SUPERVISOR	3.00	TECHNOLOGY PRODUCT ADMIN	4.00
FOOD SERVICE SUPERVISOR	20.00	TELECOMMUNICATIONS OPTR	34.00
FOOD SERVICE WORKER	43.00	TELECOMMUNICATIONS TECH	9.00
GENERAL LABORER	22.00	TELECOMMUNICTNS OPTR SUPV	4.00
GENERAL MAINTENANCE SUPV	2.00	TRAINING SPECIALIST	1.00
		UNDETERMINED	11.00
			Total 3,214.50

Superintendent of Schools

Organizational Chart



Mission

The Mission of the Superintendent of Schools is to provide fiscal and educational services to school districts and the community so that they can ensure that students receive the best possible education in order to meet the challenges of tomorrow.

Vision

The Superintendent of Schools will provide cost-effective leadership and support services to school districts and the community to ensure that students meet their future educational challenges and become contributing members of society.

Goals

- By December 2005 MCSOS will begin implementation of new school district business software and have all districts converted.
- By July 2006, the Maricopa County Educational Service Agency will increase its annual (school-year) number of training participants by 20% from the 2003-2004 participant count.
- By July 2006, 100% of our staff will have received the necessary training to support school districts and we will have completed a reorganization as necessitated by the implementation of the new school district business software.
- By December 2005 MCSOS will begin phasing out obsolete equipment and software and we will finalize the implementation of new school district business software and have all districts converted by July 2006.
- By July 2006 MCSOS will develop a comprehensive grant manual which will include policies and procedures for grant development, writing, implementation and management of all of the Educational Service Agency grants.

Issues

- Without qualified staff and state of the art systems, we cannot deliver support and direction needed by the school districts.
- Long and short-term planning may be difficult due to Legislative changes that impact educational programs.

Superintendent of Schools (Continued)

- Obsolescence of current school district business software will result in the department being unable to meet statutory requirements.
- The Federal No Child Left Behind Act (NCLB) and Arizona Learns, the Arizona statute implementing the NCLB, have placed increased demands on school districts in the areas of accountability and teacher preparation/training. There are greater demands on the County Superintendent of Schools' office as the department seeks to support schools in these areas.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 370 SUPERINTENDENT OF SCHOOLS TOTAL FUNDS					
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
37SC - EDUCATION	\$ 1,393,748	\$ 139,083	\$ 7,571	\$ 1,540,402	\$ 155,000
99AS - ADMINISTRATIVE SERVICES PROG	438,741	5,599	-	444,340	-
TOTAL	\$ 1,832,489	\$ 144,682	\$ 7,571	\$ 1,984,742	\$ 155,000

Key Performance Measures

Program Name: EDUCATION

Program Purpose: 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of Home School families who report who reported on the annual survey "satisfied / very satisfied" with the services provided by the Home School Division.	N/A	88.9	73	80
Percent of customers who report good/excellent service on annual district support survey	94	94.2	100	95
Percent of customers who report overall good/excellent service on annual small schools district support survey.	N/A	98	100	98

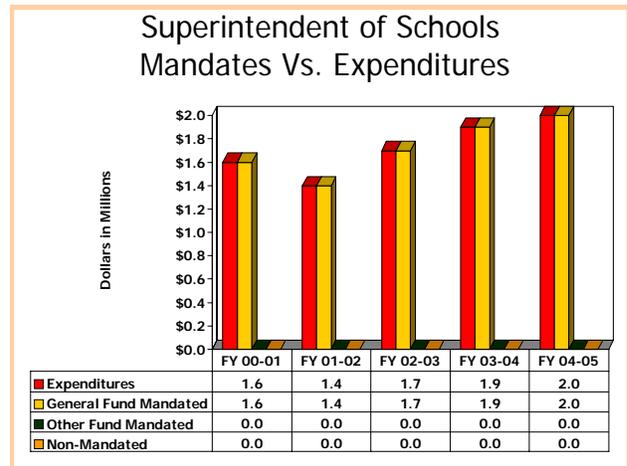
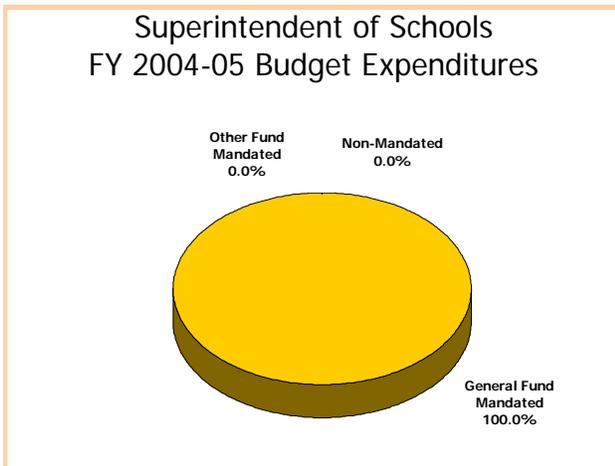
Superintendent of Schools (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,573,126	\$ -	\$ -	\$ -	\$ -	\$ 1,573,126
FY 2001-02 Actuals	\$ 1,435,236	\$ -	\$ -	\$ -	\$ -	\$ 1,435,236
FY 2002-03 Actuals	\$ 1,657,474	\$ -	\$ -	\$ -	\$ -	\$ 1,657,474
FY 2003-04 Actuals	\$ 1,898,675	\$ -	\$ -	\$ -	\$ -	\$ 1,898,675
FY 2004-05 Adopted Budget	\$ 1,984,742	\$ -	\$ -	\$ -	\$ -	\$ 1,984,742

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,573,126	\$ -	\$ -	\$ -	\$ -	\$ 1,573,126
FY 2001-02 Actuals	\$ 1,435,236	\$ -	\$ -	\$ -	\$ -	\$ 1,435,236
FY 2002-03 Actuals	\$ 1,657,474	\$ -	\$ -	\$ -	\$ -	\$ 1,657,474
FY 2003-04 Actuals	\$ 1,898,675	\$ -	\$ -	\$ -	\$ -	\$ 1,898,675
FY 2004-05 Adopted Budget	\$ 1,984,742	\$ -	\$ -	\$ -	\$ -	\$ 1,984,742

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Superintendent of Schools (Continued)

Mandate Information

TITLE	Superintendent of Schools
AUTHORITY	A.R.S. §11-511 Powers And Duties; A.R.S. §15-301-§15-310 Local Governance Of Schools-County School Superintendent.
HISTORY/ BACKGROUND	The County Superintendent of Schools is an elected officer of the county. The first County School Superintendent in Maricopa County was elected in 1871.
MANDATE DESCRIPTION	Distribute all laws, reports, circulars, instructions and forms received for the use of school officers. Record all official acts. Appoint governing board members of school districts to fill all vacancies for the remaining portion of the term. Make reports, when directed by the superintendent of public instruction, showing matters relating to schools in his county as may be required on the forms furnished by the superintendent of public instruction, including a yearly report indicating the amount of monies received from state school funds, special school district taxes and other sources, the total expenditures for school purposes and the balance on hand to the credit of each school district at the close of the school year. Contracts with the Board of Supervisors to conduct all regular school district elections. Be responsible, in cooperation with the governing boards and the Board of Supervisors, for all special school district elections. Maintain teacher and administrator certification records of effective dates and expiration dates of teachers' and administrators' certificates in compliance with state guidelines. Adhere to the uniform system of financial records and accounting procedures proscribed by the Superintendent of Public Instruction and the State Auditor General and, for those school districts for which the county school superintendent is the fiscal agent, draw warrants on the County Treasurer for all necessary expenses against the school funds of the districts. Keep a register of warrants showing the funds upon which the warrants have been drawn. May provide educational services of an accommodation school using the facilities of the accommodation school or school district and determine the per student cost of such services which shall be reimbursed by the school district. File in writing with the governing board of each school district in the county and the Board of Supervisors an estimate of the amount of school moneys required by each school district for the ensuing year, including: student count; total amount to be reviewed for each school district from the county school fund and the special county school reserve fund; ending cash balance from the previous year; anticipated interest earnings; and an estimate of additional amounts needed for each school district from the primary property tax and secondary property tax. Notify a school district three years before the expiration of a revenue control limit override that the school district's budget must be adjusted in the final two years of the override if the voters do not approve another override. Provide assistance to school districts and charter schools on the use of student data, staff development, curriculum alignment and technology to improve student performance. Assist schools in meeting yearly adequate progress goals as defined by criteria established by the state board of education and implemented by the department of education. Designated as a local education service agency eligible to receive and spend local, state and federal monies to provide programs and services to school districts and charter schools within the county.

Superintendent of Schools (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
370 SUPERINTENDENT OF SCHOOLS						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
GENERAL FUND	\$ 1,832,489	\$ 144,682	\$ 7,571	\$ 1,984,742	\$ 155,000	
ALL FUNDS	\$ 1,832,489	\$ 144,682	\$ 7,571	\$ 1,984,742	\$ 155,000	

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
370 SUPERINTENDENT OF SCHOOLS									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Requested	Adopted	Revised	Variance	%
REVENUE									
620 OTHER INTERGOVERNMENTAL	\$ -	\$ 118,050	\$ 118,050	\$ 118,050	\$ 353,891	\$ 120,000	\$ 120,000	\$ (1,950)	-2%
635 OTHER CHARGES FOR SERVICES	66,569	35,000	35,000	35,000	39,804	35,000	35,000	-	0%
650 MISCELLANEOUS REVENUE	167	-	-	-	-	-	-	-	0%
Total Revenue	\$ 66,736	\$ 153,050	\$ 153,050	\$ 153,050	\$ 393,695	\$ 155,000	\$ 155,000	\$ (1,950)	-1%
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 1,186,430	\$ 1,345,828	\$ 1,412,662	\$ 1,412,662	\$ 1,308,228	\$ 1,396,970	\$ 1,403,570	\$ 9,092	1%
705 TEMPORARY PAY	19,848	21,000	-	-	10,500	-	-	-	0%
710 OVERTIME	1,427	-	-	-	-	-	-	-	0%
750 FRINGE BENEFITS	268,970	339,622	394,324	394,324	340,474	418,898	419,799	(25,475)	-6%
790 OTHER PERSONNEL SERVICES	11,197	5,400	5,400	5,400	8,697	9,120	9,120	(3,720)	-69%
Sub Total	\$ 1,487,873	\$ 1,711,850	\$ 1,812,386	\$ 1,812,386	\$ 1,667,900	\$ 1,824,988	\$ 1,832,489	\$ (20,103)	-1%
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 40,077	\$ 33,800	\$ 33,800	\$ 33,800	\$ 33,800	\$ 36,500	\$ 36,500	\$ (2,700)	-8%
803 FUEL	429	2,880	2,880	2,880	2,881	2,880	2,880	-	0%
804 NON-CAPITAL EQUIPMENT	7,758	-	-	-	-	-	-	-	0%
812 OTHER SERVICES	11,462	9,000	9,000	9,000	9,000	10,945	10,945	(1,945)	-22%
820 RENT & OPERATING LEASES	5,400	6,225	6,225	6,225	6,225	4,357	4,357	1,868	30%
825 REPAIRS AND MAINTENANCE	50,446	50,000	50,000	50,000	50,001	50,000	50,000	-	0%
839 INTERNAL SERVICE CHARGES	11,540	9,000	9,000	9,000	8,999	13,500	13,500	(4,500)	-50%
842 TRAVEL & EDUCATION	14,511	14,000	14,000	14,000	14,000	15,500	15,500	(1,500)	-11%
843 POSTAGE/FREIGHT/SHIPPING	9,301	11,000	11,000	11,000	10,999	11,000	11,000	-	0%
Sub Total	\$ 150,924	\$ 135,905	\$ 135,905	\$ 135,905	\$ 135,905	\$ 144,682	\$ 144,682	\$ (8,777)	-6%
CAPITAL OUTLAY									
920 CAPITAL EQUIPMENT	\$ 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
930 VEHICLES & CONSTRUCTION EQUIP	18,677	-	-	-	-	-	-	-	0%
950 DEBT SERVICE	-	-	-	-	-	7,571	7,571	(7,571)	0%
Sub Total	\$ 18,677	\$ -	\$ -	\$ -	\$ -	\$ 7,571	\$ 7,571	\$ (7,571)	0%
Total Expenditures	\$ 1,657,474	\$ 1,847,755	\$ 1,948,291	\$ 1,948,291	\$ 1,803,804	\$ 1,969,670	\$ 1,984,742	\$ (36,451)	-2%
Operating Balance (Rev. - Exp.)	\$ (1,590,738)	\$ (1,694,705)	\$ (1,795,241)	\$ (1,795,241)	\$ (1,410,109)	\$ (1,814,670)	\$ (1,829,742)	\$ 34,501	-2%

Superintendent of Schools (Continued)

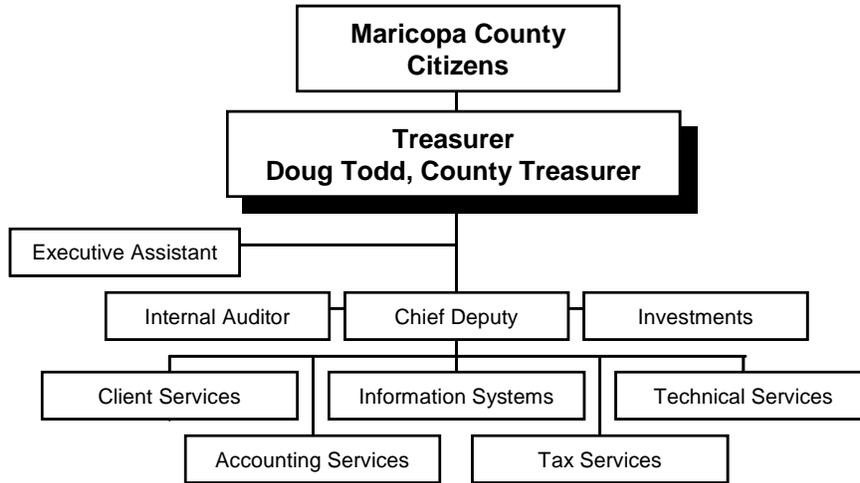
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
370 SUPERINTENDENT OF SCHOOLS			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTING CLERK	4.00	EXECUTIVE ASSISTANT	1.00
ADMIN & OPERATIONS MGR	1.00	FINANCIAL SUPERVISOR	2.00
ADMINISTRATIVE SPECIALIST	7.00	FINAN/BUSINESS ANALYST	1.00
ADMIN/OFFICE SUPPORT	4.00	INFO SYSTEMS MANAGER	1.00
ADMIN/OPERATIONS SUPV	1.00	PC SPECIALIST	1.00
DEVELOPER/PRGRMR ANALYST	2.00	PROGRAM COORDINATOR	1.00
DIRECTOR	1.00	PROGRAM SUPERVISOR	2.00
ELECTED	1.00	TECHNOLOGY ANALYST	1.00
		TECHNOLOGY PRODUCT ADMIN	1.00
Total			32.00



Treasurer

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.

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.
- 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.
- Per House Bill 2428 Legislation, by FY 2005, the Treasurer will have initiated the tax billing and collecting procedures for Unsecured Personal Property (e.g. commercial office equipment, heavy construction equipment and mobile homes) into the existing Treasurer's Secured Property tax activities (those which relate to real estate), thereby streamlining Unsecured Personal Property operations and enhancing collective Treasurer's Office customer services. By FY 2007 the Treasurer will have fully integrated 100% of all collection and apportionment procedures of the UPPS process into an efficient and streamlined "unified" Property Tax Levy collection and apportionment system. Incremental accomplishments of the new system will be measured based on monthly collection percentages of the unified levy and monthly dollar amounts apportioned to county jurisdictions.
- By FY 2006, the Treasurer will have contracted with its servicing bank affiliate, Bank One, to accept property tax payments and issue Treasurer's Office receipts in branch bank locations throughout the county.

Treasurer (Continued)

Issues

- Continuous population growth of Maricopa County and the increase in related services demanded of county agencies, schools districts and other sub-political jurisdictions that rely on the Treasurer to complete their accounting and investment functions will result in increased “banking” service demands placed on the Treasurer.
- Rapid residential and commercial parcel count growth within Maricopa County and the resulting demands placed on the Treasurer for effective and timely tax collection processes and then the proficient apportionment of these proceeds will require more efficient methods of property tax payment processing by the Treasurer
- With exponential growth of the County’s annual levy, now approaching \$3.3 billion and its parcel count, soon to exceed 1.4 million, the Treasurer’s Office is witnessing an associated growth in the number of “in-person” tax payments and the resulting higher per transaction cost.
- House Bill 2428 Legislation, that will merge Unsecured Personal Property with Secured Property activities in FY 2005, will result in an increased workload for the Treasurer in billing and collecting Unsecured Property taxes, functions previously performed by the Assessor and the Sheriff.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 430 TREASURER TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
43AP - ACCOUNTING PROGRAM	\$ 332,944	\$ -	\$ 10,423	\$ 343,367	\$ -	
43TP - PROPERTY TAX PROGRAM	1,227,315	3,000	17,000	1,247,315	4,000	
99AS - ADMINISTRATIVE SERVICES PROG	803,371	641,307	-	1,444,678	-	
99IT - INFORMATION TECHNOLOGY PROGRAM	814,870	102,500	-	917,370	-	
TOTAL	\$ 3,178,500	\$ 746,807	\$ 27,423	\$ 3,952,730	\$ 4,000	

Key Performance Measures

Program Name: ACCOUNTING PROGRAM

Program Purpose: 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of Treasurer's Journal Entries created by month-end	100	100	100	100
Percent of Cash Receipts Actually Processed	100	100	100	100
Tax Apportionments - Percent of Levy apportioned	96.8	96.5	96.8	97
Month-end Closings - Percent time month-end balance/close by due date	100	100	100	100

Treasurer (Continued)

Program Name: PROPERTY TAX PROGRAM

Program Purpose: 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).

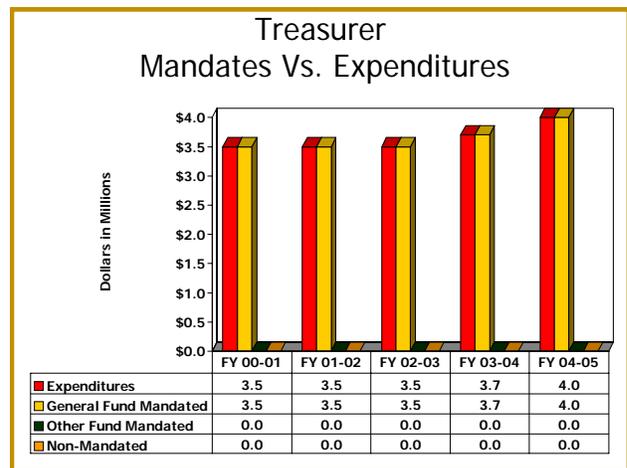
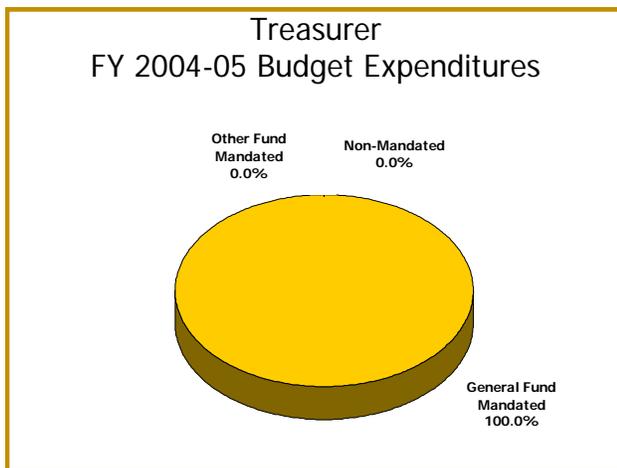
Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Payments Posted - Percent of Levy collected	96.8	96.5	96.8	97
Percent of levy collected by LockBox (LB) facility	38.12	38.94	38.4	39
Percent of Tax Bills Correctly Mailed	95.33	95.55	95.55	95
Back Tax Sale - Percent of BTX Collected	42.63	49.78	55.57	45

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 3,475,408	\$ -	\$ -	\$ -	\$ -	\$ 3,475,408
FY 2001-02 Actuals	\$ 3,505,567	\$ -	\$ -	\$ -	\$ -	\$ 3,505,567
FY 2002-03 Actuals	\$ 3,527,577	\$ -	\$ -	\$ -	\$ -	\$ 3,527,577
FY 2003-04 Actuals	\$ 3,737,821	\$ -	\$ -	\$ -	\$ -	\$ 3,737,821
FY 2004-05 Adopted Budget	\$ 3,952,730	\$ -	\$ -	\$ -	\$ -	\$ 3,952,730

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 3,475,408	\$ -	\$ -	\$ -	\$ -	\$ 3,475,408
FY 2001-02 Actuals	\$ 3,505,567	\$ -	\$ -	\$ -	\$ -	\$ 3,505,567
FY 2002-03 Actuals	\$ 3,527,577	\$ -	\$ -	\$ -	\$ -	\$ 3,527,577
FY 2003-04 Actuals	\$ 3,737,821	\$ -	\$ -	\$ -	\$ -	\$ 3,737,821
FY 2004-05 Adopted Budget	\$ 3,952,730	\$ -	\$ -	\$ -	\$ -	\$ 3,952,730

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Treasurer (Continued)

Mandate Information

TITLE	County Treasurer Responsibilities And Reporting
AUTHORITY	A.R.S. § 11-491; A.R.S. § 11-494; A.R.S. § 11-604-605; A.R.S. § 11-484; A.R.S. § 15-996; A.R.S. §§ 35-323 through 35-327; A.R.S. § 41-1285.21; A.R.S. § 42; IRC150,148.
HISTORY/ BACKGROUND	The County Treasurer is an elected official whose duties are to enhance the accountability of public monies to the citizens at large and act as the ex-officio tax collector. The Office of the Treasurer of Maricopa County was established on February 14, 1871.
MANDATE DESCRIPTION	The Maricopa County Treasurer provides 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.

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED					
430 TREASURER					
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	\$ 3,178,500	\$ 746,807	\$ 27,423	\$ 3,952,730	\$ 4,000
ALL FUNDS	\$ 3,178,500	\$ 746,807	\$ 27,423	\$ 3,952,730	\$ 4,000

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
430 TREASURER									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Requested	Adopted	Revised	Variance	%
REVENUE									
635 OTHER CHARGES FOR SERVICES	\$ 4,671	\$ 5,686	\$ 5,686	\$ 5,686	\$ 4,087	\$ 5,686	\$ 4,000	\$ 1,686	30%
Total Revenue	\$ 4,671	\$ 5,686	\$ 5,686	\$ 5,686	\$ 4,087	\$ 5,686	\$ 4,000	\$ 1,686	30%
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 2,101,660	\$ 2,258,705	\$ 2,238,875	\$ 2,326,492	\$ 2,110,795	\$ 2,454,191	\$ (215,316)	-10%	
705 TEMPORARY PAY	16,158	22,578	60,578	34,355	60,578	33,570	27,008	45%	
710 OVERTIME	6,931	8,530	58,530	23,880	58,530	8,215	50,315	86%	
750 FRINGE BENEFITS	479,156	567,364	554,370	611,493	630,482	682,524	(128,154)	-23%	
790 OTHER PERSONNEL SERVICES	6,840	-	-	3,730	-	-	-	0%	
Sub Total	\$ 2,610,746	\$ 2,857,177	\$ 2,912,353	\$ 2,999,949	\$ 2,860,385	\$ 3,178,500	\$ (266,147)	-9%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 74,627	\$ 90,000	\$ 99,500	\$ 55,437	\$ 99,500	\$ 60,000	\$ 39,500	40%	
803 FUEL	261	300	300	248	300	300	-	0%	
804 NON-CAPITAL EQUIPMENT	2,430	-	-	-	-	-	-	0%	
810 LEGAL SERVICES	(6,841)	-	-	(3,504)	-	-	-	0%	
812 OTHER SERVICES	209,093	289,071	265,560	227,325	265,560	205,560	60,000	23%	
820 RENT & OPERATING LEASES	78,574	80,000	85,000	88,542	85,000	63,425	21,575	25%	
825 REPAIRS AND MAINTENANCE	83,976	132,500	145,000	178,151	145,000	125,744	19,256	13%	
839 INTERNAL SERVICE CHARGES	32,863	15,000	40,000	4,480	40,000	20,000	20,000	50%	
842 TRAVEL & EDUCATION	22,203	35,000	55,778	14,462	55,778	25,778	30,000	54%	
843 POSTAGE/FREIGHT/SHIPPING	215,435	203,450	270,000	180,470	270,000	245,000	25,000	9%	
850 UTILITIES	791	2,000	2,000	1,202	2,000	1,000	1,000	50%	
Sub Total	\$ 713,412	\$ 847,321	\$ 963,138	\$ 746,813	\$ 963,138	\$ 746,807	\$ 216,331	22%	
CAPITAL OUTLAY									
920 CAPITAL EQUIPMENT	\$ 201,568	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	
950 DEBT SERVICE	1,850	3,171	3,171	3,862	3,171	27,423	(24,252)	-765%	
Sub Total	\$ 203,419	\$ 3,171	\$ 3,171	\$ 3,862	\$ 3,171	\$ 27,423	\$ (24,252)	-765%	
Total Expenditures	\$ 3,527,577	\$ 3,707,669	\$ 3,878,662	\$ 3,750,623	\$ 3,826,694	\$ 3,952,730	\$ (74,068)	-2%	
Operating Balance (Rev. - Exp.)	\$ (3,522,907)	\$ (3,701,983)	\$ (3,872,976)	\$ (3,746,537)	\$ (3,821,008)	\$ (3,948,730)	\$ 75,754	-2%	

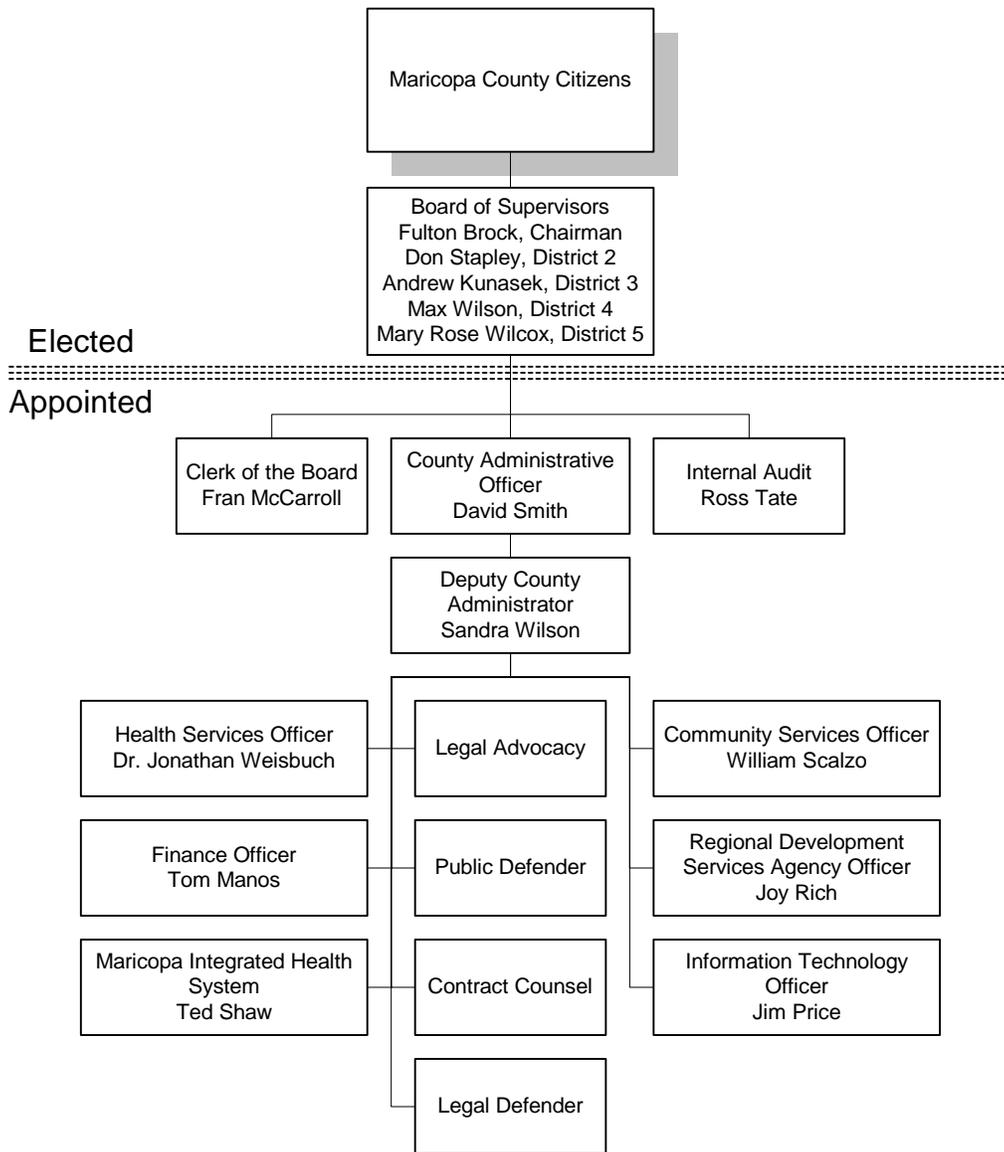
Treasurer (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
430 TREASURER			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTANT	1.75	DIRECTOR	1.00
ACCOUNTING CLERK	4.00	ELECTED	1.00
ADMIN & OPERATIONS MGR	4.00	FINANCIAL SUPERVISOR	1.00
ADMINISTRATIVE SPECIALIST	11.00	HR SPECIALIST	1.00
ADMINISTRATOR	1.00	INFO SYSTEMS MANAGER	1.00
ADMIN/OFFICE SUPPORT	7.00	INFO SYSTEMS SUPERVISOR	1.75
ADMIN/OPERATIONS SUPV	5.00	PUBLIC SVC REPRESENTATIVE	8.00
AUDITOR	1.00	PUBLIC SVC SUPERVISOR	1.00
COMPUTER OPERATOR	1.00	TECHNOLOGY ANALYST	1.00
DEVELOPER/PRGRMR ANALYST	5.00	TECHNOLOGY PRODUCT ADMIN	2.00
Total			59.50

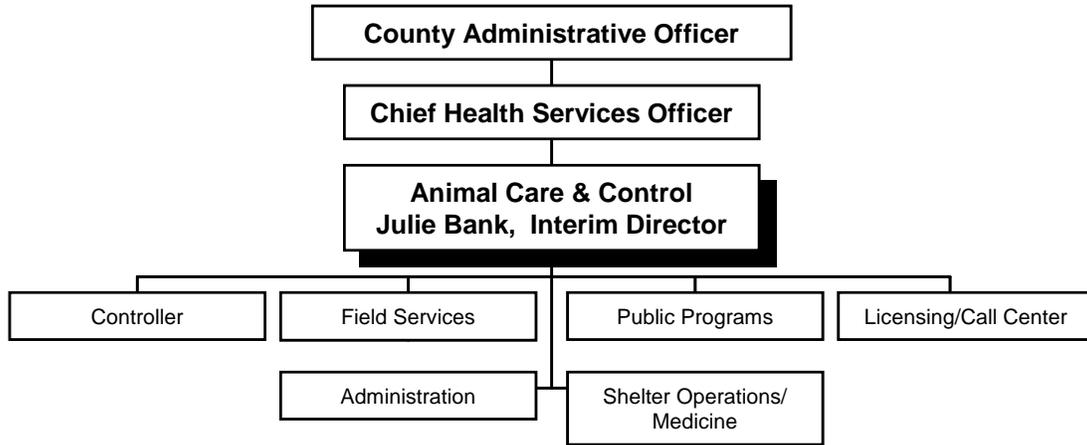
Appointed

Appointed Organizational Chart



Animal Care and Control

Organizational Chart



Mission

The Mission of the Animal Care & Control (ACCS) department is to promote and protect the health, safety and welfare of pets and people in Maricopa County so that citizens can be free from nuisances, diseases and other dangers caused by animals.

Vision

Animal Care and Control Services envisions the day when residents, their property and neighborhoods will be free from the dangers and nuisances of irresponsible pet ownership and when every pet born will be assured of a good home and care all its natural life and will not suffer due to abuse, neglect or ignorance.

Goals

- Develop and obtain funding for a master plan to build new animal care centers by June 2005.
- By June 2006, increase the compliance rate for issuance of dog licenses by 2.5 percent from the FY 2004 level.
- By 2010, reduce the euthanasia rate of "healthy adoptable" animals to zero percent.

Issues

- The increasing demands for quality pet adoption, licensing and contractual field services place substantial pressure on Animal Care & Control to provide high quality, cost-effective, efficient, and humane animal care and control services.
- Citizens view Animal Care & Control as a refuge for unwanted animals and criticize the agency for destroying "adoptable" animals and request additional services that cause an increase in the scope and requirements of all aspects of AC&C non-mandated outreach programs.
- With increasing demand from the public for outreach services provided to citizens, Animal Care & Control needs to increase its public outreach services that citizens receive within the Animal Welfare Safety Net Program.

Animal Care and Control (Continued)

- The design, condition, and age of Animal Care & Control's physical facilities cause a negative reaction in the community, which reinforces the negative public perception of the agency and creates difficulty in promoting its positive animal care and adoption programs.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 790 ANIMAL CARE & CONTROL TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
79AC - ANIMAL CONTROL PROGRAM	\$ 2,030,825	\$ 606,376	\$ 335,005	\$ 2,972,206	\$ 2,901,763	
79AP - PED ADOPTION PROGRAM	1,448,650	573,747	6,000	2,028,397	40,000	
79PL - PET LICENSING PROGRAM	290,413	499,967	-	790,380	3,900,106	
79SH - ANIMAL SHELTERING PROGRAM	964,989	744,271	-	1,709,260	2,166,741	
79SN - ANIMAL WELFARE SAFTEY NET PRG	202,429	172,062	-	374,491	60,000	
99AS - ADMINISTRATIVE SERVICES PROG	643,127	516,785	9,480	1,169,392	-	
99IT - INFORMATION TECHNOLOGY PROGRAM	43,257	18,996	-	62,253	-	
TOTAL	\$ 5,623,690	\$ 3,132,204	\$ 350,485	\$ 9,106,379	\$ 9,068,610	

Key Performance Measures

Program Name: CUSTOMER SERVICE PROGRAM

Program Purpose: The purpose of the Customer Service Program is to provide interface with the public so that it can utilize AC&C customer services.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of phone calls answered	92.75	91.77	N/A	N/A
Percent of dog licenses issued within two weeks (after receipt of completed application)	0	91.4	35	N/A

Program Name: FIELD SERVICES PROGRAM

Program Purpose: The purpose of the Field Services Program is to provide animal control services to the citizens of Maricopa County through contracts with participating Cities and Towns and the unincorporated areas within the County so the citizens can be free from the health and safety dangers of stray dogs and cats.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of calls dispatched to Animal Control Officers	100	100	N/A	N/A
Percent of Maricopa County cities and towns satisfied with the field enforcement service.	98	100	N/A	N/A

Animal Care and Control (Continued)

Program Name: SHELTERING AND ADOPTION PROGRAM

Program Purpose: The purpose of the Sheltering and Adoption Program is to provide modern humane sheltering and professional adoption services to the people of Maricopa County so that they can manage animal issues in a humane, caring manner and adopt healthy well adjusted animals.

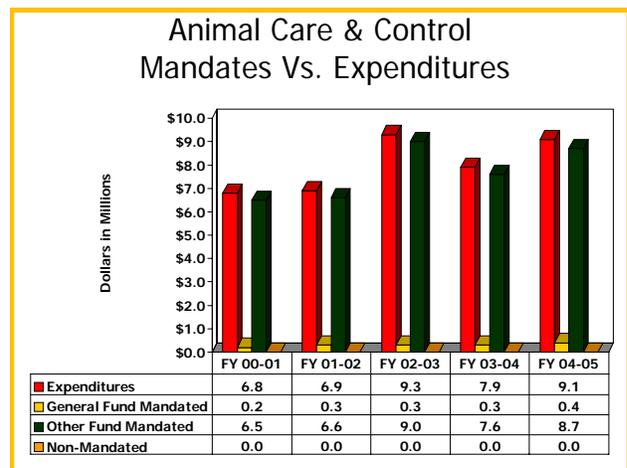
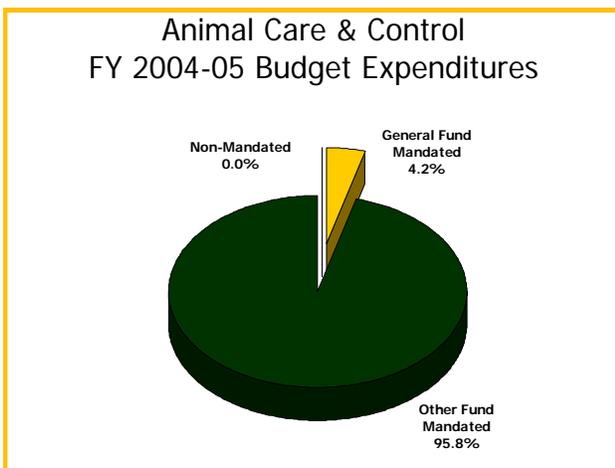
Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of animals humanely sheltered	N/A	93	90	N/A
Percent animals vaccinated	N/A	93	91	N/A
Percent of citizens satisfied with business office transactions	N/A	95	98	N/A
Percent of animals receiving spay/neuter surgeries	64	90	95	N/A
Percent of sheltered dogs and cats adopted	37	35	33	N/A

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 228,096	\$ 6,536,887	\$ -	\$ -	\$ -	\$ 6,764,983
FY 2001-02 Actuals	\$ 304,041	\$ 6,604,265	\$ -	\$ -	\$ -	\$ 6,908,306
FY 2002-03 Actuals	\$ 304,041	\$ 9,045,888	\$ -	\$ -	\$ -	\$ 9,349,929
FY 2003-04 Actuals	\$ 304,041	\$ 7,581,735	\$ -	\$ -	\$ -	\$ 7,885,776
FY 2004-05 Adopted Budget	\$ 385,109	\$ 8,721,270	\$ -	\$ -	\$ -	\$ 9,106,379

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 228,096	\$ 6,536,887	\$ -	\$ -	\$ -	\$ 6,764,983
FY 2001-02 Actuals	\$ 304,041	\$ 6,604,265	\$ -	\$ -	\$ -	\$ 6,908,306
FY 2002-03 Actuals	\$ 304,041	\$ 9,045,888	\$ -	\$ -	\$ -	\$ 9,349,929
FY 2003-04 Actuals	\$ 304,041	\$ 7,581,735	\$ -	\$ -	\$ -	\$ 7,885,776
FY 2004-05 Adopted Budget	\$ 385,109	\$ 8,721,270	\$ -	\$ -	\$ -	\$ 9,106,379

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Animal Care and Control (Continued)

Mandate Information

TITLE	Animal Control In Cities and Towns (Incorporated Areas) and Unincorporated Areas
AUTHORITY	A.R.S. § 11, Chapter 7, Article 6 - Animal Control
HISTORY/ BACKGROUND	Maricopa County has the responsibility to enforce State legislation and County ordinances for the unincorporated areas within the County. Maricopa County is also mandated with enforcing State legislation for those municipalities that do not enact local ordinances that are equal to or more stringent than State Statutes.
MANDATE DESCRIPTION	Animal Care & Control is mandated to (1) provide dog licensing, durable dog tags, and enforce the laws and ordinances that govern anti-rabies vaccinations, (2) humanely shelter unwanted dogs and cats and provide them an opportunity for adoption to qualified guardians, or if necessary, euthanize dogs and cats, and to provide an opportunity for qualified citizens to reclaim their pet(s) (3) make provisions for the spaying and neutering of all adopted animals, (4) impound stray dogs, (5) control the handling and disposition of bite animals and vicious dogs, and (6) issue citations and license violation warnings to violators.



Animal Care and Control (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
790 ANIMAL CARE & CONTROL						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
GENERAL FUND	\$ 372,977	\$ 11,197	\$ 935	\$ 385,109	\$ -	
SPECIAL REVENUE	5,250,713	3,121,007	349,550	8,721,270	9,068,610	
ALL FUNDS	\$ 5,623,690	\$ 3,132,204	\$ 350,485	\$ 9,106,379	\$ 9,068,610	

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT										
790 ANIMAL CARE & CONTROL										
ALL FUNDS										
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs			
	Restated	Adopted	Restated	Projected	Requested	Adopted	Revised Variance	%		
REVENUE										
610 LICENSES AND PERMITS	\$ 3,747,328	\$ 3,850,000	\$ 3,850,000	\$ 3,515,695	\$ 4,137,382	\$ 3,837,382	\$ 12,618	0%		
615 GRANTS	-	89,438	111,579	59,016	110,039	112,131	(552)	0%		
620 OTHER INTERGOVERNMENTAL	2,302,135	2,224,643	2,224,643	2,460,623	3,422,058	2,874,505	(649,862)	-29%		
635 OTHER CHARGES FOR SERVICES	1,540,748	1,550,000	1,550,000	2,232,412	1,677,334	1,877,334	(327,334)	-21%		
637 FINES & FORFEITS	18,827	10,532	10,532	15,005	10,532	10,532	-	0%		
645 INTEREST EARNINGS	18,728	-	-	150	-	-	-	0%		
650 MISCELLANEOUS REVENUE	173,737	258,818	258,818	691,820	358,818	356,726	(97,908)	-38%		
680 TRANSFERS IN	1,468,216	-	-	-	-	-	-	0%		
Total Revenue	\$ 9,269,719	\$ 7,983,431	\$ 8,005,572	\$ 8,974,721	\$ 9,716,163	\$ 9,068,610	\$ (1,063,038)	-13%		
EXPENDITURES										
PERSONAL SERVICES										
701 REGULAR PAY	\$ 3,514,731	\$ 3,937,920	\$ 4,044,382	\$ 3,985,253	\$ 3,971,007	\$ 3,949,923	\$ 94,459	2%		
705 TEMPORARY PAY	164,856	42,245	42,245	95,575	-	46,800	(4,555)	-11%		
710 OVERTIME	148,995	47,289	47,287	87,383	79,313	71,000	(23,713)	-50%		
750 FRINGE BENEFITS	976,240	1,353,755	1,185,660	1,349,714	1,456,113	1,535,759	(350,099)	-30%		
790 OTHER PERSONNEL SERVICES	22,372	16,781	118,139	16,437	24,388	30,208	87,931	74%		
795 PERSONNEL SERVICES ALLOC OUT	(497,289)	(467,189)	(467,189)	(694,551)	(804,546)	(702,063)	234,874	-50%		
796 PERSONNEL SERVICES ALLOC IN	467,289	437,189	437,189	654,552	774,546	692,063	(254,874)	-58%		
Sub Total	\$ 4,797,194	\$ 5,367,990	\$ 5,407,713	\$ 5,494,364	\$ 5,500,821	\$ 5,623,690	\$ (215,977)	-4%		
SUPPLIES & SERVICES										
801 GENERAL SUPPLIES	\$ 653,194	\$ 189,978	\$ 189,978	\$ 137,881	\$ 548,399	\$ 531,405	\$ (341,427)	-180%		
802 MEDICAL SUPPLIES	550,154	433,637	429,515	539,350	685,358	630,518	(201,003)	-47%		
803 FUEL	86,533	81,799	81,798	94,231	157,137	100,039	(18,241)	-22%		
804 NON-CAPITAL EQUIPMENT	11,325	4,395	4,395	14,492	4,395	9,695	(5,300)	-121%		
805 SUPPLIES - ALLOCATION OUT	-	-	-	-	-	(8,604)	8,604	0%		
806 SUPPLIES - ALLOCATION IN	-	-	-	-	-	8,604	(8,604)	0%		
811 HEALTH CARE SERVICES	33,799	10,476	10,476	19,001	56,604	63,732	(53,256)	-508%		
812 OTHER SERVICES	589,566	841,513	791,915	310,733	245,620	228,626	563,289	71%		
820 RENT & OPERATING LEASES	9,868	19,468	19,468	16,862	94,739	19,464	4	0%		
825 REPAIRS AND MAINTENANCE	40,964	47,248	47,248	39,557	51,504	45,280	1,968	4%		
839 INTERNAL SERVICE CHARGES	473,113	453,592	489,729	576,083	601,941	575,959	(86,230)	-18%		
842 TRAVEL & EDUCATION	11,446	2,547	2,547	16,613	15,479	31,730	(29,183)	-1146%		
843 POSTAGE/FREIGHT/SHIPPING	24,383	25,116	25,116	79,495	121,346	126,919	(101,803)	-405%		
850 UTILITIES	138,921	150,561	150,561	139,778	134,996	161,996	(11,435)	-8%		
855 INTEREST EXPENSE	24,708	-	-	-	-	-	-	0%		
872 SERVICES - ALLOCATION OUT	-	-	-	-	-	(36,227)	36,227	0%		
873 SERVICES - ALLOCATION IN	-	-	-	-	-	36,227	(36,227)	0%		
880 TRANSFERS OUT	1,757,039	588,590	588,590	588,590	630,598	606,841	(18,251)	-3%		
Sub Total	\$ 4,405,011	\$ 2,848,920	\$ 2,831,336	\$ 2,572,664	\$ 3,348,117	\$ 3,132,204	\$ (300,868)	-11%		
CAPITAL OUTLAY										
910 LAND	\$ (3,866)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%		
915 BUILDINGS AND IMPROVEMENTS	71,420	-	-	152,773	334,702	-	-	0%		
920 CAPITAL EQUIPMENT	-	-	-	140,000	350,000	17,520	(17,520)	0%		
930 VEHICLES & CONSTRUCTION EQUIP	357,291	49,000	49,000	48,000	-	302,800	(253,800)	-518%		
950 DEBT SERVICE	-	-	-	17,632	-	30,165	(30,165)	0%		
955 CAPITAL - ALLOCATION OUT	-	-	-	-	-	(3,745)	3,745	0%		
956 CAPITAL - ALLOCATION IN	-	-	-	-	-	3,745	(3,745)	0%		
Sub Total	\$ 424,845	\$ 49,000	\$ 49,000	\$ 358,405	\$ 684,702	\$ 350,485	\$ (301,485)	-615%		
Total Expenditures	\$ 9,627,051	\$ 8,265,910	\$ 8,288,049	\$ 8,425,433	\$ 9,533,640	\$ 9,106,379	\$ (818,330)	-10%		
Operating Balance (Rev. - Exp.)	\$ (357,332)	\$ (282,479)	\$ (282,477)	\$ 549,288	\$ 182,523	\$ (37,769)	\$ (244,708)	87%		

Animal Care and Control (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED 790 ANIMAL CARE & CONTROL			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTING CLERK	1.00	EXECUTIVE ASSISTANT	1.00
ADMIN/OFFICE SUPPORT	1.00	FINANCIAL SUPERVISOR	1.00
ADMIN/OFFICE SUPPORT SUPV	9.00	GENERAL MAINTENANCE TECH	1.00
ADMIN/OPERATIONS SUPV	1.00	GOVT/COMMUN AFFAIRS OFCR	1.00
ANIMAL CARE/CONTROL OFCR	68.00	HR SPECIALIST	1.00
ANIMAL CARE/CTL OFCR MGR	4.00	PC SPECIALIST	1.00
ANIMAL CARE/CTL OFCR SUPV	2.00	PROGRAM COORDINATOR	2.00
CALL CTR REPRESENTATIVE	6.00	PROGRAM MANAGER	2.00
DIRECTOR	1.00	PUBLIC SVC REPRESENTATIVE	22.00
DISPATCHER	5.00	PURCHASING SPECIALIST	1.00
EPIDEMIOLOGIST	1.00	VETERINARIAN	3.00
		VETERINARIAN TECHNICIAN	9.00
Total			144.00

Appropriated Fund Balance

Mandate Consolidated Financial Data

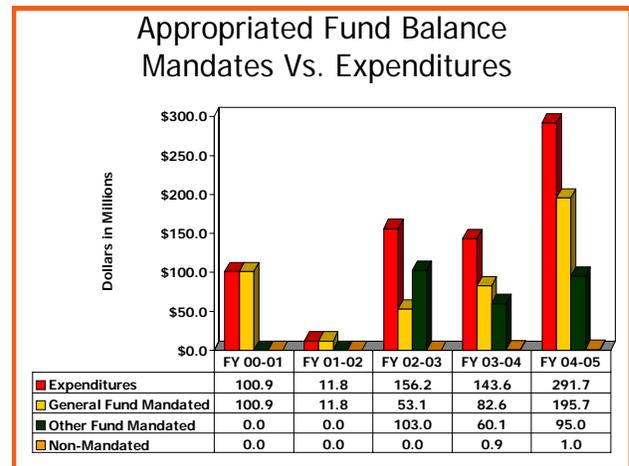
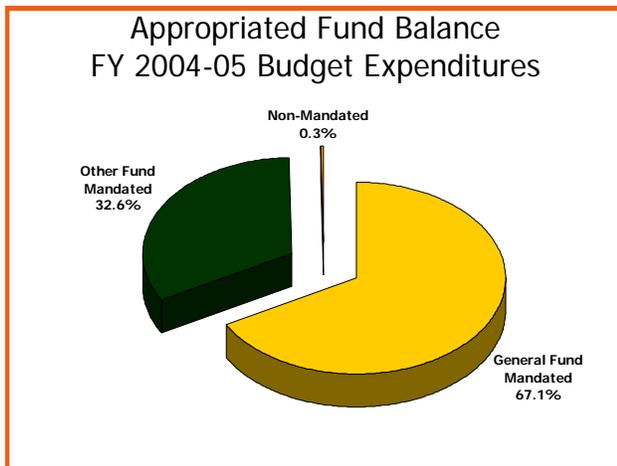
Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 100,886,401	\$ -	\$ -	\$ -	\$ -	\$ 100,886,401
FY 2001-02 Actuals	\$ 11,806,236	\$ -	\$ -	\$ -	\$ -	\$ 11,806,236
FY 2002-03 Actuals	\$ 53,193,429	\$ 103,004,854	\$ -	\$ -	\$ -	\$ 156,198,283
FY 2003-04 Actuals	\$ 83,562,264	\$ 60,063,927	\$ -	\$ -	\$ -	\$ 143,626,190
FY 2004-05 Adopted Budget	\$ 196,689,269	\$ 95,038,389	\$ -	\$ -	\$ -	\$ 291,727,658

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,192,000	\$ -	\$ -	\$ -	\$ -	\$ 1,192,000
FY 2001-02 Actuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2002-03 Actuals	\$ 173,558	\$ -	\$ -	\$ -	\$ -	\$ 173,558
FY 2003-04 Actuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2004-05 Adopted Budget	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Total Administrative Mandates	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 99,694,401	\$ -	\$ -	\$ -	\$ -	\$ 99,694,401
FY 2001-02 Actuals	\$ 11,806,236	\$ -	\$ -	\$ -	\$ -	\$ 11,806,236
FY 2002-03 Actuals	\$ 52,974,700	\$ 103,004,854	\$ -	\$ -	\$ -	\$ 155,979,553
FY 2003-04 Actuals	\$ 82,629,359	\$ 60,063,927	\$ -	\$ -	\$ -	\$ 142,693,285
FY 2004-05 Adopted Budget	\$ 195,198,195	\$ 95,038,389	\$ -	\$ -	\$ -	\$ 290,236,584

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2001-02 Actuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2002-03 Actuals	\$ 45,172	\$ -	\$ -	\$ -	\$ -	\$ 45,172
FY 2003-04 Actuals	\$ 932,905	\$ -	\$ -	\$ -	\$ -	\$ 932,905
FY 2004-05 Adopted Budget	\$ 991,074	\$ -	\$ -	\$ -	\$ -	\$ 991,074

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Appropriated Fund Balance (Continued)

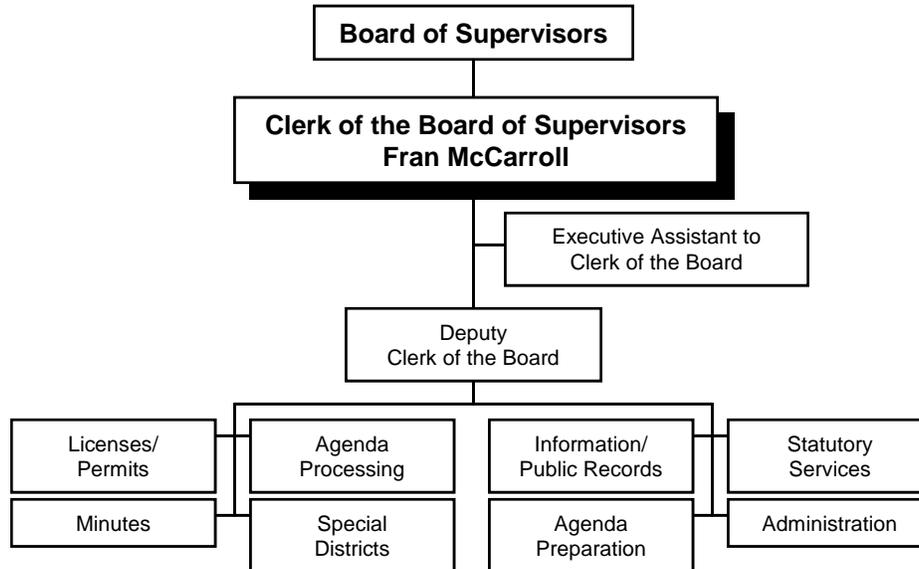
Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
480 APPROPRIATED FUND BALANCE						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
GENERAL FUND	\$ 220,800	\$ 162,235,070	\$ 34,233,399	\$ 196,689,269	\$ 43,381,453	
SPECIAL REVENUE	-	91,017,389	4,021,000	95,038,389	-	
ALL FUNDS	\$ 220,800	\$ 253,252,459	\$ 38,254,399	\$ 291,727,658	\$ 43,381,453	

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
480 APPROPRIATED FUND BALANCE									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance %
REVENUE									
606 SALES TAXES	\$ 98,172,824	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
620 OTHER INTERGOVERNMENTAL	-	-	1,204,587	-	2,744,587	-	-	1,204,587	100%
645 INTEREST EARNINGS	919,904	-	-	-	-	-	-	-	0%
650 MISCELLANEOUS REVENUE	4,510	1,237,500	1,237,500	-	250,000	-	2,810,000	(1,572,500)	-127%
680 TRANSFERS IN	-	-	-	-	312,282	-	40,571,453	(40,571,453)	0%
Total Revenue	\$ 99,097,238	\$ 1,237,500	\$ 2,442,087	\$ 3,306,869	\$ -	\$ -	\$ 43,381,453	\$ (40,939,366)	-1676%
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 204,689	\$ -	\$ -	\$ 3,380	\$ -	\$ -	\$ -	\$ -	0%
705 TEMPORARY PAY	22,725	-	-	21,600	-	-	-	-	0%
750 FRINGE BENEFITS	25,549	-	-	2,096	-	-	-	-	0%
790 OTHER PERSONNEL SERVICES	-	5,000,000	5,088,518	89,531	-	-	26,746	5,061,772	99%
796 PERSONNEL SERVICES ALLOC IN	92,449	-	1,368,680	1,314,359	100,000	-	194,054	1,174,626	86%
Sub Total	\$ 345,413	\$ 5,000,000	\$ 6,457,198	\$ 1,430,965	\$ 100,000	\$ 220,800	\$ 6,236,398	\$ -	97%
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 7,012,429	\$ -	\$ 6,801,897	\$ 4,046,153	\$ 64,883	\$ 87,083	\$ 6,714,814	\$ -	99%
804 NON-CAPITAL EQUIPMENT	87,398	-	-	53,385	-	37,650	(37,650)	-	0%
812 OTHER SERVICES	1,959,679	139,909,923	124,932,047	13,166,637	159,277,349	171,794,411	(46,862,364)	-38%	
820 RENT & OPERATING LEASES	0	-	-	-	119,424	1,020,424	(1,020,424)	-	0%
825 REPAIRS AND MAINTENANCE	2,368,297	-	-	240,496	2,724,716	2,194,716	(2,194,716)	-	0%
839 INTERNAL SERVICE CHARGES	883,149	-	2,157,026	1,084,447	666,970	666,970	1,490,056	-	69%
842 TRAVEL & EDUCATION	3,105	-	-	25,511	-	-	-	-	0%
843 POSTAGE/FREIGHT/SHIPPING	-	-	-	124	-	-	-	-	0%
880 TRANSFERS OUT	134,984,712	56,118,296	59,992,296	101,242,296	14,293,089	77,451,205	(17,458,909)	-29%	
Sub Total	\$ 147,298,768	\$ 196,028,219	\$ 193,883,266	\$ 119,859,049	\$ 177,146,431	\$ 253,252,459	\$ (59,369,193)	\$ -	-31%
CAPITAL OUTLAY									
910 LAND	\$ -	\$ 30,000,000	\$ 29,000,000	\$ 6,105,562	\$ 20,410,236	\$ 20,980,531	\$ 8,019,469	\$ -	28%
915 BUILDINGS AND IMPROVEMENTS	7,820,922	11,783,000	11,988,279	7,415,896	13,244,279	17,005,868	(5,017,589)	-42%	
920 CAPITAL EQUIPMENT	821,694	-	-	2,818,171	-	-	-	-	0%
930 VEHICLES & CONSTRUCTION EQUIP	23,550	-	356,000	356,000	268,000	268,000	88,000	25%	
950 DEBT SERVICE	-	-	-	2,350	-	-	-	-	0%
Sub Total	\$ 8,666,166	\$ 41,783,000	\$ 41,344,279	\$ 16,697,979	\$ 33,922,515	\$ 38,254,399	\$ 3,089,880	\$ -	7%
Total Expenditures	\$ 156,310,347	\$ 242,811,219	\$ 241,684,743	\$ 137,987,993	\$ 211,168,946	\$ 291,727,658	\$ (50,042,915)	\$ -	-21%
Operating Balance (Rev. - Exp.)	\$ (57,213,109)	\$ (241,573,719)	\$ (239,242,656)	\$ (134,681,124)	\$ (211,168,946)	\$ (248,346,205)	\$ 9,103,549	\$ -	-4%

Board of Supervisors Clerk

Organizational Chart



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.

Goals

- By June 2005, provide all Clerk's Office forms and all County ordinances to citizens via the Internet. Ordinances are being reformatted and updated in order to provide accurate information on the Internet.
- By June 2005, pursue legislative corrections and changes to the statutes to reduce and/or eliminate unnecessary or redundant processes mandated to the Clerk of the Board: 1) eliminate the requirement to publish BOS minutes in a newspaper; and 2) have copies of disciplinary / dismissal letters sent to Human Resources rather than to the Clerk's Office for filing. Legislation is formulated by the Arizona County Clerk's Association. Proposals will be submitted during the upcoming Legislative session by that organization.
- By June 2005, move the record filing system in the Clerk's Office to imaged / stored documents versus paper copies in concert with a countywide effort.
- By June 2005, begin to produce brochures highlighting and providing step-by-step information regarding Clerk of the Board processes used by the public and/or County Departments. (The goal is to provide one brochure by June 2003.)

Board of Supervisors Clerk (Continued)

Issues

- An increase in management demands and an increase in Board directives, reviews, reports, and official appointments has resulted in a significant increase in staff time devoted to administrative reporting and follow-up action.
- An increase in the types and amounts of documents retained in the Clerk's Office and the number of public records requests has revealed inadequate storage space and an inadequate records documentation and tracking system which results in the frequent redistribution of documents and an increase in staff time devoted to research.
- Recent changes in the Procurement Code signing authority has resulted in an increase in confusion regarding Bid Serials, Agenda Information Forms (AIFs), and renewal of contracts and has led to inconsistencies in the processing and filing of documents.
- An increase in County-wide and department policy violations, and an increase in incomplete and incorrect Agenda Information Form documentation (e.g. contract amendments don't follow contract guidelines, Department Directors signing contracts instead of the Chairman, and contracts have not been provided to the Clerk's Office at the time of agenda processing), has resulted in an increase in staff time devoted to researching, reconciling, correcting, and processing documents. This causes a much longer than necessary turn-around time in getting documents processed and returned to initiating departments.
- An increase in new legislation, as well as an increase in legislative changes and amendments, has resulted in an increase in the number of statutory mandates required to be performed by the Clerk's Office. As legislation is added, old or obsolete legislation is not necessary removed from the statutes.
- An increase in the broad uses of computer technology has resulted in an increased need for staff technology training.

Total Budget by Program

TOTAL BUDGET BY PROGRAM						
FY 2004-05 ADOPTED						
060 CLERK OF THE BOARD						
TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
06ES - EXECUTIVE SERVICES	\$ 182,559	\$ 600	\$ -	\$ 183,159	\$ -	
06IR - INFORMATION RESOURCES	120,311	13,500	-	133,811	-	
06SS - STATUTORY SERVICES	27,364	1,500	-	28,864	-	
99AS - ADMINISTRATIVE SERVICES PROG	73,606	57,329	2,019	132,954	-	
TOTAL	\$ 403,840	\$ 72,929	\$ 2,019	\$ 478,788	\$ -	

Board of Supervisors Clerk (Continued)

Key Performance Measures

Program Name: EXECUTIVE SERVICES

Program Purpose: The purpose of the Executive Services Program is to provide information and specialized assistance to elected and appointed officials and the public so they can make informed decisions, and understand and comply with County processes and protocol.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of elected and appointed officials who received materials and support within statutory or specified time frames	100	100	100	100

Program Name: INFORMATION RESOURCES

Program Purpose: The purpose of the Information Resources Program is to provide research, compilation, and management of official records for County staff and the public so they can store and access information.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of documents managed in accordance with retention schedule	N/A	75	75	N/A
Percent of requestors who are able to access the information they asked for in a specified time period	91	96.25	95.5	N/A

Program Name: STATUTORY SERVICES PROGRAM

Program Purpose: 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of applicants who obtain a fully processed license or permit application within the statutory time frame.	100	100	100	N/A

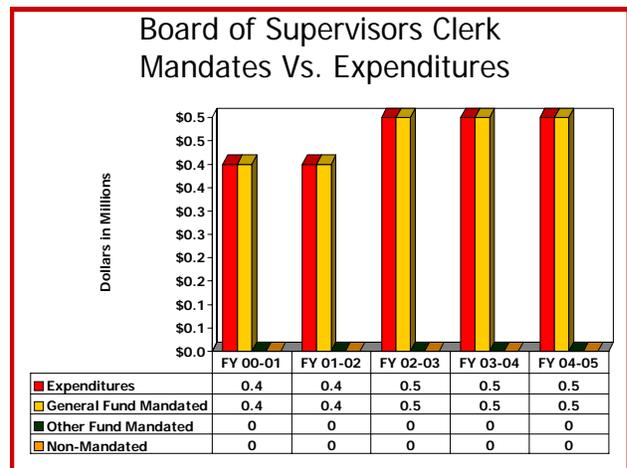
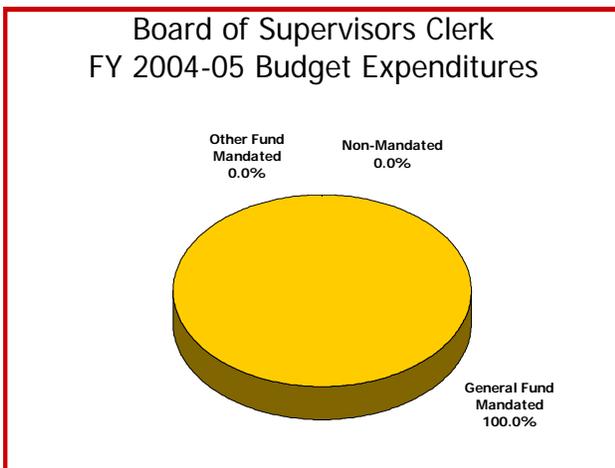
Board of Supervisors Clerk (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 414,579	\$ -	\$ -	\$ -	\$ -	\$ 414,579
FY 2001-02 Actuals	\$ 427,717	\$ -	\$ -	\$ -	\$ -	\$ 427,717
FY 2002-03 Actuals	\$ 463,725	\$ -	\$ -	\$ -	\$ -	\$ 463,725
FY 2003-04 Actuals	\$ 458,417	\$ -	\$ -	\$ -	\$ -	\$ 458,417
FY 2004-05 Adopted Budget	\$ 478,788	\$ -	\$ -	\$ -	\$ -	\$ 478,788

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 414,579	\$ -	\$ -	\$ -	\$ -	\$ 414,579
FY 2001-02 Actuals	\$ 427,717	\$ -	\$ -	\$ -	\$ -	\$ 427,717
FY 2002-03 Actuals	\$ 463,725	\$ -	\$ -	\$ -	\$ -	\$ 463,725
FY 2003-04 Actuals	\$ 458,417	\$ -	\$ -	\$ -	\$ -	\$ 458,417
FY 2004-05 Adopted Budget	\$ 478,788	\$ -	\$ -	\$ -	\$ -	\$ 478,788

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Board of Supervisors Clerk (Continued)

Mandate Information

TITLE	Clerk of the Board of Supervisors
AUTHORITY	A.R.S. §11-201 Powers of county; A.R.S. §11-251 Powers of board; A.R.S. §11-241 Clerk of Board appointment; duties; A.R.S. §11-214 Regular and special meetings. There are other statutory references regarding the Clerk of the Board, far too many to detail in this type of report. Because the Clerk of the Board works directly with and for the Board of Supervisors, everything the Clerk does is in some way mandated by statute, particularly recording all proceedings of the board, recording the vote of each member on every question, and preserving and filing all accounts and actions of the Board. The Clerk of the Board of Supervisors is also the Clerk of the Flood Control District A.R.S. § 48-3602, Library District A.R.S. § 48-3901, and the Stadium District A.R.S. § 48-4202, as well as numerous special districts.
HISTORY/ BACKGROUND	The Clerk of the Board is an Officer of the County, appointed by the Board of Supervisors to perform all mandated statutory services for the Board of Supervisors, Flood Control District, Library District, Stadium District, Special Health Care District and Special Districts, and to be the official record keeper for these Boards.
MANDATE DESCRIPTION	The Clerk of the Board has numerous statutory and constitutional duties including signing all orders made and warrants issued by order of the board for payment of money, publishing minutes, accepting notices of claim for the county, tracking Constables monthly logs, assisting in formation of special districts, special district annual reports, processing annexations and franchise applications, and licensing and permitting for certain special events. Regular meetings of the Board shall be held each month as designated by the Board; each meeting to be posted and conducted in accordance with the Arizona Open Meeting Law statute A.R.S. § 38-431 et. seq. .

Board of Supervisors Clerk (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED					
060 CLERK OF THE BOARD					
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	\$ 403,840	\$ 72,929	\$ 2,019	\$ 478,788	\$ -
ALL FUNDS	\$ 403,840	\$ 72,929	\$ 2,019	\$ 478,788	\$ -

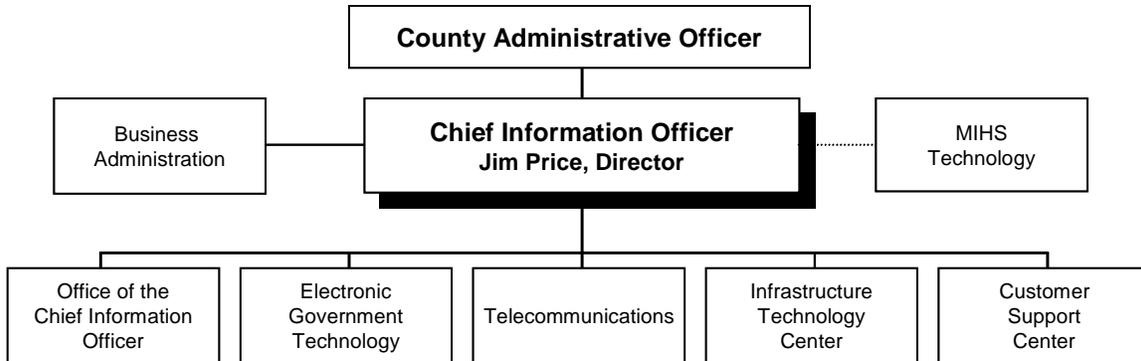
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
060 CLERK OF THE BOARD									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Requested	Adopted	Revised	Variance	%
REVENUE									
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 315,477	\$ 307,735	\$ 309,790	\$ 316,077	\$ 308,606	\$ 308,606	\$ 1,184	0%	
705 TEMPORARY PAY	9,262	12,433	6,199	2,899	6,199	14,403	(8,204)	-132%	
750 FRINGE BENEFITS	59,330	56,811	68,164	65,792	70,203	70,831	(2,667)	-4%	
790 OTHER PERSONNEL SERVICES	-	-	16,932	7	16,932	10,000	6,932	41%	
Sub Total	\$ 384,069	\$ 376,979	\$ 401,085	\$ 384,774	\$ 401,940	\$ 403,840	\$ (2,755)	-1%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 9,748	\$ 7,500	\$ 7,536	\$ 5,890	\$ 10,552	\$ 10,552	\$ (3,016)	-40%	
804 NON-CAPITAL EQUIPMENT	87	-	-	51	-	-	-	0%	
810 LEGAL SERVICES	7,535	15,000	15,000	11,774	15,000	15,000	-	0%	
812 OTHER SERVICES	49,695	36,500	36,500	28,683	33,835	33,835	2,665	7%	
820 RENT & OPERATING LEASES	8,559	7,500	7,500	7,899	10,960	9,760	(2,260)	-30%	
825 REPAIRS AND MAINTENANCE	391	1,000	998	654	998	498	500	50%	
839 INTERNAL SERVICE CHARGES	1,551	3,090	3,089	910	934	934	2,155	70%	
842 TRAVEL & EDUCATION	1,204	1,100	1,100	465	1,100	900	200	18%	
843 POSTAGE/FREIGHT/SHIPPING	886	1,500	1,500	721	1,450	1,450	50	3%	
Sub Total	\$ 79,656	\$ 73,190	\$ 73,223	\$ 57,047	\$ 74,829	\$ 72,929	\$ 294	0%	
CAPITAL OUTLAY									
950 DEBT SERVICE	\$ -	\$ -	\$ -	\$ -	\$ 2,019	\$ 2,019	\$ (2,019)	0%	
Sub Total	\$ -	\$ -	\$ -	\$ -	\$ 2,019	\$ 2,019	\$ (2,019)	0%	
Total Expenditures	\$ 463,725	\$ 450,169	\$ 474,308	\$ 441,821	\$ 478,788	\$ 478,788	\$ (4,480)	-1%	
Operating Balance (Rev. - Exp.)	\$ (463,725)	\$ (450,169)	\$ (474,308)	\$ (441,821)	\$ (478,788)	\$ (478,788)	\$ 4,480	-1%	

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
060 CLERK OF THE BOARD			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	4.00	DIRECTOR	1.00
ADMINISTRATOR	1.00	FINAN/BUSINESS ANALYST	1.00
Total			7.00

Chief Information Officer

Organizational Chart



Mission

The Mission of the Information Technology Department is to provide strategic vision, leadership, and enterprise solutions to County leaders and staff so they can meet their goals and deliver results to the Public.

Vision

Information Technology will champion Maricopa County into Information-Age Government.

Goals

- County employees will have the ability to fully perform their day-to-day jobs, within a secured IT environment, on demand from anywhere at any time by July 2008.
- The Public and outside organizations will have the ability, within a secured IT environment, to obtain information from and conduct business transactions online with the County on demand from anywhere at any time by July 2008.
- County decision-makers will have the ability to readily and easily access data and/or information on demand to make informed business decisions by July 2008.
- Through Countywide standardized information technology, the County will maximize the use of its available support resources, optimize the cost of doing business, and expedite the sharing and distributing of data and information between systems utilized by distinct business units on demand by July 2008.
- The County's IT strategic goals will be achieved through information technology standards; experienced, knowledgeable, and informed staff; and transformed business processes through enabling IT services by July 2008.

Issues

- As the County increasingly depends upon collaboration in the workplace, supporting the process will be impossible if the technology infrastructure is inadequately funded and allowed to stagnate.
- The lack of robust tools to manage, organize, maintain and catalog data will negate the usefulness of the constantly increasing supply of and demand for web-based information.

Chief Information Officer (Continued)

- Increased demand for video, imaging, and other high bandwidth applications to support business processes are greater than what current network capacity and flexibility can provide.
- The lack of competitive compensation, education, and career development opportunities for IT staff will make it difficult to attract and retain skilled employees.
- If IT doesn't pursue alternative service delivery models, the shortage of IT talent may result in the inability to meet our customers' demands for services.
- Current development methodologies, tools, infrastructure, and organizational models won't be able to support the Public's demand for easy, online, 7X24 access to all government services from any location.
- Existing systems are being challenged to present decision-making information to county staff, management, and citizenry to meet current and anticipated increase in demand.
- The changing work environment and growth in population require county employees to perform their jobs from remote locations, seriously challenging the County telecommunications system, which was designed primarily to serve centralized locations.
- Existing demand for decision-making information cannot be met with current applications.
- The lack of integration frameworks between County departments and external agencies hinder the presentation of timely decision-making information demanded by County staff, management, and the Public.
- The work environment, population growth, and urban sprawl continually change. Today's workforce is required to perform work from remote locations with both wired and wireless telecommunications-based technologies.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 410 CHIEF INFORMATION OFFICER TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
41AP - INFO TECHNOLOGY APPLICATION	\$ 946,824	\$ 155,335	\$ -	\$ 1,102,159	\$ -	
41IF - INFO TECHNOLOGY INFRASTRUCTURE	106,725	-	-	106,725	-	
41MG - INFO TECHNOLOGY MANAGEMENT	557,130	6,999	-	564,129	-	
99AS - ADMINISTRATIVE SERVICES PROG	483,029	18,748	-	501,777	-	
99IT - INFORMATION TECHNOLOGY PROGRAM	2,037,174	691,687	204,778	2,933,639	-	
TOTAL	\$ 4,130,882	\$ 872,769	\$ 204,778	\$ 5,208,429	\$ -	

Chief Information Officer (Continued)

Key Performance Measures

Program Name: INFORMATION TECHNOLOGY APPLICATION PROGRAM

Program Purpose: The purpose of the IT Application Program is to provide County-wide solutions on behalf of administrative departments so that they can meet their goals and deliver maximum benefit from their technology investments.

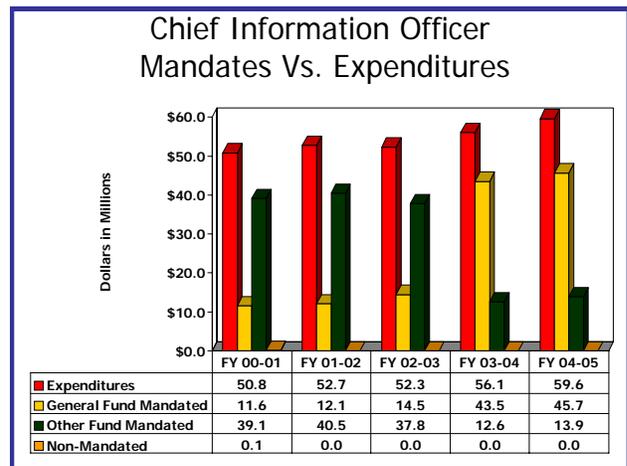
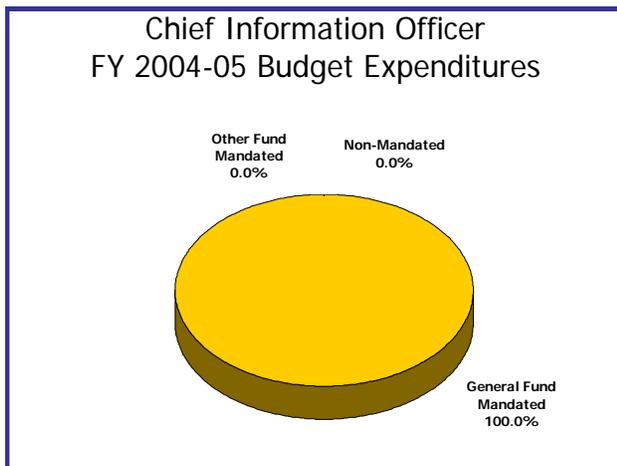
Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent Customers Satisfied with Budget & MFR Applications Development Service Request Outcome.	100	N/A	90	90
Percent Customers Satisfied with Financial Applications Development Service Request Outcome.	83	N/A	100	100
Percent Customers Satisfied with HR Applications Development Service Request Outcome.	85.7	N/A	87.5	87.5

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 5,175,454	\$ -	\$ -	\$ -	\$ -	\$ 5,175,454
FY 2001-02 Actuals	\$ 5,157,517	\$ -	\$ -	\$ -	\$ -	\$ 5,157,517
FY 2002-03 Actuals	\$ 5,195,691	\$ -	\$ -	\$ -	\$ -	\$ 5,195,691
FY 2003-04 Actuals	\$ 4,472,561	\$ -	\$ -	\$ -	\$ -	\$ 4,472,561
FY 2004-05 Adopted Budget	\$ 5,208,429	\$ -	\$ -	\$ -	\$ -	\$ 5,208,429

Total Administrative Mandates	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 5,175,454	\$ -	\$ -	\$ -	\$ -	\$ 5,175,454
FY 2001-02 Actuals	\$ 5,157,517	\$ -	\$ -	\$ -	\$ -	\$ 5,157,517
FY 2002-03 Actuals	\$ 5,195,691	\$ -	\$ -	\$ -	\$ -	\$ 5,195,691
FY 2003-04 Actuals	\$ 4,472,561	\$ -	\$ -	\$ -	\$ -	\$ 4,472,561
FY 2004-05 Adopted Budget	\$ 5,208,429	\$ -	\$ -	\$ -	\$ -	\$ 5,208,429

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Chief Information Officer (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED					
410 CHIEF INFORMATION OFFICER					
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	\$ 4,130,882	\$ 872,769	\$ 204,778	\$ 5,208,429	\$ -
ALL FUNDS	\$ 4,130,882	\$ 872,769	\$ 204,778	\$ 5,208,429	\$ -

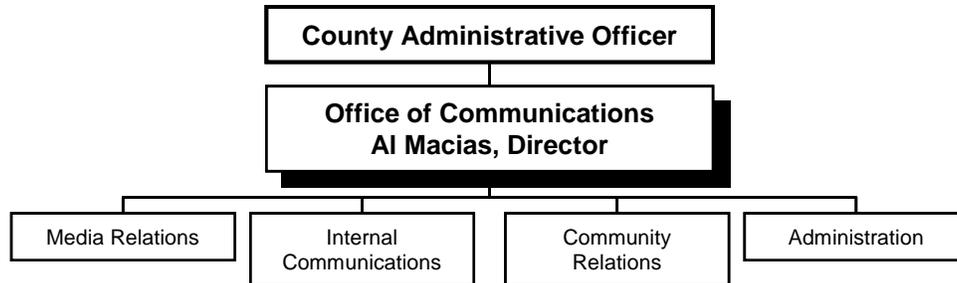
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
410 CHIEF INFORMATION OFFICER									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Requested	Adopted	Revised	Variance	%
REVENUE									
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 3,394,245	\$ 3,232,595	\$ 3,615,006	\$ 3,411,070	\$ 3,471,776	\$ 3,553,108	\$ 61,898	2%	
705 TEMPORARY PAY	(0)	5,574	5,574	(1,868)	3,074	2,000	3,574	64%	
710 OVERTIME	4,306	8,700	8,700	9,013	8,700	5,000	3,700	43%	
750 FRINGE BENEFITS	634,379	634,881	837,334	721,707	830,512	843,969	(6,635)	-1%	
790 OTHER PERSONNEL SERVICES	20,319	95,938	17,555	22,533	37,268	17,556	(1)	0%	
795 PERSONNEL SERVICES ALLOC OUT	(317,283)	(335,920)	(596,820)	(471,192)	(290,751)	(290,751)	(306,069)	51%	
796 PERSONNEL SERVICES ALLOC IN	-	-	19,992	16,660	-	-	19,992	100%	
Sub Total	\$ 3,735,966	\$ 3,641,768	\$ 3,907,341	\$ 3,707,924	\$ 4,060,579	\$ 4,130,882	\$ (223,541)	-6%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 940,355	\$ 832,533	\$ 887,033	\$ 945,209	\$ 786,184	\$ 694,927	\$ 192,106	22%	
803 FUEL	-	-	-	22	-	-	-	0%	
804 NON-CAPITAL EQUIPMENT	111,733	25,000	28,500	10,048	28,500	28,500	-	0%	
812 OTHER SERVICES	42,927	74,728	22,728	34,379	23,031	22,000	728	3%	
820 RENT & OPERATING LEASES	7,966	6,975	6,975	5,850	6,142	6,142	833	12%	
825 REPAIRS AND MAINTENANCE	52,440	87,430	81,430	39,229	76,430	68,000	13,430	16%	
839 INTERNAL SERVICE CHARGES	35,689	28,540	28,540	22,815	22,600	22,600	5,940	21%	
842 TRAVEL & EDUCATION	37,048	35,500	35,500	6,527	36,000	30,000	5,500	15%	
843 POSTAGE/FREIGHT/SHIPPING	1,126	200	200	578	200	600	(400)	-200%	
Sub Total	\$ 1,229,284	\$ 1,090,906	\$ 1,090,906	\$ 1,064,656	\$ 979,087	\$ 872,769	\$ 218,137	20%	
CAPITAL OUTLAY									
920 CAPITAL EQUIPMENT	\$ 39,308	\$ -	\$ -	\$ (742)	\$ -	\$ -	\$ -	0%	
950 DEBT SERVICE	191,274	145,276	145,276	129,815	168,763	204,778	(59,502)	-41%	
Sub Total	\$ 230,582	\$ 145,276	\$ 145,276	\$ 129,073	\$ 168,763	\$ 204,778	\$ (59,502)	-41%	
Total Expenditures	\$ 5,195,832	\$ 4,877,950	\$ 5,143,523	\$ 4,901,652	\$ 5,208,429	\$ 5,208,429	\$ (64,906)	-1%	
Operating Balance (Rev. - Exp.)	\$ (5,195,832)	\$ (4,877,950)	\$ (5,143,523)	\$ (4,901,652)	\$ (5,208,429)	\$ (5,208,429)	\$ 64,906	-1%	

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
410 CHIEF INFORMATION OFFICER			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	2.00	FINANCIAL SUPERVISOR	1.00
CHIEF OFFICER	1.00	INFO SYSTEMS SUPERVISOR	6.00
COMPUTER OPERATOR	6.00	INFO TECHNOL CONSULTANT	6.00
DATABASE ADMIN/ANALYST	4.00	PC SPECIALIST	7.00
DEVELOPER/PRGRMR ANALYST	15.00	TECH SUPPORT SPECIALIST	1.00
DIRECTOR	1.00	TECHNOLOGY ANALYST	5.00
		TECHNOLOGY PRODUCT ADMIN	8.00
Total			63.00

Communications

Organizational Chart



Mission

The Mission of the Maricopa County Office of Communications is to provide consistent, effective, and accurate communication, media relations, and community relations to the residents and employees of the County so they are informed of Maricopa County's activities, services, and achievements.

Vision

The Office of Communications will disseminate information about County services through all forms of media including but not limited to print, broadcast, and interactive web based media.

Goals

- By August of 2004, there will be a 3% increase in the amount of press coverage for Maricopa County (measured by our media tracking service), achieved through a dedicated, unified effort from all County PIO's to coordinate press through the Office of Communications for greater group impact. 2. By August of 2004, Maricopa County will increase public awareness of County services and goals by at least 5% over the 2000 results in each of the next two Customer Satisfaction Surveys (as measured by the Office of Research and Reporting). 3. By January 2005, the Office of Communications will create at least four new methods of sharing information with elected leaders and employees.
- By August 2006, Maricopa County will increase public awareness of County Services and goals by at least 3% over the 2003 results in each of the next two Customer Satisfaction Surveys (as measured by the Office of research and Reporting).
- By August 2006, the Office of Communications will begin streaming video via the intranet and internet to increase the County's ability to communicate with its employees and residents.

Issues

- Increased production and use of streaming video may require additional resources in order to meet our goal timeframes.
- Digital Television (DTV) has become an issue for over the air broadcasters due to the Federal Government's requirement that all commercial outlets convert to the DTV format. That process is currently under way throughout the country. If cable providers convert to the DTV format (willingly or under government order) the Office of Communications would most likely be required to provide our programming to the cable providers in DTV format. That would require new cameras and editing equipment at significant cost, perhaps as much as two million dollars. It is difficult to predict when that point may be reached but more than likely it will happen within the next two to four years.

Communications (Continued)

Total Budget by Program

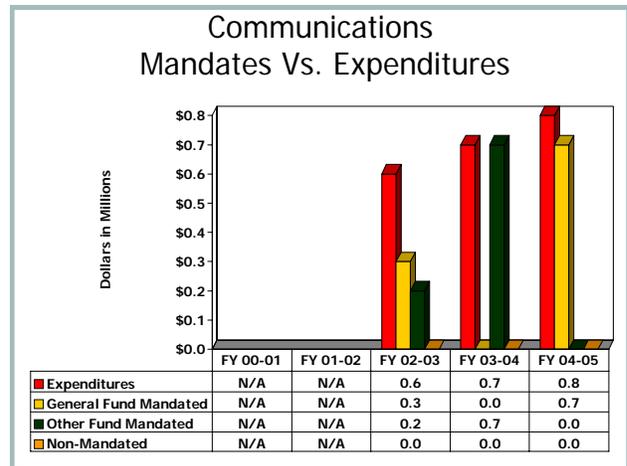
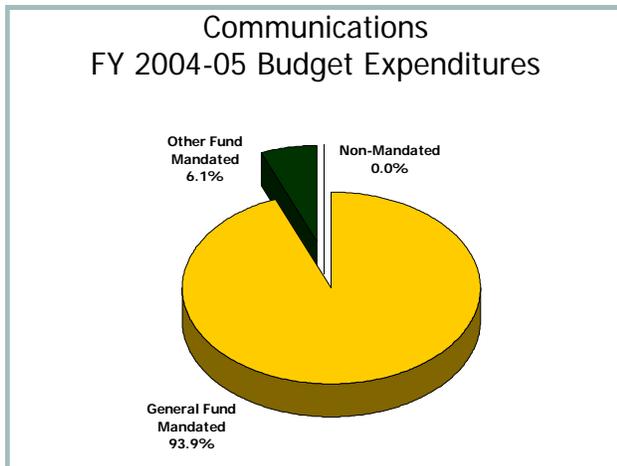
TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 710 COMMUNICATIONS TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
71CM - COMMUNICATIONS	\$ 477,737	\$ 120,208	\$ 23,726	\$ 621,671	\$ 46,261	
99AS - ADMINISTRATIVE SERVICES PROG	87,893	44,665	-	132,558	-	
TOTAL	\$ 565,630	\$ 164,873	\$ 23,726	\$ 754,229	\$ 46,261	

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	N/A	N/A	N/A	N/A	N/A	N/A
FY 2001-02 Actuals	N/A	N/A	N/A	N/A	N/A	N/A
FY 2002-03 Actuals	\$ 331,078	\$ -	\$ -	\$ -	\$ 224,104	\$ 555,182
FY 2003-04 Actuals	\$ -	\$ 711,251	\$ -	\$ -	\$ -	\$ 711,251
FY 2004-05 Adopted Budget	\$ 707,968	\$ -	\$ -	\$ -	\$ 46,261	\$ 754,229

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	N/A	N/A	N/A	N/A	N/A	N/A
FY 2001-02 Actuals	N/A	N/A	N/A	N/A	N/A	N/A
FY 2002-03 Actuals	\$ 331,078	\$ -	\$ -	\$ -	\$ 224,104	\$ 555,182
FY 2003-04 Actuals	\$ -	\$ 711,251	\$ -	\$ -	\$ -	\$ 711,251
FY 2004-05 Adopted Budget	\$ 707,968	\$ -	\$ -	\$ -	\$ 46,261	\$ 754,229

NOTE: Prior to FY03, Communications was included in the County Administration Office. Please see County Administration Office for prior history.
 NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Communications (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED					
710 COMMUNICATIONS					
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	\$ 519,369	\$ 164,873	\$ 23,726	\$ 707,968	\$ -
INTERNAL SERVICE	46,261	-	-	46,261	46,261
ALL FUNDS	\$ 565,630	\$ 164,873	\$ 23,726	\$ 754,229	\$ 46,261

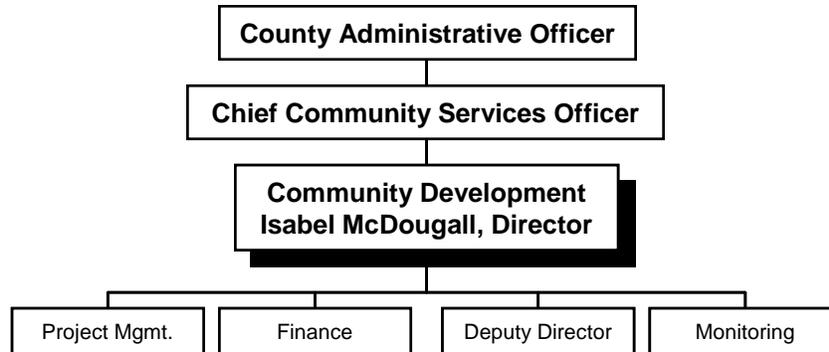
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
710 COMMUNICATIONS									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted Restated	Revised Restated	Projected Restated	Requested	Adopted	Revised Variance	%	
REVENUE									
635 OTHER CHARGES FOR SERVICES	\$ 1,525	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	0%
636 INTERNAL SERVICE CHARGES	243,726	800,490	800,490	623,611	46,261	46,261	754,229	94%	
Total Revenue	\$ 245,251	\$ 800,490	\$ 800,490	\$ 623,611	\$ 46,261	\$ 46,261	\$ 754,229	94%	
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 255,606	\$ 408,713	\$ 464,196	\$ 434,803	\$ 432,550	\$ 432,550	\$ 31,646	7%	
705 TEMPORARY PAY	6,922	-	-	-	-	-	-	0%	
710 OVERTIME	102	-	-	-	-	-	-	0%	
750 FRINGE BENEFITS	57,656	84,547	120,127	103,706	125,956	125,956	(5,829)	-5%	
790 OTHER PERSONNEL SERVICES	-	12,860	-	-	-	-	-	0%	
795 PERSONNEL SERVICES ALLOC OUT	6,303	(23,857)	(72,396)	(72,396)	-	(46,261)	(26,135)	36%	
796 PERSONNEL SERVICES ALLOC IN	-	51,635	51,635	51,635	53,385	53,385	(1,750)	-3%	
Sub Total	\$ 326,589	\$ 533,898	\$ 563,562	\$ 517,748	\$ 611,891	\$ 565,630	\$ (2,068)	0%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 3,065	\$ 13,665	\$ 7,000	\$ 7,000	\$ 10,665	\$ 10,665	\$ (3,665)	-52%	
803 FUEL	-	-	500	442	500	500	-	0%	
810 LEGAL SERVICES	17,853	-	-	-	-	-	-	0%	
812 OTHER SERVICES	193,618	149,736	141,106	141,106	114,615	108,318	32,788	23%	
820 RENT & OPERATING LEASES	-	13,284	23,100	23,100	24,000	24,000	(900)	-4%	
825 REPAIRS AND MAINTENANCE	-	20,000	10,002	8,571	10,000	10,000	2	0%	
839 INTERNAL SERVICE CHARGES	13,647	500	7,500	7,500	7,890	7,890	(390)	-5%	
842 TRAVEL & EDUCATION	335	10,000	4,732	1,964	2,000	2,000	2,732	58%	
843 POSTAGE/FREIGHT/SHIPPING	74	1,500	4,000	4,000	1,500	1,500	2,500	63%	
850 UTILITIES	-	-	4,933	4,933	-	-	4,933	100%	
Sub Total	\$ 228,593	\$ 208,685	\$ 202,873	\$ 198,615	\$ 171,170	\$ 164,873	\$ 38,000	19%	
CAPITAL OUTLAY									
920 CAPITAL EQUIPMENT	\$ -	\$ 29,493	\$ 2,819	\$ -	\$ -	\$ -	\$ 2,819	100%	
950 DEBT SERVICE	-	-	2,814	5,633	5,342	23,726	(20,912)	-743%	
Sub Total	\$ -	\$ 29,493	\$ 5,633	\$ 5,633	\$ 5,342	\$ 23,726	\$ (18,093)	-321%	
Total Expenditures	\$ 555,182	\$ 772,076	\$ 772,068	\$ 721,996	\$ 788,403	\$ 754,229	\$ 17,839	2%	
Operating Balance (Rev. - Exp.)	\$ (309,931)	\$ 28,414	\$ 28,422	\$ (98,385)	\$ (742,142)	\$ (707,968)	\$ 736,390	2591%	

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
710 COMMUNICATIONS			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	1.00	GOVT/COMMUN AFFAIRS OFCR	2.00
DIRECTOR	1.00	MEDIA ASSISTANT	2.00
		MEDIA SPECIALIST	2.00
Total			8.00

Community Development

Organizational Chart



Mission

The Mission of Community Development is to provide Community Development Block Grant (CDBG) and HOME Program funding to municipalities and other subrecipients not eligible for direct United States Department of Housing and Urban Development (HUD) funding so they can develop viable communities to primarily benefit low and moderate-income people.

Vision

Develop viable communities through the provision of affordable housing, suitable living environments and expansion of strong economic bases, principally for persons of low and moderate income.

Goals

- Meet the increasing demand for administrative services generated from population growth and any anticipated new HUD grant requirements, with a reduction in funding for such administrative services, by June 30, 2010.

Issues

- The increasing population growth of Maricopa County will lead to a reduction of urban county participating municipalities and a corresponding increase of Maricopa HOME Consortium members, which will result in an increased demand for administrative services while funding for these services will be decreased.
- Anticipated new HUD requirements will require more administrative ability and expertise while administrative funding is decreasing.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 170 COMMUNITY DEVELOPMENT TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
17CD - COMMUNITY DEV. BLOCK GRANT	\$ 420,211	\$ 6,387,683	\$ -	\$ 6,807,894	\$ 6,807,894	
17HM - HOME	268,539	8,956,843	-	9,225,382	9,225,382	
TOTAL	\$ 688,750	\$ 15,344,526	\$ -	\$ 16,033,276	\$ 16,033,276	

Community Development (Continued)

Key Performance Measures

Program Name: COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM

Program Purpose: The purpose of the Community Development Block Grant Program is to provide eligible community improvements to CDBG sub-recipients so that low and moderate income residents are empowered to develop viable communities.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of dollars spent versus Dollars awarded for sub-recipient projects	84	95	133	98

Program Name: HOME PROGRAM

Program Purpose: The purpose of the HOME Program is to provide affordable housing opportunities to qualified HOME recipients, sub-recipients, and Community Housing Development Organizations (CHDOs) so that suitable housing for low and moderate income residents is preserved and expanded.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of dollars spent versus dollars awarded for housing stock preservation and expansion	97	74	90	52

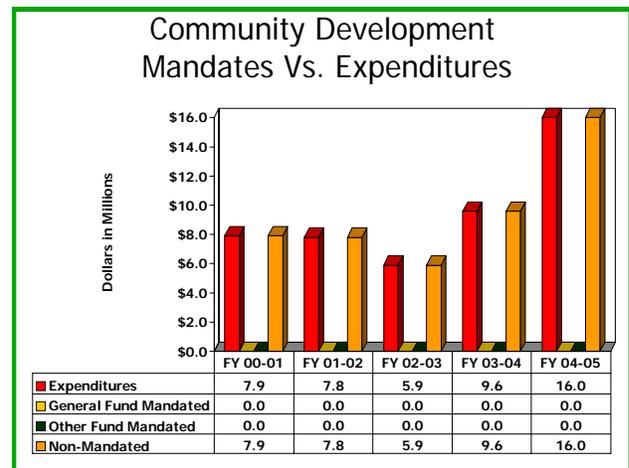
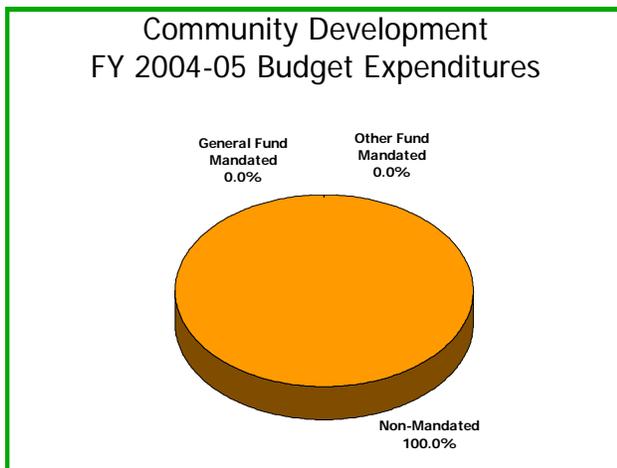
Community Development (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 7,862,319	\$ -	\$ -	\$ -	\$ 7,862,319
FY 2001-02 Actuals	\$ -	\$ 7,755,494	\$ -	\$ -	\$ -	\$ 7,755,494
FY 2002-03 Actuals	\$ -	\$ 5,896,916	\$ -	\$ -	\$ -	\$ 5,896,916
FY 2003-04 Actuals	\$ -	\$ 9,566,275	\$ -	\$ -	\$ -	\$ 9,566,275
FY 2004-05 Adopted Budget	\$ -	\$ 16,033,276	\$ -	\$ -	\$ -	\$ 16,033,276

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 7,862,319	\$ -	\$ -	\$ -	\$ 7,862,319
FY 2001-02 Actuals	\$ -	\$ 7,755,494	\$ -	\$ -	\$ -	\$ 7,755,494
FY 2002-03 Actuals	\$ -	\$ 5,896,916	\$ -	\$ -	\$ -	\$ 5,896,916
FY 2003-04 Actuals	\$ -	\$ 9,566,275	\$ -	\$ -	\$ -	\$ 9,566,275
FY 2004-05 Adopted Budget	\$ -	\$ 16,033,276	\$ -	\$ -	\$ -	\$ 16,033,276

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Community Development (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
170 COMMUNITY DEVELOPMENT						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
SPECIAL REVENUE	\$ 688,750	\$ 15,344,526	\$ -	\$ 16,033,276	\$ 16,033,276	
ALL FUNDS	\$ 688,750	\$ 15,344,526	\$ -	\$ 16,033,276	\$ 16,033,276	

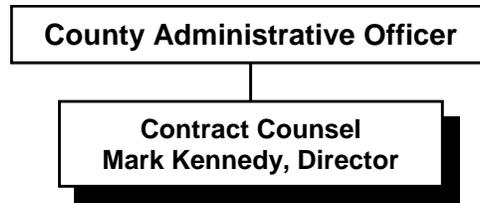
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
170 COMMUNITY DEVELOPMENT									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance
									%
REVENUE									
615 GRANTS	\$ 6,896,915	\$ 15,857,672	\$ 15,857,672	\$ 13,246,744	\$ 16,033,276	\$ 16,033,276	\$ (175,604)		-1%
645 INTEREST EARNINGS	-	-	-	(0)	-	-	-	-	0%
652 PROCEEDS OF FINANCING	-	-	-	1,243	-	-	-	-	0%
Total Revenue	\$ 6,896,915	\$ 15,857,672	\$ 15,857,672	\$ 13,247,986	\$ 16,033,276	\$ 16,033,276	\$ (175,604)		-1%
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 441,455	\$ 462,470	\$ 541,762	\$ 491,072	\$ 526,301	\$ 526,301	\$ 15,461		3%
705 TEMPORARY PAY	-	11,575	11,575	-	14,914	14,914	(3,339)		-29%
750 FRINGE BENEFITS	92,611	114,284	144,477	116,890	145,293	145,293	(816)		-1%
795 PERSONNEL SERVICES ALLOC OUT	(11,247)	(268,572)	(268,572)	(136,814)	(285,302)	(268,539)	(33)		0%
796 PERSONNEL SERVICES ALLOC IN	-	268,572	268,572	134,286	285,302	270,781	(2,209)		-1%
Sub Total	\$ 522,818	\$ 588,329	\$ 697,814	\$ 605,434	\$ 686,508	\$ 688,750	\$ 9,064		1%
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 14,382	\$ 19,000	\$ 19,000	\$ 19,631	\$ 18,000	\$ 17,000	\$ 2,000		11%
803 FUEL	956	983	983	995	1,000	1,000	(17)		-2%
804 NON-CAPITAL EQUIPMENT	25,509	15,320	15,320	9,104	8,500	8,500	6,820		45%
810 LEGAL SERVICES	-	1,000	1,000	498	1,000	1,000	-		0%
812 OTHER SERVICES	63,927	150,000	150,000	25,470	78,141	61,136	88,864		59%
820 RENT & OPERATING LEASES	89,654	84,671	84,671	84,046	87,604	87,604	(2,933)		-3%
825 REPAIRS AND MAINTENANCE	1,639	3,000	3,000	2,618	3,000	3,000	-		0%
830 INTERGOVERNMENTAL PAYMENTS	6,149,283	14,930,142	14,829,507	12,449,877	15,090,080	15,106,843	(277,336)		-2%
839 INTERNAL SERVICE CHARGES	27,395	32,216	23,366	22,547	20,919	20,919	2,447		10%
842 TRAVEL & EDUCATION	2,255	9,000	-	301	9,000	8,000	(8,000)		0%
843 POSTAGE/FREIGHT/SHIPPING	1,156	2,786	9,000	4,850	2,700	2,700	6,300		70%
845 SUPPORT AND CARE OF PERSONS	-	-	2,786	1,392	-	-	2,786		100%
850 UTILITIES	540	-	-	-	-	-	-		0%
880 TRANSFERS OUT	33,989	21,225	21,225	21,225	26,824	26,824	(5,599)		-26%
Sub Total	\$ 6,410,685	\$ 15,269,343	\$ 15,159,858	\$ 12,642,553	\$ 15,346,768	\$ 15,344,526	\$ (184,668)		-1%
CAPITAL OUTLAY									
920 CAPITAL EQUIPMENT	\$ 22,898	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		0%
Sub Total	\$ 22,898	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		0%
Total Expenditures	\$ 6,956,402	\$ 15,857,672	\$ 15,857,672	\$ 13,247,987	\$ 16,033,276	\$ 16,033,276	\$ (175,604)		-1%
Operating Balance (Rev. - Exp.)	\$ (59,487)	\$ -	\$ -	\$ (1)	\$ -	\$ -	\$ -		0%

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
170 COMMUNITY DEVELOPMENT			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTING CLERK	1.00	EXECUTIVE ASSISTANT	1.00
DEPUTY DIRECTOR	1.00	FINANCIAL SUPERVISOR	1.00
DIRECTOR	1.00	PROJECT MANAGER	5.00
Total			10.00

Contract Counsel

Organizational Chart



Mission

The Mission of the Office of Contract Counsel is to provide quality legal representation to indigent individuals assigned to us by the court, thus safeguarding the fundamental legal rights of each member of the community.

Vision

The Vision of the office of contract counsel is to deliver America's promise of justice for all.

Goals

- By July 1, 2006, the Office of Contract Counsel will resolve to disposition 90% of all felony cases, except those cases designated as complex by the court, within 180 days of arraignment or case assignment with no reduction in the quality of legal representation.
- By July 1, 2006, the Office of Contract Counsel will maintain quality representation as measured by the established benchmarks.
- By July 1, 2006, the Office of Contract Counsel will maintain cost effectiveness by limiting the percentage of increase in the annual cost per case to no more than the percentage of increase in the overall annual funding of the County's criminal justice group.

Issues

- Recent developments in case law, legislation and court rules have the potential to seriously impact current caseloads/workloads and timeliness, which could adversely affect the average cost per case.
- Increasing case filings, combined with the courts' continued emphasis on moving cases more quickly, will reduce efficiency, resulting in less time and resources available to assist clients, reducing the quality of legal representation, and increasing stress and staff turnover.
- A tightening, competitive employment market in Maricopa County makes it more difficult for the Office of Contract Counsel to hire/contract and retain a creative, skilled and knowledgeable workforce.
- The rapid increase in population and continued emphasis on law enforcement will increase the number of indigent defendants, resulting in more cases for the Office.
- The lack of an effective, coordinated case management system continues to limit our ability to substantiate caseload issues and the related financial implications.
- The increasing number of limited-English speaking clients and the shortage of qualified interpreters will reduce efficiency, delay case resolution, and deny these clients access to justice.

Contract Counsel (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 560 CONTRACT COUNSEL TOTAL FUNDS					
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
52AC - ADULT CIVIL REPRESENTATION	\$ -	\$ 237,586	\$ -	\$ 237,586	\$ -
52AF - ADULT FELONY REPRESENTATION	-	2,305,234	-	2,305,234	-
52AM - ADULT MISDEMNOR REPRESENTATION	-	7,171	-	7,171	-
52AR - APPELLATE REPRESENTATION	-	192,725	-	192,725	-
52DR - DEPENDENCY REPRESENTATION	-	3,635,791	-	3,635,791	-
52JC - JUVENILE CIVIL REPRESENTATION	-	150,595	-	150,595	-
52JD - JUV DELINQ/INCCORR REPRESENTN	-	2,433,720	-	2,433,720	-
52MH - MENTAL HEALTH REPRESENTATION	-	5,378	-	5,378	-
99AS - ADMINISTRATIVE SERVICES PROG	365,390	43,948	6,868	416,206	-
TOTAL	\$ 365,390	\$ 9,012,148	\$ 6,868	\$ 9,384,406	\$ -

Key Performance Measures

Program Name: CRIMINAL DEFENSE PROGRAM

Program Purpose: The purpose of the Criminal Defense Program is to provide legal defense services to assigned indigent clients charged with criminal offenses so that they can obtain the most favorable result under the circumstances.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of Felony Cases with Disposition Less than Original Charge	N/A	87.2	88.2	88.2
Percent of Appeals Briefs Completed Within 45-Day Due Date	N/A	56.36	67.34	67.34

Program Name: NON-CRIMINAL DEFENSE PROGRAM

Program Purpose: The purpose of the Non-Criminal Defense Program is to provide legal representation to assigned indigent persons in non-criminal matters so they can obtain the most favorable resolution to their case under the circumstances.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of Cases with a Disposition Less Than the Original Charge	N/A	80.3	84.3	84.3
Percent of Superior Court Mental Health Matters Concluded Within 30 Days	N/A	N/A	100	100

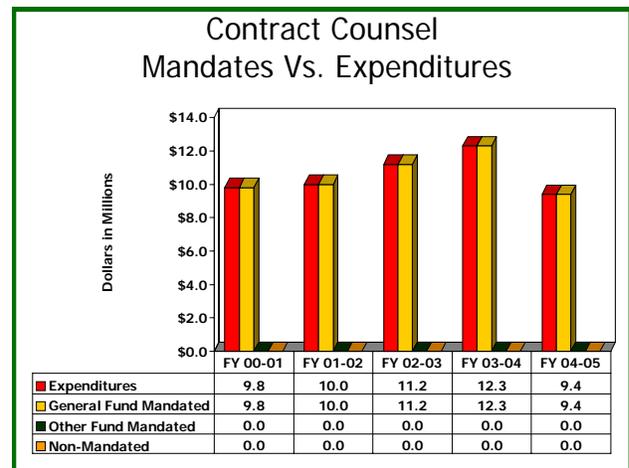
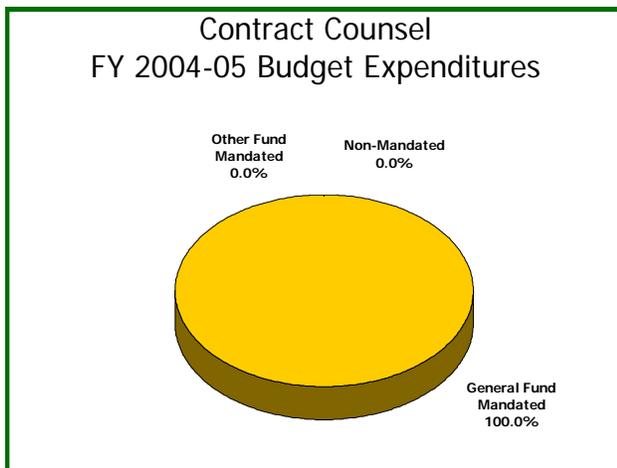
Contract Counsel (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 9,798,643	\$ -	\$ -	\$ -	\$ -	\$ 9,798,643
FY 2001-02 Actuals	\$ 10,024,888	\$ -	\$ -	\$ -	\$ -	\$ 10,024,888
FY 2002-03 Actuals	\$ 11,210,498	\$ -	\$ -	\$ -	\$ -	\$ 11,210,498
FY 2003-04 Actuals	\$ 12,300,027	\$ -	\$ -	\$ -	\$ -	\$ 12,300,027
FY 2004-05 Adopted Budget	\$ 9,384,406	\$ -	\$ -	\$ -	\$ -	\$ 9,384,406

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 9,798,643	\$ -	\$ -	\$ -	\$ -	\$ 9,798,643
FY 2001-02 Actuals	\$ 10,024,888	\$ -	\$ -	\$ -	\$ -	\$ 10,024,888
FY 2002-03 Actuals	\$ 11,210,498	\$ -	\$ -	\$ -	\$ -	\$ 11,210,498
FY 2003-04 Actuals	\$ 12,300,027	\$ -	\$ -	\$ -	\$ -	\$ 12,300,027
FY 2004-05 Adopted Budget	\$ 9,384,406	\$ -	\$ -	\$ -	\$ -	\$ 9,384,406

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Contract Counsel (Continued)

Mandate Information

TITLE	Legal Defense of Indigent Criminal Defendants and Delinquent or Incurable Juveniles
AUTHORITY	U.S. Constitution, 5th and 6th Amendments; Arizona Constitution, Article 2, § 24; ARS §§ 11-581 to 587; Rule 6, Arizona Rules of Criminal Procedure; Rule 20, Arizona Rules of Procedure for the Juvenile Court.
HISTORY/ BACKGROUND	The United States and Arizona Constitutions provide that an individual facing criminal charges has a right to the assistance of counsel. The United States and Arizona Supreme Courts have interpreted these provisions as requiring that counsel be provided, at government expense, for individuals facing loss of liberty who cannot afford to hire counsel. Historically, in Maricopa County, indigent defendants charged in criminal cases, and juveniles accused of delinquency or incorrigibility, were assigned to private attorneys who contracted to provide those services. In order to maximize the efficiency and cost-effectiveness of services mandated, Maricopa County has since funded the creation of three on-staff public defender offices (Offices of the Public Defender, Legal Defender, and Legal Advocate). Contract private attorneys continue to be assigned to a lesser number of cases, specifically those that the other offices are unable to handle (typically due to conflicts of interest). Those contract assignments continue to be managed and monitored by the Office of Contract Counsel.
MANDATE DESCRIPTION	Legal defense of indigent criminal defendants at risk of loss of liberty in criminal proceedings, including felony, misdemeanor, and probation violation cases. Legal defense of indigent criminal defendants in appeals and post-conviction relief cases. Legal representation of juveniles facing delinquency or incorrigibility charges. Legal representation of defendants opposing extradition. Legal representation in post-conviction relief cases of persons sentenced to death. Legal representation of witnesses in criminal cases, when assigned by the court.
TITLE	Judicial Mandates
AUTHORITY	A.R.S. §§ 36-528(D), 36-536(A), 36-537, 8-221. U.S. Constitution, 5th and 6th Amendments; Arizona Constitution Article 2, § 24; ARS §§ 11-584 to 587.
HISTORY/ BACKGROUND	Historically, Public Defenders have not had the authority to handle civil proceedings. As a result, in Maricopa County, private attorneys who contracted to provide these services were used almost exclusively. Due to changes in legislation, Maricopa County became responsible to provide representation to indigent individuals facing mental health commitments and to those involved in child dependency and severance proceedings. In order to maximize the efficiency and effectiveness of services mandated, Maricopa County has funded the creation of two on-staff dependency units (Offices of the Legal Defender and Legal Advocate) and one on-staff mental health unit (Public Defender). In addition, contracted private attorneys are assigned to cases that the other offices are unable to handle (typically due to conflicts of interest).
MANDATE DESCRIPTION	Legal representation of indigent persons at risk of a loss of liberty in civil mental health proceedings. Legal representation of indigent individuals involved in civil child dependency or severance proceedings, including the minor children in question.

Contract Counsel (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
560 CONTRACT COUNSEL						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
GENERAL FUND	\$ 365,390	\$ 9,012,148	\$ 6,868	\$ 9,384,406	\$ -	
ALL FUNDS	\$ 365,390	\$ 9,012,148	\$ 6,868	\$ 9,384,406	\$ -	

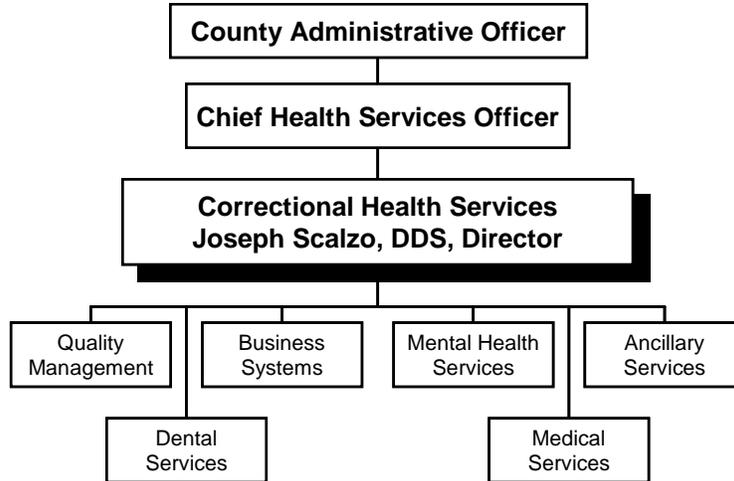
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
560 CONTRACT COUNSEL									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs	
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance %
REVENUE									
620 OTHER INTERGOVERNMENTAL	\$ -	\$ 41,158	\$ 62,029	\$ -	\$ -	\$ 62,029	\$ -	\$ 62,029	100%
635 OTHER CHARGES FOR SERVICES	-	20,871	-	-	-	-	-	-	0%
Total Revenue	\$ -	\$ 62,029	\$ 62,029	\$ -	\$ -	\$ 62,029	\$ -	\$ 62,029	100%
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 286,649	\$ 289,363	\$ 300,679	\$ -	\$ 301,288	\$ 299,532	\$ 299,513	\$ 1,166	0%
705 TEMPORARY PAY	-	-	-	-	12,126	-	-	-	0%
710 OVERTIME	249	-	1,890	-	10,880	1,890	1,890	-	0%
750 FRINGE BENEFITS	49,757	47,537	61,261	-	65,207	63,946	63,987	(2,726)	-4%
790 OTHER PERSONNEL SERVICES	-	-	-	-	100	-	-	-	0%
Sub Total	\$ 336,655	\$ 336,900	\$ 363,830	\$ -	\$ 389,601	\$ 365,368	\$ 365,390	\$ (1,560)	0%
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 14,801	\$ 11,241	\$ 11,241	\$ -	\$ 9,404	\$ 11,241	\$ 11,241	\$ -	0%
804 NON-CAPITAL EQUIPMENT	-	-	-	-	3,669	-	-	-	0%
810 LEGAL SERVICES	10,808,415	8,970,945	8,970,753	-	11,510,978	8,968,200	8,968,200	2,553	0%
811 HEALTH CARE SERVICES	861	-	-	-	-	-	-	-	0%
812 OTHER SERVICES	24,937	5,000	6,359	-	5,825	8,000	8,000	(1,641)	-26%
820 RENT & OPERATING LEASES	19,350	23,425	23,425	-	22,935	23,380	23,380	45	0%
825 REPAIRS AND MAINTENANCE	69	200	200	-	100	-	100	100	50%
839 INTERNAL SERVICE CHARGES	4,096	225	225	-	166	593	434	(209)	-93%
842 TRAVEL & EDUCATION	(157)	-	-	-	-	-	-	-	0%
843 POSTAGE/FREIGHT/SHIPPING	1,470	1,500	1,500	-	1,204	756	793	707	47%
Sub Total	\$ 10,873,843	\$ 9,012,536	\$ 9,013,703	\$ -	\$ 11,554,281	\$ 9,012,170	\$ 9,012,148	\$ 1,555	0%
CAPITAL OUTLAY									
950 DEBT SERVICE	\$ -	\$ 5,412	\$ 5,412	\$ -	\$ 3,819	\$ 6,868	\$ 6,868	\$ (1,456)	-27%
Sub Total	\$ -	\$ 5,412	\$ 5,412	\$ -	\$ 3,819	\$ 6,868	\$ 6,868	\$ (1,456)	-27%
Total Expenditures	\$ 11,210,498	\$ 9,354,848	\$ 9,382,945	\$ -	\$ 11,947,700	\$ 9,384,406	\$ 9,384,406	\$ (1,461)	0%
Operating Balance (Rev. - Exp.)	\$ (11,210,498)	\$ (9,292,819)	\$ (9,320,916)	\$ -	\$ (11,947,700)	\$ (9,322,377)	\$ (9,384,406)	\$ 63,490	-1%

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
560 CONTRACT COUNSEL			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTING CLERK	1.00	DIRECTOR	0.50
ADMINISTRATIVE SPECIALIST	3.00	LEGAL SUPPORT SPECIALIST	1.00
ADMIN/OFFICE SUPPORT SUPV	1.00	MITIGATION SVCS REP	0.75
		Total	7.25

Correctional Health

Organizational Chart



Mission

The Mission of the Correctional Health Services Department (CHS) is to provide medically necessary health care to persons in County correctional facilities in order to protect the health and safety of the community.

Vision

CHS will demonstrate excellence in correctional health care and be an integral part of the health and safety of the community.

Goals

- CHS will maintain a community standard of care in correctional setting as evidenced by continued accreditation status granted by the National Commission on Correctional Health Care (NCCHC), while implementing a Manage Care Model of service.
- By 2007, CHS will restructure and implement a Managed Care Model to provide constitutionally mandated health care services to those incarcerated in the Maricopa County jails to reduce the impact of the rising cost associated with delivering health care services.
- CHS will improve the efficiency of health care delivery to the incarcerated population in Maricopa County jails by full implementation of telemedicine by FY 2008.

Issues

- The nationwide shortage of health care personnel puts CHS in direct competition with the private sector to employ qualified staff, thus increasing the difficulties for CHS to recruit and retain quality clinical personnel
- The demand continues to increase for reports, data and information about health care deliverables provided by CHS despite the department's lack of automated technology and data management systems.
- The increasing cost associated with providing health care will lead CHS to adopt a Manage Care Model of service in order to deliver an efficient and cost-effective health care system to the incarcerated population.

Correctional Health (Continued)

- The increasing number of inmates in the jails with mental health issues will continue to escalate the cost to CHS associated with providing health care to this growing population.
- The opening of new jails facilities in Maricopa County will present challenges for CHS to staff the new capacity while providing services and treatment to the current population.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 260 CORRECTIONAL HEALTH TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
26AR - ADULT/REMAND JUV INMATE TRTMT	\$ 8,140,240	\$ 15,328,718	\$ 866,057	\$ 24,335,015	\$ 842,542	
26HC - HEALTH CARE MANAGEMENT	1,231,634	263,588	-	1,495,222	8,900	
26IA - INMATE ASSESSMENT	6,889,213	935,330	-	7,824,543	-	
80RE - RESTORATION TO COMPETENCY	1,540,071	1,921,355	-	3,461,426	-	
86BD - BIO DEFENSE PREPAREDNESS	44,947	-	-	44,947	-	
99AS - ADMINISTRATIVE SERVICES PROG	2,803,962	485,358	-	3,289,320	-	
99IT - INFORMATION TECHNOLOGY PROGRAM	395,663	2,155	126,128	523,946	-	
TOTAL	\$ 21,045,730	\$ 18,936,504	\$ 992,185	\$ 40,974,419	\$ 851,442	

Key Performance Measures

Program Name: ADULT/REMANDED JUVENILE INMATE TREATMENT PROGRAM

Program Purpose: 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of inmates treated who are returned to the general population	N/A	N/A	5.2	6.2
Percent of ordered medications attempted to be distributed on date to be taken	N/A	N/A	724	N/A
Percent of psychiatric encounters provided within required timelines	N/A	N/A	23.5	N/A
Percent of MIHS hospital days per 1,000 Mandays	N/A	N/A	0	N/A
Percent of Acute infirmary days per 1,000 mandays.	N/A	N/A	0.23	N/A
Percent Long Term Care infirmary days per 1,000 mandays.	N/A	0	0	0
Percent of outpatient medical encounters provided within required timelines	N/A	N/A	25.7	N/A

Correctional Health (Continued)

Program Name: HEALTH CARE MANAGEMENT

Program Purpose: To provide CHS 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of health records provided within required timelines	N/A	N/A	53.1	53.1
Percent of Risk Management Processes resolved without adverse outcomes.	N/A	N/A	96.45	96.45
Percent of inmates with a communicable disease/significant infection per 1,000 Mandays	N/A	N/A	0.06	0.06

Program Name: INMATE ASSESSMENT

Program Purpose: 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of discharged inmates receiving discharge planning	N/A	N/A	0	0
Percent of assessments completed within 14 days of booking.	N/A	N/A	64.5	64.5
Percent of Receiving Screening assessments accomplished within timeframes to be determined	N/A	N/A	100	100
Percent of health service requests triaged within 24 hours	N/A	N/A	95.6	95.6

Program Name: RESTORATION TO COMPETENCY PROGRAM

Program Purpose: 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of competency determinations performed within 78 days.	N/A	N/A	64	70

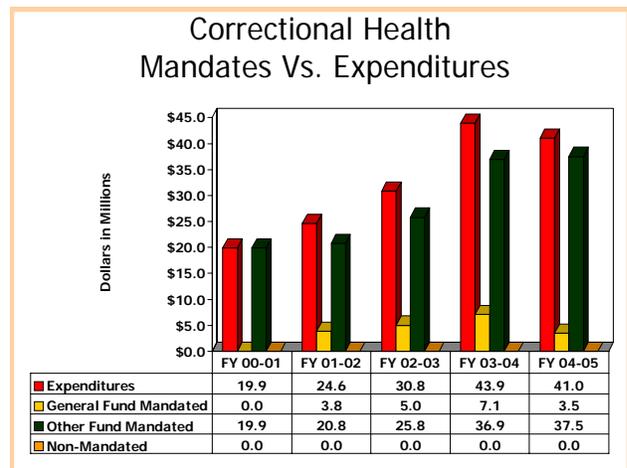
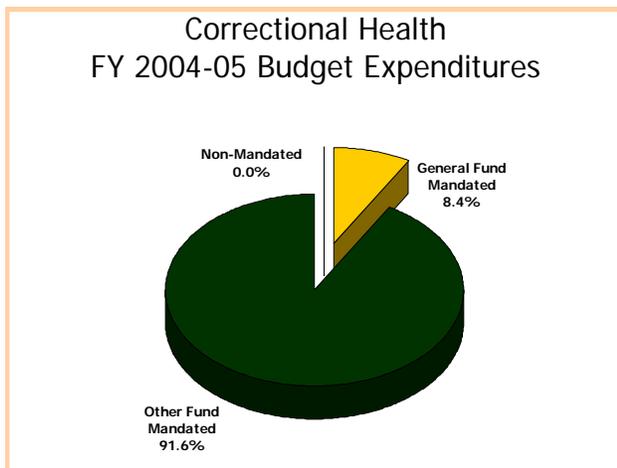
Correctional Health (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 19,856,743	\$ -	\$ -	\$ -	\$ 19,856,743
FY 2001-02 Actuals	\$ 3,838,332	\$ 20,779,507	\$ -	\$ -	\$ -	\$ 24,617,839
FY 2002-03 Actuals	\$ 4,972,450	\$ 25,826,324	\$ -	\$ -	\$ -	\$ 30,798,774
FY 2003-04 Actuals	\$ 7,074,648	\$ 36,717,994	\$ 156,499	\$ -	\$ -	\$ 43,949,141
FY 2004-05 Adopted Budget	\$ 3,461,426	\$ 37,354,956	\$ 158,037	\$ -	\$ -	\$ 40,974,419

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 19,856,743	\$ -	\$ -	\$ -	\$ 19,856,743
FY 2001-02 Actuals	\$ 3,838,332	\$ 20,779,507	\$ -	\$ -	\$ -	\$ 24,617,839
FY 2002-03 Actuals	\$ 4,972,450	\$ 25,826,324	\$ -	\$ -	\$ -	\$ 30,798,774
FY 2003-04 Actuals	\$ 7,074,648	\$ 36,717,994	\$ 156,499	\$ -	\$ -	\$ 43,949,141
FY 2004-05 Adopted Budget	\$ 3,461,426	\$ 37,354,956	\$ 158,037	\$ -	\$ -	\$ 40,974,419

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Mandate Information

TITLE Health Care to Indigents in County Correctional Facilities

AUTHORITY A.R.S. § 11-291 Hospitalization and Medical Care of Indigent Sick

HISTORY/BACKGROUND The State has historically placed the burden of indigent care at the county level. The Board of Supervisors has the sole and exclusive authority to provide for the hospitalization and medical care of the indigent sick in the county, including indigent persons under the supervision of a county corrections agency, to the extent such expenses are not covered by a third party payor. Third party payor does not include the Arizona Health Care Cost Containment System (AHCCCS) or the Arizona Long Term Care System (ALTCS).

Health Care to Indigents in County Correctional Facilities	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 18,356,743	\$ -	\$ -	\$ -	\$ 18,356,743
FY 2001-02 Actuals	\$ -	\$ 18,230,886	\$ -	\$ -	\$ -	\$ 18,230,886
FY 2002-03 Actuals	\$ -	\$ 21,500,694	\$ -	\$ -	\$ -	\$ 21,500,694
FY 2003-04 Actuals	\$ -	\$ 26,243,830	\$ 156,499	\$ -	\$ -	\$ 26,400,329
FY 2004-05 Adopted Budget	\$ -	\$ 29,653,352	\$ 158,037	\$ -	\$ -	\$ 29,811,389

Correctional Health (Continued)

TITLE Correctional Health Claims

AUTHORITY A.R.S. § 11-251(8)

HISTORY/
 BACKGROUND Pursuant to A.R.S. § 11-251(8), Counties are authorized to provide for Jails. Where inmates in County jails need emergency medical attention or in-patient care, the County must provide those services. Maricopa Medical Center (MMC) currently provides such services. The Health Care Mandates Department, in conjunction with the Correctional Health Department, reviews the claims and determines the appropriate amount of payment to MMC.

MANDATE DESCRIPTION Maricopa County must continue to provide medical services to detainees in County jails. Where in-patient services are necessary, MMC provide the most cost-effective source of medical services to the County.

Correctional Health Claims ‡	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,500,000
FY 2001-02 Actuals	\$ -	\$ 2,548,621	\$ -	\$ -	\$ -	\$ 2,548,621
FY 2002-03 Actuals	\$ -	\$ 4,325,630	\$ -	\$ -	\$ -	\$ 4,325,630
FY 2003-04 Actuals	\$ -	\$ 10,474,164	\$ -	\$ -	\$ -	\$ 10,474,164
FY 2004-05 Adopted Budget	\$ -	\$ 7,701,604	\$ -	\$ -	\$ -	\$ 7,701,604

‡ Prior to FY04-05, this mandate was performed by Health Care Mandates.

TITLE Competency Restoration

AUTHORITY A.R.S. § 13-4512; A.R.Crim.P 10

HISTORY/
 BACKGROUND State law requires that a criminal defendant must have the mental capacity to provide meaningful assistance to his/her defense counsel before standing trial. If it is determined by the Court that the Defendant does not have the mental capacity to stand trial, he/she must be "restored to competency" before the trial can be commenced. Previously, session law required that Maricopa County pay 86% of the cost of competency restoration for those defendants that are treated at the Arizona State Hospital following a referral from Superior Court. However, starting in FY 04, the County is required to pay 100% of these costs. A.R.S. § 13-4512 also requires that Maricopa County must pay an additional per diem in the event that an individual is not transported back to the County jail within certain perimeters.

MANDATE DESCRIPTION Maricopa County is required to pay 100% of the cost of competency restoration for those defendants that are treated at the Arizona State following a referral from Superior Court. A.R.S. § 13-4512 also requires that Maricopa County must pay an additional per diem in the event that an individual is not transported back to the County jail within certain perimeters.

Competency Restoration ‡	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2001-02 Actuals	\$ 3,838,332	\$ -	\$ -	\$ -	\$ -	\$ 3,838,332
FY 2002-03 Actuals	\$ 4,972,450	\$ -	\$ -	\$ -	\$ -	\$ 4,972,450
FY 2003-04 Actuals	\$ 7,074,648	\$ -	\$ -	\$ -	\$ -	\$ 7,074,648
FY 2004-05 Adopted Budget	\$ 3,461,426	\$ -	\$ -	\$ -	\$ -	\$ 3,461,426

* Contract Counsel incurred some expenses

‡ Prior to FY04-05, this mandate was performed by Health Care Mandates.

Correctional Health (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED										
260 CORRECTIONAL HEALTH										
Fund Type	Personal Services		Supplies & Services		Capital Outlay	Total Expenditures		Total Revenue		
CAPITAL PROJECTS	\$	158,037	\$	-	\$	-	\$	158,037	\$	-
GENERAL FUND		1,540,071		1,921,355		-		3,461,426		-
SPECIAL REVENUE		19,347,622		17,015,149		992,185		37,354,956		851,442
ALL FUNDS	\$	21,045,730	\$	18,936,504	\$	992,185	\$	40,974,419	\$	851,442

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT															
260 CORRECTIONAL HEALTH															
ALL FUNDS															
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs								
	Restated	Adopted	Revised	Revised	Requested	Adopted	Revised	Variance	%						
REVENUE															
615 GRANTS	\$	77,804	\$	1,050,486	\$	1,045,986	\$	457,458	\$	842,542	\$	842,542	\$	203,444	19%
620 OTHER INTERGOVERNMENTAL		700		500		-		-		-		-		-	0%
635 OTHER CHARGES FOR SERVICES		16,228		7,100		8,900		5,214		8,900		8,900		-	0%
645 INTEREST EARNINGS		-		-		-		0		-		-		-	0%
650 MISCELLANEOUS REVENUE		5,611		1,300		4,500		-		-		-		4,500	100%
Total Revenue	\$	100,344	\$	1,059,386	\$	1,059,386	\$	462,673	\$	851,442	\$	851,442	\$	207,944	20%
EXPENDITURES															
PERSONAL SERVICES															
701 REGULAR PAY	\$	8,622,662	\$	10,305,359	\$	12,768,042	\$	11,271,492	\$	14,984,843	\$	15,036,917	\$	(2,268,875)	-18%
705 TEMPORARY PAY		568,361		597,863		489,320		293,214		597,586		597,586		(108,266)	-22%
710 OVERTIME		684,372		447,051		951,695		799,264		735,872		735,872		215,823	23%
750 FRINGE BENEFITS		1,932,324		1,386,835		3,039,863		2,729,375		3,903,750		3,910,702		(870,839)	-29%
790 OTHER PERSONNEL SERVICES		310,773		590,593		313,193		334,066		-		315,000		(1,807)	-1%
795 PERSONNEL SERVICES ALLOC OUT		(822,078)		(776,767)		(2,658,822)		(1,518,100)		(110,097)		(461,982)		(2,196,840)	83%
796 PERSONNEL SERVICES ALLOC IN		200,311		163,230		1,175,953		968,255		525,518		911,635		264,318	22%
Sub Total	\$	11,496,726	\$	12,714,164	\$	16,079,244	\$	14,877,567	\$	20,637,471	\$	21,045,730	\$	(4,966,486)	-31%
SUPPLIES & SERVICES															
801 GENERAL SUPPLIES	\$	81,200	\$	45,450	\$	66,315	\$	101,400	\$	269,588	\$	269,588	\$	(203,273)	-307%
802 MEDICAL SUPPLIES		3,005,471		2,214,719		2,985,500		3,302,718		3,162,194		3,443,690		(458,190)	-15%
803 FUEL		2,917		2,800		3,500		3,725		3,786		3,786		(286)	-8%
804 NON-CAPITAL EQUIPMENT		(718)		73,331		49,947		56,552		29,434		52,213		(2,266)	-5%
805 SUPPLIES - ALLOCATION OUT		(20,233)		(23,411)		(24,400)		(19,608)		-		-		(24,400)	100%
811 HEALTH CARE SERVICES		8,690,344		7,979,437		7,322,553		14,939,311		10,275,955		10,053,516		(2,730,963)	-37%
812 OTHER SERVICES		192,779		152,951		213,957		201,817		140,821		140,821		73,136	34%
820 RENT & OPERATING LEASES		178,302		183,379		192,231		227,258		214,847		220,368		(28,137)	-15%
825 REPAIRS AND MAINTENANCE		18,633		7,000		10,734		11,896		5,304		5,304		5,430	51%
830 INTERGOVERNMENTAL PAYMENTS		4,972,451		5,500,000		5,500,000		6,500,000		-		1,700,000		3,800,000	69%
839 INTERNAL SERVICE CHARGES		1,853,576		2,778,882		2,784,882		2,818,743		2,961,429		2,961,429		(176,547)	-6%
842 TRAVEL & EDUCATION		41,354		41,411		58,632		101,363		67,367		67,367		(8,735)	-15%
843 POSTAGE/FREIGHT/SHIPPING		4,285		2,500		4,000		4,970		6,876		6,876		(2,876)	-72%
850 UTILITIES		24,096		11,500		15,000		17,203		11,546		11,546		3,454	23%
855 INTEREST EXPENSE		-		-		750		-		-		-		750	100%
872 SERVICES - ALLOCATION OUT		(236,765)		(38,991)		(88,678)		(124,142)		-		-		(88,678)	100%
Sub Total	\$	18,807,691	\$	18,930,958	\$	19,094,923	\$	28,143,208	\$	17,149,147	\$	18,936,504	\$	158,419	1%
CAPITAL OUTLAY															
920 CAPITAL EQUIPMENT	\$	-	\$	-	\$	-	\$	106,243	\$	732,445	\$	732,445	\$	(732,445)	0%
940 INFRASTRUCTURE		-		845,896		845,896		172,357		-		-		845,896	100%
950 DEBT SERVICE		16,343		14,250		14,250		52,774		259,740		259,740		(245,490)	-1723%
Sub Total	\$	16,343	\$	860,146	\$	860,146	\$	331,375	\$	992,185	\$	992,185	\$	(132,039)	-15%
Total Expenditures	\$	30,320,760	\$	32,505,268	\$	36,034,313	\$	43,352,149	\$	38,778,803	\$	40,974,419	\$	(4,940,106)	-14%
Operating Balance (Rev. - Exp.)	\$	(30,220,416)	\$	(31,445,882)	\$	(34,974,927)	\$	(42,889,476)	\$	(37,927,361)	\$	(40,122,977)	\$	5,148,050	-15%

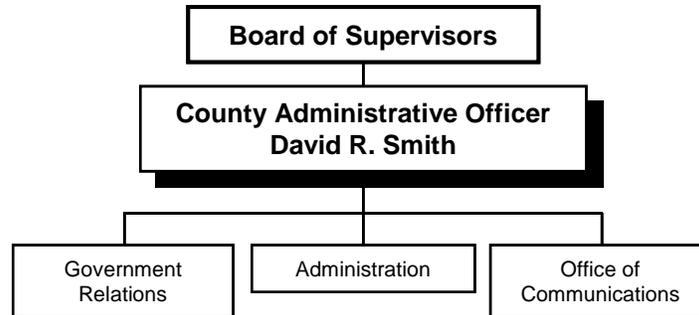
Correctional Health (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
260 CORRECTIONAL HEALTH			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTANT	1.00	MANAGING PHYSICIAN	1.00
ADMIN & OPERATIONS MGR	1.00	MATERIALS HANDLING SPEC	2.00
ADMINISTRATIVE SPECIALIST	10.00	MEDICAL AIDE	11.00
ADMINISTRATOR	7.00	MEDICAL ASSISTANT	40.00
ADMIN/OFFICE SUPPORT	22.00	NURSE	67.50
ADMIN/OFFICE SUPPORT SUPV	3.00	NURSE PRACT/PHYS ASST	16.00
CONTRACT ADMINISTRATOR	1.00	NURSING MANAGER	9.00
COUNSELING SUPERVISOR	2.00	NURSING SUPERVISOR	3.00
COUNSELOR	23.25	PHARMACIST	6.50
DATABASE ADMIN/ANALYST	1.00	PHARMACY MANAGER	1.00
DENTAL ASSISTANT	4.50	PHARMACY TECHNICIAN	8.00
DENTIST	2.50	PHYSICIAN	15.00
DIRECTOR	1.00	PROGRAM COORDINATOR - RN	4.00
EXECUTIVE ASSISTANT	3.00	PROGRAM SUPERVISOR	1.00
FINANCIAL SUPERVISOR	1.00	PSYCHOLOGIST	8.00
HR GENERALIST	2.00	PURCHASING SPECIALIST	1.00
HR SPECIALIST	1.00	RADIOLOGIC TECHNOLOGIST	4.50
HR SUPERVISOR	1.00	SOCIAL WORKER (BS)	7.00
LICENSED PRACTICAL NURSE	63.00	TRAINING SPECIALIST	3.00
MANAGEMENT ANALYST	1.00	UNDETERMINED	3.00
		UNIT SECRETARY	18.00
Total			380.75

County Administrative Officer

Organizational Chart



Mission

The Mission of the County Administrative Office is to provide leadership and direction for county departments and agencies so that they can deliver services countywide to residents of Maricopa County.

Vision

To manage, lead, and direct countywide services. This includes managing the continued financial stabilization plan, responding to citizenry and meeting public needs, providing leadership for county initiatives, initiating program development, and implementation in response to policy direction set by the Board of Supervisors, coordinating county issues which have regional impact, providing leadership related to county legislative initiatives and intergovernmental issues, and providing information to employees and the public concerning county activities. To assist the Board of Supervisors in every way possible in meeting the challenges facing the county in the years ahead. These include the efficient responsive provision of services, sound financial planning, growth management, and insightful policy recommendations.

Goals

- Maricopa County will publish Livability Index and Value Driver reports under the MFR system by June 2006.
- By June 2006, increase efficiencies in the criminal justice systems to 90% of cases processed within 180 days.
- By June 2005, restore Adult Probation caseload levels back to December 2002 levels.
- Increase juvenile crime prevention efforts by January 2006 by utilizing recommendations from the OJJDP Targeted Community Action Planning report and implementing myriad best practices strategies. Anticipate juvenile crime reduction by 10% within the first year of implementation.
- Complete construction of the Human Services Campus in downtown Phoenix by December 2005. Expected fundraising efforts to yield \$27.6 million.
- Establish a competitive salary structure by June 2005 to increase staff recruitment and retention efforts by 10% and identify funding structure to support this initiative.
- By June 2006, increase by 10% the number of staff in supervisory positions who have diverse backgrounds that is reflective of the current workforce. These efforts will be carried out in conjunction with the Diversity Director.
- By June 2006, establish Maricopa County as “One of the Best Places To Work” as identified by *Fortune* magazine.

County Administrative Officer (Continued)

Issues

- Approximately 39,000 felonies, 36,000 juvenile delinquency referrals, over 9,000 persons in the county jail, and over 24,000 adults on probation represent a huge criminal justice services challenge in terms of crime victims, justice system coordination, and costs. However, the CAO must balance the need to fund capital projects to respond to the continual increase in criminal cases with diversion programs and alternatives to incarceration. Effective criminal justice initiatives are evidence-based, cost-effective programs that utilize prevention strategies to combat crime at an earlier stage.

It is imperative that Maricopa County explores practical options to building new jails through coordinated efforts between the cities, county, and state. Implementing adult and juvenile crime reduction/prevention strategies can slow current trend lines to a manageable level. The 60,000-75,000 persons above, or about 2% of the overall county population, are to be targeted for crime prevention strategies.

- Government Relations has spent countless hours advocating with the legislature and key stakeholders to create policies that would address the issue of diverting mentally ill defendants, accused of committing misdemeanor offenses, out of the criminal justice system. With the onset of a challenging 2004/05 legislative session, Government Relations is soliciting additional support from the CAO to continue to coordinate this crucial initiative.
- Along with the Office of Environmental Services (OES), the CAO will continue West Nile virus prevention and education efforts. Based on last year's expenditure of \$3 million, at least a current or lower level of funding is expected for the upcoming fiscal year. However, it is too early to determine how prevalent the epidemic will be in the valley next year.

In addition, other public health challenges in terms of new diseases and pests may invade the greater Phoenix area. Environmental Services may be brought in as advisors regarding public health and environmental assessments. If so, a coordinated response will be developed and proposed for Board approval.

Total Budget by Program

TOTAL BUDGET BY PROGRAM						
FY 2004-05 ADOPTED						
200 COUNTY ADMINISTRATIVE OFFICER						
TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
20CA - COUNTY ADMINISTRATIVE OFFICE	\$ 218,099	\$ -	\$ 672	\$ 218,771	\$ -	-
20GR - GOVERNMENT RELATIONS	251,722	270,573	672	522,967	-	-
20JS - JUSTICE SYSTEM COORDINATION	78,031	-	674	78,705	-	-
20OM - OMBUDSMAN	139,865	-	674	140,539	-	-
99AS - ADMINISTRATIVE SERVICES PROG	366,475	29,862	1,346	397,683	-	-
TOTAL	\$ 1,054,192	\$ 300,435	\$ 4,038	\$ 1,358,665	\$ -	-

County Administrative Officer (Continued)

Key Performance Measures

Program Name: COUNTY ADMINISTRATIVE OFFICE

Program Purpose: The purpose of the County Administrative Office program is to provide administrative leadership, budget and policy recommendations, and countywide management coordination for the Board of Supervisors so that they can achieve the county's strategic goals and fulfill the county's legal mandates and local policy initiatives in the most fiscally responsible manner.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of citizens satisfied with county services	75	81	83	83
Percent of complaints/concerns responded to within three days	100	100	100	100

Program Name: GOVERNMENT RELATIONS

Program Purpose: The purpose of the Legislative Service Activity is to provide representation and information to the Board of Supervisors and County Administrative Officer so they can pursue and achieve state and federal operational and fiscal legislative goals.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of targeted bills passed, favorably amended or defeated: low, medium, or high difficulty	92.5	95	95	100
Percent of BOS and CAO satisfied with research activities provided	100	100	N/A	100
Percent of grant dollars achieved vs. applied for	85	N/A	100	100

Program Name: OMBUDSMAN

Program Purpose: The purpose of the ombudsman activity is to provide investigation and consulting services to employees and department managers so that they can resolve workplace conflicts quickly.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of requests responded to in a timely manner	100	100	100	100

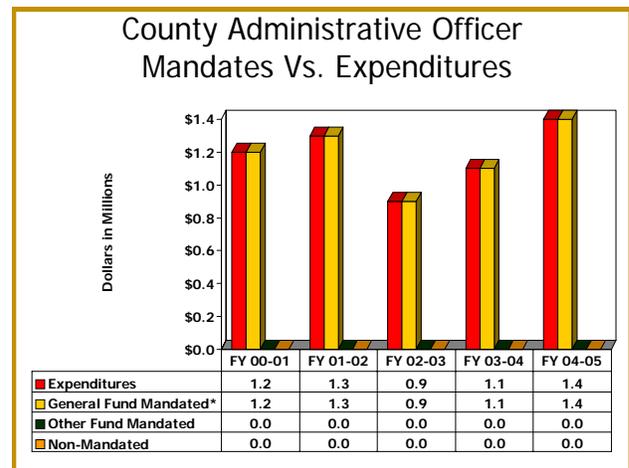
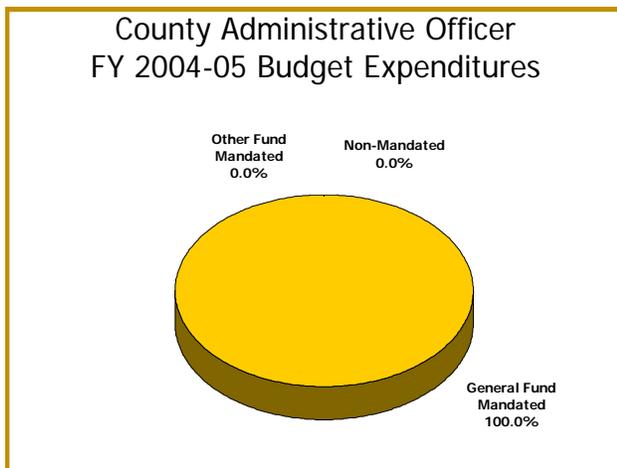
County Administrative Officer (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,172,121	\$ -	\$ -	\$ -	\$ -	\$ 1,172,121
FY 2001-02 Actuals	\$ 1,253,252	\$ -	\$ -	\$ -	\$ -	\$ 1,253,252
FY 2002-03 Actuals	\$ 946,412	\$ -	\$ -	\$ -	\$ -	\$ 946,412
FY 2003-04 Actuals	\$ 1,076,392	\$ -	\$ -	\$ -	\$ -	\$ 1,076,392
FY 2004-05 Adopted Budget	\$ 1,358,665	\$ -	\$ -	\$ -	\$ -	\$ 1,358,665

Total Administrative Mandates	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,172,121	\$ -	\$ -	\$ -	\$ -	\$ 1,172,121
FY 2001-02 Actuals	\$ 1,253,252	\$ -	\$ -	\$ -	\$ -	\$ 1,253,252
FY 2002-03 Actuals	\$ 946,412	\$ -	\$ -	\$ -	\$ -	\$ 946,412
FY 2003-04 Actuals	\$ 1,076,392	\$ -	\$ -	\$ -	\$ -	\$ 1,076,392
FY 2004-05 Adopted Budget	\$ 1,358,665	\$ -	\$ -	\$ -	\$ -	\$ 1,358,665

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



County Administrative Officer (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
200 COUNTY ADMINISTRATIVE OFFICER						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
GENERAL FUND	\$ 1,054,192	\$ 300,435	\$ 4,038	\$ 1,358,665	\$ -	
ALL FUNDS	\$ 1,054,192	\$ 300,435	\$ 4,038	\$ 1,358,665	\$ -	

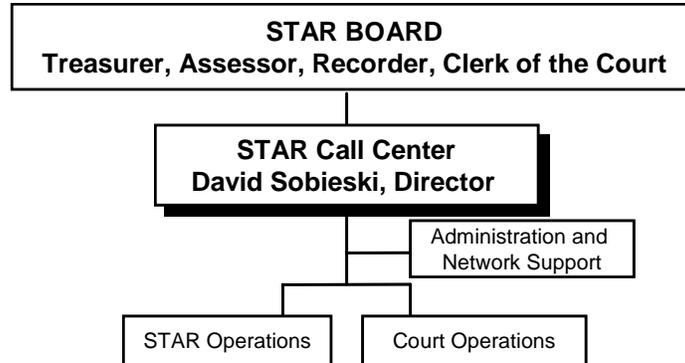
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
200 COUNTY ADMINISTRATIVE OFFICER									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance %
REVENUE									
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 631,289	\$ 741,544	\$ 837,053	\$ 791,504	\$ 772,690	\$ 762,757	\$ 74,296	9%	
705 TEMPORARY PAY	18,480	7,554	17,554	18,469	17,554	17,554	-	0%	
750 FRINGE BENEFITS	125,648	152,287	199,566	157,285	185,336	177,187	22,379	11%	
790 OTHER PERSONNEL SERVICES	652	-	6,360	414	21,360	96,694	(90,334)	-1420%	
795 PERSONNEL SERVICES ALLOC OUT	-	(57,864)	(121,862)	(100,508)	-	-	(121,862)	100%	
796 PERSONNEL SERVICES ALLOC IN	124,534	90,887	90,887	90,886	-	-	90,887	100%	
Sub Total	\$ 900,603	\$ 934,408	\$ 1,029,558	\$ 958,050	\$ 996,940	\$ 1,054,192	\$ (24,634)	-2%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 9,421	\$ 11,362	\$ 11,418	\$ 2,275	\$ 11,418	\$ 11,418	\$ -	0%	
804 NON-CAPITAL EQUIPMENT	-	800	800	-	800	-	800	100%	
812 OTHER SERVICES	220,372	272,391	236,840	222,737	266,233	266,233	(29,393)	-12%	
825 REPAIRS AND MAINTENANCE	-	1,546	1,546	-	1,546	546	1,000	65%	
839 INTERNAL SERVICE CHARGES	5,913	14,258	14,258	3,881	9,585	7,152	7,106	50%	
842 TRAVEL & EDUCATION	4,340	10,953	10,953	8,807	14,644	14,644	(3,691)	-34%	
843 POSTAGE/FREIGHT/SHIPPING	1,145	482	442	323	442	442	-	0%	
850 UTILITIES	-	-	-	(180)	-	-	-	0%	
Sub Total	\$ 241,191	\$ 311,792	\$ 276,257	\$ 237,842	\$ 304,668	\$ 300,435	\$ (24,178)	-9%	
CAPITAL OUTLAY									
950 DEBT SERVICE	\$ -	\$ -	\$ -	\$ -	\$ 4,038	\$ 4,038	\$ (4,038)	0%	
Sub Total	\$ -	\$ -	\$ -	\$ -	\$ 4,038	\$ 4,038	\$ (4,038)	0%	
Total Expenditures	\$ 1,141,794	\$ 1,246,200	\$ 1,305,815	\$ 1,195,893	\$ 1,305,646	\$ 1,358,665	\$ (52,850)	-4%	
Operating Balance (Rev. - Exp.)	\$ (1,141,794)	\$ (1,246,200)	\$ (1,305,815)	\$ (1,195,893)	\$ (1,305,646)	\$ (1,358,665)	\$ 52,850	-4%	

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
200 COUNTY ADMINISTRATIVE OFFICER			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	2.00	EXECUTIVE ASSISTANT	1.00
ADMIN/OFFICE SUPPORT	1.00	GOVT/COMMUN AFFAIRS OFCR	2.00
CHIEF OFFICER	1.00	HR GENERALIST	1.00
COUNSELOR	1.00	MANAGEMENT ASSISTANT	1.00
DIRECTOR	1.00	PROGRAM MANAGER	1.00
		PROJECT MANAGER	0.75
Total			12.75

County Call Center

Organizational Chart



Mission

The Mission of the STAR Center is to provide knowledgeable, courteous information to callers of the Treasurer, Assessor, Recorder, Elections and Clerk of the Court offices and the county switchboard so they can conduct their business with the county accurately and conveniently.

Vision

To increase STAR Center efficiency by expanding the information available on the 24-hour automated system

Goals

- In order to provide enhanced customer access, by the end of 2005, the STAR Center in collaboration with the Elections department will develop a plan to obtain and employ voice recognition capability. This technology enhances services by allowing voters to obtain polling place and other information on a 24-hour basis.
- By the end of 2005, transfer to the STAR Center the capability to create and edit automated voice prompt messages which will eliminate the cost and time loss associated with edits made by the telecommunications vendor.

Issues

- Limited resources require a greater use of technology in order to provide services to a continual growing population.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 140 CALL CENTER TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
14SC - STAR CENTER	\$ 962,216	\$ 91,104	\$ 28,518	\$ 1,081,838	\$ -	
99AS - ADMINISTRATIVE SERVICES PROG	216,838	-	-	216,838	-	
TOTAL	\$ 1,179,054	\$ 91,104	\$ 28,518	\$ 1,298,676	\$ -	

County Call Center (Continued)

Key Performance Measures

Program Name: STAR CENTER

Program Purpose: 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.

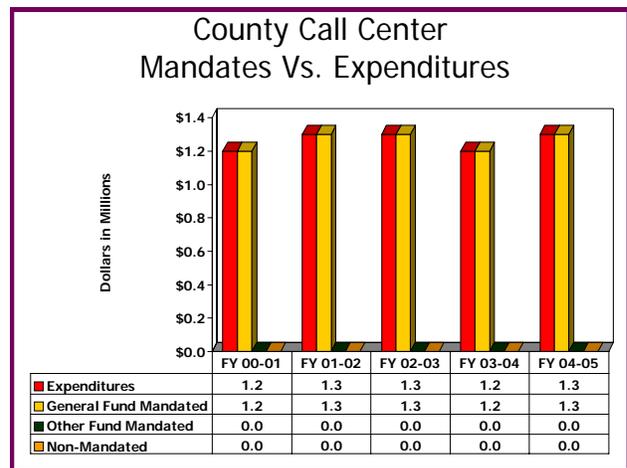
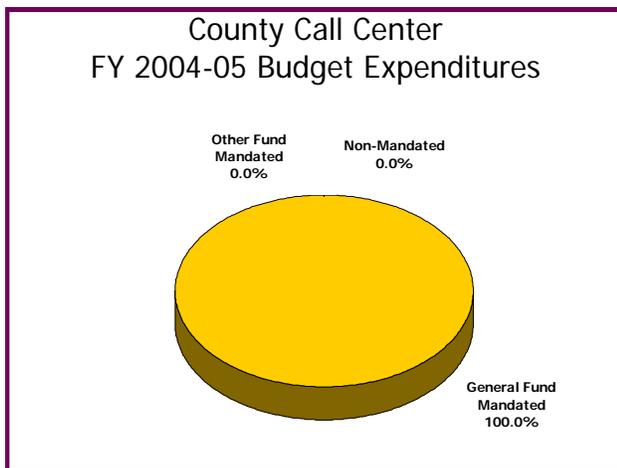
Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of calls answered within 30 seconds	61	77	75	78
Percent of requested documents mailed within 24 hours	100	99	99.75	100

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,221,730	\$ -	\$ -	\$ -	\$ -	\$ 1,221,730
FY 2001-02 Actuals	\$ 1,301,396	\$ -	\$ -	\$ -	\$ -	\$ 1,301,396
FY 2002-03 Actuals	\$ 1,323,323	\$ -	\$ -	\$ -	\$ -	\$ 1,323,323
FY 2003-04 Actuals	\$ 1,226,882	\$ -	\$ -	\$ -	\$ -	\$ 1,226,882
FY 2004-05 Adopted Budget	\$ 1,298,676	\$ -	\$ -	\$ -	\$ -	\$ 1,298,676

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,221,730	\$ -	\$ -	\$ -	\$ -	\$ 1,221,730
FY 2001-02 Actuals	\$ 1,301,396	\$ -	\$ -	\$ -	\$ -	\$ 1,301,396
FY 2002-03 Actuals	\$ 1,323,323	\$ -	\$ -	\$ -	\$ -	\$ 1,323,323
FY 2003-04 Actuals	\$ 1,226,882	\$ -	\$ -	\$ -	\$ -	\$ 1,226,882
FY 2004-05 Adopted Budget	\$ 1,298,676	\$ -	\$ -	\$ -	\$ -	\$ 1,298,676

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



County Call Center (Continued)

Mandate Information

TITLE	STAR Call Center
AUTHORITY	A.R.S. § 11-401 Enumeration Of Officers; A.R.S. § 11-541 Powers And Duties Generally County Assessor; A.R.S. §§ 11-461 through 11-483 County Recorder; A.R.S. § 11-491; A.R.S. § 11-494; A.R.S. § 11-604-605; A.R.S. § 15-996; A.R.S. §§ 35-323 through 35-327; A.R.S. § 41-1285.21; A.R.S. § 42, IRC150, 148 County Treasurer; A.R.S. § 16-201 Primary Election; A.R.S. § 16-211 General Election; A.R.S. § 16-452 State of Arizona Electronic Voting System Instructions and Procedures Manual Elections Office. Arizona Constitution Article VI, Section 23 – Superior Court Clerk, Arizona Revised Statutes, Supreme Court Administrative Orders and Local Rules. A.R.S. 12-283 Powers and Duties of the Clerk of the Superior Court.
HISTORY/ BACKGROUND	The STAR Call Center is the official communication medium between the Offices of the Board of Supervisors, Treasurer, Assessor, Recorder (including Elections), the Clerk of the Superior Court and the citizens of Maricopa County.
MANDATE DESCRIPTION	The STAR Call Center has numerous statutory and constitutional duties, which mirror those of the Assessor, Treasurer, Recorder, Elections and the Clerk of the Superior Court. The Call Center provides information, such as property tax information, assessed value of property, deed recording information, voter requests for early ballots and polling places on elections day. The Call Center also provides information concerning Family Court and Child Support proceedings, all without transferring between departments. Services extend to the citizens of Maricopa County such as property owners, mortgage banks, and title companies.

County Call Center (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED							
140 CALL CENTER							
Fund Type	Personal Services		Supplies & Services		Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	\$	1,179,054	\$	91,104	\$	28,518	\$ -
ALL FUNDS	\$	1,179,054	\$	91,104	\$	28,518	\$ -

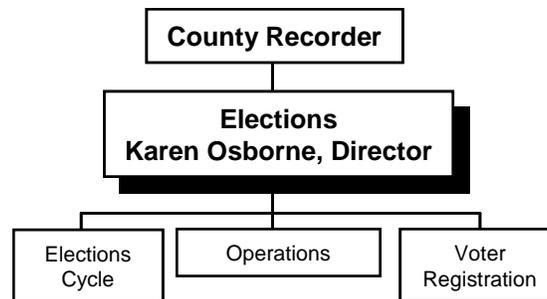
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT															
140 CALL CENTER															
ALL FUNDS															
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs							
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance %						
REVENUE															
EXPENDITURES															
PERSONAL SERVICES															
701 REGULAR PAY	\$	811,239	\$	832,699	\$	856,751	\$	813,259	\$	853,379	\$	848,824	\$	7,927	1%
705 TEMPORARY PAY		22,877		37,694		54,020		36,339		54,020		54,020		-	0%
710 OVERTIME		4,971		1,939		6,939		2,336		6,939		6,939		-	0%
750 FRINGE BENEFITS		204,383		208,858		253,000		218,908		274,895		269,271		(16,271)	-6%
790 OTHER PERSONNEL SERVICES		4,265		-		-		1,672		-		-		-	0%
Sub Total	\$	1,047,736	\$	1,081,190	\$	1,170,710	\$	1,072,514	\$	1,189,233	\$	1,179,054	\$	(8,344)	-1%
SUPPLIES & SERVICES															
801 GENERAL SUPPLIES	\$	9,193	\$	9,000	\$	9,000	\$	7,180	\$	15,643	\$	9,383	\$	(383)	-4%
812 OTHER SERVICES		5,836		59,901		75,294		80,152		75,294		75,294		-	0%
820 RENT & OPERATING LEASES		155,742		168,648		129,426		129,426		-		-		129,426	100%
825 REPAIRS AND MAINTENANCE		313		1,048		-		679		-		-		-	0%
839 INTERNAL SERVICE CHARGES		7,318		4,377		4,377		4,165		4,377		4,377		-	0%
842 TRAVEL & EDUCATION		721		1,266		1,963		861		1,963		1,963		-	0%
843 POSTAGE/FREIGHT/SHIPPING		23		87		87		59		87		87		-	0%
Sub Total	\$	179,146	\$	244,327	\$	220,147	\$	222,521	\$	97,364	\$	91,104	\$	129,043	59%
CAPITAL OUTLAY															
950 DEBT SERVICE	\$	-	\$	-	\$	-	\$	-	\$	-	\$	28,518	\$	(28,518)	0%
Sub Total	\$	-	\$	-	\$	-	\$	-	\$	-	\$	28,518	\$	(28,518)	0%
Total Expenditures	\$	1,226,882	\$	1,325,517	\$	1,390,857	\$	1,295,035	\$	1,286,597	\$	1,298,676	\$	92,181	7%
Operating Balance (Rev. - Exp.)	\$	(1,226,882)	\$	(1,325,517)	\$	(1,390,857)	\$	(1,295,035)	\$	(1,286,597)	\$	(1,298,676)	\$	(92,181)	7%

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
140 CALL CENTER			
Market Range Title	FTE	Market Range Title	FTE
ADMIN/OFFICE SUPPORT SUPV	2.00	EXECUTIVE ASSISTANT	1.00
CALL CTR REPRESENTATIVE	27.00	TECHNOLOGY PRODUCT ADMIN	1.00
DIRECTOR	1.00	TRAINING SPECIALIST	1.00
Total			33.00

Elections

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.

Goals

- Increase the percentage of early votes to 55% by 2005.
- Reduce the number of candidates fined to less than 10% of the total filing by 2005.
- Reduce the hours worked per eligible voter by 5% by 2005.
- Reduce the ratio of ballots to be verified to ballots cast by 5% by 2005.

Issues

- Due to the rising expectation of voters for convenience, budget restrictions, the inability to find polling places and obtain board workers, we need to create a culture accepting the transition from the polling place to the mailbox.
- Rising expectations of voters for convenience, the need to accurately, consistently and promptly tally votes, and the demand of Jurisdictions for more data in a timely manner create the need for better access to technology.
- Due to the impact of Federal and State legislators on the election process, we need to communicate our concerns to them through an aggressive, coordinated program.
- Rising expectations of candidates and elected officials for ease of filing combined with complex regulations create the need for an aggressive education program using data processing technology to ease the process of candidate filing

Elections (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 210 ELECTIONS TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
21EL - ELECTIONS	\$ 2,521,162	\$ 5,949,820	\$ -	\$ 8,470,982	\$ 2,071,000	
21VR - VOTER REGISTRATION	833,086	125,900	-	958,986	-	
99AS - ADMINISTRATIVE SERVICES PROG	947,306	117,195	-	1,064,501	-	
TOTAL	\$ 4,301,554	\$ 6,192,915	\$ -	\$ 10,494,469	\$ 2,071,000	

Key Performance Measures

Program Name: ELECTIONS

Program Purpose: 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percentage of deliveries of supplies and equipment delivered to the correct precinct	100	100	99.89	100
Fines levied as a percentage of active political committees	6.96	18.53	0.53	10
The percentage of ballots returned for which an incorrect ballot selection was issued	100	99.96	99.98	99.5
Percentage of elections not postponed because of improper boundaries	100	100	100	100
Percentage of complaints about polls to the total voting at polls.	0.01	0.04	0.06	0.02
Percentage of board worker positions filled one week out from election	98.45	97.21	98.06	98
Percentage of cost for ballots reprinted	0	3.04	0.72	5
The percentage of special ballots processed in time to meet the statutory deadline	100	100	100	100

Elections (Continued)

Program Name: VOTER REGISTRATION

Program Purpose: 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.

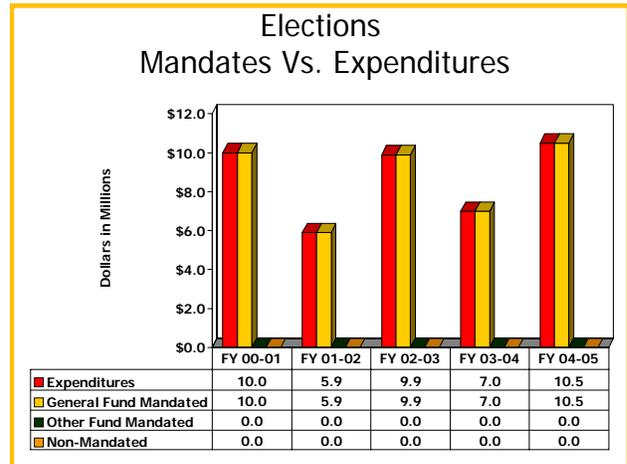
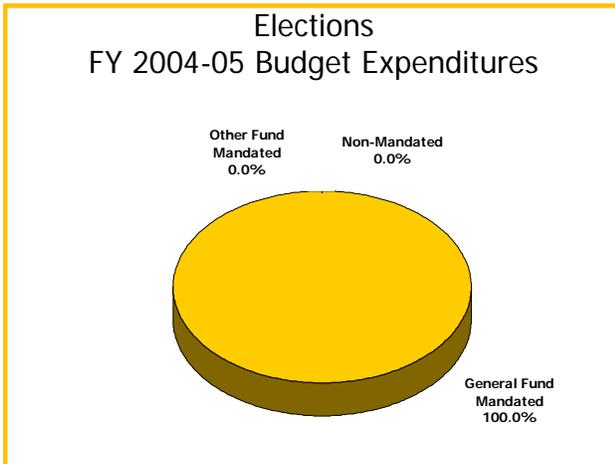
Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percentage of all valid registrations processed in time to meet election deadlines	100	100	100	100
The percentage of valid registrations scanned and indexed in time to meet election deadlines	100	100	100	100

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 9,978,329	\$ -	\$ -	\$ -	\$ -	\$ 9,978,329
FY 2001-02 Actuals	\$ 5,937,614	\$ -	\$ -	\$ -	\$ -	\$ 5,937,614
FY 2002-03 Actuals	\$ 9,946,890	\$ -	\$ -	\$ -	\$ -	\$ 9,946,890
FY 2003-04 Actuals	\$ 6,984,394	\$ -	\$ -	\$ -	\$ -	\$ 6,984,394
FY 2004-05 Adopted Budget	\$ 10,494,469	\$ -	\$ -	\$ -	\$ -	\$ 10,494,469

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 9,978,329	\$ -	\$ -	\$ -	\$ -	\$ 9,978,329
FY 2001-02 Actuals	\$ 5,937,614	\$ -	\$ -	\$ -	\$ -	\$ 5,937,614
FY 2002-03 Actuals	\$ 9,946,890	\$ -	\$ -	\$ -	\$ -	\$ 9,946,890
FY 2003-04 Actuals	\$ 6,984,394	\$ -	\$ -	\$ -	\$ -	\$ 6,984,394
FY 2004-05 Adopted Budget	\$ 10,494,469	\$ -	\$ -	\$ -	\$ -	\$ 10,494,469

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Elections (Continued)

Mandate Information

TITLE	Elections
AUTHORITY	A.R.S. § 16-201 Primary Election; A.R.S. § 16-211 General Election; A.R.S. § 16-452 State of Arizona Electronic Voting System Instructions and Procedures Manual.
HISTORY/ BACKGROUND	Beginning in 1875, the territorial legislature enacted laws to establish, maintain and continue the election process and the efficient management of voter registration records. The State of Arizona subsequently adopted these laws at the time of statehood in 1912.
MANDATE DESCRIPTION	Conduct elections with accuracy and consistency in accordance with Federal laws, state laws and established procedures.

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED					
210 ELECTIONS					
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	\$ 4,301,554	\$ 6,192,915	\$ -	\$ 10,494,469	\$ 2,071,000
ALL FUNDS	\$ 4,301,554	\$ 6,192,915	\$ -	\$ 10,494,469	\$ 2,071,000

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
210 ELECTIONS									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance %
REVENUE									
620 OTHER INTERGOVERNMENTAL	\$ 2,472,069	\$ 2,145,980	\$ 2,145,980	\$ 1,781,981	\$ 2,050,000	\$ 2,050,000	\$ 95,980	4%	
635 OTHER CHARGES FOR SERVICES	1,426	-	-	407	-	-	-	0%	
637 FINES & FORFEITS	17,538	2,500	2,500	3,306	6,000	6,000	(3,500)	-140%	
650 MISCELLANEOUS REVENUE	14,059	15,000	15,000	20,500	15,000	15,000	-	0%	
Total Revenue	\$ 2,505,092	\$ 2,163,480	\$ 2,163,480	\$ 1,806,193	\$ 2,071,000	\$ 2,071,000	\$ 92,480	4%	
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 1,877,810	\$ 1,941,270	\$ 2,026,797	\$ 1,957,809	\$ 2,037,823	\$ 2,037,823	\$ (11,026)	-1%	
705 TEMPORARY PAY	636,225	466,023	466,023	474,338	1,065,376	1,065,376	(599,353)	-129%	
710 OVERTIME	423,778	170,994	173,756	180,498	404,545	404,545	(230,789)	-133%	
750 FRINGE BENEFITS	630,403	621,338	689,082	636,708	841,884	793,810	(104,728)	-15%	
790 OTHER PERSONNEL SERVICES	16,980	-	-	5,370	-	-	-	0%	
795 PERSONNEL SERVICES ALLOC OUT	-	-	-	(37,380)	-	-	-	0%	
Sub Total	\$ 3,585,196	\$ 3,199,625	\$ 3,355,658	\$ 3,217,344	\$ 4,349,628	\$ 4,301,554	\$ (945,896)	-28%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 157,186	\$ 186,270	\$ 187,870	\$ 169,046	\$ 94,151	\$ 94,151	\$ 93,719	50%	
803 FUEL	8,004	2,500	2,500	4,599	10,000	10,000	(7,500)	-300%	
804 NON-CAPITAL EQUIPMENT	5,016	-	-	150,000	-	-	-	0%	
810 LEGAL SERVICES	5,168	3,000	3,000	5,054	7,000	7,000	(4,000)	-133%	
812 OTHER SERVICES	4,707,712	3,492,045	3,492,704	3,326,277	5,259,434	4,814,434	(1,321,730)	-38%	
820 RENT & OPERATING LEASES	676,717	630,575	621,275	630,338	312,065	313,680	307,595	50%	
825 REPAIRS AND MAINTENANCE	15,104	5,000	5,000	3,366	-	-	5,000	100%	
839 INTERNAL SERVICE CHARGES	78,687	30,000	30,000	62,830	30,000	30,000	-	0%	
842 TRAVEL & EDUCATION	62,276	42,250	40,525	44,560	72,300	72,300	(31,775)	-78%	
843 POSTAGE/FREIGHT/SHIPPING	635,834	624,123	626,123	695,282	849,350	849,350	(223,227)	-36%	
850 UTILITIES	9,234	4,500	4,500	5,730	2,000	2,000	2,500	56%	
Sub Total	\$ 6,360,940	\$ 5,020,263	\$ 5,013,497	\$ 5,097,082	\$ 6,636,300	\$ 6,192,915	\$ (1,179,418)	-24%	
CAPITAL OUTLAY									
Total Expenditures	\$ 9,946,135	\$ 8,219,888	\$ 8,369,155	\$ 8,314,425	\$ 10,985,928	\$ 10,494,469	\$ (2,125,314)	-25%	
Operating Balance (Rev. - Exp.)	\$ (7,441,044)	\$ (6,056,408)	\$ (6,205,675)	\$ (6,508,232)	\$ (8,914,928)	\$ (8,423,469)	\$ 2,217,794	-36%	

Elections (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
210 ELECTIONS			
Market Range Title	FTE	Market Range Title	FTE
ADMIN & OPERATIONS MGR	1.00	ENGINEERING AIDE	2.00
ADMINISTRATIVE SPECIALIST	9.00	EXECUTIVE ASSISTANT	1.00
ADMINISTRATOR	1.00	FINAN/BUSINESS ANALYST	1.00
ADMIN/OFFICE SUPPORT	20.00	GENERAL MAINTENANCE SUPV	1.00
ADMIN/OFFICE SUPPORT SUPV	5.00	GOVT/COMMUN AFFAIRS OFCR	1.00
ADMIN/OPERATIONS SUPV	4.00	HR SPECIALIST	1.00
DEPUTY DIRECTOR	1.00	INFO SYSTEMS SUPERVISOR	1.00
DIRECTOR	1.00	MATERIALS HANDLING SPEC	2.00
		PUBLIC SVC REPRESENTATIVE	2.00
Total			54.00

Eliminations

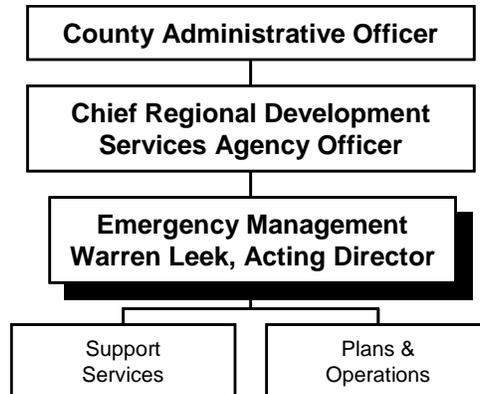
Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
980 ELIMINATIONS						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
ELIMINATIONS	\$ -	\$ (442,029,692)	\$ -	\$ (442,029,692)	\$ (442,029,692)	
ALL FUNDS	\$ -	\$ (442,029,692)	\$ -	\$ (442,029,692)	\$ (442,029,692)	

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT										
980 ELIMINATIONS										
ALL FUNDS										
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs			
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance	%
REVENUE										
635 OTHER CHARGES FOR SERVICES	\$ (20,647,992)	\$ (16,495,079)	\$ (29,476,105)	\$ (27,183,047)	\$ (30,464,011)	\$ (32,395,291)	\$ 2,919,186		-10%	
636 INTERNAL SERVICE CHARGES	(48,430,049)	(47,407,631)	(47,293,003)	(48,332,015)	(48,965,461)	(50,375,372)	3,082,369		-7%	
638 PATIENT SERVICE REVENUE	(5,248,439)	(20,793,505)	(7,812,479)	(10,991,215)	(5,000,000)	(8,025,192)	212,713		-3%	
680 TRANSFERS IN	(378,141,286)	(305,020,010)	(308,932,462)	(353,679,201)	(326,800,899)	(351,233,837)	42,301,375		-14%	
Total Revenue	\$ (452,467,766)	\$ (389,716,225)	\$ (393,514,049)	\$ (440,185,478)	\$ (411,230,371)	\$ (442,029,692)	\$ 48,515,643		-12%	
EXPENDITURES										
SUPPLIES & SERVICES										
811 HEALTH CARE SERVICES	\$ (13,791,455)	\$ (23,807,558)	\$ (23,807,558)	\$ (24,736,613)	\$ (20,995,079)	\$ (23,895,946)	\$ 88,388		0%	
812 OTHER SERVICES	(12,104,976)	(13,481,026)	(13,481,026)	(13,437,649)	(14,468,932)	(16,524,537)	3,043,511		-23%	
839 INTERNAL SERVICE CHARGES	(48,430,049)	(47,407,631)	(47,293,003)	(48,332,015)	(48,965,461)	(50,375,372)	3,082,369		-7%	
880 TRANSFERS OUT	(378,141,286)	(305,020,010)	(308,932,462)	(353,679,201)	(326,800,899)	(351,233,837)	42,301,375		-14%	
Sub Total	\$ (452,467,766)	\$ (389,716,225)	\$ (393,514,049)	\$ (440,185,478)	\$ (411,230,371)	\$ (442,029,692)	\$ 48,515,643		-12%	
Total Expenditures	\$ (452,467,766)	\$ (389,716,225)	\$ (393,514,049)	\$ (440,185,478)	\$ (411,230,371)	\$ (442,029,692)	\$ 48,515,643		-12%	

Emergency Management

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.

Goals

- By June 2005, upgrade department's website to ensure the ability of the department to communicate with other agencies and the general public during emergencies, as well as on a day-to-day basis.
- By June 2005, develop career paths focusing on training, education, and experience, along with appropriate salary levels, for all non-exempt department employees.
- By June 2005, complete hazard analyses for 16 developments with large populations in unincorporated areas of Maricopa County and develop written plans and procedures to address the hazards that are specific to those areas.
- By the federal and state deadlines for each year that U.S. Department of Homeland Security funds are allocated to entities within Maricopa County, develop a plan to distribute those funds in a manner that upgrades both the statewide and the local response to terrorism to the greatest extent possible.
- By June 2006, 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.
- By November 2004, develop the Maricopa County Disaster Mitigation Plan and ensure its approval by the Federal Emergency Management Agency (FEMA).
- By July 2006, ensure that all Citizen Corps programs (CERT, MRC, VIPS, USA on Watch) in the county are formed under a parent Citizen Corps Council in the local jurisdiction or under the Maricopa Citizen Corps Council.

Emergency Management (Continued)

Issues

- Failing communication systems and inability to keep up with improvements in technology will degrade our ability to effectively communicate with outside agencies and coordinate our response to emergencies.
- Increasing federal emphasis on hazard mitigation requires an immediate response and dedication of department resources to qualify for federal funding and prevent unnecessary loss of lives and property.
- Increased population density in several areas of unincorporated Maricopa County will make residents of those areas increasingly vulnerable to the effects of major emergencies, necessitating the development of plans to deal with those events.
- The country's reaction to the terrorist attacks of September 11, 2001, has created a greater demand for persons with disaster planning skills, making it difficult for the department to retain employees that have developed critical experience and interagency working relationships. A major investment of time and money will be lost if these personnel cannot be retained.
- Homeland security has become a primary area of focus for department staff and resources. The federal government has made significant funding available to develop a capability to adequately respond to terrorism, requiring the department to facilitate distribution to appropriate local agencies.
- New federal guidelines require the establishment of Citizen Corps councils to qualify for federal funding of the four programs within Citizen Corps – Community Emergency Response Team (CERT), Medical Reserve Corps (MRC), Volunteers in Police Service (VIPS), and USA on Watch.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 150 EMERGENCY MANAGEMENT TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
15MT - MITIGATION	\$ 27,982	\$ -	\$ -	\$ 27,982	\$ -	
15PR - PREPAREDNESS	414,947	482,832	110,010	1,007,789	1,281,808	
15RR - RESPONSE AND RECOVERY	46,179	-	-	46,179	-	
99AS - ADMINISTRATIVE SERVICES PROG	322,294	133,988	757	457,039	-	
TOTAL	\$ 811,402	\$ 616,820	\$ 110,767	\$ 1,538,989	\$ 1,281,808	

Key Performance Measures

Program Name: MITIGATION

Program Purpose: The purpose of the mitigation program is to provide mitigation plans and programs to Maricopa County and political subdivisions therein so that they can reduce or eliminate the effects of future disasters.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of multi-jurisdictional hazard mitigation plans developed.	0	0	0	100

Emergency Management (Continued)

Program Name: PREPAREDNESS

Program Purpose: The purpose of the preparedness program is to provide knowledge and experience to the people of Maricopa County so they can be prepared to respond to an emergency.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of county and city/town emergency operations plans updated within the past four years.	72	80	76	80
Percent of items evaluated in Palo Verde Nuclear Generating Station exercise that meet or exceed Federal Emergency Management Agency (FEMA) standards.	100	100	100	100

Program Name: RESPONSE AND RECOVERY

Program Purpose: 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of days 24-hour-a-day response and recovery capability was maintained.	100	100	100	100

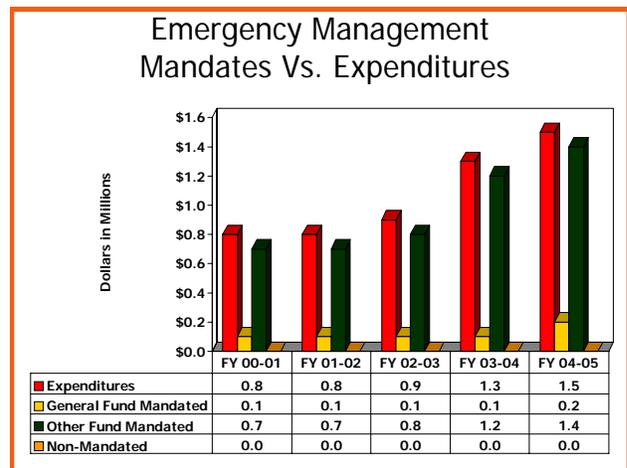
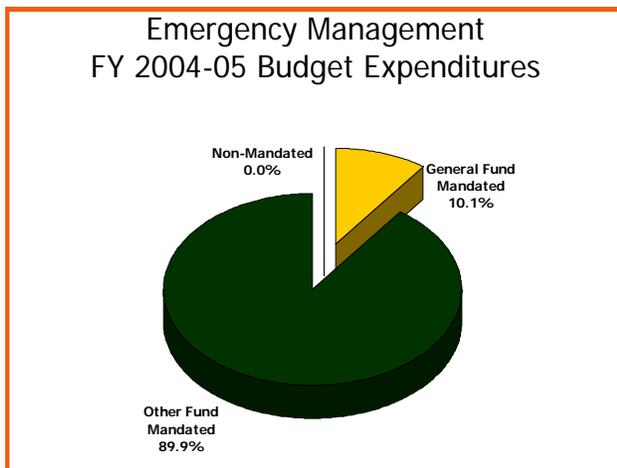
Emergency Management (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 136,354	\$ 680,223	\$ -	\$ -	\$ -	\$ 816,577
FY 2001-02 Actuals	\$ 59,182	\$ 726,732	\$ -	\$ -	\$ -	\$ 785,914
FY 2002-03 Actuals	\$ 65,898	\$ 816,618	\$ -	\$ -	\$ -	\$ 882,516
FY 2003-04 Actuals	\$ 146,900	\$ 1,160,661	\$ -	\$ -	\$ -	\$ 1,307,561
FY 2004-05 Adopted Budget	\$ 155,628	\$ 1,383,361	\$ -	\$ -	\$ -	\$ 1,538,989

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 136,354	\$ 680,223	\$ -	\$ -	\$ -	\$ 816,577
FY 2001-02 Actuals	\$ 59,182	\$ 726,732	\$ -	\$ -	\$ -	\$ 785,914
FY 2002-03 Actuals	\$ 65,898	\$ 816,618	\$ -	\$ -	\$ -	\$ 882,516
FY 2003-04 Actuals	\$ 146,900	\$ 1,160,661	\$ -	\$ -	\$ -	\$ 1,307,561
FY 2004-05 Adopted Budget	\$ 155,628	\$ 1,383,361	\$ -	\$ -	\$ -	\$ 1,538,989

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Emergency Management (Continued)

Mandate Information

TITLE	Emergency Management
AUTHORITY	Public Law (PL) 96-510; PL 97-499; Robert T. Stafford Disaster Relief & Emergency Assistance Act (PL 93-288 as amended); Federal Response Plan; Presidential Decision Directives 39, 62, & 63; Homeland Security Presidential Directive 3; The Homeland Security Act of 2002; National Security Decision Directive No. 259, February 4, 1987 (NSDD 259); 44 Code of Federal Regulations (44 CFR), parts 205 and 302; FEMA Civil Preparedness Guide 1-3; FEMA State & Local Guide (SLG) 101; A.R.S. Title 26, Chapter 2; A.R.S. Title 35, Article 2; State of Arizona Emergency Response and Recovery Plan; PL 99-499 (Superfund Amendments and Reauthorization Act of 1986, Title III); Nuclear Regulatory Commission Regulation 0654 (NUREG 0654); Joint State of Arizona/Maricopa County Fixed Nuclear Facility Emergency Response Off-Site Plan*.
HISTORY/ BACKGROUND	The emergency management function was created in 1953 to coordinate disaster response activities for the county and the metropolitan area. The department provides technical and administrative assistance and guidance to local government, commercial or private enterprise, and the general public, thereby assisting them in carrying out their responsibilities in accordance with federal and state policies, emergency plans, and programs in preparation for human-caused or natural disasters. Its mission 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.
MANDATE DESCRIPTION	Develop, test and maintain the capability to respond to a life-threatening emergency or disaster and to provide relief from damage to property.

*Palo Verde Nuclear Generating Station provides Special Revenue Funds based upon estimated expenditures for conducting Palo Verde emergency drills.

Emergency Management (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED										
150 EMERGENCY MANAGEMENT										
Fund Type	Personal Services		Supplies & Services		Capital Outlay		Total Expenditures		Total Revenue	
GENERAL FUND	\$	123,016	\$	31,855	\$	757	\$	155,628	\$	-
SPECIAL REVENUE		688,386		584,965		110,010		1,383,361		1,281,808
ALL FUNDS	\$	811,402	\$	616,820	\$	110,767	\$	1,538,989	\$	1,281,808

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT															
150 EMERGENCY MANAGEMENT															
ALL FUNDS															
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	FY 2004-05	Adopted Vs							
	Restated	Adopted	Restated	Revised	Requested	Adopted	Revised	Variance	%						
REVENUE															
615 GRANTS	\$	149,932	\$	972,071	\$	972,071	\$	1,030,633	\$	1,005,326	\$	1,020,130	\$	(48,059)	-5%
620 OTHER INTERGOVERNMENTAL		693,967		212,885		212,885		271,174		261,678		261,678		(48,793)	-23%
645 INTEREST EARNINGS		9,845		-		-		8,464		-		-		-	0%
650 MISCELLANEOUS REVENUE		4,090		-		-		8		-		-		-	0%
Total Revenue	\$	857,834	\$	1,184,956	\$	1,184,956	\$	1,310,279	\$	1,267,004	\$	1,281,808	\$	(96,852)	-8%
EXPENDITURES															
PERSONAL SERVICES															
701 REGULAR PAY	\$	537,077	\$	524,308	\$	598,832	\$	556,625	\$	596,699	\$	581,512	\$	17,320	3%
705 TEMPORARY PAY		-		-		4,500		3,449		-		-		4,500	100%
710 OVERTIME		2,754		-		-		1,391		10,000		2,500		(2,500)	0%
750 FRINGE BENEFITS		117,719		133,959		165,998		130,934		151,354		147,796		18,202	11%
790 OTHER PERSONNEL SERVICES		19,788		98,567		29,993		24,202		50,616		48,576		(18,583)	-62%
795 PERSONNEL SERVICES ALLOC OUT		-		-		-		-		(46,116)		(46,116)		46,116	0%
796 PERSONNEL SERVICES ALLOC IN		41,345		56,202		72,702		74,953		77,134		77,134		(4,432)	-6%
Sub Total	\$	718,684	\$	813,036	\$	872,025	\$	791,553	\$	839,687	\$	811,402	\$	60,623	7%
SUPPLIES & SERVICES															
801 GENERAL SUPPLIES	\$	21,385	\$	2,462	\$	84,309	\$	31,226	\$	36,753	\$	36,753	\$	47,556	56%
803 FUEL		1,024		1,036		1,100		1,162		1,036		1,036		64	6%
804 NON-CAPITAL EQUIPMENT		3,282		127,600		105,999		56,232		60,113		12,300		93,699	88%
810 LEGAL SERVICES		345		-		1,200		-		-		-		1,200	100%
812 OTHER SERVICES		75,212		491,068		303,815		169,462		450,961		450,961		(147,146)	-48%
820 RENT & OPERATING LEASES		-		-		-		246		-		-		-	0%
825 REPAIRS AND MAINTENANCE		1,097		3,000		38,000		1,377		7,150		4,500		33,500	88%
839 INTERNAL SERVICE CHARGES		14,913		11,987		18,312		18,024		14,401		11,401		6,911	38%
842 TRAVEL & EDUCATION		13,661		2,760		26,750		9,392		22,000		17,000		9,750	36%
843 POSTAGE/FREIGHT/SHIPPING		3,333		1,602		6,125		1,726		2,100		2,100		4,025	66%
850 UTILITIES		4,284		-		600		1,333		1,600		1,600		(1,000)	-167%
880 TRANSFERS OUT		-		-		-		-		-		79,169		(79,169)	0%
Sub Total	\$	138,536	\$	641,515	\$	586,210	\$	290,180	\$	596,114	\$	616,820	\$	(30,610)	-5%
CAPITAL OUTLAY															
915 BUILDINGS AND IMPROVEMENTS	\$	-	\$	-	\$	-	\$	11,068	\$	25,000	\$	25,000	\$	(25,000)	0%
920 CAPITAL EQUIPMENT		25,296		25,000		25,000		20,000		62,000		62,000		(37,000)	-148%
940 INFRASTRUCTURE		-		25,000		25,000		-		-		-		25,000	100%
950 DEBT SERVICE		-		-		-		-		23,767		23,767		(23,767)	0%
Sub Total	\$	25,296	\$	50,000	\$	50,000	\$	31,068	\$	110,767	\$	110,767	\$	(60,767)	-122%
Total Expenditures	\$	882,516	\$	1,504,551	\$	1,508,235	\$	1,112,801	\$	1,546,568	\$	1,538,989	\$	(30,754)	-2%
Operating Balance (Rev. - Exp.)	\$	(24,682)	\$	(319,595)	\$	(323,279)	\$	197,478	\$	(279,564)	\$	(257,181)	\$	(66,098)	20%

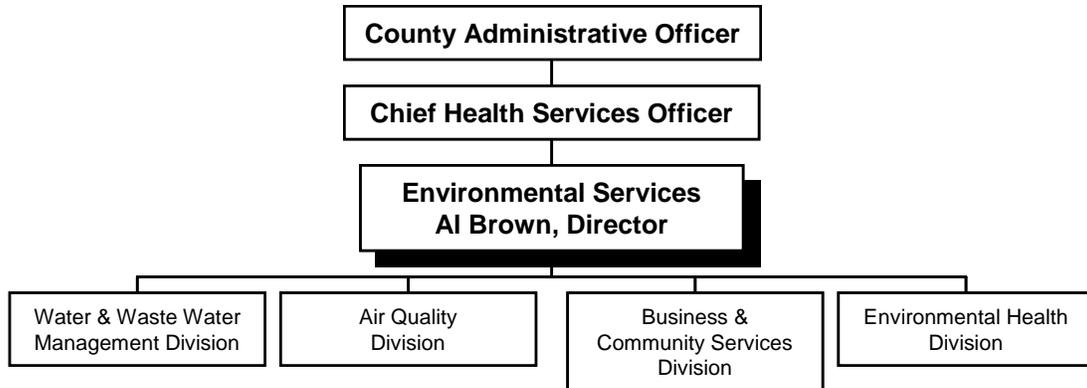
Emergency Management (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
150 EMERGENCY MANAGEMENT			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	2.00	FINAN/BUSINESS ANALYST	1.00
ADMIN/OFFICE SUPPORT	1.00	OPERATIONS MANAGER	1.00
DEVELOPER/PRGRMR ANALYST	1.00	PLANNER	6.00
DIRECTOR	1.00	PRGRM COORDINATION SPEC	1.00
		PROGRAM COORDINATOR	1.00
Total			15.00

Environmental Services

Organizational Chart



Mission

The Mission of the Environmental Services Department is to provide effective environmental management to the people of Maricopa County so that they can live in a safe and healthful environment.

Vision

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

Goals

- Implement the Department's business plan, staffing, and space requirements, while maintaining an annual productivity rate sufficient to meet the mandated State Implementation Plan, statutory and State delegation agreement levels while staying within budget limits.
- Manage department programs to meet the increasing demand for essential environmental services resulting from Maricopa County growth.

Issues

- The rapid growth rate of Maricopa County will continue to increase the demand for mandated environmental services.
- The external effects of catastrophic, or major change events such as: a spending CAP, lawsuits, public opinion, regionalization, etc. will increase the demand for environmental services.
- New legislation and unfunded mandates strain the Environmental Services Department's ability to maintain its program quality and effectiveness.
- Pressures of turnover and recruitment challenge the Environmental Services Department's ability to maintain a qualified workforce.

Environmental Services (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 880 ENVIRONMENTAL SERVICES TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
86BD - BIO DEFENSE PREPAREDNESS	\$ 247,793	\$ 40,212	\$ -	\$ 288,005	\$ 403,029	
88AQ - AIR QUALITY PROGRAM	5,634,272	2,974,459	564,200	9,172,931	10,084,562	
88EH - ENVIRONMENTAL HEALTH SERVICES	5,758,501	772,430	205,000	6,735,931	7,056,674	
88MR - MOSQUITO & RAT CONTROL PROGRAM	638,527	412,355	-	1,050,882	-	
88SW - STORM WATER CONTROL PROGRAM	100,937	-	28,000	128,937	-	
88WW - WATER AND WASTE MANAGEMENT	2,286,938	172,107	-	2,459,045	3,385,861	
99AS - ADMINISTRATIVE SERVICES PROG	1,625,255	1,086,208	122,899	2,834,362	-	
TOTAL	\$ 16,292,223	\$ 5,457,771	\$ 920,099	\$ 22,670,093	\$ 20,930,126	

Key Performance Measures

Program Name: AIR QUALITY PROGRAM

Program Purpose: 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of Air Quality Industrial Source Permits in Compliance With Air Quality Regulations	73.96	72.64	75.47	75
Percentage of Air Quality Industrial Sources in Compliance	73.96	72.64	75.47	75

Program Name: BUSINESS SERVICES PROGRAM

Program Purpose: The purpose of the Business Services Program is to provide enforcement of the Environmental Health Code and the Maricopa County Air Pollution Control Regulations to the residents of Maricopa County so they can enjoy a healthful environment

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of increase for Environmental Health Permits	8.3	8.6	6.1	2

Environmental Services (Continued)

Program Name: COMMUNITY SERVICES

Program Purpose: The purpose of the Community Services Program is to provide environmental regulatory and compliance information for the residents of Maricopa County so they can be informed of the County's Air Quality and Environmental Health regulations.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Number of businesses/citizens receiving assistance	1754	2,066	1,020	2,100

Program Name: ENVIRONMENTAL HEALTH SERVICES

Program Purpose: The purpose of the Environmental Health Division is to provide Environmental Health Inspections and educational services for the general public and regulated facilities so that compliance is maintained with applicable regulations of the Maricopa County Environmental Health Code.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of Environmental Health Inspections in Compliance with Environmental Health Code	98	91	91.5	93

Program Name: WATER AND WASTE MANAGEMENT

Program Purpose: The purpose of the Water and Waste Management Program is to provide plan review, inspection and vector control 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of Engineering Permits Issued within timeframes established (by permit type) by Code, Rule, Delegation Agreement or County Department set timeframes.	100	66.85	88.5	75

Environmental Services (Continued)

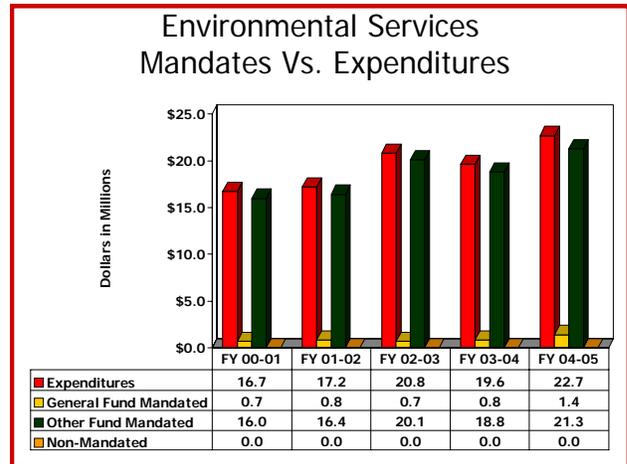
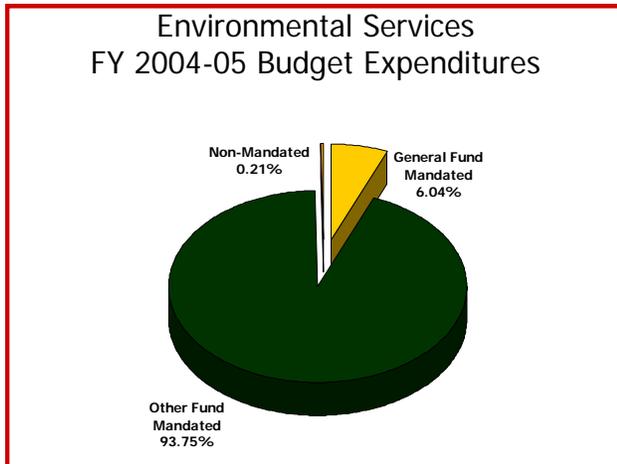
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 677,647	\$ 16,003,689	\$ -	\$ -	\$ -	\$ 16,681,335
FY 2001-02 Actuals	\$ 783,013	\$ 16,453,897	\$ -	\$ -	\$ -	\$ 17,236,910
FY 2002-03 Actuals	\$ 666,056	\$ 20,153,904	\$ -	\$ -	\$ -	\$ 20,819,960
FY 2003-04 Actuals	\$ 821,299	\$ 18,790,452	\$ -	\$ -	\$ -	\$ 19,611,751
FY 2004-05 Adopted Budget	\$ 1,369,912	\$ 21,300,181	\$ -	\$ -	\$ -	\$ 22,670,093

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 677,647	\$ 16,002,734	\$ -	\$ -	\$ -	\$ 16,680,381
FY 2001-02 Actuals	\$ 783,013	\$ 16,442,936	\$ -	\$ -	\$ -	\$ 17,225,949
FY 2002-03 Actuals	\$ 666,056	\$ 20,136,514	\$ -	\$ -	\$ -	\$ 20,802,570
FY 2003-04 Actuals	\$ 821,299	\$ 18,761,153	\$ -	\$ -	\$ -	\$ 19,582,452
FY 2004-05 Adopted Budget	\$ 1,369,912	\$ 21,252,488	\$ -	\$ -	\$ -	\$ 22,622,400

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 955	\$ -	\$ -	\$ -	\$ 955
FY 2001-02 Actuals	\$ -	\$ 10,961	\$ -	\$ -	\$ -	\$ 10,961
FY 2002-03 Actuals	\$ -	\$ 17,390	\$ -	\$ -	\$ -	\$ 17,390
FY 2003-04 Actuals	\$ -	\$ 29,299	\$ -	\$ -	\$ -	\$ 29,299
FY 2004-05 Adopted Budget	\$ -	\$ 47,693	\$ -	\$ -	\$ -	\$ 47,693

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Environmental Services (Continued)

Mandate Information

TITLE Voluntary Vehicle Repair and Retrofit Program

AUTHORITY A.R.S. in Title 49, Chapter 3, Article 3, by adding Section 49-474.03

**HISTORY/
BACKGROUND** Chapter 217 of the 43rd Legislature, Regular Second Session, Section 19 (SB1427) of the bill amends A.R.S. in Title 49, Chapter 3, Article 3, by adding Section 49-474.03. The bill specifies that a county with a population of more than 400,000 persons according to the most recent United States decennial census shall establish and coordinate a voluntary repair and retrofit program.

**MANDATE
DESCRIPTION** The program will offer citizens of Maricopa County the option of voluntarily repairing and retrofitting their eligible vehicles. It is anticipated that not more than 1,280 vehicles will be repaired and retrofitted. It is the intent of the Environmental Services Department to contract with an independent contractor to assist in the development and implementation of the program.

Voluntary Vehicle Repair and Retrofit	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 46,250	\$ 618,453	\$ -	\$ -	\$ -	\$ 664,703
FY 2001-02 Actuals	\$ 68,514	\$ 691,614	\$ -	\$ -	\$ -	\$ 760,128
FY 2002-03 Actuals	\$ 49,633	\$ 650,524	\$ -	\$ -	\$ -	\$ 700,157
FY 2003-04 Actuals	\$ 2,485	\$ 587,728	\$ -	\$ -	\$ -	\$ 590,213
FY 2004-05 Adopted Budget	\$ -	\$ 550,000	\$ -	\$ -	\$ -	\$ 550,000

TITLE Environmental Health

AUTHORITY A.R.S. § 36-167 Sanitary regulations; notice; violations; classification; A.R.S. § 36-136 (D1) Powers and duties of director; 36-601 (B,C) Public nuisances dangerous to public health; Maricopa Environmental Health Code - Chapters 1-12; U.S. District Court of Arizona Judgement No. Civ 77-479 Hart vs. Hill.

**HISTORY/
BACKGROUND** Maricopa County is responsible for the protection of the food and water supplies that sustain its residents, and for the detection and abatement of environmentally transmitted disease and public health nuisances within its boundaries. The Maricopa County Environmental Services Department enforces the provisions of the Maricopa County Environmental Health Code, Arizona State Statutes and Regulations that pertain to public health and environmental management. The Department has carried out these responsibilities since the establishment of those statutes that provide for the powers and authority of the Maricopa County Board of health, and the Maricopa County Board of Supervisors.

**MANDATE
DESCRIPTION** Maricopa County Board of Health must develop regulations necessary for the public health and safety of inhabitants. These regulations, approved by the Board of Supervisors, are incorporated in the Maricopa County Environmental Health Code. The Environmental Services Department must apply this code.

Environmental Health Program	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 631,397	\$ 8,156,502	\$ -	\$ -	\$ -	\$ 8,787,899
FY 2001-02 Actuals	\$ 714,499	\$ 8,319,303	\$ -	\$ -	\$ -	\$ 9,033,802
FY 2002-03 Actuals	\$ 616,423	\$ 9,958,290	\$ -	\$ -	\$ -	\$ 10,574,713
FY 2003-04 Actuals	\$ 818,813	\$ 9,423,518	\$ -	\$ -	\$ -	\$ 10,242,331
FY 2004-05 Adopted Budget	\$ 1,369,912	\$ 10,743,862	\$ -	\$ -	\$ -	\$ 12,113,774

Environmental Services (Continued)

TITLE Air Quality Control

AUTHORITY The Federal Clean Air Act an Amendments of 1990; A.R.S. Article 1 General Provisions; A.R.S. § 49-401 Declaration of Policy; A.R.S. § 49-402 State and County Control; A.R.S. Article 3 County Air Pollution Control; A.R.S. § 49-473 Board of Supervisors; A.R.S. § 49-479 Rules; A.R.S. § 49-180 Permits

HISTORY/
 BACKGROUND Maricopa County has received grant funding from the Environmental Protection Department to carry out provisions of the Clean Air Act since the late 1960's. Arizona Revised Statutes established state and county control of air pollution, and Maricopa County established an Air Pollution Program in the 1960's.

MANDATE
 DESCRIPTION Adopt and enforce rules to control the release into the atmosphere of air contaminates and hazardous air pollutants. Collect permit fees equal to the average cost of services to defray the costs of implementing the program.

Air Quality Control Program	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 5,211,934	\$ -	\$ -	\$ -	\$ 5,211,934
FY 2001-02 Actuals	\$ -	\$ 5,588,154	\$ -	\$ -	\$ -	\$ 5,588,154
FY 2002-03 Actuals	\$ -	\$ 7,667,856	\$ -	\$ -	\$ -	\$ 7,667,856
FY 2003-04 Actuals	\$ -	\$ 6,625,611	\$ -	\$ -	\$ -	\$ 6,625,611
FY 2004-05 Adopted Budget	\$ -	\$ 8,210,802	\$ -	\$ -	\$ -	\$ 8,210,802

Environmental Services (Continued)

TITLE Trip Reduction & Small Business Assistance Program

AUTHORITY A.R.S. § 49-581, et seq. Trip Reduction Program; County Ordinance P-7 Trip Reduction Ordinance; Small Business Assistance Program - Federal Clean Air Act Title V, Small Business Assistance Program; A.R.S. § 49-507 Technical Assistance to Small Businesses.

**HISTORY/
BACKGROUND** In 1987, a lawsuit was filed against the State of Arizona for exceeding the National Air Quality Standards for carbon monoxide. In response the Arizona Legislature passed the 1988 Air Quality Bill, which implemented the Trip Reduction Program for employers and schools in Maricopa County. Employers and schools with 100 or more employees or driving age students at any one site were affected by the requirements of the ordinance. In 1993 the Trip Reduction Ordinance No. P-7 was expanded requiring employers with 75-99 employees to participate in the program. The Ordinance was amended again in 1994 incorporating employers with 50-74 employees into the program.

Recognizing the need for helping small businesses in the area of technical assistance. Congress required the creation of the Small Business Assistance Program (SBAP) as part of the Clean Air Act Amendments (CAAA) of 1990. The SBAP would require a full-time Environmental Specialist independent from department enforcement activities, but with access to full departmental technical and outreach resources for small businesses. Although the requirements of the 1990 CAAA and the 1992 Comprehensive Air Quality Act (CAQA) are specific to air pollution control programs, the complexity of solid and hazardous waste rules and water quality protection rules of the Environmental Protection Department (EPA) and the Arizona Department of Environmental Quality (ADEQ) suggests that the program will eventually be established to provide a wider range of technical assistance to small businesses. The SBAP will be funded by Maricopa County Environmental Services Department permit fees to provide technical assistance and site visits independent of departmental enforcement activities. Advocate the needs of the small business community with respect to departmental activities, while making the permit application process more user-friendly.

Trip Reduction Program	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 1,062,241	\$ -	\$ -	\$ -	\$ 1,062,241
FY 2001-02 Actuals	\$ -	\$ 899,326	\$ -	\$ -	\$ -	\$ 899,326
FY 2002-03 Actuals	\$ -	\$ 867,568	\$ -	\$ -	\$ -	\$ 867,568
FY 2003-04 Actuals	\$ -	\$ 986,870	\$ -	\$ -	\$ -	\$ 986,870
FY 2004-05 Adopted Budget	\$ -	\$ 948,575	\$ -	\$ -	\$ -	\$ 948,575

TEA21 Grant-Trip Reduction Program	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 953,604	\$ -	\$ -	\$ -	\$ 953,604
FY 2001-02 Actuals	\$ -	\$ 944,540	\$ -	\$ -	\$ -	\$ 944,540
FY 2002-03 Actuals	\$ -	\$ 992,276	\$ -	\$ -	\$ -	\$ 992,276
FY 2003-04 Actuals	\$ -	\$ 1,137,426	\$ -	\$ -	\$ -	\$ 1,137,426
FY 2004-05 Adopted Budget	\$ -	\$ 799,249	\$ -	\$ -	\$ -	\$ 799,249

Environmental Services (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED							
880 ENVIRONMENTAL SERVICES							
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue		
GENERAL FUND	\$ 904,931	\$ 435,049	\$ 29,932	\$ 1,369,912	\$ -		
SPECIAL REVENUE	15,387,292	5,022,722	890,167	21,300,181	20,930,126		
ALL FUNDS	\$ 16,292,223	\$ 5,457,771	\$ 920,099	\$ 22,670,093	\$ 20,930,126		

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
880 ENVIRONMENTAL SERVICES									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Projected	Requested	Adopted	Revised	Variance	%
REVENUE									
610 LICENSES AND PERMITS	\$ 11,797,253	\$ 12,270,574	\$ 12,909,742	\$ 13,654,896	\$ 13,340,000	\$ 14,023,986	\$ (1,114,244)	-9%	
615 GRANTS	1,734,056	3,893,983	4,256,526	3,847,640	4,746,035	4,635,284	(378,758)	-9%	
635 OTHER CHARGES FOR SERVICES	543,954	550,000	550,000	527,116	523,856	523,856	26,144	5%	
637 FINES & FORFEITS	790,343	750,000	750,000	466,358	653,000	653,000	97,000	13%	
645 INTEREST EARNINGS	139,217	60,000	60,000	25,384	50,000	50,000	10,000	17%	
650 MISCELLANEOUS REVENUE	1,104,629	933,000	933,000	1,241,213	1,044,000	1,044,000	(111,000)	-12%	
652 PROCEEDS OF FINANCING	-	-	-	3,203	-	-	-	0%	
Total Revenue	\$ 16,109,452	\$ 18,457,557	\$ 19,459,268	\$ 19,765,809	\$ 20,356,891	\$ 20,930,126	\$ (1,470,858)	-8%	
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 10,438,253	\$ 10,844,416	\$ 11,767,640	\$ 11,120,473	\$ 11,876,425	\$ 12,119,419	\$ (351,779)	-3%	
705 TEMPORARY PAY	70,321	87,427	79,356	104,440	164,841	160,405	(81,049)	-102%	
710 OVERTIME	67,996	35,000	44,884	89,944	108,884	98,000	(53,116)	-118%	
750 FRINGE BENEFITS	2,329,508	2,957,126	3,104,449	3,341,933	3,670,365	3,650,464	(546,015)	-18%	
790 OTHER PERSONNEL SERVICES	47,484	30,621	15,615	50,552	23,409	48,409	(32,794)	-210%	
795 PERSONNEL SERVICES ALLOC OUT	-	(270,679)	(270,679)	(257,468)	(531,523)	(887,495)	616,816	-228%	
796 PERSONNEL SERVICES ALLOC IN	214,332	478,666	435,036	478,666	748,971	1,103,021	(667,985)	-154%	
Sub Total	\$ 13,167,894	\$ 14,162,577	\$ 15,176,301	\$ 14,928,540	\$ 16,061,372	\$ 16,292,223	\$ (1,115,922)	-7%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 536,058	\$ 492,212	\$ 582,079	\$ 470,010	\$ 639,719	\$ 652,379	\$ (70,300)	-12%	
802 MEDICAL SUPPLIES	58	200	200	-	200	200	-	0%	
803 FUEL	56,095	69,668	63,206	65,204	99,023	91,523	(28,317)	-45%	
804 NON-CAPITAL EQUIPMENT	76,904	21,834	10,514	28,309	27,000	45,600	(35,086)	-334%	
805 SUPPLIES - ALLOCATION OUT	-	-	-	-	-	(16,645)	16,645	0%	
806 SUPPLIES - ALLOCATION IN	-	-	-	-	-	16,645	(16,645)	0%	
810 LEGAL SERVICES	10,040	-	22,124	25,525	59,765	59,765	(37,641)	-170%	
811 HEALTH CARE SERVICES	11,379	5,500	5,500	8,724	8,000	8,000	(2,500)	-45%	
812 OTHER SERVICES	1,660,652	1,187,977	1,140,607	1,045,982	1,405,526	2,005,526	(864,919)	-76%	
820 RENT & OPERATING LEASES	953,637	1,009,604	951,111	1,068,094	1,038,490	1,038,490	(87,379)	-9%	
825 REPAIRS AND MAINTENANCE	28,723	50,888	40,888	46,916	98,600	73,600	(32,712)	-80%	
839 INTERNAL SERVICE CHARGES	482,962	592,485	600,135	571,764	587,647	578,813	21,322	4%	
842 TRAVEL & EDUCATION	219,144	195,342	206,139	228,717	277,739	254,239	(48,100)	-23%	
843 POSTAGE/FREIGHT/SHIPPING	86,783	33,256	13,856	103,987	27,500	75,500	(61,644)	-445%	
845 SUPPORT AND CARE OF PERSONS	-	-	-	-	129,238	-	-	0%	
850 UTILITIES	7,980	8,000	8,000	9,489	8,000	10,000	(2,000)	-25%	
872 SERVICES - ALLOCATION OUT	-	-	-	-	-	(102,760)	102,760	0%	
873 SERVICES - ALLOCATION IN	-	-	-	-	-	102,760	(102,760)	0%	
880 TRANSFERS OUT	3,065,725	587,876	587,876	587,876	460,543	564,136	23,740	4%	
Sub Total	\$ 7,196,142	\$ 4,254,842	\$ 4,232,235	\$ 4,260,598	\$ 4,866,990	\$ 5,457,771	\$ (1,225,536)	-29%	
CAPITAL OUTLAY									
915 BUILDINGS AND IMPROVEMENTS	\$ 6,443	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	
920 CAPITAL EQUIPMENT	176,631	133,000	30,000	-	313,000	313,000	(283,000)	-943%	
930 VEHICLES & CONSTRUCTION EQUIP	193,743	225,700	374,185	198,000	77,000	479,200	(105,015)	-28%	
950 DEBT SERVICE	76,877	58,397	58,397	77,975	98,171	127,899	(69,502)	-119%	
955 CAPITAL - ALLOCATION OUT	-	-	-	-	-	(18,602)	18,602	0%	
956 CAPITAL - ALLOCATION IN	-	-	-	-	-	18,602	(18,602)	0%	
Sub Total	\$ 453,695	\$ 417,097	\$ 462,582	\$ 275,975	\$ 488,171	\$ 920,099	\$ (457,517)	-99%	
Total Expenditures	\$ 20,817,730	\$ 18,834,516	\$ 19,871,118	\$ 19,465,113	\$ 21,416,533	\$ 22,670,093	\$ (2,798,975)	-14%	
Operating Balance (Rev. - Exp.)	\$ (4,708,278)	\$ (376,959)	\$ (411,850)	\$ 300,695	\$ (1,059,642)	\$ (1,739,967)	\$ 1,328,117	-322%	

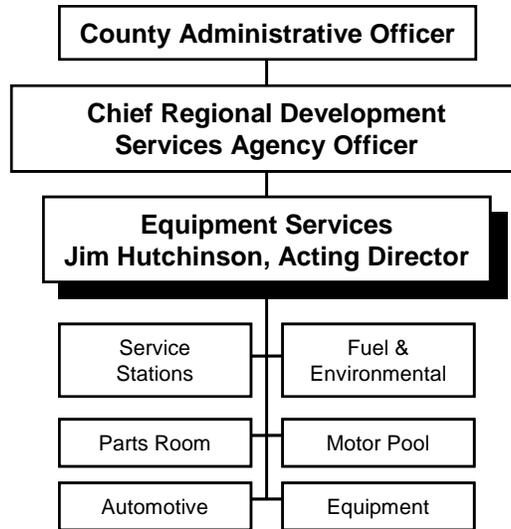
Environmental Services (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
880 ENVIRONMENTAL SERVICES			
Market Range Title	FTE	Market Range Title	FTE
ADMIN & OPERATIONS MGR	1.00	FINANCIAL SUPERVISOR	1.00
ADMINISTRATIVE SPECIALIST	46.60	FINAN/BUSINESS ANALYST	1.00
ADMIN/OFFICE SUPPORT	9.90	GOVT/COMMUN AFFAIRS OFCR	1.00
ADMIN/OFFICE SUPPORT SUPV	6.00	HR GENERALIST	1.00
ADMIN/OPERATIONS SUPV	2.00	INFO SYSTEMS SUPERVISOR	2.00
CHEMICAL APPLICATNS TECH	9.00	MANAGEMENT ASSISTANT	1.00
CHEMIST	1.00	OPERATIONS MANAGER	4.00
DATABASE ADMIN/ANALYST	1.00	PC SPECIALIST	1.00
DEVELOPER/PRGRMR ANALYST	4.00	PLANNER	9.00
DIRECTOR	1.00	PLANNING SUPERVISOR	1.00
ELECTRONIC TECHNICIAN	12.00	PRGRM COORDINATION SPEC	4.00
ENGINEER	29.00	PROGRAM COORDINATOR	3.00
ENGINEERING SUPERVISOR	3.00	PROGRAM MANAGER	2.00
ENVIRONMENTAL SPCLST SUPV	3.00	PROGRAM SUPERVISOR	1.00
ENVIRONMENTAL SPECIALIST	128.75	PUBLIC SVC REPRESENTATIVE	1.00
EXECUTIVE ASSISTANT	1.00	TECHNICAL PROGRAM SUPV	11.00
		TECHNOLOGY PRODUCT ADMIN	1.00
		Total	303.25

Equipment Services

Organizational Chart



Mission

The Mission of the Equipment Services Department is to provide vehicle, equipment, and fuel services to employees and departments of Maricopa County so they can have the transportation and equipment that is needed to perform their jobs.

Vision

To be recognized as a leader in providing professional, efficient, cost effective fleet management services.

Goals

- Bring the Total Maintenance & Repair Cost per Vehicle Equivalent (VE) into line with industry standards of \$1,010 - \$1,390 annually by end of calendar year 2006.
- Bring the annual number of hours charged per FTE technician to the industry standard of 1,400 – 1,500 direct-billed hours by end of calendar year 2006.
- Increase the PM Compliance rate to 95% or better by end of calendar year 2006 through customer education and notification of needed services.
- Increase the percentage of work orders completed in one day to the industry standard of 80% - 90% by end of calendar year 2006.
- Decrease the Replacement Backlog of vehicles due or overdue for replacement to the industry standard of 10% - 15% by end of fiscal year 2007.
- Increase the level of overall customer satisfaction with our services to 85% by end of calendar year 2006.

Equipment Services (Continued)

Issues

- The increase in County fleet size, type, variety, complexity of equipment means the development of unique private and public partnerships, flexible and more efficient work force and innovative management practices to find new ways of doing things with fewer resources, without compromising safety or the quality of service.
- The erosion of our customer base by County departments taking their vehicle maintenance elsewhere has negatively affected the department's budget and cash position.
- Reorganization of Equipment Services is needed to become a department that is considered by our customers to be a high quality, cost efficient place with which to do business.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 740 EQUIPMENT SERVICES TOTAL FUNDS					
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
74FM - FLEET MANAGEMENT	\$ 1,736,015	\$ 6,393,809	\$ 233,000	\$ 8,362,824	\$ 10,192,096
99AS - ADMINISTRATIVE SERVICES PROG	1,306,796	35,242	-	1,342,038	-
99IT - INFORMATION TECHNOLOGY PROGRAM	33,014	-	13,901	46,915	-
TOTAL	\$ 3,075,825	\$ 6,429,051	\$ 246,901	\$ 9,751,777	\$ 10,192,096

Key Performance Measures

Program Name: FLEET MANAGEMENT

Program Purpose: 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent Fleet Availability	95.7	95.62	95.33	95
Percent of total fleet replacement vehicle purchased	98.49	112.06	111.88	100
Percent preventative maintenance services due that were completed	65.2	59.82	65.07	70
Percent fuel cost saving from county procurement of gasoline as compared to retail	N/A	8.54	11.6	10
Percent alternative fueled vehicles in county fleet	22.1	21.96	22.31	20

Equipment Services (Continued)

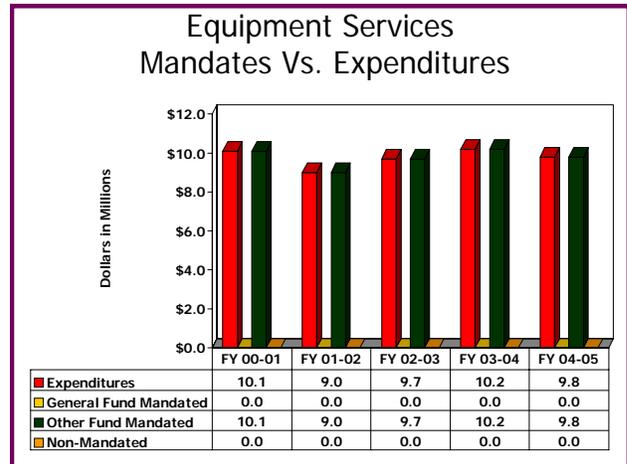
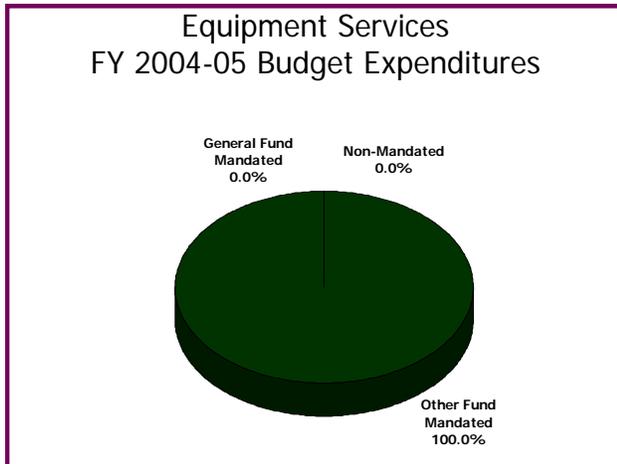
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 10,078,256	\$ 10,078,256
FY 2001-02 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 9,030,607	\$ 9,030,607
FY 2002-03 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 9,683,882	\$ 9,683,882
FY 2003-04 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 10,238,628	\$ 10,238,628
FY 2004-05 Adopted Budget	\$ -	\$ -	\$ -	\$ -	\$ 9,751,777	\$ 9,751,777

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 630,158	\$ 630,158
FY 2001-02 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 112,485	\$ 112,485
FY 2002-03 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 67,440	\$ 67,440
FY 2003-04 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 79,298	\$ 79,298
FY 2004-05 Adopted Budget	\$ -	\$ -	\$ -	\$ -	\$ 98,887	\$ 98,887

Total Administrative Mandates	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 9,448,098	\$ 9,448,098
FY 2001-02 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 8,918,122	\$ 8,918,122
FY 2002-03 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 9,616,442	\$ 9,616,442
FY 2003-04 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 10,159,330	\$ 10,159,330
FY 2004-05 Adopted Budget	\$ -	\$ -	\$ -	\$ -	\$ 9,652,890	\$ 9,652,890

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Equipment Services (Continued)

Mandate Information

TITLE Alternative Fuels

AUTHORITY A.R.S. § 49-571 (SB1269 AZ Clean Air Bill) Alternative fuel requirements for new buses; A.R.S. § 49-474.01 (HB2002 AZ Clean Air Act) Vehicle fleet plan for alternative fuels

**HISTORY/
BACKGROUND** Clean Air Act Amendments of 1990 has provisions for controlling air quality in non-attainment areas by requiring fleet purchases to include cleaner fuels (i.e. compressed natural gas, propane, etc) as a motor vehicle fuel. Energy Policy Act of 1992 established a policy to develop domestically produced alternative fuels for motor vehicles. Currently applicable to federal, state, and alternative-fuel provider fleets. DOE rule making could extend requirements to municipal/private fleets. Arizona legislation has been enacted that has more stringent requirements with respect to type of vehicle and time schedule for accomplishment.

**MANDATE
DESCRIPTION** Arizona Revised Statutes alternative fuel requirements apply to all on-road vehicles in state, city or town, school district, and county (with a population greater than 1,200,000). Alternative fuels include electricity, propane, natural gas, hydrogen, solar, alcohol (85% content).

Alternative Fuels	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 630,158	\$ 630,158
FY 2001-02 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 112,485	\$ 112,485
FY 2002-03 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 67,440	\$ 67,440
FY 2003-04 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 79,298	\$ 79,298
FY 2004-05 Adopted Budget	\$ -	\$ -	\$ -	\$ -	\$ 98,887	\$ 98,887

Equipment Services (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED										
740 EQUIPMENT SERVICES										
Fund Type	Personal Services		Supplies & Services		Capital Outlay		Total Expenditures		Total Revenue	
INTERNAL SERVICE	\$	3,075,825	\$	6,429,051	\$	246,901	\$	9,751,777	\$	10,192,096
ALL FUNDS	\$	3,075,825	\$	6,429,051	\$	246,901	\$	9,751,777	\$	10,192,096

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT															
740 EQUIPMENT SERVICES															
ALL FUNDS															
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs								
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance						
									%						
REVENUE															
620 OTHER INTERGOVERNMENTAL	\$	-	\$	515,906	\$	630,534	\$	543,311	\$	630,534	\$	515,906	\$	114,628	18%
636 INTERNAL SERVICE CHARGES		8,900,814		7,815,685		7,701,057		8,424,174		9,676,190		9,676,190		(1,975,133)	-26%
645 INTEREST EARNINGS		0		-		-		(6,863)		-		-		-	0%
650 MISCELLANEOUS REVENUE		552,183		-		-		10,492		-		-		-	0%
651 GAIN ON FIXED ASSETS		-		-		-		5,751		-		-		-	0%
652 PROCEEDS OF FINANCING		(34,800)		-		-		(26,505)		-		-		-	0%
Total Revenue	\$	9,418,196	\$	8,331,591	\$	8,331,591	\$	8,950,361	\$	10,306,724	\$	10,192,096	\$	(1,860,505)	-22%
EXPENDITURES															
PERSONAL SERVICES															
701 REGULAR PAY	\$	1,948,071	\$	1,831,992	\$	2,147,840	\$	2,044,210	\$	2,282,428	\$	2,207,089	\$	(59,249)	-3%
705 TEMPORARY PAY		32,348		26,580		28,349		25,261		28,349		28,349		-	0%
710 OVERTIME		56,459		80,000		52,792		58,069		52,630		52,630		162	0%
750 FRINGE BENEFITS		547,148		630,402		684,278		656,263		789,749		751,437		(67,159)	-10%
790 OTHER PERSONNEL SERVICES		12,301		-		-		24,711		-		-		-	0%
796 PERSONNEL SERVICES ALLOC IN		51,682		47,782		47,782		42,032		36,320		36,320		11,462	24%
Sub Total	\$	2,648,009	\$	2,616,756	\$	2,961,041	\$	2,850,547	\$	3,189,476	\$	3,075,825	\$	(114,784)	-4%
SUPPLIES & SERVICES															
801 GENERAL SUPPLIES	\$	5,093,211	\$	4,159,868	\$	3,919,916	\$	4,720,291	\$	4,830,887	\$	4,830,887	\$	(910,971)	-23%
803 FUEL		35,275		10,000		-		2,228		-		-		-	0%
804 NON-CAPITAL EQUIPMENT		40,660		10,000		10,000		7,960		19,392		19,392		(9,392)	-94%
812 OTHER SERVICES		94,253		125,067		125,067		66,786		112,119		112,119		12,948	10%
820 RENT & OPERATING LEASES		44,853		67,288		12,064		9,235		8,847		8,847		3,217	27%
825 REPAIRS AND MAINTENANCE		791,965		380,505		370,456		582,003		796,448		796,448		(425,992)	-115%
839 INTERNAL SERVICE CHARGES		150,059		119,645		111,694		157,978		76,009		76,009		35,685	32%
842 TRAVEL & EDUCATION		27,056		20,736		20,736		6,856		20,731		15,731		5,005	24%
843 POSTAGE/FREIGHT/SHIPPING		6,148		4,500		4,500		5,257		4,500		4,500		-	0%
850 UTILITIES		74,224		88,000		90,500		67,645		84,500		84,500		6,000	7%
855 INTEREST EXPENSE		36,504		-		-		-		-		-		-	0%
880 TRANSFERS OUT		491,717		482,105		482,105		482,105		480,618		480,618		1,487	0%
Sub Total	\$	6,885,926	\$	5,467,714	\$	5,147,038	\$	6,108,344	\$	6,434,051	\$	6,429,051	\$	(1,282,013)	-25%
CAPITAL OUTLAY															
915 BUILDINGS AND IMPROVEMENTS	\$	-	\$	18,000	\$	18,000	\$	-	\$	18,000	\$	18,000	\$	-	0%
920 CAPITAL EQUIPMENT		-		15,000		15,000		-		15,000		15,000		-	0%
930 VEHICLES & CONSTRUCTION EQUIP		-		23,600		-		(3,868)		200,000		200,000		(200,000)	0%
950 DEBT SERVICE		0		29,952		29,952		21,341		13,901		13,901		16,051	54%
Sub Total	\$	0	\$	86,552	\$	62,952	\$	17,473	\$	246,901	\$	246,901	\$	(183,949)	-292%
Total Expenditures	\$	9,533,935	\$	8,171,022	\$	8,171,031	\$	8,976,364	\$	9,870,428	\$	9,751,777	\$	(1,580,746)	-19%
Operating Balance (Rev. - Exp.)	\$	(115,739)	\$	160,569	\$	160,560	\$	(26,004)	\$	436,296	\$	440,319	\$	(279,759)	-174%

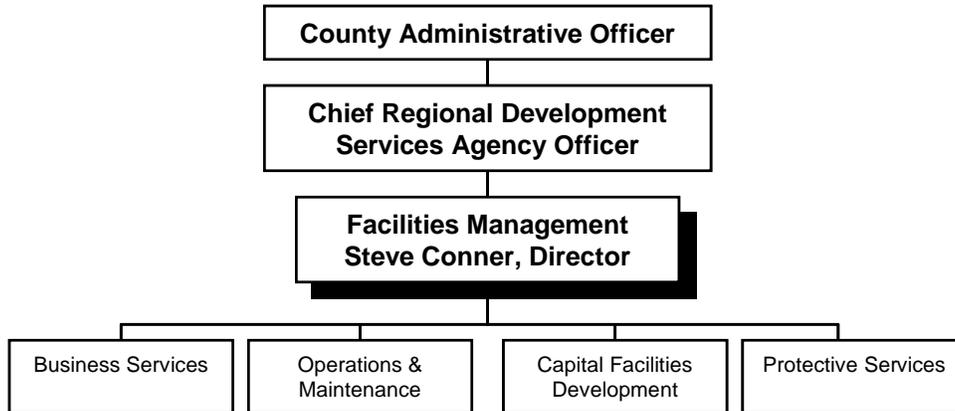
Equipment Services (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED 740 EQUIPMENT SERVICES			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTING CLERK	1.00	MATERIALS HANDLING SPEC	4.00
ADMINISTRATOR	1.00	MECHANIC	37.00
ADMIN/OFFICE SUPPORT	2.00	PROGRAM COORDINATOR	1.00
DIRECTOR	1.00	PUBLIC SVC REPRESENTATIVE	3.00
EXECUTIVE ASSISTANT	1.00	PUBLIC SVC SUPERVISOR	1.00
GENERAL LABORER	2.00	PURCHASING SUPERVISOR	2.00
HR SPECIALIST	0.75	TECH SUPPORT SPECIALIST	1.00
		TRADES SUPERVISOR	3.00
Total			60.75

Facilities Management

Organizational Chart



Mission

The Mission of the Facilities Management Department (FMD) is to provide buildings and grounds to appointed and elected departments so they can work in a safe and efficient environment.

Vision

To provide excellent innovative facility services to every customer every time.

Goals

- By the end of FY09, 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.
- By the end of FY07, 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.
- By the end of FY08, improve the average County Facility Condition Index (FCI) by 4% by developing appropriate annual major maintenance and preventative maintenance programs to reduce future operating costs by \$.20 per square foot.
- By the end of FY07, the customer satisfaction rating for security services provided to all County owned, non-Court facilities, will be 98% or higher, as reported on the annual Research & Reporting customer service survey.
- By the end of FY06, the capital improvement program and the major maintenance program (projects only) will be categorized as follows: preventative maintenance, tenant improvement, major maintenance, deferred major maintenance, and capital projects.

Issues

- Increasing utility rates and demand will impact the County's ability to reduce utility cost per square foot.
- Many County facilities are located in high crime areas, which increase the resources necessary to continue to provide a safe and secure environment for county staff and visitors.

Facilities Management (Continued)

- The continuing unpredictable increases in the cost of construction may impact FMD’s ability to deliver projects within budget.
- The current County Facility Condition Index (FCI) indicates an aging building inventory that unless appropriately addressed will adversely affect future operating costs.
- An increase in environmental and regulatory demands will result in the increased need for resources associated with FMD managed facilities and parcels of land.
- For the County to succeed in the cost effective implementation of the Capital Program, the plan must remain consistent.
- Policy #A1905 authorizes FMD as the BOS’ representative for facility management; however, various departments exercise their own discretion over facility operations, maintenance and construction, which adversely effect FMD’s operational cost. Decentralized facility operations, maintenance, and construction adversely affect FMD’s ability to plan and promote a County-wide Facilities Management program that could result in economy of scale-driven synergy and efficiencies.
- Policy #A1922 states that all County Departments will utilize a standard county security system administered by FMD. At times this policy conflicts with actual practice when other departments purchase their own security system that is not compatible to the current County-wide system, thereby making County facilities vulnerable to security breeches and also resulting in duplicated efforts in programming access which inconveniences our customers and increases taxpayer costs. Decentralized security operations affect FMD’s ability to plan and promote a County-wide security program that could result in economy of scale-driven synergy and efficiencies.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 700 FACILITIES MANAGEMENT TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
70BC - BUILDING CONSTRUCTION & RENOV	\$ 959,285	\$ 45,468	\$ 38,557,526	\$ 39,562,279	\$ -	
70OM - BLDG OPERATIONS & MAINTENANCE	7,646,381	8,730,775	601,667	16,978,823	-	
70PL - PLANNING	97,676	9,337	-	107,013	-	
70PS - PROTECTIVE SERVICES	2,391,218	73,649	-	2,464,867	-	
99AS - ADMINISTRATIVE SERVICES PROG	1,230,794	739,380	-	1,970,174	47,669,538	
99IT - INFORMATION TECHNOLOGY PROGRAM	329,991	107,290	26,958	464,239	-	
TOTAL	\$ 12,655,345	\$ 9,705,899	\$ 39,186,151	\$ 61,547,395	\$ 47,669,538	

Facilities Management (Continued)

Key Performance Measures

Program Name: BUILDING OPERATIONS AND MAINTENANCE

Program Purpose: 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, and functional facilities.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of utility consumption reduced	2.3	-4.7	-2.68	3
Percent of maintenance work orders completed	N/A	98	94	98

Program Name: PROTECTIVE SERVICES

Program Purpose: 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of cars parked to the number of spaces available to employees within a 3 block area of their work site	100	100	100	100
Percent or rate of major crimes for Downtown/Durango County properties vs. crimes reported for those surrounding Phoenix areas.	5	6	6.3	8

Program Name: BUILDING CONSTRUCTION

Program Purpose: The purpose of the Building Construction Program is to provide design and construction services to Maricopa County so that they can successfully achieve their missions in fiscally prudent, efficient, enjoyable, and stimulating environments.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
100 percent of buildings delivered within 100 percent or less of the budget	100	100	100	100

Facilities Management (Continued)

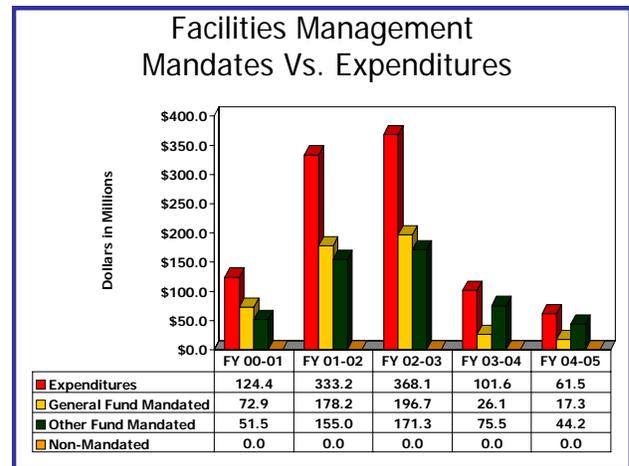
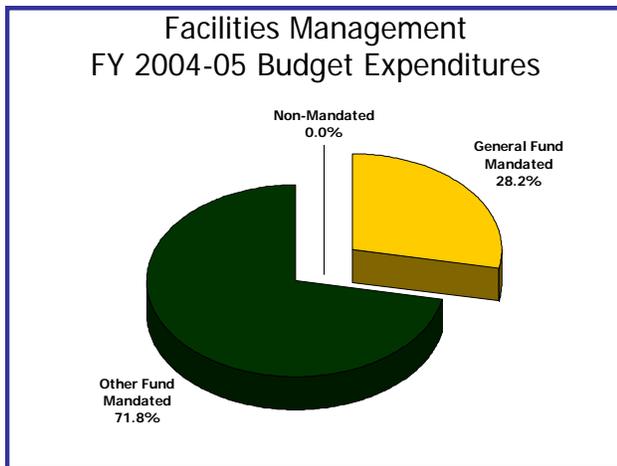
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 72,870,338	\$ -	\$ 51,548,658	\$ -	\$ -	\$ 124,418,995
FY 2001-02 Actuals	\$ 178,203,254	\$ -	\$ 154,960,729	\$ -	\$ -	\$ 333,163,983
FY 2002-03 Actuals	\$ 196,748,909	\$ -	\$ 171,303,896	\$ -	\$ -	\$ 368,052,805
FY 2003-04 Actuals	\$ 26,148,839	\$ 985,234	\$ 74,479,972	\$ -	\$ -	\$ 101,614,045
FY 2004-05 Adopted Budget	\$ 17,333,572	\$ 5,467,329	\$ 38,746,494	\$ -	\$ -	\$ 61,547,395

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 52,058,337	\$ -	\$ 51,548,658	\$ -	\$ -	\$ 103,606,994
FY 2001-02 Actuals	\$ 155,103,059	\$ -	\$ 154,960,729	\$ -	\$ -	\$ 310,063,788
FY 2002-03 Actuals	\$ 171,503,364	\$ -	\$ 171,303,896	\$ -	\$ -	\$ 342,807,260
FY 2003-04 Actuals	\$ 44,486	\$ -	\$ 74,479,972	\$ -	\$ -	\$ 74,524,458
FY 2004-05 Adopted Budget	\$ 200,000	\$ -	\$ 38,746,494	\$ -	\$ -	\$ 38,946,494

Total Administrative Mandates	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 20,812,001	\$ -	\$ -	\$ -	\$ -	\$ 20,812,001
FY 2001-02 Actuals	\$ 23,100,195	\$ -	\$ -	\$ -	\$ -	\$ 23,100,195
FY 2002-03 Actuals	\$ 25,245,545	\$ -	\$ -	\$ -	\$ -	\$ 25,245,545
FY 2003-04 Actuals	\$ 26,104,353	\$ 985,234	\$ -	\$ -	\$ -	\$ 27,089,587
FY 2004-05 Adopted Budget	\$ 17,133,572	\$ 5,467,329	\$ -	\$ -	\$ -	\$ 22,600,901

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



The decrease of expenditures is due to the fact that new capital facilities have been completed.

Facilities Management (Continued)

Mandate Information

TITLE Construction Of Jail Detention And Justice Facilities

AUTHORITY The Legislature, in Laws 1998, Chapter 225, amending A.R.S. § 42-1491, granted a one-time opportunity to Maricopa County voters to approve a jail facilities excise tax levy to construct and operate jail facilities.

**HISTORY/
BACKGROUND** The jail facilities excise tax levy was authorized at two-tenths of a percent (0.002) of the tax base to remain in effect until \$900 million is collected, but not more than nine years after January 1, 1999. The Maricopa County voters approved the tax levy effective January 1, 1999.

**MANDATE
DESCRIPTION** Design and construct the new adult and juvenile detention and justice facilities.

Construction of Jail Detention and Justice Facilities	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ -	\$ 51,548,658	\$ -	\$ -	\$ 51,548,658
FY 2001-02 Actuals	\$ -	\$ -	\$ 154,960,729	\$ -	\$ -	\$ 154,960,729
FY 2002-03 Actuals	\$ -	\$ -	\$ 171,303,896	\$ -	\$ -	\$ 171,303,896
FY 2003-04 Actuals	\$ -	\$ -	\$ 74,479,972	\$ -	\$ -	\$ 74,479,972
FY 2004-05 Adopted Budget	\$ -	\$ -	\$ 38,746,494	\$ -	\$ -	\$ 38,746,494

TITLE Environment

AUTHORITY Code of Federal Regulations 40 (CFR40) - Environment

**HISTORY/
BACKGROUND** Facilities Management has been responsible for certain activities relating to buildings and grounds that are regulated by Federal, State and County statutes or laws. Particularly troublesome are environmental rules under CFR40 which include clean air, hazardous materials, and pollution of the ground, and protection of life and the environment. Facilities Management has an environmental engineer on staff who oversees programs and projects related to CFR40.

**MANDATE
DESCRIPTION** Maricopa County, through Facilities Management, is responsible for pollution prevention through the maintenance and/or upgrade/replacement of equipment and facilities. They are also responsible for the investigation and reporting of any incidents related to accidental, intentional, or unintentional pollution or environmental hazard. Specific to CFR40 is control and management of asbestos, above and underground fuel storage tanks, land acquisition environmental site assessments, dust control of open areas and lots, all facility environmental permits (air, water, waste), interior (building) air quality, Freon, chemicals, and disposal of hazardous materials. This has been done efficiently for the past seven years or so, and regular and incident-related reports have been timely filed with OSHA, EPA, ADEQ and County Environmental officials.

Environment	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 509,679	\$ -	\$ -	\$ -	\$ -	\$ 509,679
FY 2001-02 Actuals	\$ 142,330	\$ -	\$ -	\$ -	\$ -	\$ 142,330
FY 2002-03 Actuals	\$ 199,468	\$ -	\$ -	\$ -	\$ -	\$ 199,468
FY 2003-04 Actuals	\$ 44,486	\$ -	\$ -	\$ -	\$ -	\$ 44,486
FY 2004-05 Adopted Budget	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000

Facilities Management (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
700 FACILITIES MANAGEMENT						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
CAPITAL PROJECTS	\$ 186,458	\$ 2,510	\$ 38,557,526	\$ 38,746,494	\$ 47,591,538	
GENERAL FUND	9,906,796	7,327,818	98,958	17,333,572	78,000	
SPECIAL REVENUE	2,562,091	2,375,571	529,667	5,467,329	-	
ALL FUNDS	\$ 12,655,345	\$ 9,705,899	\$ 39,186,151	\$ 61,547,395	\$ 47,669,538	

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
700 FACILITIES MANAGEMENT									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Revised	Projected	Requested	Adopted	Revised	Variance	%
REVENUE									
650 MISCELLANEOUS REVENUE	\$ 1,316,947	\$ 78,000	\$ 78,000	\$ 78,020	\$ 78,000	\$ 78,000	\$ -	0%	
680 TRANSFERS IN	98,138,712	48,585,819	48,585,819	48,585,819	48,585,819	47,591,538	994,281	2%	
Total Revenue	\$ 99,455,659	\$ 48,663,819	\$ 48,663,819	\$ 48,663,839	\$ 48,663,819	\$ 47,669,538	\$ 994,281	2%	
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 8,085,314	\$ 8,128,325	\$ 8,866,067	\$ 8,476,401	\$ 9,825,202	\$ 9,569,991	\$ (703,924)	-8%	
705 TEMPORARY PAY	99,422	39,315	8,609	93,135	7,000	80,000	(71,391)	-829%	
710 OVERTIME	265,573	139,442	175,569	339,232	175,569	175,569	-	0%	
750 FRINGE BENEFITS	2,218,258	2,038,427	2,503,871	2,409,864	3,047,059	2,934,256	(430,385)	-17%	
790 OTHER PERSONNEL SERVICES	248,835	196,772	352,327	288,515	396,517	396,517	(44,190)	-13%	
795 PERSONNEL SERVICES ALLOC OUT	(1,155,126)	(1,204,249)	(1,204,249)	(1,233,149)	(797,756)	(698,114)	(506,135)	42%	
796 PERSONNEL SERVICES ALLOC IN	73,904	86,637	86,637	34,492	194,520	197,126	(110,489)	-128%	
Sub Total	\$ 9,836,181	\$ 9,424,669	\$ 10,788,831	\$ 10,408,490	\$ 12,848,111	\$ 12,655,345	\$ (1,866,514)	-17%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 1,372,839	\$ 1,668,490	\$ 1,498,951	\$ 1,467,260	\$ 3,508,566	\$ 3,523,566	\$ (2,024,615)	-135%	
802 MEDICAL SUPPLIES	431	479	479	177	479	479	-	0%	
803 FUEL	49,788	53,613	57,613	68,255	74,371	74,371	(16,758)	-29%	
804 NON-CAPITAL EQUIPMENT	35,074	1,500	90,247	70,047	133,647	124,247	(34,000)	-38%	
810 LEGAL SERVICES	447	19,397	19,397	-	-	-	19,397	100%	
811 HEALTH CARE SERVICES	2,348	3,763	3,763	2,649	3,763	3,763	-	0%	
812 OTHER SERVICES	197,420	89,128	276,538	346,397	48,388	234,051	42,487	15%	
820 RENT & OPERATING LEASES	221,049	180,981	414,021	264,809	253,534	253,534	160,487	39%	
825 REPAIRS AND MAINTENANCE	4,815,212	3,969,087	3,915,078	3,880,168	4,221,059	4,704,432	(789,354)	-20%	
839 INTERNAL SERVICE CHARGES	86,089	221,140	222,760	145,092	63,705	53,746	169,014	76%	
842 TRAVEL & EDUCATION	24,944	30,579	35,200	32,951	32,000	32,000	3,200	9%	
843 POSTAGE/FREIGHT/SHIPPING	343,815	344,900	347,483	333,644	346,483	346,483	1,000	0%	
850 UTILITIES	2,257,873	391,574	687,916	994,565	348,127	355,227	332,689	48%	
880 TRANSFERS OUT	-	-	-	-	(19,999)	-	-	0%	
Sub Total	\$ 9,407,329	\$ 6,974,631	\$ 7,569,446	\$ 7,606,015	\$ 9,014,123	\$ 9,705,899	\$ (2,136,453)	-28%	
CAPITAL OUTLAY									
915 BUILDINGS AND IMPROVEMENTS	\$ 168,466,817	\$ 117,361,689	\$ 117,361,689	\$ 98,127,542	\$ 50,569,328	\$ 38,557,526	\$ 78,804,163	67%	
930 VEHICLES & CONSTRUCTION EQUIP	113,012	-	-	-	648,000	600,000	(600,000)	0%	
940 INFRASTRUCTURE	-	-	833	-	-	-	833	100%	
950 DEBT SERVICE	7,297	11,323	11,323	12,051	14,744	28,625	(17,302)	-153%	
Sub Total	\$ 168,587,126	\$ 117,373,012	\$ 117,373,845	\$ 98,139,593	\$ 51,232,072	\$ 39,186,151	\$ 78,187,694	67%	
Total Expenditures	\$ 187,830,636	\$ 133,772,312	\$ 135,732,122	\$ 116,154,098	\$ 73,094,306	\$ 61,547,395	\$ 74,184,727	55%	
Operating Balance (Rev. - Exp.)	\$ (88,374,977)	\$ (85,108,493)	\$ (87,068,303)	\$ (67,490,258)	\$ (24,430,487)	\$ (13,877,857)	\$ (73,190,446)	84%	

Facilities Management (Continued)

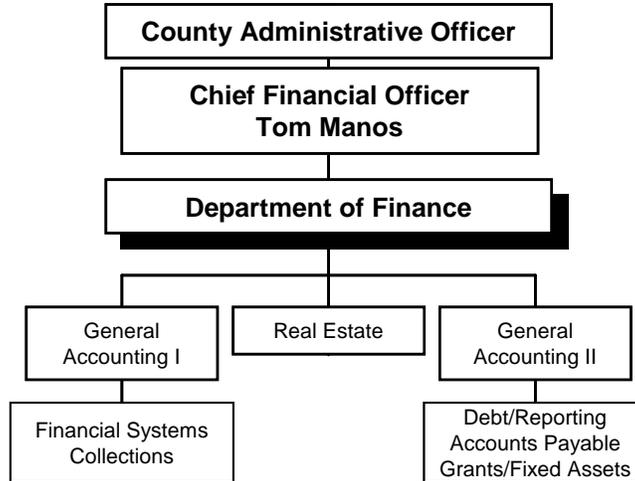
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED 700 FACILITIES MANAGEMENT			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTANT	1.00	FINAN/BUSINESS ANALYST	1.00
ACCOUNTING CLERK	2.00	GENERAL LABORER	47.00
ADMINISTRATIVE SPECIALIST	7.00	GENERAL MAINTENANCE TECH	22.50
ADMIN/OFFICE SUPPORT	3.00	HR GENERALIST	1.00
ADMIN/OFFICE SUPPORT SUPV	1.00	HR SPECIALIST	1.00
ADMIN/OPERATIONS SUPV	2.00	INFO SYSTEMS SUPERVISOR	1.00
CONTRACT ADMINISTRATOR	3.00	INSPECTION SUPERVISOR	1.00
DEPUTY DIRECTOR	2.00	INSPECTOR	6.00
DEVELOPER/PRGRMR ANALYST	2.00	MATERIALS HANDLING SPEC	1.00
DIRECTOR	1.00	OPERATIONS MANAGER	4.00
DISPATCHER	2.00	PC SPECIALIST	1.00
ELECTRONIC TECHNICIAN	7.00	PLANNER	3.00
ENGINEER	5.00	PLANNING SUPERVISOR	1.00
ENGINEERING AIDE	11.00	PRGRM COORDINATION SPEC	1.00
EXECUTIVE ASSISTANT	1.00	TECHNOLOGY ANALYST	1.00
FACILITIES SVCS OFCR SUPV	3.00	TRADES SPECIALIST	71.00
FACILITIES SVCS OFFICER	68.00	TRADES SUPERVISOR	8.00
FINANCIAL SUPERVISOR	2.00	UNDETERMINED	7.00
		Total	301.50



Finance

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.

Goals

- By June 2007, in order to meet the increasing demands for governmental accountability; meet the increasing needs to improve our customers ability to manage results through enhancement and full utilization of our existing financial system; and ensure our customers ability to fully report results, we will develop financial reporting procedures for MfR, provide training to departments to ensure a complete understanding of the procedures, and provide training to departments on the PAS Code reporting models currently available on Info Advantage and Report.Web.
- 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 2006.
- We will obtain a turnover rate of less than 10% for all professional level staff as measured annually by Total Compensation by June 2008.
- We will develop and implement new strategies to increase collections by 20% each year to reach an FY 2009 collected amount of \$5,000,000.00.
- By July 2007, we will generate \$5,225,000 in revenue from the sale of surplus real estate assets.
- 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.

Finance (Continued)

- By June 2006, we will reengineer the Department of Finance to develop a stronger business structure, increased staffing levels with a competitive salary structure to improve recruitment and retention of qualified professional level staff to meet the increasing demands of governmental accountability and the increasing demands for governmental services from a technical and financial perspective.

Issues

- The demand for increased governmental accountability which includes the reporting of financial and operational results; training and education on new reporting requirements; implementation of financial statements, standards and pronouncements; coordination of financial information as associated with auditors and management of an extended audit cycle increases the need for additional financial resources.
- Increased demand for governmental services (internal and external) through technology results in a need for our department to provide services that meet customer expectations.
- Continued growth of the County citizens will impact the need to increase County services and ensure effective strategic space planning and the management of a comprehensive capital financing plan.
- Since the County has previously auctioned, or sold, many of the more "sought-after" surplus real properties, marketing the remaining non-critical real estate assets will become more challenging.
- The process of transitioning the Maricopa Integrated Health Care System will increase the need for financial services.
- Limited funding and space will challenge the Department of Finance to maintain the stable, highly qualified staff that we will need to effectively respond to increasingly difficult, complex financial issues.
- Without countywide departmental management's complete understanding, commitment and acceptance of MfR principles, the County's ability to fully "Manage for Results," and, in particular, Finance's ability to fully "Report Results" will be challenged.

Total Budget by Program

TOTAL BUDGET BY PROGRAM						
FY 2004-05 ADOPTED						
180 FINANCE						
TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
18FR - FINANCIAL REPORTING	\$ 385,403	\$ 179,908	\$ -	\$ 565,311	\$ -	
18FS - FINANCIAL SERVICES	1,528,676	109,085	17,333	1,655,094	-	
18RE - REAL ESTATE	284,950	1,854	-	286,804	576,138	
99AS - ADMINISTRATIVE SERVICES PROG	24,827	-	-	24,827	-	
TOTAL	\$ 2,223,856	\$ 290,847	\$ 17,333	\$ 2,532,036	\$ 576,138	

Finance (Continued)

Key Performance Measures

Program Name: FINANCIAL REPORTING

Program Purpose: The purpose of the Financial Reporting Program is to provide timely financial and operational information to external entities such as external government and private financial institutions, as a measurement of financial health; and to Maricopa County government departments so they can make timely informed decisions, manage resources, and measure and report results.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of customers who indicate our reports facilitate informed decision-making.	N/A	93	96	95
Percent of customers satisfied with the Advantage financial information provided on Report.Web.	85	95	95	95
Percent of customers satisfied with internally prepared reports provided by the Department of Finance staff which includes: Monthly Variance Report, Fund Balance Report, and Capital Project Report.	85	96	96	95

Program Name: FINANCIAL SERVICES PROGRAM

Program Purpose: The purpose of the Financial Services Program is to provide general accounting, technology systems, accounts payable, and debt service activities to Maricopa County government departments so they can make informed decisions, manage resources, and measure and report results.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of payments processed within the established turnaround time.	88.75	95	95	95
Percent of customers satisfied with the debt related services.	44	96	95	95
Percent of customers satisfied regarding the processing of various non-payment transactions.	88	100	97	95
Percent of new accounts processed.	100	100	100	100
Percent of accounts that are active and paying	N/A	53	44.25	50
Percent of total active accounts sent to private collection agency.	N/A	82	80.75	85

Finance (Continued)

Program Name: REAL ESTATE

Program Purpose: 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.

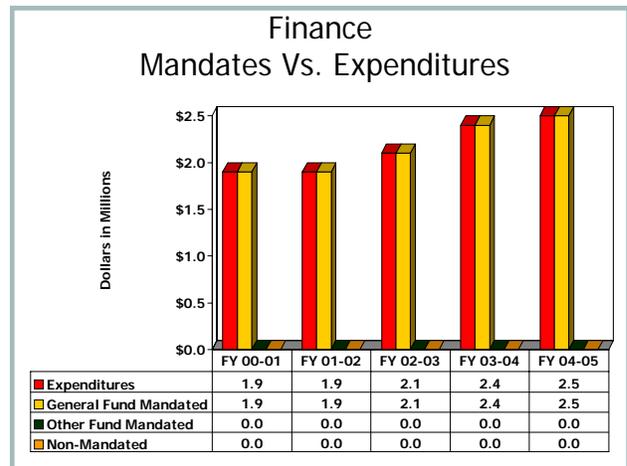
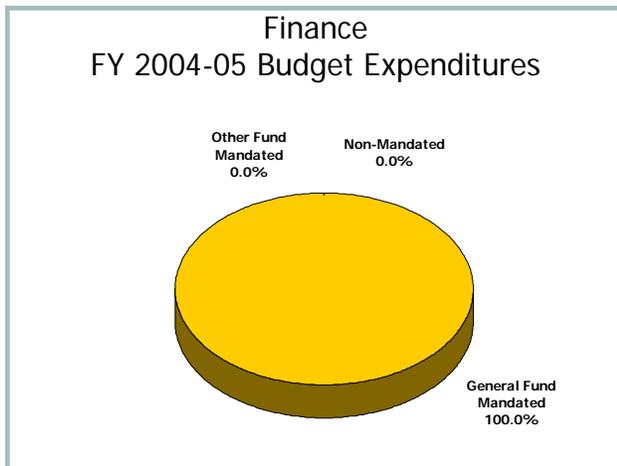
Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of property/rights requests fulfilled	N/A	31	77	31
Percent of studies and reports completed.	N/A	57	75	57

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,881,276	\$ -	\$ -	\$ -	\$ -	\$ 1,881,276
FY 2001-02 Actuals	\$ 1,859,183	\$ -	\$ -	\$ -	\$ -	\$ 1,859,183
FY 2002-03 Actuals	\$ 2,059,490	\$ -	\$ -	\$ -	\$ -	\$ 2,059,490
FY 2003-04 Actuals	\$ 2,352,569	\$ -	\$ -	\$ -	\$ -	\$ 2,352,569
FY 2004-05 Adopted Budget	\$ 2,532,036	\$ -	\$ -	\$ -	\$ -	\$ 2,532,036

Total Administrative Mandates	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,881,276	\$ -	\$ -	\$ -	\$ -	\$ 1,881,276
FY 2001-02 Actuals	\$ 1,859,183	\$ -	\$ -	\$ -	\$ -	\$ 1,859,183
FY 2002-03 Actuals	\$ 2,059,490	\$ -	\$ -	\$ -	\$ -	\$ 2,059,490
FY 2003-04 Actuals	\$ 2,352,569	\$ -	\$ -	\$ -	\$ -	\$ 2,352,569
FY 2004-05 Adopted Budget	\$ 2,532,036	\$ -	\$ -	\$ -	\$ -	\$ 2,532,036

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Finance (Continued)

Mandate Information

TITLE	Finance
AUTHORITY	A.R.S. § 41-1346 State and local records management; A.R.S. § 11-622(c) Payment of Claims; A.R.S. § 11-644 Re-issuance of warrants; A.R.S. § 35-501 Requires County to report bond issues, debt level analysis, definition of outstanding indebtedness to the Arizona Department of Revenue; A.R.S. § 35-502 Notification requirements to Department of Revenue on retirement of a bond; A.R.S. § 35-503 Calculation of debt limits; A.R.S. § 42-304 Setting the tax rate; A.R.S. § 11-604.01 Revolving line of credit; A.R.S. § 42-301 Levy limits; A.R.S. § 42-302 Annual Financial Statements - Comprehensive Annual Financial Report (CAFR); A.R.S. § 41-1279.07 (c) Issuance of the Expenditure Limitations Report; A.R.S. § 13-805 Criminal Restitution Orders; IRS Guidelines - Reporting requirements for Form 1099; IRS Guidelines – Reporting requirements for tax-exempt financings; A.R.S. § 11-251 Sale of County real estate; A.R.S. § 11-256 Leasing or sub-leasing County real estate; A.R.S. § 38-511 Cancellation of State Contracts; A.R.S. § 42-271 Exemption of taxable real estate; A.R.S. § 11-259 Intergovernmental Agreements; A.R.S. § 45-182 Claim of right to withdraw, divert or use public waters, exception, administration by director of water resources; Single Audit Act of 1984 and Amendments of 1996 - Schedule of Expenditures of Federal Awards; Federal OMB Circular A-102 Requirements for government Federal Awards; Federal OMB Circular A-87 General requirements for charging indirect costs to grants.
HISTORY/ BACKGROUND	In 1994 the Board of Supervisors and County Administrative Officer reorganized the Department of Finance as part of a Countywide restructuring effort. During the reorganization, the budget functions for the County were separated from Finance to form the Office of Management and Budget (OMB). The Department of Finance is responsible for the oversight, reporting, processing, and analysis of the County's financial transactions. Finance provides services to all County departments and various external users and maintains the accounting records for all financial transactions. During FY 02-03, the Department of Finance took over the County Superior Court Collections Division. During, FY 03-04, the County's Real Estate Division was transferred to the Department of Finance.
MANDATE DESCRIPTION	The Department of Finance shall maintain the County's public records in the most efficient and cost effective manner; The Department of Finance shall prepare the Comprehensive Annual Financial Report (CAFR) and Expenditure Limitation Reports; the Department shall also ensure compliance with the Single Audit Act of 1984 and cause a Single Audit to be performed; The Department of Finance shall monitor all real estate services to include sales and leases of County Real Estate; The Department shall report annual Form 1099 information to the IRS; The Department shall set the tax rates for the County, cities, schools and special districts. The Department of Finance will comply with all IRS arbitrage requirements, including audit of such, for all tax-exempt financings. The Department of Finance will actively pursue all criminal restitution orders.

Finance (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
180 FINANCE						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
GENERAL FUND	\$ 2,223,856	\$ 290,847	\$ 17,333	\$ 2,532,036	\$ 576,138	
ALL FUNDS	\$ 2,223,856	\$ 290,847	\$ 17,333	\$ 2,532,036	\$ 576,138	

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
180 FINANCE									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Projected	Requested	Adopted	Revised	Variance
					Restated				%
REVENUE									
620 OTHER INTERGOVERNMENTAL	\$ -	\$ 88,136	\$ 88,136	\$ 49,197	\$ -	\$ -	\$ 88,136	100%	
650 MISCELLANEOUS REVENUE	-	955,940	955,940	709,888	576,138	576,138	379,802	40%	
680 TRANSFERS IN	113,139	-	-	-	9,769,109	-	-	0%	
Total Revenue	\$ 113,139	\$ 1,044,076	\$ 1,044,076	\$ 759,084	\$ 10,345,247	\$ 576,138	\$ 467,938	45%	
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 1,561,091	\$ 1,691,150	\$ 1,809,661	\$ 1,777,264	\$ 1,869,006	\$ 1,869,006	\$ (59,345)	-3%	
705 TEMPORARY PAY	6,753	98,807	80,605	53,040	70,444	70,444	10,161	13%	
750 FRINGE BENEFITS	354,800	447,194	477,640	447,962	503,887	503,887	(26,247)	-5%	
790 OTHER PERSONNEL SERVICES	-	-	-	877	-	-	-	0%	
795 PERSONNEL SERVICES ALLOC OUT	(135,027)	(186,191)	(207,048)	(183,831)	(219,481)	(219,481)	12,433	-6%	
796 PERSONNEL SERVICES ALLOC IN	-	-	31,710	-	-	-	31,710	100%	
Sub Total	\$ 1,787,617	\$ 2,050,960	\$ 2,192,568	\$ 2,095,313	\$ 2,223,856	\$ 2,223,856	\$ (31,288)	-1%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 24,575	\$ 15,813	\$ 29,838	\$ 21,938	\$ 22,660	\$ 22,660	\$ 7,178	24%	
803 FUEL	-	500	502	393	309	309	193	38%	
804 NON-CAPITAL EQUIPMENT	588	-	-	2,600	-	-	-	0%	
810 LEGAL SERVICES	297	600	600	309	500	500	100	17%	
812 OTHER SERVICES	174,471	218,758	209,041	196,266	198,595	198,595	10,446	5%	
820 RENT & OPERATING LEASES	-	13,200	13,200	13,200	13,200	13,200	-	0%	
825 REPAIRS AND MAINTENANCE	6,117	7,200	7,215	13,575	10,250	10,250	(3,035)	-42%	
839 INTERNAL SERVICE CHARGES	3,982	6,873	6,876	4,674	3,136	3,136	3,740	54%	
842 TRAVEL & EDUCATION	24,064	3,749	-	3,377	3,091	3,091	(3,091)	0%	
843 POSTAGE/FREIGHT/SHIPPING	32,151	36,560	35,568	37,400	39,106	39,106	(3,538)	-10%	
850 UTILITIES	(385)	-	-	118	-	-	-	0%	
Sub Total	\$ 265,861	\$ 303,253	\$ 302,840	\$ 293,849	\$ 290,847	\$ 290,847	\$ 11,993	4%	
CAPITAL OUTLAY									
950 DEBT SERVICE	\$ 6,012	\$ 6,000	\$ 6,000	\$ 6,002	\$ 7,238	\$ 17,333	\$ (11,333)	-189%	
Sub Total	\$ 6,012	\$ 6,000	\$ 6,000	\$ 6,002	\$ 7,238	\$ 17,333	\$ (11,333)	-189%	
Total Expenditures	\$ 2,059,490	\$ 2,360,213	\$ 2,501,408	\$ 2,395,163	\$ 2,521,941	\$ 2,532,036	\$ (30,628)	-1%	
Operating Balance (Rev. - Exp.)	\$ (1,946,351)	\$ (1,316,137)	\$ (1,457,332)	\$ (1,636,079)	\$ 7,823,306	\$ (1,955,898)	\$ 498,566	-34%	

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
180 FINANCE			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTING CLERK	8.00	DEPUTY DIRECTOR	2.00
ADMINISTRATIVE SPECIALIST	4.00	FINANCIAL SUPERVISOR	4.00
ADMIN/OFFICE SUPPORT	5.00	FINAN/BUSINESS ANALYST	10.00
ADMIN/OPERATIONS SUPV	2.00	MANAGEMENT ANALYST	2.00
CHIEF OFFICER	1.00	MANAGEMENT ASSISTANT	1.00
DATABASE ADMIN/ANALYST	1.00	PRGRM COORDINATION SPEC	2.00
Total			42.00

General Government

Mandate Consolidated Financial Data

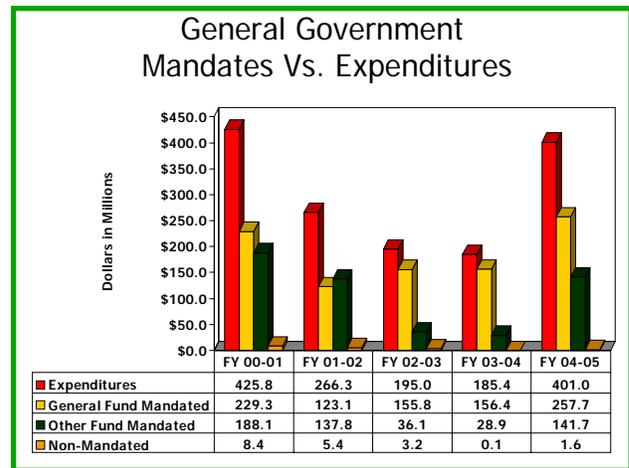
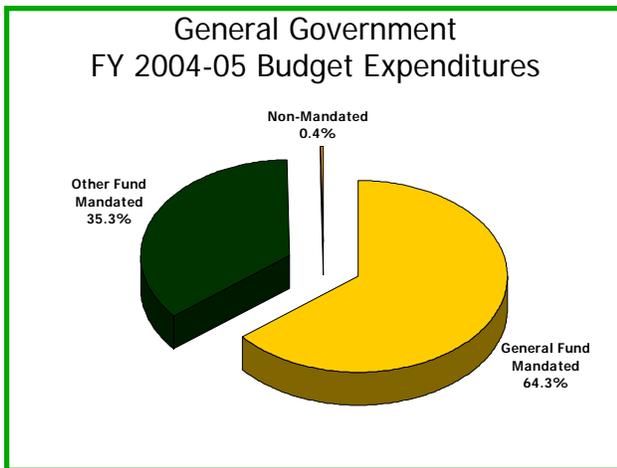
Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 237,254,651	\$ 110,528,803	\$ 77,976,362	\$ -	\$ -	\$ 425,759,816
FY 2001-02 Actuals	\$ 128,461,664	\$ 110,540,249	\$ 27,290,093	\$ -	\$ -	\$ 266,292,006
FY 2002-03 Actuals	\$ 158,948,267	\$ 21,677,255	\$ 14,376,283	\$ -	\$ -	\$ 195,001,805
FY 2003-04 Actuals	\$ 156,491,532	\$ 2,487,425	\$ 26,438,934	\$ -	\$ -	\$ 185,417,891
FY 2004-05 Adopted Budget	\$ 257,853,500	\$ 53,791,889	\$ 89,391,467	\$ -	\$ -	\$ 401,036,856

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 135,372,021	\$ -	\$ -	\$ -	\$ -	\$ 135,372,021
FY 2001-02 Actuals	\$ 123,079,120	\$ 110,540,249	\$ 27,290,093	\$ -	\$ -	\$ 260,909,462
FY 2002-03 Actuals	\$ 136,713,545	\$ 21,525,193	\$ 14,376,283	\$ -	\$ -	\$ 172,615,021
FY 2003-04 Actuals	\$ 136,408,921	\$ 2,317,222	\$ 26,438,934	\$ -	\$ -	\$ 165,165,077
FY 2004-05 Adopted Budget	\$ 152,099,197	\$ 37,040,833	\$ 87,920,113	\$ -	\$ -	\$ 277,060,143

Total Administrative Mandates	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 93,905,060	\$ 110,128,803	\$ 77,976,362	\$ -	\$ -	\$ 282,010,225
FY 2001-02 Actuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2002-03 Actuals	\$ 19,074,804	\$ 152,062	\$ -	\$ -	\$ -	\$ 19,226,866
FY 2003-04 Actuals	\$ 19,982,611	\$ 170,203	\$ -	\$ -	\$ -	\$ 20,152,814
FY 2004-05 Adopted Budget	\$ 105,604,303	\$ 16,751,056	\$ -	\$ -	\$ -	\$ 122,355,359

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 7,977,570	\$ 400,000	\$ -	\$ -	\$ -	\$ 8,377,570
FY 2001-02 Actuals	\$ 5,382,544	\$ -	\$ -	\$ -	\$ -	\$ 5,382,544
FY 2002-03 Actuals	\$ 3,159,918	\$ -	\$ -	\$ -	\$ -	\$ 3,159,918
FY 2003-04 Actuals	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
FY 2004-05 Adopted Budget	\$ 150,000	\$ -	\$ 1,471,354	\$ -	\$ -	\$ 1,621,354

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



General Government (Continued)

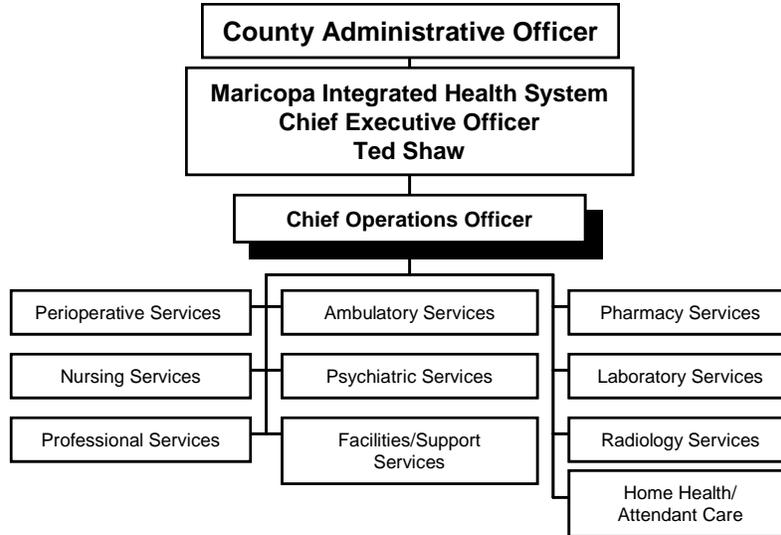
Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
470 GENERAL GOVERNMENT						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
CAPITAL PROJECTS	\$ -	\$ 7,633,001	\$ 81,758,466	\$ 89,391,467	\$ 31,462,012	
DEBT SERVICE	-	33,008,452	15,122,774	48,131,226	7,867,500	
GENERAL FUND	22,300,987	214,906,156	20,646,357	257,853,500	866,773,056	
SPECIAL REVENUE	24,426,572	25,666,150	3,699,167	53,791,889	249,177,516	
ALL FUNDS	\$ 46,727,559	\$ 281,213,759	\$ 121,226,764	\$ 449,168,082	\$ 1,155,280,084	

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT										
470 GENERAL GOVERNMENT										
ALL FUNDS										
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs			
	Restated	Adopted	Restated	Revised	Requested	Adopted	Revised	Variance	%	
REVENUE										
601 PROPERTY TAXES	\$ 295,995,307	\$ 330,104,970	\$ 327,357,171	\$ 327,357,171	\$ 339,882,099	\$ 339,882,099	\$ (12,524,928)	-4%		
605 TAX PENALTIES & INTEREST	12,228,739	8,000,000	8,000,000	10,719,338	10,857,480	10,857,480	(2,857,480)	-36%		
606 SALES TAXES	759,314	100,839,314	100,839,314	105,263,795	108,033,895	112,421,733	(11,582,419)	-11%		
610 LICENSES AND PERMITS	-	375,000	375,000	1,056,442	895,000	1,407,500	(1,032,500)	-275%		
615 GRANTS	-	-	-	-	-	180,000	(180,000)	0%		
620 OTHER INTERGOVERNMENTAL	249,773	249,772	249,772	249,772	249,773	524,162	(274,390)	-110%		
621 PAYMENTS IN LIEU OF TAXES	7,808,630	7,285,857	7,285,857	7,268,008	6,929,684	6,929,684	356,173	5%		
625 STATE SHARED SALES TAX	330,260,143	335,557,376	335,557,376	351,066,532	360,644,076	374,939,056	(39,381,680)	-12%		
630 STATE SHARED VEHICLE LICENSE	103,532,057	109,031,008	109,031,008	112,435,814	113,595,373	118,057,605	(9,026,597)	-8%		
635 OTHER CHARGES FOR SERVICES	2,983,356	2,065,000	2,065,000	2,075,878	2,070,000	2,070,000	(5,000)	0%		
637 FINES & FORFEITS	16,100	-	-	-	-	-	-	0%		
645 INTEREST EARNINGS	11,609,197	15,678,002	15,678,002	6,158,712	6,885,622	5,299,704	10,378,298	66%		
650 MISCELLANEOUS REVENUE	2,000,021	4,230,000	3,348,572	7,659,186	4,080,000	5,646,892	(2,298,320)	-69%		
651 GAIN ON FIXED ASSETS	21,199	50,000	50,000	-	-	-	50,000	100%		
652 PROCEEDS OF FINANCING	-	-	-	-	14,750,000	28,850,000	(28,850,000)	0%		
680 TRANSFERS IN	-	-	-	-	-	-	-	-		
Total Revenue	\$ 970,651,517	\$ 1,052,040,731	\$ 1,049,949,956	\$ 1,074,607,989	\$ 1,125,791,141	\$ 1,155,280,084	\$ (105,330,128)	-10%		
EXPENDITURES										
PERSONAL SERVICES										
701 REGULAR PAY	\$ 269,306	\$ -	\$ -	\$ (5,984)	\$ -	\$ -	\$ -	0%		
705 TEMPORARY PAY	79,056	-	-	-	-	-	-	0%		
710 OVERTIME	(7)	408,571	408,571	-	-	-	408,571	100%		
750 FRINGE BENEFITS	50,731	11,527,680	3,882,942	8,323	5,798,216	5,948,216	(2,065,274)	-53%		
790 OTHER PERSONNEL SERVICES	46,419	17,848,452	3,240,110	-	-	40,618,784	(37,378,674)	-1154%		
795 PERSONNEL SERVICES ALLOC OUT	(99,889)	(151,524)	(151,524)	(20,303)	-	-	(151,524)	100%		
796 PERSONNEL SERVICES ALLOC IN	123,390	233,613	291,100	197,152	160,559	160,559	130,541	45%		
Sub Total	\$ 469,006	\$ 29,866,792	\$ 7,671,199	\$ 179,188	\$ 5,958,775	\$ 46,727,559	\$ (39,056,360)	-509%		
SUPPLIES & SERVICES										
801 GENERAL SUPPLIES	\$ 21,632	\$ 50,000	\$ 50,000	\$ 8,157	\$ 64,000	\$ 64,000	\$ (14,000)	-28%		
803 FUEL	121	-	-	-	-	-	-	0%		
804 NON-CAPITAL EQUIPMENT	11,268	-	-	3,071	-	-	-	0%		
810 LEGAL SERVICES	2,081,764	3,300,000	3,300,000	2,582,216	3,300,000	3,300,000	-	0%		
812 OTHER SERVICES	2,662,823	62,631,515	38,853,794	5,349,817	79,813,244	53,994,618	(15,140,824)	-39%		
820 RENT & OPERATING LEASES	5,280	12,780	12,780	10,905	12,780	12,780	-	0%		
825 REPAIRS AND MAINTENANCE	5,879,926	-	-	884,733	5,730,800	5,830,800	(5,830,800)	0%		
830 INTERGOVERNMENTAL PAYMENTS	2,953,411	8,424,056	8,424,056	8,144,952	8,429,380	8,429,380	(5,324)	0%		
839 INTERNAL SERVICE CHARGES	(1,841,385)	15,361,488	15,312,949	15,314,120	13,280,386	15,312,949	-	0%		
842 TRAVEL & EDUCATION	1,099,570	1,500,000	1,500,000	1,506,166	1,500,000	1,500,000	-	0%		
843 POSTAGE/FREIGHT/SHIPPING	200,000	200,000	200,000	201,117	200,000	200,000	-	0%		
845 SUPPORT AND CARE OF PERSONS	206,615	400,000	400,000	203,880	400,000	400,000	-	0%		
850 UTILITIES	6,784,118	10,707,736	10,686,648	10,223,503	15,925,154	15,925,154	(5,238,506)	-49%		
855 INTEREST EXPENSE	-	-	-	-	4,330,996	-	-	0%		
880 TRANSFERS OUT	154,676,733	120,866,924	120,866,924	121,179,206	135,602,625	176,244,078	(55,377,154)	-46%		
Sub Total	\$ 174,741,875	\$ 223,454,499	\$ 199,607,151	\$ 165,611,843	\$ 268,589,365	\$ 281,213,759	\$ (81,606,608)	-41%		
CAPITAL OUTLAY										
910 LAND	\$ 1,629,972	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	0%		
915 BUILDINGS AND IMPROVEMENTS	14,321,050	78,437,709	79,680,440	33,427,065	105,618,516	85,083,912	(5,403,472)	-7%		
930 VEHICLES & CONSTRUCTION EQUIP	3,153,237	3,322,484	3,322,484	3,322,484	4,304,151	4,524,151	(1,201,667)	-36%		
940 INFRASTRUCTURE	666,666	-	1,333,333	-	-	-	1,333,333	100%		
950 DEBT SERVICE	46,382,577	38,196,079	38,196,079	36,454,627	27,505,785	31,618,701	6,577,378	17%		
Sub Total	\$ 66,153,501	\$ 119,956,272	\$ 122,532,336	\$ 73,504,175	\$ 137,428,452	\$ 121,226,764	\$ 1,305,572	1%		
Total Expenditures	\$ 241,364,383	\$ 373,277,563	\$ 329,810,686	\$ 239,295,207	\$ 411,976,592	\$ 449,168,082	\$ (119,357,396)	-36%		
Operating Balance (Rev. - Exp.)	\$ 729,287,134	\$ 678,763,168	\$ 720,139,270	\$ 835,312,782	\$ 713,814,549	\$ 706,112,002	\$ 14,027,268	2%		

Health Care Delivery System

Organizational Chart



Mission

The Mission of the Maricopa Health Care Delivery System is to provide quality, customer oriented health care services, medical education and research for patients so they can improve their health status in a cost efficient manner.

Goals

- The Department's Goals will be developed for the Health Care Delivery System after the Health Care Delivery System is transitioned to the new Health Care District.

Issues

- The Department's Issue will be developed for the Health Care Delivery System after the Health Care Delivery System is transitioned to the new Health Care District.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 900 HEALTH CARE DELIVERY SYSTEM TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
99AS - ADMINISTRATIVE SERVICES PROG	\$ 180,778,632	\$ 198,837,524	\$ 11,904,274	\$ 391,520,430	\$ 398,999,272	
TOTAL	\$ 180,778,632	\$ 198,837,524	\$ 11,904,274	\$ 391,520,430	\$ 398,999,272	

Health Care Delivery System (Continued)

Key Performance Measures

Program Name: ADULT HEALTH

Program Purpose: The purpose of the Adult Health Program is to provide medical services to patients (ages 19 and over) so they can receive treatment for illnesses and injuries in a customer oriented and cost effective manner.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent Adult Emergency Department expenses to revenue	23.98	32.05	29.21	26.87
Percent Adult inpatient expenses to revenue	47.89	37.81	40.52	39.06
Percent Adult outpatient expenses to revenue	92.21	67.43	48.75	48.69

Program Name: BEHAVIORAL HEALTH

Program Purpose: The purpose of the Behavioral Health Program is to provide behavioral health services to patients so they can receive treatment for behavioral disorders in a customer oriented and cost effective manner.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent Behavioral health inpatient expenses to revenue	41.06	34	31.63	23.12

Program Name: CHILDREN'S HEALTH

Program Purpose: The purpose of the Children's Health Program is to provide medical services to patients (birth through age 18 years) so they can receive treatment for illnesses and injuries in a customer oriented and cost effective manner.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent Children's outpatient expense to revenue	65.99	69.61	15.74	21.02
Percent Children's emergency expenses to revenue	34.58	29.93	28.62	25.79
Percent Children's inpatient expenses to revenue	41.68	40.24	45.58	42.90

Health Care Delivery System (Continued)

Program Name: HEALTH CARE SUPPORT

Program Purpose: The purpose of the Health Care Support Program is to provide support services to patients so they may be treated for illnesses and injuries in a customer oriented and cost effective manner.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent Clinical Support Services expenses to revenue	38.8	36.54	29.62	35.68

Program Name: MEDICAL EDUCATION

Program Purpose: The purpose of the Medical Education program is to provide medical education to residents and Allied Health students so that they can complete their training while treating patients in a cost effective manner.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of residents who complete residency training	84	90	99	99

Program Name: WOMEN'S SPECIALTY HEALTH

Program Purpose: The purpose of the Women's Specialty Health Program is to provide medical de services to patients so they may be treated for maternity care and illnesses in a customer oriented and cost effective manner.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent Women's outpatient expenses to revenue	45.73	33.47	26.43	26.64
Percent Inpatient obstetrical expenses to revenue	39.83	36.82	34.20	32.22

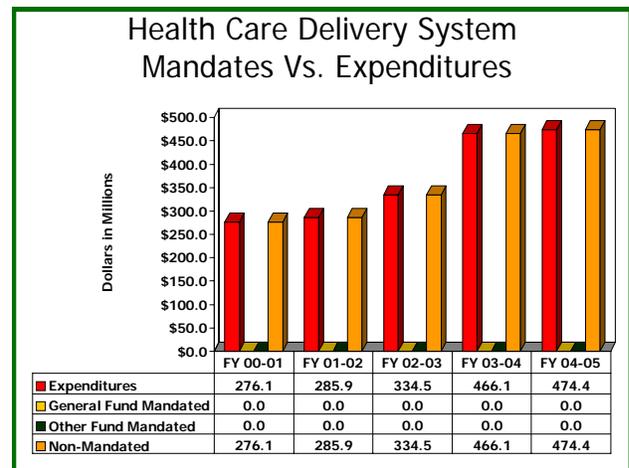
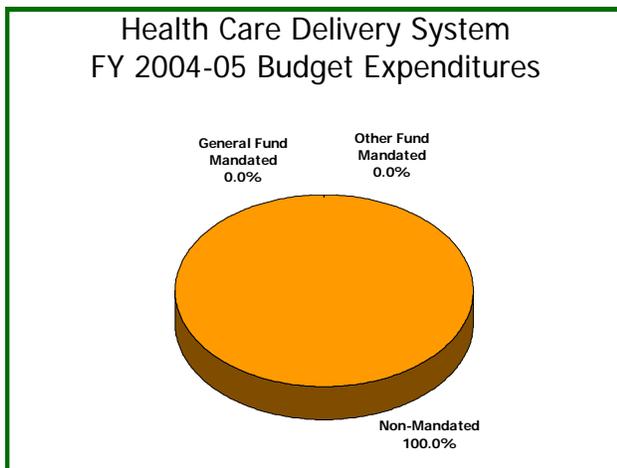
Health Care Delivery System (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ -	\$ -	\$ 276,054,803	\$ -	\$ 276,054,803
FY 2001-02 Actuals	\$ -	\$ -	\$ -	\$ 285,854,279	\$ -	\$ 285,854,279
FY 2002-03 Actuals	\$ -	\$ -	\$ -	\$ 334,485,456	\$ -	\$ 334,485,456
FY 2003-04 Actuals	\$ -	\$ -	\$ -	\$ 466,122,392	\$ -	\$ 466,122,392
FY 2004-05 Adopted Budget	\$ -	\$ -	\$ -	\$ 474,412,270	\$ -	\$ 474,412,270

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ -	\$ -	\$ 276,054,803	\$ -	\$ 276,054,803
FY 2001-02 Actuals	\$ -	\$ -	\$ -	\$ 285,854,279	\$ -	\$ 285,854,279
FY 2002-03 Actuals	\$ -	\$ -	\$ -	\$ 334,485,456	\$ -	\$ 334,485,456
FY 2003-04 Actuals	\$ -	\$ -	\$ -	\$ 466,122,392	\$ -	\$ 466,122,392
FY 2004-05 Adopted Budget	\$ -	\$ -	\$ -	\$ 474,412,270	\$ -	\$ 474,412,270

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Health Care Delivery System (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED										
900 HEALTH CARE DELIVERY SYSTEM										
Fund Type	Personal Services		Supplies & Services		Capital Outlay		Total Expenditures		Total Revenue	
ELIMINATIONS	\$	-	\$	(82,891,840)	\$	-	\$	(82,891,840)	\$	(82,891,840)
ENTERPRISE		180,778,632		281,729,364		11,904,274		474,412,270		481,891,112
ALL FUNDS	\$	180,778,632	\$	198,837,524	\$	11,904,274	\$	391,520,430	\$	398,999,272

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT															
900 HEALTH CARE DELIVERY SYSTEM															
ALL FUNDS															
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs								
	Restated	Adopted	Restated	Revised Restated	Requested	Adopted	Revised	Variance	%						
REVENUE															
615 GRANTS	\$	5,688,257	\$	4,525,488	\$	4,812,361	\$	5,347,067	\$	5,177,368	\$	5,177,368	\$	(365,007)	-8%
620 OTHER INTERGOVERNMENTAL		-		101,760,800		105,963,100		105,963,104		87,174,800		87,174,800		18,788,300	18%
638 PATIENT SERVICE REVENUE		293,848,230		246,567,983		246,567,983		279,442,772		287,215,044		287,215,044		(40,647,061)	-16%
645 INTEREST EARNINGS		36,355		-		-		6,769		11,424		11,424		(11,424)	0%
650 MISCELLANEOUS REVENUE		2,151,026		2,143,123		2,143,123		4,813,745		4,046,466		4,046,466		(1,903,343)	-89%
680 TRANSFERS IN		21,797,997		7,855,347		5,579,022		15,374,170		15,374,171		15,374,170		(9,795,148)	-176%
Total Revenue	\$	323,521,865	\$	362,852,741	\$	365,065,589	\$	410,947,627	\$	398,999,273	\$	398,999,272	\$	(33,933,683)	-9%
EXPENDITURES															
PERSONAL SERVICES															
701 REGULAR PAY	\$	117,194,739	\$	120,371,450	\$	125,599,601	\$	124,121,028	\$	138,990,968	\$	138,990,968	\$	(13,391,367)	-11%
710 OVERTIME		9,201,853		9,687,509		10,065,615		8,896,784		9,121,500		9,121,500		944,115	9%
750 FRINGE BENEFITS		26,807,186		31,643,614		32,225,123		32,179,349		34,740,724		34,740,724		(2,515,601)	-8%
790 OTHER PERSONNEL SERVICES		3,253,020		10,109,766		5,806,927		3,103,385		-		-		5,806,927	100%
795 PERSONNEL SERVICES ALLOC OUT		(3)		-		-		628		(2,074,560)		(2,074,560)		2,074,560	0%
796 PERSONNEL SERVICES ALLOC IN		-		3,000		3,000		-		-		-		3,000	100%
Sub Total	\$	156,456,795	\$	171,815,339	\$	173,700,266	\$	168,301,174	\$	180,778,632	\$	180,778,632	\$	(7,078,366)	-4%
SUPPLIES & SERVICES															
801 GENERAL SUPPLIES	\$	5,633,858	\$	5,867,319	\$	5,858,056	\$	5,597,724	\$	7,241,990	\$	7,241,990	\$	(1,383,934)	-24%
802 MEDICAL SUPPLIES		44,482,406		45,729,077		45,727,087		48,659,249		48,759,232		48,759,232		(3,032,145)	-7%
803 FUEL		51,446		43,894		43,894		77,441		85,455		85,455		(41,561)	-95%
804 NON-CAPITAL EQUIPMENT		546		1,302,218		1,481,561		2,380		-		3,528,000		(2,046,439)	-138%
810 LEGAL SERVICES		67		-		-		-		-		-		-	0%
811 HEALTH CARE SERVICES		71,356,249		33,075,323		33,066,958		46,601,698		43,703,497		43,703,497		(10,636,539)	-32%
812 OTHER SERVICES		19,515,329		9,037,355		9,037,003		12,722,058		10,852,778		10,852,778		(1,815,775)	-20%
820 RENT & OPERATING LEASES		2,482,053		2,284,985		2,284,985		3,463,288		3,359,133		3,359,133		(1,074,148)	-47%
825 REPAIRS AND MAINTENANCE		5,273,250		5,515,952		5,516,426		4,520,868		5,480,856		5,480,856		35,570	1%
830 INTERGOVERNMENTAL PAYMENTS		29,566		37,390		37,390		16,871		8,266		8,266		29,124	78%
839 INTERNAL SERVICE CHARGES		6,049,598		6,329,942		6,329,942		5,656,762		7,002,655		7,002,655		(672,713)	-11%
842 TRAVEL & EDUCATION		471,800		637,109		640,127		429,079		526,240		526,240		113,887	18%
843 POSTAGE/FREIGHT/SHIPPING		729,097		1,131,451		1,131,451		1,111,014		1,163,536		1,163,536		(32,085)	-3%
845 SUPPORT AND CARE OF PERSONS		257,148		(19,354,363)		(19,354,363)		(20,467,232)		(23,209,715)		(23,209,715)		3,855,352	-20%
850 UTILITIES		4,159,342		4,334,361		4,334,637		4,430,323		4,466,658		4,466,658		(132,021)	-3%
855 INTEREST EXPENSE		1,113,782		2,215,630		2,215,630		735,994		875,527		875,527		1,340,103	60%
865 DEPRECIATION		14,090,897		-		-		-		-		-		-	0%
880 TRANSFERS OUT		2,496,879		79,449,163		79,449,163		106,453,554		84,993,416		84,993,416		(5,544,253)	-7%
Sub Total	\$	178,193,313	\$	177,636,806	\$	177,799,947	\$	220,011,071	\$	195,309,524	\$	198,837,524	\$	(21,037,577)	-12%
CAPITAL OUTLAY															
915 BUILDINGS AND IMPROVEMENTS	\$	-	\$	3,615,000	\$	3,615,000	\$	-	\$	15,018,258	\$	5,891,000	\$	(2,276,000)	-63%
920 CAPITAL EQUIPMENT		-		5,687,887		5,852,788		6,200,000		-		5,599,258		253,530	4%
930 VEHICLES & CONSTRUCTION EQUIP		276		20,000		20,000		-		-		-		20,000	100%
950 DEBT SERVICE		1,627,937		3,786,141		3,786,141		1,509,878		414,016		414,016		3,372,125	89%
Sub Total	\$	1,628,213	\$	13,109,028	\$	13,273,929	\$	7,709,878	\$	15,432,274	\$	11,904,274	\$	1,369,655	10%
Total Expenditures	\$	336,278,321	\$	362,561,173	\$	364,774,142	\$	396,022,123	\$	391,520,430	\$	391,520,430	\$	(26,746,288)	-7%
Operating Balance (Rev. - Exp.)	\$	(12,756,456)	\$	291,568	\$	291,447	\$	14,925,504	\$	7,478,843	\$	7,478,842	\$	(7,187,395)	-2466%

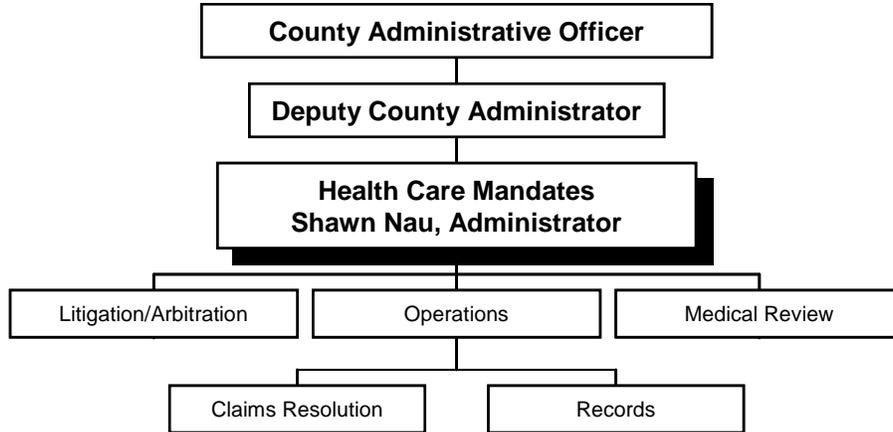
Health Care Delivery System (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED 900 HEALTH CARE DELIVERY SYSTEM			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTANT	5.00	INFECTION CONTROL SPEC	2.00
ACCOUNTING CLERK	35.69	INFO SYSTEMS SUPERVISOR	7.00
ADMIN & OPERATIONS MGR	7.00	INTERIOR DESIGNER	1.00
ADMINISTRATIVE SPECIALIST	2.79	INTERPRETER	14.63
ADMIN/OFFICE SUPPORT	118.50	LABORATORY SUPERVISOR	5.00
ADMIN/OFFICE SUPPORT SUPV	248.25	LIBRARIAN	1.00
ADMIN/OPERATIONS SUPV	16.34	LIBRARY SUPERVISOR	2.00
CHAPLAIN	1.00	LICENSED PRACTICAL NURSE	42.08
COMPLIANCE OFFICER	1.00	MANAGEMENT ANALYST	1.00
COMPUTER OPERATOR	6.73	MANAGEMENT ASSISTANT	1.64
CONTRACT ADMINISTRATOR	3.61	MANAGING PHYSICIAN	2.00
COOK	11.38	MATERIALS HANDLING SPEC	11.73
DATABASE ADMIN/ANALYST	5.92	MEDIA ASSISTANT	0.98
DENTAL ASSISTANT	19.76	MEDICAL AIDE	839.12
DENTIST	12.60	MEDICAL ASSISTANT	231.90
DEPUTY DIRECTOR	1.00	MEDICAL RECORDS CODER	9.60
DIETITIAN	7.17	MEDICAL RECORDS SUPV	3.99
DISPATCHER	2.87	MEDICAL TECHNICIAN	39.16
DRIVER-MEDICAL	28.52	MEDICAL TECHNOLOGIST	47.02
ELECTRONIC TECHNICIAN	3.99	MEDICAL TRANSCRIPTIONIST	19.29
EXECUTIVE ASSISTANT	6.89	NURSE	782.24
FACILITIES SVCS OFCR SUPV	2.00	NURSE - ADVANCED PRACTICE	8.46
FACILITIES SVCS OFFICER	28.52	NURSING DIRECTOR	4.00
FINANCIAL MANAGER	2.00	NURSING MANAGER	17.20
FINANCIAL SUPERVISOR	2.00	NURSING SUPERVISOR	55.70
FOOD SERVICE SUPERVISOR	3.07	OPERATIONS MANAGER	1.00
FOOD SERVICE WORKER	35.96	PC SPECIALIST	6.93
GENERAL LABORER	131.76	PHARMACIST	42.20
GENERAL MAINTENANCE SUPV	3.00	PHARMACY MANAGER	2.00
GENERAL MAINTENANCE TECH	20.81	PHARMACY TECHNICIAN	47.20
HEALTHCARE ADMINISTRATOR	3.00	PROGRAM COORDINATOR	14.19
HEALTHCARE DIRECTOR	25.08	PROGRAM COORDINATOR - RN	51.46
HEALTHCARE MANAGER	10.00	PUBLIC SVC REPRESENTATIVE	0.82
HEALTHCARE REGISTRAR	3.96	PUBLIC SVC SUPERVISOR	1.00
HEALTHCARE SPECIALIST	6.87	PURCHASING SPECIALIST	4.99
HEALTHCARE SUPERVISOR	17.84	PURCHASING SUPERVISOR	1.00
HR GENERALIST	5.50	RADIOLOGIC TECHNOLOGIST	57.93
HR SPECIALIST	3.98	RADIOLOGY SUPERVISOR	4.55
REHABILITATION THERAPIST	13.68	TECHNOLOGY ANALYST	2.00
RESIDENT	194.00	TELECOMMUNICATIONS TECH	0.96
RESPIRATORY TECHNICIAN	12.43	TRADES SPECIALIST	11.39
RESPIRATORY THERAPIST	17.29	TRADES SUPERVISOR	5.00
SCRUB TECHNICIAN	22.67	TRAINING SPECIALIST	4.98
SOCIAL WORKER (BS)	28.10	UNDETERMINED	62.42
		UNIT SECRETARY	80.15
			Total 3,691.44

Health Care Mandates

Organizational Chart



Mission

The Mission of the Health Care Mandates Department is to provide indigent and inmate health-related risk management services for Maricopa County Administration so they can control and reduce health care financial liability.

Vision

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

Goals

- By January 1, 2007, reduce average annual litigation judgments/settlements rate by 7% over the 1998 rate.
- By June 30, 2004, reduce average turn-around time of all Correctional Health Services claims processing to within 70 days of submission while ensuring no percentage increase in re-submissions caused by Health Care Mandates Department errors in processing.

Issues

- Unresolved legal issues and their impact on pending litigation and claims resolution matters may increase the volume of activity and will require the Health Care Mandates Department to continuously reassess and adapt its focus and procedures in order to ensure that the County's financial exposure is minimized.
- The significant financial implications associated with both past and future healthcare claims create a politically volatile environment that challenges the Health Care Mandates Department's capacity to communicate, influence, and sustain effective working relationships with outside attorneys, the State legislature, media, and other State and County officials.
- Increases in correctional health claims due to a growth in inmate population affects the Department's ability to minimize financial obligations and support Maricopa County's need to reduce expenditures.
- A rapidly changing work environment challenges the Health Care Mandates Department's capacity to retain, develop and motivate its employees.

Health Care Mandates (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 390 HEALTH CARE MANDATES TOTAL FUNDS					
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
39BH - INDIGENT BEHAVIORAL HEALTH	\$ -	\$ 35,109,904	\$ -	\$ 35,109,904	\$ -
39DI - DISPROPORTIONATE SHARE MATCH	-	82,972,500	-	82,972,500	82,972,500
39HC - INDIGENT HEALTH CARE	-	68,834,102	36,878	68,870,980	-
39LM - PRE-AHCCCS LIABILITY MGMT	1,264,685	255,411	-	1,520,096	-
39LT - INDIGENT LONG-TERM CARE	-	125,790,463	-	125,790,463	-
60ME - MEDICAL EDUCATION	-	3,547,900	-	3,547,900	-
80TD - TRIAL DELIVERY	-	270,000	-	270,000	-
861D - INFECTIOUS DISEASE CONTROL	-	500,000	-	500,000	-
99AS - ADMINISTRATIVE SERVICES PROG	607,690	1,886,969	53,483	2,548,142	52,848
TOTAL	\$ 1,872,375	\$ 319,167,249	\$ 90,361	\$ 321,129,985	\$ 83,025,348

Key Performance Measures

Program Name: ANCILLARY FUND ADMINISTRATION

Program Purpose: The purpose of the Ancillary Fund Administration Program is to authorize payment for Maricopa County Administration of funds allocated for specialized inmate and/or indigent health services and support related litigation efforts so they can ensure accurate and proper distribution of funds.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of full billed charges paid in ancillary fund claims processing activity	19.59	25.1	24.59	25

Program Name: PRE-AHCCCS LIABILITY MANAGEMENT

Program Purpose: The purpose of the Pre-AHCCCS Liability Management Program is to provide claims processing, disputed claims resolution and litigation support for Maricopa County Administration so they can manage and limit their pre-AHCCCS financial liability.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of full billed charges paid in claims resolution activity	N/A	1.2	3.33	5
Percent of full billed charges paid in litigation activity	N/A	N/A	6.21	5

Health Care Mandates (Continued)

Program Name: STATE WITHHOLDINGS & CONTRACT MANAGEMENT

Program Purpose: The purpose of the State Withholdings and Contract Management Program is to provide financial management and oversight for County Administration of funds that are paid to, or withheld by, the State and/or the Maricopa Integrated Health System so they can ensure accurate and proper distribution of funds to indigent health programs.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of state withholdings authorized	100	100	100	100
Percent increase in payments authorized over previous fiscal year in state mental health programs activity	17.1	5	5	5

Health Care Mandates (Continued)

Mandate Consolidated Financial Data

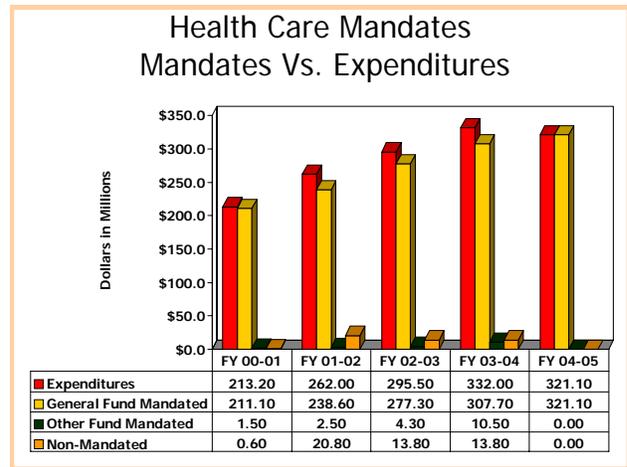
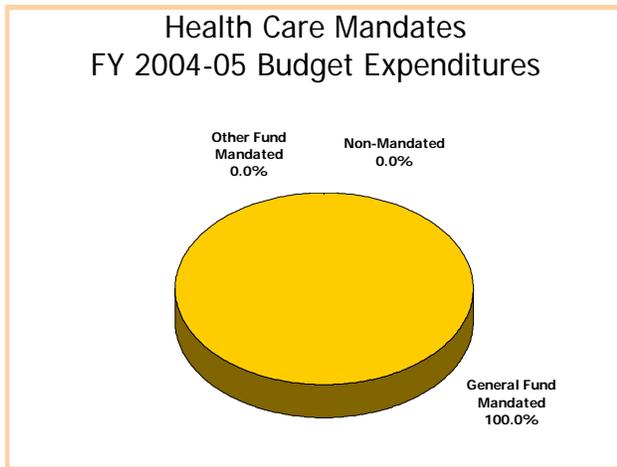
Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 211,706,179	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 213,206,179
FY 2001-02 Actuals	\$ 259,434,988	\$ 2,548,621	\$ -	\$ -	\$ -	\$ 261,983,609
FY 2002-03 Actuals	\$ 291,157,330	\$ 4,325,630	\$ -	\$ -	\$ -	\$ 295,482,960
FY 2003-04 Actuals	\$ 321,499,208	\$ 10,474,164	\$ -	\$ -	\$ -	\$ 331,973,372
FY 2004-05 Adopted Budget	\$ 321,129,985	\$ -	\$ -	\$ -	\$ -	\$ 321,129,985

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 209,162,332	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 210,662,332
FY 2001-02 Actuals	\$ 233,449,714	\$ 2,548,621	\$ -	\$ -	\$ -	\$ 235,998,335
FY 2002-03 Actuals	\$ 273,543,209	\$ 4,325,630	\$ -	\$ -	\$ -	\$ 277,868,839
FY 2003-04 Actuals	\$ 301,936,423	\$ 10,474,164	\$ -	\$ -	\$ -	\$ 312,410,587
FY 2004-05 Adopted Budget	\$ 317,071,747	\$ -	\$ -	\$ -	\$ -	\$ 317,071,747

Total Administrative Mandates	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,916,498	\$ -	\$ -	\$ -	\$ -	\$ 1,916,498
FY 2001-02 Actuals	\$ 5,199,976	\$ -	\$ -	\$ -	\$ -	\$ 5,199,976
FY 2002-03 Actuals	\$ 3,787,358	\$ -	\$ -	\$ -	\$ -	\$ 3,787,358
FY 2003-04 Actuals	\$ 5,736,022	\$ -	\$ -	\$ -	\$ -	\$ 5,736,022
FY 2004-05 Adopted Budget	\$ 4,058,238	\$ -	\$ -	\$ -	\$ -	\$ 4,058,238

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 627,348	\$ -	\$ -	\$ -	\$ -	\$ 627,348
FY 2001-02 Actuals	\$ 20,785,298	\$ -	\$ -	\$ -	\$ -	\$ 20,785,298
FY 2002-03 Actuals	\$ 13,826,763	\$ -	\$ -	\$ -	\$ -	\$ 13,826,763
FY 2003-04 Actuals	\$ 13,826,763	\$ -	\$ -	\$ -	\$ -	\$ 13,826,763
FY 2004-05 Adopted Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Health Care Mandates (Continued)

Mandate Information

TITLE AHCCCS Acute Care Contribution

AUTHORITY A.R.S. § 11-297 Tax levy for Medical Care; System Fund

**HISTORY/
BACKGROUND** Before 1981, the State of Arizona did not participate in the Federal Medicaid program. The State Legislature created the Arizona Health Care Cost Containment System (AHCCCS), a Medicaid program which would bring Federal dollars to the State, in response to escalating costs for indigent health care. The State agency, AHCCCS, administers the program, which is organized as a managed care, capitated system.

**MANDATE
DESCRIPTION** Maricopa County is required to contribute financial support to the State AHCCCS program to satisfy the Federal Medicaid matching requirement. The level of funding is set by the State Legislature. The total amount for the County contribution for the Acute Care "State match" is established in the State Health Omnibus Bill each year as part of budget negotiations.

AHCCCS Acute Care Contribution	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 38,659,236	\$ -	\$ -	\$ -	\$ -	\$ 38,659,236
FY 2001-02 Actuals	\$ 42,959,692	\$ -	\$ -	\$ -	\$ -	\$ 42,959,692
FY 2002-03 Actuals	\$ 45,547,566	\$ -	\$ -	\$ -	\$ -	\$ 45,547,566
FY 2003-04 Actuals	\$ 45,669,938	\$ -	\$ -	\$ -	\$ -	\$ 45,669,938
FY 2004-05 Adopted Budget	\$ 45,741,085	\$ -	\$ -	\$ -	\$ -	\$ 45,741,085

TITLE Arizona Long Term Care System Contribution

AUTHORITY A.R.S. §11-297 Tax Levy for Medical Care; System Fund

**HISTORY/
BACKGROUND** The Arizona Long term Care System (ALTCS) is the long-term care program of the State of Arizona's Medicaid program, which began in 1989 and operates as a capitated, managed care system. The State agency, AHCCCS, administers the ALTCS program. The Arizona counties are responsible for paying nearly the entire Federal match requirement. County contributions are set annually by the State Legislature.

**MANDATE
DESCRIPTION** Maricopa County is required to contribute financial support to the State long-term care program, as set forth by the State Legislature, based on the Federal match required for the program.

Arizona Long Term Care System Contribution (ALTCS)	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 91,784,692	\$ -	\$ -	\$ -	\$ -	\$ 91,784,692
FY 2001-02 Actuals	\$ 101,811,878	\$ -	\$ -	\$ -	\$ -	\$ 101,811,878
FY 2002-03 Actuals	\$ 112,950,818	\$ -	\$ -	\$ -	\$ -	\$ 112,950,818
FY 2003-04 Actuals	\$ 110,407,460	\$ -	\$ -	\$ -	\$ -	\$ 110,407,460
FY 2004-05 Adopted Budget	\$ 125,610,000	\$ -	\$ -	\$ -	\$ -	\$ 125,610,000

Health Care Mandates (Continued)

TITLE General Mental Health

AUTHORITY A.R.S. § 11-0291.01 Eligibility standards for indigent health services

**HISTORY/
BACKGROUND** Prior to the creation of AHCCCS, counties were providing behavioral health services to indigents who did not meet the criteria of being seriously mentally ill.

**MANDATE
DESCRIPTION** Counties are required by State law to maintain the same level of behavioral health services for indigents that were in place prior to the 1981 inception of the AHCCCS program. Maricopa County includes general mental services for the non-SMI population in its Intergovernmental Agreement (IGA) with the Arizona Department of Health Services (ADHS).

General Mental Health	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 4,856,580	\$ -	\$ -	\$ -	\$ -	\$ 4,856,580
FY 2001-02 Actuals	\$ 4,451,863	\$ -	\$ -	\$ -	\$ -	\$ 4,451,863
FY 2002-03 Actuals	\$ 4,451,863	\$ -	\$ -	\$ -	\$ -	\$ 4,451,863
FY 2003-04 Actuals	\$ 4,856,576	\$ -	\$ -	\$ -	\$ -	\$ 4,856,576
FY 2004-05 Adopted Budget	\$ 5,099,404	\$ -	\$ -	\$ -	\$ -	\$ 5,099,404

TITLE Indigent Seriously Mentally Ill Behavioral Health Services

AUTHORITY 1989 Arizona Supreme Court Ruling, Arnold v. Sarn

**HISTORY/
BACKGROUND** In 1989, in the Arizona Supreme Court case Arnold v. Sarn, the Court granted class action status to indigent seriously mentally ill (SMI) persons and ruled that both the state and Maricopa County had failed to provide adequate services and funding for Maricopa County's SMI population. As part of the ruling Maricopa County was made responsible to pay for court monitoring.

**MANDATE
DESCRIPTION** Maricopa County must contribute funding to Arizona Department of Health Services via an Intergovernmental Agreement (IGA). The funding formula for this agreement is based on 1994 service related expenditures, adjusted annually based on index tied to various factors within the Consumer Price Index.

Indigent Seriously Mentally Ill Behavioral Health Services	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 24,366,689	\$ -	\$ -	\$ -	\$ -	\$ 24,366,689
FY 2001-02 Actuals	\$ 25,965,737	\$ -	\$ -	\$ -	\$ -	\$ 25,965,737
FY 2002-03 Actuals	\$ 25,965,737	\$ -	\$ -	\$ -	\$ -	\$ 25,965,737
FY 2003-04 Actuals	\$ 28,060,186	\$ -	\$ -	\$ -	\$ -	\$ 28,060,186
FY 2004-05 Adopted Budget	\$ 30,010,500	\$ -	\$ -	\$ -	\$ -	\$ 30,010,500

Health Care Mandates (Continued)

TITLE Long Term Care Residual Population

AUTHORITY A.R.S. 11-293 County Long Term Care Services; A.R.S. § 11-293.01 County Adult Foster Care Program

**HISTORY/
BACKGROUND** Before the inception of ALTCS in 1989, the County provided long term care services to the elderly indigent population.

**MANDATE
DESCRIPTION** The County has residual responsibility to provide long term care services to clients who met County indigent standards at the time the ALTCS program, with it's eligibility standards, was adopted, but who did not meet ALTCS standards.

Long Term Care Residual Population	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 388,738	\$ -	\$ -	\$ -	\$ -	\$ 388,738
FY 2001-02 Actuals	\$ 231,481	\$ -	\$ -	\$ -	\$ -	\$ 231,481
FY 2002-03 Actuals	\$ 128,967	\$ -	\$ -	\$ -	\$ -	\$ 128,967
FY 2003-04 Actuals	\$ 222,514	\$ -	\$ -	\$ -	\$ -	\$ 222,514
FY 2004-05 Adopted Budget	\$ 180,463	\$ -	\$ -	\$ -	\$ -	\$ 180,463

TITLE Arnold v. Sarn IGA/Court Order Litigation Costs

AUTHORITY 1989 Arizona Supreme Court Ruling, Arnold v. Sarn

**HISTORY/
BACKGROUND** In 1989, in the Arizona Court case Arnold v. Sarn, the Court granted class action status to indigent seriously mentally ill (SMI) persons and ruled that both the State and County had failed to provide adequate services and funding for Maricopa County's SMI population. The Court ordered the establishment of a Court Monitor to oversee compliance with the Court Order. These costs are shared with the State of Arizona. In addition, the Court ordered the state and county defendants to share the legal costs of the Plaintiff's counsel.

**MANDATE
DESCRIPTION** Maricopa County is responsible for paying one-fourth of the Plaintiff's fees and one-third of the Court Monitor's budget. In addition, the County pays outside counsel legal fees associated with the Arnold v. Sarn defense.

Arnold v. Sarn IGA Court Order Litigation Costs	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 2,013	\$ -	\$ -	\$ -	\$ -	\$ 2,013
FY 2001-02 Actuals	\$ 6,589	\$ -	\$ -	\$ -	\$ -	\$ 6,589
FY 2002-03 Actuals	\$ 639	\$ -	\$ -	\$ -	\$ -	\$ 639
FY 2003-04 Actuals	\$ 11,500	\$ -	\$ -	\$ -	\$ -	\$ 11,500
FY 2004-05 Adopted Budget	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000

Health Care Mandates (Continued)

TITLE Pre-AHCCCS Hospital Settlements

AUTHORITY Arizona Status §11-297, uncodified sections of SB 1577.

**HISTORY/
BACKGROUND** Prior to October 1, 2001, Arizona Counties were responsible for the medical care of indigents. Although the creation of AHCCCS diverted much of that responsibility, the County had residual responsibility for emergent services to indigents during the window between time such services begin until 48-hours prior to the time AHCCCS is notified of eligibility. Payment claims for such services were submitted to the Department of Medical Eligibility. For a variety of reasons, many claims were denied and hospitals file lawsuits against the County contesting these denial decisions. In past years, settlements have been reached between the County and hospitals to resolve these disputes.

**MANDATE
DESCRIPTION** AHCCCS has assumed responsibility for emergent services for eligible enrollees after October 1, 2001. . Services rendered before this date are the subject of “tail” litigation.

Pre-AHCCCS Hospital Settlements	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 12,580,238	\$ -	\$ -	\$ -	\$ -	\$ 12,580,238
FY 2001-02 Actuals	\$ 4,118,468	\$ -	\$ -	\$ -	\$ -	\$ 4,118,468
FY 2002-03 Actuals	\$ 1,229,490	\$ -	\$ -	\$ -	\$ -	\$ 1,229,490
FY 2003-04 Actuals	\$ 2,614,502	\$ -	\$ -	\$ -	\$ -	\$ 2,614,502
FY 2004-05 Adopted Budget	\$ 23,129,895	\$ -	\$ -	\$ -	\$ -	\$ 23,129,895

TITLE Mental Health Orders; Mental Health Testimony

AUTHORITY ARS 36-545.04; Maricopa County/ ADHS IGA, paragraph 2.2.1

**HISTORY/
BACKGROUND** Under the authority of the Arizona Revised Statutes and the Phoenix City Charter, the City of Phoenix may charge Maricopa County for the cost of service to process mental health detention orders and related expenses. In addition, as a result of the Arnold v. Sarn Intergovernmental Agreement (IGA) between the Arizona Department of Health Services (Department) and Maricopa County, the County delegated to the Department responsibility for many behavioral health activities related to the involuntary commitment process. However, per the IGA, “To the extent obligated by law, the County shall retain financial responsibility for Court proceeding expenses for commitment actions brought under Title 36, including, but not limited to, the costs of independent evaluators...” Independent evaluators provide mental health testimony in support of petitions for involuntary commitments.

**MANDATE
DESCRIPTION** Maricopa County must pay for the cost of mental health pickup orders and the cost of mental health testimony independent evaluators.

Mental Health Orders; Mental Health Testimony	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 221,049	\$ -	\$ -	\$ -	\$ -	\$ 221,049
FY 2001-02 Actuals	\$ 216,435	\$ -	\$ -	\$ -	\$ -	\$ 216,435
FY 2002-03 Actuals	\$ 244,250	\$ -	\$ -	\$ -	\$ -	\$ 244,250
FY 2003-04 Actuals	\$ 277,520	\$ -	\$ -	\$ -	\$ -	\$ 277,520
FY 2004-05 Adopted Budget	\$ 270,000	\$ -	\$ -	\$ -	\$ -	\$ 270,000

Health Care Mandates (Continued)

TITLE Psychiatric Teaching Program

AUTHORITY 1989 Arizona Supreme Court Ruling, Arnold v. Sarn; Court Order; Monitor's decision re: mediation, August 31, 1993.

**HISTORY/
BACKGROUND** In 1989, in the Arizona Court case Arnold v. Sarn, the Court granted class action status to indigent seriously mentally ill (SMI) persons and ruled that both the State and County had failed to provide adequate services and funding for Maricopa County's SMI population. In the 1993 Monitor's decision re: mediation, the Court Monitor determined "...that Maricopa shall continue to provide at least the same level of service to class members through the residency program as it provided in FY 1992-1993..."

**MANDATE
DESCRIPTION** Maricopa County must continue to fund the psychiatric residency program at the same level as provided in FY 1992-1993.

Psychiatric Teaching Program	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 3,547,898	\$ -	\$ -	\$ -	\$ -	\$ 3,547,898
FY 2001-02 Actuals	\$ 3,547,899	\$ -	\$ -	\$ -	\$ -	\$ 3,547,899
FY 2002-03 Actuals	\$ 3,547,899	\$ -	\$ -	\$ -	\$ -	\$ 3,547,899
FY 2003-04 Actuals	\$ 3,547,900	\$ -	\$ -	\$ -	\$ -	\$ 3,547,900
FY 2004-05 Adopted Budget	\$ 3,547,900	\$ -	\$ -	\$ -	\$ -	\$ 3,547,900

TITLE Public Health TB Hospitalization

AUTHORITY A.R.S. § 11-302 provides that Counties shall provide for the care of indigent individuals with tuberculosis.

**HISTORY/
BACKGROUND** Based on need and capacity in other facilities, the Public Health Department may refer TB patients to Maricopa Medical Center for care under quarantine. The Health Care Mandates Department reviews and pays for MMC claims under these circumstances.

**MANDATE
DESCRIPTION** Maricopa County must continue to provide facilities to house indigent TB patients where active medical care or monitoring is needed.

Public Health TB Hospitalization	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2001-02 Actuals	\$ 405,840	\$ -	\$ -	\$ -	\$ -	\$ 405,840
FY 2002-03 Actuals	\$ 258,329	\$ -	\$ -	\$ -	\$ -	\$ 258,329
FY 2003-04 Actuals	\$ 78,679	\$ -	\$ -	\$ -	\$ -	\$ 78,679
FY 2004-05 Adopted Budget	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

* Public Health incurred expenses

Health Care Mandates (Continued)

TITLE Correctional Health Claims

AUTHORITY A.R.S. § 11-251(8)

HISTORY/
 BACKGROUND Pursuant to A.R.S. § 11-251(8), Counties are authorized to provide for Jails. Where inmates in County jails need emergency medical attention or in-patient care, the County must provide those services. Maricopa Medical Center (MMC) currently provides such services. The Health Care Mandates Department, in conjunction with the Correctional Health Department, reviews the claims and determines the appropriate amount of payment to MMC.

MANDATE DESCRIPTION Maricopa County must continue to provide medical services to detainees in County jails. Where in-patient services are necessary, MMC provide the most cost-effective source of medical services to the County.

Correctional Health Claims	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,500,000
FY 2001-02 Actuals	\$ -	\$ 2,548,621	\$ -	\$ -	\$ -	\$ 2,548,621
FY 2002-03 Actuals	\$ -	\$ 4,325,630	\$ -	\$ -	\$ -	\$ 4,325,630
FY 2003-04 Actuals	\$ -	\$ 10,474,164	\$ -	\$ -	\$ -	\$ 10,474,164
FY 2004-05 Adopted Budget [†]	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

[†]Correctional Health incurred expenses

TITLE Competency Restoration

AUTHORITY A.R.S. § 13-4512; A.R.Crim.P 10

HISTORY/
 BACKGROUND State law requires that a criminal defendant must have the mental capacity to provide meaningful assistance to his/her defense counsel before standing trial. If it is determined by the Court that the Defendant does not have the mental capacity to stand trial, he/she must be "restored to competency" before the trial can be commenced. Previously, session law required that Maricopa County pay 86% of the cost of competency restoration for those defendants that are treated at the Arizona State Hospital following a referral from Superior Court. However, starting in FY 04, the County is required to pay 100% of these costs. A.R.S. § 13-4512 also requires that Maricopa County must pay an additional per diem in the event that an individual is not transported back to the County jail within certain perimeters.

Competency Restoration	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2001-02 Actuals	\$ 3,838,332	\$ -	\$ -	\$ -	\$ -	\$ 3,838,332
FY 2002-03 Actuals	\$ 4,972,450	\$ -	\$ -	\$ -	\$ -	\$ 4,972,450
FY 2003-04 Actuals	\$ 7,074,648	\$ -	\$ -	\$ -	\$ -	\$ 7,074,648
FY 2004-05 Adopted Budget [†]	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

* Contract Counsel incurred some expenses

[†]Correctional Health incurred expenses

TITLE Disproportionate Share

Disproportionate Share	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 32,755,200	\$ -	\$ -	\$ -	\$ -	\$ 32,755,200
FY 2001-02 Actuals	\$ 45,895,500	\$ -	\$ -	\$ -	\$ -	\$ 45,895,500
FY 2002-03 Actuals	\$ 74,245,201	\$ -	\$ -	\$ -	\$ -	\$ 74,245,201
FY 2003-04 Actuals	\$ 99,115,000	\$ -	\$ -	\$ -	\$ -	\$ 99,115,000
FY 2004-05 Adopted Budget	\$ 82,972,500	\$ -	\$ -	\$ -	\$ -	\$ 82,972,500

Health Care Mandates (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
390 HEALTH CARE MANDATES						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
GENERAL FUND	\$ 1,872,375	\$ 319,167,249	\$ 90,361	\$ 321,129,985	\$ 83,025,348	
ALL FUNDS	\$ 1,872,375	\$ 319,167,249	\$ 90,361	\$ 321,129,985	\$ 83,025,348	

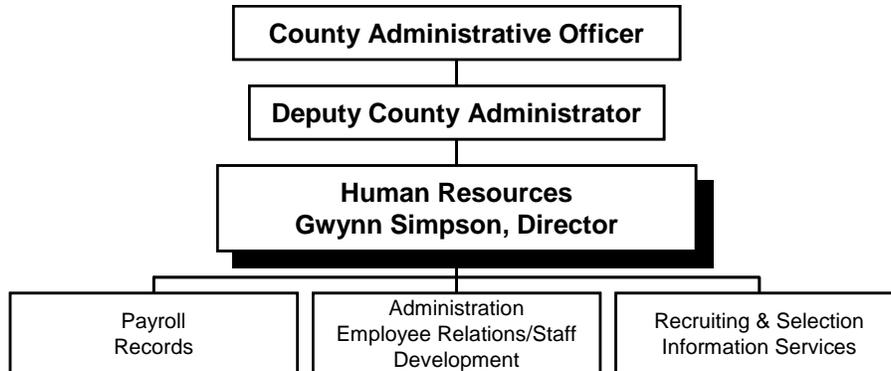
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
390 HEALTH CARE MANDATES									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs	
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance
									%
REVENUE									
638 PATIENT SERVICE REVENUE	\$ 49,448	\$ 52,848	\$ 52,848	\$ 35,858	\$ 52,848	\$ 52,848	\$ -	\$ -	0%
650 MISCELLANEOUS REVENUE	119,489	-	-	2,951	-	-	-	-	0%
680 TRANSFERS IN	74,245,200	101,760,800	101,760,800	101,760,800	101,760,800	101,760,800	82,972,500	18,788,300	18%
Total Revenue	\$ 74,414,137	\$ 101,813,648	\$ 101,813,648	\$ 101,799,609	\$ 101,813,648	\$ 83,025,348	\$ 18,788,300	\$ 18,788,300	18%
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 1,297,080	\$ 1,149,214	\$ 1,208,497	\$ 1,144,560	\$ 1,264,370	\$ 1,216,680	\$ (8,183)	\$ -	-1%
705 TEMPORARY PAY	12,916	-	3,000	2,557	267,654	240,889	(237,889)	(237,889)	-7930%
710 OVERTIME	5,954	-	2,909	6,714	32,000	32,000	(29,091)	(29,091)	-1000%
750 FRINGE BENEFITS	343,659	260,271	303,958	278,208	396,644	382,806	(78,848)	(78,848)	-26%
790 OTHER PERSONNEL SERVICES	961	-	5,646	-	-	-	5,646	5,646	100%
795 PERSONNEL SERVICES ALLOC OUT	(64,492)	-	(59,195)	-	-	-	(59,195)	(59,195)	100%
796 PERSONNEL SERVICES ALLOC IN	90,177	-	-	-	-	-	-	-	0%
Sub Total	\$ 1,686,254	\$ 1,409,485	\$ 1,464,815	\$ 1,432,039	\$ 1,960,668	\$ 1,872,375	\$ (407,560)	\$ (407,560)	-28%
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 70,189	\$ 67,048	\$ 64,360	\$ 56,687	\$ 64,277	\$ 64,277	\$ 83	\$ 83	0%
803 FUEL	12	-	-	19	-	-	-	-	0%
804 NON-CAPITAL EQUIPMENT	23,515	-	-	-	1,000	1,000	(1,000)	(1,000)	0%
810 LEGAL SERVICES	1,245,620	19,174,844	19,024,205	7,655,515	18,223,748	18,103,017	921,188	921,188	5%
811 HEALTH CARE SERVICES	586,434	5,720,000	5,720,000	5,745,638	5,720,000	5,720,000	-	-	0%
812 OTHER SERVICES	2,026,280	1,949,407	1,949,407	2,828,427	1,949,407	1,949,407	-	-	0%
820 RENT & OPERATING LEASES	8,565	10,332	10,332	9,244	10,332	10,332	-	-	0%
825 REPAIRS AND MAINTENANCE	9,428	17,441	17,441	15,038	17,441	17,441	-	-	0%
830 INTERGOVERNMENTAL PAYMENTS	264,446,778	291,285,190	291,477,602	291,283,531	310,231,229	289,473,489	2,004,113	2,004,113	1%
839 INTERNAL SERVICE CHARGES	5,093	188,858	188,858	160,895	189,712	189,712	(854)	(854)	0%
842 TRAVEL & EDUCATION	3,338	1,900	1,900	2,652	1,900	1,900	-	-	0%
843 POSTAGE/FREIGHT/SHIPPING	5,880	4,000	4,000	4,111	4,000	4,000	-	-	0%
845 SUPPORT AND CARE OF PERSONS	69,143	84,774	84,774	100,501	84,774	84,774	-	-	0%
880 TRANSFERS OUT	17,374,663	16,053,959	16,053,959	16,053,959	16,053,957	3,547,900	12,506,059	12,506,059	78%
Sub Total	\$ 285,874,938	\$ 334,557,753	\$ 334,596,838	\$ 323,916,217	\$ 352,551,777	\$ 319,167,249	\$ 15,429,589	\$ 15,429,589	5%
CAPITAL OUTLAY									
915 BUILDINGS AND IMPROVEMENTS	\$ 993	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
950 DEBT SERVICE	29,939	28,716	28,716	36,052	90,361	90,361	(61,645)	(61,645)	-215%
Sub Total	\$ 30,932	\$ 28,716	\$ 28,716	\$ 36,052	\$ 90,361	\$ 90,361	\$ (61,645)	\$ (61,645)	-215%
Total Expenditures	\$ 287,592,124	\$ 335,995,954	\$ 336,090,369	\$ 325,384,308	\$ 354,602,806	\$ 321,129,985	\$ 14,960,384	\$ 14,960,384	4%
Operating Balance (Rev. - Exp.)	\$ (213,177,987)	\$ (234,182,306)	\$ (234,276,721)	\$ (223,584,699)	\$ (252,789,158)	\$ (238,104,637)	\$ 3,827,916	\$ 3,827,916	-2%

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
390 HEALTH CARE MANDATES			
Market Range Title	FTE	Market Range Title	FTE
ADMIN & OPERATIONS MGR	2.00	DIRECTOR	1.00
ADMINISTRATIVE SPECIALIST	14.00	FINAN/BUSINESS ANALYST	1.00
ADMIN/OFFICE SUPPORT	7.00	HR SPECIALIST	1.00
DEVELOPER/PRGRMR ANALYST	1.00	PROGRAM COORDINATOR - RN	2.00
		PROJECT MANAGER	1.00
		Total	30.00

Human Resources

Organizational Chart



Mission

The Mission of Human Resources is to provide strategic direction, state-of-the-art infrastructure support, customer service excellence, and a healthy workplace environment for County Departments, Employees and the Residents we service.

Vision

To become an "Employer of Choice," we will work and create cost efficient services for the residents of Maricopa County. Human Resources will re-engineer its business practices and policies to help Maricopa County to become an "Employer of Choice."

Goals

- By September 2006, Human Resources will develop a written succession plan for managers and directors that identify the leadership roles and associated skills necessary for upward mobility in County departments.
- By May 2006, Human Resources will develop metrics to monitor the implementation of Maricopa County's diversity plan.
- By December 2006, Human Resources will complete a review and revision of all Human Resources policies to ensure legal compliance and compatibility with technology needs.
- By January 2006, Human Resources will require 100% of County employees to have either direct deposit or utilize a pay card to eliminate the use of live checks.
- By September 2006, Human Resources will achieve a rating of 80% satisfaction level or higher from their customers.
- By July 2006, Human Resources will develop and implement a PeopleSoft training plan for all decentralized Human Resources Liaisons, Supervisors and Managers to update them on PeopleSoft system capability.
- By July 2007, Human Resources will eliminate hard copy personnel files and tuition reimbursement application forms.

Human Resources (Continued)

Issues

- The decentralization of the Human Resources system and the impact of PeopleSoft and other technologies creates inconsistent business practices and processes that will require Human Resources to re-examination the merit rules, policies/procedures and the County’s administrative infrastructure.
- The fast paced business environment has strained relationships with our internal and external customers resulting in perceptions of poor customer service.
- The perception by the community that Maricopa County’s leadership does not reflect the diversity of the public it serves and will require Human Resources to work hard to change this belief.
- Maricopa County’s workforce is aging and is being impacted by demographic and economic changes that will require Human Resources to develop creative ways in which to recruit, retain, reward and recognize a qualified workforce.
- As technology and work processes change, employee development, recruiting and retention strategies will need to be developed and implemented by Human Resources to ensure that Maricopa County has a diverse and qualified workforce.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 310 HUMAN RESOURCES TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
31ED - EMPLOYEE DEVELOPMENT	\$ 599,588	\$ 45,246	\$ 4,397	\$ 649,231	\$ -	
31ES - EMPLOYMENT SERVICES	762,083	41,945	-	804,028	-	
31PR - PAYROLL & RECORDS MANAGEMENT	758,954	34,016	15,365	808,335	31,848	
99AS - ADMINISTRATIVE SERVICES PROG	530,230	74,900	6,091	611,221	-	
TOTAL	\$ 2,650,855	\$ 196,107	\$ 25,853	\$ 2,872,815	\$ 31,848	

Key Performance Measures

Program Name: EMPLOYEE DEVELOPMENT

Program Purpose: 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 harmonious workplace.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of grievances resolved through internal employee relations strategic interventions.	N/A	N/A	100	45
Percent of employees who indicated that the Edge and Leadership Schools were helpful to their career growth.	N/A	N/A	99	100

Human Resources (Continued)

Program Name: EMPLOYMENT SERVICES

Program Purpose: The purpose of the Employment Services program is to provide recruitment and personnel processing services for County departments so they can interview and hire a diverse workforce.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of new hires who complete initial probation	N/A	N/A	74	75

Program Name: PAYROLL AND RECORDS MANAGEMENT

Program Purpose: The purpose of the Payroll and Records Management Program is to provide centralized payroll and records management services to County departments and employees so that they can be accurately paid.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of paychecks accurately processed	N/A	N/A	98.99	99.25
Percent of active personnel records accurately maintained	N/A	N/A	100	100

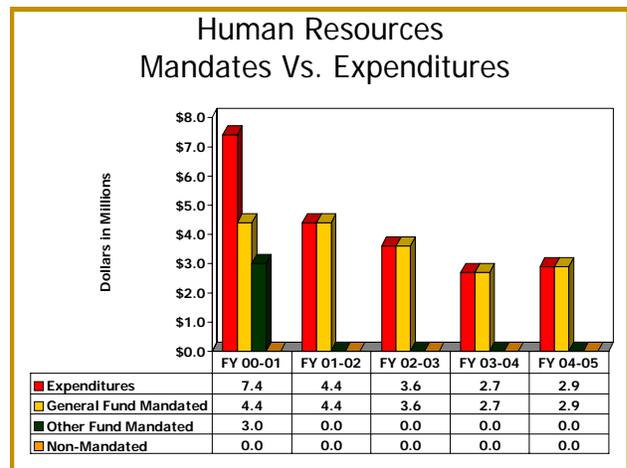
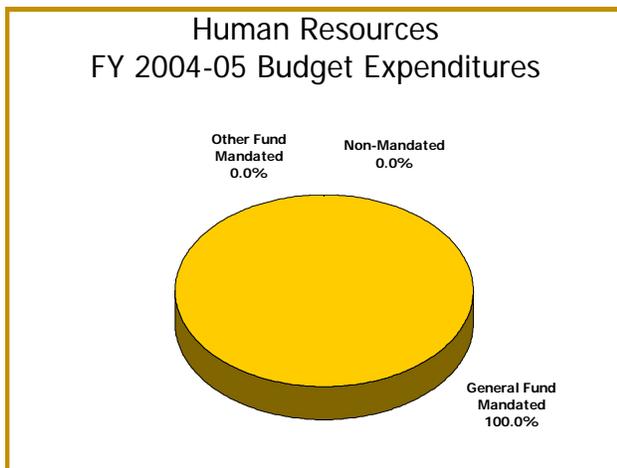
Human Resources (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 4,429,680	\$ -	\$ -	\$ -	\$ 2,965,867	\$ 7,395,547
FY 2001-02 Actuals	\$ 4,416,912	\$ -	\$ -	\$ -	\$ -	\$ 4,416,912
FY 2002-03 Actuals	\$ 3,568,317	\$ -	\$ -	\$ -	\$ -	\$ 3,568,317
FY 2003-04 Actuals	\$ 2,696,509	\$ -	\$ -	\$ -	\$ -	\$ 2,696,509
FY 2004-05 Adopted Budget	\$ 2,872,815	\$ -	\$ -	\$ -	\$ -	\$ 2,872,815

Total Administrative Mandates	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 4,429,680	\$ -	\$ -	\$ -	\$ 2,965,867	\$ 7,395,547
FY 2001-02 Actuals	\$ 4,416,912	\$ -	\$ -	\$ -	\$ -	\$ 4,416,912
FY 2002-03 Actuals	\$ 3,568,317	\$ -	\$ -	\$ -	\$ -	\$ 3,568,317
FY 2003-04 Actuals	\$ 2,696,509	\$ -	\$ -	\$ -	\$ -	\$ 2,696,509
FY 2004-05 Adopted Budget	\$ 2,872,815	\$ -	\$ -	\$ -	\$ -	\$ 2,872,815

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Human Resources (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
310 HUMAN RESOURCES						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
GENERAL FUND	\$ 2,650,855	\$ 196,107	\$ 25,853	\$ 2,872,815	\$ 31,848	
ALL FUNDS	\$ 2,650,855	\$ 196,107	\$ 25,853	\$ 2,872,815	\$ 31,848	

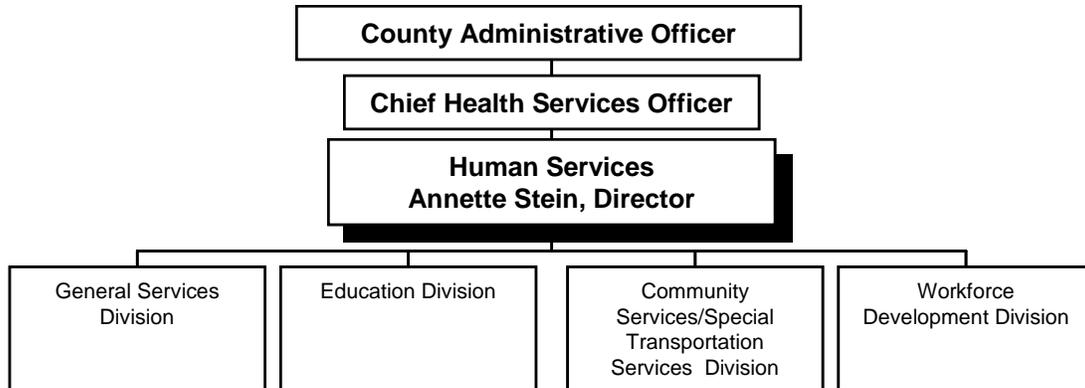
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT										
310 HUMAN RESOURCES										
ALL FUNDS										
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs			
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance	%
REVENUE										
635 OTHER CHARGES FOR SERVICES	\$ 33,476	\$ 24,211	\$ 24,211	\$ 26,640	\$ 24,756	\$ 26,640	\$ (2,429)		-10%	
650 MISCELLANEOUS REVENUE	53,924	1,300	1,300	5,209	755	5,208	(3,908)		-301%	
Total Revenue	\$ 87,400	\$ 25,511	\$ 25,511	\$ 31,849	\$ 25,511	\$ 31,848	\$ (6,337)		-25%	
EXPENDITURES										
PERSONAL SERVICES										
701 REGULAR PAY	\$ 2,401,624	\$ 1,979,475	\$ 2,083,239	\$ 1,958,088	\$ 2,024,086	\$ 1,990,098	\$ 93,141		4%	
705 TEMPORARY PAY	35,039	107,737	107,737	47,397	90,243	71,600	36,137		34%	
710 OVERTIME	2,127	8,845	5,492	10,852	5,500	5,500	(8)		0%	
750 FRINGE BENEFITS	572,016	467,345	553,460	533,390	595,317	583,657	(30,197)		-5%	
790 OTHER PERSONNEL SERVICES	9,788	16,369	71,191	64,117	-	-	71,191		100%	
795 PERSONNEL SERVICES ALLOC OUT	(412)	(46,226)	(133,005)	(268,487)	-	-	(133,005)		100%	
Sub Total	\$ 3,020,181	\$ 2,533,545	\$ 2,688,114	\$ 2,345,358	\$ 2,715,146	\$ 2,650,855	\$ 37,259		1%	
SUPPLIES & SERVICES										
801 GENERAL SUPPLIES	\$ 80,130	\$ 81,024	\$ 67,191	\$ 46,700	\$ 57,663	\$ 46,700	\$ 20,491		30%	
803 FUEL	513	-	-	-	-	-	-		0%	
804 NON-CAPITAL EQUIPMENT	140	-	3,001	3,317	1,100	-	3,001		100%	
810 LEGAL SERVICES	36,293	42,000	40,000	39,248	40,000	40,000	-		0%	
812 OTHER SERVICES	357,604	2,307	10,000	6,991	23,060	23,060	(13,060)		-131%	
820 RENT & OPERATING LEASES	12,333	27,776	27,776	27,776	23,740	23,740	4,036		15%	
825 REPAIRS AND MAINTENANCE	10,475	4,430	4,330	9,000	5,479	7,579	(3,249)		-75%	
839 INTERNAL SERVICE CHARGES	29,792	28,623	35,204	35,204	33,296	33,296	1,908		5%	
842 TRAVEL & EDUCATION	5,842	8,113	8,000	12,650	9,520	9,520	(1,520)		-19%	
843 POSTAGE/FREIGHT/SHIPPING	14,630	14,016	12,787	10,200	12,212	12,212	575		4%	
Sub Total	\$ 547,751	\$ 208,289	\$ 208,289	\$ 191,086	\$ 206,070	\$ 196,107	\$ 12,182		6%	
CAPITAL OUTLAY										
950 DEBT SERVICE	\$ -	\$ -	\$ -	\$ -	\$ 5,628	\$ 25,853	\$ (25,853)		0%	
Sub Total	\$ -	\$ -	\$ -	\$ -	\$ 5,628	\$ 25,853	\$ (25,853)		0%	
Total Expenditures	\$ 3,567,932	\$ 2,741,834	\$ 2,896,403	\$ 2,536,443	\$ 2,926,844	\$ 2,872,815	\$ 23,588		1%	
Operating Balance (Rev. - Exp.)	\$ (3,480,532)	\$ (2,716,323)	\$ (2,870,892)	\$ (2,504,594)	\$ (2,901,333)	\$ (2,840,967)	\$ (29,925)		1%	

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
310 HUMAN RESOURCES			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	12.00	FINAN/BUSINESS ANALYST	1.00
ADMINISTRATOR	1.00	HR GENERALIST	12.00
ADMIN/OFFICE SUPPORT	12.00	HR MANAGER	2.00
ADMIN/OFFICE SUPPORT SUPV	1.00	HR SUPERVISOR	3.00
DATABASE ADMIN/ANALYST	1.00	PUBLIC SVC REPRESENTATIVE	2.00
DEVELOPER/PRGRMR ANALYST	1.00	PUBLIC SVC SUPERVISOR	1.00
DIRECTOR	1.00	TECHNOLOGY ANALYST	1.00
Total			51.00

Human Services

Organizational Chart



Mission

The Mission of the Human Services (HSD) Department is to provide education, employment and basic needs services for individuals, children and families, so that they have opportunities to enhance their 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.

Goals

- By June 2006, HSD will meet or exceed all contract performance standards established by all external funding agencies.

Issues

- The continual responsibility placed on local government to fund and design human services programs will put Human Services in direct competition with faith-based and for-profit organizations for available funds.
- The demand for the services provided by the Human Services is increasing due to the population growth and fluctuation in the economy, however Human Services has a limited amount of resources to increase the capacity of services.
- A shrinking supply of affordable housing, coupled with fewer entry level jobs that provide livable wages and full benefits, will result in greater demand for basic needs services provided by Human Services.
- The trend in education reform to mandate the assessment of children's progress towards specific learning outcomes as evidence of program effectiveness, will increase pressures to expand Head Start to a full-day/year-round program, which will limit the number of families served by the department.
- The number of individuals seeking employment or re-employment has significantly increased due to the slowing economy, making it difficult for Human Services to provide workforce development services to all persons in need of employment.
- The increasing cost of public transportation throughout Maricopa County will result in greater public demand for the Department's limited transportation assistance service provided by Human Services.

Human Services (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 220 HUMAN SERVICES TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
22CS - COMMUNITY SERVICES	\$ 464,687	\$ 5,105,964	\$ -	\$ 5,570,651	\$ 5,137,651	
22ED - EDUCATION	8,665,261	10,237,017	-	18,902,278	17,915,612	
22TS - SPECIAL TRANSPORTATION SERVICE	2,540,995	1,776,005	552,590	4,869,590	4,533,244	
22WD - WORKFORCE DEVELOPMENT	2,939,394	3,285,439	4,623	6,229,456	6,886,919	
99AS - ADMINISTRATIVE SERVICES PROG	2,943,148	1,239,120	10,637	4,192,905	3,075,935	
99IT - INFORMATION TECHNOLOGY PROGRAM	-	-	-	-	428,487	
TOTAL	\$ 17,553,485	\$ 21,643,545	\$ 567,850	\$ 39,764,880	\$ 37,977,848	

Key Performance Measures

Program Name: COMMUNITY SERVICES

Program Purpose: The purpose of the 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of households contacted provided eviction prevention rent/mortgage assistance who do not become homeless based on 30-day follow-up.	N/A	95	93	95
Percent of low-income home weatherization program recipients who rate services as exceptional.	93	99	44	50
Percent of low-income households engaged in Case Management 7+ months who moved up 3 or more levels in at least 5 categories of self-sufficiency matrix.	N/A	34	12	30

Human Services (Continued)

Program Name: EDUCATION

Program Purpose: The purpose of the Education Program is to provide educational opportunities for children (ages 0-5) and their families, so that they will be successful in school and move towards self-sufficiency.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of 4-year-old children enrolled > 120 calendar days who demonstrate a minimum of 20 percent increase on the Developmental Assessment by the end of the school year.	88.12	91	76	76
Percent of families enrolled > 120 days that are linked with a medical home.	N/A	92.73	98	98
Percent of families enrolled > 120 days who sought social services and received needed services.	N/A	81.07	75	75
Percent of families who were satisfied with the social services received.	N/A	94.05	94	94

Program Name: SPECIAL TRANSPORTATION SERVICES

Program Purpose: The purpose of the Special Transportation Services Program is to provide transportation options for the most transit-dependent populations in Maricopa County, so that a lack of transportation is not a barrier to enhancing their economic and social well-being.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of customer satisfaction.	90	87	96	85
Percent of clients provided employment transportation that remains employed for at least 90 days.	68	86.53	90	75

Program Name: WORKFORCE DEVELOPMENT

Program Purpose: The purpose of the Workforce Development Program is to provide qualified individuals and other resources to employers to meet their workforce needs.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent Customer (job seeker) satisfaction rate	72	90	80	80
Percent of employer satisfaction.	88.4	88	89	89
Percent skill attainment for youth 14 – 18.	77	89	71	71

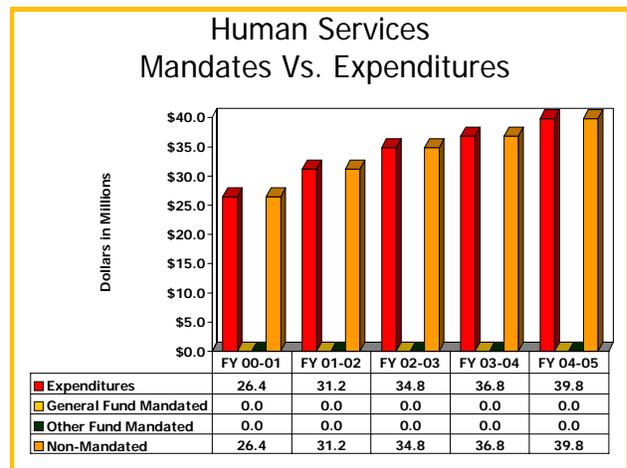
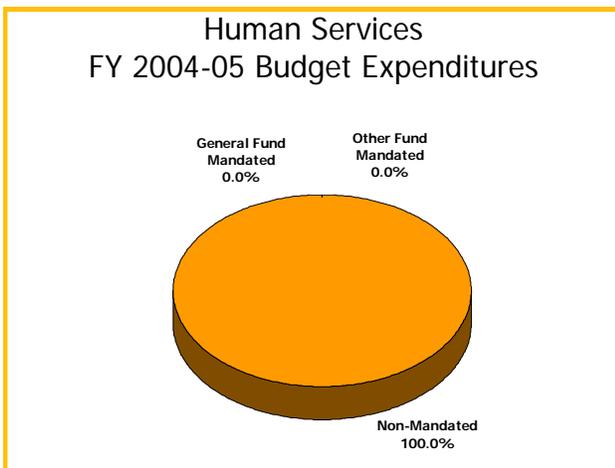
Human Services (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,310,530	\$ 25,106,677	\$ -	\$ -	\$ -	\$ 26,417,207
FY 2001-02 Actuals	\$ 1,307,798	\$ 29,860,848	\$ -	\$ -	\$ -	\$ 31,168,647
FY 2002-03 Actuals	\$ 1,267,078	\$ 33,505,461	\$ -	\$ -	\$ -	\$ 34,772,539
FY 2003-04 Actuals	\$ 945,707	\$ 35,891,855	\$ -	\$ -	\$ -	\$ 36,837,562
FY 2004-05 Adopted Budget	\$ 1,787,032	\$ 37,977,848	\$ -	\$ -	\$ -	\$ 39,764,880

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,310,530	\$ 25,106,677	\$ -	\$ -	\$ -	\$ 26,417,207
FY 2001-02 Actuals	\$ 1,307,798	\$ 29,860,848	\$ -	\$ -	\$ -	\$ 31,168,647
FY 2002-03 Actuals	\$ 1,267,078	\$ 33,505,461	\$ -	\$ -	\$ -	\$ 34,772,539
FY 2003-04 Actuals	\$ 945,707	\$ 35,891,855	\$ -	\$ -	\$ -	\$ 36,837,562
FY 2004-05 Adopted Budget	\$ 1,787,032	\$ 37,977,848	\$ -	\$ -	\$ -	\$ 39,764,880

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Human Services (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
220 HUMAN SERVICES						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
GENERAL FUND	\$ 872,032	\$ 915,000	\$ -	\$ 1,787,032	\$ -	
SPECIAL REVENUE	16,681,453	20,728,545	567,850	37,977,848	37,977,848	
ALL FUNDS	\$ 17,553,485	\$ 21,643,545	\$ 567,850	\$ 39,764,880	\$ 37,977,848	

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
220 HUMAN SERVICES									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Revised	Restated	Requested	Adopted	Revised	Variance	%
REVENUE									
615 GRANTS	\$ 32,328,304	\$ 35,032,337	\$ 35,032,337	\$ 34,973,073	\$ 39,500,000	\$ 37,737,848	\$ (2,705,511)	-8%	
620 OTHER INTERGOVERNMENTAL	27,175	-	-	23,293	-	-	-	0%	
650 MISCELLANEOUS REVENUE	65,233	-	-	35,970	-	240,000	(240,000)	0%	
Total Revenue	\$ 32,420,712	\$ 35,032,337	\$ 35,032,337	\$ 35,032,337	\$ 39,500,000	\$ 37,977,848	\$ (2,945,511)	-8%	
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 9,558,316	\$ 10,190,356	\$ 11,960,916	\$ 10,967,680	\$ 11,221,218	\$ 12,863,556	\$ (902,640)	-8%	
705 TEMPORARY PAY	129,096	170,000	170,000	126,125	240,000	240,000	(70,000)	-41%	
710 OVERTIME	5,777	6,000	6,000	11,645	6,500	6,500	(500)	-8%	
750 FRINGE BENEFITS	2,494,755	3,168,887	4,031,191	3,537,605	4,141,644	4,345,479	(314,288)	-8%	
790 OTHER PERSONNEL SERVICES	48,528	45,000	45,000	183,003	45,000	97,949	(52,949)	-118%	
795 PERSONNEL SERVICES ALLOC OUT	(73,107)	(216,412)	-	(1,355,649)	-	(2,169,118)	2,169,118	0%	
796 PERSONNEL SERVICES ALLOC IN	72,421	219,412	228,405	1,467,754	228,405	2,169,119	(1,940,714)	-850%	
Sub Total	\$ 12,235,786	\$ 13,583,243	\$ 16,441,512	\$ 14,938,163	\$ 15,882,767	\$ 17,553,485	\$ (1,111,973)	-7%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 1,911,069	\$ 2,152,149	\$ 1,753,438	\$ 1,845,655	\$ 2,363,652	\$ 2,566,872	\$ (813,434)	-46%	
802 MEDICAL SUPPLIES	28,472	25,000	25,000	12,498	25,000	25,000	-	0%	
803 FUEL	11,378	66,500	66,500	50,147	64,500	64,500	2,000	3%	
804 NON-CAPITAL EQUIPMENT	216,295	202,300	202,300	115,262	248,120	157,520	44,780	22%	
805 SUPPLIES - ALLOCATION OUT	-	-	-	-	-	(231,626)	231,626	0%	
806 SUPPLIES - ALLOCATION IN	-	-	-	-	-	231,626	(231,626)	0%	
810 LEGAL SERVICES	4,882	7,200	7,200	8,228	11,200	11,200	(4,000)	-56%	
811 HEALTH CARE SERVICES	67,119	50,000	50,000	82,615	204,500	204,500	(154,500)	-309%	
812 OTHER SERVICES	17,394,335	16,301,180	12,933,203	15,074,905	18,185,696	12,550,747	382,456	3%	
820 RENT & OPERATING LEASES	825,872	825,105	1,533,105	1,112,860	761,555	863,563	669,542	44%	
825 REPAIRS AND MAINTENANCE	75,473	87,200	87,200	72,881	87,200	93,298	(6,098)	-7%	
830 INTERGOVERNMENTAL PAYMENTS	-	-	-	-	-	2,912,000	(2,912,000)	0%	
839 INTERNAL SERVICE CHARGES	976,945	922,538	922,538	922,538	866,602	966,602	(44,064)	-5%	
842 TRAVEL & EDUCATION	342,755	399,000	369,000	254,005	369,000	340,500	28,500	8%	
843 POSTAGE/FREIGHT/SHIPPING	54,973	20,300	20,300	35,534	20,300	53,720	(33,420)	-165%	
845 SUPPORT AND CARE OF PERSONS	70,220	26,500	26,500	60,695	26,500	26,500	-	0%	
850 UTILITIES	42,695	62,800	62,800	69,019	62,800	62,800	-	0%	
872 SERVICES - ALLOCATION OUT	-	-	-	-	-	(516,217)	516,217	0%	
873 SERVICES - ALLOCATION IN	-	-	-	-	-	516,217	(516,217)	0%	
880 TRANSFERS OUT	-	319,802	358,254	358,254	716,315	744,223	(385,969)	-108%	
Sub Total	\$ 22,022,484	\$ 21,467,574	\$ 18,417,338	\$ 20,075,095	\$ 24,012,940	\$ 21,643,545	\$ (3,226,207)	-18%	
CAPITAL OUTLAY									
915 BUILDINGS AND IMPROVEMENTS	\$ -	\$ 20,000	\$ 20,000	\$ 9,998	\$ -	\$ -	\$ 20,000	100%	
920 CAPITAL EQUIPMENT	137,014	440,500	440,500	405,426	-	-	440,500	100%	
930 VEHICLES & CONSTRUCTION EQUIP	484,541	660,000	660,000	550,862	550,000	550,000	110,000	17%	
950 DEBT SERVICE	-	-	-	-	-	17,850	(17,850)	0%	
955 CAPITAL - ALLOCATION OUT	-	-	-	-	-	(17,850)	17,850	0%	
956 CAPITAL - ALLOCATION IN	-	-	-	-	-	17,850	(17,850)	0%	
Sub Total	\$ 621,554	\$ 1,120,500	\$ 1,120,500	\$ 966,285	\$ 550,000	\$ 567,850	\$ 552,650	49%	
Total Expenditures	\$ 34,879,825	\$ 36,171,317	\$ 35,979,350	\$ 35,979,543	\$ 40,445,707	\$ 39,764,880	\$ (3,785,530)	-11%	
Operating Balance (Rev. - Exp.)	\$ (2,459,112)	\$ (1,138,980)	\$ (947,013)	\$ (947,206)	\$ (945,707)	\$ (1,787,032)	\$ 840,019	-89%	

Human Services (Continued)

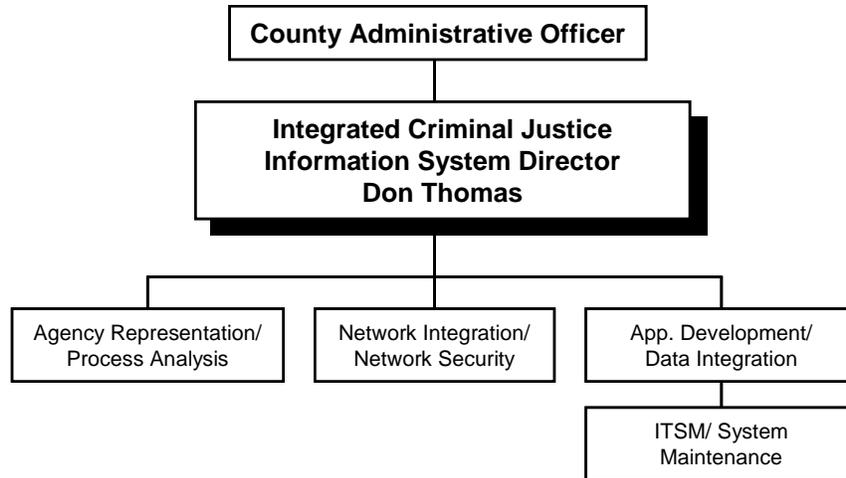
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
220 HUMAN SERVICES			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTANT	2.00	FINAN/BUSINESS ANALYST	4.00
ACCOUNTING CLERK	4.00	GENERAL LABORER	52.00
ADMINISTRATIVE SPECIALIST	9.00	GOVT/COMMUN AFFAIRS OFCR	2.00
ADMIN/OFFICE SUPPORT	76.00	HR GENERALIST	1.00
ADMIN/OFFICE SUPPORT SUPV	1.00	HR SPECIALIST	3.00
ADMIN/OPERATIONS SUPV	6.00	HR SUPERVISOR	1.00
COMMUNITY SVCS SPECIALIST	31.00	INFO CENTER MANAGER	1.00
CONTRACT ADMINISTRATOR	2.00	MANAGEMENT ANALYST	1.00
DATABASE ADMIN/ANALYST	2.00	MANAGEMENT ASSISTANT	1.00
DEPUTY DIRECTOR	3.00	NURSE	1.00
DIETITIAN	1.00	PC SPECIALIST	3.00
DIRECTOR	1.00	PROGRAM COORDINATOR	70.00
DISPATCHER	6.00	PROGRAM MANAGER	5.00
EDUCATOR	110.00	PROGRAM SUPERVISOR	18.00
EXECUTIVE ASSISTANT	1.00	PUBLIC SVC REPRESENTATIVE	29.00
FINANCIAL MANAGER	1.00	TECHNOLOGY PRODUCT ADMIN	3.00
FINANCIAL SUPERVISOR	1.00	TRAINING SPECIALIST	9.00
Total			461.00



Integrated Criminal Justice Information System

Organizational Chart



Mission

The Mission of the Integrated Criminal Justice Information System (ICJIS) is to provide automated systems, information technology expertise, and information pathways to justice and law enforcement agencies, and to develop and implement systems that promote the sharing of criminal justice information that is timely, secure, reliable, and comprehensive, so that criminal justice agencies may more efficiently enhance public safety, improve service to the community, and make quality justice and law enforcement decisions.

Vision

Integration will allow enhanced productivity, efficiency, and communication, and will eliminate redundancy. As a result, ICJIS will have a positive impact on improved public safety by making available to criminal justice stakeholders timely, accurate, and complete information concerning offenders. Improved decisions will be made through the increased availability of performance measures relating to public policy. Productivity of stakeholder agency employees will increase with the elimination of redundant data collection and duplicate data entry. Paper-based processes will be reduced or eliminated with the rapid availability of electronic records. Criminal justice information will be accessible in a timely, accurate, and comprehensive fashion by criminal justice agencies. The public will have immediate access to relevant criminal justice information.

Goals

- By December 2005, ICJIS will facilitate the electronic exchange of information by developing and deploying prioritized data exchanges through the Integration Engine so that participating Maricopa County justice and law enforcement agencies can reduce data entry associated with increasing work loads through the elimination of redundant data entry.
- By December 2005, justice and law enforcement agencies external to Maricopa County (federal, state, and local) will be enabled to share and exchange information electronically with county justice and law enforcement agencies on a timely, accurate, and secure basis through the integrated criminal justice information system.

Integrated Criminal Justice Information System (Continued)

- By December 2005, the ICJIS Agency will provide the information links necessary for criminal justice departments to develop and implement management information systems, including the Accused-In-Process (AIP) system to provide more complete information regarding individual cases and case processing, leading to better decision making.

Issues

- The demands of growing criminal justice workloads put excess strain on finite resources, resulting in system delays, process breakdowns, jail overcrowding, excessive staff turnover, and inefficiencies that affect system integrity and public safety.
- County justice and law enforcement departments increasingly demand more accurate, timely, and complete information regarding individual cases and case processing.
- Failure to develop an integrated criminal justice information system will result in decreased system integrity, public safety concerns, and slower processing of criminal cases.
- Evolving privacy and national security concerns have resulted in Federal and State mandates to improve the security and efficiencies of the Maricopa County Justice and Law Enforcement computer network, interfaces, firewalls, encryption methods, and management of Criminal History Record Information.
- Growing public concern over Homeland Security issues places a greater burden on ICJIS to more quickly and efficiently develop and implement data exchanges among justice and law enforcement agencies, resulting in improved public safety with faster and more accurate sharing of criminal justice information.
- Rapid advances in automation and information technology make existing justice and law enforcement systems and redundant work processes inefficient, inaccurate, and obsolete. ICJIS is under pressure from justice and law enforcement agencies to increase its role in facilitating the resolution of these inefficiencies and inaccuracies through the development and implementation of technology solutions.
- With the lack of widespread integration among justice and law enforcement agencies, there is decreased ability to make sound decisions based on system wide knowledge. Deficiencies in criminal justice system integration delay the detection, apprehension, and prosecution of criminals involved in multiple jurisdictions, and lessen the likelihood that criminal justice policymakers will discover and take into consideration broader trends that result in widespread harm to the public.

Total Budget by Program

TOTAL BUDGET BY PROGRAM						
FY 2004-05 ADOPTED						
420 INTEGRATED CRIMINAL JUST INFO						
TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
99AS - ADMINISTRATIVE SERVICES PROG	\$ 657,571	\$ 207,488	\$ 18,903	\$ 883,962	\$ -	-
99IT - INFORMATION TECHNOLOGY PROGRAM	1,087,664	3,179,360	284,495	4,551,519	-	-
TOTAL	\$ 1,745,235	\$ 3,386,848	\$ 303,398	\$ 5,435,481	\$ -	-

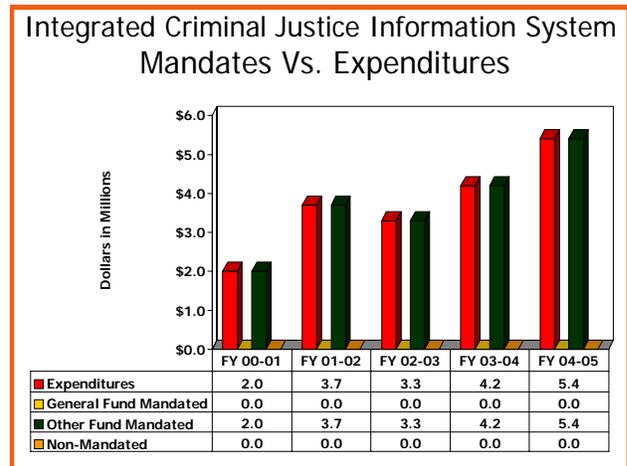
Integrated Criminal Justice Information System (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 1,955,612	\$ -	\$ -	\$ -	\$ 1,955,612
FY 2001-02 Actuals	\$ -	\$ 3,656,622	\$ -	\$ -	\$ -	\$ 3,656,622
FY 2002-03 Actuals	\$ -	\$ 3,336,102	\$ -	\$ -	\$ -	\$ 3,336,102
FY 2003-04 Actuals	\$ -	\$ 4,206,344	\$ -	\$ -	\$ -	\$ 4,206,344
FY 2004-05 Adopted Budget	\$ -	\$ 5,435,481	\$ -	\$ -	\$ -	\$ 5,435,481

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 1,955,612	\$ -	\$ -	\$ -	\$ 1,955,612
FY 2001-02 Actuals	\$ -	\$ 3,656,622	\$ -	\$ -	\$ -	\$ 3,656,622
FY 2002-03 Actuals	\$ -	\$ 3,336,102	\$ -	\$ -	\$ -	\$ 3,336,102
FY 2003-04 Actuals	\$ -	\$ 4,206,344	\$ -	\$ -	\$ -	\$ 4,206,344
FY 2004-05 Adopted Budget	\$ -	\$ 5,435,481	\$ -	\$ -	\$ -	\$ 5,435,481

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Mandate Information

TITLE	Implementing an Integrated Criminal Justice Information System
AUTHORITY	The Legislature, In Laws 1998, Chapter 225, Amending A.R.S. § 42-1491, Granted A one-time Opportunity To Maricopa County Voters To Approve A Jail Facilities Excise Tax Levy To Construct And Operate Jail Facilities. A.R.S. § 42-6109 D.3.A. Contains Provisions For Implementing An Integrated Criminal Justice Information System
HISTORY/ BACKGROUND	The Jail Facilities Excise Tax Levy Was Authorized At Two-Tenths Of A Percent (0.002) Of The Tax Base To Remain In Effect Until \$900 Million Is Collected, But Not More Than Nine Years After January 1, 1999. Initially, \$25 Million Of The Tax Levy Has Been Allocated For Integrating The Criminal Justice Information System. The Maricopa County Voters Approved The Tax Levy Effective January 1, 1999. In 2002, voters approved Proposition 411, authorizing a 25-year extension on the special jail tax collection, including the clause from the previous Proposition 400, "implementing an integrated criminal justice information system."
MANDATE DESCRIPTION	"Implement An Integrated Criminal Justice Information System."

Integrated Criminal Justice Information System (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
420 INTEGRATED CRIMINAL JUST INFO						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
SPECIAL REVENUE	\$ 1,745,235	\$ 3,386,848	\$ 303,398	\$ 5,435,481	\$ -	
ALL FUNDS	\$ 1,745,235	\$ 3,386,848	\$ 303,398	\$ 5,435,481	\$ -	

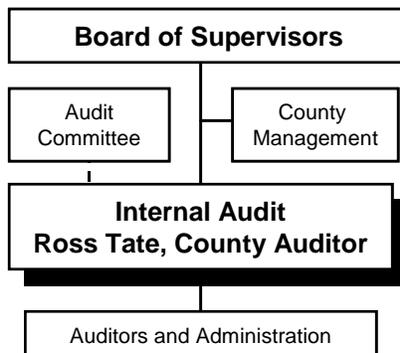
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
420 INTEGRATED CRIMINAL JUST INFO									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Requested	Adopted	Revised	Variance	%
REVENUE									
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 1,090,970	\$ 1,647,463	\$ 1,719,083	\$ 1,426,184	\$ 1,426,398	\$ 1,426,398	\$ 292,685	17%	
705 TEMPORARY PAY	4,787	-	-	-	-	-	-	0%	
710 OVERTIME	-	-	-	204	-	-	-	0%	
750 FRINGE BENEFITS	180,097	284,242	334,046	290,906	318,066	318,066	15,980	5%	
790 OTHER PERSONNEL SERVICES	260	-	-	101	-	-	-	0%	
795 PERSONNEL SERVICES ALLOC OUT	(19,704)	(691,155)	(1,345,290)	(19,992)	(1,343,394)	(1,343,394)	(1,896)	0%	
796 PERSONNEL SERVICES ALLOC IN	131,887	875,217	1,529,276	121,151	1,344,165	1,344,165	185,111	12%	
Sub Total	\$ 1,388,297	\$ 2,115,767	\$ 2,237,115	\$ 1,818,554	\$ 1,745,235	\$ 1,745,235	\$ 491,880	22%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 368,329	\$ 2,395,035	\$ 2,296,098	\$ 728,565	\$ 666,536	\$ 666,536	\$ 1,629,562	71%	
804 NON-CAPITAL EQUIPMENT	30,200	35,000	18,367	5,518	2,000	2,000	16,367	89%	
812 OTHER SERVICES	739,681	1,517,310	1,575,132	1,711,649	2,184,450	2,184,450	(609,318)	-39%	
820 RENT & OPERATING LEASES	58,347	70,816	112,221	95,902	114,142	114,142	(1,921)	-2%	
825 REPAIRS AND MAINTENANCE	99,744	369,512	374,512	186,025	281,262	281,262	93,250	25%	
839 INTERNAL SERVICE CHARGES	55,109	51,848	51,848	56,281	50,458	50,458	1,390	3%	
842 TRAVEL & EDUCATION	101,861	194,500	194,500	222,208	88,000	88,000	106,500	55%	
843 POSTAGE/FREIGHT/SHIPPING	-	-	-	5	-	-	-	0%	
Sub Total	\$ 1,453,271	\$ 4,634,021	\$ 4,622,678	\$ 3,006,153	\$ 3,386,848	\$ 3,386,848	\$ 1,235,830	27%	
CAPITAL OUTLAY									
920 CAPITAL EQUIPMENT	\$ 82,099	\$ 308,000	\$ 313,748	\$ 576,183	\$ 37,835	\$ 37,835	\$ 275,913	88%	
950 DEBT SERVICE	73,102	178,549	178,549	104,581	265,563	265,563	(87,014)	-49%	
Sub Total	\$ 155,201	\$ 486,549	\$ 492,297	\$ 680,764	\$ 303,398	\$ 303,398	\$ 188,899	38%	
Total Expenditures	\$ 2,996,769	\$ 7,236,337	\$ 7,352,090	\$ 5,505,472	\$ 5,435,481	\$ 5,435,481	\$ 1,916,609	26%	
Operating Balance (Rev. - Exp.)	\$ (2,996,769)	\$ (7,236,337)	\$ (7,352,090)	\$ (5,505,472)	\$ (5,435,481)	\$ (5,435,481)	\$ (1,916,609)	26%	

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
420 INTEGRATED CRIMINAL JUST INFO			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	1.00	INFO SYSTEMS SUPERVISOR	1.00
DEVELOPER/PRGRMR ANALYST	4.00	INFO TECHNOL CONSULTANT	1.00
DIRECTOR	2.00	PC SPECIALIST	1.00
FINAN/BUSINESS ANALYST	1.00	TECHNOLOGY ANALYST	4.00
INFO SYSTEMS PROJECT MGR	2.00	TECHNOLOGY PRODUCT ADMIN	2.00
Total			19.00

Internal Audit

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 ensuring that public resources are used for their intended purpose.

Goals

- Annually, Internal Audit will assist the County in its mission to provide fiscally responsible public services by completing 90% of the Board of Supervisors' approved annual Audit Plan and reporting this objective, accurate, and meaningful information to the Board in a timely manner; no later than 90 days after the fiscal year-end.
- Annually, Internal Audit will assist the County in its mission to provide fiscally responsible public services by providing objective, accurate, and meaningful information in a way that earns a 90% customer satisfaction rating each year from our primary customers, namely, the Board of Supervisors and the County Administrative Officer.
- Annually, Internal Audit will assist the County in its mission to provide fiscally responsible public services by working with clients to ensure that 90% of audit report recommendations are implemented within three years of being reported. This goal will also assist Internal Audit in its vision to facilitate positive change throughout the County.
- Annually, Internal Audit will assist the County in its mission to become a regional leader by creating and producing at least three innovative, effective audit products and methodologies. These developed products and methodologies will be shared on a regional and national level through publications, presentations, and award programs.

Issues

- The demand from the Board of Supervisors and County Management for objective analysis, interpretation, and reporting of county information is increasing.
- The public's knowledge of government operations and desire for accountability is increasing.

Internal Audit (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 230 INTERNAL AUDIT TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
23AS - AUDIT SERVICES	\$ 158,982	\$ 14,711	\$ 6,048	\$ 179,741	\$ -	
23MS - MANAGEMENT SERVICES	642,134	7,122	-	649,256	-	75
99AS - ADMINISTRATIVE SERVICES PROG	204,097	2,816	-	206,913	-	
TOTAL	\$ 1,005,213	\$ 24,649	\$ 6,048	\$ 1,035,910	\$ -	75

Key Performance Measures

Program Name: AUDIT SERVICES PROGRAM

Program Purpose: The purpose of the Audit Services Program is to provide independent assessments and recommendations to the Board of Supervisors and County management so they can make informed and fiscally prudent decisions.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of IA recommendations concurred with by clients.	96.3	100	97	95
Percent of IA recommendations implemented within three years after the report has been issued.	96.43	90	98.6	95
Percent satisfaction rating from BOS and County Mgmt with audit reports	97.5	84	96	90
Economic impact of audit work.	5,329,804	1,500,000	1,371,236	3,000,000

Program Name: MANAGEMENT SERVICES PROGRAM

Program Purpose: The purpose of the Management Services Program is to provide strategic information and education to County officials and employees so that they can perform their jobs more effectively

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent satisfaction rating from customers indicating educational efforts (newsletters, courses, etc.) help them do their job more effectively	90	N/A	86	90
Percent overall approval rating by the Board of Supervisors and key County management of Internal Audit's strategic information reports.	97.75	N/A	100	90
Percent satisfaction rating from customers indicating consulting services delivered by IA helped them do their job more effectively	N/A	N/A	100	90

Internal Audit (Continued)

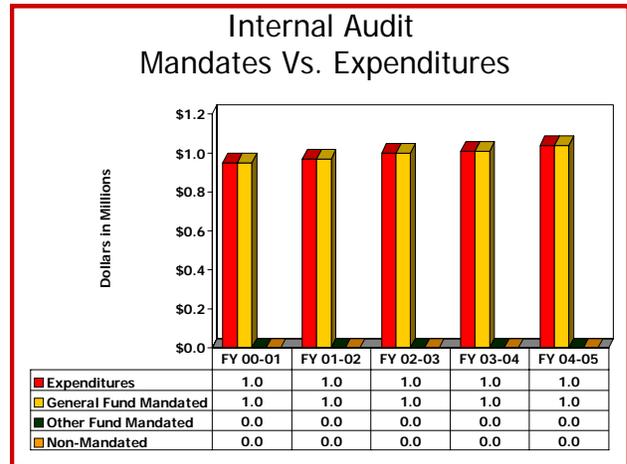
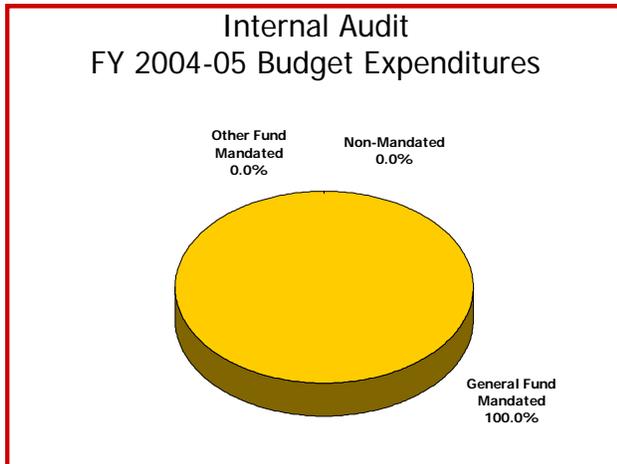
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 951,529	\$ -	\$ -	\$ -	\$ -	\$ 951,529
FY 2001-02 Actuals	\$ 967,480	\$ -	\$ -	\$ -	\$ -	\$ 967,480
FY 2002-03 Actuals	\$ 999,417	\$ -	\$ -	\$ -	\$ -	\$ 999,417
FY 2003-04 Actuals	\$ 1,005,479	\$ -	\$ -	\$ -	\$ -	\$ 1,005,479
FY 2004-05 Adopted Budget	\$ 1,035,910	\$ -	\$ -	\$ -	\$ -	\$ 1,035,910

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 15,767	\$ -	\$ -	\$ -	\$ -	\$ 15,767
FY 2001-02 Actuals	\$ 36,679	\$ -	\$ -	\$ -	\$ -	\$ 36,679
FY 2002-03 Actuals	\$ 45,189	\$ -	\$ -	\$ -	\$ -	\$ 45,189
FY 2003-04 Actuals	\$ 33,876	\$ -	\$ -	\$ -	\$ -	\$ 33,876
FY 2004-05 Adopted Budget	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000

Total Administrative Mandates	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 935,762	\$ -	\$ -	\$ -	\$ -	\$ 935,762
FY 2001-02 Actuals	\$ 930,801	\$ -	\$ -	\$ -	\$ -	\$ 930,801
FY 2002-03 Actuals	\$ 954,228	\$ -	\$ -	\$ -	\$ -	\$ 954,228
FY 2003-04 Actuals	\$ 971,603	\$ -	\$ -	\$ -	\$ -	\$ 971,603
FY 2004-05 Adopted Budget	\$ 1,000,910	\$ -	\$ -	\$ -	\$ -	\$ 1,000,910

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Internal Audit (Continued)

Mandate Information

TITLE Federal Grants Sub-recipient Monitoring for Compliance with the Single Audit Act

AUTHORITY Federal Single Audit Act and Amendments of 1996; Federal Office of Management and Budget Circular A-133

**HISTORY/
BACKGROUND** Internal Audit monitors compliance of federal grant sub-recipients with the Single Audit Act and OMB Circular A-133. Internal Audit also consults with County departments concerning Single Audit Act requirements.

**MANDATE
DESCRIPTION** Maricopa County, as a pass-through organization, must ensure that any sub-recipients spending \$300,000 or more in federal awards during the sub-recipients fiscal year have an audit performed in accordance with OMB Circular A-133.

Federal Grants Sub-recipient Monitoring for Compliance with the Single Audit Act	General Fund	Special Revenue	Capital Projects	Enterprise Funds		Internal Service	Total
FY 2000-01 Actuals	\$ 15,767	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,767
FY 2001-02 Actuals	\$ 15,282	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,282
FY 2002-03 Actuals	\$ 12,933	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,933
FY 2003-04 Actuals	\$ 11,232	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,232
FY 2004-05 Adopted Budget	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000

TITLE Minimum Accounting Standards Testing for Courts and Judicial Departments

AUTHORITY Administrative Office of the Courts (AOC) – Arizona Supreme Court, Administrative Order Number 93-52, revised by AO 94-68, revised by AO 97-62

**HISTORY/
BACKGROUND** Internal Audit performs financial and operational tests to ensure courts and judicial departments maintain effective controls over financial functions. This agreed-upon-procedures audit was performed by the Arizona Auditor General's Office (AG) until 1999. If Internal Audit did not perform these audits, the courts and judicial departments would have to hire a CPA firm or consultant.

**MANDATE
DESCRIPTION** The mandate requires all courts, court Offices, and judicial financial functions to undergo an independent audit every three years. The AOC establishes audit procedures to be performed and requires the independent auditor to submit a report by a specified date detailing any accounting deficiencies or exceptions noted during the review.

Minimum Accounting Standards Testing for Courts and Judicial Departments	General Fund	Special Revenue	Capital Projects	Enterprise Funds		Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY 2001-02 Actuals	\$ 21,397	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,397
FY 2002-03 Actuals	\$ 32,256	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,256
FY 2003-04 Actuals	\$ 22,644	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,644
FY 2004-05 Adopted Budget	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000

Internal Audit (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
230 INTERNAL AUDIT						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
GENERAL FUND	\$ 1,005,213	\$ 24,649	\$ 6,048	\$ 1,035,910	\$ 75	
ALL FUNDS	\$ 1,005,213	\$ 24,649	\$ 6,048	\$ 1,035,910	\$ 75	

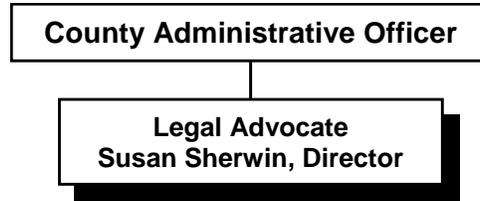
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT										
230 INTERNAL AUDIT										
ALL FUNDS										
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs			
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance	%
REVENUE										
650 MISCELLANEOUS REVENUE	\$ 875	\$ 75	\$ 75	\$ 1,442	\$ 75	\$ 75	\$ 75	\$ -	\$ -	0%
Total Revenue	\$ 875	\$ 75	\$ 75	\$ 1,442	\$ 75	\$ 75	\$ 75	\$ -	\$ -	0%
EXPENDITURES										
PERSONAL SERVICES										
701 REGULAR PAY	\$ 784,451	\$ 782,175	\$ 815,066	\$ 768,973	\$ 813,240	\$ 813,500	\$ 813,500	\$ 1,566	\$ (10)	0%
705 TEMPORARY PAY	23,151	1,990	1,990	1,354	2,000	2,000	2,000	-	(10)	-1%
750 FRINGE BENEFITS	160,565	159,491	188,610	177,661	201,611	199,713	199,713	(11,103)	(11,103)	-6%
790 OTHER PERSONNEL SERVICES	17,420	-	-	-	-	-	-	-	-	0%
795 PERSONNEL SERVICES ALLOC OUT	(12,933)	(12,000)	(12,000)	(10,813)	(10,000)	(10,000)	(10,000)	(2,000)	(2,000)	17%
Sub Total	\$ 972,654	\$ 931,656	\$ 993,666	\$ 937,175	\$ 1,006,851	\$ 1,005,213	\$ 1,005,213	\$ (11,547)	\$ (11,547)	-1%
SUPPLIES & SERVICES										
801 GENERAL SUPPLIES	\$ 5,551	\$ 5,000	\$ 3,500	\$ 4,815	\$ 3,548	\$ 3,548	\$ 3,548	\$ (48)	\$ (48)	-1%
812 OTHER SERVICES	3,781	2,069	2,900	4,663	2,900	2,900	2,900	-	(30)	0%
820 RENT & OPERATING LEASES	2,255	2,070	2,070	1,198	2,100	2,100	2,100	(30)	(30)	-1%
825 REPAIRS AND MAINTENANCE	372	150	150	137	150	150	150	-	-	0%
839 INTERNAL SERVICE CHARGES	4,237	6,000	6,001	6,031	6,001	6,001	6,001	-	-	0%
842 TRAVEL & EDUCATION	9,952	9,081	9,750	5,059	9,750	9,750	9,750	-	-	0%
843 POSTAGE/FREIGHT/SHIPPING	156	100	100	169	200	200	200	(100)	(100)	-100%
Sub Total	\$ 26,304	\$ 24,470	\$ 24,471	\$ 22,073	\$ 24,649	\$ 24,649	\$ 24,649	\$ (178)	\$ (178)	-1%
CAPITAL OUTLAY										
950 DEBT SERVICE	\$ 459	\$ 1,896	\$ 1,896	\$ 1,692	\$ 5,682	\$ 6,048	\$ 6,048	\$ (4,152)	\$ (4,152)	-219%
Sub Total	\$ 459	\$ 1,896	\$ 1,896	\$ 1,692	\$ 5,682	\$ 6,048	\$ 6,048	\$ (4,152)	\$ (4,152)	-219%
Total Expenditures	\$ 999,418	\$ 958,022	\$ 1,020,033	\$ 960,939	\$ 1,037,182	\$ 1,035,910	\$ 1,035,910	\$ (15,877)	\$ (15,877)	-2%
Operating Balance (Rev. - Exp.)	\$ (998,543)	\$ (957,947)	\$ (1,019,958)	\$ (959,497)	\$ (1,037,107)	\$ (1,035,835)	\$ (1,035,835)	\$ 15,877	\$ 15,877	-2%

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
230 INTERNAL AUDIT			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	1.00	AUDITOR	11.00
AUDITING SUPERVISOR	2.00	DIRECTOR	1.00
Total			15.00

Legal Advocate

Organizational Chart



Mission

The Mission of the Office of the Legal Advocate (OLA) is to provide quality legal representation to indigent individuals assigned to us by the Court, thus safeguarding the fundamental legal rights of each member of the community.

Vision

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

Goals

- By July 2006, OLA Dependency attorneys will accept 100% of demand without compromising quality, in response to the Court's request that complex Dependency case are handled by OLA.
- By July 2006, OLA Capital attorneys, in conjunction with the Public Defender Office and the Legal Defender Office, will accept 100% of demand, with "demand" being defined as all cases referred from the Courts, less those which constitute an actual legal conflict.
- By July 2007, OLA Felony attorneys will accept 100% of demand for serious felony cases, with "serious felony" cases being defined as Class 2, 3 or higher and "demand" being defined as all cases referred from the Public Defender Office and the Legal Defender Office including "caseload withdrawals", less those which constitute an actual legal conflict.
- By July 2006, OLA Appeal attorneys will accept 100% of demand for appeals. "Demand" is defined as appeals in all capital and non-capital cases tried by OLA attorneys, and those referred by PD and OCC, except those cases for which an actual legal conflict exists.
- By July 2006, OLA Appeal attorneys will accept 100% of demand for post-conviction relief cases in change of plea cases. "Demand" is defined as all post-conviction relief matters assigned by the Courts as well as any referrals from the Public Defender and Office of Contract Counsel, except those cases for which an actual legal conflict exists.
- By July 2007, OLA SVP attorneys will collaborate with mental health evaluators to establish true "SVP" standards, work within the legal system to place additional pre-trial protections in the law, and influence systemic changes toward more expedient treatment of SVP clients in the state hospital, which will ensure due process, prevent clients from being inappropriately labeled as "sexually violent persons," and expedite the release of clients, thereby reducing state expenditures.

Legal Advocate (Continued)

Issues

- The Court's continued emphasis on moving cases ever more quickly will result in less time and limited resources available to assist clients, which could potentially compromise the quality of legal representation, increase staff stress, and potentially increase staff turnover.
- Rapid increases in population and poverty, coupled with a greater emphasis on civil and criminal enforcement have resulted in an increase in the number of indigent clients, causing burgeoning caseloads.
- Attorneys and mitigation personnel frequently have to wait one to two hours to visit clients in jail, resulting in a waste of budget resources spent on unproductive work time for highly paid staff.
- Changes in County Attorney administration will have an unpredictable effect on filing, plea and trial policies and resultant impact upon our department.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 550 LEGAL ADVOCATE TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
52AF - ADULT FELONY REPRESENTATION	\$ 2,302,293	\$ 603,793	\$ 17,027	\$ 2,923,113	\$ 31,310	
52AR - APPELLATE REPRESENTATION	484,740	160,913	3,557	649,210	-	
52DR - DEPENDENCY REPRESENTATION	1,765,128	272,090	14,833	2,052,051	5,000	
52JC - JUVENILE CIVIL REPRESENTATION	-	329	18	347	-	
52MH - MENTAL HEALTH REPRESENTATION	202,241	133,043	1,453	336,737	-	
99AS - ADMINISTRATIVE SERVICES PROG	384,206	51,076	2,907	438,189	-	
TOTAL	\$ 5,138,608	\$ 1,221,244	\$ 39,795	\$ 6,399,647	\$ 36,310	

Key Performance Measures

Program Name: ADULT FELONY REPRESENTATION PROGRAM

Program Purpose: 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of variance from current annual attorney capital caseload guideline	N/A	N/A	84	75
Percent of variance from current annual attorney "Other Homicide" caseload guideline	N/A	N/A	73	60
Percent of variance from current annual attorney Class 2 and 3 felony caseload guideline	N/A	N/A	8	8
Percent of variance from current annual attorney Class 4, 5, and 6 caseload guideline	N/A	N/A	11	10

Legal Advocate (Continued)

Program Name: APPELLATE REPRESENTATION PROGRAM

Program Purpose: 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 they can obtain the most favorable result under the circumstances.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent variance from current annual attorney adult appeal caseload guideline	N/A	N/A	60	50
Percent of variance from current annual attorney post conviction relief caseload guideline	N/A	N/A	-1	5

Program Name: DEPENDENCY REPRESENTATION PROGRAM

Program Purpose: 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 interests are protected.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of variance from current annual attorney child dependency caseload guidance	N/A	N/A	26	25

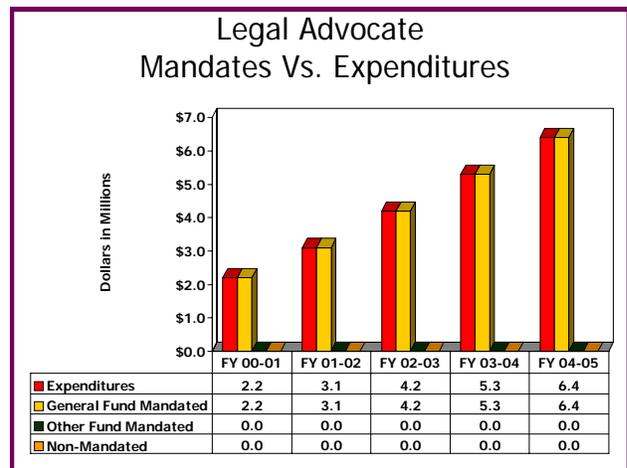
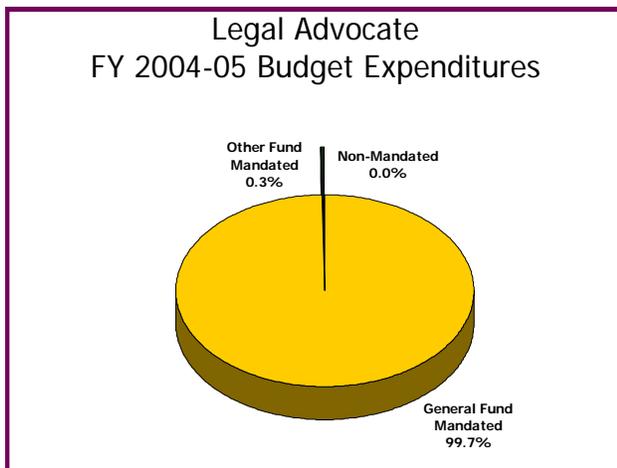
Legal Advocate (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 2,155,530	\$ 26,300	\$ -	\$ -	\$ -	\$ 2,181,830
FY 2001-02 Actuals	\$ 3,069,586	\$ 25,442	\$ -	\$ -	\$ -	\$ 3,095,028
FY 2002-03 Actuals	\$ 4,212,527	\$ 13,537	\$ -	\$ -	\$ -	\$ 4,226,064
FY 2003-04 Actuals	\$ 5,303,639	\$ 9,985	\$ -	\$ -	\$ -	\$ 5,313,624
FY 2004-05 Adopted Budget	\$ 6,383,337	\$ 16,310	\$ -	\$ -	\$ -	\$ 6,399,647

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 2,155,530	\$ 26,300	\$ -	\$ -	\$ -	\$ 2,181,830
FY 2001-02 Actuals	\$ 3,069,586	\$ 25,442	\$ -	\$ -	\$ -	\$ 3,095,028
FY 2002-03 Actuals	\$ 4,212,527	\$ 13,537	\$ -	\$ -	\$ -	\$ 4,226,064
FY 2003-04 Actuals	\$ 5,303,639	\$ 9,985	\$ -	\$ -	\$ -	\$ 5,313,624
FY 2004-05 Adopted Budget	\$ 6,383,337	\$ 16,310	\$ -	\$ -	\$ -	\$ 6,399,647

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Legal Advocate (Continued)

Mandate Information

TITLE	Legal Defense of Indigent Criminal Defendants and Delinquent or Incurrigible Juveniles
AUTHORITY	U.S. Constitution, 5th and 6th Amendments; Arizona Constitution, Article 2, § 24; ARS §§ 11-581 to 587; Rule 6, Arizona Rules of Criminal Procedure; Rule 20, Arizona Rules of Procedure for the Juvenile Court.
HISTORY/ BACKGROUND	The United States and Arizona Constitutions provide that an individual facing criminal charges has a right to the assistance of counsel. The United States and Arizona Supreme Courts have interpreted these provisions as requiring that counsel be provided, at government expense, for individuals facing loss of liberty who cannot afford to hire counsel. Historically, in Maricopa County, indigent defendants charged in criminal cases, and juveniles accused of delinquency or incorrigibility, were assigned to private attorneys who contracted to provide those services. In order to maximize the efficiency and cost-effectiveness of services mandated, Maricopa County has since funded the creation of three on-staff public defender offices (Offices of the Public Defender, Legal Defender, and Legal Advocate). Contract private attorneys continue to be assigned to a lesser number of cases, specifically those that the other offices are unable to handle (typically due to conflicts of interest). Those contract assignments continue to be managed and monitored by the Office of Contract Counsel.
MANDATE DESCRIPTION	Legal defense of indigent criminal defendants at risk of loss of liberty in criminal proceedings, including felony, misdemeanor, and probation violation cases. Legal defense of indigent criminal defendants in appeals and post-conviction relief cases. Legal representation of juveniles facing delinquency or incorrigibility charges. Legal representation of defendants opposing extradition. Legal representation in post-conviction relief cases of persons sentenced to death. Legal representation of witnesses in criminal cases, when assigned by the court.
TITLE	Judicial Mandates
AUTHORITY	A.R.S. §§ 36-528(D), 36-536(A), 36-537, 8-221. U.S. Constitution, 5th and 6th Amendments; Arizona Constitution Article 2, § 24; ARS §§ 11-584 to 587.
HISTORY/ BACKGROUND	Historically, Public Defenders have not had the authority to handle civil proceedings. As a result, in Maricopa County, private attorneys who contracted to provide these services were used almost exclusively. Due to changes in legislation, Maricopa County became responsible to provide representation to indigent individuals facing mental health commitments and to those involved in child dependency and severance proceedings. In order to maximize the efficiency and effectiveness of services mandated, Maricopa County has funded the creation of two on-staff dependency units (Offices of the Legal Defender and Legal Advocate) and one on-staff mental health unit (Public Defender). In addition, contracted private attorneys are assigned to cases that the other offices are unable to handle (typically due to conflicts of interest).
MANDATE DESCRIPTION	Legal representation of indigent persons at risk of a loss of liberty in civil mental health proceedings. Legal representation of indigent individuals involved in civil child dependency or severance proceedings, including the minor children in question.

Legal Advocate (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
550 LEGAL ADVOCATE						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
GENERAL FUND	\$ 5,138,608	\$ 1,204,934	\$ 39,795	\$ 6,383,337	\$ 20,000	
SPECIAL REVENUE	-	16,310	-	16,310	16,310	
ALL FUNDS	\$ 5,138,608	\$ 1,221,244	\$ 39,795	\$ 6,399,647	\$ 36,310	

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
550 LEGAL ADVOCATE									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Projected	Requested	Adopted	Revised	Variance %
REVENUE									
615 GRANTS	\$ 39,123	\$ 10,416	\$ 10,416	\$ 10,416	\$ 12,907	\$ 11,310	\$ 11,310	\$ (894)	-9%
620 OTHER INTERGOVERNMENTAL	19,008	-	116,764	116,764	20,000	116,764	20,000	96,764	83%
635 OTHER CHARGES FOR SERVICES	-	116,764	-	-	-	-	-	-	0%
650 MISCELLANEOUS REVENUE	-	-	-	-	-	5,000	5,000	(5,000)	0%
Total Revenue	\$ 58,131	\$ 127,180	\$ 127,180	\$ 127,180	\$ 32,907	\$ 133,074	\$ 36,310	\$ 90,870	71%
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 2,755,536	\$ 3,071,589	\$ 3,443,788	\$ 3,591,945	\$ 4,159,607	\$ 4,159,607	\$ (715,819)	-21%	
705 TEMPORARY PAY	85,731	15,155	10,000	10,001	10,001	10,001	10,001	(1)	0%
710 OVERTIME	1,109	-	4,280	2,902	5,156	5,156	5,156	(876)	-20%
750 FRINGE BENEFITS	502,392	568,677	726,488	805,643	957,781	957,781	957,781	(231,293)	-32%
790 OTHER PERSONNEL SERVICES	2,504	415,715	5,550	4,974	6,063	6,063	6,063	(513)	-9%
795 PERSONNEL SERVICES ALLOC OUT	(754)	-	-	(169,714)	-	-	-	-	0%
796 PERSONNEL SERVICES ALLOC IN	16,800	16,800	16,800	186,097	-	-	-	16,800	100%
Sub Total	\$ 3,363,317	\$ 4,087,936	\$ 4,206,906	\$ 4,431,848	\$ 5,138,608	\$ 5,138,608	\$ (931,702)	-22%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 50,174	\$ 35,000	\$ 39,657	\$ 93,104	\$ 61,849	\$ 61,849	\$ (22,192)	-56%	
803 FUEL	-	-	1,500	1,730	2,050	2,050	(550)	-37%	
804 NON-CAPITAL EQUIPMENT	106,906	-	2,338	2,652	-	-	2,338	100%	
810 LEGAL SERVICES	296,355	212,565	304,734	366,244	497,562	497,562	(192,828)	-63%	
812 OTHER SERVICES	20,169	23,610	21,125	78,654	20,655	20,655	470	2%	
820 RENT & OPERATING LEASES	260,269	281,342	281,343	347,346	436,670	436,670	(155,327)	-55%	
825 REPAIRS AND MAINTENANCE	805	250	853	1,946	2,578	2,578	(1,725)	-202%	
839 INTERNAL SERVICE CHARGES	30,129	11,428	16,300	26,852	29,422	29,422	(13,122)	-81%	
842 TRAVEL & EDUCATION	68,151	51,916	76,459	109,587	162,310	162,310	(85,851)	-112%	
843 POSTAGE/FREIGHT/SHIPPING	6,321	5,340	6,500	6,851	8,148	8,148	(1,648)	-25%	
Sub Total	\$ 839,280	\$ 621,451	\$ 750,809	\$ 1,034,966	\$ 1,221,244	\$ 1,221,244	\$ (470,435)	-63%	
CAPITAL OUTLAY									
930 VEHICLES & CONSTRUCTION EQUIP	\$ 18,092	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
950 DEBT SERVICE	5,375	26,778	26,778	23,045	39,795	39,795	(13,017)	-49%	
Sub Total	\$ 23,467	\$ 26,778	\$ 26,778	\$ 23,045	\$ 39,795	\$ 39,795	\$ (13,017)	-49%	
Total Expenditures	\$ 4,226,064	\$ 4,736,165	\$ 4,984,493	\$ 5,489,859	\$ 6,399,647	\$ 6,399,647	\$ (1,415,154)	-28%	
Operating Balance (Rev. - Exp.)	\$ (4,167,934)	\$ (4,608,985)	\$ (4,857,313)	\$ (5,456,952)	\$ (6,266,573)	\$ (6,363,337)	\$ 1,506,024	-31%	

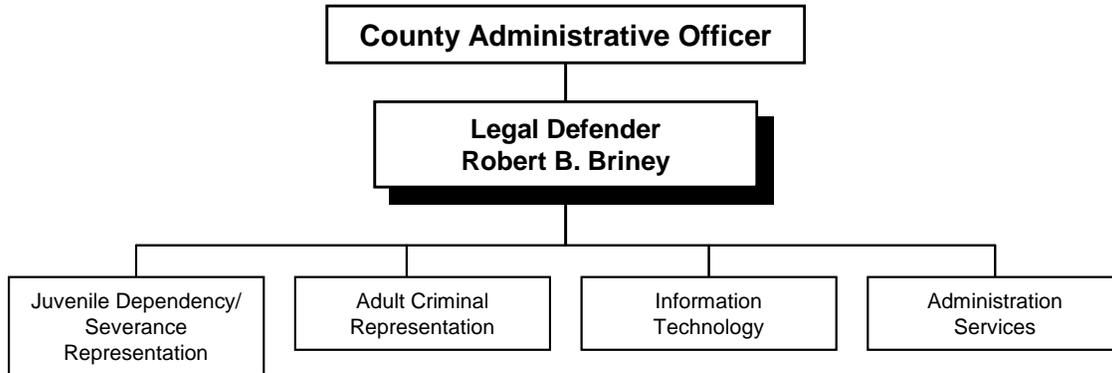
Legal Advocate (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
550 LEGAL ADVOCATE			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	4.00	FINAN/BUSINESS ANALYST	1.00
ADMIN/OFFICE SUPPORT	2.00	INVESTIGATOR	4.50
ATTORNEY	39.00	LEGAL ASSISTANT	2.00
DEPUTY DIRECTOR	1.00	LEGAL SUPPORT SPECIALIST	8.00
DIRECTOR	1.00	MITIGATION SVCS REP	3.00
EXECUTIVE ASSISTANT	1.00	SOCIAL WORKER (BS)	12.00
Total			78.50

Legal Defender

Organizational Chart



Mission

The Mission of the Office of the Legal Defender is to provide quality legal representation to indigent individuals assigned to us by the court, thus safeguarding the fundamental legal rights of each member of the community.

Vision

The Vision of the Office of the Legal Defender is to further justice by providing legal representation to indigents equal or superior to that of privately retained counsel while being regarded by the county as efficient.

Goals

- By July 2006, the Office of the Legal Defender, working with OMB, will establish a case weighting methodology that accurately portrays the Office's workload.
- By July 2006, with appropriate funding, the Office of the Legal Defender will assume all Office of Contract Counsel Criminal and Parental Representation cases that can be represented by the Office at a cost savings to Maricopa County.

Issues

- The statutory changes providing for jury trials in severance matters will significantly impact the Office's Parental Representation activity, resulting in additional case processing time and additional staffing needs.
- The U.S. Supreme Court decision in Ring v. Arizona and accompanying legislative changes, and procedural court rule changes will significantly impact current death penalty caseloads/workloads and the ensuing cost per case.
- The courts' continued emphasis on rapid resolution of cases will result in less time and fewer resources available to assist clients, reducing the quality of legal representation and increasing staff stress and turnover.
- The uncertainty of additional staff, office and parking facilities will limit the Office's ability to plan for future growth and additional responsibilities.
- A tightening, competitive employment market in Maricopa County makes it more difficult for the Office of the Legal Defender to hire and retain a creative, skilled, and knowledgeable workforce, particularly for staff associated with death penalty cases.

Legal Defender (Continued)

- The rapid increase in population and continued emphasis on law enforcement and the County Attorney's filing practices will increase the number of indigent defendants, resulting in more cases for the office.
- The uncertainty of additional staff, office and parking facilities will limit the Office's ability to plan for future growth and additional responsibilities.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 540 LEGAL DEFENDER TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
52AF - ADULT FELONY REPRESENTATION	\$ 4,201,993	\$ 586,565	\$ 35,147	\$ 4,823,705	\$ 63,700	
52DR - DEPENDENCY REPRESENTATION	1,694,749	69,461	14,156	1,778,366	-	
99AS - ADMINISTRATIVE SERVICES PROG	369,342	40,403	-	409,745	40,403	
99IT - INFORMATION TECHNOLOGY PROGRAM	68,768	25,000	-	93,768	-	
TOTAL	\$ 6,334,852	\$ 721,429	\$ 49,303	\$ 7,105,584	\$ 104,103	

Key Performance Measures

Program Name: ADULT FELONY REPRESENTATION PROGRAM

Program Purpose: 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of Variance from Current Annual Attorney Capital Caseload Guideline	N/A	N/A	-150	-63
Percent of Variance from Current Annual Attorney "Other Homicide" Caseload Guideline	N/A	N/A	17	20
Percent of Variance from Current Annual Attorney Class Two and Three Felony Caseload Guideline	N/A	N/A	28	28
Percent of Variance from Current Annual Attorney Class Four, Five, and Six Felony Caseload Guideline	N/A	N/A	34	24
Percent of Variance from Current Annual Attorney Felony DUI Caseload Guideline	N/A	N/A	26	-1
Percent of Variance from Current Annual Attorney Violation of Probation Caseload Guideline	N/A	N/A	45	45

Legal Defender (Continued)

Program Name: DEPENDENCY REPRESENTATION PROGRAM

Program Purpose: 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.

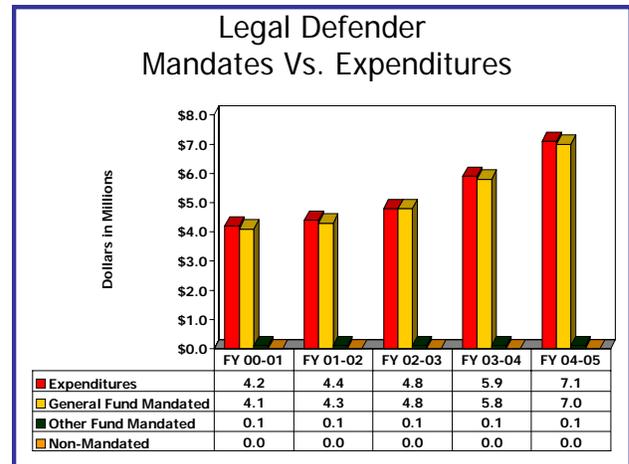
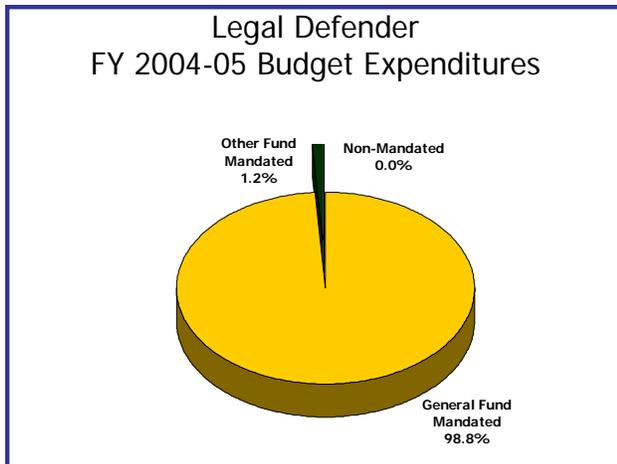
Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of Variance from Current Annual Attorney Parental Dependency Representation Caseload Guideline	N/A	N/A	22	4

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 4,122,360	\$ 72,782	\$ -	\$ -	\$ -	\$ 4,195,143
FY 2001-02 Actuals	\$ 4,293,040	\$ 62,508	\$ -	\$ -	\$ -	\$ 4,355,548
FY 2002-03 Actuals	\$ 4,763,050	\$ 72,463	\$ -	\$ -	\$ -	\$ 4,835,514
FY 2003-04 Actuals	\$ 5,833,349	\$ 76,699	\$ -	\$ -	\$ -	\$ 5,910,048
FY 2004-05 Adopted Budget	\$ 7,021,181	\$ 84,403	\$ -	\$ -	\$ -	\$ 7,105,584

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 4,122,360	\$ 72,782	\$ -	\$ -	\$ -	\$ 4,195,143
FY 2001-02 Actuals	\$ 4,293,040	\$ 62,508	\$ -	\$ -	\$ -	\$ 4,355,548
FY 2002-03 Actuals	\$ 4,763,050	\$ 72,463	\$ -	\$ -	\$ -	\$ 4,835,514
FY 2003-04 Actuals	\$ 5,833,349	\$ 76,699	\$ -	\$ -	\$ -	\$ 5,910,048
FY 2004-05 Adopted Budget	\$ 7,021,181	\$ 84,403	\$ -	\$ -	\$ -	\$ 7,105,584

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Legal Defender (Continued)

Mandate Information

TITLE	Legal Defense of Indigent Criminal Defendants
AUTHORITY	U.S. Constitution, 5th and 6th Amendments; Arizona Constitution, Article 2, § 24; ARS §§ 11-581 to 587; Rule 6, Arizona Rules of Criminal Procedure.
HISTORY/ BACKGROUND	The United States and Arizona Constitutions provide that an individual facing criminal charges has a right to the assistance of counsel. The United States and Arizona Supreme Courts have interpreted these provisions as requiring that counsel be provided, at government expense, for individuals facing loss of liberty who cannot afford to hire counsel. Historically, the Maricopa County Public Defender's Office represented all indigent defendants when ethically permitted to do so. In those instances where the Public Defender had a conflict of interest, the case was assigned to private contract attorneys. The Office of the Legal Defender was established in 1995 to assume many of the cases that were being referred to private contract counsel. Since its inception, the Office has demonstrated that it could do so at substantial cost savings to the county.
MANDATE DESCRIPTION	When assigned by the court, legal defense of indigent criminal defendants at risk of loss of liberty in criminal proceedings, including felony, misdemeanor, and probation violation cases and legal representation of witnesses in criminal cases.
TITLE	Judicial Mandates
AUTHORITY	A.R.S. §§ 36-528(D), 36-536(A), 36-537, 8-221. U.S. Constitution, 5th and 6th Amendments; Arizona Constitution Article 2, § 24; ARS §§ 11-584 to 587.
HISTORY/ BACKGROUND	Historically, Maricopa County contracted with private attorneys to represent clients in juvenile dependency and severance matters. Due to changes in legislation, Maricopa County was granted authority to provide on-staff legal representation to those involved these proceedings. The Office of the Legal Defender assumed the responsibility of representing one of the indigent parents in these matters.
MANDATE DESCRIPTION	Legal representation of indigent parents involved in child dependency and severance proceedings.

Legal Defender (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
540 LEGAL DEFENDER						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
GENERAL FUND	\$ 6,291,683	\$ 680,195	\$ 49,303	\$ 7,021,181	\$ 19,700	
SPECIAL REVENUE	43,169	41,234	-	84,403	84,403	
ALL FUNDS	\$ 6,334,852	\$ 721,429	\$ 49,303	\$ 7,105,584	\$ 104,103	

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
540 LEGAL DEFENDER									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Requested	Adopted	Revised	Variance	%
REVENUE									
615 GRANTS	\$ 48,142	\$ 36,000	\$ 36,000	\$ 36,000	\$ 40,403	\$ 40,403	\$ 40,403	\$ (4,403)	-12%
620 OTHER INTERGOVERNMENTAL	60,300	62,674	-	-	21,233	-	19,700	(19,700)	0%
635 OTHER CHARGES FOR SERVICES	-	-	62,674	-	45,166	63,700	44,000	18,674	30%
645 INTEREST EARNINGS	339	-	-	-	-	-	-	-	0%
Total Revenue	\$ 108,781	\$ 98,674	\$ 98,674	\$ 106,802	\$ 104,103	\$ 104,103	\$ (5,429)	-6%	
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 3,532,335	\$ 3,717,633	\$ 4,178,087	\$ 4,374,680	\$ 4,137,029	\$ 4,894,822	\$ (716,735)	-17%	
705 TEMPORARY PAY	248,514	213,656	213,656	233,455	213,656	213,656	-	0%	
710 OVERTIME	-	-	-	1,468	-	-	-	0%	
750 FRINGE BENEFITS	707,192	751,481	954,399	1,058,717	1,031,442	1,219,002	(264,603)	-28%	
790 OTHER PERSONNEL SERVICES	5,424	417,263	5,698	6,064	7,372	7,372	(1,674)	-29%	
795 PERSONNEL SERVICES ALLOC OUT	(667)	-	-	(2,032,907)	-	-	-	0%	
796 PERSONNEL SERVICES ALLOC IN	-	-	-	1,972,906	-	-	-	0%	
Sub Total	\$ 4,492,797	\$ 5,100,033	\$ 5,351,840	\$ 5,614,383	\$ 5,389,499	\$ 6,334,852	\$ (983,012)	-18%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 76,646	\$ 44,000	\$ 46,664	\$ 107,755	\$ 71,664	\$ 81,271	\$ (34,607)	-74%	
803 FUEL	1,980	2,000	2,000	1,987	2,229	2,229	(229)	-11%	
804 NON-CAPITAL EQUIPMENT	11,043	-	-	50	-	-	-	0%	
810 LEGAL SERVICES	128,538	212,729	244,343	195,259	229,597	438,913	(194,570)	-80%	
812 OTHER SERVICES	24,262	29,000	29,865	24,590	29,865	33,321	(3,456)	-12%	
820 RENT & OPERATING LEASES	13,379	17,500	17,500	16,366	16,300	18,220	(720)	-4%	
825 REPAIRS AND MAINTENANCE	1,381	2,050	2,050	4,785	2,050	2,050	-	0%	
839 INTERNAL SERVICE CHARGES	15,840	9,318	10,086	18,666	9,429	14,503	(4,417)	-44%	
842 TRAVEL & EDUCATION	61,962	63,800	69,208	94,567	74,034	121,362	(52,154)	-75%	
843 POSTAGE/FREIGHT/SHIPPING	7,574	6,500	7,352	10,011	7,352	9,560	(2,208)	-30%	
Sub Total	\$ 342,605	\$ 386,897	\$ 429,068	\$ 474,035	\$ 442,520	\$ 721,429	\$ (292,361)	-68%	
CAPITAL OUTLAY									
920 CAPITAL EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,776	\$ (10,776)	0%	
950 DEBT SERVICE	111	20,390	23,570	14,342	38,527	38,527	(14,957)	-63%	
Sub Total	\$ 111	\$ 20,390	\$ 23,570	\$ 14,342	\$ 38,527	\$ 49,303	\$ (25,733)	-109%	
Total Expenditures	\$ 4,835,514	\$ 5,507,320	\$ 5,804,478	\$ 6,102,759	\$ 5,870,546	\$ 7,105,584	\$ (1,301,106)	-22%	
Operating Balance (Rev. - Exp.)	\$ (4,726,732)	\$ (5,408,646)	\$ (5,705,804)	\$ (5,995,957)	\$ (5,766,443)	\$ (7,001,481)	\$ 1,295,677	-23%	

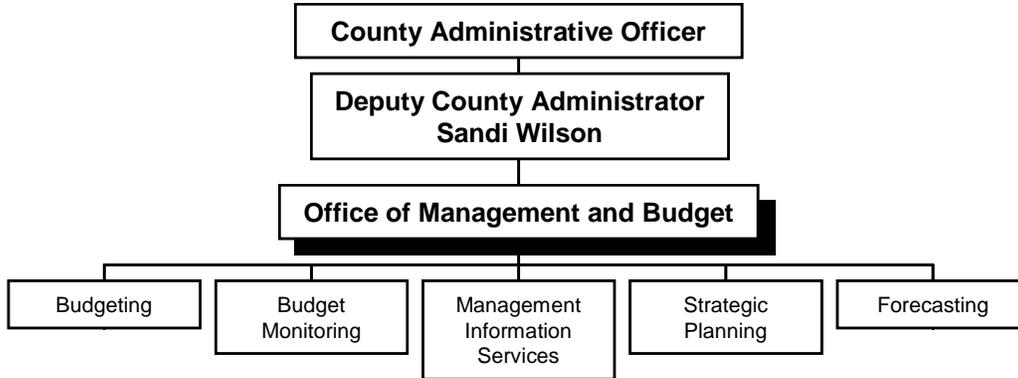
Legal Defender (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
540 LEGAL DEFENDER			
Market Range Title	FTE	Market Range Title	FTE
ADMIN & OPERATIONS MGR	1.00	LEGAL ASSISTANT SUPV	1.00
ADMINISTRATIVE SPECIALIST	1.00	LEGAL ORDER SERVER	1.00
ADMIN/OFFICE SUPPORT	10.00	LEGAL SUPPORT SPECIALIST	5.00
ADMIN/OFFICE SUPPORT SUPV	2.00	MANAGEMENT ASSISTANT	1.00
ATTORNEY	45.00	MITIGATION SVCS REP	6.00
DIRECTOR	1.00	PUBLIC SVC REPRESENTATIVE	4.00
INVESTIGATOR	7.00	SOCIAL WORKER (BS)	9.00
LEGAL ASSISTANT	1.00	TECHNOLOGY PRODUCT ADMIN	1.00
Total			96.00

Management & Budget

Organizational Chart



Mission

The Mission of the Office of Management and Budget (OMB) is to provide organizational and strategic leadership and consultation to the Board of Supervisors so that they can make well-informed policy and budgetary decisions.

Vision

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

Goals

- By June 30th of each year, develop a structurally balanced budget for the Board that maintains a consistent level of service without a combined overall tax rate increase.
- By June 30, 2006, Managing for Results will be implemented to a stage where departments are allocating expenses by program, activity, or service so that OMB can make meaningful budget recommendations tied to service levels and results.
- By June 30, 2006, OMB will implement an annual report that communicates the results of high-level Countywide measures that are grouped by various categories of departments.
- Each year for the legislative agenda, OMB will submit policy recommendations to the Board to be used by Government Relations in successful lobbying that results in passage of favorable legislative action to enhance Maricopa County's fiscal independence by June 30, 2006.
- By June 30, 2007, establish a plan to fund all the facility needs known at 6/30/04 while maintaining an overall flat tax rate.
- By June 30th of each year, OMB will re-evaluate and recommend appropriate reserves to secure fiscal stability.

Issues

- Statutory and constitutional State limitations, including our authority to raise revenues, challenge our ability to handle economic downturns and demographic changes to fund County service demands.

Management & Budget (Continued)

- Without countywide departmental management's complete understanding, commitment and acceptance of MfR principles, the County's ability to fully "Manage for Results," and, in particular, OMB's ability to fully "Budget for Results" will be challenged.
- Limited funding and space will challenge OMB to maintain the stable, highly qualified staff that we will need to effectively respond to increasingly difficult, complex budget issues.
- Critical facility shortages for the courts and other criminal justice agencies will limit the County's ability to respond to increasing caseloads.
- The larger proportion of the County budget that is dedicated to mandated fixed payments to the State minimizes the County's ability to manage its long-term fiscal needs.
- The uncertainty of the Health Plans financial liabilities could jeopardize the County's fiscal stability.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 490 MANAGEMENT & BUDGET TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
49BD - BUDGET MANAGEMENT	\$ 1,505,494	\$ 60,443	\$ 10,308	\$ 1,576,245	\$ -	-
49PP - MULTI-YEAR PLANNING PROGRAM	108,366	-	-	108,366	-	-
99AS - ADMINISTRATIVE SERVICES PROG	77,575	-	-	77,575	-	-
TOTAL	\$ 1,691,435	\$ 60,443	\$ 10,308	\$ 1,762,186	\$ -	-

Key Performance Measures

Program Name: BUDGET MANAGEMENT

Program Purpose: The purpose of the Budget Management Program is to provide the budget and related approvals, recommendations, and monitoring for the Board of Supervisors so that they can hold departments accountable for staying within approved budgets and achieving results.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of departments that stay within approved (by fund type) FY budget allocations.	98.5	100	95	100
Percent of departments that do not exceed their annual expenditure appropriation (by fund type)	N/A	100	98	100

Management & Budget (Continued)

Program Name: MULTI-YEAR PLANNING PROGRAM

Program Purpose: The purpose of the Multi-year Planning Program is to provide forecasting and strategic planning services to the Board of Supervisors and County management so they can set policy and make strategic decisions.

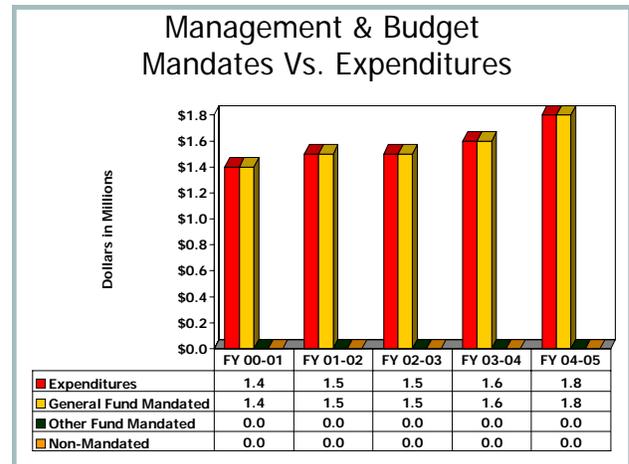
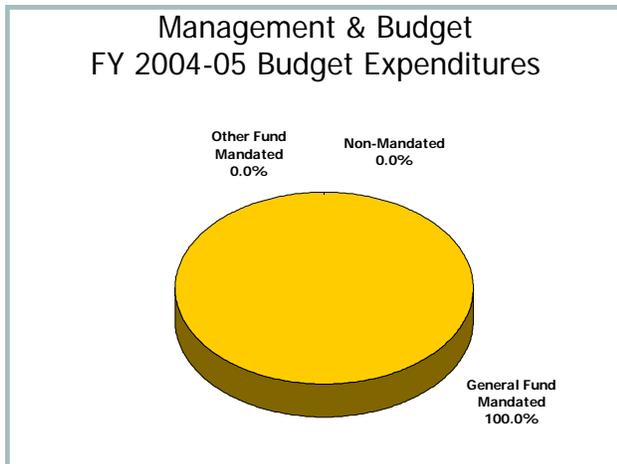
Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of forecasts (most likely scenario) within 10 percent of actual	100	100	90	100

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,372,435	\$ -	\$ -	\$ -	\$ -	\$ 1,372,435
FY 2001-02 Actuals	\$ 1,545,124	\$ -	\$ -	\$ -	\$ -	\$ 1,545,124
FY 2002-03 Actuals	\$ 1,463,898	\$ -	\$ -	\$ -	\$ -	\$ 1,463,898
FY 2003-04 Actuals	\$ 1,639,404	\$ -	\$ -	\$ -	\$ -	\$ 1,639,404
FY 2004-05 Adopted Budget	\$ 1,762,186	\$ -	\$ -	\$ -	\$ -	\$ 1,762,186

Total Administrative Mandates	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,372,435	\$ -	\$ -	\$ -	\$ -	\$ 1,372,435
FY 2001-02 Actuals	\$ 1,545,124	\$ -	\$ -	\$ -	\$ -	\$ 1,545,124
FY 2002-03 Actuals	\$ 1,463,898	\$ -	\$ -	\$ -	\$ -	\$ 1,463,898
FY 2003-04 Actuals	\$ 1,639,404	\$ -	\$ -	\$ -	\$ -	\$ 1,639,404
FY 2004-05 Adopted Budget	\$ 1,762,186	\$ -	\$ -	\$ -	\$ -	\$ 1,762,186

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Management & Budget (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
490 MANAGEMENT & BUDGET						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
GENERAL FUND	\$ 1,691,435	\$ 60,443	\$ 10,308	\$ 1,762,186	\$ -	
ALL FUNDS	\$ 1,691,435	\$ 60,443	\$ 10,308	\$ 1,762,186	\$ -	

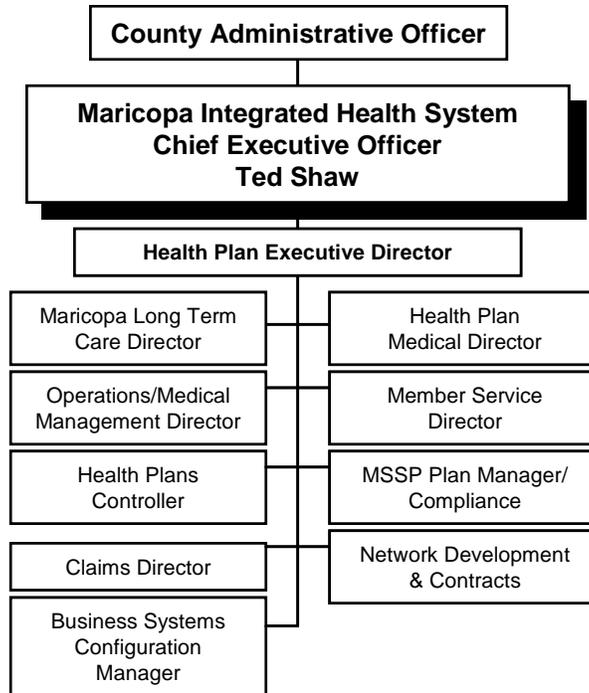
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
490 MANAGEMENT & BUDGET									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Requested	Adopted	Revised	Variance	%
REVENUE									
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 1,053,739	\$ 1,156,237	\$ 1,282,108	\$ 1,321,422	\$ 1,311,647	\$ 1,311,647	\$ (29,539)	-2%	
705 TEMPORARY PAY	35,172	-	1,108	7,720	-	-	1,108	100%	
750 FRINGE BENEFITS	200,421	217,083	283,770	242,575	310,755	310,755	(26,985)	-10%	
790 OTHER PERSONNEL SERVICES	360	36,450	18,896	-	-	-	18,896	100%	
795 PERSONNEL SERVICES ALLOC OUT	(113,982)	(57,845)	(134,716)	(137,762)	(96,100)	(96,100)	(38,616)	29%	
796 PERSONNEL SERVICES ALLOC IN	285,779	217,331	224,721	224,721	165,133	165,133	59,588	27%	
Sub Total	\$ 1,461,488	\$ 1,569,256	\$ 1,675,887	\$ 1,658,676	\$ 1,691,435	\$ 1,691,435	\$ (15,548)	-1%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 7,446	\$ 40,000	\$ 40,000	\$ 39,684	\$ 39,998	\$ 39,998	\$ 2	0%	
804 NON-CAPITAL EQUIPMENT	12,716	8,000	-	-	-	-	-	0%	
812 OTHER SERVICES	39,816	2,000	2,000	3,398	2,405	2,405	(405)	-20%	
820 RENT & OPERATING LEASES	6,470	8,100	8,100	8,100	8,100	8,100	-	0%	
825 REPAIRS AND MAINTENANCE	21	1,000	1,000	285	1,000	1,000	-	0%	
839 INTERNAL SERVICE CHARGES	12,516	9,000	2,271	1,290	7,340	7,340	(5,069)	-223%	
842 TRAVEL & EDUCATION	676	500	500	65	1,000	1,000	(500)	-100%	
843 POSTAGE/FREIGHT/SHIPPING	638	500	500	500	600	600	(100)	-20%	
Sub Total	\$ 80,299	\$ 69,100	\$ 54,371	\$ 53,322	\$ 60,443	\$ 60,443	\$ (6,072)	-11%	
CAPITAL OUTLAY									
950 DEBT SERVICE	\$ 1,378	\$ 5,645	\$ 5,645	\$ 5,645	\$ 10,308	\$ 10,308	\$ (4,663)	-83%	
Sub Total	\$ 1,378	\$ 5,645	\$ 5,645	\$ 5,645	\$ 10,308	\$ 10,308	\$ (4,663)	-83%	
Total Expenditures	\$ 1,543,165	\$ 1,644,001	\$ 1,735,903	\$ 1,717,643	\$ 1,762,186	\$ 1,762,186	\$ (26,283)	-2%	
Operating Balance (Rev. - Exp.)	\$ (1,543,165)	\$ (1,644,001)	\$ (1,735,903)	\$ (1,717,643)	\$ (1,762,186)	\$ (1,762,186)	\$ 26,283	-2%	

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
490 MANAGEMENT & BUDGET			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	2.00	CHIEF OFFICER	1.00
BUDGET ANALYST	10.50	DEPUTY DIRECTOR	2.00
BUDGET SUPERVISOR	5.00	PROJECT MANAGER	1.00
Total			21.50

Maricopa County Health Plans

Organizational Chart



Mission

The Mission of Maricopa County Health Plans is to provide quality, customer oriented health care services for health plan members so they can improve their health status in a cost efficient manner.

Goals

- The Department’s Goals will be developed for the Health Plans after the Health Care Delivery System is transitioned to the new Health Care District.

Issues

- The Department’s Issue will be developed for the Health Plans after the Health Care Delivery System is transitioned to the new Health Care District.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 600 HEALTH PLANS TOTAL FUNDS					
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
60HP - HEALTH PLAN	\$ 20,929,304	\$ 367,145,557	\$ 58,695	\$ 388,133,556	\$ 381,473,634
99AS - ADMINISTRATIVE SERVICES PROG	-	-	-	-	8,850,000
TOTAL	\$ 20,929,304	\$ 367,145,557	\$ 58,695	\$ 388,133,556	\$ 390,323,634

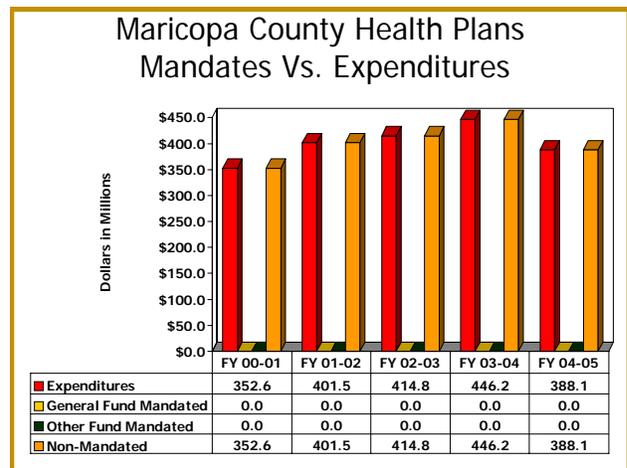
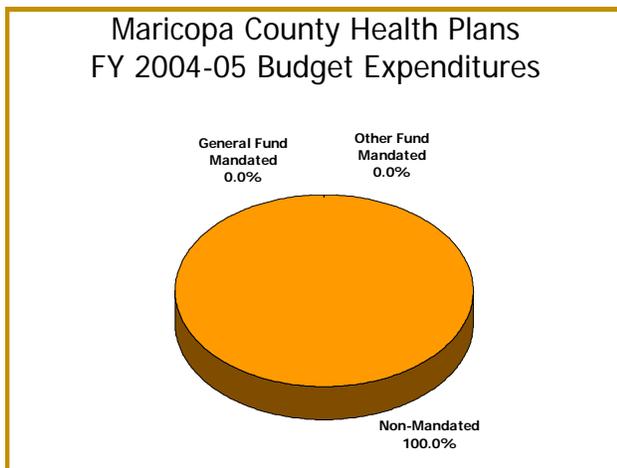
Maricopa County Health Plans (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 1,587,220	\$ -	\$ 351,037,221	\$ -	\$ 352,624,441
FY 2001-02 Actuals	\$ -	\$ 1,860,224	\$ -	\$ 399,648,196	\$ -	\$ 401,508,420
FY 2002-03 Actuals	\$ -	\$ 1,889,242	\$ -	\$ 412,907,438	\$ -	\$ 414,796,680
FY 2003-04 Actuals	\$ -	\$ 1,972,640	\$ -	\$ 444,245,083	\$ -	\$ 446,217,723
FY 2004-05 Adopted Budget	\$ -	\$ -	\$ -	\$ 388,133,556	\$ -	\$ 388,133,556

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 1,587,220	\$ -	\$ 351,037,221	\$ -	\$ 352,624,441
FY 2001-02 Actuals	\$ -	\$ 1,860,224	\$ -	\$ 399,648,196	\$ -	\$ 401,508,420
FY 2002-03 Actuals	\$ -	\$ 1,889,242	\$ -	\$ 412,907,438	\$ -	\$ 414,796,680
FY 2003-04 Actuals	\$ -	\$ 1,972,640	\$ -	\$ 444,245,083	\$ -	\$ 446,217,723
FY 2004-05 Adopted Budget	\$ -	\$ -	\$ -	\$ 388,133,556	\$ -	\$ 388,133,556

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Maricopa County Health Plans (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED										
600 HEALTH PLANS										
Fund Type	Personal Services		Supplies & Services		Capital Outlay	Total Expenditures		Total Revenue		
ENTERPRISE	\$	20,929,304	\$	367,145,557	\$	58,695	\$	388,133,556	\$	390,323,634
ALL FUNDS	\$	20,929,304	\$	367,145,557	\$	58,695	\$	388,133,556	\$	390,323,634

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT											
600 HEALTH PLANS											
ALL FUNDS											
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs				
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance		
									%		
REVENUE											
615 GRANTS	\$	1,271,175	\$	1,277,847	\$	1,277,847	\$	1,277,848	\$	1,277,847	100%
620 OTHER INTERGOVERNMENTAL		12,395,027		-		-		-		-	0%
638 PATIENT SERVICE REVENUE		401,600,857		414,216,308		414,216,308		410,056,000		380,182,660	8%
645 INTEREST EARNINGS		2,246,682		2,234,870		2,234,870		1,225,000		1,290,974	42%
650 MISCELLANEOUS REVENUE		27,846		-		-		-		-	0%
680 TRANSFERS IN		618,070		8,198,612		10,474,937		41,929,789		9,722,032	16%
Total Revenue	\$	418,159,657	\$	425,927,637	\$	428,203,962	\$	454,488,636	\$	392,473,514	9%
EXPENDITURES											
PERSONAL SERVICES											
701 REGULAR PAY	\$	17,974,400	\$	18,560,345	\$	21,039,739	\$	22,680,247	\$	15,999,422	31%
710 OVERTIME		248		-		-		-		-	0%
750 FRINGE BENEFITS		1,605,736		3,508,443		4,122,605		3,397,264		4,018,922	12%
790 OTHER PERSONNEL SERVICES		41,054		-		-		965,064		912,115	0%
795 PERSONNEL SERVICES ALLOC OUT		(495,361)		(11,069,675)		(13,398,283)		(11,069,675)		(11,822,118)	12%
796 PERSONNEL SERVICES ALLOC IN		-		10,587,087		9,823,773		-		13,763,770	-40%
Sub Total	\$	19,126,077	\$	21,586,200	\$	21,587,834	\$	15,007,836	\$	22,925,060	3%
SUPPLIES & SERVICES											
801 GENERAL SUPPLIES	\$	1,279,653	\$	1,117,855	\$	1,117,855	\$	7,273,192	\$	9,223,928	-719%
802 MEDICAL SUPPLIES		1,289,826		1,149,138		1,152,646		835,936		693,402	40%
803 FUEL		817		789		789		-		-	100%
804 NON-CAPITAL EQUIPMENT		6,006,057		3,827,505		3,682,951		8,040,090		2,129,808	42%
805 SUPPLIES - ALLOCATION OUT		(599,643)		-		-		-		-	0%
811 HEALTH CARE SERVICES		193,070,307		165,664,555		165,732,964		226,548,181		184,703,531	-12%
812 OTHER SERVICES		10,239,955		33,081,866		35,358,191		1,085,042		6,168,287	83%
820 RENT & OPERATING LEASES		1,027,269		1,029,528		1,029,528		938,528		804,446	29%
825 REPAIRS AND MAINTENANCE		11,706		6,075		6,075		-		-	100%
830 INTERGOVERNMENTAL PAYMENTS		2,990		-		-		-		-	0%
839 INTERNAL SERVICE CHARGES		349,069		291,610		362,621		700,988		103,272	72%
842 TRAVEL & EDUCATION		267,673		269,193		269,193		254,986		13,200	95%
843 POSTAGE/FREIGHT/SHIPPING		304,581		245,166		245,166		1,341,035		661,475	-168%
845 SUPPORT AND CARE OF PERSONS		182,059,153		175,060,741		175,060,741		207,159,000		162,722,774	7%
850 UTILITIES		2,072		1,885		1,885		-		-	100%
865 DEPRECIATION		446,178		-		-		-		-	0%
872 SERVICES - ALLOCATION OUT		(9,488,346)		-		-		-		-	0%
880 TRANSFERS OUT		24,390		22,290,089		22,290,089		416,070		75,558	100%
Sub Total	\$	386,293,707	\$	404,035,995	\$	406,310,694	\$	454,593,048	\$	367,299,681	10%
CAPITAL OUTLAY											
920 CAPITAL EQUIPMENT	\$	-	\$	458,496	\$	458,496	\$	823,000	\$	53,412	88%
956 CAPITAL - ALLOCATION IN		-		-		-		-		5,283	0%
Sub Total	\$	-	\$	458,496	\$	458,496	\$	823,000	\$	58,695	87%
Total Expenditures	\$	405,419,785	\$	426,080,691	\$	428,357,024	\$	470,423,884	\$	390,283,436	9%
Operating Balance (Rev. - Exp.)	\$	12,739,872	\$	(153,054)	\$	(153,062)	\$	(15,935,248)	\$	2,190,078	1531%

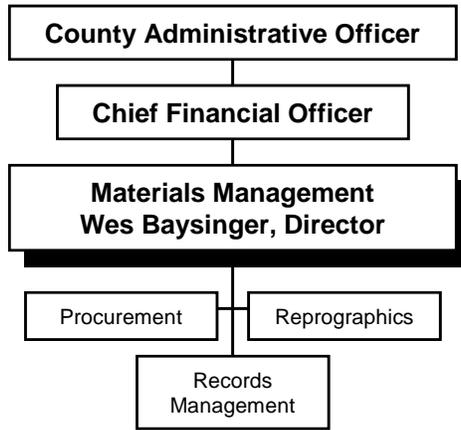
Maricopa County Health Plans (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED 600 HEALTH PLANS			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTANT	8.00	MEDICAL SERVICES MANAGER	25.25
ADMIN/OFFICE SUPPORT	34.60	NURSE	15.20
CLAIMS PROCESSOR	58.00	NURSING SUPERVISOR	1.00
CLAIMS SPECIALIST	16.00	PHARMACY TECHNICIAN	1.00
FINAN/BUSINESS ANALYST	18.50	PROGRAM COORDINATOR	140.05
GENERAL MAINTENANCE TECH	1.00	PROGRAM COORDINATOR - RN	9.00
HEALTHCARE DIRECTOR	1.00	PROGRAMMER/ANALYST	4.00
HEALTHCARE MANAGER	11.00	PUBLIC SVC REPRESENTATIVE	12.00
MANAGING PHYSICIAN	1.00	SYSTEMS ANALYST	1.00
Total			357.60

Materials Management

Organizational Chart



Mission

The Mission of Materials Management is to provide strategic procurement and records management services, delegated tactical procurement direction and oversight, and graphic communication services to County departments so they can achieve their goals and exceed the Public's performance expectations.

Vision

Through innovation and leadership Materials Management will champion the transition to e-business.

Goals

- Reduce procurement transactional costs by a measurable amount over the next five years.
- Implement an E-Procurement application by June 2007.
- Increase partnerships with other governmental entities to leverage resources and aggregate purchasing power to lower costs and increase services levels to internal customers. This would include sharing systems and applications, conducting collaborative procurement activities, and reducing commodity and services costs from previous contracts.
- Increase services and capabilities offered to Graphics customers through targeted enhancement of skills, equipment, and systems as measured by the percentage of production produced in-house.
- Maintain an annual customer satisfaction score of 90% or greater as measured through the Research and Reporting Internal Services Customer Survey.

Issues

- The value of progressive procurement, records management and graphic communications is not recognized therefore Materials Management finds it difficult to enlist the support of Senior County management and our customers for dramatic and substantive change.
- Shrinking procurement resources and constantly increasing demands will result in a significantly lower level of service from Materials Management thereby negatively affecting our customers' ability to achieve their goals.

Materials Management (Continued)

- The transition to e-government to meet citizen expectations will stretch Materials Management's meager staff and limit our ability to provide strategic consulting services to their customers.
- The ability to meet the challenges that confront Materials Management and the County from increased citizen demands and a changing business environment will be of limited success because of the lack of an aggressive strategy for facilitating change.
- Materials Management's inability to consistently attract highly qualified employees and retain our core competencies will decrease our ability to meet customer needs and reduce operational costs.
- The restrictive nature of statutory and procurement code requirements will limit the County's ability to effectively implement innovative procurement solutions.
- The lack of required employee knowledge and skills will limit the successful delegation of tactical procurement responsibilities to departments and our ability to refocus on providing proactive strategic value added services.
- The lack of dedicated resources to manage organizational change and provide continuous training for customers, vendors and staff will significantly increase the risk of failure in implementing electronic procurement.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 730 MATERIALS MANAGEMENT TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
73BS - BUSINESS SERVICES	\$ 824,842	\$ 356,039	\$ 24,045	\$ 1,204,926	\$ 1,010,775	
73CT - CONSULTING	456,824	-	-	456,824	-	
73SS - SYSTEMS AND SUPPORT	224,814	846	-	225,660	-	
99AS - ADMINISTRATIVE SERVICES PROG	203,272	86,080	10,095	299,447	20,000	
TOTAL	\$ 1,709,752	\$ 442,965	\$ 34,140	\$ 2,186,857	\$ 1,030,775	

Materials Management (Continued)

Key Performance Measures

Program Name: BUSINESS SERVICES

Program Purpose: The purpose of the Materials Management Business Services program is to provide products and services associated with graphics, procurement and records management to clients and the public so that they can satisfy their customers needs and obtain high quality competitively priced products and services, resulting in cost-effective government programs.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of clients satisfied with Graphic Communications Manufactured Products.	98.8	89	84	98
Percent of clients satisfied with Graphic Communications Contract services.	100	100	84	100
Percent of clients satisfied with procurement products provided.	91.2	91	90	90
Percent of clients satisfied with records management products provided.	80	87	90	90

Program Name: CONSULTING

Program Purpose: The Purpose of the Materials Management Consulting program is to provide training and customer support services to clients and the public so that they can meet their goals, participate in county contracting activities and deliver high quality competitively priced products and services.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of clients satisfied with Graphic Communications consulting results.	99.9	87	84	90
Percent of clients satisfied with Procurement consulting services.	83.3	90	92	90
Percent of clients satisfied with Records Management consulting results.	77	83	90	90

Materials Management (Continued)

Program Name: SYSTEMS AND SUPPORT

Program Purpose: The purpose of the Materials Management System Support program is to provide technology solutions to clients and the public so that they can access information and process business transactions that support the achievement of their goals without geographic constraints.

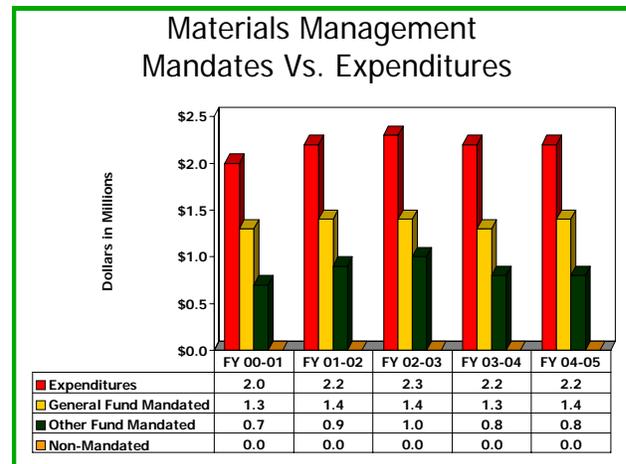
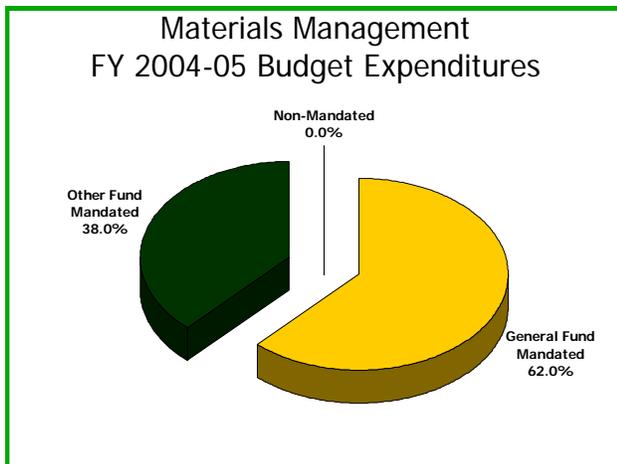
Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of clients satisfied with system and support services.	100	100	100	100
Percent of clients satisfied with Procurement System and Support services.	97	98	95	95
Percent of clients satisfied with Records Management System and Support services.	72	N/A	N/A	N/A

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,291,016	\$ -	\$ -	\$ -	\$ 724,121	\$ 2,015,137
FY 2001-02 Actuals	\$ 1,383,197	\$ -	\$ -	\$ -	\$ 856,778	\$ 2,239,975
FY 2002-03 Actuals	\$ 1,381,452	\$ -	\$ -	\$ -	\$ 955,803	\$ 2,337,255
FY 2003-04 Actuals	\$ 1,343,589	\$ -	\$ -	\$ -	\$ 834,991	\$ 2,178,580
FY 2004-05 Adopted Budget	\$ 1,354,842	\$ -	\$ -	\$ -	\$ 832,015	\$ 2,186,857

Total Administrative Mandates	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,291,016	\$ -	\$ -	\$ -	\$ 724,121	\$ 2,015,137
FY 2001-02 Actuals	\$ 1,383,197	\$ -	\$ -	\$ -	\$ 856,778	\$ 2,239,975
FY 2002-03 Actuals	\$ 1,381,452	\$ -	\$ -	\$ -	\$ 955,803	\$ 2,337,255
FY 2003-04 Actuals	\$ 1,343,589	\$ -	\$ -	\$ -	\$ 834,991	\$ 2,178,580
FY 2004-05 Adopted Budget	\$ 1,354,842	\$ -	\$ -	\$ -	\$ 832,015	\$ 2,186,857

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Materials Management (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
730 MATERIALS MANAGEMENT						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
GENERAL FUND	\$ 1,282,640	\$ 62,107	\$ 10,095	\$ 1,354,842	\$ 127,000	
INTERNAL SERVICE	427,112	380,858	24,045	832,015	903,775	
ALL FUNDS	\$ 1,709,752	\$ 442,965	\$ 34,140	\$ 2,186,857	\$ 1,030,775	

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
730 MATERIALS MANAGEMENT									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance %
REVENUE									
636 INTERNAL SERVICE CHARGES	\$ 1,058,956	\$ 900,000	\$ 900,000	\$ 900,000	\$ 1,017,682	\$ 900,000	\$ 900,000	\$ -	0%
645 INTEREST EARNINGS	2,783	-	-	-	-	-	-	-	0%
650 MISCELLANEOUS REVENUE	106,751	130,775	130,775	130,775	257,325	130,775	130,775	-	0%
651 GAIN ON FIXED ASSETS	1,400	-	-	-	-	-	-	-	0%
Total Revenue	\$ 1,169,890	\$ 1,030,775	\$ 1,030,775	\$ 1,030,775	\$ 1,275,007	\$ 1,030,775	\$ 1,030,775	\$ -	0%
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 1,403,153	\$ 1,335,303	\$ 1,368,740	\$ 1,368,740	\$ 1,383,234	\$ 1,319,019	\$ 1,320,043	\$ 48,697	4%
705 TEMPORARY PAY	3,918	-	-	-	1,536	-	-	-	0%
710 OVERTIME	78	4,076	4,076	4,076	2,522	4,076	4,076	-	0%
750 FRINGE BENEFITS	306,720	306,581	345,019	345,019	334,878	384,760	385,633	(40,614)	-12%
790 OTHER PERSONNEL SERVICES	666	-	-	-	53	-	-	-	0%
795 PERSONNEL SERVICES ALLOC OUT	(39,868)	(53,158)	(53,158)	(53,158)	(33,899)	-	-	(53,158)	100%
Sub Total	\$ 1,674,666	\$ 1,592,802	\$ 1,664,677	\$ 1,664,677	\$ 1,688,323	\$ 1,707,855	\$ 1,709,752	\$ (45,075)	-3%
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 287,617	\$ 228,218	\$ 237,689	\$ 237,689	\$ 218,187	\$ 243,119	\$ 243,119	\$ (5,430)	-2%
802 MEDICAL SUPPLIES	45	-	-	-	7	-	-	-	0%
803 FUEL	234	300	300	300	232	300	300	-	0%
804 NON-CAPITAL EQUIPMENT	8,535	18,741	17,647	17,647	1,329	17,647	13,300	4,347	25%
812 OTHER SERVICES	30,521	43,299	43,299	43,299	12,770	43,299	36,347	6,952	16%
820 RENT & OPERATING LEASES	-	-	-	-	-	6,952	6,952	(6,952)	0%
825 REPAIRS AND MAINTENANCE	49,743	93,500	93,500	93,500	52,477	93,500	92,000	1,500	2%
839 INTERNAL SERVICE CHARGES	5,433	7,528	7,528	7,528	5,546	7,528	5,760	1,768	23%
842 TRAVEL & EDUCATION	4,402	4,057	4,057	4,057	2,173	4,057	4,057	-	0%
843 POSTAGE/FREIGHT/SHIPPING	7,039	5,000	5,082	5,082	7,282	5,082	7,000	(1,918)	-38%
880 TRANSFERS OUT	76,178	39,559	39,559	39,559	39,559	34,130	34,130	5,429	14%
Sub Total	\$ 469,746	\$ 440,202	\$ 448,661	\$ 448,661	\$ 339,562	\$ 455,614	\$ 442,965	\$ 5,696	1%
CAPITAL OUTLAY									
920 CAPITAL EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ 2,136	\$ -	\$ -	\$ -	0%
950 DEBT SERVICE	3,187	46,709	46,709	46,709	46,285	32,373	34,140	12,569	27%
Sub Total	\$ 3,187	\$ 46,709	\$ 46,709	\$ 46,709	\$ 48,421	\$ 32,373	\$ 34,140	\$ 12,569	27%
Total Expenditures	\$ 2,147,600	\$ 2,079,713	\$ 2,160,047	\$ 2,160,047	\$ 2,076,306	\$ 2,195,842	\$ 2,186,857	\$ (26,810)	-1%
Operating Balance (Rev. - Exp.)	\$ (977,710)	\$ (1,048,938)	\$ (1,129,272)	\$ (1,129,272)	\$ (801,299)	\$ (1,165,067)	\$ (1,156,082)	\$ 26,810	-2%

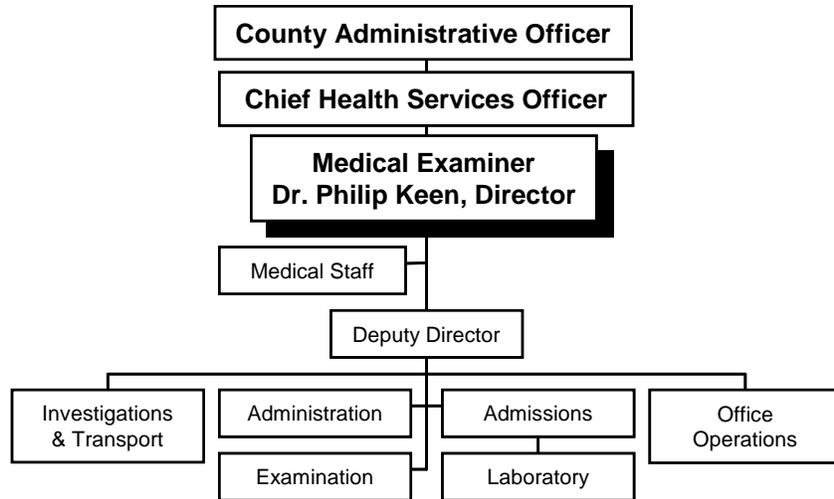
Materials Management (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
730 MATERIALS MANAGEMENT			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	6.00	GRAPHIC EQUIPMENT TECH	7.00
ADMIN/OPERATIONS SUPV	2.00	HR SPECIALIST	1.00
CONTRACT ADMINISTRATOR	2.00	PC SPECIALIST	1.00
DEPUTY DIRECTOR	1.00	PROGRAM COORDINATOR	2.00
DEVELOPER/PRGRMR ANALYST	1.00	PURCHASING SPECIALIST	7.00
DIRECTOR	1.00	PURCHASING SUPERVISOR	2.00
FINANCIAL SUPERVISOR	1.00	TECHNOLOGY ANALYST	1.00
Total			35.00

Medical Examiner

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.

Goals

- By 2007 the Office of Medical Examiner will improve service to families and other agencies by completing cases within established time frames of 90% of cases closed within 45 days and 100% of cases closed within 90 days.
- By 2007, the Office of Medical examiner will receive accreditation from the National Association of Medical Examiners (NAME) and Society of Forensic Toxicologists (SOFT) to increase the expertise of staff investigating death related cases.
- By 2007, the Office of Medical Examiner will increase certification of investigative staff by 10% to compliment the cooperative efforts with law enforcement agencies, public health, and county attorney investigating death related cases to insure the safety and welfare of the residents of Maricopa County.

Issues

- Significant growth in the population of Maricopa County will result in an increase number of deaths requiring the Office of Medical Examiner to determine and investigate the cause of death.
- The increasing public demand for information relating to deaths will require the Office of Medical Examiner to implement new technology to communicate public information as it relates to deaths in Maricopa County.

Medical Examiner (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 290 MEDICAL EXAMINER TOTAL FUNDS					
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
29ME - MEDICAL EXAMINERS	\$ 3,629,987	\$ 418,319	\$ 23,373	\$ 4,071,679	\$ 411,795
99AS - ADMINISTRATIVE SERVICES PROG	248,572	105,100	31,343	385,015	5,250
TOTAL	\$ 3,878,559	\$ 523,419	\$ 54,716	\$ 4,456,694	\$ 417,045

Key Performance Measures

Program Name: MEDICAL EXAMINERS

Program Purpose: The purpose of the Medical Examiners 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of cases completed within 90 days	94	84	78	100
Percent of autopsies performed	60	55	51	60

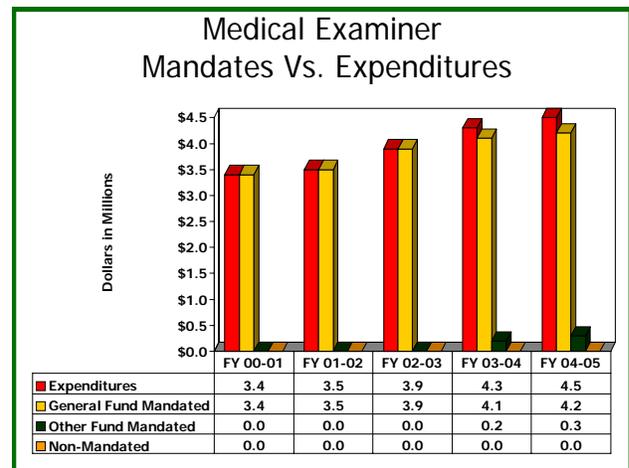
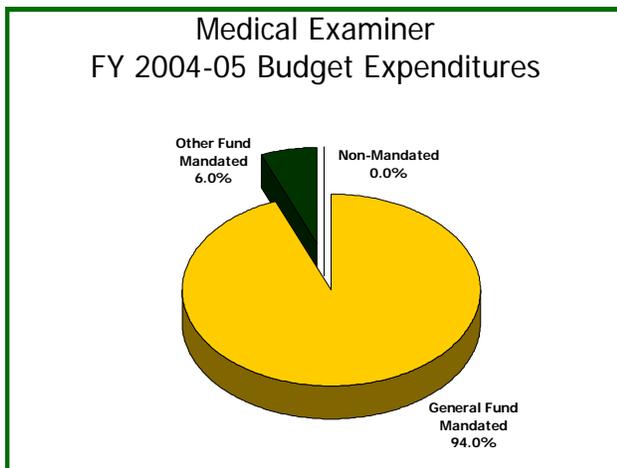
Medical Examiner (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 3,392,906	\$ -	\$ -	\$ -	\$ -	\$ 3,392,906
FY 2001-02 Actuals	\$ 3,472,800	\$ -	\$ -	\$ -	\$ -	\$ 3,472,800
FY 2002-03 Actuals	\$ 3,888,275	\$ -	\$ -	\$ -	\$ -	\$ 3,888,275
FY 2003-04 Actuals	\$ 4,089,211	\$ 217,475	\$ -	\$ -	\$ -	\$ 4,306,686
FY 2004-05 Adopted Budget	\$ 4,189,649	\$ 267,045	\$ -	\$ -	\$ -	\$ 4,456,694

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 3,392,906	\$ -	\$ -	\$ -	\$ -	\$ 3,392,906
FY 2001-02 Actuals	\$ 3,472,800	\$ -	\$ -	\$ -	\$ -	\$ 3,472,800
FY 2002-03 Actuals	\$ 3,888,275	\$ -	\$ -	\$ -	\$ -	\$ 3,888,275
FY 2003-04 Actuals	\$ 4,089,211	\$ 217,475	\$ -	\$ -	\$ -	\$ 4,306,686
FY 2004-05 Adopted Budget	\$ 4,189,649	\$ 267,045	\$ -	\$ -	\$ -	\$ 4,456,694

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Mandate Information

TITLE	Medical Examiner
AUTHORITY	A.R.S. §§ 11-591 through 11-600 County Medical Examiner
HISTORY/ BACKGROUND	The Medical Examiner reviews and authorizes all death certificates prior to cremation and has the sole responsibility for conducting complete and objective medico-legal investigations of unattended, violent, sudden, unexpected and suspicious deaths.
MANDATE DESCRIPTION	The Medical Examiner must review and report on the following categories of death: Death occurring when not under the care of a physician for a potentially fatal illness or when an attending physician is unavailable to sign the death certificate; Death resulting from violence; Death occurring suddenly when in apparent good health; Death occurring in prison; Death occurring in a suspicious, unusual, or unnatural manner; Death believed related to the decedents occupation or employment; Death believed to present a public health hazard; Death occurring during a surgical or anesthetic procedure. The Medical Examiner must review and authorize all death certificates prior to cremation of decedent's remains.

Medical Examiner (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED							
290 MEDICAL EXAMINER							
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue		
GENERAL FUND	\$ 3,630,935	\$ 503,998	\$ 54,716	\$ 4,189,649	\$ 150,000		
SPECIAL REVENUE	247,624	19,421	-	267,045	267,045		
ALL FUNDS	\$ 3,878,559	\$ 523,419	\$ 54,716	\$ 4,456,694	\$ 417,045		

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT							
290 MEDICAL EXAMINER							
ALL FUNDS							
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs
	Restated	Adopted	Restated	Projected	Requested	Adopted	Revised Variance
			Revised	Restated			%
REVENUE							
615 GRANTS	\$ -	\$ 207,614	\$ 267,045	\$ 267,045	\$ 267,045	\$ 267,045	- 0%
620 OTHER INTERGOVERNMENTAL	47,022	60,000	60,000	92,439	60,000	60,000	- 0%
635 OTHER CHARGES FOR SERVICES	309,678	300,000	300,000	233,292	300,000	90,000	210,000 70%
650 MISCELLANEOUS REVENUE	(175)	-	-	-	-	-	- 0%
Total Revenue	\$ 356,524	\$ 567,614	\$ 627,045	\$ 592,776	\$ 627,045	\$ 417,045	\$ 210,000 33%
EXPENDITURES							
PERSONAL SERVICES							
701 REGULAR PAY	\$ 2,625,787	\$ 2,819,242	\$ 2,983,107	\$ 2,906,803	\$ 2,992,451	\$ 2,979,682	\$ 3,425 0%
705 TEMPORARY PAY	100,872	68,748	84,669	142,861	84,669	84,669	- 0%
710 OVERTIME	40,339	11,700	11,700	23,243	14,906	29,906	(18,206) -156%
750 FRINGE BENEFITS	526,454	623,663	733,730	730,523	757,266	759,020	(25,290) -3%
790 OTHER PERSONNEL SERVICES	28,868	23,708	23,708	26,469	25,282	25,282	(1,574) -7%
795 PERSONNEL SERVICES ALLOC OUT	(140,766)	(23,696)	(32,686)	(32,686)	(32,686)	(32,299)	(387) 1%
796 PERSONNEL SERVICES ALLOC IN	-	23,696	32,686	87,118	32,686	32,299	387 1%
Sub Total	\$ 3,181,554	\$ 3,547,061	\$ 3,836,914	\$ 3,884,330	\$ 3,874,574	\$ 3,878,559	\$ (41,645) -1%
SUPPLIES & SERVICES							
801 GENERAL SUPPLIES	\$ 87,986	\$ 66,137	\$ 58,104	\$ 58,090	\$ 56,104	\$ 56,503	\$ 1,601 3%
802 MEDICAL SUPPLIES	178,527	164,181	164,181	204,991	166,181	185,592	(21,411) -13%
803 FUEL	8,990	10,363	10,363	11,154	10,363	10,196	167 2%
804 NON-CAPITAL EQUIPMENT	12,999	7,650	8,207	9,621	4,756	4,756	3,451 42%
811 HEALTH CARE SERVICES	60,535	61,000	61,000	53,111	61,000	61,000	- 0%
812 OTHER SERVICES	21,755	24,531	24,531	25,373	19,531	19,531	5,000 20%
820 RENT & OPERATING LEASES	6,822	8,000	8,000	7,779	13,000	8,000	- 0%
825 REPAIRS AND MAINTENANCE	42,227	29,797	40,834	68,311	40,834	104,051	(63,217) -155%
830 INTERGOVERNMENTAL PAYMENTS	2,250	-	-	-	-	-	- 0%
839 INTERNAL SERVICE CHARGES	12,463	6,453	6,453	7,634	9,182	9,349	(2,896) -45%
842 TRAVEL & EDUCATION	15,210	3,200	8,450	16,005	7,455	7,455	995 12%
843 POSTAGE/FREIGHT/SHIPPING	6,258	6,000	6,000	6,420	6,000	6,000	- 0%
850 UTILITIES	13,028	4,737	4,737	14,188	4,737	15,600	(10,863) -229%
880 TRANSFERS OUT	-	-	-	-	-	35,386	(35,386) 0%
Sub Total	\$ 469,050	\$ 392,049	\$ 400,860	\$ 482,677	\$ 399,143	\$ 523,419	\$ (122,559) -31%
CAPITAL OUTLAY							
920 CAPITAL EQUIPMENT	\$ -	\$ 5,800	\$ -	\$ -	\$ -	\$ -	- 0%
950 DEBT SERVICE	124,653	143,907	132,870	88,030	121,388	54,716	78,154 59%
Sub Total	\$ 124,653	\$ 149,707	\$ 132,870	\$ 88,030	\$ 121,388	\$ 54,716	\$ 78,154 59%
Total Expenditures	\$ 3,775,258	\$ 4,088,817	\$ 4,370,644	\$ 4,455,037	\$ 4,395,105	\$ 4,456,694	\$ (86,050) -2%
Operating Balance (Rev. - Exp.)	\$ (3,418,733)	\$ (3,521,203)	\$ (3,743,599)	\$ (3,862,261)	\$ (3,768,060)	\$ (4,039,649)	\$ 296,050 -8%

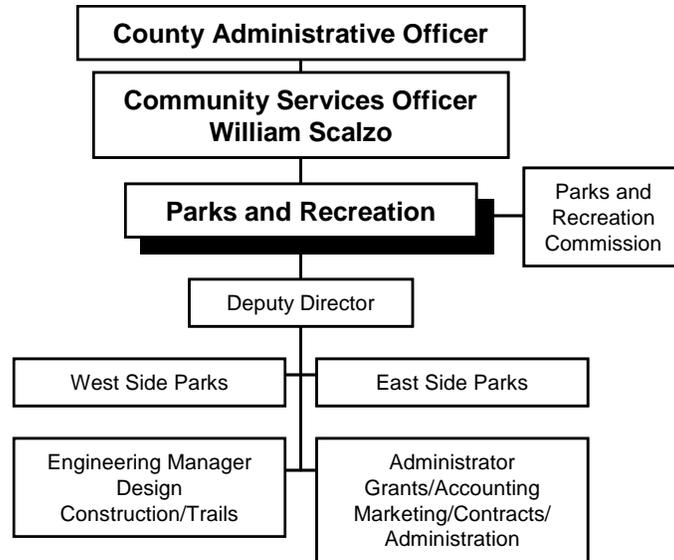
Medical Examiner (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
290 MEDICAL EXAMINER			
Market Range Title	FTE	Market Range Title	FTE
ADMIN & OPERATIONS MGR	1.00	DRIVER-MEDICAL	4.00
ADMINISTRATIVE SPECIALIST	10.00	EXECUTIVE ASSISTANT	1.00
ADMIN/OFFICE SUPPORT	5.00	HR SPECIALIST	1.00
ADMIN/OFFICE SUPPORT SUPV	1.00	INVESTIGATOR	8.00
ADMIN/OPERATIONS SUPV	3.00	LABORATORY MANAGER	1.00
CRIME LAB SPECIALIST	16.00	LABORATORY SUPERVISOR	1.00
DEPUTY DIRECTOR	1.00	MEDICAL TECHNICIAN	1.00
DIRECTOR	1.00	PC SPECIALIST	1.00
		PHYSICIAN	10.00
Total			66.00

Parks & Recreation

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.

Goals

- By July 2006, we will continue to expand the buffer zones around existing parks and acquire lands and trail segments identified through the Arizona Preserve Initiative, BLM R&PP 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.
- By December 2006, in order to meet the increased park usage and demand for park services, we will identify a funding source for each of the capital projects in the improvement plan for the park system.
- By December 2009, Parks and Recreation will become non-reliant on the general fund through alternate means of funding, which may include the development of a strong non-profit foundation or other special revenue sources.
- By July 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%.

Parks & Recreation (Continued)

Issues

- Increased urban encroachment on county parks will diminish the open space experience and natural vistas for our many park visitors.
- The continuing population growth will cause the existing park facilities to be inadequate for the growing public demand for our services.
- Economic trends will continue to impact county resources and increase competition for funding of parks against the demand for mandated services and this will stretch services and staff to the limit.
- Due to the increase in county population and its dispersal to all corners of the county, increased marketing and education will be necessary to reach the regional population.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 300 PARKS & RECREATION TOTAL FUNDS					
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
30ER - PARK ED & RECREATION PRGM	\$ 1,812,579	\$ 433,294	\$ -	\$ 2,245,873	\$ 3,909,706
30SP - PARK SUPPORT	1,345,626	781,364	354,570	2,481,560	233,100
99AS - ADMINISTRATIVE SERVICES PROG	773,504	233,463	10,095	1,017,062	-
99IT - INFORMATION TECHNOLOGY PROGRAM	13,335	-	-	13,335	-
TOTAL	\$ 3,945,044	\$ 1,448,121	\$ 364,665	\$ 5,757,830	\$ 4,142,806

Key Performance Measures

Program Name: PARK EDUCATION & RECREATION

Program Purpose: 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 environment and have a healthy and exhilarating outdoor experience.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Satisfaction rate of park users	88.3	91.4	91.4	92
Percent of park visitors who attend a program	7.21	5.43	6.4	6.9

Program Name: PARK SUPPORT

Program Purpose: 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of park user satisfaction as related to facilities	81.6	89.3	89.3	89.3

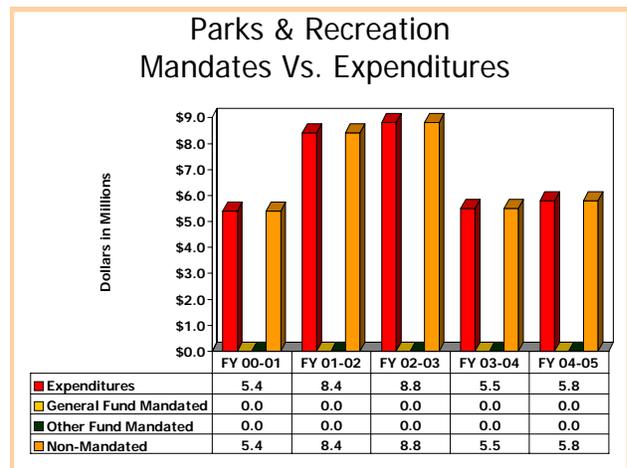
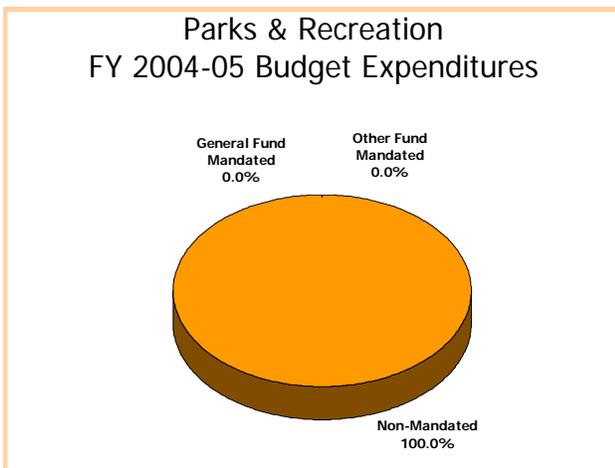
Parks & Recreation (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,501,023	\$ 3,918,946	\$ -	\$ -	\$ -	\$ 5,419,969
FY 2001-02 Actuals	\$ 1,611,737	\$ 6,750,568	\$ -	\$ -	\$ -	\$ 8,362,305
FY 2002-03 Actuals	\$ 1,688,468	\$ 7,141,350	\$ -	\$ -	\$ -	\$ 8,829,818
FY 2003-04 Actuals	\$ 1,148,975	\$ 4,400,083	\$ -	\$ -	\$ -	\$ 5,549,058
FY 2004-05 Adopted Budget	\$ 1,271,316	\$ 4,486,514	\$ -	\$ -	\$ -	\$ 5,757,830

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,501,023	\$ 3,918,946	\$ -	\$ -	\$ -	\$ 5,419,969
FY 2001-02 Actuals	\$ 1,611,737	\$ 6,750,568	\$ -	\$ -	\$ -	\$ 8,362,305
FY 2002-03 Actuals	\$ 1,688,468	\$ 7,141,350	\$ -	\$ -	\$ -	\$ 8,829,818
FY 2003-04 Actuals	\$ 1,148,975	\$ 4,400,083	\$ -	\$ -	\$ -	\$ 5,549,058
FY 2004-05 Adopted Budget	\$ 1,271,316	\$ 4,486,514	\$ -	\$ -	\$ -	\$ 5,757,830

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Parks & Recreation (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
300 PARKS & RECREATION						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
ELIMINATIONS	\$ -	\$ (17,000)	\$ -	\$ (17,000)	\$ (17,000)	(17,000)
GENERAL FUND	688,933	557,264	25,119	1,271,316	-	-
SPECIAL REVENUE	3,256,111	907,857	339,546	4,503,514	4,159,806	4,159,806
ALL FUNDS	\$ 3,945,044	\$ 1,448,121	\$ 364,665	\$ 5,757,830	\$ 4,142,806	4,142,806

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
300 PARKS & RECREATION									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Revised	Restated	Requested	Adopted	Revised	Variance	%
REVENUE									
615 GRANTS	\$ 42,780	\$ 168,470	\$ 168,470	\$ 129,996	\$ 57,470	\$ 57,470	\$ 111,000	66%	
620 OTHER INTERGOVERNMENTAL	410,000	470,000	470,000	577,500	445,000	445,000	25,000	5%	
635 OTHER CHARGES FOR SERVICES	2,832,370	2,584,800	2,584,700	2,818,875	2,747,150	2,766,101	(181,401)	-7%	
637 FINES & FORFEITS	1,050	-	-	882	-	-	-	0%	
645 INTEREST EARNINGS	98,488	201,400	201,400	66,288	94,500	94,500	106,900	53%	
650 MISCELLANEOUS REVENUE	908,083	1,144,685	1,144,785	1,258,976	779,735	779,735	365,050	32%	
652 PROCEEDS OF FINANCING	-	-	-	3,497	-	-	-	0%	
680 TRANSFERS IN	0	-	-	-	-	-	-	0%	
Total Revenue	\$ 4,292,772	\$ 4,569,355	\$ 4,569,355	\$ 4,856,015	\$ 4,123,855	\$ 4,142,806	\$ 426,549	9%	
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 3,118,881	\$ 3,139,679	\$ 2,714,359	\$ 2,802,839	\$ 2,912,173	\$ 2,709,458	\$ 4,901	0%	
705 TEMPORARY PAY	58,111	64,000	69,250	55,547	56,000	51,000	18,250	26%	
710 OVERTIME	2,831	5,700	5,700	3,324	2,300	2,300	3,400	60%	
750 FRINGE BENEFITS	893,296	1,104,154	932,787	917,150	967,542	931,364	1,423	0%	
790 OTHER PERSONNEL SERVICES	12,367	-	116,538	7,224	26,775	-	116,538	100%	
795 PERSONNEL SERVICES ALLOC OUT	(576,456)	(586,913)	(465,886)	(473,175)	(380,800)	(371,113)	(94,773)	20%	
796 PERSONNEL SERVICES ALLOC IN	476,423	481,282	481,282	498,533	451,687	622,035	(140,753)	-29%	
Sub Total	\$ 3,985,453	\$ 4,207,902	\$ 3,854,030	\$ 3,811,443	\$ 4,035,677	\$ 3,945,044	\$ (91,014)	-2%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 357,944	\$ 597,691	\$ 590,322	\$ 430,915	\$ 586,254	\$ 514,414	\$ 75,908	13%	
802 MEDICAL SUPPLIES	2,249	650	650	273	500	500	150	23%	
803 FUEL	117,798	104,772	101,772	107,581	99,372	107,472	(5,700)	-6%	
804 NON-CAPITAL EQUIPMENT	34,680	24,888	24,888	18,356	19,370	10,870	14,018	56%	
810 LEGAL SERVICES	103	-	-	-	-	-	-	0%	
811 HEALTH CARE SERVICES	450	-	-	-	-	-	-	0%	
812 OTHER SERVICES	256,898	471,799	390,728	248,933	158,000	130,095	260,633	67%	
820 RENT & OPERATING LEASES	33,610	27,148	27,148	19,828	27,148	178,469	(151,321)	-557%	
825 REPAIRS AND MAINTENANCE	94,275	171,560	168,560	69,214	67,200	63,200	105,360	63%	
830 INTERGOVERNMENTAL PAYMENTS	64,132	64,000	65,700	63,951	66,700	66,700	(1,000)	-2%	
839 INTERNAL SERVICE CHARGES	107,840	121,901	111,826	112,101	114,951	114,951	(3,125)	-3%	
842 TRAVEL & EDUCATION	15,180	23,644	21,394	21,081	31,374	26,374	(4,980)	-23%	
843 POSTAGE/FREIGHT/SHIPPING	3,575	3,100	2,750	2,606	2,660	2,660	90	3%	
850 UTILITIES	269,930	251,300	261,300	236,567	213,416	232,416	28,884	11%	
880 TRANSFERS OUT	98,019	60,366	60,366	60,366	-	-	60,366	100%	
Sub Total	\$ 1,456,681	\$ 1,922,819	\$ 1,827,404	\$ 1,391,770	\$ 1,386,945	\$ 1,448,121	\$ 379,283	21%	
CAPITAL OUTLAY									
910 LAND	\$ -	\$ -	\$ -	\$ -	\$ 542,000	\$ -	\$ -	0%	
915 BUILDINGS AND IMPROVEMENTS	3,199,118	412,922	524,118	453,772	488,501	339,546	184,572	35%	
920 CAPITAL EQUIPMENT	28,014	41,500	-	-	15,024	15,024	(15,024)	0%	
930 VEHICLES & CONSTRUCTION EQUIP	134,045	71,820	49,820	49,340	-	-	49,820	100%	
940 INFRASTRUCTURE	-	-	28,500	-	-	-	28,500	100%	
950 DEBT SERVICE	-	-	-	-	-	10,095	(10,095)	0%	
Sub Total	\$ 3,361,177	\$ 526,242	\$ 602,438	\$ 503,112	\$ 1,045,525	\$ 364,665	\$ 237,773	39%	
Total Expenditures	\$ 8,803,311	\$ 6,656,963	\$ 6,283,872	\$ 5,706,324	\$ 6,468,147	\$ 5,757,830	\$ 526,042	8%	
Operating Balance (Rev. - Exp.)	\$ (4,510,539)	\$ (2,087,608)	\$ (1,714,517)	\$ (850,310)	\$ (2,344,292)	\$ (1,615,024)	\$ (99,493)	6%	

Parks & Recreation (Continued)

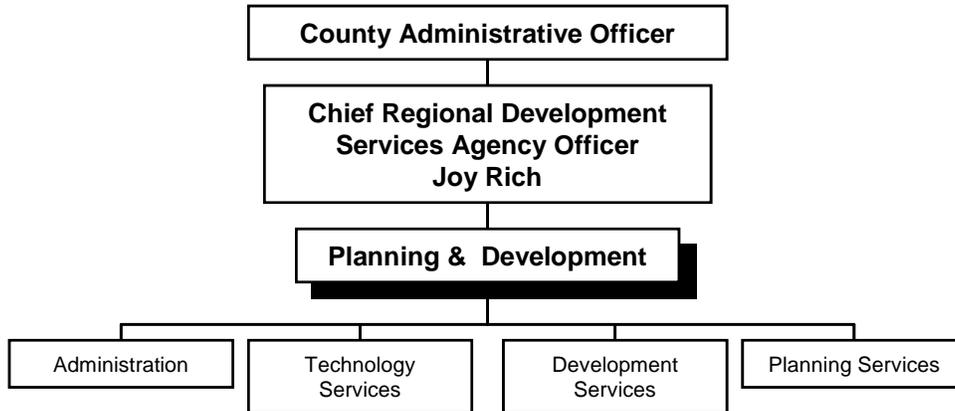
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED 300 PARKS & RECREATION			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTANT	1.00	ENGINEERING AIDE	2.00
ACCOUNTING CLERK	1.00	ENGINEERING SUPERVISOR	1.00
ADMIN & OPERATIONS MGR	2.00	FINANCIAL SUPERVISOR	1.00
ADMINISTRATIVE SPECIALIST	3.50	GENERAL LABORER	21.00
ADMINISTRATOR	1.00	GENERAL MAINTENANCE SUPV	1.00
ADMIN/OFFICE SUPPORT	7.00	GENERAL MAINTENANCE TECH	8.00
ADMIN/OFFICE SUPPORT SUPV	2.00	GOVT/COMMUN AFFAIRS OFCR	2.00
ADMIN/OPERATIONS SUPV	9.00	HR SPECIALIST	1.00
CHIEF OFFICER	1.00	PUBLIC SVC REPRESENTATIVE	3.00
CONTRACT ADMINISTRATOR	1.00	TRADES SPECIALIST	5.00
EDUCATOR	12.00	TRADES SUPERVISOR	1.00
Total			86.50



Planning & Development

Organizational Chart



Mission

The Mission of the Planning and Development Department is to provide planning and development services 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.

Goals

- By the end of FY06, the first review turn around time for plan reviews in the One Stop Shop (OSS) process will be thirty (30) days or less.
- By the end of FY06, all One Stop Shop (OSS) participating departments will have representatives physically located together to enhance customer service and reduce travel requirements of customers.
- By the end of FY06, integrate Drainage Administration functions into Planning and Development Department. This will provide better administration and coordination of drainage regulations with planning and development activities resulting in more comprehensive inspections.
- By the end of FY06, training/certification processes will be implemented to ensure 100% of inspectors are qualified to conduct both building and flood drainage inspections.
- By the end of FY07, digital intake and online processing of application submissions will be available.

Issues

- Current business processes in support of OSS goals are not aligned within the OSS partners. Until the partners utilize tools such as workflow and digitalized distribution to analyze business processes, these goals cannot be aligned.
- The OSS process does not provide a physical single stop for review of customer's submittals. Without a physical single stop where the customer can obtain a completed submittal review by all OSS partners, reduction of time for this process can never be achieved.

Planning & Development (Continued)

- Current administration of inspections, building and flood, being provided by separate programs does not allow for a coordinated and timely completion of these tasks. This lack of centralized scheduling, inspecting and updating inspection results delays the status of the permit being changed to “Final” and the customer being able to obtain utilities.
- The OSS partners currently depend on a manual paper based distribution and review to process documents and plans for each permit request. This system does not provide timely distribution and prevention of loss of these documents to OSS partners and within those departments.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 440 PLANNING & DEVELOPMENT TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
44SH - ONE STOP SHOP	\$ 5,303,563	\$ 801,315	\$ 86,000	\$ 6,190,878	\$ 11,138,503	
99AS - ADMINISTRATIVE SERVICES PROG	2,051,507	1,312,999	236,081	3,600,587	236,497	
99IT - INFORMATION TECHNOLOGY PROGRAM	713,325	605,158	-	1,318,483	-	
TOTAL	\$ 8,068,395	\$ 2,719,472	\$ 322,081	\$ 11,109,948	\$ 11,375,000	

Key Performance Measures

Program Name: ONE STOP SHOP

Program Purpose: 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.

<u>Key Results:</u>	<u>FY 2002 Actual</u>	<u>FY 2003 Actual</u>	<u>FY 2004 Actual</u>	<u>FY 2005 Projected</u>
Percent of OSS actions taken within OSS targets	N/A	N/A	82	90

Planning & Development (Continued)

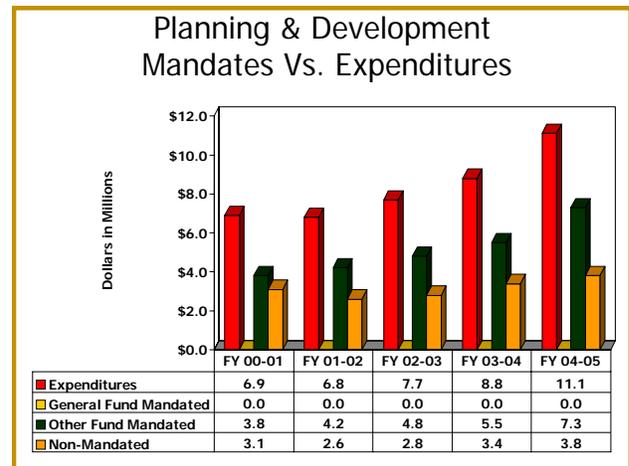
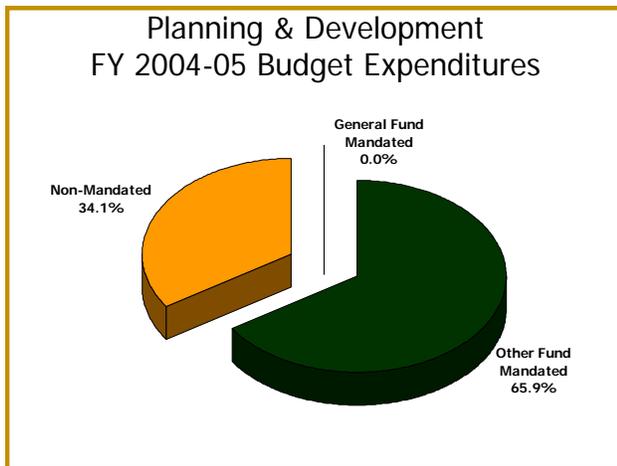
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 6,856,925	\$ -	\$ -	\$ -	\$ 6,856,925
FY 2001-02 Actuals	\$ -	\$ 6,787,741	\$ -	\$ -	\$ -	\$ 6,787,741
FY 2002-03 Actuals	\$ -	\$ 7,686,397	\$ -	\$ -	\$ -	\$ 7,686,397
FY 2003-04 Actuals	\$ -	\$ 8,846,649	\$ -	\$ -	\$ -	\$ 8,846,649
FY 2004-05 Adopted Budget	\$ -	\$ 11,109,948	\$ -	\$ -	\$ -	\$ 11,109,948

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 3,782,557	\$ -	\$ -	\$ -	\$ 3,782,557
FY 2001-02 Actuals	\$ -	\$ 4,222,810	\$ -	\$ -	\$ -	\$ 4,222,810
FY 2002-03 Actuals	\$ -	\$ 4,845,070	\$ -	\$ -	\$ -	\$ 4,845,070
FY 2003-04 Actuals	\$ -	\$ 5,469,256	\$ -	\$ -	\$ -	\$ 5,469,256
FY 2004-05 Adopted Budget	\$ -	\$ 7,323,120	\$ -	\$ -	\$ -	\$ 7,323,120

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 3,074,368	\$ -	\$ -	\$ -	\$ 3,074,368
FY 2001-02 Actuals	\$ -	\$ 2,564,931	\$ -	\$ -	\$ -	\$ 2,564,931
FY 2002-03 Actuals	\$ -	\$ 2,841,327	\$ -	\$ -	\$ -	\$ 2,841,327
FY 2003-04 Actuals	\$ -	\$ 3,377,393	\$ -	\$ -	\$ -	\$ 3,377,393
FY 2004-05 Adopted Budget	\$ -	\$ 3,786,828	\$ -	\$ -	\$ -	\$ 3,786,828

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Planning & Development (Continued)

Mandate Information

TITLE Issue Permits, Zoning Enforcement

AUTHORITY A.R.S. 11-808A Enforcement; A.R.S. 11-808B Building Permits; A.R.S. 11-322 Violations.

**HISTORY/
BACKGROUND** The Board of Supervisors adopted the current Maricopa County Zoning Ordinance in May 1969. The Uniform Building Code and other related codes were adopted in December 1974. In 1975, the Building Safety Division was established. Violations of the zoning ordinance were reported to Zoning Enforcement. The Zoning Division was reorganized in 1994 and is now known as Development Services. On March 13, 2000, the Planning and Development Department transitioned to the "One Stop Shop" permitting program, an interdepartmental approach to providing enhanced developmental services to citizens. In October 2002 the International Building Code was adopted, with an effective date of January 1, 2004.

**MANDATE
DESCRIPTION** 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. The County must enforce its adopted zoning ordinance.

Issue Permits, Zoning Enforcement	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 1,853,084	\$ -	\$ -	\$ -	\$ 1,853,084
FY 2001-02 Actuals	\$ -	\$ 2,277,655	\$ -	\$ -	\$ -	\$ 2,277,655
FY 2002-03 Actuals	\$ -	\$ 2,659,526	\$ -	\$ -	\$ -	\$ 2,659,526
FY 2003-04 Actuals	\$ -	\$ 3,180,424	\$ -	\$ -	\$ -	\$ 3,180,424
FY 2004-05 Adopted Budget	\$ -	\$ 4,368,771	\$ -	\$ -	\$ -	\$ 4,368,771

TITLE Building Construction and Inspection

AUTHORITY A.R.S. § 11-861 Adoption Of Building Codes, Limitations, Method Of Adoption, Rules And Regulation; A.R.S. § 11-862 Advisory Board; Appointment Terms; Duties.

**HISTORY/
BACKGROUND** The Board of Supervisors adopted the current Maricopa County Zoning Ordinance in May 1969. The Uniform Building Code and other related codes were adopted in December 1974. In 1975, the Building Safety Department was established and a Building Code Advisory Board was formed. The Building Safety Department merged with the Planning and Development Department and became what is now known as Plan Review and Inspection Services. On March 13, 2000, Inspection Services became part of the "One Stop Shop" program, an interdepartmental approach to providing enhanced developmental services to citizens. In October 2002 the International Building Code was adopted, with an effective date of January 1, 2004.

**MANDATE
DESCRIPTION** It is unlawful to erect, construct, reconstruct, alter or use any building or other structures without obtaining a building permit from the County. All buildings and structures in unincorporated areas must be built to code and inspected. An Advisory Board, as required by the International Building Code, must determine the suitability of alternative materials and construction and interpret the provisions of the Code.

Building Construction and Inspection	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 1,088,512	\$ -	\$ -	\$ -	\$ 1,088,512
FY 2001-02 Actuals	\$ -	\$ 1,119,160	\$ -	\$ -	\$ -	\$ 1,119,160
FY 2002-03 Actuals	\$ -	\$ 1,426,518	\$ -	\$ -	\$ -	\$ 1,426,518
FY 2003-04 Actuals	\$ -	\$ 1,439,354	\$ -	\$ -	\$ -	\$ 1,439,354
FY 2004-05 Adopted Budget	\$ -	\$ 1,659,778	\$ -	\$ -	\$ -	\$ 1,659,778

Planning & Development (Continued)

TITLE Zoning and Subdivision Regulations and Board of Adjustment

AUTHORITY A.R.S. § 11-8-806.01 Subdivision Regulation; Platting Rules; Violation; Classification; Easement Vesting; A.R.S. § 11-821B County Plan; A.R.S. § 11-829 Amendment; A.R.S. § 11-807 Board Of Adjustment, Power, Appeals.

**HISTORY/
BACKGROUND** The current Maricopa County Zoning Ordinance was adopted in 1969. The Subdivision Regulations were adopted in 1972. The Board of Adjustment hears variances to the ordinance and interprets appeals to the ordinance.

**MANDATE
DESCRIPTION** Develop and administer zoning ordinances for unincorporated areas. Review and act on citizen requests for amendment or change in the zoning ordinance of areas previously zoned. Regulates the subdivision of all lands within the unincorporated areas. The Board of Adjustment hears variance cases and appeals of zoning ordinance.

Zoning & Subdivision Regulations and Board of Adjustment	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 539,280	\$ -	\$ -	\$ -	\$ 539,280
FY 2001-02 Actuals	\$ -	\$ 626,336	\$ -	\$ -	\$ -	\$ 626,336
FY 2002-03 Actuals	\$ -	\$ 561,875	\$ -	\$ -	\$ -	\$ 561,875
FY 2003-04 Actuals	\$ -	\$ 648,530	\$ -	\$ -	\$ -	\$ 648,530
FY 2004-05 Adopted Budget	\$ -	\$ 966,111	\$ -	\$ -	\$ -	\$ 966,111

TITLE County Comprehensive Plan

AUTHORITY A.R.S. Title 11, Article 1, § 11-806 Powers and Duties, Comprehensive Plan; A.R.S. § 11-821(A) County Plan, definition; A.R.S. § 11-824(E) Adoption and Amendment of County Plan by Board of Supervisors.

**HISTORY/
BACKGROUND** A.R.S. Title 11, Article 1, § 11-806 states "The board shall adopt a comprehensive plan and subsequently amend or extend the adopted plan." § 11-821(A) states, "...the Board of Supervisors shall adopt or readopt a comprehensive long-term county plan for the development of the area of jurisdiction. " On October 20,1997, the Board of Supervisors adopted "Maricopa County 2020, Eye to the Future" as the comprehensive plan of Maricopa County.

**MANDATE
DESCRIPTION** Adopt a comprehensive plan as the official guide to accomplish a coordinated, adjusted and harmonious development of the area of jurisdiction. The comprehensive plan shall be developed so as 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. The Board of Supervisors shall consult and advise with citizens and stakeholders to secure the maximum coordination of plans to best promote with efficiency and economy the health, safety, and, general welfare of the public.

County Comprehensive Plan	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 301,681	\$ -	\$ -	\$ -	\$ 301,681
FY 2001-02 Actuals	\$ -	\$ 199,659	\$ -	\$ -	\$ -	\$ 199,659
FY 2002-03 Actuals	\$ -	\$ 197,151	\$ -	\$ -	\$ -	\$ 197,151
FY 2003-04 Actuals	\$ -	\$ 200,948	\$ -	\$ -	\$ -	\$ 200,948
FY 2004-05 Adopted Budget	\$ -	\$ 328,460	\$ -	\$ -	\$ -	\$ 328,460

Planning & Development (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED										
440 PLANNING & DEVELOPMENT										
Fund Type	Personal Services		Supplies & Services		Capital Outlay	Total Expenditures	Total Revenue			
SPECIAL REVENUE	\$	8,068,395	\$	2,719,472	\$	322,081	\$	11,109,948	\$	11,375,000
ALL FUNDS	\$	8,068,395	\$	2,719,472	\$	322,081	\$	11,109,948	\$	11,375,000

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT															
440 PLANNING & DEVELOPMENT															
ALL FUNDS															
		FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs							
		Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance %					
REVENUE															
610 LICENSES AND PERMITS	\$	9,273,841	\$	8,184,000	\$	8,184,000	\$	9,420,727	\$	8,211,968	\$	8,211,968	\$	(27,968)	0%
635 OTHER CHARGES FOR SERVICES		2,794,026		2,072,000		2,072,000		2,490,221		2,908,294		2,908,294		(836,294)	-40%
637 FINES & FORFEITS		2,230		3,000		3,000		1,950		2,328		2,328		672	22%
645 INTEREST EARNINGS		280,189		155,000		155,000		114,528		236,497		236,497		(81,497)	-53%
650 MISCELLANEOUS REVENUE		26,463		264,000		264,000		23,111		15,913		15,913		248,087	94%
Total Revenue	\$	12,376,749	\$	10,678,000	\$	10,678,000	\$	12,050,537	\$	11,375,000	\$	11,375,000	\$	(697,000)	-7%
EXPENDITURES															
PERSONAL SERVICES															
701 REGULAR PAY	\$	4,156,603	\$	4,802,163	\$	5,934,906	\$	4,748,005	\$	6,213,901	\$	6,213,901	\$	(278,995)	-5%
705 TEMPORARY PAY		22,735		-		-		(547)		-		-		-	0%
710 OVERTIME		6,701		12,727		12,727		6,929		15,427		15,427		(2,700)	-21%
750 FRINGE BENEFITS		992,052		1,347,806		1,745,788		1,311,031		1,904,983		1,904,983		(159,195)	-9%
790 OTHER PERSONNEL SERVICES		5,386		-		-		1,791		-		-		-	0%
795 PERSONNEL SERVICES ALLOC OUT		(26,670)		(51,748)		(56,141)		(51,748)		(65,916)		(65,916)		9,775	-17%
796 PERSONNEL SERVICES ALLOC IN		3,000		6,000		10,393		10,393		-		-		10,393	100%
Sub Total	\$	5,159,808	\$	6,116,948	\$	7,647,673	\$	6,025,854	\$	8,068,395	\$	8,068,395	\$	(420,722)	-6%
SUPPLIES & SERVICES															
801 GENERAL SUPPLIES	\$	275,475	\$	192,849	\$	541,752	\$	532,900	\$	703,449	\$	546,738	\$	(4,986)	-1%
803 FUEL		46,817		35,010		39,518		46,159		35,010		35,010		4,508	11%
804 NON-CAPITAL EQUIPMENT		12,146		-		17,462		14,593		4,000		4,000		13,462	77%
810 LEGAL SERVICES		11,016		8,500		3,500		10,340		8,500		8,500		(5,000)	-143%
812 OTHER SERVICES		408,664		223,177		299,549		279,311		351,865		351,865		(52,316)	-17%
820 RENT & OPERATING LEASES		651,496		654,251		717,194		717,194		782,187		782,187		(64,993)	-9%
825 REPAIRS AND MAINTENANCE		55,378		58,941		58,944		32,196		121,200		121,200		(62,256)	-106%
839 INTERNAL SERVICE CHARGES		210,188		405,771		432,804		416,054		257,124		413,835		18,969	4%
842 TRAVEL & EDUCATION		69,446		90,879		61,773		54,198		147,850		147,850		(86,077)	-139%
843 POSTAGE/FREIGHT/SHIPPING		14,556		-		-		14,667		6,000		6,000		(6,000)	0%
880 TRANSFERS OUT		481,675		254,112		254,112		254,112		302,287		302,287		(48,175)	-19%
Sub Total	\$	2,236,857	\$	1,923,490	\$	2,426,608	\$	2,371,723	\$	2,719,472	\$	2,719,472	\$	(292,864)	-12%
CAPITAL OUTLAY															
920 CAPITAL EQUIPMENT	\$	35,428	\$	-	\$	118,066	\$	76,460	\$	-	\$	-	\$	118,066	100%
930 VEHICLES & CONSTRUCTION EQUIP		206,495		-		102,800		101,600		86,000		86,000		16,800	16%
950 DEBT SERVICE		47,808		170,408		208,770		208,770		236,081		236,081		(27,311)	-13%
Sub Total	\$	289,731	\$	170,408	\$	429,636	\$	386,830	\$	322,081	\$	322,081	\$	107,555	25%
Total Expenditures	\$	7,686,397	\$	8,210,846	\$	10,503,917	\$	8,784,407	\$	11,109,948	\$	11,109,948	\$	(606,031)	-6%
Operating Balance (Rev. - Exp.)	\$	4,690,352	\$	2,467,154	\$	174,083	\$	3,266,130	\$	265,052	\$	265,052	\$	(90,969)	-52%

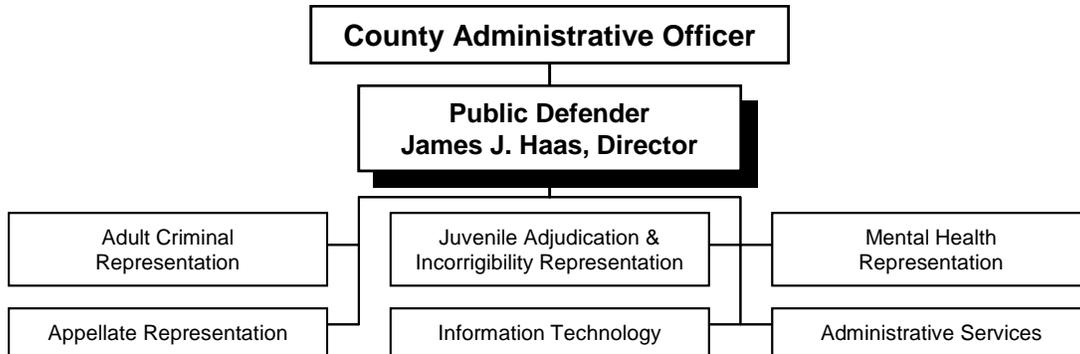
Planning & Development (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
440 PLANNING & DEVELOPMENT			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	5.00	INSPECTION SUPERVISOR	6.00
ADMIN/OFFICE SUPPORT	7.00	INSPECTOR	26.00
ADMIN/OPERATIONS SUPV	2.00	MANAGEMENT ANALYST	1.00
CHIEF OFFICER	1.00	OPERATIONS MANAGER	2.00
DEPUTY DIRECTOR	2.00	PC SPECIALIST	1.00
DEVELOPER/PRGRMR ANALYST	6.00	PLANNER	12.00
ENGINEER	1.00	PLANNING SUPERVISOR	6.00
ENGINEERING TECHNICIAN	7.00	PUBLIC SVC REPRESENTATIVE	55.00
FINANCIAL SUPERVISOR	1.00	PUBLIC SVC SUPERVISOR	6.00
HR SPECIALIST	1.00	TECHNOLOGY ANALYST	5.00
INFO CENTER MANAGER	1.00	TECHNOLOGY PRODUCT ADMIN	1.00
INFO SYSTEMS SUPERVISOR	1.00	TRAINING SPECIALIST	2.00
		UNDETERMINED	1.00
Total			159.00

Public Defender

Organizational Chart



Mission

The Mission of the Public Defender's Office is to provide quality legal representation to indigent individuals assigned to us by the court, thus safeguarding the fundamental legal rights of each member of the community.

Vision

The Vision of the Public Defender's Office is to Deliver America's Promise of Justice for All

Goals

- By July 2006, the goal of the Public Defender's Office is to establish and maintain an effective, County-sanctioned case-weighting and counting system that includes acceptable performance standards, meets all ethical guidelines, and provides a mechanism for maintaining appropriate workloads consistent with the 2003 Spangenberg Case Weighting Study.
- By July 2006, the goal of the Public Defender's Office is to advocate for and work cooperatively with our justice system partners to develop an effective approach to indigency screening, which includes specific guidelines to distinguish defendants who, based on their financial status, qualify for court-appointed counsel from those who can afford private counsel and those who can contribute to the cost of a court-appointed defense.
- By July 2006, the goal of the Public Defender's Office is to implement a case management system that will meet our need for comprehensive case information, while simultaneously offering a tool to improve our ability to manage cases and share information, knowledge and resources, thus improving our ability to focus on case-specific work.
- By July 2007, the goal of the Public Defender's Office is to reduce the number of cases requiring administrative withdrawal by effectively advocating for the development of an Indigent Representation staffing plan that includes a commitment to sufficient funding and timely response to workload increases.
- An ongoing goal of the Public Defender's Office is to maintain cost effectiveness by limiting the percentage of increases in the annual cost per case to no more than the percentage of increase in the overall annual funding of the County's justice group.

Public Defender (Continued)

Issues

- Recent developments in case law, legislation and court rules have the potential to seriously impact current caseloads/workloads and timeliness, which could adversely affect the average cost per case.
- Increasing case filings, combined with the courts' continued emphasis on moving cases more quickly, will reduce efficiency, resulting in less time and resources available to assist clients, reducing the quality of legal representation, and increasing stress and staff turnover.
- The lack of available and adequate office/parking space, and plans to relocate the Office in a building located several blocks from the downtown court complex will reduce efficiency by increasing the amount of time needed for staff to accomplish their duties.
- A tightening, competitive external employment market and the lack of internal perceived parity of workload, salaries and other resources makes it difficult for the Public Defender Office to employ and retain a creative, skilled and knowledgeable workforce.
- Rapid increases in population and continued emphasis on law enforcement will increase the number of indigent defendants, resulting in more cases for the office.
- The increasing number of limited-English speaking clients and the shortage of qualified interpreters will reduce efficiency, delay case resolution, and deny these clients access to justice.
- The lack of an effective, coordinated case management system continues to limit our ability to substantiate caseload issues and the related financial implications.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 520 PUBLIC DEFENDER TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
52AF - ADULT FELONY REPRESENTATION	\$ 19,369,403	\$ 1,309,811	\$ 139,496	\$ 20,818,710	\$ 1,406,967	
52AM - ADULT MISDEMNR REPRESENTATION	677,454	32,460	8,365	718,279	-	
52AR - APPELLATE REPRESENTATION	2,284,912	720,533	25,183	3,030,628	-	
52JD - JUV DELING/INCRORR REPRESENTN	3,451,911	264,941	33,374	3,750,226	-	
52MH - MENTAL HEALTH REPRESENTATION	640,357	62,103	6,376	708,836	-	
99AS - ADMINISTRATIVE SERVICES PROG	1,173,910	2,226,563	-	3,400,473	413,751	
99IT - INFORMATION TECHNOLOGY PROGRAM	453,985	550,635	245,900	1,250,520	808,875	
TOTAL	\$ 28,051,932	\$ 5,167,046	\$ 458,694	\$ 33,677,672	\$ 2,629,593	

Public Defender (Continued)

Key Performance Measures

Program Name: ADULT FELONY REPRESENTATION PROGRAM

Program Purpose: 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of Variance from Current Annual Attorney Capital Caseload Guideline	N/A	N/A	-62	-134
Percent of Variance from Current Annual Attorney Other Homicide Caseload Guideline	N/A	13.26	14	10
Percent of Variance from Current Annual Attorney Class Two and Three Felony Caseload Guideline	N/A	13.26	14	10
Percent of Variance from Current Annual Attorney Class Four, Five, and Six Felony Caseload Guideline	N/A	13.2	14	10
Percent of Variance from Current Annual Attorney Felony DUI Caseload Guideline	N/A	13.26	14	10
Percent of Variance from Current Annual Attorney Violation of Probation Caseload Guideline	N/A	13.26	14	10

Program Name: ADULT MISDEMEANOR REPRESENTATION PROGRAM

Program Purpose: 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of Variance from Current Annual Attorney Misdemeanor Caseload Guideline	N/A	13.26	14	10

Public Defender (Continued)

Program Name: APPELLATE REPRESENTATION PROGRAM

Program Purpose: 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of Variance from Current Annual Attorney Adult Appeal Caseload Guideline	N/A	N/A	40	39
Percent of Variance from Current Annual Attorney Post-Conviction Relief Caseload Guideline	N/A	N/A	40	39
Percent of Variance from Current Annual Attorney Juvenile Appeal Caseload Guideline	N/A	N/A	56	50

Program Name: JUVENILE DELINQ. AND INCORR. REPRESENTATION PROGRAM

Program Purpose: The purpose of the Juvenile Delinquency and Incurribility Representation Program is to provide effective legal representation to assigned indigent juveniles charged with incurribile or delinquent acts so that their rights are protected.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of Variance from Current Annual Attorney Felony-Level Juvenile Delinquency Caseload Guideline	N/A	24.4	31	31
Percent of Variance from Current Annual Attorney Incurribility and Misdemeanor-Level Juvenile Delinquency Caseload Guideline	N/A	24.4	31	31
Percent of Variance from Current Annual Attorney Juvenile Violation of Probation Caseload Guideline	N/A	24.4	31	30.6

Program Name: MENTAL HEALTH REPRESENTATION PROGRAM

Program Purpose: The purpose of 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of Variance from Current Annual Attorney Mental Health Caseload Guideline	N/A	9.92	11	14

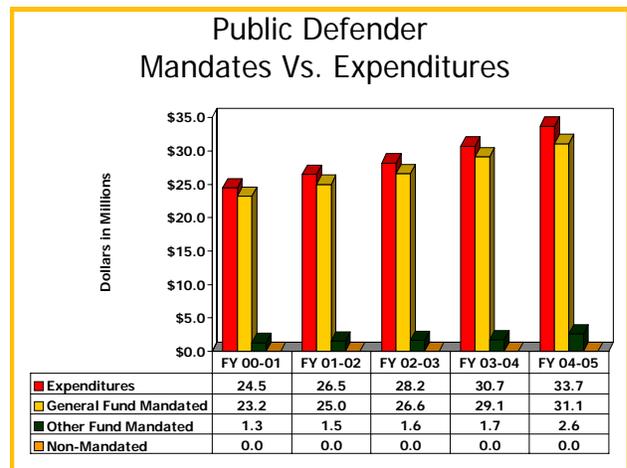
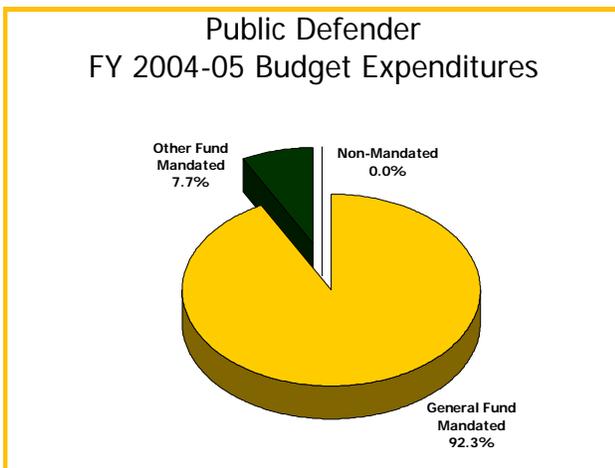
Public Defender (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 23,218,924	\$ 1,255,499	\$ -	\$ -	\$ -	\$ 24,474,423
FY 2001-02 Actuals	\$ 24,965,487	\$ 1,526,408	\$ -	\$ -	\$ -	\$ 26,491,894
FY 2002-03 Actuals	\$ 26,625,443	\$ 1,558,489	\$ -	\$ -	\$ -	\$ 28,183,932
FY 2003-04 Actuals	\$ 29,065,076	\$ 1,684,746	\$ -	\$ -	\$ -	\$ 30,749,822
FY 2004-05 Adopted Budget	\$ 31,100,074	\$ 2,577,598	\$ -	\$ -	\$ -	\$ 33,677,672

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 23,218,924	\$ 1,255,499	\$ -	\$ -	\$ -	\$ 24,474,423
FY 2001-02 Actuals	\$ 24,965,487	\$ 1,526,408	\$ -	\$ -	\$ -	\$ 26,491,894
FY 2002-03 Actuals	\$ 26,625,443	\$ 1,558,489	\$ -	\$ -	\$ -	\$ 28,183,932
FY 2003-04 Actuals	\$ 29,065,076	\$ 1,684,746	\$ -	\$ -	\$ -	\$ 30,749,822
FY 2004-05 Adopted Budget	\$ 31,100,074	\$ 2,577,598	\$ -	\$ -	\$ -	\$ 33,677,672

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Public Defender (Continued)

Mandate Information

TITLE	Legal Defense of Indigent Criminal Defendants and Delinquent or Incurrigible Juveniles
AUTHORITY	U.S. Constitution, 5th and 6th Amendments; Arizona Constitution, Article 2, § 24; ARS §§ 11-581 to 587; Rule 6, Arizona Rules of Criminal Procedure; Rule 20, Arizona Rules of Procedure for the Juvenile Court.
HISTORY/ BACKGROUND	The United States and Arizona Constitutions provide that an individual facing criminal charges has a right to the assistance of counsel. The United States and Arizona Supreme Courts have interpreted these provisions as requiring that counsel be provided, at government expense, for individuals facing loss of liberty who cannot afford to hire counsel. Historically, in Maricopa County, indigent defendants charged in criminal cases, and juveniles accused of delinquency or incorrigibility, were assigned to private attorneys who contracted to provide those services. In order to maximize the efficiency and cost-effectiveness of services mandated, Maricopa County has since funded the creation of three on-staff public defender offices (Offices of the Public Defender, Legal Defender, and Legal Advocate). Contract private attorneys continue to be assigned to a lesser number of cases, specifically those that the other offices are unable to handle (typically due to conflicts of interest). Those contract assignments continue to be managed and monitored by the Office of Contract Counsel.
MANDATE DESCRIPTION	Legal defense of indigent criminal defendants at risk of loss of liberty in criminal proceedings, including felony, misdemeanor, and probation violation cases. Legal defense of indigent criminal defendants in appeals and post-conviction relief cases. Legal representation of juveniles facing delinquency or incorrigibility charges. Legal representation of defendants opposing extradition. Legal representation in post-conviction relief cases of persons sentenced to death. Legal representation of witnesses in criminal cases, when assigned by the court.
TITLE	Judicial Mandates
AUTHORITY	A.R.S. §§ 36-528(D), 36-536(A), 36-537, 8-221. U.S. Constitution, 5th and 6th Amendments; Arizona Constitution Article 2, § 24; ARS §§ 11-584 to 587.
HISTORY/ BACKGROUND	Historically, Public Defenders have not had the authority to handle civil proceedings. As a result, in Maricopa County, private attorneys who contracted to provide these services were used almost exclusively. Due to changes in legislation, Maricopa County became responsible to provide representation to indigent individuals facing mental health commitments and to those involved in child dependency and severance proceedings. In order to maximize the efficiency and effectiveness of services mandated, Maricopa County has funded the creation of two on-staff dependency units (Offices of the Legal Defender and Legal Advocate) and one on-staff mental health unit (Public Defender). In addition, contracted private attorneys are assigned to cases that the other offices are unable to handle (typically due to conflicts of interest).
MANDATE DESCRIPTION	Legal representation of indigent persons at risk of a loss of liberty in civil mental health proceedings. Legal representation of indigent individuals involved in civil child dependency or severance proceedings, including the minor children in question.

Public Defender (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED										
520 PUBLIC DEFENDER										
Fund Type	Personal Services		Supplies & Services		Capital Outlay	Total Expenditures		Total Revenue		
GENERAL FUND	\$	26,586,589	\$	4,300,691	\$	212,794	\$	31,100,074	\$	52,000
SPECIAL REVENUE		1,465,343		866,355		245,900		2,577,598		2,577,593
ALL FUNDS	\$	28,051,932	\$	5,167,046	\$	458,694	\$	33,677,672	\$	2,629,593

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT															
520 PUBLIC DEFENDER															
ALL FUNDS															
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	FY 2004-05	Adopted Vs							
	Restated	Adopted	Restated	Revised	Projected	Requested	Adopted	Revised	Variance %						
REVENUE															
615 GRANTS	\$	718,355	\$	719,782	\$	719,782	\$	717,938	\$	784,463	\$	784,463	\$	(64,681)	-9%
620 OTHER INTERGOVERNMENTAL		398,625		413,188		413,188		400,465		415,420		415,420		(2,232)	-1%
635 OTHER CHARGES FOR SERVICES		567,965		543,600		603,600		650,490		1,420,710		1,420,710		(817,110)	-135%
645 INTEREST EARNINGS		(0)		-		-		(0)		-		-		-	0%
650 MISCELLANEOUS REVENUE		10,378		9,000		9,000		9,000		9,000		9,000		-	0%
Total Revenue	\$	1,695,323	\$	1,685,570	\$	1,745,570	\$	1,777,893	\$	2,629,593	\$	2,629,593	\$	(884,023)	-51%
EXPENDITURES															
PERSONAL SERVICES															
701 REGULAR PAY	\$	20,014,151	\$	20,152,151	\$	21,160,829	\$	20,772,837	\$	22,250,918	\$	22,250,920	\$	(1,090,091)	-5%
705 TEMPORARY PAY		184,591		147,471		147,471		169,020		180,000		180,000		(32,529)	-22%
710 OVERTIME		-		-		-		785		-		-		-	0%
750 FRINGE BENEFITS		3,915,423		4,100,295		4,875,068		4,726,246		5,582,624		5,583,601		(708,533)	-15%
790 OTHER PERSONNEL SERVICES		25,241		435,550		44,927		28,920		37,411		37,411		7,516	17%
795 PERSONNEL SERVICES ALLOC OUT		-		-		-		(11,037,065)		-		-		-	0%
796 PERSONNEL SERVICES ALLOC IN		-		-		-		11,253,914		-		-		-	0%
Sub Total	\$	24,139,407	\$	24,835,467	\$	26,228,295	\$	25,914,657	\$	28,050,953	\$	28,051,932	\$	(1,823,637)	-7%
SUPPLIES & SERVICES															
801 GENERAL SUPPLIES	\$	349,624	\$	312,000	\$	314,664	\$	378,511	\$	565,000	\$	565,000	\$	(250,336)	-80%
803 FUEL		11,034		12,000		12,000		11,714		12,000		12,000		-	0%
804 NON-CAPITAL EQUIPMENT		12,390		-		3,180		1,360		-		-		3,180	100%
810 LEGAL SERVICES		1,521,387		1,528,741		1,669,496		1,708,364		1,720,000		1,720,000		(50,504)	-3%
811 HEALTH CARE SERVICES		-		13,000		13,000		138		-		-		13,000	100%
812 OTHER SERVICES		127,522		135,314		242,491		141,245		431,705		431,705		(189,214)	-78%
820 RENT & OPERATING LEASES		1,683,430		1,887,000		1,887,000		1,616,734		2,026,068		2,026,068		(139,068)	-7%
825 REPAIRS AND MAINTENANCE		37,288		55,000		55,000		31,424		30,000		30,000		25,000	45%
839 INTERNAL SERVICE CHARGES		49,394		80,500		81,268		70,658		54,835		54,835		26,433	33%
842 TRAVEL & EDUCATION		210,099		207,585		207,459		260,424		296,412		295,438		(87,979)	-42%
843 POSTAGE/FREIGHT/SHIPPING		31,900		35,000		35,852		37,575		32,000		32,000		3,852	11%
845 SUPPORT AND CARE OF PERSONS		-		-		-		375		-		-		-	0%
850 UTILITIES		(2)		-		-		-		-		-		-	0%
855 INTEREST EXPENSE		4,856		-		-		-		-		-		-	0%
Sub Total	\$	4,038,921	\$	4,266,140	\$	4,521,410	\$	4,258,522	\$	5,168,020	\$	5,167,046	\$	(645,636)	-14%
CAPITAL OUTLAY															
920 CAPITAL EQUIPMENT	\$	-	\$	-	\$	111,626	\$	-	\$	245,900	\$	245,900	\$	(134,274)	-120%
930 VEHICLES & CONSTRUCTION EQUIP		-		-		-		19,500		-		-		-	0%
950 DEBT SERVICE		5,168		143,753		143,753		120,023		212,794		212,794		(69,041)	-48%
Sub Total	\$	5,168	\$	143,753	\$	255,379	\$	139,523	\$	458,694	\$	458,694	\$	(203,315)	-80%
Total Expenditures	\$	28,183,495	\$	29,245,360	\$	31,005,084	\$	30,312,702	\$	33,677,667	\$	33,677,672	\$	(2,672,588)	-9%
Operating Balance (Rev. - Exp.)	\$	(26,488,173)	\$	(27,559,790)	\$	(29,259,514)	\$	(28,534,809)	\$	(31,048,074)	\$	(31,048,079)	\$	1,788,565	-6%

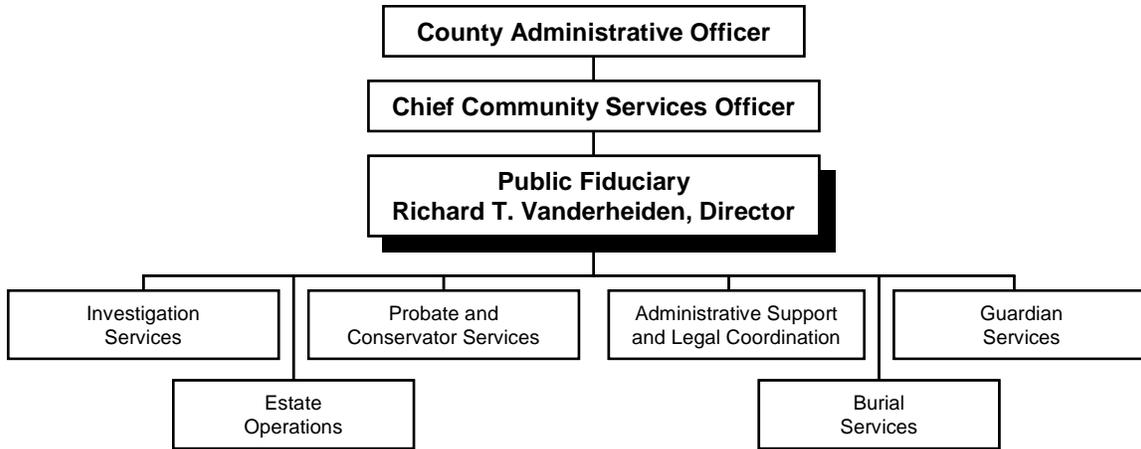
Public Defender (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
520 PUBLIC DEFENDER			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	5.00	LEGAL ASSISTANT	27.00
ADMINISTRATOR	1.00	LEGAL ASSISTANT SUPV	2.00
ADMIN/OFFICE SUPPORT	46.00	LEGAL ORDER SERVER	1.00
ADMIN/OFFICE SUPPORT SUPV	2.00	LEGAL SECRETARY SUPV	8.00
ADMIN/OPERATIONS SUPV	1.00	LEGAL SUPPORT SPECIALIST	58.00
ATTORNEY	243.80	MANAGEMENT ASSISTANT	1.00
DEVELOPER/PRGRMR ANALYST	2.00	MITIGATION SVCS REP	14.00
DIRECTOR	1.00	PC SPECIALIST	4.00
FINAN/BUSINESS ANALYST	1.00	PUBLIC SVC REPRESENTATIVE	6.00
HR SPECIALIST	2.00	PUBLIC SVC SUPERVISOR	1.00
INFO SYSTEMS MANAGER	1.00	TECHNOLOGY PRODUCT ADMIN	1.00
INVESTIGATOR	36.00	TRAINING SPECIALIST	1.00
		UNDETERMINED	1.00
Total			466.80

Public Fiduciary

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 their estates and well being are protected.

Vision

To be a recognized leader in providing professional, efficient and compassionate fiduciary services.

Goals

- By September 1, 2006, we will develop and integrate a Knowledge Management system with our Case Management Plan into an upgraded case management application in order to achieve a 10% increase in fiduciary program productivity over fiscal year 2003-04 benchmarks.
- By November 1, 2006, we will develop a mental health guardianship division for the efficient and effective intake and administration of these cases.
- By January 1, 2007 we will have mapped all departmental operations and updated critical skill and core competency matrices for each position.

Issues

- The reactions of the State and the Courts to failing fiduciaries and financial abuse cases places an increased demand for accountability of fiduciaries and result in more cases and court ordered investigations and additional risk exposure for public fiduciary operations.
- The increasing number of elderly and vulnerable adults in Arizona results in more persons needing fiduciary services and places increased demands on the public fiduciary requiring more staff for investigative services and the additional cases.
- The increasing population of mentally ill patients that have or will be de-institutionalized and the lack of understanding, by other agencies and the Courts, of the Public Fiduciary's role has resulted in unnecessary Court appointments, which places an increased demand for mental health guardianship services on the Public Fiduciary's office.

Public Fiduciary (Continued)

- The existing case management system is not integrated with our time management and case notes systems, increasing the risk of errors and potential accountability gaps.
- Within the next two to five years approximately 50% of the Public Fiduciary staff will be eligible to and may retire, which will impact the delivery of services in the future.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 340 PUBLIC FIDUCIARY TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
34BS - BURIAL SERVICES PROGRAM	\$ 79,614	\$ -	\$ -	\$ 79,614	\$ -	
34FS - FIDUCIARY SERVICES PROGRAM	1,483,018	203,537	8,176	1,694,731	930,000	
34IS - INVESTIGATION SERVICES PROGRAM	55,246	-	-	55,246	-	
99AS - ADMINISTRATIVE SERVICES PROG	112,989	39,392	1,450	153,831	-	
TOTAL	\$ 1,730,867	\$ 242,929	\$ 9,626	\$ 1,983,422	\$ 930,000	

Key Performance Measures

Program Name: BURIAL SERVICES PROGRAM

Program Purpose: The purpose of the Burial Services Program is to provide final disposition to decedents of indigent families of Maricopa County so that eligible burial services can be arranged.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of indigent burial determinations made within five business days.	94	93	96	95

Program Name: FIDUCIARY SERVICES PROGRAM

Program Purpose: 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.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of annual Guardian reports filed with the Court on time.	99	99	99.64	99
Percent of inventories filed with the Court on time.	93	96.43	92	95
Percent of Court accountings filed with the Court on time.	100	100	100	100

Public Fiduciary (Continued)

Program Name: INVESTIGATION SERVICES PROGRAM

Program Purpose: 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.

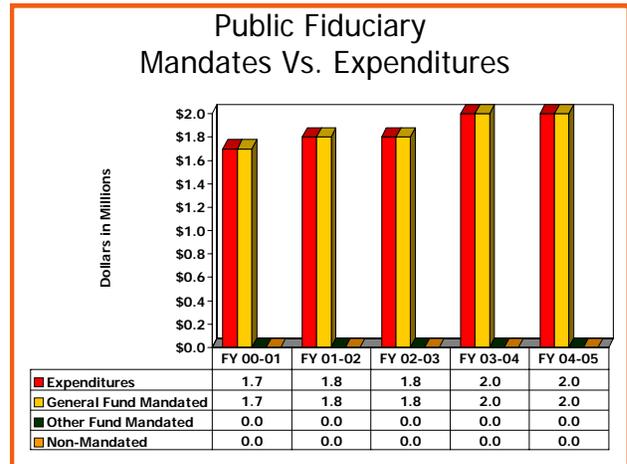
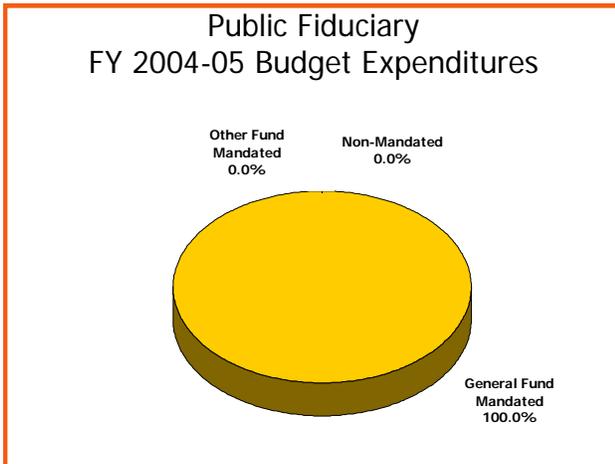
Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of timeliness in filing mental health mandated reports and Court ordered reports.	100	100	100	100
Percent of cases resulting in substantiation of financial exploitation.	56	44	35.63	40

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,703,933	\$ -	\$ -	\$ -	\$ -	\$ 1,703,933
FY 2001-02 Actuals	\$ 1,820,125	\$ -	\$ -	\$ -	\$ -	\$ 1,820,125
FY 2002-03 Actuals	\$ 1,809,435	\$ -	\$ -	\$ -	\$ -	\$ 1,809,435
FY 2003-04 Actuals	\$ 1,958,091	\$ -	\$ -	\$ -	\$ -	\$ 1,958,091
FY 2004-05 Adopted Budget	\$ 1,983,422	\$ -	\$ -	\$ -	\$ -	\$ 1,983,422

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,703,933	\$ -	\$ -	\$ -	\$ -	\$ 1,703,933
FY 2001-02 Actuals	\$ 1,820,125	\$ -	\$ -	\$ -	\$ -	\$ 1,820,125
FY 2002-03 Actuals	\$ 1,809,435	\$ -	\$ -	\$ -	\$ -	\$ 1,809,435
FY 2003-04 Actuals	\$ 1,958,091	\$ -	\$ -	\$ -	\$ -	\$ 1,958,091
FY 2004-05 Adopted Budget	\$ 1,983,422	\$ -	\$ -	\$ -	\$ -	\$ 1,983,422

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Public Fiduciary (Continued)

Mandate Information

TITLE Office of the Public Fiduciary

AUTHORITY A.R.S. §14-5601 through 5606 Establishment Of Office Of Public Fiduciary; Appointments; Costs.

**HISTORY/
BACKGROUND** In 1973, the legislature undertook a substantial revision of all laws relating to decedents' estates, guardianships, protective proceedings, and court investigations. The Office of the Public Fiduciary was established by statute in 1975.

**MANDATE
DESCRIPTION** The Public Fiduciary is appointed for those persons or decedents' estates in need of guardianship, conservatorship or administration and for whom there is no person or corporation qualified and willing to act in that capacity. The Public Fiduciary is also mandated to do court ordered investigation under A.R.S. §36-540 and investigations under A.R.S. §46-454.

Office of the Public Fiduciary	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ 1,638,521	\$ -	\$ -	\$ -	\$ -	\$ 1,638,521
FY 2001-02 Actuals	\$ 1,733,689	\$ -	\$ -	\$ -	\$ -	\$ 1,733,689
FY 2002-03 Actuals	\$ 1,724,377	\$ -	\$ -	\$ -	\$ -	\$ 1,724,377
FY 2003-04 Actuals	\$ 1,855,708	\$ -	\$ -	\$ -	\$ -	\$ 1,855,708
FY 2004-05 Adopted Budget	\$ 1,907,353	\$ -	\$ -	\$ -	\$ -	\$ 1,907,353

TITLE Indigent Burial Services

AUTHORITY A.R.S. §36-831 Burial Responsibility

**HISTORY/
BACKGROUND** Prior to 1988, the County Hospital performed the functions required for indigent burial services. Since 1988, the Office of the Public Fiduciary performs the following functions related to this mandate. The Public Fiduciary's Office determines eligibility for burial in the County cemetery, makes arrangements for burials with funeral homes, processes records and payments for mortuaries (paid for by the General Government department), schedules burials weekly with Facilities Management Department (Facilities Management prepares the burial site, completes the grave preparation after the funeral, and maintains the cemeteries), and coordinates clergy attendance at funerals. Maricopa County has responsibility for the burial of deceased persons who have left neither spouse nor qualified kindred.

Indigent Burial Services	General Fund	Special Revenue	Capital Projects	Enterprise	Internal Service	Total
FY 2000-01 Actuals	\$ 65,412	\$ -	\$ -	\$ -	\$ -	\$ 65,412
FY 2001-02 Actuals	\$ 86,436	\$ -	\$ -	\$ -	\$ -	\$ 86,436
FY 2002-03 Actuals	\$ 85,058	\$ -	\$ -	\$ -	\$ -	\$ 85,058
FY 2003-04 Actuals	\$ 102,383	\$ -	\$ -	\$ -	\$ -	\$ 102,383
FY 2004-05 Adopted Budget	\$ 76,069	\$ -	\$ -	\$ -	\$ -	\$ 76,069

Public Fiduciary (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
340 PUBLIC FIDUCIARY						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
GENERAL FUND	\$ 1,730,867	\$ 242,929	\$ 9,626	\$ 1,983,422	\$ 930,000	
ALL FUNDS	\$ 1,730,867	\$ 242,929	\$ 9,626	\$ 1,983,422	\$ 930,000	

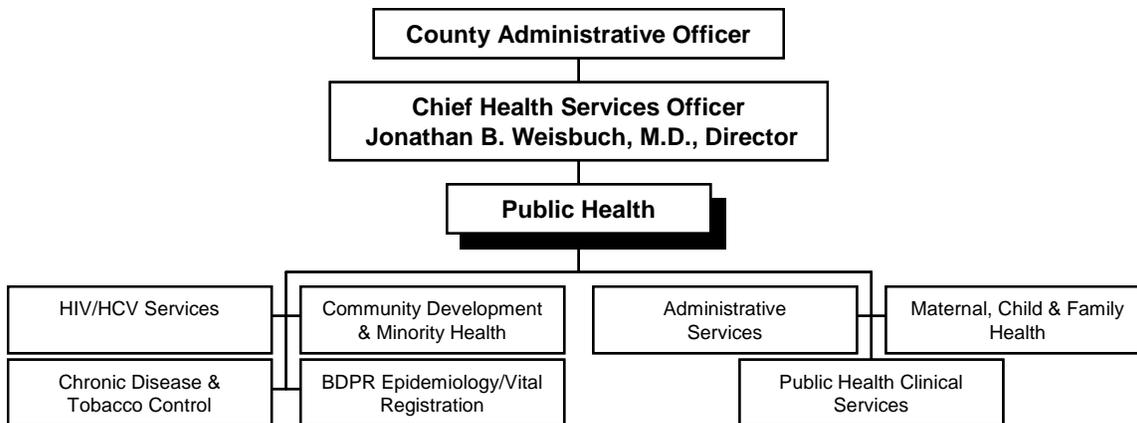
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
340 PUBLIC FIDUCIARY									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance
									%
REVENUE									
635 OTHER CHARGES FOR SERVICES	\$ 1,010,358	\$ 650,000	\$ 650,000	\$ 650,000	\$ 925,000	\$ 650,000	\$ 930,000	\$ (280,000)	-43%
Total Revenue	\$ 1,010,358	\$ 650,000	\$ 650,000	\$ 650,000	\$ 925,000	\$ 650,000	\$ 930,000	\$ (280,000)	-43%
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 1,251,265	\$ 1,260,526	\$ 1,320,077	\$ 1,331,577	\$ 1,331,577	\$ 1,315,346	\$ 1,325,835	\$ (5,758)	0%
705 TEMPORARY PAY	38,643	31,000	31,000	31,000	27,851	31,000	31,000	-	0%
750 FRINGE BENEFITS	273,905	282,759	333,273	356,650	372,848	374,032	374,032	(40,759)	-12%
Sub Total	\$ 1,563,813	\$ 1,574,285	\$ 1,684,350	\$ 1,716,078	\$ 1,719,194	\$ 1,719,194	\$ 1,730,867	\$ (46,517)	-3%
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 16,620	\$ 15,455	\$ 14,849	\$ 23,484	\$ 23,484	\$ 23,687	\$ 23,687	\$ (8,838)	-60%
803 FUEL	2,401	2,500	2,500	2,659	2,659	3,200	3,200	(700)	-28%
812 OTHER SERVICES	5,860	5,025	5,025	2,668	2,668	5,351	3,300	1,725	34%
820 RENT & OPERATING LEASES	194,023	199,451	190,151	178,188	178,188	184,062	184,062	6,089	3%
825 REPAIRS AND MAINTENANCE	96	3,000	1,081	283	283	8,422	1,000	81	7%
839 INTERNAL SERVICE CHARGES	9,456	12,201	12,201	12,259	12,259	10,580	10,580	1,621	13%
842 TRAVEL & EDUCATION	7,952	7,000	7,000	7,080	7,080	9,800	7,600	(600)	-9%
843 POSTAGE/FREIGHT/SHIPPING	8,087	7,400	7,400	7,791	7,791	9,500	9,500	(2,100)	-28%
Sub Total	\$ 244,495	\$ 252,032	\$ 240,207	\$ 234,412	\$ 234,412	\$ 254,602	\$ 242,929	\$ (2,722)	-1%
CAPITAL OUTLAY									
950 DEBT SERVICE	\$ 864	\$ 14,796	\$ 14,796	\$ 864	\$ 864	\$ 793	\$ 9,626	\$ 5,170	35%
Sub Total	\$ 864	\$ 14,796	\$ 14,796	\$ 864	\$ 864	\$ 793	\$ 9,626	\$ 5,170	35%
Total Expenditures	\$ 1,809,172	\$ 1,841,113	\$ 1,939,353	\$ 1,951,355	\$ 1,951,355	\$ 1,974,589	\$ 1,983,422	\$ (44,069)	-2%
Operating Balance (Rev. - Exp.)	\$ (798,814)	\$ (1,191,113)	\$ (1,289,353)	\$ (1,026,355)	\$ (1,026,355)	\$ (1,324,589)	\$ (1,053,422)	\$ (235,931)	18%

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
340 PUBLIC FIDUCIARY			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTING CLERK	4.00	FINAN/BUSINESS ANALYST	10.00
ADMIN/OFFICE SUPPORT	3.00	LEGAL SUPPORT SPECIALIST	2.00
ADMIN/OFFICE SUPPORT SUPV	1.00	PROGRAM COORDINATOR	1.00
DEPUTY DIRECTOR	1.00	PROGRAM SUPERVISOR	2.00
DIRECTOR	1.00	SOCIAL WORKER (BS)	7.00
FINANCIAL SUPERVISOR	1.00	TECHNOLOGY ANALYST	1.00
Total			34.00

Public Health

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.

Goals

- Meet or exceed performance objectives for 95% of the Department's program service output measures by the end of FY 2006.
- By June 2007, increase the amount of new or expanded grant awards, contracts, and allowable fees/reimbursements by 4% to develop new programs to meet the emerging demand for public health services.
- By June 2007, develop public health facilities that will ensure that client service needs are met in safe, efficient and regionally located working environments.
- Develop, by June 2006, the Health & Human Services Constellation's capacity 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 HHS workforce to respond as needed in an emergency; and, at a minimum, meeting ADHS deliverables and federal requirements.
- By June 2006, develop a 3-year maternal, child and family health strategic plan to reduce targeted health disparities in women, children, and families.
- By June 2006, develop and implement a comprehensive strategic plan for reducing modifiable risk factors that lead to chronic disease and injuries.
- By June 2007, identify and prioritize community and minority populations at risk for health disparities and establish a relationship with health related coalitions in the identified at-risk populations.

Public Health (Continued)

Issues

- Rapid population growth, as well as a rising number of medically uninsured individuals, results in an increased demand for public health services from an already strained public health service delivery system.
- Major public health emergencies threaten the Department's ability to quickly respond to new demands while maintaining ongoing service levels.
- Poor working conditions, inadequate compensation, and limited training and advancement opportunities within Public Health make it difficult to recruit and retain high quality employees.
- Although a new Public Health facility is under construction, there are employees who will still be located in the old Public Health facilities, which require extensive maintenance, and are in limited locations, making them inefficient and unsafe for employees and clients and limiting the Department's capacity to deliver services while maintaining high standards for excellence in customer service.
- In 2002, there were over 13,700 deaths from chronic diseases in Maricopa County; yet a great disparity exists between the amount of dollars provided for curative services vs. those provided for preventive services.
- The lack of awareness among community leaders about the role and functions of the Public Health Department limits the Department's ability to effectively provide critical services to the community.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 860 PUBLIC HEALTH TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
86BD - BIO DEFENSE PREPAREDNESS	\$ 1,594,458	\$ 794,599	\$ 36,620	\$ 2,425,677	\$ 2,078,680	
86CD - COMMUNITY DEVELOPMENT	244,922	15,614	(2,552)	257,984	110,000	
86CM - HIV/HCV SERVICES	1,686,299	6,140,179	1,902	7,828,380	7,963,426	
86FH - FAMILY HEALTH	2,305,802	816,113	2,017	3,123,932	2,535,190	
86HD - HEALTH RELATED DATA	1,826,039	465,179	16,311	2,307,529	2,235,273	
86HE - CHRONIC DISEASE & TOBACCO CONT	2,976,566	1,591,641	2,913	4,571,120	4,477,785	
86HI - HEALTHCARE FOR HOMELESS INDVDL	1,803,369	394,355	1,911	2,199,635	2,105,331	
86ID - INFECT DISEASE CNTRL & TREATMT	4,378,421	6,637,089	12,821	11,028,331	7,811,424	
86IS - IMMUNIZATION SERVICES	1,722,214	4,528,668	2,832	6,253,714	5,471,948	
86NR - NUTRITION	6,466,699	2,221,597	(1,544)	8,686,752	8,029,292	
86OH - ORAL HEALTH	305,367	178,195	(2,350)	481,212	378,077	
99AS - ADMINISTRATIVE SERVICES PROG	612,977	-	13,218	626,195	-	
99IT - INFORMATION TECHNOLOGY PROGRAM	-	-	(2,643)	(2,643)	-	
TOTAL	\$ 25,923,133	\$ 23,783,229	\$ 81,456	\$ 49,787,818	\$ 43,196,426	

Public Health (Continued)

Key Performance Measures

Program Name: BIO-DEFENSE PREPAREDNESS AND RESPONSE

Program Purpose: The purpose of the Bio-Defense Preparedness and Response Program is to provide a comprehensive plan for detecting and responding to a public health disaster as well as provide leadership and coordination of the Department's response so that the Department can mount a coordinated, rapid and appropriate response.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of plan developed for community-based surveillance system	N/A	0	65	100
Percent of MCDPH employees to be trained to respond to a public health disaster or emergency within Maricopa County who attended formal training	N/A	60	97	100

Program Name: CHRONIC DISEASE & TOBACCO CONTROL

Program Purpose: The purpose of Health Education is to provide prevention education to people living in Maricopa County so that healthy behaviors are increased and the incidence of disease is reduced.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percentage of students participating in the P.L.A.Y. activity who receive the President's Physical Activity Award.	N/A	8.7	13.9	8
Car seats inspected and distributed	1,294	2,716	2,090	800
Percent of adult clients quitting tobacco use	43	N/A	0	20
Percent of women who complete the Women Together for Health activity	N/A	N/A	51	60

Public Health (Continued)

Program Name: COMMUNITY DEVELOPMENT

Program Purpose: The purpose of the Community Development Program is to provide facilitation and resources to communities at risk in Maricopa County so that they can reduce disease.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Number of grants facilitated by Community Development with Community-Based Organizations and Health Coalitions	N/A	5	3	5
Percent of class participants who have mastered the skills required in the three areas of public health science, effective community engagement, and cultural competency.	N/A	0	90	0
Percent of HIV Prevention Community Planning Group members supporting the direction of the plan	92	92	74	92
Percent of Executive Committee members who indicate they are satisfied with Planning Council Support's performance of administrative duties	80	96	84	80

Program Name: FAMILY HEALTH

Program Purpose: The purpose of Family Health is to provide assessment, services, and policy development leadership to families so that health disparities among women and children are reduced.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of pregnancy clients who, at delivery, had received 6 or more prenatal care visits	77	78	91	70
Percent of babies referred from the Newborn Intensive Care Unit that receive a home visit	88	86	80	80
Percent of lead hazard referrals who receive at least one home visit	98	100	97	98
Community members reached with prevention and intervention services	2,055	1,319	621	200
Percent of clients that improve in post-intervention evaluations	85	81	81	70
Percent of Coalition members who report that there is progress towards implementation of plan goals.	70	70	70	70
Percent of women with abnormal cancer screening (Pap test) findings referred for colposcopy	48	49	55	45
Percent of clients returning for annual re-screening for breast and cervical cancer	52	50	56	50

Public Health (Continued)

Program Name: HEALTH RELATED DATA

Program Purpose: The purpose of Health Related Data is to provide accurate and timely data and documents to members of the public and service providers so that they have relevant information for disease detection, disease prevention, and legal documentation.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of data requests filled	N/A	100	100	95
Number of certified copies issued	225,224	217,686	257,249	225,000

Program Name: HEALTHCARE FOR HOMELESS INDIVIDUALS

Program Purpose: The purpose of Healthcare for Homeless Individuals is to provide integrated medical and behavioral health services, in a holistic manner, to homeless individuals in Maricopa County so that an optimal level of health can be achieved.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of homeless in Phoenix metropolitan area seen at least once at clinic	38	51	63	50

Program Name: HIV/HCV SERVICES

Program Purpose: The purpose of HIV/HCV Services is to provide planning, procurement, execution, and monitoring of medical, health, and support service agreements to people living with HIV/AIDS and HCV so that morbidity and mortality will be reduced and overall quality of life will be improved.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of all Title I funded clients who access primary medical care	94	94	94	94
Percent of clients who said that their HIV test result was explained clearly and simply	100	100	100	97
Percent of participating inmates attaining a score of 80 percent or above on class post-test	N/A	N/A	73	75

Public Health (Continued)

Program Name: IMMUNIZATION SERVICES

Program Purpose: The purpose of Immunization Services is to provide immunizations to eligible children and adults so that vaccine-preventable diseases can be prevented in Maricopa County.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of children 0-2 years old receiving full complement of immunizations	43	31	48	44
Percent improvement in scores on immunization knowledge (as measured in pre/post tests)	11	28	22	15
Percent increase in mean immunization completion rate after intervention	4	9	10	15

Program Name: INFECTIOUS DISEASE CONTROL AND TREATMENT

Program Purpose: The purpose of Infectious Disease Control and Treatment is to provide clinical, outreach, and community-based interventions to defined populations and communities in order to prevent sexually transmitted diseases and tuberculosis, and promote the health of the community.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of general health surveillance reports investigated	45	42	30	40
Percent of investigated individuals who receive HIV prevention education	83	86	90	85
Cost savings on lab tests	4,925,772	5,137,744	4,737,699	5,006,132
Percent savings over wholesale price: Rifampin 300 mg	77	72	65	66
Cost savings for treating congenital syphilis cases before the birth of the infant	2,642,000	2,254,000	1,225,000	1,800,000
Percent of TB suspects/cases who receive intervention	94	100	100	100
Percent of refugees entering Maricopa County who complete health screening	77	99	95	80
Clinic appointment show rate for clients seen in Hansen's Clinic	86	68	61	70

Public Health (Continued)

Program Name: NUTRITION

Program Purpose: The purpose of the Nutrition Program is to provide services, resources and referrals to residents of Maricopa County so that they will be empowered to realize, attain, and achieve food security and implement nutritional practices associated with disease reduction and optimal health.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Increase (percent) on post-survey vs. pre-survey: Identification of five or more as the correct number of fruits/vegetables to eat each day	53	40	41.5	40
Value of food draft redemption within Maricopa County	N/A	46,510,724	58,800,064	51,600,000

Program Name: ORAL HEALTH

Program Purpose: The purpose of Oral Health is to provide education, preventive, and treatment services to targeted children, adults and healthcare providers so that oral disease is detected, reduced, and oral health is enhanced.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Amount of money saved by preventing tooth decay	942,686	1,485,903	919,813	750,000
Percent HIV/AIDS client satisfaction with the Office of Oral Health	92	92	95	84
Percent attendee satisfaction with oral health tobacco use training session	90	97	99	83
Percent of children with urgent oral health conditions (pain and/or infection) whose families are contacted and referred for dental appointments	N/A	100	100	80

Public Health (Continued)

Mandate Consolidated Financial Data

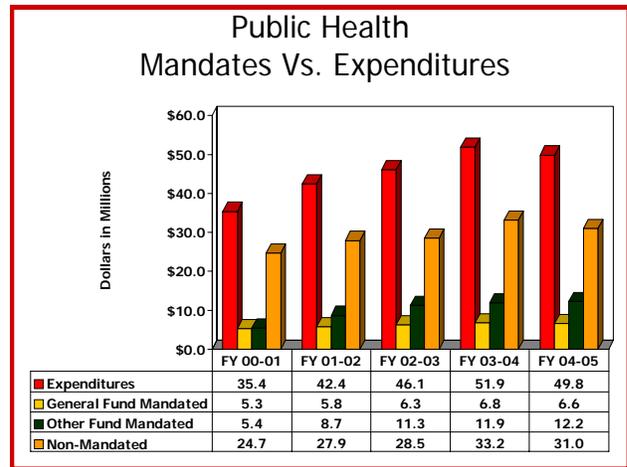
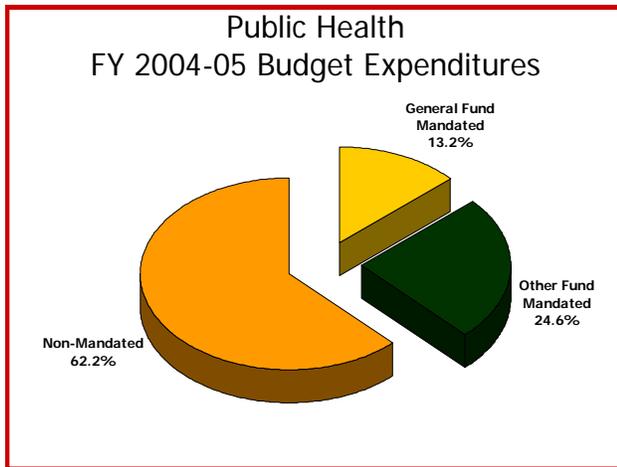
Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 5,317,267	\$ 30,111,405	\$ -	\$ -	\$ -	\$ 35,428,672
FY 2001-02 Actuals	\$ 5,827,343	\$ 36,609,715	\$ -	\$ -	\$ -	\$ 42,437,058
FY 2002-03 Actuals	\$ 6,333,479	\$ 39,732,825	\$ -	\$ -	\$ -	\$ 46,066,304
FY 2003-04 Actuals	\$ 6,789,565	\$ 45,095,423	\$ -	\$ -	\$ -	\$ 51,884,989
FY 2004-05 Adopted Budget	\$ 6,590,367	\$ 43,197,451	\$ -	\$ -	\$ -	\$ 49,787,818

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 3,246,906	\$ 5,408,555	\$ -	\$ -	\$ -	\$ 8,655,461
FY 2001-02 Actuals	\$ 3,211,999	\$ 8,675,915	\$ -	\$ -	\$ -	\$ 11,887,914
FY 2002-03 Actuals	\$ 3,830,692	\$ 11,255,412	\$ -	\$ -	\$ -	\$ 15,086,104
FY 2003-04 Actuals	\$ 4,390,238	\$ 11,942,184	\$ -	\$ -	\$ -	\$ 16,332,422
FY 2004-05 Adopted Budget	\$ 3,853,494	\$ 12,235,581	\$ -	\$ -	\$ -	\$ 16,089,075

Total Administrative Mandates	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 2,070,361	\$ -	\$ -	\$ -	\$ -	\$ 2,070,361
FY 2001-02 Actuals	\$ 2,615,344	\$ -	\$ -	\$ -	\$ -	\$ 2,615,344
FY 2002-03 Actuals	\$ 2,502,787	\$ -	\$ -	\$ -	\$ -	\$ 2,502,787
FY 2003-04 Actuals	\$ 2,399,327	\$ -	\$ -	\$ -	\$ -	\$ 2,399,327
FY 2004-05 Adopted Budget	\$ 2,736,873	\$ -	\$ -	\$ -	\$ -	\$ 2,736,873

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 24,702,850	\$ -	\$ -	\$ -	\$ 24,702,850
FY 2001-02 Actuals	\$ -	\$ 27,933,801	\$ -	\$ -	\$ -	\$ 27,933,801
FY 2002-03 Actuals	\$ -	\$ 28,477,413	\$ -	\$ -	\$ -	\$ 28,477,413
FY 2003-04 Actuals	\$ -	\$ 33,153,240	\$ -	\$ -	\$ -	\$ 33,153,240
FY 2004-05 Adopted Budget	\$ -	\$ 30,961,870	\$ -	\$ -	\$ -	\$ 30,961,870

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Public Health (Continued)

Mandate Information

TITLE	Control And Treatment Of Contagious Diseases
AUTHORITY	A.R.S. § 36-628 Provision For Care Of Persons Afflicted With Contagious Diseases. A.R.S. § 36-663 Communicable Disease Control. A.R.S. §§ 36-711 Through 738 (1997) Tuberculosis Control. A.R.S. 36-662 Access to Records. A.R.S. 36-104 Powers and Duties. Arizona Administrative Code R9-6-309 Chlamydia, R9-6-323 Gonorrhea, and R9-6-360 Syphilis.
HISTORY/ BACKGROUND	Arizona public health statutes mandate county health departments to perform the above referenced functions. Specific rules and regulations are promulgated by the Arizona Department of Health Services (ADHS). ADHS has delegated the function of local tuberculosis control officer to Maricopa County Department of Public Health (MCDPH). Through the concerted efforts of county health departments, the Arizona Attorney General's Office and the Arizona affiliate of the American Lung Association, new tuberculosis control statutes were passed by the Arizona legislature in 1997. These new laws strengthen the mandate of a county health department to control tuberculosis through the use of involuntary isolation and quarantine of non-compliant individuals with or suspected of having active tuberculosis. Since the enactment of these statutes, MCDPH has issued less than 6 emergency custody orders. ADHS has also delegated control measures (follow-up on positive test results) and contact control measures (interview infected individuals, elicit contacts, and arrange treatment of contacts) for Gonorrhea, Chlamydia, and Syphilis to the local Health Department. This includes the identification and follow-up on all reported positive Syphilis serologies on infants with Congenital Syphilis in Maricopa County.
MANDATE DESCRIPTION	<p>County health departments are mandated to order non-compliant persons with or suspected of having active tuberculosis, to comply with voluntary examination, monitoring, treatment, isolation or quarantine. If the individual fails to comply with such order, the local tuberculosis control officer or local health director, may issue an emergency custody order directing the sheriff or other law enforcement officer to take such individual into custody. These statutes outline the procedures local health officers must follow once an emergency custody order is issued. A health care provider who knowingly refuses to perform his/her legal duties under the above listed statutes can be held criminally liable. In 1995, sections B and C were added to A.R.S. § 36-663. Section B lists specific procedures a health care provider must follow in order to obtain written or oral consent of a patient in order to conduct an HIV test. Section C mandates that providers obtaining oral consent to conduct an HIV test must sign a form to that effect and return it to the ADHS.</p> <p>County health departments are also mandated to notify individuals who test positive for Syphilis of their test result within 30 days. It is also the responsibility of the local health department to conduct an epidemiological investigation on each reportable case and notify identified sexual contacts of patients and to arrange for treatment. The Arizona Revised Statutes provide local health departments, in the course of an investigation, access to medical records and lab reports concerning the diagnosis, treatment, and control of specific communicable diseases. There are also statute requirements for minors to obtain treatment for venereal disease without the consent of their parents (A.R.S.44-132.01.) and mandates for testing pregnant women for Syphilis at the time of their first prenatal exam (A.R.S.36-693).</p>

Public Health (Continued)

TITLE	Control And Treatment Of Contagious Diseases (See Previous Page)						Total
Control and Treatment of Contagious	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service		
FY 2000-01 Actuals	\$ 1,342,334	\$ 1,815,591	\$ -	\$ -	\$ -	\$ -	\$ 3,157,925
FY 2001-02 Actuals	\$ 1,362,355	\$ 1,873,474	\$ -	\$ -	\$ -	\$ -	\$ 3,235,829
FY 2002-03 Actuals	\$ 1,435,484	\$ 2,036,832	\$ -	\$ -	\$ -	\$ -	\$ 3,472,316
FY 2003-04 Actuals	\$ 1,669,242	\$ 2,224,979	\$ -	\$ -	\$ -	\$ -	\$ 3,894,221
FY 2004-05 Adopted Budget	\$ 1,570,097	\$ 2,608,698	\$ -	\$ -	\$ -	\$ -	\$ 4,178,795

TITLE Medical Care Of Indigent

AUTHORITY A.R.S. 11-291 Hospitalization And Medical Care Of The Indigent Sick

HISTORY/
 BACKGROUND Prior to the separation of the Medical Center from County management, Public Health Services received some county funding for the medical care of the indigent. Since the separation, Public Health Services has continued to operate a medical clinic servicing a portion of the indigent homeless population using only grant funding.

MANDATE
 DESCRIPTION The counties are the mandated payor of last resort for emergency medical treatment of the indigent population of the County. Per A.R.S. 11-291, the Board of Supervisors has sole and exclusive authority to provide for the hospitalization and medical care of the indigent sick. The Board of Supervisors may hire physicians and others to accomplish this function. Counties are not liable to provide care once the person is placed on the AHCCCS rolls.

Medical Care of Indigent	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 1,625,757	\$ -	\$ -	\$ -	\$ 1,625,757
FY 2001-02 Actuals	\$ -	\$ 1,765,399	\$ -	\$ -	\$ -	\$ 1,765,399
FY 2002-03 Actuals	\$ -	\$ 2,035,842	\$ -	\$ -	\$ -	\$ 2,035,842
FY 2003-04 Actuals	\$ -	\$ 2,300,822	\$ -	\$ -	\$ -	\$ 2,300,822
FY 2004-05 Adopted Budget	\$ -	\$ 2,190,864	\$ -	\$ -	\$ -	\$ 2,190,864



Public Health (Continued)

TITLE Vital Registration

AUTHORITY A.R.S. § 36-186 Director Of Local Health Departments; Powers And Duties; A.R.S. § 36-302 Vital Records And Public Health Statistics; A.R.S. § 36-322 Electronic Registration Of Birth Certificates; A.R.S. § 36-327 Electronic Filing Of Death Certificates; A.R.S. § 36-329 Electronic Filing Of Fetal Death Certificates.

**HISTORY/
BACKGROUND** The responsibility for information relative to vital statistics originates at the county level. The passage of the federal welfare reform law and it's requirements regarding the collection of child support, and tracking of births occurring outside marriage, required states to amend their laws concerning the collection of information to be recorded on the birth certificate. In addition, the Arizona State Legislature was interested in making birth certificates more easily available to the public. A.R.S. § 36-322 also allows the local registrar to electronically file birth certificates with the Arizona Department of Health Services. A.R.S. § 36-329 allows the electronic filing of fetal death certificates.

**MANDATE
DESCRIPTION** Register all births and deaths in the County and provide copies of birth and death certificates for sale. Monitor health statistics for births and deaths. Data collection: Section F of A.R.S. § 36-322 sets out the requirements regarding recordation of paternity. Section F also requires local registrars to allow public access to death certificates if 50 years have passed since the death occurred. Section G requires local registrars to report paternity determinations/recessions with the state registrar in order for the state registrar to fulfill their statutory obligation. Section N is entirely new and requires local registrars to make birth certificates available to the public if 75 years have passed since the birth was registered. Section A now permits electronic filing of birth, death, and fetal death certificates.

Vital Registration	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 1,322,288	\$ -	\$ -	\$ -	\$ 1,322,288
FY 2001-02 Actuals	\$ -	\$ 1,349,433	\$ -	\$ -	\$ -	\$ 1,349,433
FY 2002-03 Actuals	\$ -	\$ 1,715,014	\$ -	\$ -	\$ -	\$ 1,715,014
FY 2003-04 Actuals	\$ -	\$ 2,054,326	\$ -	\$ -	\$ -	\$ 2,054,326
FY 2004-05 Adopted Budget	\$ -	\$ 2,069,674	\$ -	\$ -	\$ -	\$ 2,069,674

Public Health (Continued)

TITLE Office of the Director of the Department of Public Health

AUTHORITY A.R.S. § 36-186 Director Of Local Health Department; Powers And Duties; A.R.S. § 36-602 Abatement Of Nuisances; A.R.S. § 36-624 Quarantine And Sanitary Measures To Prevent Contagion; A.R.S. § 36-628 Provision For Care Of Persons Afflicted With Contagious Disease; A.R.S. § 36-721 Rules And Regulations; A.R.S. § 36-722 Limitation Of Authority For Treatment.

**HISTORY/
BACKGROUND** By statute, local health departments are mandated to control/eliminate sources of public health nuisance, filth and contagion.

**MANDATE
DESCRIPTION** A.R.S. § 36-186, as amended, mandates directors of local health departments to "enforce any law or ordinance " relating to public health, including laws/ordinances which concern public businesses, rental properties and vacant properties. A.R.S. § 36-602 now mandates that local health department directors assess fines against property owners who do not comply with health department orders to remove sources of public health nuisances or sources of filth from their property.

Office of the Director of the Department of Public Health	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 532,023	\$ -	\$ -	\$ -	\$ -	\$ 532,023
FY 2001-02 Actuals	\$ 644,393	\$ -	\$ -	\$ -	\$ -	\$ 644,393
FY 2002-03 Actuals	\$ 810,585	\$ -	\$ -	\$ -	\$ -	\$ 810,585
FY 2003-04 Actuals	\$ 836,129	\$ -	\$ -	\$ -	\$ -	\$ 836,129
FY 2004-05 Adopted Budget	\$ 612,977	\$ -	\$ -	\$ -	\$ -	\$ 612,977

TITLE Immunization And Investigation, And Reporting

AUTHORITY A.R.S. § 36-186 Director Of Local Health Department; Powers And Duties; A.R.S. § 36-621 Reports Of Contagious Diseases; A.R.S. § 36-622 Report By Hotel Keeper Of Contagious Diseases; A.R.S. § 36-623 Reports By Physicians Of Death From Contagious Diseases; Arizona Administrative Coder9-6-702 - County Health Departments Required To Provide Immunizations.

**HISTORY/
BACKGROUND** Local health officers are charged, by statute, to provide essential public health functions. In addition, local health departments are mandated by state statute to receive public reports of contagious disease and to provide immunization. Each local health department is further mandated to track disease statistics and trends, and reports them to the Arizona Department of Health Services. To better track childhood immunization rates, A.R.S. § 336-135 requires all health care providers who administer immunizations to children to electronically transmit immunization data to Arizona Department of Health Services (ADHS). ADHS is required to report this information to federal Centers for Disease Control.

Immunization and Investigation, and Reporting	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ 1,372,549	\$ 644,919	\$ -	\$ -	\$ -	\$ 2,017,468
FY 2001-02 Actuals*	\$ 1,205,252	\$ 3,687,608	\$ -	\$ -	\$ -	\$ 4,892,860
FY 2002-03 Actuals*	\$ 1,584,623	\$ 5,467,724	\$ -	\$ -	\$ -	\$ 7,052,347
FY 2003-04 Actuals*	\$ 1,884,867	\$ 5,362,057	\$ -	\$ -	\$ -	\$ 7,246,924
FY 2004-05 Adopted Budget*	\$ 1,670,420	\$ 5,366,345	\$ -	\$ -	\$ -	\$ 7,036,765

*Beginning in FY02, the value of donated vaccines is included in Special Revenue.

Public Health (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
860 PUBLIC HEALTH						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
GENERAL FUND	\$ 5,475,178	\$ 1,088,646	\$ 26,543	\$ 6,590,367	\$ -	
SPECIAL REVENUE	20,447,956	22,694,583	54,912	43,197,451	43,196,426	
ALL FUNDS	\$ 25,923,134	\$ 23,783,229	\$ 81,455	\$ 49,787,818	\$ 43,196,426	

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT										
860 PUBLIC HEALTH										
ALL FUNDS										
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs			
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance	%
REVENUE										
615 GRANTS	\$ 24,233,008	\$ 33,169,330	\$ 32,046,864	\$ 29,308,104	\$ 30,871,392	\$ 30,799,638	\$ 1,247,226		4%	
620 OTHER INTERGOVERNMENTAL	11,250,789	11,587,927	12,606,668	11,593,188	8,881,170	8,881,170	3,725,498		30%	
635 OTHER CHARGES FOR SERVICES	1,751,822	2,099,175	2,099,175	2,292,190	2,470,300	2,295,573	(196,398)		-9%	
638 PATIENT SERVICE REVENUE	1,091,579	1,331,710	1,331,710	1,340,958	1,361,500	1,174,045	157,665		12%	
645 INTEREST EARNINGS	84,885	-	-	18,613	-	-	-		0%	
650 MISCELLANEOUS REVENUE	86,617	2,000	2,000	1,642	1,000	1,000	1,000		50%	
680 TRANSFERS IN	53,594	45,000	45,000	45,000	45,000	45,000	-		0%	
Total Revenue	\$ 38,552,293	\$ 48,235,142	\$ 48,131,417	\$ 44,599,694	\$ 43,630,362	\$ 43,196,426	\$ 4,934,991		10%	
EXPENDITURES										
PERSONAL SERVICES										
701 REGULAR PAY	\$ 15,417,924	\$ 19,036,289	\$ 19,497,857	\$ 17,184,093	\$ 19,152,412	\$ 18,753,455	\$ 744,402		4%	
705 TEMPORARY PAY	543,087	506,794	477,291	668,772	296,531	296,531	180,760		38%	
710 OVERTIME	191,711	43,151	30,520	278,841	40,126	40,126	(9,606)		-31%	
750 FRINGE BENEFITS	3,832,113	5,147,847	5,714,817	5,306,009	5,811,013	5,820,712	(105,895)		-2%	
790 OTHER PERSONNEL SERVICES	154,606	243,410	231,804	156,862	494,155	494,155	(262,351)		-113%	
795 PERSONNEL SERVICES ALLOC OUT	(322,789)	(136,919)	(136,919)	(271,880)	(2,813,621)	(2,927,028)	2,790,109		-2038%	
796 PERSONNEL SERVICES ALLOC IN	475,162	185,251	185,251	357,705	3,884,918	3,445,183	(3,259,932)		-1760%	
Sub Total	\$ 20,291,814	\$ 25,025,823	\$ 26,000,621	\$ 23,680,404	\$ 26,865,534	\$ 25,923,134	\$ 77,487		0%	
SUPPLIES & SERVICES										
801 GENERAL SUPPLIES	\$ 3,537,314	\$ 7,818,507	\$ 5,273,606	\$ 3,691,068	\$ 1,023,780	\$ 991,416	\$ 4,282,190		81%	
802 MEDICAL SUPPLIES	10,301,842	6,431,790	10,201,068	10,423,493	10,484,860	10,335,965	(134,897)		-1%	
803 FUEL	11,109	11,150	9,950	11,494	11,450	11,450	(1,500)		-15%	
804 NON-CAPITAL EQUIPMENT	654,474	375,953	377,053	489,065	140,624	140,624	236,429		63%	
805 SUPPLIES - ALLOCATION OUT	-	-	-	-	(1,089,523)	(469,619)	469,619		0%	
806 SUPPLIES - ALLOCATION IN	-	-	-	-	1,035,700	406,698	(406,698)		0%	
810 LEGAL SERVICES	3,460	6,550	6,550	4,579	4,342	4,342	2,208		34%	
811 HEALTH CARE SERVICES	1,182,926	962,018	1,471,268	1,920,966	1,038,783	1,038,783	432,485		29%	
812 OTHER SERVICES	6,641,697	8,998,695	6,931,274	6,430,003	7,249,098	7,291,496	(360,222)		-5%	
820 RENT & OPERATING LEASES	1,263,748	1,443,943	1,386,520	1,490,048	1,576,774	1,584,561	(198,041)		-14%	
825 REPAIRS AND MAINTENANCE	58,254	186,246	186,246	75,111	57,745	57,445	128,801		69%	
830 INTERGOVERNMENTAL PAYMENTS	221,857	582,672	575,703	383,020	133,088	-	575,703		100%	
839 INTERNAL SERVICE CHARGES	274,578	509,704	406,234	278,447	299,894	300,393	105,841		26%	
842 TRAVEL & EDUCATION	455,898	716,808	494,267	514,012	466,622	464,372	29,895		6%	
843 POSTAGE/FREIGHT/SHIPPING	68,537	102,114	102,114	103,196	101,135	101,135	979		1%	
845 SUPPORT AND CARE OF PERSONS	7,293	142,838	144,174	33,005	9,500	9,500	134,674		93%	
850 UTILITIES	58,325	77,086	52,086	87,624	138,233	138,233	(86,147)		-165%	
872 SERVICES - ALLOCATION OUT	-	-	-	-	(948,790)	(1,253,972)	1,253,972		0%	
873 SERVICES - ALLOCATION IN	-	-	-	-	814,646	853,062	(853,062)		0%	
880 TRANSFERS OUT	1,495,234	1,459,058	1,459,058	1,459,058	1,518,949	1,777,345	(318,287)		-22%	
Sub Total	\$ 26,236,546	\$ 29,825,132	\$ 29,077,171	\$ 27,394,190	\$ 24,066,910	\$ 23,783,229	\$ 5,293,942		18%	
CAPITAL OUTLAY										
915 BUILDINGS AND IMPROVEMENTS	\$ -	\$ -	\$ -	\$ 19,666	\$ -	\$ -	\$ -		0%	
920 CAPITAL EQUIPMENT	118,053	-	-	26,000	15,000	15,000	(15,000)		0%	
930 VEHICLES & CONSTRUCTION EQUIP	9,500	115,000	115,000	91,162	-	-	115,000		100%	
950 DEBT SERVICE	17,335	42,179	42,179	41,672	69,332	69,332	(27,153)		-64%	
955 CAPITAL - ALLOCATION OUT	-	-	-	-	(15,000)	(33,500)	33,500		0%	
956 CAPITAL - ALLOCATION IN	-	-	-	-	38,101	30,623	(30,623)		0%	
Sub Total	\$ 144,887	\$ 157,179	\$ 157,179	\$ 178,499	\$ 107,433	\$ 81,455	\$ 75,724		48%	
Total Expenditures	\$ 46,673,247	\$ 55,008,134	\$ 55,234,971	\$ 51,253,093	\$ 51,039,877	\$ 49,787,818	\$ 5,447,153		10%	
Operating Balance (Rev. - Exp.)	\$ (8,120,954)	\$ (6,772,992)	\$ (7,103,554)	\$ (6,653,398)	\$ (7,409,515)	\$ (6,591,392)	\$ (512,162)		7%	

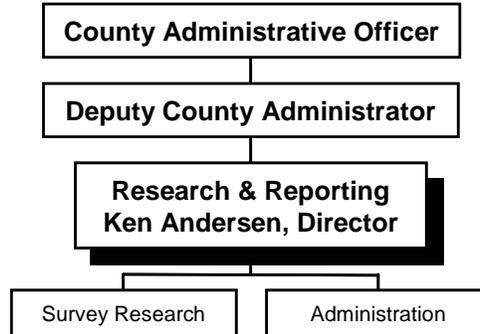
Public Health (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
860 PUBLIC HEALTH			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTANT	1.00	HR SUPERVISOR	1.00
ACCOUNTING CLERK	1.00	INFECTION CONTROL SPEC	21.67
ADMIN & OPERATIONS MGR	1.00	INFO SYSTEMS SUPERVISOR	1.00
ADMINISTRATIVE SPECIALIST	32.30	LABORATORY SUPERVISOR	1.00
ADMINISTRATOR	8.00	LICENSED PRACTICAL NURSE	4.00
ADMIN/OFFICE SUPPORT	69.15	MANAGEMENT ANALYST	7.00
ADMIN/OFFICE SUPPORT SUPV	4.00	MANAGEMENT ASSISTANT	1.00
ADMIN/OPERATIONS SUPV	11.00	MANAGING PHYSICIAN	3.43
CHIEF OFFICER	1.00	MEDICAL ASSISTANT	2.00
COMMUNITY SVCS SPECIALIST	19.00	MEDICAL TECHNICIAN	2.00
CONTRACT ADMINISTRATOR	2.00	MEDICAL TECHNOLOGIST	7.00
COUNSELING SUPERVISOR	4.00	NURSE	41.55
COUNSELOR	1.00	NURSE PRACT/PHYS ASST	10.00
DATABASE ADMIN/ANALYST	1.00	NURSING MANAGER	3.00
DENTAL HYGIENIST	1.10	NURSING SUPERVISOR	4.60
DEPUTY DIRECTOR	1.00	PC SPECIALIST	3.00
DEVELOPER/PRGRMR ANALYST	1.00	PHARMACIST	1.00
DIETITIAN	5.00	PHARMACY ASSISTANT	2.00
DRIVER-MEDICAL	1.90	PHARMACY MANAGER	1.00
EPIDEMIOLOGIST	13.00	PHARMACY TECHNICIAN	1.00
EXECUTIVE ASSISTANT	8.00	PHYSICIAN	1.00
FACILITIES SVCS OFFICER	3.00	PROGRAM COORDINATOR	14.00
FINANCIAL SUPERVISOR	4.00	PROGRAM COORDINATOR - RN	3.50
FINAN/BUSINESS ANALYST	4.00	PROGRAM MANAGER	5.00
GENERAL MAINTENANCE TECH	1.00	PROGRAM SUPERVISOR	22.00
GOVT/COMMUN AFFAIRS OFCR	1.00	PURCHASING SUPERVISOR	1.00
HEALTH EDUCATOR	50.40	RADIOLOGIC TECHNOLOGIST	2.00
HEALTH SERVICES AIDE	110.95	SOCIAL WORKER (BS)	16.00
HR GENERALIST	3.00	TECHNOLOGY PRODUCT ADMIN	2.00
HR SPECIALIST	2.00	TELECOMMUNICATIONS TECH	1.00
		TRAINING SPECIALIST	5.00
Total			556.55

Research & Reporting

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.

Goals

- By July 2006, establish and/or identify an oversight, review and evaluation mechanism for each County Sponsored Survey.
- By July 2005, incorporate each County Sponsored Survey into the countywide MfR plan.
- By July 2005, develop and distribute a process to departments to contract for Research and Reporting services.

Issues

- The demand for services is unpredictable which makes planning and staffing difficult.
- County sponsored surveys have no centralized oversight mechanism, which causes Research and Reporting staff to make decisions that affect the entire County with limited input from county management.
- Since departmental functions rely on current management, the lack of a succession plan in the Department, could result in the survey data needs of the County being unmet if current management are unavailable to perform their functions.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 460 RESEARCH & REPORTING TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
46RR - RESEARCH AND REPORTING	\$ 290,825	\$ 122,633	\$ 1,262	\$ 414,720	\$ 413,600	
99AS - ADMINISTRATIVE SERVICES PROG	19,436	5,844	-	25,280	26,400	
TOTAL	\$ 310,261	\$ 128,477	\$ 1,262	\$ 440,000	\$ 440,000	

Research & Reporting (Continued)

Key Performance Measures

Program Name: RESEARCH AND REPORTING

Program Purpose: 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.

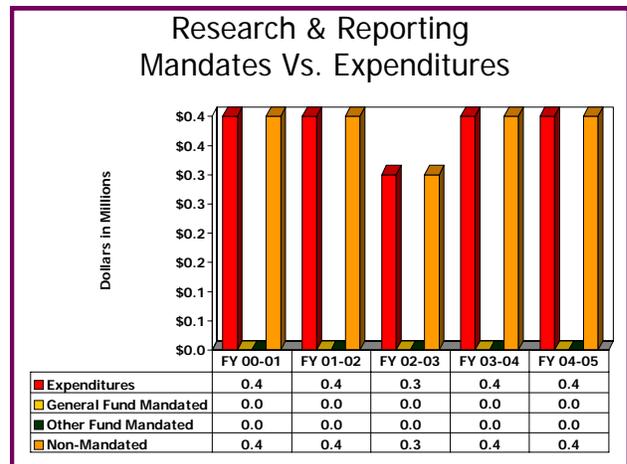
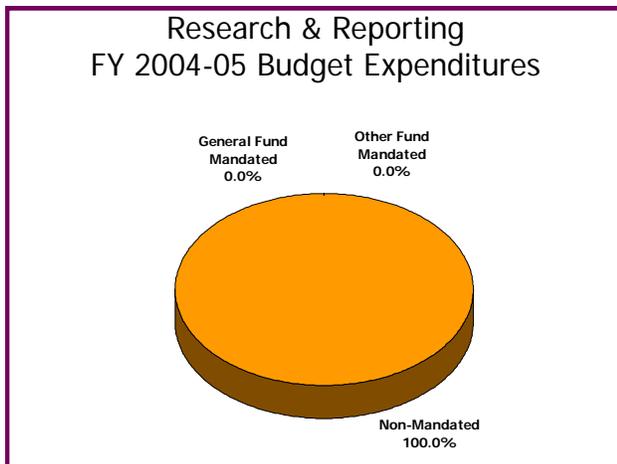
Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of consultations providing information needed to make study decisions	N/A	100	100	N/A
Percent of customers reporting that study goals were met	N/A	100	100	N/A

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 437,512	\$ -	\$ -	\$ -	\$ 437,512
FY 2001-02 Actuals	\$ -	\$ 375,189	\$ -	\$ -	\$ -	\$ 375,189
FY 2002-03 Actuals	\$ -	\$ 337,588	\$ -	\$ -	\$ -	\$ 337,588
FY 2003-04 Actuals	\$ -	\$ 415,997	\$ -	\$ -	\$ -	\$ 415,997
FY 2004-05 Adopted Budget	\$ -	\$ 440,000	\$ -	\$ -	\$ -	\$ 440,000

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 437,512	\$ -	\$ -	\$ -	\$ 437,512
FY 2001-02 Actuals	\$ -	\$ 375,189	\$ -	\$ -	\$ -	\$ 375,189
FY 2002-03 Actuals	\$ -	\$ 337,588	\$ -	\$ -	\$ -	\$ 337,588
FY 2003-04 Actuals	\$ -	\$ 415,997	\$ -	\$ -	\$ -	\$ 415,997
FY 2004-05 Adopted Budget	\$ -	\$ 440,000	\$ -	\$ -	\$ -	\$ 440,000

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Research & Reporting (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
460 RESEARCH & REPORTING						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
SPECIAL REVENUE	\$ 310,261	\$ 128,477	\$ 1,262	\$ 440,000	\$ 440,000	
ALL FUNDS	\$ 310,261	\$ 128,477	\$ 1,262	\$ 440,000	\$ 440,000	

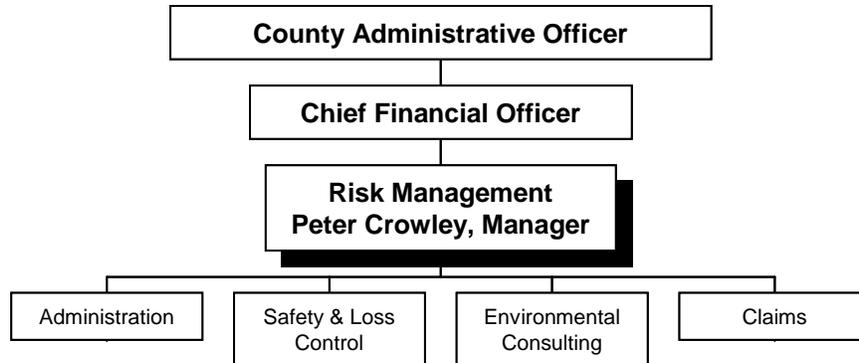
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
460 RESEARCH & REPORTING									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs	
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance %
REVENUE									
645 INTEREST EARNINGS	\$ (0)	\$ -	\$ -	\$ -	\$ (0)	\$ -	\$ -	\$ -	0%
650 MISCELLANEOUS REVENUE	323,482	440,000	440,000	440,000	440,000	440,000	440,000	-	0%
Total Revenue	\$ 323,482	\$ 440,000	\$ 440,000	\$ 440,000	\$ 440,000	\$ 440,000	\$ 440,000	\$ -	0%
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 122,568	\$ 197,901	\$ 193,250	\$ 209,552	\$ 196,620	\$ 221,871	\$ (28,621)		-15%
705 TEMPORARY PAY	19,408	121,108	119,109	41,823	109,000	85,483	33,626		28%
750 FRINGE BENEFITS	40,515	67,969	75,034	61,275	87,512	85,778	(10,744)		-14%
790 OTHER PERSONNEL SERVICES	3,430	5,000	5,000	3,198	5,000	5,000	-		0%
795 PERSONNEL SERVICES ALLOC OUT	-	(84,043)	(84,043)	(84,042)	(87,871)	(87,871)	3,828		-5%
Sub Total	\$ 185,920	\$ 307,935	\$ 308,350	\$ 231,807	\$ 310,261	\$ 310,261	\$ (1,911)		-1%
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 4,137	\$ 5,378	\$ 5,378	\$ 4,635	\$ 6,560	\$ 6,560	\$ (1,182)		-22%
804 NON-CAPITAL EQUIPMENT	-	5,000	4,586	-	5,000	5,000	(414)		-9%
812 OTHER SERVICES	237	-	-	-	-	-	-		0%
820 RENT & OPERATING LEASES	3,930	71,772	71,772	71,771	6,000	71,772	-		0%
825 REPAIRS AND MAINTENANCE	-	1,500	1,500	661	1,000	1,000	500		33%
839 INTERNAL SERVICE CHARGES	-	10,290	10,290	10,250	8,509	8,509	1,781		17%
842 TRAVEL & EDUCATION	840	3,000	3,000	937	3,000	3,000	-		0%
843 POSTAGE/FREIGHT/SHIPPING	8	2,000	2,000	993	1,000	1,000	1,000		50%
855 INTEREST EXPENSE	130	-	-	-	-	-	-		0%
880 TRANSFERS OUT	142,356	33,125	33,125	33,125	97,408	31,636	1,489		4%
Sub Total	\$ 151,638	\$ 132,065	\$ 131,651	\$ 122,371	\$ 128,477	\$ 128,477	\$ 3,174		2%
CAPITAL OUTLAY									
950 DEBT SERVICE	\$ -	\$ -	\$ -	\$ -	\$ 1,262	\$ 1,262	\$ (1,262)		0%
Sub Total	\$ -	\$ -	\$ -	\$ -	\$ 1,262	\$ 1,262	\$ (1,262)		0%
Total Expenditures	\$ 337,558	\$ 440,000	\$ 440,001	\$ 354,178	\$ 440,000	\$ 440,000	\$ 1		0%
Operating Balance (Rev. - Exp.)	\$ (14,076)	\$ -	\$ (1)	\$ 85,822	\$ -	\$ -	\$ (1)		100%

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
460 RESEARCH & REPORTING			
Market Range Title	FTE	Market Range Title	FTE
ADMIN/OFFICE SUPPORT SUPV	3.00	DIRECTOR	1.00
CALL CTR REPRESENTATIVE	3.75	PROGRAM COORDINATOR	1.00
Total			8.75

Risk Management

Organizational Chart



Mission

The Mission of the Risk Management Department is to provide loss prevention and control, and insurance and claims management services for Maricopa County Government, so they can reduce or eliminate their losses.

Vision

The Risk Management Department will be recognized as a leader and relied upon for a county-wide risk management philosophy and culture.

Goals

- Over the next two to five years, departmental decisions involving risk to County assets will be made consistent with established risk management protocols.
- By 2005, departments will be able to identify and manage areas of risk and reduce losses as a result of timely and relevant information and assistance provided by Risk Management.
- County losses will be reduced by a measurable amount over each of the next five years.
- Risk Management will sustain appropriate level of expertise by maintaining a personnel attrition rate of less than 10% over each of the next five years.

Issues

- The County's failure to recognize the value of the Risk Management discipline and the impact it has on the protection of the County's assets, creates a lack of accountability and a failure to protect all the assets, and therefore, damages the credibility of County government.
- The County's emphasis on managing for results presents us an opportunity, a challenge, and a forum to showcase our results for the County.
- With an increasing population and workforce, the need for Risk Management services will become more integral in forecasting of future County financial liability.
- As the number and costs of claims continue to increase and departments become more sophisticated and aware of their claim losses, demand for Risk Management services will increase and become more consultative in nature.

Risk Management (Continued)

- As the County's workforce and the regulatory environment continues to evolve, customers will demand more involvement from Risk Management to meet their needs for claims, environmental and safety services.
- As County management stresses the need for a comprehensive county-wide loss prevention program, demand for Risk Management services will increase.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 750 RISK MANAGEMENT TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
75CR - CLAIMS RESOLUTION/LIT MGT PROG	\$ 304,716	\$ 23,909,986	\$ -	\$ 24,214,702	\$ -	
75EM - ENVIRONMENTAL MANAGEMENT PROG	152,505	405,760	-	558,265	-	
75RI - RISK MGMT SELF-INSURANCE PROG	113,838	390,285	26,266	530,389	26,644,669	
75SM - SAFETY MANAGEMENT PROGRAM	441,820	61,048	-	502,868	-	
99AS - ADMINISTRATIVE SERVICES PROG	264,492	-	-	264,492	-	
TOTAL	\$ 1,277,371	\$ 24,767,079	\$ 26,266	\$ 26,070,716	\$ 26,644,669	

Key Performance Measures

Program Name: CLAIMS RESOLUTION AND LITIGATION MANAGEMENT PROGRAM

Program Purpose: The purpose of the Claims Resolution and Litigation Management Program is to provide claims disposition and litigation management services to the County so they can reduce the cost of claims and expenses.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent decrease/increase of third party claims costs compared to a 3 year average	N/A	N/A	56	56
Percent decrease/increase of third party indemnity payments compared to a 3 year average	N/A	N/A	-23	-23

Program Name: ENVIRONMENTAL MANAGEMENT PROGRAM

Program Purpose: The purpose of the Environmental Management Program is to provide environmental technical services to the County so they can minimize or eliminate liabilities.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent reduction/increase in possible environmental liability exposures	N/A	-32.1	-4.3	-1

Risk Management (Continued)

Program Name: RISK MANAGEMENT SELF-INSURANCE PROGRAM

Program Purpose: The purpose of the Risk Management Self-Insurance Program is to provide coverage and liability reduction services to the County so they will have adequate protection of County assets.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of risk management expenditures to County expenditures showing the cost of risk	1	1	1	1
Percent of expenditures within budget	100	100	100	100

Program Name: SAFETY MANAGEMENT PROGRAM

Program Purpose: The purpose of the Safety Management Program is to provide safety management services to the County so they can ensure standards compliance and control and/or prevent losses.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent reduction/increase of County quarterly injury incident rate compared to a 3 year average rate	N/A	47	-18	10

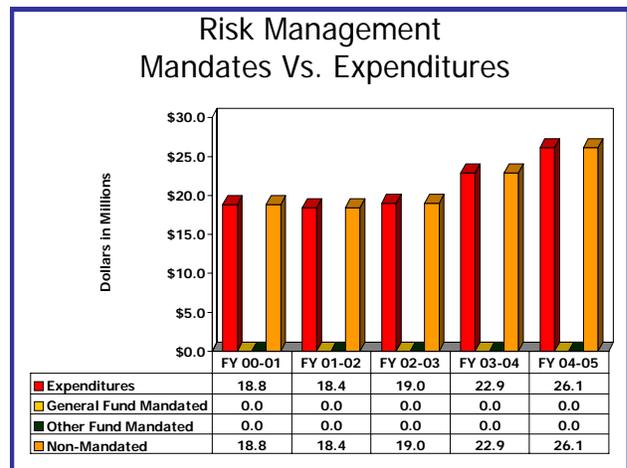
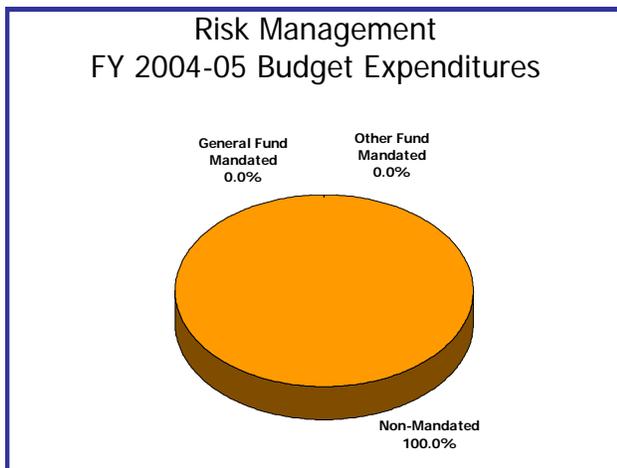
Risk Management (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 18,795,176	\$ 18,795,176
FY 2001-02 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 18,359,742	\$ 18,359,742
FY 2002-03 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 19,038,025	\$ 19,038,025
FY 2003-04 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 22,908,034	\$ 22,908,034
FY 2004-05 Adopted Budget	\$ -	\$ -	\$ -	\$ -	\$ 26,070,716	\$ 26,070,716

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 18,795,176	\$ 18,795,176
FY 2001-02 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 18,359,742	\$ 18,359,742
FY 2002-03 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 19,038,025	\$ 19,038,025
FY 2003-04 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 22,908,034	\$ 22,908,034
FY 2004-05 Adopted Budget	\$ -	\$ -	\$ -	\$ -	\$ 26,070,716	\$ 26,070,716

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Risk Management (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
750 RISK MANAGEMENT						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
INTERNAL SERVICE	\$ 1,277,371	\$ 24,767,079	\$ 26,266	\$ 26,070,716	\$ 26,644,669	
ALL FUNDS	\$ 1,277,371	\$ 24,767,079	\$ 26,266	\$ 26,070,716	\$ 26,644,669	

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT										
750 RISK MANAGEMENT										
ALL FUNDS										
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs			
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance	%
REVENUE										
636 INTERNAL SERVICE CHARGES	\$ 23,343,431	\$ 25,676,986	\$ 25,676,986	\$ 25,676,986	\$ 25,676,986	\$ 26,144,669	\$ 26,144,669	\$ (467,683)	-2%	
645 INTEREST EARNINGS	520,493	1,009,135	1,009,135	405,000	405,000	500,000	500,000	509,135	50%	
Total Revenue	\$ 23,863,924	\$ 26,686,121	\$ 26,686,121	\$ 26,081,986	\$ 26,081,986	\$ 26,644,669	\$ 26,644,669	\$ 41,452	0%	
EXPENDITURES										
PERSONAL SERVICES										
701 REGULAR PAY	\$ 924,135	\$ 976,930	\$ 1,004,737	\$ 938,529	\$ 938,529	\$ 1,005,458	\$ 996,866	\$ 7,871	1%	
710 OVERTIME	490	-	-	(113)	(113)	-	-	-	0%	
750 FRINGE BENEFITS	199,087	277,571	249,757	266,376	266,376	283,043	280,505	(30,748)	-12%	
790 OTHER PERSONNEL SERVICES	2,000	-	-	2,000	2,000	-	-	-	0%	
Sub Total	\$ 1,125,712	\$ 1,254,501	\$ 1,254,494	\$ 1,206,792	\$ 1,206,792	\$ 1,288,501	\$ 1,277,371	\$ (22,877)	-2%	
SUPPLIES & SERVICES										
801 GENERAL SUPPLIES	\$ 44,269	\$ 28,121	\$ 28,121	\$ 27,000	\$ 27,000	\$ 28,121	\$ 38,121	\$ (10,000)	-36%	
803 FUEL	2,589	2,259	2,259	2,900	2,900	2,259	2,259	-	0%	
804 NON-CAPITAL EQUIPMENT	5,212	1,000	1,000	1,000	1,000	1,000	1,000	-	0%	
810 LEGAL SERVICES	3,367,583	2,896,858	2,896,858	3,900,000	3,900,000	3,219,031	3,219,031	(322,173)	-11%	
812 OTHER SERVICES	12,119,998	19,664,572	19,664,572	18,618,000	18,618,000	19,763,380	19,763,380	(98,808)	-1%	
820 RENT & OPERATING LEASES	18,339	15,600	16,100	19,500	19,500	16,100	16,100	-	0%	
825 REPAIRS AND MAINTENANCE	261	750	750	750	750	750	750	-	0%	
830 INTERGOVERNMENTAL PAYMENTS	213,769	175,000	175,000	215,000	215,000	220,000	220,000	(45,000)	-26%	
839 INTERNAL SERVICE CHARGES	1,364,255	1,415,990	1,415,990	1,415,990	1,415,990	1,476,761	1,379,761	36,229	3%	
842 TRAVEL & EDUCATION	10,587	9,500	9,500	10,000	10,000	9,500	9,500	-	0%	
843 POSTAGE/FREIGHT/SHIPPING	1,033	2,525	2,525	2,530	2,530	2,525	2,525	-	0%	
850 UTILITIES	-	500	-	-	-	-	-	-	0%	
880 TRANSFERS OUT	123,591	122,626	122,626	122,626	122,626	114,652	114,652	7,974	7%	
Sub Total	\$ 17,271,486	\$ 24,335,301	\$ 24,335,301	\$ 24,335,296	\$ 24,335,296	\$ 24,854,079	\$ 24,767,079	\$ (431,778)	-2%	
CAPITAL OUTLAY										
920 CAPITAL EQUIPMENT	\$ -	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ -	\$ 17,500	100%	
930 VEHICLES & CONSTRUCTION EQUIP	-	-	-	-	-	-	21,000	(21,000)	0%	
950 DEBT SERVICE	-	2,500	2,500	2,500	2,500	2,500	5,266	(2,766)	-111%	
Sub Total	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 26,266	\$ (6,266)	-31%	
Total Expenditures	\$ 18,397,198	\$ 25,609,802	\$ 25,609,795	\$ 25,562,088	\$ 25,562,088	\$ 26,162,580	\$ 26,070,716	\$ (460,921)	-2%	
Operating Balance (Rev. - Exp.)	\$ 5,466,726	\$ 1,076,319	\$ 1,076,326	\$ 519,898	\$ 519,898	\$ 482,089	\$ 573,953	\$ 502,373	47%	

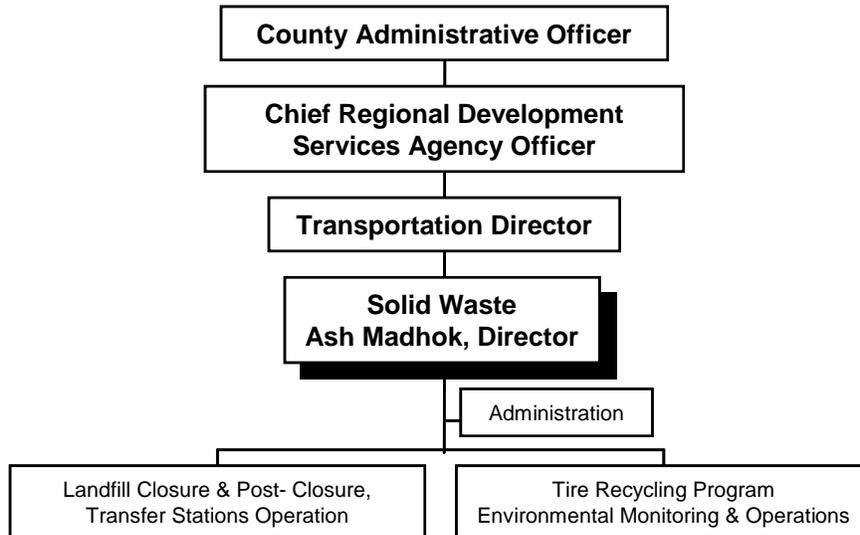
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
750 RISK MANAGEMENT			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	4.00	FINANCIAL SUPERVISOR	1.00
DIRECTOR	1.00	FINAN/BUSINESS ANALYST	4.00
ENGINEER	2.00	RISK MGMT SUPERVISOR	2.00
		SAFETY REPRESENTATIVE	6.00
Total			20.00

Solid Waste

(A division of Public Works)

Organizational Chart



Mission

The Mission of Solid Waste Management Department is to provide collection sites and tire recycling programs for residents and businesses so they may dispose of waste and tires conveniently in a safe manner that preserves and protects the environment and public health.

Vision

Provide solid waste transfer, disposal and recycling services for our County residents with emphasis on our ever-expanding role.

Goals

- By 2007, formulate a west side area wide community consortium to collaboratively address and implement a Household Hazardous Waste Program or conduct multi-area events.
- BY 2008, develop a public /private partnership program to recycle used tires into useable products.
- By 2008, continue to expand the ongoing Illegal dumping clean-up program by collaborating with the west side communities.

Issues

- Collaborative efforts are needed to formulate a west side community consortium to decrease the illegal dumping of household hazardous waste into landfills and reduce costs for the Maricopa County.
- Due to fluctuating and uncertain market conditions in the manufacturing of products from waste tires, a need for public/private partnership is essential. The long-range continued existence of the program depends upon the County to share the risk of market conditions along with private entities.

Solid Waste (Continued)

- The absence of County landfills, coupled with the high cost of disposal fees by private landfill operators and population growth are contributing to the increase in illegal dumping. The west side communities adjoining unincorporated areas collaboratively need to implement an area wide program to reduce costs.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 670 SOLID WASTE TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
67EW - ENVIRONMENTAL WASTE MANAGEMENT	\$ 263,771	\$ 3,327,003	\$ 75,000	\$ 3,665,774	\$ 3,770,000	
67WD - WASTE DISPOSAL MANAGEMENT	265,506	234,133	-	499,639	50,000	
99AS - ADMINISTRATIVE SERVICES PROG	24,589	218,211	4,209	247,009	400,000	
TOTAL	\$ 553,866	\$ 3,779,347	\$ 79,209	\$ 4,412,422	\$ 4,220,000	

Key Performance Measures

Program Name: ENVIRONMENTAL WASTE MANAGEMENT

Program Purpose: The purpose of the Environmental Waste Management Program is to provide management services for household hazardous waste and illegal dumping clean-up as well as waste tire storage, disposal and recycling services so that it can provide its citizens with convenient, safe and economical and environmental sound waste disposal.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of funded household hazardous waste events requested	0	0	100	100
Percent of tire tonnage processed by acceptable recycling methods.	48	100	100	100

Program Name: WASTE DISPOSAL MANAGEMENT

Program Purpose: The purpose of the Waste Disposal Management Program is to provide convenient, safe and economical waste disposal services for the remotely located areas of the County and perform closure and post-closure services to protect public health and the environment.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent customers satisfied	86	84	92	90
Percent of groundwater well tests completed.	95	100	100	100

Solid Waste (Continued)

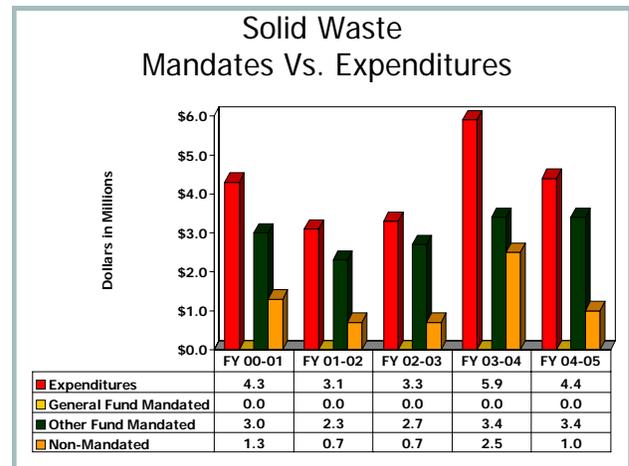
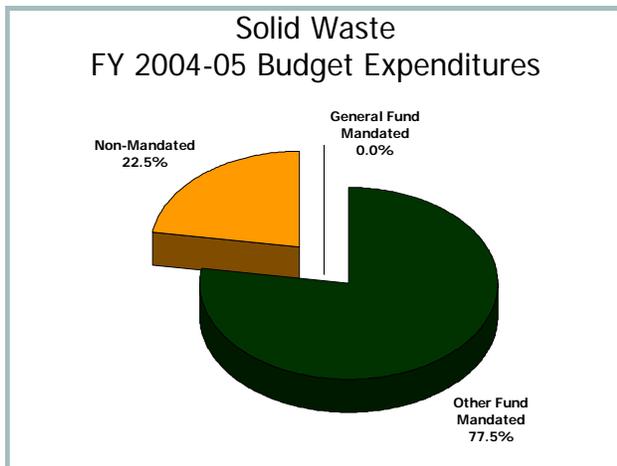
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 2,994,897	\$ -	\$ 1,333,771	\$ -	\$ 4,328,668
FY 2001-02 Actuals	\$ -	\$ 2,349,862	\$ -	\$ 745,428	\$ -	\$ 3,095,290
FY 2002-03 Actuals	\$ -	\$ 2,679,414	\$ -	\$ 653,853	\$ -	\$ 3,333,267
FY 2003-04 Actuals	\$ -	\$ 3,399,096	\$ -	\$ 2,510,264	\$ -	\$ 5,909,360
FY 2004-05 Adopted Budget	\$ -	\$ 3,419,169	\$ -	\$ 993,253	\$ -	\$ 4,412,422

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 2,994,897	\$ -	\$ -	\$ -	\$ 2,994,897
FY 2001-02 Actuals	\$ -	\$ 2,349,862	\$ -	\$ -	\$ -	\$ 2,349,862
FY 2002-03 Actuals	\$ -	\$ 2,679,414	\$ -	\$ -	\$ -	\$ 2,679,414
FY 2003-04 Actuals	\$ -	\$ 3,399,096	\$ -	\$ -	\$ -	\$ 3,399,096
FY 2004-05 Adopted Budget	\$ -	\$ 3,419,169	\$ -	\$ -	\$ -	\$ 3,419,169

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ -	\$ -	\$ 1,333,771	\$ -	\$ 1,333,771
FY 2001-02 Actuals	\$ -	\$ -	\$ -	\$ 745,428	\$ -	\$ 745,428
FY 2002-03 Actuals	\$ -	\$ -	\$ -	\$ 653,853	\$ -	\$ 653,853
FY 2003-04 Actuals	\$ -	\$ -	\$ -	\$ 2,510,264	\$ -	\$ 2,510,264
FY 2004-05 Adopted Budget	\$ -	\$ -	\$ -	\$ 993,253	\$ -	\$ 993,253

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Solid Waste (Continued)

Mandate Information

TITLE Waste tire fund and program

AUTHORITY A.R.S. § 44-1305. C.

**HISTORY/
BACKGROUND** Each county shall establish a waste tire program and shall submit by September 1 of each year a waste tire management plan to the department of environmental quality for review and approval. A waste tire program may include contracts with private enterprise to do any of the following, either individually or collectively: Develop an accounting system for the waste tires managed with monies from the waste tire fund. The department of revenue shall provide an annual report to the legislature and to the department of environmental quality on the collection and distribution of monies in the waste tire fund.

**MANDATE
DESCRIPTION** Develop a plan to manage waste tires in the county. Construct, operate, or contract for the construction or operation of a waste tire processing facility and purchase equipment for that facility. Contract for a waste tire processing facility service. Remove or contract for the removal of waste tires from the county or other region. Establish waste tire collection centers at solid waste disposal facilities or waste tire processing facilities.

Waste Tire Fund	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 2,994,897	\$ -	\$ -	\$ -	\$ 2,994,897
FY 2001-02 Actuals	\$ -	\$ 2,349,862	\$ -	\$ -	\$ -	\$ 2,349,862
FY 2002-03 Actuals	\$ -	\$ 2,679,414	\$ -	\$ -	\$ -	\$ 2,679,414
FY 2003-04 Actuals	\$ -	\$ 3,399,096	\$ -	\$ -	\$ -	\$ 3,399,096
FY 2004-05 Adopted Budget	\$ -	\$ 3,419,169	\$ -	\$ -	\$ -	\$ 3,419,169

Solid Waste (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED							
670 SOLID WASTE							
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue		
ENTERPRISE	\$ 225,058	\$ 763,986	\$ 4,209	\$ 993,253	\$ 450,000		
SPECIAL REVENUE	328,808	3,015,361	75,000	3,419,169	3,770,000		
ALL FUNDS	\$ 553,866	\$ 3,779,347	\$ 79,209	\$ 4,412,422	\$ 4,220,000		

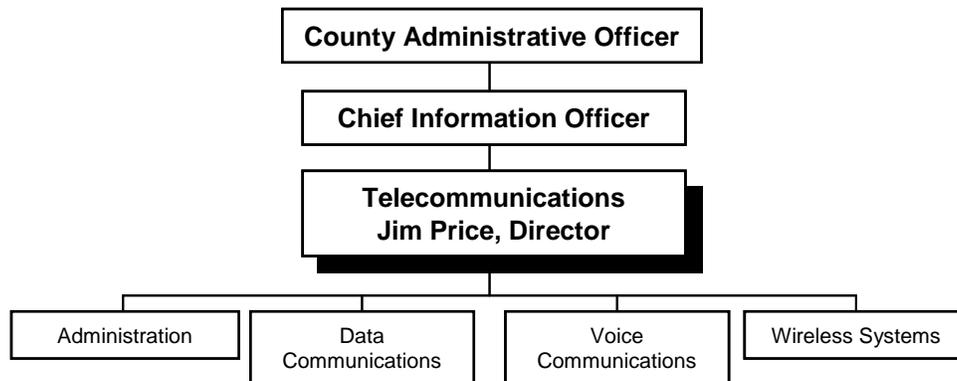
EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT										
670 SOLID WASTE										
ALL FUNDS										
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs			
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance	%
REVENUE										
620 OTHER INTERGOVERNMENTAL	\$ 2,936,602	\$ 3,300,000	\$ 3,300,000	\$ 3,988,152	\$ 3,950,000	\$ 3,950,000	\$ (650,000)		-20%	
635 OTHER CHARGES FOR SERVICES	55,828	30,000	30,000	249,440	50,000	50,000	(20,000)		-67%	
645 INTEREST EARNINGS	445,516	725,232	725,232	158,960	390,000	190,000	535,232		74%	
650 MISCELLANEOUS REVENUE	182,730	30,000	30,000	146,488	30,000	30,000	-		0%	
Total Revenue	\$ 3,620,675	\$ 4,085,232	\$ 4,085,232	\$ 4,543,040	\$ 4,420,000	\$ 4,220,000	\$ (134,768)		-3%	
EXPENDITURES										
PERSONAL SERVICES										
701 REGULAR PAY	\$ 343,408	\$ 407,809	\$ 420,374	\$ 366,624	\$ 386,217	\$ 350,109	\$ 70,265		17%	
705 TEMPORARY PAY	27,851	90,000	77,467	35,433	78,484	63,484	13,983		18%	
710 OVERTIME	3,832	20,000	20,000	2,444	37,330	15,000	5,000		25%	
750 FRINGE BENEFITS	93,582	135,112	135,414	112,182	133,915	125,273	10,141		7%	
790 OTHER PERSONNEL SERVICES	71	-	-	-	-	-	-		0%	
796 PERSONNEL SERVICES ALLOC IN	1,192	-	-	-	-	-	-		0%	
Sub Total	\$ 469,936	\$ 652,921	\$ 653,255	\$ 516,683	\$ 635,946	\$ 553,866	\$ 99,389		15%	
SUPPLIES & SERVICES										
801 GENERAL SUPPLIES	\$ 33,237	\$ 9,000	\$ 9,000	\$ 14,951	\$ 10,000	\$ 10,000	\$ (1,000)		-11%	
803 FUEL	24,354	28,000	23,000	25,673	38,000	38,000	(15,000)		-65%	
810 LEGAL SERVICES	-	2,000	2,000	115	2,000	2,000	-		0%	
812 OTHER SERVICES	3,254,183	2,946,231	2,967,853	2,051,575	3,222,462	3,386,751	(418,898)		-14%	
820 RENT & OPERATING LEASES	40,612	51,000	51,000	54,000	34,300	34,300	16,700		33%	
825 REPAIRS AND MAINTENANCE	350	6,468	9,436	-	27,968	5,000	4,436		47%	
839 INTERNAL SERVICE CHARGES	191,286	237,686	218,097	212,105	193,360	184,360	33,737		15%	
842 TRAVEL & EDUCATION	-	4,000	2,000	441	2,820	2,200	(200)		-10%	
843 POSTAGE/FREIGHT/SHIPPING	429	1,500	2,500	1,570	1,500	1,500	1,000		40%	
845 SUPPORT AND CARE OF PERSONS	-	-	1,000	-	3,000	-	1,000		100%	
850 UTILITIES	10,063	10,000	10,000	12,391	7,000	7,000	3,000		30%	
880 TRANSFERS OUT	268,547	177,117	177,117	177,117	77,667	108,236	68,881		39%	
Sub Total	\$ 3,823,060	\$ 3,473,002	\$ 3,473,003	\$ 2,549,939	\$ 3,620,077	\$ 3,779,347	\$ (306,344)		-9%	
CAPITAL OUTLAY										
930 VEHICLES & CONSTRUCTION EQUIP	\$ -	\$ 205,100	\$ 205,100	\$ 205,100	\$ 75,000	\$ 75,000	\$ 130,100		63%	
950 DEBT SERVICE	11,376	4,209	4,209	4,209	4,209	4,209	-		0%	
Sub Total	\$ 11,376	\$ 209,309	\$ 209,309	\$ 209,309	\$ 79,209	\$ 79,209	\$ 130,100		62%	
Total Expenditures	\$ 4,304,372	\$ 4,335,232	\$ 4,335,567	\$ 3,275,930	\$ 4,335,232	\$ 4,412,422	\$ (76,855)		-2%	
Operating Balance (Rev. - Exp.)	\$ (683,697)	\$ (250,000)	\$ (250,335)	\$ 1,267,110	\$ 84,768	\$ (192,422)	\$ (57,913)		23%	

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
670 SOLID WASTE			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	2.00	GENERAL MAINTENANCE SUPV	2.00
DIRECTOR	1.00	GENERAL MAINTENANCE TECH	2.00
EQUIPMENT OPERATOR	1.00	PUBLIC SVC REPRESENTATIVE	4.00
Total			12.00

Telecommunications

Organizational Chart



Mission

The Mission of the Telecommunications is to provide strategic vision, leadership, and enterprise solutions to County leaders and staff so they can meet their goals and deliver results to the Public.

Vision

Telecommunications will champion Maricopa County into Information-Age Government.

Goals

- County employees will have the ability to fully perform their day-to-day jobs, within a secured IT environment, on demand from anywhere at any time by July 2008.
- The Public and outside organizations will have the ability, within a secured IT environment, to obtain information from and conduct business transactions online with the County on demand from anywhere at any time by July 2008.
- County decision-makers will have the ability to readily and easily access data and/or information on demand to make informed business decisions by July 2008.
- Through Countywide standardized information technology, the County will maximize the use of its available support resources, optimize the cost of doing business, and expedite the sharing and distributing of data and information between systems utilized by distinct business units on demand by July 2008.
- The County's IT strategic goals will be achieved through information technology standards; experienced, knowledgeable, and informed staff; and transformed business processes through enabling IT services by July 2008.

Issues

- As the County increasingly depends upon collaboration in the workplace, supporting the process will be impossible if the technology infrastructure is inadequately funded and allowed to stagnate.
- The lack of robust tools to manage, organize, maintain and catalog data will negate the usefulness of the constantly increasing supply of and demand for web-based information.

Telecommunications (Continued)

- Increased demand for video, imaging, and other high bandwidth applications to support business processes are greater than what current network capacity and flexibility can provide.
- The lack of competitive compensation, education, and career development opportunities for IT staff will make it difficult to attract and retain skilled employees.
- If IT doesn't pursue alternative service delivery models, the shortage of IT talent may result in the inability to meet our customers' demands for services.
- Current development methodologies, tools, infrastructure, and organizational models won't be able to support the Public's demand for easy, online, 7X24 access to all government services from any location.
- Existing systems are being challenged to present decision-making information to county staff, management, and citizenry to meet current and anticipated increase in demand.
- The changing work environment and growth in population require county employees to perform their jobs from remote locations, seriously challenging the County telecommunications system, which was designed primarily to serve centralized locations.
- Existing demand for decision-making information cannot be met with current applications.
- The lack of integration frameworks between County departments and external agencies hinder the presentation of timely decision-making information demanded by County staff, management, and the Public.
- The work environment, population growth, and urban sprawl continually change. Today's workforce is required to perform work from remote locations with both wired and wireless telecommunications-based technologies.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 760 TELECOMMUNICATIONS TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
411F - INFO TECHNOLOGY INFRASTRUCTURE	\$ 2,398,420	\$ 10,312,361	\$ 136,749	\$ 12,847,530	\$ 14,133,393	
99AS - ADMINISTRATIVE SERVICES PROG	319,713	475,592	13,600	808,905	-	
TOTAL	\$ 2,718,133	\$ 10,787,953	\$ 150,349	\$ 13,656,435	\$ 14,133,393	

Key Performance Measures

Program Name: INFORMATION TECHNOLOGY INFRASTRUCTURE

Program Purpose: The purpose of the IT Infrastructure program is to provide an integrated, robust, electronic platform to County departments, participating jurisdictions and the Public so that they can conveniently and dependably conduct business regardless of location.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of time we complete work orders to our customers' satisfaction and within our committed time frames	98.24	N/A	97.25	97

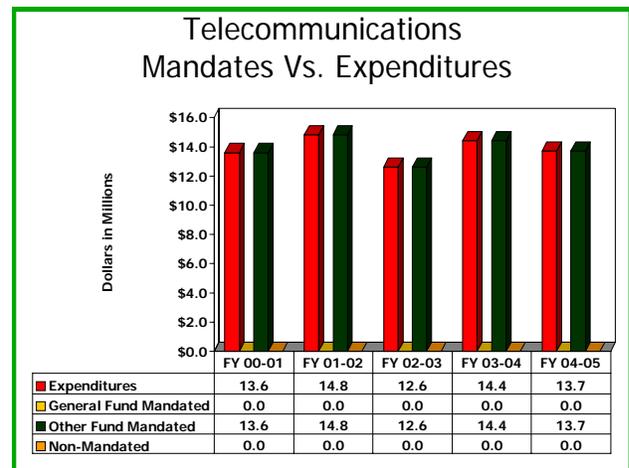
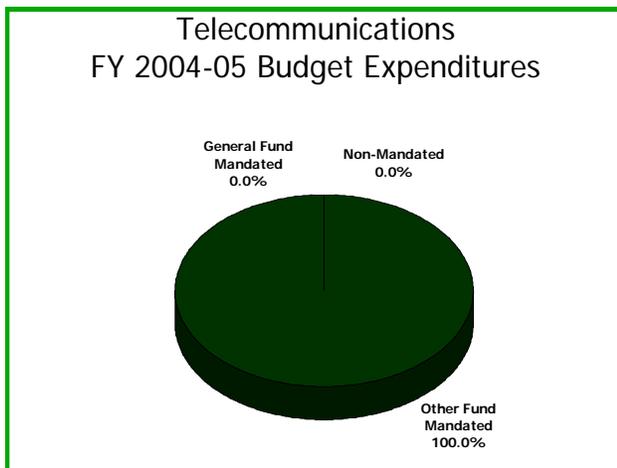
Telecommunications (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 13,639,620	\$ 13,639,620
FY 2001-02 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 14,837,863	\$ 14,837,863
FY 2002-03 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 12,622,738	\$ 12,622,738
FY 2003-04 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 14,414,056	\$ 14,414,056
FY 2004-05 Adopted Budget	\$ -	\$ -	\$ -	\$ -	\$ 13,656,435	\$ 13,656,435

Total Administrative Mandates	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 13,639,620	\$ 13,639,620
FY 2001-02 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 14,837,863	\$ 14,837,863
FY 2002-03 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 12,622,738	\$ 12,622,738
FY 2003-04 Actuals	\$ -	\$ -	\$ -	\$ -	\$ 14,414,056	\$ 14,414,056
FY 2004-05 Adopted Budget	\$ -	\$ -	\$ -	\$ -	\$ 13,656,435	\$ 13,656,435

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Telecommunications (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
760 TELECOMMUNICATIONS						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
INTERNAL SERVICE	\$ 2,718,133	\$ 10,787,953	\$ 150,349	\$ 13,656,435	\$ 14,133,393	
ALL FUNDS	\$ 2,718,133	\$ 10,787,953	\$ 150,349	\$ 13,656,435	\$ 14,133,393	

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
760 TELECOMMUNICATIONS									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance %
REVENUE									
620 OTHER INTERGOVERNMENTAL	\$ 572,940	\$ 499,012	\$ 498,012	\$ 414,275	\$ 514,141	\$ 514,141	\$ (16,129)		-3%
635 OTHER CHARGES FOR SERVICES	326	-	-	-	-	-	-	-	0%
636 INTERNAL SERVICE CHARGES	14,883,122	12,214,470	12,214,470	12,589,561	12,198,341	13,608,252	(1,393,782)		-11%
645 INTEREST EARNINGS	175	-	-	2,124	-	-	-	-	0%
650 MISCELLANEOUS REVENUE	400,080	10,000	11,000	12,250	11,000	11,000	-	-	0%
680 TRANSFERS IN	23,550	-	-	-	-	-	-	-	0%
Total Revenue	\$ 15,880,193	\$ 12,723,482	\$ 12,723,482	\$ 13,018,210	\$ 12,723,482	\$ 14,133,393	\$ (1,409,911)		-11%
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 1,990,133	\$ 2,148,739	\$ 2,086,461	\$ 2,023,983	\$ 2,068,571	\$ 2,068,571	\$ 17,890		1%
705 TEMPORARY PAY	3,583	10,000	10,000	9,432	10,000	10,000	-	-	0%
710 OVERTIME	53,292	48,000	48,000	50,051	48,000	48,000	-	-	0%
750 FRINGE BENEFITS	416,142	442,837	516,921	464,060	545,623	545,623	(28,702)		-6%
790 OTHER PERSONNEL SERVICES	35,429	-	27,094	31,032	34,959	34,959	(7,865)		-29%
796 PERSONNEL SERVICES ALLOC IN	8,506	-	-	11,190	10,980	10,980	(10,980)		0%
Sub Total	\$ 2,507,085	\$ 2,649,576	\$ 2,688,476	\$ 2,589,748	\$ 2,718,133	\$ 2,718,133	\$ (29,657)		-1%
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 872,256	\$ 140,000	\$ 343,177	\$ 611,473	\$ 1,186,000	\$ 1,186,000	\$ (842,823)		-246%
803 FUEL	14,392	15,000	15,500	14,842	15,000	15,000	500		3%
804 NON-CAPITAL EQUIPMENT	85,871	-	-	5,001	-	1,409,911	(1,409,911)		0%
810 LEGAL SERVICES	(60)	-	-	-	-	-	-	-	0%
812 OTHER SERVICES	721,873	556,630	1,601,773	620,746	953,649	953,649	648,124		40%
820 RENT & OPERATING LEASES	1,630,453	1,670,427	1,450,900	1,445,720	1,499,775	1,499,775	(48,875)		-3%
825 REPAIRS AND MAINTENANCE	1,505,719	1,535,850	1,491,981	1,473,218	1,395,714	1,395,714	96,267		6%
830 INTERGOVERNMENTAL PAYMENTS	7,267	-	4,719	6,239	4,020	4,020	699		15%
839 INTERNAL SERVICE CHARGES	119,236	104,462	104,462	52,721	154,417	154,417	(49,955)		-48%
842 TRAVEL & EDUCATION	24,160	43,000	43,000	42,997	43,000	43,000	-	-	0%
843 POSTAGE/FREIGHT/SHIPPING	6,777	10,000	2,000	3,525	500	500	1,500		75%
850 UTILITIES	4,922,705	4,784,242	3,763,201	3,766,322	3,478,217	3,478,217	284,984		8%
855 INTEREST EXPENSE	18,382	-	-	-	-	-	-	-	0%
865 DEPRECIATION	-	306,000	306,000	306,000	335,000	335,000	(29,000)		-9%
880 TRANSFERS OUT	1,159,098	284,563	284,563	284,563	312,750	312,750	(28,187)		-10%
Sub Total	\$ 11,088,130	\$ 9,450,174	\$ 9,411,276	\$ 8,633,366	\$ 9,378,042	\$ 10,787,953	\$ (1,376,677)		-15%
CAPITAL OUTLAY									
920 CAPITAL EQUIPMENT	\$ -	\$ -	\$ -	\$ 835,817	\$ -	\$ -	\$ -	\$ -	0%
950 DEBT SERVICE	3,939	114,720	114,720	111,467	150,349	150,349	(35,629)		-31%
Sub Total	\$ 3,939	\$ 114,720	\$ 114,720	\$ 947,284	\$ 150,349	\$ 150,349	\$ (35,629)		-31%
Total Expenditures	\$ 13,599,154	\$ 12,214,470	\$ 12,214,472	\$ 12,170,398	\$ 12,246,524	\$ 13,656,435	\$ (1,441,963)		-12%
Operating Balance (Rev. - Exp.)	\$ 2,281,039	\$ 509,012	\$ 509,010	\$ 847,812	\$ 476,958	\$ 476,958	\$ 32,052		6%

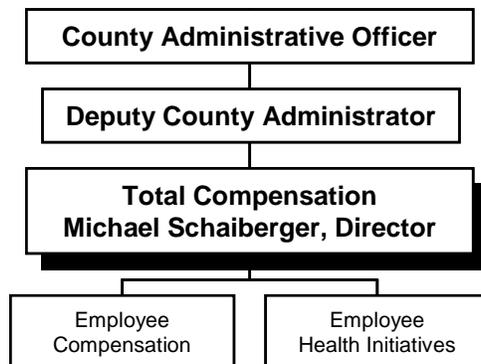
Telecommunications (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED 760 TELECOMMUNICATIONS			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTING CLERK	3.00	TECHNOLOGY ANALYST	2.00
ADMIN/OPERATIONS SUPV	1.00	TELECOMMUNICATIONS SUPV	4.00
DIRECTOR	1.00	TELECOMMUNICATIONS TECH	16.00
INFO TECHNOL CONSULTANT	1.00	TELECOMMUNICATNS ANALYST	14.00
Total			42.00

Total Compensation

Organizational Chart



Mission

The Mission of the Total Compensation Department is to provide Board approved compensation and benefit plans which are effectively communicated, and provide department leadership with strategic direction and administrative support related to compensation and benefits so they can attract and retain qualified employees to achieve their business results.

Vision

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

Goals

- By June 30, 2006, increase Maricopa County employee satisfaction with pay by 2% over the FY02 level as measured by the annual employee satisfaction survey.
- By June 30, 2006, increase Maricopa County employee satisfaction with benefits by 2% over the FY02 level as measured by the annual employee satisfaction survey.
- Over the next four plan years, beginning with plan year 2003, the negotiated premium rates for the medical (general medical, vision, behavioral health/substance abuse, and pharmacy) insurance component of the benefits plan for the active employees will be no greater than 5 percentage points above the local market percentage of increase for public sector employer groups as provided by the external benefits actuary.
- Over the next five years, beginning with FY 2004, implement the action plan developed by County Counsel to ensure current and on-going Health Insurance Portability Accountability Act of 1996 (HIPAA) compliance within the Employee Benefits Division of Total Compensation.
- By June 30, 2006 increase Maricopa County department up-to-date job descriptions by 20% (11) per year from baseline year ending June 2004.

Issues

- The significant skyrocketing costs of health care expenditures in the U.S and the current market trends will directly impact the structure of the benefit plan and fiscal impact of the health insurance program offered by Maricopa County to their employees and dependents.

Total Compensation (Continued)

- The “soft” economy and resulting declining revenues combined with the rising cost of non-wage benefits increases the challenge of developing a competitive total compensation package to attract and retain qualified and motivated employees.
- The complexities and severe financial consequences associated with State and Federal regulatory compliance will require changes to the Total Compensation Department’s business processes. e.g. Federal mandated HIPAA and State mandated Chiropractic visits.
- Benefits vendors utilized by Maricopa County are demanding greater automation and enhanced security of the benefits processes, which will initially increase our cost and reshape our benefits workforce.
- Paper-based data transmission of new and ongoing benefits enrollment information does not allow for efficient processing of benefits related services, which could result in a service delay for employees and their dependents.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 350 TOTAL COMPENSATION TOTAL FUNDS					
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
35CO - EMPLOYEE COMPENSATION	\$ 386,575	\$ 22,475	\$ 872	\$ 409,922	\$ 7,545,007
35EH - EMPLOYEE HEALTH INITIATIVES	1,250,669	40,069,637	-	41,320,306	39,384,705
99AS - ADMINISTRATIVE SERVICES PROG	278,544	2,206	3,206	283,956	-
TOTAL	\$ 1,915,788	\$ 40,094,318	\$ 4,078	\$ 42,014,184	\$ 46,929,712

Key Performance Measures

Program Name: EMPLOYEE COMPENSATION PROGRAM

Program Purpose: The purpose of the Employee Compensation Program is to provide Board approved compensation to department leadership so that they can attract and retain qualified employees to achieve their business goals.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of employees voluntarily leaving employment who report pay as the primary reason for leaving Maricopa County	N/A	0.21	0.31	0.25

Program Name: EMPLOYEE HEALTH INITIATIVES PROGRAM

Program Purpose: The purpose of the Employee Health Initiatives Program is to provide Board approved benefit plans to department leadership so that they can attract and retain qualified employees to achieve their business goals.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of employees voluntarily leaving employment who report benefits as the primary reason for leaving Maricopa County	N/A	0.01	0.08	0.05

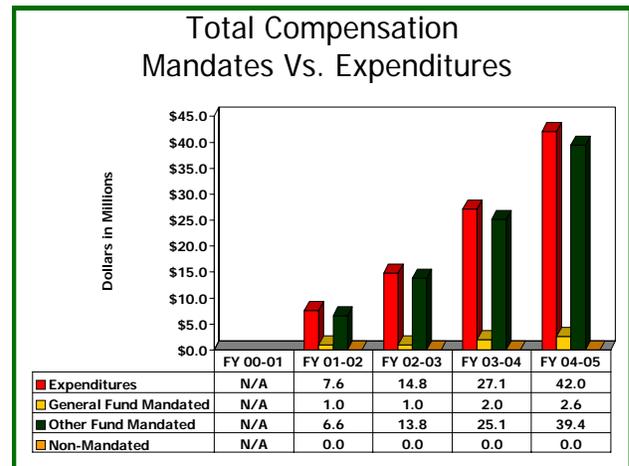
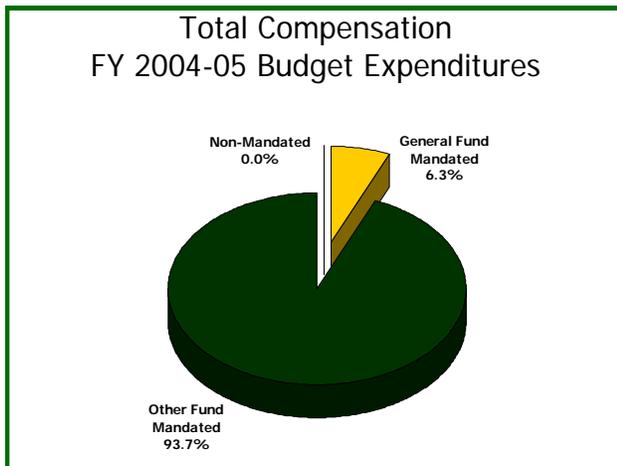
Total Compensation (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	N/A	N/A	N/A	N/A	N/A	N/A
FY 2001-02 Actuals	\$ 970,183	\$ -	\$ -	\$ -	\$ 6,606,958	\$ 7,577,141
FY 2002-03 Actuals	\$ 980,542	\$ -	\$ -	\$ -	\$ 13,806,513	\$ 14,787,055
FY 2003-04 Actuals	\$ 2,041,288	\$ -	\$ -	\$ -	\$ 25,080,623	\$ 27,121,911
FY 2004-05 Adopted Budget	\$ 2,649,479	\$ -	\$ -	\$ -	\$ 39,364,705	\$ 42,014,184

Total Administrative Mandates	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	N/A	N/A	N/A	N/A	N/A	N/A
FY 2001-02 Actuals	\$ 970,183	\$ -	\$ -	\$ -	\$ 6,606,958	\$ 7,577,141
FY 2002-03 Actuals	\$ 980,542	\$ -	\$ -	\$ -	\$ 13,806,513	\$ 14,787,055
FY 2003-04 Actuals	\$ 2,041,288	\$ -	\$ -	\$ -	\$ 25,080,623	\$ 27,121,911
FY 2004-05 Adopted Budget	\$ 2,649,479	\$ -	\$ -	\$ -	\$ 39,364,705	\$ 42,014,184

NOTE: Prior to FY 2001-02, Total Compensation was included in the Human Resources Department. See Human Resources for FY 2000-01 history.
 NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Total Compensation (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
350 TOTAL COMPENSATION						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
GENERAL FUND	\$ 1,915,788	\$ 729,613	\$ 4,078	\$ 2,649,479	\$ 20,000	
INTERNAL SERVICE	-	39,364,705	-	39,364,705	46,909,712	
ALL FUNDS	\$ 1,915,788	\$ 40,094,318	\$ 4,078	\$ 42,014,184	\$ 46,929,712	

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
350 TOTAL COMPENSATION									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Restated	Projected	Requested	Adopted	Revised Variance	%	
REVENUE									
635 OTHER CHARGES FOR SERVICES	\$ 12,591,375	\$ 23,535,004	\$ 23,535,004	\$ 28,648,005	\$ 38,307,260	\$ 39,384,705	\$ (15,849,701)	-67%	
638 PATIENT SERVICE REVENUE	12,424,568	13,780,299	13,780,299	13,780,299	-	-	13,780,299	100%	
645 INTEREST EARNINGS	162,171	176,471	176,471	169,275	-	-	176,471	100%	
650 MISCELLANEOUS REVENUE	51,936	15,000	15,000	11,500	15,000	-	15,000	100%	
652 PROCEEDS OF FINANCING	0	-	-	-	-	-	-	0%	
680 TRANSFERS IN	-	-	2,374,000	2,374,000	-	7,545,007	(5,171,007)	-218%	
Total Revenue	\$ 25,230,050	\$ 37,506,774	\$ 39,880,774	\$ 44,983,079	\$ 38,322,260	\$ 46,929,712	\$ (7,048,938)	-18%	
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 571,918	\$ 1,171,487	\$ 1,378,063	\$ 1,914,248	\$ 1,171,515	\$ 1,280,314	\$ 97,749	7%	
705 TEMPORARY PAY	773	4,500	4,500	65,248	4,500	4,500	-	0%	
710 OVERTIME	(0)	-	-	81	-	-	-	0%	
750 FRINGE BENEFITS	119,491	234,419	327,449	435,699	291,504	317,243	10,206	3%	
790 OTHER PERSONNEL SERVICES	10,001	13,841	3,315	206,727	392,870	313,731	(310,416)	-9364%	
795 PERSONNEL SERVICES ALLOC OUT	(68,887)	(68,887)	(68,887)	(155,482)	-	-	(68,887)	100%	
796 PERSONNEL SERVICES ALLOC IN	495,361	487,906	553,219	548,986	-	-	553,219	100%	
Sub Total	\$ 1,128,656	\$ 1,843,266	\$ 2,197,659	\$ 3,015,507	\$ 1,860,389	\$ 1,915,788	\$ 281,871	13%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 206,687	\$ 252,279	\$ 252,279	\$ 160,586	\$ 29,726	\$ 32,126	\$ 220,153	87%	
802 MEDICAL SUPPLIES	-	87,119	87,119	87,119	-	-	87,119	100%	
803 FUEL	-	683	683	679	673	673	10	1%	
804 NON-CAPITAL EQUIPMENT	-	444,726	444,726	445,826	476	476	444,250	100%	
806 SUPPLIES - ALLOCATION IN	599,643	-	-	-	-	-	-	0%	
811 HEALTH CARE SERVICES	5,324,035	10,398,620	26,208,315	28,514,202	35,105,010	36,284,066	(10,075,751)	-38%	
812 OTHER SERVICES	8,344,421	24,471,520	8,661,825	9,946,282	3,804,304	3,682,693	4,979,132	57%	
820 RENT & OPERATING LEASES	4,570	14,318	14,318	13,949	8,436	8,436	5,882	41%	
825 REPAIRS AND MAINTENANCE	300	2,857	2,857	3,539	2,857	7,857	(5,000)	-175%	
839 INTERNAL SERVICE CHARGES	20,598	52,819	52,819	43,849	48,833	48,833	3,986	8%	
842 TRAVEL & EDUCATION	2,289	5,587	5,587	4,970	8,363	5,390	197	4%	
843 POSTAGE/FREIGHT/SHIPPING	4,583	28,696	28,696	32,538	23,768	23,768	4,928	17%	
845 SUPPORT AND CARE OF PERSONS	-	13,074	13,074	13,074	-	-	13,074	100%	
873 SERVICES - ALLOCATION IN	9,488,346	-	-	-	-	-	-	0%	
880 TRANSFERS OUT	-	1,950,968	1,950,968	5,053	-	-	1,950,968	100%	
Sub Total	\$ 23,995,472	\$ 37,723,266	\$ 37,723,266	\$ 39,271,666	\$ 39,032,446	\$ 40,094,318	\$ (2,371,052)	-6%	
CAPITAL OUTLAY									
920 CAPITAL EQUIPMENT	\$ 27,390	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	
950 DEBT SERVICE	-	-	-	-	4,078	4,078	(4,078)	0%	
Sub Total	\$ 27,390	\$ -	\$ -	\$ -	\$ 4,078	\$ 4,078	\$ (4,078)	0%	
Total Expenditures	\$ 25,151,519	\$ 39,566,532	\$ 39,920,925	\$ 42,287,173	\$ 40,896,913	\$ 42,014,184	\$ (2,093,259)	-5%	
Operating Balance (Rev. - Exp.)	\$ 78,532	\$ (2,059,758)	\$ (40,151)	\$ 2,695,906	\$ (2,574,653)	\$ 4,915,528	\$ (4,955,679)	12343%	

Total Compensation (Continued)

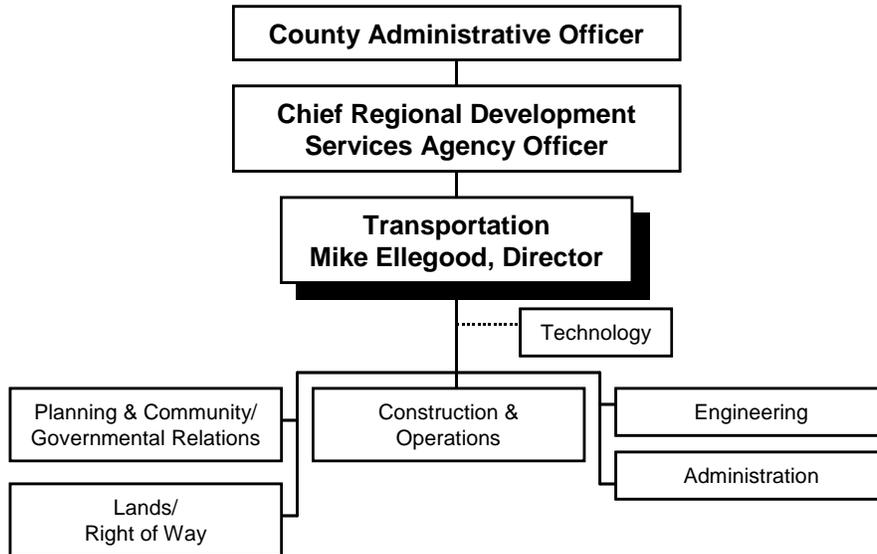
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
350 TOTAL COMPENSATION			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTANT	1.00	HEALTH EDUCATOR	1.00
ADMINISTRATIVE SPECIALIST	4.00	HR GENERALIST	9.00
DIRECTOR	1.00	HR MANAGER	2.00
ERGONOMIST	2.00	MANAGEMENT ANALYST	1.00
FINANCIAL SUPERVISOR	1.00	PROGRAM MANAGER	1.00
GOVT/COMMUN AFFAIRS OFCR	2.00	PUBLIC SVC REPRESENTATIVE	1.00
Total			26.00

Transportation

(A division of Public Works)

Organizational Chart



Mission

The Mission of the Department of Transportation (MCDOT) 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.

Goals

- By December 2006 MCDOT will complete a transportation system plan update, including specific policies and strategies that support the implementation of the MAG Regional Transportation Plan.
- By December 2006 MCDOT will demonstrate support for the MAG Regional Transportation Plan and cooperation with our regional partners by proactively establishing partnership agreements with other local governments on the regional arterial projects contained in the Plan.
- MCDOT will optimize the existing roadway system by annually deploying 25 safety improvement projects in addition to the Transportation Improvement Program.
- By June 2006 MCDOT will increase customer satisfaction and MCDOT institutional recognition through improved, proactive stakeholder involvement processes and initiatives to a stakeholder satisfaction survey rating of 6 as reported in the annual survey conducted by MCDOT Community Relations.
- Beginning in FY 2005 MCDOT will plan for and improve the consistency of our delivery of budgeted projects by improving our capital expenditure rate to 85% and our operations expenditure rate to more than 95%, but less than 98%.

Transportation (Continued)

- Annually, the occupational injury rate and severity of injuries and illnesses at MCDOT will decrease 5% from the previous year.

Issues

- Our existing regional transportation system is fragmented among multiple jurisdictions resulting in a lack of diverse forms of transit, connectivity, alignment of traffic control measures, and other discontinuous infrastructure that is not meeting our customers' needs.
- Inadequate integration of land use planning, environmental issues, and transportation planning will result in MCDOT's inability to deliver the right transportation system at the right time and the right cost.
- MCDOT is experiencing difficulty in attracting and retaining a sufficient number of qualified employees which negatively impacts succession planning and introduces a lack of continuity in staffing critical positions.
- The condition of uncoordinated and rapid rural and residential development in formerly rural areas, in combination with air quality mandates, have created extraordinary demands on our resources for the maintenance and improvement of county maintained and non-county maintained roads.
- MCDOT's lack of understanding of what drives private sector development schedules and locations impact our ability to adequately plan for and preserve the County's interest for an interoperable transportation system in the years to come. At the same time, private sector development provides collaborative planning and funding opportunities to deliver an adequate transportation system network.
- Lack of commitment to improve MCDOT's image and increase public involvement will result in loss of customer and partner support.
- The County's Highway User Revenue Fund (HURF) carryover may be used by the cities and towns as evidence that the HURF distribution should be changed to direct more money to the municipalities instead of to the County.
- MCDOT's collective group failure to focus on the basics of safety is causing an increase in workplace accidents.

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 640 TRANSPORTATION TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
64BT - BUILD ROADS AND BRIDGES	\$ 6,200,794	\$ 8,181,303	\$ 66,138,168	\$ 80,520,265	\$ 75,265,642	
64MT - MANAGE TRAFFIC	1,562,507	2,071,406	95,000	3,728,913	2,873,893	
64RB - MAINTAIN ROADS AND BRIDGES	10,394,973	14,074,205	2,889,015	27,358,193	20,706,304	
64ST - SUPPORT TRANSPORTATION SYSTEMS	3,208,507	2,596,129	340,000	6,144,636	6,500,349	
99AS - ADMINISTRATIVE SERVICES PROG	1,854,884	7,751,388	-	9,606,272	12,305,179	
99IT - INFORMATION TECHNOLOGY PROGRAM	1,567,341	1,224,700	789,814	3,581,855	2,701,535	
TOTAL	\$ 24,789,006	\$ 35,899,131	\$ 70,251,997	\$ 130,940,134	\$ 120,352,902	

Transportation (Continued)

Key Performance Measures

Program Name: BUILD ROADS AND BRIDGES

Program Purpose: The purpose of the Build Roads and Bridges program is to provide design and construction of roads and bridges to the traveling public so that they can get to their destination in a safe and efficient manner.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent Particulate Matter (PM-10) roads that have been paved per County Air Quality regulations for dust suppression/mitigation	38	89	81	80
Percent of land rights acquired by bid date within budget	100	100	100	95
Percent of lane miles completed that were planned for new or improved roadway construction (excluding PM 10 roads)	58	60	90	80
Percent of bridges completed that were planned for new or improved construction	N/A	67	75	80
Percent of utility relocation permits completed w/o delays	100	100	100	100

Program Name: MAINTAIN ROADS AND BRIDGES

Program Purpose: The purpose of the Maintain Roads and Bridges program is to provide roadway upkeep and traffic flow management to the traveling public so they can have safe trips on smooth, cost effective roads.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of total road mileage with pavement condition rating of "good" or better	98	98	98	95
Percent of bridges with sufficiency rating of "good" of better	81	67	73	70

Program Name: MANAGE TRAFFIC

Program Purpose: The purpose of the Manage Traffic program is to provide traffic safety solutions to contractors and provide coordinated traffic information, and emergency and event control services to the traveling public so that their trip is safe and travel delays are minimized.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent reduction in accidents per intersection or roadway segment	N/A	N/A	87	70

Transportation (Continued)

Program Name: SUPPORT TRANSPORTATION SYSTEMS

Program Purpose: The purpose of the Support Transportation Systems program is to provide information, tools, and guidance to teams within MCDOT, and their designers and builders so that they can prepare and efficiently deliver effective products and services and coordinated designs and construction.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of MCDOT projects that go to bid and are eligible for partnerships and have partnerships in place	N/A	74	58	67
Percent increase in customer satisfaction and institutional recognition	N/A	78	2.3	2.5

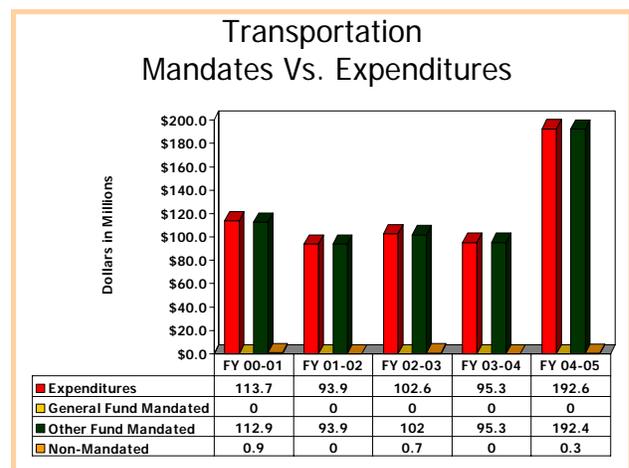
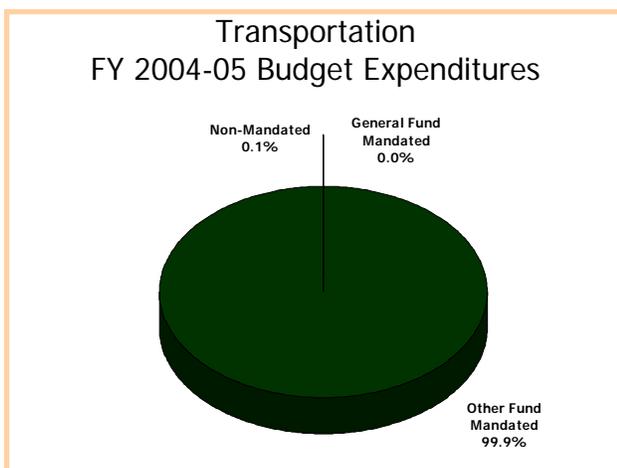
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 113,744,601	\$ -	\$ -	\$ -	\$ 113,744,601
FY 2001-02 Actuals	\$ -	\$ 45,239,435	\$ 48,684,801	\$ -	\$ -	\$ 93,924,236
FY 2002-03 Actuals	\$ -	\$ 46,476,736	\$ 56,164,787	\$ -	\$ -	\$ 102,641,523
FY 2003-04 Actuals	\$ -	\$ 43,867,392	\$ 51,407,046	\$ -	\$ -	\$ 95,274,438
FY 2004-05 Adopted Budget	\$ -	\$ 114,676,951	\$ 77,959,051	\$ -	\$ -	\$ 192,636,002

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 112,893,384	\$ -	\$ -	\$ -	\$ 112,893,384
FY 2001-02 Actuals	\$ -	\$ 45,215,397	\$ 48,684,801	\$ -	\$ -	\$ 93,900,198
FY 2002-03 Actuals	\$ -	\$ 45,794,755	\$ 56,164,787	\$ -	\$ -	\$ 101,959,542
FY 2003-04 Actuals	\$ -	\$ 43,851,554	\$ 51,407,046	\$ -	\$ -	\$ 95,258,600
FY 2004-05 Adopted Budget	\$ -	\$ 114,426,951	\$ 77,959,051	\$ -	\$ -	\$ 192,386,002

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 851,217	\$ -	\$ -	\$ -	\$ 851,217
FY 2001-02 Actuals	\$ -	\$ 24,038	\$ -	\$ -	\$ -	\$ 24,038
FY 2002-03 Actuals	\$ -	\$ 681,981	\$ -	\$ -	\$ -	\$ 681,981
FY 2003-04 Actuals	\$ -	\$ 15,838	\$ -	\$ -	\$ -	\$ 15,838
FY 2004-05 Adopted Budget	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Transportation (Continued)

Mandate Information

TITLE	Transportation System Operation, Maintenance, Improvement, Planning And Environmental Mitigation
AUTHORITY	Title 11 Powers and obligations of the county; A.R.S. § 28-18 Distribution of Highway Users Revenue Fund (HURF) funds; A.R.S. § 28-19 County highways; A.R.S. § 41-4 and 41-5 Historic preservation; Title 49 Environment; General Order R-1 of the Corporation Commission; The Transportation Equity Act for the 21st Century (TEA-21); The National Environmental Policy Act; The Clean Water Act; The Americans with Disabilities Act; Occupational Safety and Health Act (OSHA).
HISTORY/ BACKGROUND	The State of Arizona adopted statutes defining powers and duties of various levels of government in operating and maintaining the public transportation system. It also defined a funding mechanism and allocation formula for HURF revenue collected by the State. The Constitution and state statutes restrict how the funds can be spent. The specifics of HURF, its distribution, and the powers and duties of the levels of government have been amended numerous times.



Transportation (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
640 TRANSPORTATION						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
CAPITAL PROJECTS	\$ 4,183,000	\$ 7,667,883	\$ 66,108,168	\$ 77,959,051	\$ 83,141,666	
ELIMINATIONS	-	(61,695,868)	-	(61,695,868)	(61,695,868)	
SPECIAL REVENUE	20,606,006	89,927,116	4,143,829	114,676,951	98,907,104	
ALL FUNDS	\$ 24,789,006	\$ 35,899,131	\$ 70,251,997	\$ 130,940,134	\$ 120,352,902	

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT									
640 TRANSPORTATION									
ALL FUNDS									
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs		
	Restated	Adopted	Revised	Projected	Requested	Adopted	Revised	Variance	%
REVENUE									
610 LICENSES AND PERMITS	\$ 1,563,228	\$ 1,400,000	\$ 1,700,000	\$ 1,805,235	\$ 1,700,000	\$ 1,700,000	\$ -	0%	
615 GRANTS	550,128	350,000	350,000	498,085	250,000	250,000	100,000	29%	
620 OTHER INTERGOVERNMENTAL	5,702,499	20,899,647	18,644,647	11,744,728	21,335,498	21,335,498	(2,690,851)	-14%	
626 STATE SHARED HIGHWAY USER REV	82,153,375	86,300,000	86,300,000	80,489,274	82,000,000	88,073,124	(1,773,124)	-2%	
630 STATE SHARED VEHICLE LICENSE	7,071,602	7,500,000	7,200,000	7,666,635	8,000,000	8,000,000	(800,000)	-11%	
635 OTHER CHARGES FOR SERVICES	(0)	-	-	-	-	-	-	0%	
645 INTEREST EARNINGS	667,127	500,000	500,000	413,133	600,000	480,155	19,845	4%	
650 MISCELLANEOUS REVENUE	3,564,319	60,000	2,315,000	3,907,701	314,125	314,125	2,000,875	86%	
651 GAIN ON FIXED ASSETS	99,177	230,000	230,000	112,699	200,000	200,000	30,000	13%	
680 TRANSFERS IN	0	-	-	0	-	-	-	0%	
Total Revenue	\$ 101,371,455	\$ 117,239,647	\$ 117,239,647	\$ 106,637,490	\$ 114,399,623	\$ 120,352,902	\$ (3,113,255)	-3%	
EXPENDITURES									
PERSONAL SERVICES									
701 REGULAR PAY	\$ 17,205,153	\$ 18,631,248	\$ 18,434,147	\$ 17,797,974	\$ 18,309,369	\$ 17,892,019	\$ 542,128	3%	
705 TEMPORARY PAY	94,816	169,774	169,774	82,230	89,774	89,774	80,000	47%	
710 OVERTIME	518,112	555,754	570,754	490,503	520,200	520,200	50,554	9%	
750 FRINGE BENEFITS	4,143,873	5,067,134	5,332,383	4,981,513	6,033,192	5,977,475	(645,092)	-12%	
790 OTHER PERSONNEL SERVICES	234,253	179,323	179,323	177,321	243,768	243,768	(64,445)	-36%	
795 PERSONNEL SERVICES ALLOC OUT	(4,295,538)	(4,464,335)	(4,464,335)	(4,464,335)	(4,142,768)	(4,219,759)	(244,576)	5%	
796 PERSONNEL SERVICES ALLOC IN	4,248,411	4,183,490	4,183,490	3,924,845	4,285,529	4,285,529	(102,039)	-2%	
Sub Total	\$ 22,149,081	\$ 24,322,388	\$ 24,405,536	\$ 22,990,050	\$ 25,339,064	\$ 24,789,006	\$ (383,470)	-2%	
SUPPLIES & SERVICES									
801 GENERAL SUPPLIES	\$ 1,387,326	\$ 1,373,333	\$ 1,361,343	\$ 1,235,760	\$ 1,261,654	\$ 1,261,654	\$ 99,689	7%	
803 FUEL	687,623	762,915	753,990	717,963	737,282	737,282	16,708	2%	
804 NON-CAPITAL EQUIPMENT	235,197	114,600	114,600	77,850	77,850	77,850	36,750	32%	
812 OTHER SERVICES	16,434,173	9,816,313	9,753,186	11,312,602	20,337,271	15,962,183	(6,208,997)	-64%	
820 RENT & OPERATING LEASES	216,286	228,540	228,540	228,540	246,540	246,540	(18,000)	-8%	
825 REPAIRS AND MAINTENANCE	5,282,806	5,971,236	5,766,235	4,909,149	5,508,936	5,301,432	464,803	8%	
830 INTERGOVERNMENTAL PAYMENTS	-	-	-	-	-	4,800,000	(4,800,000)	0%	
839 INTERNAL SERVICE CHARGES	4,786,138	5,429,533	5,536,676	5,536,674	4,870,511	4,870,511	666,165	12%	
842 TRAVEL & EDUCATION	215,772	297,504	270,269	220,958	316,943	221,000	49,269	18%	
843 POSTAGE/FREIGHT/SHIPPING	27,588	18,000	19,221	17,115	18,000	18,000	1,221	6%	
850 UTILITIES	651,242	660,755	660,755	688,850	685,755	685,755	(25,000)	-4%	
880 TRANSFERS OUT	1,925,005	2,006,719	2,006,719	2,006,719	1,716,924	1,716,924	289,795	14%	
Sub Total	\$ 31,849,156	\$ 26,679,448	\$ 26,471,534	\$ 26,952,180	\$ 35,777,666	\$ 35,899,131	\$ (9,427,597)	-36%	
CAPITAL OUTLAY									
910 LAND	\$ 12,584,672	\$ 9,480,500	\$ 6,830,500	\$ 10,376,317	\$ 4,029,000	\$ 3,739,000	\$ 3,091,500	45%	
915 BUILDINGS AND IMPROVEMENTS	210,464	72,215	267,215	227,606	340,000	340,000	(72,785)	-27%	
920 CAPITAL EQUIPMENT	285,826	191,379	191,379	140,078	146,000	146,000	45,379	24%	
930 VEHICLES & CONSTRUCTION EQUIP	1,560,331	1,910,241	1,840,000	1,531,510	2,868,015	2,868,015	(1,028,015)	-56%	
940 INFRASTRUCTURE	34,011,616	62,862,787	65,512,787	40,520,252	57,704,080	62,369,168	3,143,619	5%	
950 DEBT SERVICE	193,139	576,406	576,406	576,406	789,814	789,814	(213,408)	-37%	
Sub Total	\$ 48,846,048	\$ 75,093,528	\$ 75,218,287	\$ 53,372,170	\$ 65,876,909	\$ 70,251,997	\$ 4,966,290	7%	
Total Expenditures	\$ 102,844,285	\$ 126,095,364	\$ 126,095,357	\$ 103,314,400	\$ 126,993,639	\$ 130,940,134	\$ (4,844,777)	-4%	
Operating Balance (Rev. - Exp.)	\$ (1,472,829)	\$ (8,855,717)	\$ (8,855,710)	\$ 3,323,089	\$ (12,594,016)	\$ (10,587,232)	\$ 1,731,522	-20%	

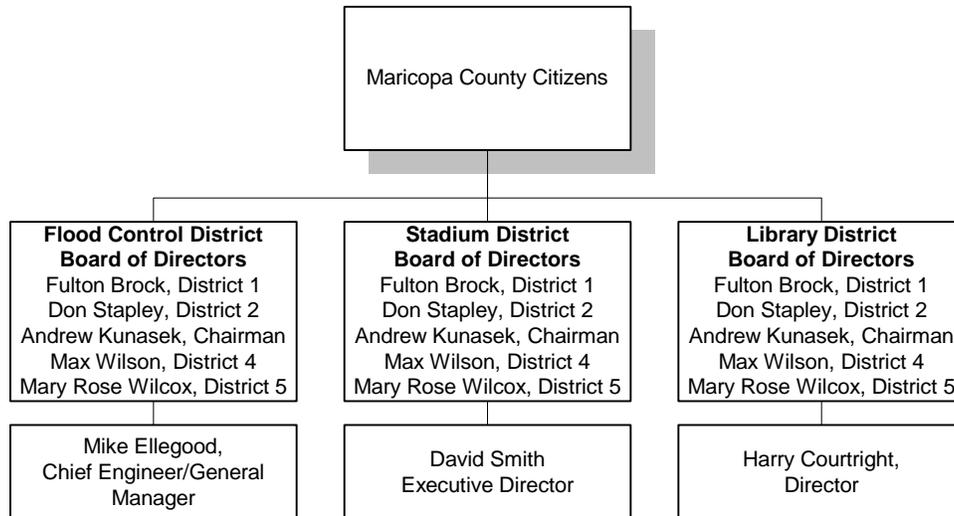
Transportation (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
640 TRANSPORTATION			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTANT	1.00	HR SPECIALIST	1.00
ACCOUNTING CLERK	4.00	HR SUPERVISOR	1.00
ADMINISTRATIVE SPECIALIST	16.00	INFO SYSTEMS MANAGER	1.00
ADMINISTRATOR	1.00	INFO SYSTEMS PROJECT MGR	1.00
ADMIN/OFFICE SUPPORT	24.00	INFO SYSTEMS SUPERVISOR	3.00
ADMIN/OFFICE SUPPORT SUPV	3.00	INFO TECHNOL CONSULTANT	1.00
ADMIN/OPERATIONS SUPV	8.00	INSPECTION SUPERVISOR	2.00
CONTRACT ADMINISTRATOR	2.00	INSPECTOR	20.00
DATABASE ADMIN/ANALYST	4.00	MANAGEMENT ANALYST	3.00
DEVELOPER/PRGRMR ANALYST	10.00	MATERIALS HANDLING SPEC	2.00
DIRECTOR	1.00	MEDIA ASSISTANT	1.00
DISPATCHER	1.00	MEDIA SPECIALIST	1.00
ENGINEER	22.00	OPERATIONS MANAGER	3.00
ENGINEERING AIDE	7.00	PLANNER	8.00
ENGINEERING MANAGER	2.00	PLANNING SUPERVISOR	4.00
ENGINEERING SUPERVISOR	11.00	PRGRM COORDINATION SPEC	15.00
ENGINEERING TECHNICIAN	38.00	PROGRAM COORDINATOR	1.00
EQUIPMENT OPERATOR	100.00	PROGRAM MANAGER	2.00
EXECUTIVE ASSISTANT	2.00	PROGRAM SUPERVISOR	1.00
FINANCIAL MANAGER	1.00	PROJECT MANAGER	1.00
FINANCIAL SUPERVISOR	2.00	PURCHASING SUPERVISOR	1.00
FINAN/BUSINESS ANALYST	2.00	SURVEY TECHNICIAN	10.00
GENERAL MAINTENANCE SUPV	16.00	TECH SUPPORT SPECIALIST	6.00
GENERAL MAINTENANCE TECH	94.00	TECHNICAL PROGRAM SUPV	1.00
GOVT/COMMUN AFFAIRS OFCR	7.00	TECHNOLOGY ANALYST	3.00
GOVT/COMMUN AFFAIRS SUPV	2.00	TECHNOLOGY PRODUCT ADMIN	1.00
HR GENERALIST	2.00	TRAINING SPECIALIST	1.00
		WEB SPECIALIST	1.00
Total			479.00

Special Districts

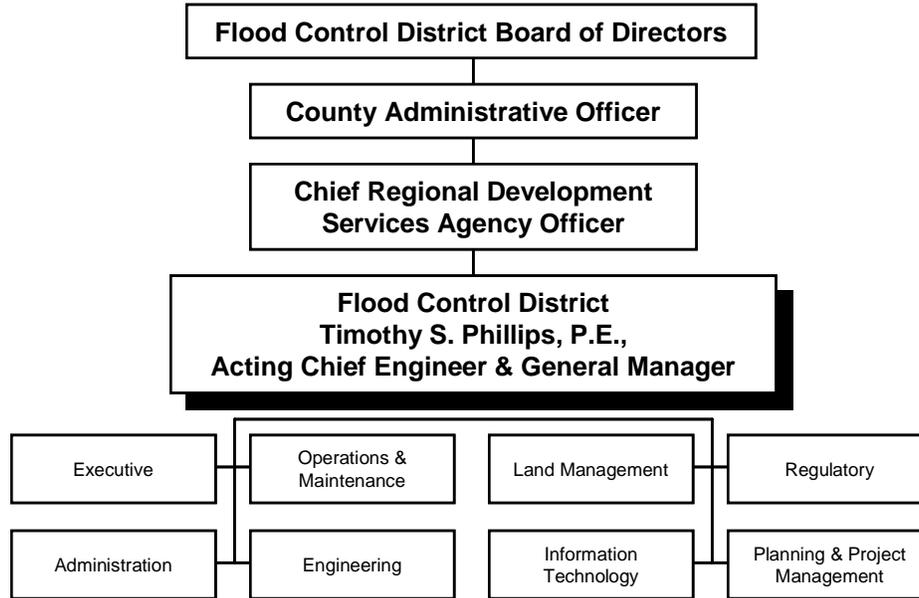
Special Districts Organizational Chart



Flood Control District

(A division of Public Works)

Organizational Chart



Mission

The Mission of the Flood Control District of Maricopa County is to provide flood hazard identification, regulation, remediation, and education to the people in Maricopa County so that they can reduce their risks of injury, death, and property damage due to flooding while enjoying the natural and beneficial values served by floodplains.

Vision

The Vision of the Flood Control District of Maricopa County is that the people of Maricopa County and future generations will have the maximum amount of protection from the effects of flooding through fiscally responsible flood control actions and multiple-use facilities that complement or enhance the beauty of our desert environment.

Goals

- By FY 2008-09, the Flood Control District will develop and implement a model for flood hazard risk mitigation that measures the amount of risk mitigated through actions taken by each of its programs in terms of the number of people affected and the inflation adjusted cost per resident.
- Beginning in FY 2004-05 and for each year for the next five years, the Flood Control District will continue to identify flood and erosion hazard areas by delineating at least 5% of the existing (3,334) linear miles of undelineated watercourses and conducting studies on 5% of the total number of square miles (7,070) of watershed needing study.
- Beginning in FY 2004-05 and for each year for the next five years, the Flood Control District will continue to provide maximum flood hazard mitigation to the people who live and work in Maricopa County by completing 10% of the structural projects listed in the 5-year CIP plan (40). And, to the extent allowed by its enabling statutes, the District will include provisions for multiple use opportunities incorporating the principles of landscape architecture and land use planning in their siting, planning, and design.

Flood Control District (Continued)

- Beginning in FY 2004-05 and for each year for the next five years, the Flood Control District will provide floodplain compliance guidance, direction, permitting, and enforcement so that 100% of the structures permitted for building within delineated floodplains are in compliance with applicable state and federal laws and are not flooded during storm runoff events.
- Beginning in FY 2004-05 and for each year for the next five years, 50% of those who live in and visit Maricopa County will be exposed to flood hazard information, flood mitigation project information, and flood safety guidance through mass media and public education programs.
- By the end of calendar year 2007, the Flood Control District will have the requisite number of 500 points to increase its CRS rating from a level 5 to a level 4; thereby saving the property owners in unincorporated Maricopa County an additional 5% on their annual flood insurance premiums.

Issues

- In addition to changing regulations, standards, and geologic conditions fissures and cracks threaten the integrity of the District's structures. Therefore, the Flood Control District has to increase the safety monitoring procedures for its structures, increase its maintenance efforts (beyond those needed in the past), and implement plans to mitigate, upgrade, and/or redesign structures that are in danger of compromise or are no longer in compliance.
- The preservation of natural resources for public use is one of Maricopa County's Livability Indicators. County residents request wildlife habitats and aesthetically pleasing open areas; and they are reluctant to accept concrete flood control structures. This in turn, requires the Flood Control District to design and construct, within its statutory limitations, more costly and complex flood control structures which support multi-use purposes and the residents' requests.
- In the past, the Flood Control District was able to use some of its capital funds to implement flood hazard mitigation measures through its education, identification, and regulation programs. Today, primarily because of GASB 34, the Flood Control District must seek additional operating funds to sustain these less costly flood hazard mitigation programs and thereby reduce the per capita flood hazard mitigation costs in Maricopa County.
- The population of Maricopa County is expected to increase by approximately 62% over the next 15 years with many of these people living in what is presently now rural or agricultural areas. Most of these people (as well as a number of existing residents) will have difficulty believing that flooding can occur in the desert and the impact significant runoff can have on flooding, especially during a period of drought. This population increase will put severe strains on all of the Flood Control District's flood hazard mitigation programs.
- The Flood Control District is rated by the FEMA's Community Rating System (CRS) at a level 5, which is in the top 1% of all the flood control districts in the United States. A level 5 rating provides the property owners in unincorporated Maricopa County with a 25% discount on their annual flood insurance premiums. To save property owners even more by providing them with a 30% discount on their annual flood insurance premiums the District must increase its CRS score to a level 4.

Flood Control District (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 690 FLOOD CONTROL DISTRICT TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
69FH - FLOOD HAZARD REGULATION PROGRA	\$ 2,329,966	\$ 745,090	\$ 8,000	\$ 3,083,056	\$ 2,101,404	
69HE - FLOOD HAZARD EDUCATION PROGRAM	471,053	50,897	-	521,950	-	
69HI - FLOOD HAZARD IDENTIFICATION	1,853,834	7,295,252	39,630	9,188,716	-	
69HR - FLOOD HAZARD REMEDIATION	6,109,567	10,192,869	44,272,150	60,574,586	19,696,481	
99AS - ADMINISTRATIVE SERVICES PROG	1,480,372	3,052,122	53,000	4,585,494	56,871,753	
99IT - INFORMATION TECHNOLOGY PROGRAM	1,073,558	454,072	151,611	1,679,241	-	
TOTAL	\$ 13,318,350	\$ 21,790,302	\$ 44,524,391	\$ 79,633,043	\$ 78,669,638	

Key Performance Measures

Program Name: FLOOD HAZARD EDUCATION PROGRAM

Program Purpose: The purpose of the Flood Hazard Education program is to provide information to the public so that they can be more knowledgeable about the risks of floods and flood hazards, and the Flood Control District projects, studies, and activities that will affect them.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of presentation, program, and stormwater quality consultation requests completed.	N/A	106.8	101.85	100
Percent of dollar value of positive media attention received at a rating of five or above (on a scale of one to nine).	N/A	93.91	89.75	90

Program Name: FLOOD HAZARD IDENTIFICATION PROGRAM

Program Purpose: The purpose of the Flood Hazard Identification program is to provide the identification of, and alternative solutions to flood hazards, and flood warning data to public and private organizations so that they can incorporate knowledge of flood hazards in their plans within presently developed and future urban growth areas.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of square miles of watershed identified for plan studies where the studies were completed in the fiscal year.	N/A	0.15	11.06	5
Percent of cumulative linear miles of watercourses requiring approximate or detailed delineation that were delineated up to the end of the current fiscal year.	N/A	13.23	39.05	5
Percent of sensor days that was operational during the quarter.	N/A	99.34	99.36	99

Flood Control District (Continued)

Program Name: FLOOD HAZARD REGULATION PROGRAM

Program Purpose: The purpose of the Flood Hazard Regulation program is to provide guidance, direction, and enforcement for the public so that they can avoid causing adverse impacts to floodplains, and use their property safely and in compliance with applicable state and federal laws.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of storm water samples collected.	N/A	84	98.21	90
Percent of drainage complaint cases in which an initial site investigation is conducted within 30 days of receipt of violation complaint.	N/A	89	44.16	N/A
Percent of inspection stops completed within one day of receiving the request for an inspection.	N/A	94.99	87.16	N/A
Percent of drainage plans reviews completed in the quarter within the One-Stop-Shop goals.	N/A	97	99.34	N/A
Percent of floodplain complaint cases in which an initial site investigation is conducted within 30 days of receipt of violation complaint.	N/A	87	71.88	100
Percent of inspection stops completed within one day of receiving the request for an inspection.	N/A	95	67.93	70
Percent of Flood Determinations responded to within 24 hours of receiving the request.	N/A	100	100	100
Percent of floodplain plans reviews completed in the quarter within the One-Stop-Shop goals.	N/A	89.32	97.39	93

Flood Control District (Continued)

Program Name: FLOOD HAZARD REMEDIATION

Program Purpose: The purpose of the Flood Hazard Remediation program is to provide protection to the public from flood hazards through structural mitigation and buy-out so that they can live with an acceptable risk of loss of life or property due to flooding.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of structural projects on the current 5-Year Capital Project Plan that are completed in the current fiscal year.	N/A	10.71	12.5	10
Percent of eligible property acquired in the fiscal year.	N/A	N/A	N/A	10
Percent of priority 1 work orders (work required to assure safety, or for a structure to function as designed) that were completed within 60 days of issuance.	N/A	72.54	96.34	95
Percent of budgeted revenue realized through the use or sale of Flood Control District property.	N/A	178	22.05	75

Flood Control District (Continued)

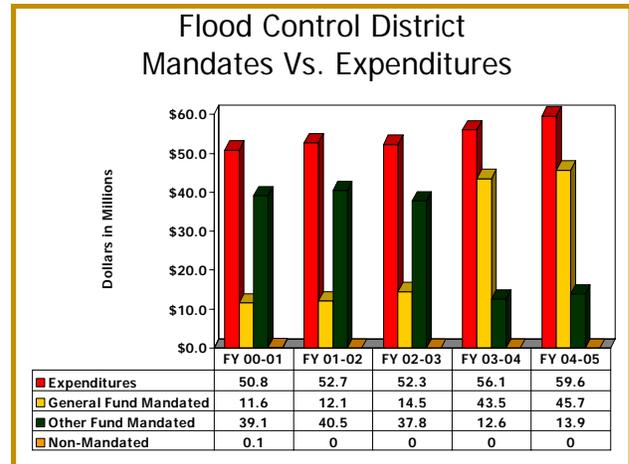
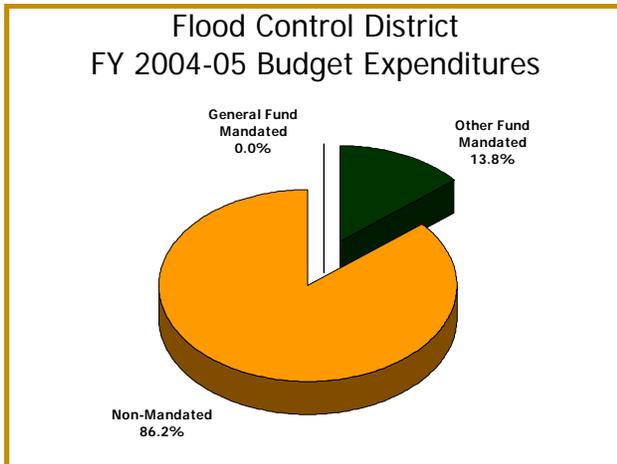
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 23,016,038	\$ 56,829,046	\$ -	\$ -	\$ 79,845,084
FY 2001-02 Actuals	\$ -	\$ 20,240,575	\$ 45,933,266	\$ -	\$ -	\$ 66,173,841
FY 2002-03 Actuals	\$ -	\$ 55,518,204	\$ 40,773,261	\$ -	\$ -	\$ 96,291,465
FY 2003-04 Actuals	\$ -	\$ 78,829,285	\$ 47,719,673	\$ -	\$ -	\$ 126,548,958
FY 2004-05 Adopted Budget	\$ -	\$ 91,003,439	\$ 52,076,503	\$ -	\$ -	\$ 143,079,942

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 14,728,899	\$ -	\$ -	\$ -	\$ 14,728,899
FY 2001-02 Actuals	\$ -	\$ 13,499,531	\$ -	\$ -	\$ -	\$ 13,499,531
FY 2002-03 Actuals	\$ -	\$ 14,101,198	\$ -	\$ -	\$ -	\$ 14,101,198
FY 2003-04 Actuals	\$ -	\$ 18,339,179	\$ -	\$ -	\$ -	\$ 18,339,179
FY 2004-05 Adopted Budget	\$ -	\$ 19,805,359	\$ -	\$ -	\$ -	\$ 19,805,359

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 8,287,139	\$ 56,829,046	\$ -	\$ -	\$ 65,116,185
FY 2001-02 Actuals	\$ -	\$ 6,741,044	\$ 45,933,266	\$ -	\$ -	\$ 52,674,310
FY 2002-03 Actuals	\$ -	\$ 41,417,006	\$ 40,773,261	\$ -	\$ -	\$ 82,190,267
FY 2003-04 Actuals	\$ -	\$ 60,490,106	\$ 47,719,673	\$ -	\$ -	\$ 108,209,779
FY 2004-05 Adopted Budget	\$ -	\$ 71,198,080	\$ 52,076,503	\$ -	\$ -	\$ 123,274,583

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Flood Control District (Continued)

Mandate Information

TITLE Flood Detection and Data Collection

AUTHORITY A.R.S. § 48-3608 Assistance In Flood Insurance Program; A.R.S. § 48-3609B Floodplain Delineation And Regulation; Arizona Administrative Code § 12-15-1219 Dam Safety Procedures; Owners Responsibilities

**HISTORY/
BACKGROUND** The program was initiated to monitor impoundments behind the District's dams and to measure flood flows in our flood channels and on the major rivers. A comprehensive system now provides essential rainfall, stream flow and weather data to the District. This information is electronically relayed to the National Weather Service, the State, the County Departments of Transportation and Emergency Management, and many cities.

**MANDATE
DESCRIPTION** The Flood Control District, as owner of 23 dam and drainage facilities regulated by the State, must monitor flood control facilities, watersheds and floodplains for structure integrity and evaluation purpose and is responsible for their safe operation. This is accomplished through periodic maintenance, inspection, and early warning and emergency action plans. During the past 12 months, the operational efficiency of all remote stations was approximately 99%. This level of performance will be maintained or increased slightly.

Flood Detection and Data Collection	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 994,426	\$ -	\$ -	\$ -	\$ 994,426
FY 2001-02 Actuals	\$ -	\$ 1,182,780	\$ -	\$ -	\$ -	\$ 1,182,780
FY 2002-03 Actuals	\$ -	\$ 1,199,727	\$ -	\$ -	\$ -	\$ 1,199,727
FY 2003-04 Actuals	\$ -	\$ 1,421,190	\$ -	\$ -	\$ -	\$ 1,421,190
FY 2004-05 Adopted Budget	\$ -	\$ 1,401,103	\$ -	\$ -	\$ -	\$ 1,401,103

TITLE Floodplain Administration

AUTHORITY A.R.S. § 48-3609 Floodplain Delineation And Regulation Of Use. A.R.S. § 48-3610 Assumption Of Powers And Duties By Cities And Towns

**HISTORY/
BACKGROUND** The Flood Control District administers the floodplain regulation for the unincorporated areas of Maricopa County, plus 13 municipalities. Additionally, the district delineates areas subjected to the "100-year" flood throughout Maricopa County. The minimum level of service is the regulation of new development in the floodplains and the enforcement of the floodplain regulations.

**MANDATE
DESCRIPTION** Maricopa County must manage and regulate delineated floodplains.

Floodplain Administration	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 3,139,379	\$ -	\$ -	\$ -	\$ 3,139,379
FY 2001-02 Actuals	\$ -	\$ 3,136,398	\$ -	\$ -	\$ -	\$ 3,136,398
FY 2002-03 Actuals	\$ -	\$ 2,587,362	\$ -	\$ -	\$ -	\$ 2,587,362
FY 2003-04 Actuals	\$ -	\$ 2,857,852	\$ -	\$ -	\$ -	\$ 2,857,852
FY 2004-05 Adopted Budget	\$ -	\$ 2,833,109	\$ -	\$ -	\$ -	\$ 2,833,109

Flood Control District (Continued)

TITLE	Planning						Total
Planning	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service		
FY 2000-01 Actuals	\$ -	\$ 4,385,910	\$ -	\$ -	\$ -	\$ -	\$ 4,385,910
FY 2001-02 Actuals	\$ -	\$ 3,110,548	\$ -	\$ -	\$ -	\$ -	\$ 3,110,548
FY 2002-03 Actuals	\$ -	\$ 3,503,051	\$ -	\$ -	\$ -	\$ -	\$ 3,503,051
FY 2003-04 Actuals	\$ -	\$ 5,260,529	\$ -	\$ -	\$ -	\$ -	\$ 5,260,529
FY 2004-05 Adopted Budget	\$ -	\$ 5,941,312	\$ -	\$ -	\$ -	\$ -	\$ 5,941,312

TITLE	Structure						Total
Structure	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service		
FY 2000-01 Actuals	\$ -	\$ 4,851,018	\$ -	\$ -	\$ -	\$ -	\$ 4,851,018
FY 2001-02 Actuals	\$ -	\$ 3,874,262	\$ -	\$ -	\$ -	\$ -	\$ 3,874,262
FY 2002-03 Actuals	\$ -	\$ 4,276,303	\$ -	\$ -	\$ -	\$ -	\$ 4,276,303
FY 2003-04 Actuals	\$ -	\$ 6,062,535	\$ -	\$ -	\$ -	\$ -	\$ 6,062,535
FY 2004-05 Adopted Budget	\$ -	\$ 7,214,285	\$ -	\$ -	\$ -	\$ -	\$ 7,214,285

TITLE	Drainage						Total
Drainage	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service		
FY 2000-01 Actuals	\$ -	\$ 1,358,166	\$ -	\$ -	\$ -	\$ -	\$ 1,358,166
FY 2001-02 Actuals	\$ -	\$ 2,195,543	\$ -	\$ -	\$ -	\$ -	\$ 2,195,543
FY 2002-03 Actuals	\$ -	\$ 2,534,755	\$ -	\$ -	\$ -	\$ -	\$ 2,534,755
FY 2003-04 Actuals	\$ -	\$ 2,737,073	\$ -	\$ -	\$ -	\$ -	\$ 2,737,073
FY 2004-05 Adopted Budget	\$ -	\$ 2,415,550	\$ -	\$ -	\$ -	\$ -	\$ 2,415,550



Flood Control District (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED						
690 FLOOD CONTROL DISTRICT						
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
CAPITAL PROJECTS	\$ 2,350,000	\$ 6,081,503	\$ 43,645,000	\$ 52,076,503	\$ 63,446,899	
ELIMINATIONS	-	(63,446,899)	-	(63,446,899)	(63,446,899)	
SPECIAL REVENUE	10,968,350	79,155,698	879,391	91,003,439	78,669,638	
ALL FUNDS	\$ 13,318,350	\$ 21,790,302	\$ 44,524,391	\$ 79,633,043	\$ 78,669,638	

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT										
690 FLOOD CONTROL DISTRICT										
ALL FUNDS										
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs			
	Restated	Adopted	Revised	Projected	Requested	Adopted	Revised	Variance	%	
REVENUE										
601 PROPERTY TAXES	\$ 44,165,629	\$ 51,153,993	\$ 51,153,993	\$ 51,153,993	\$ 62,600,291	\$ 56,334,141	\$ (5,180,148)		-10%	
610 LICENSES AND PERMITS	1,759,324	1,800,700	1,800,700	1,922,157	4,500,000	2,101,404	(300,704)		-17%	
615 GRANTS	-	-	357,000	357,000	-	-	357,000		100%	
620 OTHER INTERGOVERNMENTAL	14,482,555	16,554,000	16,554,000	16,542,697	19,557,000	19,557,000	(3,003,000)		-18%	
621 PAYMENTS IN LIEU OF TAXES	136,905	137,612	137,612	148,917	168,404	137,612	-		0%	
645 INTEREST EARNINGS	608,132	391,606	391,606	444,386	400,000	400,000	(8,394)		-2%	
650 MISCELLANEOUS REVENUE	14,827,082	5,954,832	5,954,832	1,018,823	139,481	139,481	5,815,351		98%	
651 GAIN ON FIXED ASSETS	3,346	-	-	-	-	-	-		0%	
652 PROCEEDS OF FINANCING	-	-	-	21,223	-	-	-		0%	
680 TRANSFERS IN	0	-	-	-	-	-	-		0%	
Total Revenue	\$ 75,982,973	\$ 75,992,743	\$ 76,349,743	\$ 71,609,196	\$ 87,365,176	\$ 78,669,638	\$ (2,319,895)		-3%	
EXPENDITURES										
PERSONAL SERVICES										
701 REGULAR PAY	\$ 9,670,957	\$ 10,390,573	\$ 10,496,737	\$ 10,194,917	\$ 10,536,320	\$ 10,214,917	\$ 281,820		3%	
705 TEMPORARY PAY	250,062	353,420	375,117	351,201	370,000	370,000	5,117		1%	
710 OVERTIME	39,556	41,330	39,050	106,416	25,900	25,900	13,150		34%	
750 FRINGE BENEFITS	2,070,412	2,465,849	2,881,331	2,694,252	2,963,649	2,873,749	7,582		0%	
790 OTHER PERSONNEL SERVICES	21,276	-	-	22,241	-	-	-		0%	
795 PERSONNEL SERVICES ALLOC OUT	(324,603)	(2,784,124)	(2,934,826)	(263,505)	(2,530,000)	(2,530,000)	(404,826)		14%	
796 PERSONNEL SERVICES ALLOC IN	298,192	2,651,612	2,802,315	282,245	2,363,784	2,363,784	438,531		16%	
Sub Total	\$ 12,025,852	\$ 13,118,660	\$ 13,659,724	\$ 13,387,767	\$ 13,729,653	\$ 13,318,350	\$ 341,374		2%	
SUPPLIES & SERVICES										
801 GENERAL SUPPLIES	\$ 984,320	\$ 1,085,501	\$ 831,285	\$ 821,489	\$ 1,151,780	\$ 862,564	\$ (31,279)		-4%	
803 FUEL	133,095	144,999	144,999	145,459	144,987	144,987	12		0%	
804 NON-CAPITAL EQUIPMENT	83,610	72,510	71,510	73,293	39,313	39,313	32,197		45%	
810 LEGAL SERVICES	406,899	351,000	337,500	325,523	320,900	320,900	16,600		5%	
812 OTHER SERVICES	13,049,080	14,588,968	15,715,906	16,577,233	16,677,045	16,677,045	(961,139)		-6%	
820 RENT & OPERATING LEASES	181,740	192,634	258,134	258,134	260,809	260,809	(2,675)		-1%	
825 REPAIRS AND MAINTENANCE	174,626	205,900	215,900	215,391	178,950	178,950	36,950		17%	
830 INTERGOVERNMENTAL PAYMENTS	93	600	600	532	400	400	200		33%	
839 INTERNAL SERVICE CHARGES	1,615,581	1,826,404	1,826,404	1,835,729	1,853,885	1,780,034	46,370		3%	
842 TRAVEL & EDUCATION	117,570	166,325	139,585	142,424	142,070	142,070	(2,485)		-2%	
843 POSTAGE/FREIGHT/SHIPPING	18,218	11,300	11,300	15,653	11,500	11,500	(200)		-2%	
850 UTILITIES	276,966	196,435	228,335	264,786	227,560	227,560	775		0%	
880 TRANSFERS OUT	1,122,858	1,136,127	1,136,127	1,136,127	1,144,170	1,144,170	(8,043)		-1%	
Sub Total	\$ 18,164,658	\$ 19,978,703	\$ 20,917,585	\$ 21,811,773	\$ 22,153,369	\$ 21,790,302	\$ (872,717)		-4%	
CAPITAL OUTLAY										
910 LAND	\$ 15,579,357	\$ 14,902,947	\$ 8,412,000	\$ 14,402,393	\$ 9,990,000	\$ 9,990,000	\$ (1,578,000)		-19%	
915 BUILDINGS AND IMPROVEMENTS	7,486	-	-	-	-	-	-		0%	
920 CAPITAL EQUIPMENT	16,041	-	7,500	13,246	15,500	15,500	(8,000)		-107%	
930 VEHICLES & CONSTRUCTION EQUIP	413,922	724,650	802,450	763,957	712,280	712,280	90,170		11%	
940 INFRASTRUCTURE	15,502,365	31,000,283	36,603,000	29,974,800	33,655,000	33,655,000	2,948,000		8%	
950 DEBT SERVICE	29,694	80,000	80,000	109,147	147,000	151,611	(71,611)		-90%	
Sub Total	\$ 31,548,864	\$ 46,707,880	\$ 45,904,950	\$ 45,263,543	\$ 44,519,780	\$ 44,524,391	\$ 1,380,559		3%	
Total Expenditures	\$ 61,739,374	\$ 79,805,243	\$ 80,482,259	\$ 80,463,083	\$ 80,402,802	\$ 79,633,043	\$ 849,216		1%	
Operating Balance (Rev. - Exp.)	\$ 14,243,599	\$ (3,812,500)	\$ (4,132,516)	\$ (8,853,887)	\$ 6,962,374	\$ (963,405)	\$ (3,169,111)		77%	

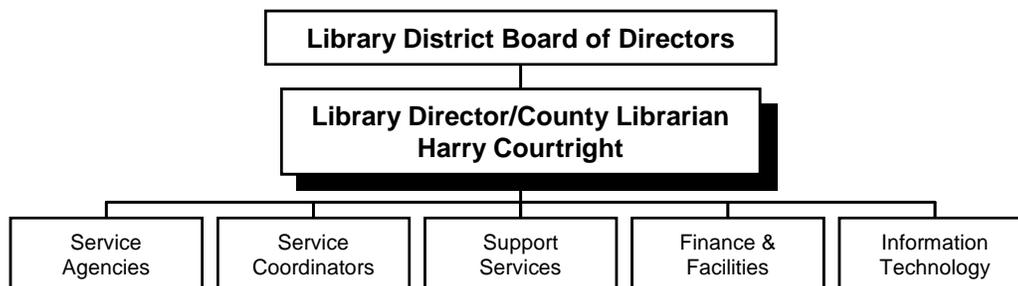
Flood Control District (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED 690 FLOOD CONTROL DISTRICT			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTANT	1.00	FINAN/BUSINESS ANALYST	2.00
ACCOUNTING CLERK	3.00	GENERAL LABORER	7.00
ADMIN & OPERATIONS MGR	3.00	GENERAL MAINTENANCE SUPV	7.00
ADMINISTRATIVE SPECIALIST	12.00	GENERAL MAINTENANCE TECH	15.00
ADMINISTRATOR	1.00	GOVT/COMMUN AFFAIRS OFCR	2.00
ADMIN/OFFICE SUPPORT	7.00	GOVT/COMMUN AFFAIRS SUPV	1.00
ADMIN/OFFICE SUPPORT SUPV	1.00	HR GENERALIST	1.00
ADMIN/OPERATIONS SUPV	6.00	HR SPECIALIST	1.00
CHEMICAL APPLICATNS TECH	5.00	INFO SYSTEMS MANAGER	1.00
CONTRACT ADMINISTRATOR	2.00	INFO SYSTEMS SUPERVISOR	3.00
DEPUTY DIRECTOR	1.00	INSPECTION SUPERVISOR	2.00
DEVELOPER/PRGRMR ANALYST	9.00	INSPECTOR	4.00
DIRECTOR	1.00	MANAGEMENT ANALYST	2.00
ELECTRONIC TECHNICIAN	4.00	MECHANIC	1.00
ENGINEER	33.00	OPERATIONS MANAGER	4.00
ENGINEERING AIDE	3.00	PC SPECIALIST	3.00
ENGINEERING MANAGER	3.00	PLANNER	1.00
ENGINEERING SUPERVISOR	14.00	PRGRM COORDINATION SPEC	10.00
ENGINEERING TECHNICIAN	24.00	PROGRAM MANAGER	2.00
ENVIRONMENTAL SPECIALIST	2.00	PROGRAM SUPERVISOR	1.00
EQUIPMENT OPERATOR	11.00	SURVEY TECHNICIAN	1.00
EXECUTIVE ASSISTANT	1.00	TECHNICAL PROGRAM SUPV	5.00
FINANCIAL SUPERVISOR	1.00	TECHNOLOGY ANALYST	1.00
		TECHNOLOGY PRODUCT ADMIN	2.00
Total			227.00

Library District

Organizational Chart



Mission

The Mission of Maricopa County Library District is to provide access to a wealth of informational and recreational resources for people of all ages and backgrounds so that they may have the opportunity to expand their horizons through reading and learning.

Goals

- By December 31, 2005, develop a new model for providing equitable access to electronic resources to 75% of public libraries in the county.
- By June 30, 2006, customer satisfaction with the library's collection of books and other materials will increase to 90%.
- By June 30, 2007, increase the number of library cardholders by 27% over cardholders on June 30, 2004.
- By June 30, 2008, increase resource usage to meet or exceed the average increase of 10 benchmark libraries.
- By June 30, 2009, increase the number of active (card is used at least 3 times in 12 months) cardholders by 40% over cardholders on June 30, 2004.

Issues

- Our efforts to facilitate shared access to library and information resources countywide will result in the Library District's leadership role expanding and will provide cost savings.
- The decrease in reading nationwide which challenges libraries to find opportunities for developing new ways that will result in more active readers.
- Our ability to afford, become proficient with, and provide current technology in its ever-changing formats will challenge both our existence and continuing relevance to our customers.
- Continuing change in demographics brings diverse customer expectations for services and challenges our ability to respond to varied cultures, languages and levels of technological literacy.
- Customer surveys show that citizens value and expect high quality library services. The Library District must pursue strong political support that provides appropriate facilities and funds so that we meet customer needs.
- Responding to and collaborating with our competition challenges us to continually assess and upgrade our skills, collections, merchandizing and technology so that we may thrive.

Library District (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 650 LIBRARY DISTRICT TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
65PL - PUBLIC LIBRARY SERVICE	\$ 6,431,046	\$ 6,857,892	\$ 232,831	\$ 13,521,769	\$ 16,401,681	
99AS - ADMINISTRATIVE SERVICES PROG	1,191,720	868,463	-	2,060,183	457,589	
99IT - INFORMATION TECHNOLOGY PROGRAM	501,590	233,442	28,812	763,844	-	
TOTAL	\$ 8,124,356	\$ 7,959,797	\$ 261,643	\$ 16,345,796	\$ 16,859,270	

Key Performance Measures

Program Name: PUBLIC LIBRARY SERVICES

Program Purpose: The purpose of the Public Library Service program is to provide resources, activities and skilled assistance to our customers, so that their needs, interests and goals are met.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent of library users who report that they received the information in a timely manner	N/A	N/A	96.4	97

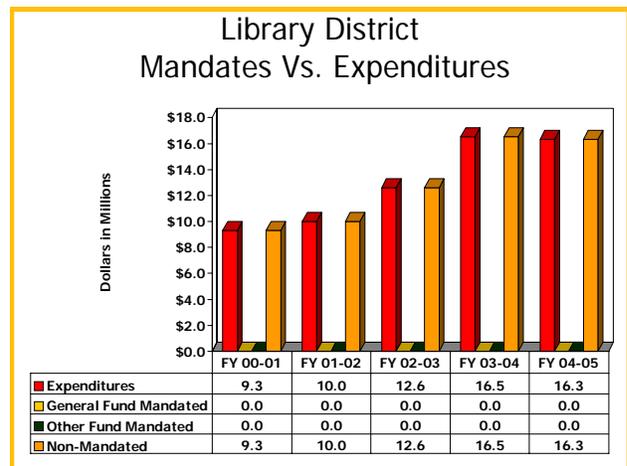
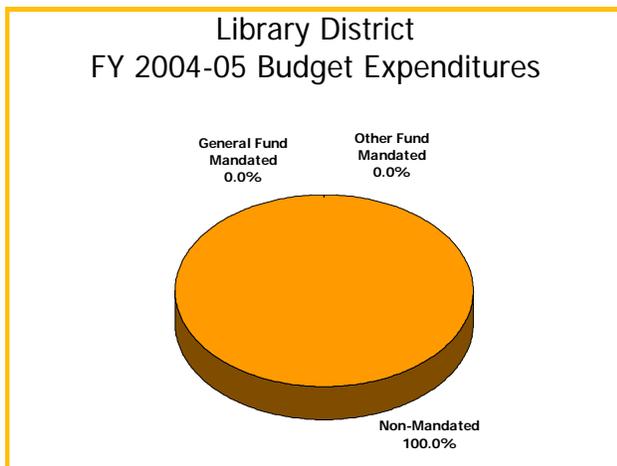
Library District (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 9,277,831	\$ -	\$ -	\$ -	\$ 9,277,831
FY 2001-02 Actuals	\$ -	\$ 10,032,880	\$ -	\$ -	\$ -	\$ 10,032,880
FY 2002-03 Actuals	\$ -	\$ 12,633,244	\$ -	\$ -	\$ -	\$ 12,633,244
FY 2003-04 Actuals	\$ -	\$ 16,484,097	\$ -	\$ -	\$ -	\$ 16,484,097
FY 2004-05 Adopted Budget	\$ -	\$ 16,345,796	\$ -	\$ -	\$ -	\$ 16,345,796

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 9,277,831	\$ -	\$ -	\$ -	\$ 9,277,831
FY 2001-02 Actuals	\$ -	\$ 10,032,880	\$ -	\$ -	\$ -	\$ 10,032,880
FY 2002-03 Actuals	\$ -	\$ 12,633,244	\$ -	\$ -	\$ -	\$ 12,633,244
FY 2003-04 Actuals	\$ -	\$ 16,484,097	\$ -	\$ -	\$ -	\$ 16,484,097
FY 2004-05 Adopted Budget	\$ -	\$ 16,345,796	\$ -	\$ -	\$ -	\$ 16,345,796

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Library District (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED							
650 LIBRARY DISTRICT							
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue		
SPECIAL REVENUE	\$ 8,124,356	\$ 7,959,797	\$ 261,643	\$ 16,345,796	\$ 16,859,270		
ALL FUNDS	\$ 8,124,356	\$ 7,959,797	\$ 261,643	\$ 16,345,796	\$ 16,859,270		

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT										
650 LIBRARY DISTRICT										
ALL FUNDS										
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs			
	Restated	Adopted	Restated	Revised	Restated	Requested	Adopted	Revised	Variance	%
REVENUE										
601 PROPERTY TAXES	\$ 10,182,607	\$ 11,568,233	\$ 14,316,032	\$ 14,316,032	\$ 12,342,816	\$ 15,664,900	\$ (1,348,868)		-9%	
615 GRANTS	163,526	25,000	25,000	104,000	25,000	25,000	-		0%	
620 OTHER INTERGOVERNMENTAL	6,802	397,140	397,140	430,000	6,785	51,925	345,215		87%	
621 PAYMENTS IN LIEU OF TAXES	186,473	187,436	187,436	187,336	208,565	187,436	-		0%	
635 OTHER CHARGES FOR SERVICES	-	-	-	25,006	27,420	27,420	(27,420)		0%	
637 FINES & FORFEITS	339,099	300,260	300,260	460,000	445,000	445,000	(144,740)		-48%	
645 INTEREST EARNINGS	140,262	180,000	180,000	75,272	77,143	77,143	102,857		57%	
650 MISCELLANEOUS REVENUE	172,877	63,060	210,135	368,290	260,446	380,446	(170,311)		-81%	
652 PROCEEDS OF FINANCING	-	-	-	5,401	-	-	-		0%	
Total Revenue	\$ 11,191,646	\$ 12,721,129	\$ 15,616,003	\$ 15,971,336	\$ 13,393,175	\$ 16,859,270	\$ (1,243,267)		-8%	
EXPENDITURES										
PERSONAL SERVICES										
701 REGULAR PAY	\$ 4,529,096	\$ 4,763,312	\$ 4,660,540	\$ 4,789,089	\$ 5,146,592	\$ 5,229,622	\$ (569,082)		-12%	
705 TEMPORARY PAY	596,634	569,581	638,555	666,243	948,161	948,161	(309,606)		-48%	
710 OVERTIME	1,262	-	-	65	-	-	-		0%	
750 FRINGE BENEFITS	1,056,135	1,473,413	1,409,611	1,514,590	1,675,348	1,692,867	(283,256)		-20%	
790 OTHER PERSONNEL SERVICES	10,056	13,703	99,862	11,644	86,954	86,954	12,908		13%	
795 PERSONNEL SERVICES ALLOC OUT	(283)	-	-	(51)	-	-	-		0%	
796 PERSONNEL SERVICES ALLOC IN	-	167,028	167,028	158,313	166,752	166,752	276		0%	
Sub Total	\$ 6,192,900	\$ 6,987,037	\$ 6,975,596	\$ 7,139,892	\$ 8,023,807	\$ 8,124,356	\$ (1,148,760)		-16%	
SUPPLIES & SERVICES										
801 GENERAL SUPPLIES	\$ 2,082,151	\$ 1,950,356	\$ 3,390,808	\$ 3,955,243	\$ 1,973,340	\$ 2,323,340	\$ 1,067,468		31%	
803 FUEL	11,436	12,000	14,500	12,329	15,000	15,000	(500)		-3%	
804 NON-CAPITAL EQUIPMENT	32,871	-	165,000	232,667	-	2,819,263	(2,654,263)		-1609%	
812 OTHER SERVICES	524,827	903,733	422,553	595,369	181,828	181,828	240,725		57%	
820 RENT & OPERATING LEASES	125,175	96,711	119,364	97,534	37,345	37,345	82,019		69%	
825 REPAIRS AND MAINTENANCE	71,422	99,800	127,167	30,591	125,295	125,295	1,872		1%	
830 INTERGOVERNMENTAL PAYMENTS	1,792,480	830,583	963,100	963,100	963,100	963,100	-		0%	
839 INTERNAL SERVICE CHARGES	365,577	384,482	373,776	385,704	445,052	396,233	(22,457)		-6%	
842 TRAVEL & EDUCATION	70,941	104,496	103,000	73,187	105,000	105,000	(2,000)		-2%	
843 POSTAGE/FREIGHT/SHIPPING	152,104	100,500	109,600	129,522	91,600	91,600	18,000		16%	
850 UTILITIES	171,190	186,700	195,750	173,179	195,750	195,750	-		0%	
880 TRANSFERS OUT	594,766	681,388	681,388	681,388	467,330	706,043	(24,655)		-4%	
Sub Total	\$ 5,994,940	\$ 5,350,749	\$ 6,666,006	\$ 7,329,814	\$ 4,600,640	\$ 7,959,797	\$ (1,293,791)		-19%	
CAPITAL OUTLAY										
910 LAND	\$ -	\$ -	\$ 1,540,000	\$ 1,540,000	\$ -	\$ -	\$ 1,540,000		100%	
915 BUILDINGS AND IMPROVEMENTS	169,502	-	1,219,200	538,790	-	-	1,219,200		100%	
920 CAPITAL EQUIPMENT	57,706	-	891,299	1,018,173	-	-	891,299		100%	
930 VEHICLES & CONSTRUCTION EQUIP	26,226	27,000	27,000	27,000	27,000	27,000	-		0%	
950 DEBT SERVICE	172,686	248,000	248,514	240,545	234,643	234,643	13,871		6%	
Sub Total	\$ 426,120	\$ 275,000	\$ 3,926,013	\$ 3,364,507	\$ 261,643	\$ 261,643	\$ 3,664,370		93%	
Total Expenditures	\$ 12,613,960	\$ 12,612,786	\$ 17,567,615	\$ 17,834,213	\$ 12,886,090	\$ 16,345,796	\$ 1,221,819		7%	
Operating Balance (Rev. - Exp.)	\$ (1,422,314)	\$ 108,343	\$ (1,951,612)	\$ (1,862,877)	\$ 507,085	\$ 513,474	\$ (2,465,086)		126%	

Library District (Continued)

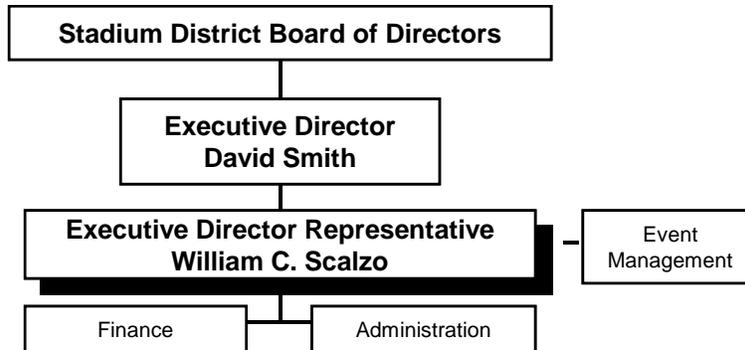
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED 650 LIBRARY DISTRICT			
Market Range Title	FTE	Market Range Title	FTE
ACCOUNTANT	1.00	LIBRARIAN	31.00
ACCOUNTING CLERK	3.00	LIBRARY MANAGER	6.00
ADMINISTRATIVE SPECIALIST	4.00	LIBRARY SUPERVISOR	11.90
ADMIN/OFFICE SUPPORT	6.50	PC SPECIALIST	5.00
DATABASE ADMIN/ANALYST	1.00	PLANNER	1.00
DIRECTOR	1.00	PUBLIC SVC REPRESENTATIVE	58.50
FINANCIAL SUPERVISOR	1.00	PUBLIC SVC SUPERVISOR	9.10
GOVT/COMMUN AFFAIRS OFCR	1.00	TECHNOLOGY PRODUCT ADMIN	1.00
HR SUPERVISOR	1.00	TRAINING SPECIALIST	1.00
INFO SYSTEMS SUPERVISOR	2.00	UNDETERMINED	1.00
			Total 147.00



Stadium District

Organizational Chart



Mission

The Mission of the Maricopa County Stadium District is to provide fiscal resources and asset management of BankOne Ballpark and funding for Cactus League facilities for the community and visitors to Maricopa County so they can attend Major League Baseball games and other entertainment events in state-of-the-art, well-maintained facilities.

Vision

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

Goals

- The District will provide management oversight and facility inspections of Bank One Ballpark for the Stadium District Board of Directors, the community and its visitors to ensure that the facility is maintained consistent with all agreements and is compliant with 95% of the required inspections within 5 years beginning July 2005.
- The District will increase Bank One Ballpark revenues for non-baseball activities by 30% within 3 years beginning July 2003.
- The District will increase use of Bank One Ballpark and public exposure to the facility through meetings, seminars, and conferences for non-baseball activities by 30% within the three years beginning July 2003.
- The District will obtain 5 new entrepreneurial revenue sources within 5 years beginning July 2003 to ensure the future stability of the Stadium District.

Issues

- Increased usage of Bank One Ballpark will result in increased revenue to the District, which in turn will provide funding to maintain Bank One Ballpark.
- Restructuring of team ownership could impact revenues to District.
- Development of local venues will increase competition for District events, which may impact the number of events held at the ballpark and the District revenue from these events
- As the facility ages, preventive maintenance will become increasingly important in order to contain the cost of capital repairs and prevent depletion of facility reserves at Bank One Ballpark.

Stadium District (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM FY 2004-05 ADOPTED 680 STADIUM DISTRICT TOTAL FUNDS						
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue	
68EM - ENTERTAINMENT MANAGEMENT	\$ 66,146	\$ 258,347	\$ -	\$ 324,493	\$ 824,971	
68FM - FINANCIAL MANAGEMENT	488,986	440,545	5,870,782	6,800,313	10,010,627	
99AS - ADMINISTRATIVE SERVICES PROG	246,359	65,795	-	312,154	-	
TOTAL	\$ 801,491	\$ 764,687	\$ 5,870,782	\$ 7,436,960	\$ 10,835,598	

Key Performance Measures

Program Name: ENTERTAINMENT MANAGEMENT

Program Purpose: The purpose of the Entertainment Management Program is to provide ticketing and entertainment event services to the Maricopa County community and visitors so they can attend baseball and other entertainment events.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent increase in revenue	55.06	-15.23	-24.05	0

Program Name: FINANCIAL MANAGEMENT

Program Purpose: The purpose of the Financial Management Program is to provide fiscal resources and asset management of Cactus League Facilities and Bank One Ballpark for the Board of Directors of the Stadium District, the community, and for its visitors, in order to ensure sound fiscal management of publicly owned facilities.

Key Results:	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Projected
Percent increase in reserves	30.88	46	15.31	15.26

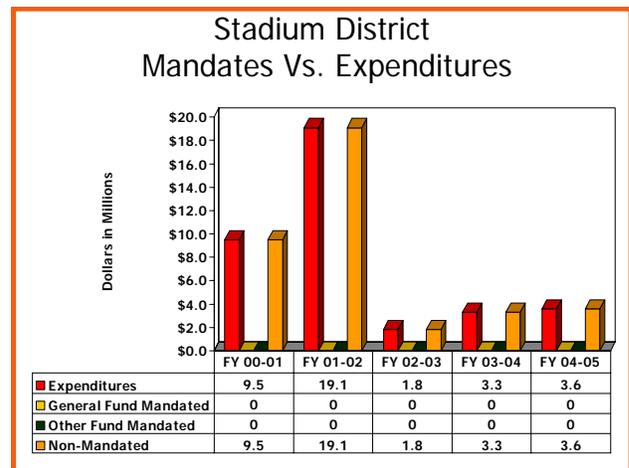
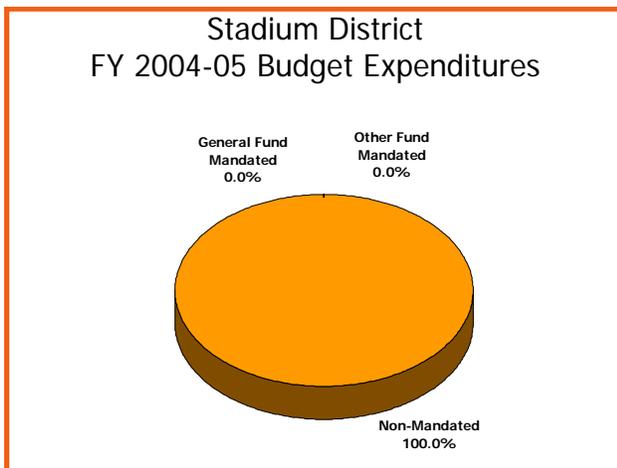
Stadium District (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 8,063,782	\$ 1,429,825	\$ -	\$ -	\$ 9,493,607
FY 2001-02 Actuals	\$ -	\$ 12,467,581	\$ 6,616,203	\$ -	\$ -	\$ 19,083,784
FY 2002-03 Actuals	\$ -	\$ 1,711,610	\$ 92,707	\$ -	\$ -	\$ 1,804,317
FY 2003-04 Actuals	\$ -	\$ 2,995,158	\$ 353,935	\$ -	\$ -	\$ 3,349,093
FY 2004-05 Adopted Budget	\$ -	\$ 3,579,003	\$ 3,000	\$ -	\$ -	\$ 3,582,003

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Internal Service	Total
FY 2000-01 Actuals	\$ -	\$ 8,063,782	\$ 1,429,825	\$ -	\$ -	\$ 9,493,607
FY 2001-02 Actuals	\$ -	\$ 12,467,581	\$ 6,616,203	\$ -	\$ -	\$ 19,083,784
FY 2002-03 Actuals	\$ -	\$ 1,711,610	\$ 92,707	\$ -	\$ -	\$ 1,804,317
FY 2003-04 Actuals	\$ -	\$ 2,995,158	\$ 353,935	\$ -	\$ -	\$ 3,349,093
FY 2004-05 Adopted Budget	\$ -	\$ 3,579,003	\$ 3,000	\$ -	\$ -	\$ 3,582,003

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service, or eliminations.



Stadium District (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2004-05 ADOPTED							
680 STADIUM DISTRICT							
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue		
CAPITAL PROJECTS	\$ -	\$ 3,000	\$ -	\$ 3,000	\$ 2,293,820		
DEBT SERVICE	-	110,000	5,405,094	5,515,094	5,515,094		
ELIMINATIONS	-	(1,660,137)	-	(1,660,137)	(1,660,137)		
SPECIAL REVENUE	801,491	2,311,824	465,688	3,579,003	4,686,821		
ALL FUNDS	\$ 801,491	\$ 764,687	\$ 5,870,782	\$ 7,436,960	\$ 10,835,598		

EXPENDITURE AND REVENUE BY DEPARTMENT/SELECT FUND/OBJECT										
680 STADIUM DISTRICT										
ALL FUNDS										
	FY 2002-03 Actual	FY 2003-04	FY 2003-04	FY 2003-04	FY 2004-05	FY 2004-05	Adopted Vs			
	Restated	Adopted	Restated	Revised	Requested	Adopted	Revised	Variance	%	
REVENUE										
606 SALES TAXES	\$ 5,336,587	\$ 5,500,800	\$ 5,500,800	\$ 5,266,096	\$ 5,280,768	\$ 5,215,094	\$ 285,706	5%		
645 INTEREST EARNINGS	541,532	514,035	514,035	521,314	747,583	714,383	(200,348)	-39%		
650 MISCELLANEOUS REVENUE	4,620,150	4,810,121	4,810,121	4,956,968	4,906,121	4,906,121	(96,000)	-2%		
680 TRANSFERS IN	200,000	-	-	-	-	-	-	0%		
Total Revenue	\$ 10,698,269	\$ 10,824,956	\$ 10,824,956	\$ 10,744,377	\$ 10,934,472	\$ 10,835,598	\$ (10,642)	0%		
EXPENDITURES										
PERSONAL SERVICES										
701 REGULAR PAY	\$ 117,164	\$ 183,530	\$ 183,504	\$ 153,171	\$ 183,848	\$ 206,084	\$ (22,580)	-12%		
705 TEMPORARY PAY	(119)	-	-	5,949	-	-	-	0%		
750 FRINGE BENEFITS	25,584	40,451	42,861	34,349	42,942	47,985	(5,124)	-12%		
790 OTHER PERSONNEL SERVICES	60	-	-	-	-	-	-	0%		
795 PERSONNEL SERVICES ALLOC OUT	(23,663)	(78,115)	(78,115)	(32,608)	(11,743)	(11,743)	(66,372)	85%		
796 PERSONNEL SERVICES ALLOC IN	591,499	585,667	585,667	555,014	585,915	559,165	26,502	5%		
Sub Total	\$ 710,526	\$ 731,533	\$ 733,917	\$ 715,876	\$ 800,962	\$ 801,491	\$ (67,574)	-9%		
SUPPLIES & SERVICES										
801 GENERAL SUPPLIES	\$ 2,354	\$ 10,000	\$ 10,000	\$ 6,612	\$ 9,306	\$ 9,306	\$ 694	7%		
804 NON-CAPITAL EQUIPMENT	228	2,000	2,000	2,000	12,500	-	2,000	100%		
810 LEGAL SERVICES	27,724	70,005	70,005	60,121	65,000	65,000	5,005	7%		
812 OTHER SERVICES	345,326	603,790	601,402	567,073	599,341	620,976	(19,574)	-3%		
820 RENT & OPERATING LEASES	2,100	2,819	2,819	2,511	2,450	2,450	369	13%		
825 REPAIRS AND MAINTENANCE	1,046	5,160	5,160	4,666	1,160	1,160	4,000	78%		
839 INTERNAL SERVICE CHARGES	47,182	47,135	47,135	43,199	31,636	20,204	26,931	57%		
842 TRAVEL & EDUCATION	744	9,400	9,400	8,508	9,850	9,850	(450)	-5%		
843 POSTAGE/FREIGHT/SHIPPING	111	650	650	526	400	400	250	38%		
850 UTILITIES	250	600	600	401	600	600	-	0%		
880 TRANSFERS OUT	231,122	36,253	36,253	36,253	34,741	34,741	1,512	4%		
Sub Total	\$ 658,188	\$ 787,812	\$ 785,424	\$ 731,869	\$ 766,984	\$ 764,687	\$ 20,737	3%		
CAPITAL OUTLAY										
915 BUILDINGS AND IMPROVEMENTS	\$ 100,570	\$ 416,455	\$ 416,455	\$ 351,435	\$ -	\$ -	\$ 416,455	100%		
950 DEBT SERVICE	4,511,095	5,583,463	5,583,463	6,920,143	5,429,015	5,870,782	(287,319)	-5%		
Sub Total	\$ 4,611,665	\$ 5,999,918	\$ 5,999,918	\$ 7,271,578	\$ 5,429,015	\$ 5,870,782	\$ 129,136	2%		
Total Expenditures	\$ 5,980,379	\$ 7,519,263	\$ 7,519,259	\$ 8,719,323	\$ 6,996,960	\$ 7,436,960	\$ 82,299	1%		
Operating Balance (Rev. - Exp.)	\$ 4,717,890	\$ 3,305,693	\$ 3,305,697	\$ 2,025,055	\$ 3,937,512	\$ 3,398,638	\$ (92,941)	-3%		

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY2004-05 ADOPTED			
680 STADIUM DISTRICT			
Market Range Title	FTE	Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	1.00	EXECUTIVE ASSISTANT	1.00
ADMINISTRATOR	1.00	FINAN/BUSINESS ANALYST	1.00
		MANAGEMENT ANALYST	1.00
Total			5.00

Attachments

Maricopa County's Mission Statement

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

Maricopa County's Vision Statements

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

Maricopa County's Strategic Priorities

- Provide regional leadership in critical public policy areas in a fiscally responsible manner.
- Minimize the burden on the property taxpayer through rate reductions.
- Healthy community and solvent healthcare system.
- Safe community through a streamlined, integrated criminal justice system.
- Provide regional leadership for a regional transportation system.
- Land use will be planned, managed and funded responsibly; Luke AFB will be preserved.
- Maricopa County will continue to improve its positive public image based on results achieved.

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

General Guidelines for Budget Development

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.

In accordance with the Board of Supervisors/Board of Directors' Managing for Results Policy, 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.

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.

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.

All positions will be fully funded in the budget or designated for elimination in accordance with the Funded Position Policy.

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 and the Indirect Cost Policy for Grant Programs. 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.

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.

Budgeting for Results Policy Guidelines (Continued)

Revenue

Existing grant agreements or grant applications must support budget requests for grants.

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.

Anticipated revenue to the County from fee increases will not be budgeted unless the Board of Supervisors/Board of Directors has approved such increases.

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.

Expenditures

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.

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. 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.

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.

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.

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.

Budget Process

All Appointed, Elected and Judicial Branch Departments/Special Districts will follow these policy guidelines in preparing their Annual budget requests.

Budgeting for Results Policy Guidelines (Continued)

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.

Department/Special District financial reporting structures will be established by the Financial Reporting Review Committee and must be finalized prior to budget submission.

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.

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.

Capital Improvement Projects

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.

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.

When requesting funding for capital improvement projects, Departments/Special Districts will provide estimates of increased operating costs associated with each individual project.

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.

Internal Charges and Indirect Cost Allocations

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.

All internal 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.

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.

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.

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.

Budget Priorities - Maricopa County

(Approved by the Board of Supervisors December 1, 2003)

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 a structurally balanced budget is developed for FY 2004-05.

Base Budget Targets:

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:

- the annualized cost of FY 2003-04 approved Results Initiative Requests;
- the annualized impact of FY 2003-04 mid-year appropriation adjustments;
- the annualized impact of other items including intergovernmental agreements approved by the Board of Supervisors if the impact was disclosed at the time of Board approval; and
- other technical adjustments as required.

All departments must submit base budget requests within their budget targets.

Employee Related Budget Adjustments

The Office of Management and Budget, in coordination with the Total Compensation Department, is directed to allocate funding for salary and health care increases. Therefore, departments should not include funding for these items in their budget submissions.

Requests for Additional Funding (Results Initiative Requests):

Only Results Initiative Requests that are funded by the original \$900 million of Jail Excise Tax for phased-in operation of new facilities will be considered, as authorized by A.R.S. §42-109 and approved by the voters of Maricopa County in November 1998.

Budget Priorities - Flood Control District

(Approved by the Board of Directors December 1, 2003)

The purpose of these guidelines and priorities is to provide direction from the Board of Directors to the Office of Management and Budget and the Flood Control District so that a structurally balanced budget is developed for FY 2004-05.

Base Budget Targets:

Budgets for all 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:

- the annualized cost of FY 2003-04 approved Results Initiative Requests;
- the annualized impact of FY 2003-04 mid-year appropriation adjustments;
- the annualized impact of other items including intergovernmental agreements approved by the Board of Directors if the impact was disclosed at the time of Board approval; and
- other technical adjustments as required.

All departments must submit base budget requests within their budget targets.

Employee Related Budget Adjustments

Funding for employee salary and benefit increases will be included in the budget request consistent with Maricopa County departments, as directed by the Office of Management and Budget and Total Compensation. Requests that are funded by the Jail Excise Tax for operation of new facilities will be considered.

Budget Priorities - Library District

(Approved by the Board of Directors December 1, 2003)

The purpose of these guidelines and priorities is to provide direction from the Board of Directors to the Office of Management and Budget and the Library District so that a structurally balanced budget is developed for FY 2004-05.

Base Budget Targets:

Budgets for all 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:

- the annualized cost of FY 2003-04 approved Results Initiative Requests;
- the annualized impact of FY 2003-04 mid-year appropriation adjustments;
- the annualized impact of other items including intergovernmental agreements approved by the Board of Directors if the impact was disclosed at the time of Board approval; and
- other technical adjustments as required.

All departments must submit base budget requests within their budget targets.

Employee Related Budget Adjustments

Funding for employee salary and benefit increases will be included in the budget request consistent with Maricopa County departments, as directed by the Office of Management and Budget and Total Compensation.

Budget Priorities – Special Health Care District

(Approved by the Board of Directors December 1, 2003)

The purpose of these guidelines and priorities is to provide direction from the Board of Directors to the Office of Management and Budget and to the Maricopa Integrated Health System (MIHS) so that a structurally balanced District budget is developed for FY 2004-05.

Base Budget Assumptions:

Budgets for all funds will be prepared and submitted to the Office of Management and Budget according to the following assumptions:

- MIHS is directed to submit a budget request for FY 2004-05 that maintains all current programs at their current level of service, unless otherwise instructed or authorized by the Board of Directors.
- Funding for employee salary and benefit increases will be included in the budget request consistent with Maricopa County departments, as directed by the Office of Management and Budget and Total Compensation.
- Budgeted expenditures and revenues may be adjusted to reflect anticipated changes in service volume, so long as current budgeted net income (excluding subsidies) is maintained.

Budget Priorities - Stadium District

(Approved by the Board of Directors December 1, 2003)

The purpose of these guidelines and priorities is to provide direction from the Board of Directors to the Office of Management and Budget and the Stadium District so that a structurally balanced budget is developed for FY 2004-05.

Base Budget Targets:

Budgets for all 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:

- the annualized cost of FY 2003-04 approved Results Initiative Requests;
- the annualized impact of FY 2003-04 mid-year appropriation adjustments;
- the annualized impact of other items including intergovernmental agreements approved by the Board of Directors if the impact was disclosed at the time of Board approval; and
- other technical adjustments as required.

All departments must submit base budget requests within their budget targets.

Employee Related Budget Adjustments

Funding for employee salary and benefit increases will be included in the budget request consistent with Maricopa County departments, as directed by the Office of Management and Budget and Total Compensation.

Budget Calendar

12/1	Board Approves Budget Guidelines
12/8 – 1/19	Budget Targets Distributed to Departments, Budget Prep Instructions & Information Available, Budget Prep System Training, Budget Prep System Available to Departments
12/9 – 3/15	OMB Analyzes Base Budget Requests/Develops Recommendations
4/5 – 4/23	OMB Consolidates and Finalizes Budget Recommendations
4/22	Board Study Session on CIP
5/3 – 5/7	Board Briefings
5/10	CAO Presents FY 2004-05 Tentative Budget to Board
5/17	Board Adopts FY 2004-05 Tentative Budget
6/21	Final Adoption of FY 2004-05 Budget
8/16	Board sets Tax Rates

Note: Dates are subject to change.

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. 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/Board of Directors to incur expenditures for a specific purpose, defined in Maricopa County as total expenditures by Department/Special District and fund; “budget items” as referenced in A.R.S. §42-17106.

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

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.

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.

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.

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.

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, or by notification that an amendment is not required. Capital improvement project appropriations do not need to be adjusted so long as project overruns do not exceed 10% or \$1,000,000, whichever is less.

Budgeting for Results Accountability Policy (Continued)

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.

All positions must be fully funded and budgeted in accordance with the Funded Positions Policy. 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.

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.

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.

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.

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.

Departments/Special Districts shall not exceed their expenditure appropriations. Departments/Special Districts shall be required to reduce expenditures to offset any revenue shortfall. Departments/Special Districts may expend up to 10% or \$1,000,000 (whichever is less) over budget for a specific capital improvement project, so long as overall expenditures do not exceed the Department/Special District fund appropriation.

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.

If a Department/Special District exceeds its annual expenditure appropriation, its expenditures will be reviewed by Internal Audit. Internal Audit will review the Department/Special District's expenditures, identify the causes of the overrun, and report its findings to the Board of Supervisors/Board of Directors.

A Department/Special District that exceeds its expenditure appropriation shall 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.

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. In the event of such an overrun, the Office of Management and Budget will automatically submit an agenda item to the Board of Supervisors/Board of Directors to implement the budget reduction.

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 (OMB) 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.

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 underfunded.

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 underfunded 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 underfunded.

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, 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 the Performance Management policy.

Managing for Results Policy (Continued)

The County Administrative Officer 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.

Performance Management Process Policy

Purpose

This policy integrates the Performance Management Process with the Managing for Results system in Maricopa County. The Performance Management Process is a tool for managers, supervisors, and employees to align organizational, departmental, and personal goals and to provide a basis for measurement of employee performance. This policy supersedes any other policy or procedure related to performance management.

Process

The Performance Management Process is annually administered by each department through this four-step cycle:

Develop Performance Plan - Supervisors and employees shall collaborate in the development of an individualized annual Performance Plan that supports the overall department/division results. This written plan should clearly communicate performance expectations and behaviors. It should describe what results are expected and should establish how each employee's performance will be measured and tracked. The Performance Plan will include a Planning & Alignment Worksheet and an Employee Development Plan. Employees will document that they reviewed the performance factors that will be rated. They will also record the support they will need to accomplish the goals and expectations. These documents shall be filed in the official employee personnel file at Human Resources at the beginning of the cycle.

Monitor Performance - Each supervisor is strongly encouraged to meet with an employee at least every six months. Ideally, supervisors will meet with each employee on a quarterly basis to monitor the progress made on goals, development, and performance factors with a focus on achieving results. Performance data and measurements should be presented by both the supervisor and the employee for review and discussion. Expectations may be renegotiated to meet current circumstances. These meetings should be formally documented, signed by the supervisor and employee, and then placed in the employee's departmental personnel file.

Coach and Counsel - Each supervisor is encouraged to regularly coach an employee about progress or lack of progress on goals and work behavior. The purpose of coaching is to help the employee attain their performance results and promote ongoing communication. Coaching sessions are ongoing and can be formal or informal. Counseling is used by a supervisor to help an employee define and work through a problem or work habit that is negatively affecting work performance.

Evaluation - At the end of the performance cycle, a formal, written evaluation shall be conducted. The evaluation discussion shall include a follow-up on the Performance Plan, progress on the employee's development plan and a discussion of future goals as the new performance cycle begins immediately. The employee and supervisor will discuss Performance Results Ratings for the period and record the results on the Performance Management Evaluation form. This form must be submitted to Human Resources/Records. Each employee will be asked for comments and responses to questions about the process. If they disagree with their evaluation, they may request a higher review.

Performance Management Process Materials

Human Resources will provide standard forms for the Performance Management Evaluation and Performance Plan. These forms must be sent to Human Resources/Records as described in the Performance Management Process cycle. These forms are available electronically on the Electronic Business Center (EBC), from Human Resources, or your department's HR Liaison. Human Resources may occasionally approve the use of alternative formats for specific business reasons.

Performance Management Process Policy (Continued)

Ratings

A standard five-level scale will be provided for ratings on the Performance Results Ratings and Performance Factors. Performance results can fall into five possible ratings: Distinguished Performance; Consistently Exceeds Performance Expectations; Good Solid Performance; Partially Meets Performance Expectations; or Does Not Meet Expectations. Performance Factors will also be rated on a five-point scale. Some departments may need to use an alternative rating scale to fit their internal needs. However, in the final annual evaluation, all performance ratings must fit into the county standard as listed above and reported on the Performance Management Evaluation Report form.

Ratings should accurately reflect the employee's performance in relation to agreed-upon expectations set forth in the Performance Plan. Rating inflation should be avoided. All Performance Result Ratings, with the exception of Good Solid Performance, require a justification on the Performance Management Evaluation Report Form. If a Performance Result Rating indicates Does Not Meet Expectations, the evaluation must be accompanied by a corrective action plan and a monitoring schedule that the supervisor writes and discusses with the employee.

Organizational Roles In The Performance Management Process

Elected Officials, County Administrative Officer and Chief Officers will support this Performance Management Process by implementing it with their direct reports and then holding them accountable for completing the process throughout the organization. The management of the Performance Management Process should be a specific expectation and result in every supervisor's annual Performance Plan.

Department directors will direct the Performance Management Process to ensure alignment with Maricopa County and department's strategic and annual plans. They will hold middle managers and supervisors accountable for the annual implementation of this process by including this responsibility in the annual Performance Plan of their subordinates. They will be available to serve as the final step in a higher review of the evaluation as requested by an employee.

Supervisors and managers will drive this process in collaboration and cooperation with their direct reports. They shall meet with each employee to set up a Performance Management Plan and will regularly meet with each employee to monitor performance. Supervisors and managers are encouraged to meet at least quarterly to monitor performance and as needed to coach and counsel. Supervisors will complete the evaluation annually. The management of the Performance Management Process with their direct reports will be an expectation and result in their own Performance Management Plan. Managers shall be available to serve as the first step in a higher review of the evaluation for all their staff other than their direct reports and when requested by an employee.

Employees will actively participate in the Performance Management Process. In collaboration with their supervisor, they will be asked to develop an annual Performance Plan that is agreed on by both the supervisor and the employee. It will include a plan for development. Throughout the year, they will track their accomplishments that will provide a basis for regular discussion with their supervisor.

Human Resources will offer:

- Training for employees, supervisors and managers in the Employee Course Catalog and Management Institute.
- Consulting, as requested, with directors and managers on the use of tools and the process itself.
- Coaching for supervisors, as requested, during implementation of the process.
- Development and electronic distribution of standard forms.

Human Resources/Records will receive all performance plans and annual evaluations, record the dates completed into HRMS, and file them in the official employee personnel file at Human Resources.

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) in the General Fund, Flood Control District, and Library District. 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. Calculated minimum fund balance requirements for FY 2004-05 are listed in the table below, followed by fund-specific information.

Fund	Required Minimum Fund Balance
General	\$80,619,104
Flood Control District	\$11,880,471
Library District	\$1,674,708

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. However, this low point is expected to occur between December and January of Fiscal Year 2004-05, based on current revenue and expenditure trend analysis.

This year's calculated General Fund minimum fund balance is significantly less than last year's, due to a recalculation of average available cash associated with the prior year's unreserved fund balance. The recalculation identifies amounts due from other governmental entities as available cash, whereas historically these amounts have been excluded.

Minimum Fund Balances for Cashflow Purposes (Continued)

Flood Control District

The Flood Control District has one fund available to finance its operational expenditures. They also utilize a separate capital projects fund for their CIP, with expenditures supported by fund transfers from the Flood Control District's operational Fund. The Flood Control District's operational fund is primarily funded with property tax. As a result, it shares the same pattern of fiscal low and high points as the General Fund. For purposes of calculating the minimum fund balance, it is assumed that major intergovernmental revenue will be collected and transfers to the capital projects fund will occur uniformly during the year.

Library District

Similar to the Flood Control District, the Library District only has one fund to finance its operations. It is primarily funded through property tax and has a fairly uniform spending pattern during the year.

Policy for Administering Grants

Introduction

Maricopa County receives significant funding from federal, state and local agencies annually; however, it does not have a formal Policy to follow when applying for and receiving grant funds. In order to ensure that the County is fully and timely reimbursed for all allowable expenses associated with grants, it is imperative that Responsible Departments negotiate to consistent goals, closely monitor their expenditures and claim reimbursement in a consistent and timely manner.

This Policy shall serve as the framework for Responsible Departments to follow when applying for grants and negotiating the terms and conditions of the agreements. This Policy is not intended to discourage Responsible Departments 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 and to enhance Board acceptance of grants conforming to this Policy.

Definitions

Dept. Overhead: refers to departmental costs incurred for the joint benefit of 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.

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).

Overhead (A-87): refers to costs, benefiting both grant and non-grant activities, allocated by the Department of Finance to all non-General Fund departments. An allocation is also calculated for Responsible General Fund departments to be included in departmental overhead.

Responsible Dept: 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 Responsible Department shall act as the agent of the County for purposes of this policy.

Implementation

This policy will take effect immediately. Provisions under sections titled "FUNDING" and/or "OVERHEAD/INDIRECT COSTS (A-87 CHARGES)" will not apply to 1995-96 grants if the grant has already been submitted and/or approved by the Grantor Agencies. Grants which are in the application or negotiation stage of the process may continue; however, final acceptance of the grant must be approved by the Board.

Policy for Administering Grants (Continued)

Grant Submittal

While all grants must be accepted by the Board of Supervisors before funding can be expended, grant applications which fully comply with this Policy do not require Board approval at the time of submission for funding. Except as noted, applications for funding which deviate from this Policy (for any reason) shall require Board approval prior to submission. The County Administrative Officer may approve exemptions to this policy with regards to indirect cost reimbursement. EXCEPTION: The Board of Supervisors shall be notified by any affected Responsible Department in an annual or more frequent presentation of their intent to apply for all ongoing grants which deviate from this Policy, the nature of the deviation(s) and the reason for it (i.e. the grantor agency or the terms of a specific grant prohibit charging overhead, etc.). Once acknowledged and approved by the Board that it continues to support applying for such grants(s), the Responsible Department will not be required to obtain Board approval prior to the submission for continued like funding from the same Grantor Agency. Nothing contained within this Section shall preclude a Responsible Department from seeking approval for both the submission and acceptance of award at the pre-submission stage, provided that all terms of the grant are consistent with the information presented to the Board.

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's preference to receive funding on an advance basis instead of a reimbursement basis. Therefore, every effort is to be made by Responsible Departments to obtain advance funding from the Grantor Agency. This is especially critical for one-time grant funded programs/activities and where the County is advancing funds to nonprofit subcontractors. Responsible Departments with existing grant agreements are to contact their Grantor Agencies and attempt to renegotiate the terms of these agreements. Upon request, the Department of Finance will assist in negotiations with Grantor Agencies.

If funding is to be provided on a reimbursement basis, Responsible Department staff will note this in any submittal or correspondence to the Board of Supervisors. The Board may request staff to present the cost/benefits of accepting a reimbursement grant versus not accepting a particular grant. The cost/benefit analysis will take into account if the grant funded services are mandated. The analysis should also consider the impact of indirect cost recovery and advance funding requirements on the competitiveness in obtaining grant funding.

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. Program costs which Responsible Departments wish to continue once the grant funding has been depleted will be identified and reported to the Board of Supervisors at the time of submittal for consideration. The Responsible Department will present adequate analysis and information to the Board of Supervisors to assist the Board in deciding whether the County should fund expenses for the project or program from other County funds following the depletion of the grant funds.

Whenever permitted by the Grantor Agency, grants requiring County matching funds will first use County Overhead (A-87) as a match. If the required match exceeds County Overhead (A-87) or Overhead is not an allowable expense by the Grantor Agency, the Responsible Department shall inform the Board of Supervisors of the exception and estimate the relative financial in-kind impact.

Policy for Administering Grants (Continued)

Claiming

Responsible Departments will provide to the Department of Finance a copy of the grant agreement, including the award amount. Responsible Departments will record and track grant revenues and expenditures. Responsible Departments shall submit claims for either an advance or reimbursement to the Grantor Agency as frequently as permitted under the grant agreement. Ideally, this will be no less frequent than monthly. At grant year end, each Responsible Department 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. A copy of the final report shall be provided to the Department of Finance.

Overhead/Indirect Costs (A-87 Charges)

Annually, the Department of Finance will prepare or cause to be prepared a cost allocation plan consistent with Federal Circular A-87. The Department of Finance and the Office of Management and Budget will inform each Responsible Department of their share of the A-87 charges for that particular fiscal year. Generally, grants are to financially support 100% of their A-87 charges. On a year-by-year basis, a Responsible Department may request that the Board of Supervisors waive all or a portion of their A-87 charges for that fiscal year, for all or specific grantor agencies. (A waiver or disallowance of A-87 charges results in a General Fund subsidy for paying the support costs for the grant funded program.)

Purchase of Computing and Network Systems

To ensure compatibility and supportability of the County computing and network infrastructure, Responsible Departments 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 purchased under the provisions of the County's Procurement Code. 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.

Accounting for Grant Funded Programs

Effective July 1, 1995, each department will have its own fund designated for grant activities. This will permit both the Responsible Department and the Department of Finance to readily identify the cash balance of grant funded programs at any point during the fiscal year.

Grant Monitoring by Department of Finance

The Department of Finance will monitor grant expenditures and revenues on a regular basis. At a minimum, the Department of Finance will:

- prepare and provide to the Responsible Departments a quarterly grant schedule. This schedule will include year to date revenues and expenditures and inception to date receivable or deferred revenue balance for each individual grant.
- ensure that grant expenditures do not exceed grant awards or available funding if balances are carried forward from a preceding year. This expenditure limit will be noted on the grant schedule and any grant that approaches the maximum available funding will be immediately identified. The Responsible Department will be contacted and all grants which are projected to exceed the expenditure limit will be reported to them and the Board of Supervisors.

Policy for Administering Grants (Continued)

- examine individual grant balances on a monthly basis to identify departments that are not requesting reimbursement from the Grantor Agency on a monthly basis. Responsible Departments which are not regularly claiming reimbursements will be contacted by the Department of Finance and directed to submit the appropriate documentation to the Grantor Agency.
- examine the final reports submitted by the Responsible Departments to ensure that indirect costs either identified in the County's A-87 Plan or approved by special action by the Board of Supervisors are being reported to and reimbursed by the Grantor Agency.

General Support from the Department of Finance

While each Responsible Department 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.

Indirect Cost Policy for Grant Programs

Purpose

To establish a standard policy and general procedures governing the receipt, recording and disposition of OMB Circular A-87 allowable indirect costs recovered from the grantors.

Definitions

Grants: transactions in which an entity transfers cash or other items of value to (or incurs a liability for) Maricopa County as a means of sharing program costs or otherwise reallocating resources to the recipients.

OMB Circular A-87: the Federal government circular that defines allowable indirect costs for federal programs.

Cognizant Agency: the Federal agency responsible for reviewing, negotiating, and approving cost allocation plans or indirect cost proposals developed under OMB Circular A-87 on behalf of all Federal agencies.

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.

County-wide Full Cost Allocation: used to allocate the full cost of running the County's Central Service Departments.

County-wide A-87 Indirect Costs: Central Service department costs, benefiting both grant and non-grant programs. These costs are allocated by the Department of Finance in accordance with OMB Circular A-87.

Central Service Departments: departments that support, manage, and maintain County operations (i.e. Finance, OMB, etc.)

Department A-87 Indirect Costs: departmental costs benefiting both grant and non-grant programs.

Background

Currently there is no standard policy in effect for the treatment of recovered A-87 indirect costs from grants funds. All departments are required to charge their grant funds for A-87 indirect costs unless prohibited by the grant contract, law, or County Board of Supervisors approval.

Policy

On an annual basis the Department of Finance-Grants Unit prepares an A-87 County-wide indirect cost allocation plan. The Department of Finance-Grants Unit is responsible for maintaining, updating and negotiating the County-wide A-87 plan with the cognizant agency, United States Department of Housing and Urban Development (HUD). 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 receiving grant funds shall submit a written request to the Department of Finance-Grants Unit to prepare a Departmental A-87 cost allocation plan.

Indirect Cost Policy for Grant Programs (Continued)

For General Fund departments-

- All recovered Departmental A-87 costs from grants will be charged to the grant fund under sub-object code 0831-01 and deposited into the department's General Fund operating agency under revenue source 0621-01.
- All recovered County-wide A-87 indirect costs from grants will be charged to the grant fund under sub-object code 0831-00 and deposited into the General Fund, agency 180, org 1810, revenue source 0621-00.

For non-General Fund departments-

- The Department of Finance-Grants Unit will prepare the County-wide monthly indirect cost charge (full indirect or A-87 indirect, as applicable) to the non-General Fund departments. The Department's operating agency will be charged under sub-object code 0831-00 and revenue will be deposited into the General Fund, agency 180, org 1810, revenue source 0621-00.
- All recovered Departmental A-87 indirect costs from grants will accumulate in the Department's operating agency, sub-object 0831-01 will be expensed to the Department's grant agency, sub-object code 0831-01.
- All recovered County-wide A-87 costs from grants will be treated as a transfer of expenses from the Department's operating agency, sub-object 0831-00, to the Department's grant agency, sub-object code 0831-00.

The above accounting strings are subject to change by the Department of Finance, and departments will be notified as necessary.

In some cases the grantor may limit the recovery of indirect costs at 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.

Procedures

Both recoverable and unrecoverable estimated A-87 indirect costs should be fully disclosed and quantified on the Board agenda and included in the local match if allowable. This information enables the Board of Supervisors to have a clear understanding of the financial impact on Maricopa County for each individual grant/program.

Prior to submission to the Board of Supervisors, a copy of all grant applications and contracts must be submitted to the Department of Finance-Grants Unit to ensure compliance with this policy.

Departments are required to prepare journal vouchers to charge grants for the eligible A-87 costs through the previous month end. The journal voucher must be submitted to the Department of Finance-Grants Unit for approval. Indirect cost allocations will be monitored by the Department of Finance-Grants Unit, as part of the Grant Monitoring Procedures.

Summary

This policy will ensure that all indirect costs are handled in a fair and consistent manner regarding the receipt, recording and/or the disposition in accordance with the applicable grant contract and laws.

General Government Policy

Purpose

The purpose of this policy is to provide guidelines for development and administration of the General Government budget to County Departments so that the General Government budget is handled according to Board policy and direction.

Budgeted Revenues

The revenues budgeted in the General Government 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 General Government 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 Administrative Officer, will be responsible for developing the General Government budget for each fiscal year. The recommended budget will include an itemized schedule of proposed expenditures by fund.

Approval Of Expenses

The Deputy County Administrator or designee must authorize all expenditures prior to processing. This authority has been delegated to the manager responsible for a particular item within General Government. If the expenditure is not approved it will be returned and absorbed within the budget of the department that submitted it.

General Government Policy (Continued)

Contingency Fund

If a contingency fund is adopted in the General Government 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 General Government budget is the responsibility of the Office of Management & Budget. Expenditures charged to General Government must be approved by the Deputy County Administrator 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 General Government 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

The Department/Special District, working with Equipment Services, prepares a needs assessment to determine which vehicles require replacement for upcoming fiscal years.

Vehicle replacement will be funded only for the current equivalent equipment class, make, model and equipment extras.

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.

If the full cost of replacement is actually lower than originally estimated, the savings will revert to the appropriate fund.

Possible cost overruns will be absorbed by the appropriate vehicle replacement budget.

OMB must approve all charges to the vehicle replacement budget.

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:

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.

Vehicle Replacement Policy (Continued)

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.

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.

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 tonnage's 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 ASRS 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.
- 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.

Fund Descriptions (Continued)

- 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 ARS 41-2421F and accounts for monies distributed under ARS 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 ARS 41-2421F and accounts for monies distributed under ARS 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.
- 232 Transportation Operations** — Plans and implements an environmentally balanced multi-modal 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.

Fund Descriptions (Continued)

- 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 it's funding from the State Highways 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.
- 242 Library District Grants** — Library District Grants was set up to account for all Grant activity administered by the County Library District.
- 243 Parks Donations Fund** — Contributions accounts for activities that are financed through donations by citizens or groups.
- 244 Library District** — Provides and maintains library services for the residents of Maricopa County. Operations are funded by a secondary tax levy.
- 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.
- 246 Justice Court Grants** — Accounts for funds that are utilized to reduce the backlog of existing criminal cases, juvenile crime reduction and to initiate a pilot video conference/personal computer project for 3 courts.
- 249 General Government Grants** — General Government Grants was set up to account for all non-department specific grant activity.
- 250 Cactus League Operations** — Provides regional leadership and financial resources to assure the presence of Major League Baseball in Maricopa County. Operations are funded by a rental vehicle surcharge.
- 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.
- 253 Ballpark Operations** — Accounts for all revenues and expenditures related to Bank One Ballpark.

Fund Descriptions (Continued)

- 254 Inmate Health Services** — Accounts for the copayments received from inmates for self initiated health service pursuant to A.R.S. §31-161 and A.R.S. §31-162.
- 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 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.
- 258 Court Automated Services** — Accounts for the collection and expenditure of a \$10 fee collected by Clerk of the Court staff upon a filing of the original complaint and answer in all civil, domestic relations, probate and tax cases pursuant to A.R.S. §11-251.08. The funds are utilized to offset the various expenses incurred in the development, enhancement and on-going operation of the Court's automated information systems.
- 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 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 ARS 41-2421F and accounts for monies distributed under ARS 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 ARS 41-2421F and accounts for monies distributed under ARS 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 ARS 41-2421F and accounts for monies distributed under ARS 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 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 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.

Fund Descriptions (Continued)

- 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.
- 268 Victim Compensation Restitution Fund**— Victim Compensation and Assistance Fund was established to administer funding provided from the State Victim Compensation and Assistance fund.(ARS 41-2407) and from prisoner supervision fees under ARS 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 ARS 11-538 consisting of monies that are distributed pursuant to ARS 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 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 ARS 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 section 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 section 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.
- 280 Old Courthouse Restoration** — Accounts for the funds that are utilized for the restoration and preservation of the Old Maricopa County Courthouse. Donations and contributions fund operations.
- 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.

Fund Descriptions (Continued)

- 290 Waste Tire** — Accounts for the activity for the operation of the waste tire processing center for the removal of waste tires from the County pursuant to A.R.S. §44-1305.
- 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 Center for Disease Control 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.
- 370 Stadium District Debt Series02** —
- 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 Criminal Justice Capital Projects** — Accounts for capital projects associated with criminal justice departments. Funding is provided by ***.
- 445 General Fund County Improvements** — General Fund Capital Projects account for capital project spending funded from General Funds.
- 450 Long Term Project Reserve** — Accounts for sales tax (Stadium Tax) proceeds collected in excess of the \$238,000,000 cap imposed by County Board Resolution.
- 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. The proceeds are for the construction and operation of adult and juvenile detention facilities.
- 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.
- 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.
- 535 Health Care Delivery System** — provides quality, cost competitive health care and health professional education to assure the health security of individuals, families, and the community.
- 541 Health Plan** — is an ambulatory health care plan operated by Maricopa Managed Care Systems (MMCS). MMCS contracts with the Arizona Health Care Cost Containment System (AHCCCS) which provides monthly capitation revenues based on Maricopa County Health Plan enrollment.
- 551 Long-Term Care Plan** — is a managed care, long term care plan operated by Maricopa Managed Care Systems (MMCS). Chronically ill and physically disabled patients receive medical services as a result of an annual contract with the Arizona Health Care Cost Containment System (AHCCCS).
- 566 Senior Select** — A Medicare plan operating under contract with the Federal government.

Fund Descriptions (Continued)

- 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 FY2003 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.
- 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.
- 748 Juror Improvement** — This fund accounts for donated juror fees and mileage to be used for juror enhanced services such as educational initiatives about the importance of jury service; new and improved programs for summoned and empanelled jurors; research and programs directed at improving the response levels of those summoned for jury service. Approved by agenda number C-38-02-002-8-00.
- 990 Flood Control Capital Projects** — Flood Control Capital Projects was set up administratively as a capital project fund to track capital project activity of the Flood Control District. Funding is provided by a reimbursement transfer from the Flood Control District which derives it's funding from an annual Property Tax Levy.
- 991 Flood Control** — Provides flood control facilities and regulates floodplains and drainage to prevent flooding of property and endangering the lives of people in Maricopa County. Operations are funded by a secondary tax levy.

FY 2004-05 Revenue Object and Sub-Object Codes

Revenue Source	Sub-Revenue Source	Sub-Revenue Source Name	Revenue Source	Sub-Revenue Source	Sub-Revenue Source Name
0601	00	PROPERTY TAXES	0635	15	SUBDIVISION FEES
0601	01	REAL PROP TAXES - CURRENT YEAR	0635	16	ZONING CLEAR REVIEW FEES
0601	02	REAL PROP TAXES - PRIOR YEAR	0635	17	ZONING APPLICATION
0601	03	PERSONAL PROPERTY TAXES CURREN	0635	18	ROOM & BOARD PROBATION
0601	04	PERSONAL PROPERTY TAXES PRIOR	0635	19	KENNEL FEES
0605	00	TAX PENALTIES & INTEREST	0635	20	VITAL STATISTICS
0606	00	SALES TAXES	0635	21	CAMPGROUND RESERVE FEES
0610	00	LICENSES AND PERMITS	0635	22	TARGET RANGE FEES
0610	01	LIQUOR LICENSES	0635	23	PARK ENTRANCE FEES
0610	02	PAWN SHOP LICENSES	0635	24	REC ACTIVITIES FEES
0610	03	PEDDLERS LICENSES	0635	25	BUILDING PLAN REVIEWS
0610	04	AIR POLLUTION PERMITS	0635	26	AUTOPSIES
0610	05	ANIMAL LICENSES	0635	27	INDIGENT DEFENSE REVENUES
0610	06	BUILDING SAFETY PERMITS	0635	28	PROBATION SERVICE FEES
0610	07	ENVIRONMENTAL PERMITS	0635	29	SPECIAL LAW ENFORCE SERVICE
0610	08	FLOOD CONTROL LICENSES	0635	30	DAMAGE RECOVERY
0610	09	MARRIAGE LICENSES	0635	31	LANDFILL CHARGES
0610	10	MOBILE HOME MOVING PERMIT	0635	32	INSURANCE PREMIUMS
0610	11	MOBILE HOME USE PERMIT	0635	33	COUNTY PREMIUM HLTH/LIFE
0610	12	PLANNING VARIANCE PERMIT	0635	34	EMPLOYEE PREMIUM HLTH/LIFE
0610	13	PUBLIC HEALTH ENG PERMIT	0635	35	CIGNA DEDUCTIBLE
0610	14	COUNTY RIGHT OF WAY USE	0635	36	COUNTY PREMIUM PHARMACY
0610	15	CABLE TV LICENSE FEES	0635	37	ACCRUED REVENUE-PAYROLL
0615	00	GRANTS	0635	38	HEALTH SELECT
0615	01	FEDERAL	0636	00	INTERNAL SERVICE CHARGES
0615	02	STATE	0637	00	FINES & FORFEITS
0615	03	OTHER GRANTS	0637	01	CIVIL SANCTIONS TRAFFIC
0620	00	OTHER INTERGOVERNMENTAL	0637	02	COURT FINES
0620	01	FEDERAL SHARED REVENUE	0637	03	LIBRARY FINES
0620	02	OTHER SHARED REVENUE	0637	04	ANTI-RACKETEERING FINES
0620	03	FEDERAL SHARE OF COSTS	0637	05	DIVERSION FINE
0620	04	STATE SHARED REVENUE	0638	00	PATIENT SERVICES REVENUE
0620	05	STATE SHARE OF COST	0638	01	REVENUE DEDUCTIONS
0620	06	OTHER GOVERNMENT SHARE OF COST	0645	00	INTEREST EARNINGS
0621	00	PAYMENTS IN LIEU OF TAXES	0650	00	MISCELLANEOUS REVENUE
0621	01	SALT RIVER PROJECT	0650	01	BUILDING RENTALS
0621	02	FEDERAL	0650	02	EQUIPMENT RENTALS
0621	03	STATE	0650	03	PAYPHONE RECEIPTS
0625	00	STATE SHARED SALES TAX	0650	04	VENDING MACHINE RECEIPTS
0626	00	STATE SHARED HIGHWAY USER REV	0650	05	OTHER RENTS & COMMISSION
0630	00	STATE SHARED VEHICLE LICENSE	0650	06	SALE OF BOOKS/COPIES/ETC.
0635	00	OTHER CHARGES FOR SERVICES	0650	07	SALE OF FIXED ASEST
0635	01	CABLE TV RECEIPTS FEE	0650	08	SALE FOOD BULK NOURISHMENT
0635	02	GARNISH & SUPPORT FEES	0650	09	SALE OF POSTAGE
0635	03	TAX SALE FEES	0650	10	SALE OF DATA INFORMATION
0635	04	CABLE TV APPLICATION FEES	0650	11	INSURANCE RECOVERIES
0635	05	CERTIFICATIONS	0650	12	CASH OVER/SHORT
0635	06	COURT FEES	0650	13	DONATIONS/CONTRIBUTIONS
0635	07	CONSTABLE FEES	0650	14	BAD CHECK FEES (NSF)
0635	08	FIDUCIARY FEES	0651	00	GAIN ON FIXED ASSETS
0635	09	JURY FEES	0652	00	PROCEEDS FROM FINANCING
0635	10	LEGAL SERVICES	0652	01	CAPITAL LEASE PROCEEDS
0635	11	PASSPORTS	0652	02	CERT OF PART PROCEEDS
0635	12	PROBATE FEES	0652	03	BOND PROCEEDS
0635	13	RECORDING FEES	0680	00	TRANSFERS IN
0635	14	RECORD AUTOMATION SURCHARGE	0690	00	INVENTORY

FY 2004-05 Expenditure Object and Sub-Object Codes

Object	Sub Object	Sub Object Name	Object	Sub Object	Sub Object Name
0701	00	REGULAR PAY	0801	03	OTHER AUTOMOTIVE SUPPLY
0701	01	FULL TIME REGULAR SALARIES	0801	04	BEDDING & LINEN
0701	02	PERMANENT PART TIME	0801	05	CLEANING & JANITORIAL
0701	03	OTHER SALARIES & WAGES	0801	06	CLOTHING/UNIFORMS
0701	04	COMPENSATORY TIME	0801	07	TECHNOLOGY SUPPLIES
0701	05	HOLIDAY PAY	0801	08	SOFTWARE
0701	06	VACATION PAY	0801	09	EDUCATIONAL SUPPLIES
0701	07	JURY DUTY	0801	10	ENVIRONMENTAL SUPPLIES
0701	08	ADMINISTRATIVE LEAVE WITH PAY	0801	11	FOOD-PERISHABLE
0701	09	ON THE JOB INJURY LEAVE	0801	12	FOOD-PREPARATION
0701	10	MILITARY LEAVE	0801	13	FOOD-NON PERISHABLE
0701	11	SICK LEAVE	0801	14	FOOD-SPECIAL FUNCTIONS
0705	00	TEMPORARY PAY	0801	15	FOOD-NOURISHMENTS
0710	00	OVERTIME	0801	16	KITCHEN & DINING SUPPLIES
0750	00	FRINGE BENEFITS	0801	17	LANDSCAPING SUPPLIES
0750	01	FICA	0801	18	OFFICE SUPPLIES
0750	02	MEDICARE TAX	0801	19	RECREATIONAL SUPPLIES
0750	03	ELECTED OFFICIALS RETIREMENT	0801	20	SAFETY APPAREL
0750	04	CORRECTIONS OFFICERS RETIREMNT	0801	21	SMALL TOOLS & EQUIPMENT
0750	05	PUBLIC SAFETY RETIREMENT	0801	22	FURNITURE UNDER \$1000
0750	06	STATE RETIREMENT PLAN	0801	23	LAUNDRY SUPPLIES
0750	07	DENTAL PLAN	0801	24	PROCUREMENT CARD
0750	08	EMPLOYER'S DENTAL SERVICES	0801	25	BOOK/PAMPHLET/SUBSCRIPTIONS
0750	09	HEALTH SELECT PLAN	0801	26	AUTOMOTIVE R&M SUPPLIES
0750	10	CIGNA HEALTH PLAN	0801	27	BUILDING R&M SUPPLIES
0750	11	MANUFACTURERS LIFE	0801	28	COMMUNICATION R&M SUPPLIES
0750	12	ON THE JOB INJURY INSURANCE	0801	29	ELECTRICAL R&M SUPPLIES
0750	13	UNEMPLOYMENT INSURANCE	0801	30	GROUPS R&M SUPPLIES
0750	14	BUS FARE SUBSIDY PLAN	0801	31	HEAT/LIGHT/COOL R&M SUPPLIES
0750	15	ASRS LONG TERM DISABILITY	0801	32	OFFICE R&M SUPPLIES
0750	16	INVESTIGATOR RETIREMENT	0801	33	PLUMBING R&M SUPPLIES
0750	17	CONCORDIA DENTAL	0801	34	ROAD R&M SUPPLIES
0750	18	RELIASTER LIFE	0801	35	OTHER R&M SUPPLIES
0750	19	MEDICAL/DENTAL WAIVER	0802	00	MEDICAL SUPPLIES
0750	20	CIGNA DEDUCTIBLE	0802	01	DENTAL SUPPLIES
0750	21	PARK RANGERS RETIREMENT	0802	02	LABORATORY SUPPLIES
0750	22	SELF-INSURED PHARMACY	0802	03	LAB-REAGENTS & MEDIA
0790	00	OTHER PERSONAL SERVICES	0802	04	LAB-CONSUMABLES
0790	01	PRODUCTION BONUS	0802	05	RADIOLOGY SUPPLIES
0790	02	DIFFERENTIALS	0802	06	X-RAY FILM
0790	03	WORKING CONDITION	0802	07	X-RAY CONTRAST & MEDIA
0790	04	WEEKEND PREMIUM	0802	08	PHARMACEUTICALS
0790	05	STANDBY PAY	0802	09	BLOOD & PLASMA SUPPLIES
0790	06	REGULAR OVER BUDGET	0802	10	ANESTHETIC SUPPLIES
0790	07	PERFORMANCE INCENTIVE AWARD	0802	11	OXYGEN & OTHER GASES
0790	08	BUDGET DEFERRED HOURS PAID	0802	12	RADIOACTIVE SUPPLIES
0790	09	LUMP SUM PAYMENT	0802	13	O R INSTRUMENTS
0790	10	EMPLOYEE SUGGESTION AWARD	0802	14	MEDICAL R&M SUPPLIES
0790	11	AWARDS PROGRAM CREDIT	0803	00	FUEL
0790	12	OTHER ADJUSTMENTS	0804	00	NON-CAPITAL EQUIPMENT
0790	13	PEAK PERFORMERS	0804	01	COMMUNICATION EQUIPMENT
0795	00	PERSONAL SERVICE ALLOC OUT	0804	02	CONS EQUIP NON-MOTORIZED
0796	00	PERSONAL SERVICE ALLOC IN	0804	03	EDUCATION/REC EQUIPMENT
0801	00	GENERAL SUPPLIES	0804	04	ENGR/SCIENTIFIC EQUIPMENT
0801	01	AUTO-GAS OIL LUBE	0804	05	KITCHEN/LAUNDRY EQUIPMENT
0801	02	AUTO-TIRES TUBES BATTERY	0804	06	HEAT/COOL/LIGHT EQUIPMENT

FY 2004-05 Expenditure Object and Sub-Object Codes (Continued)

Object	Sub Object	Sub Object Name	Object	Sub Object	Sub Object Name
0804	07	MEDICAL/LAB EQUIPMENT	0811	17	SHORT-TERM DISABILITY CLAIMS
0804	08	OFFICE FURNITURE/EQUIPMENT	0812	00	OTHER SERVICES
0804	09	SHOP EQUIPMENT	0812	01	ACCOUNTING & AUDITING
0804	10	WEAPONS/GUNS	0812	02	ACTUARIAL
0804	11	COMPUTER EQUIPMENT	0812	03	ADMINISTRATIVE SERVICES
0804	12	FURNITURE OVER \$1000	0812	04	HSA ALLOCATION
0805	00	SUPPLIES-ALLOCATION OUT	0812	05	ARCHITECTURAL
0806	00	SUPPLIES-ALLOCATION IN	0812	06	APPRAISAL SERV
0810	00	LEGAL SERVICES	0812	07	CONSULTING & MANAGEMENT
0810	01	PARALEGAL/STUDENT TIME	0812	08	BROKER FEES
0810	02	ATTORNEYS CRIM INDIG-COURT	0812	09	EDUCATORS & TRAINERS
0810	03	ATTORNEYS NON-CRIMIN COURT	0812	10	ENGINEERING
0810	04	ATTORNEYS-JUVENILE COURTRT	0812	11	TECHNOLOGY CONSULTING
0810	05	ATTORNEYS OTHER NON-COURT	0812	12	SECURITY GUARD SVCS
0810	06	EXPERT WITNESS FEES/EXPENSE	0812	13	CLAIMS ADMIN SERVICE FEE
0810	07	EYE WITNESS FEES/EXPENSE	0812	14	ARCOR PERSONNEL SERVICES
0810	08	INTERPRETER FEES/EXPENSE	0812	15	ELECTION WORKERS OUTSIDE
0810	09	VISITING JUDGES FEES	0812	16	LAUNDRY/DRY CLEANING SVCS
0810	10	MENTAL EXAMINATION FEES	0812	17	PERSONNEL HIRE/TEST SVCS
0810	11	RULE 11 EXAM	0812	18	TEMPORARY HELP OUTSIDE
0810	12	RULE 26.5 EXAM	0812	19	COLLECTION FEES
0810	13	DEPOSITION REPORT SERVICE	0812	20	JTPA-OCCUPATIONAL/VOCATIONAL
0810	14	PRELIM HEARING/GRAND JURY	0812	21	JTPA-OJT
0810	15	TRIALS REPORT SERVICE	0812	22	GP - AUTO LIABILITY
0810	16	APPEALS TRANSCRIPTION SERVICE	0812	23	GP - GENERAL LIABILITY
0810	17	DEPOSITION TRANS SERVICE	0812	24	GP - MEDICAL MALPRACTICE
0810	18	PRELIM HEAR/GRAND JURY TR S	0812	25	OTHER INSURANCE
0810	19	TRANSCRIPT MISCELLANEOUS	0812	26	AUTO PHYSICAL DAMAGE CLAIMS
0810	20	JURY FEES	0812	27	AUTO LIABILITY CLAIMS
0810	21	JURY LODGING	0812	28	ENVIRONMENTAL LIAB CLAIMS
0810	22	JURY MEALS	0812	29	BOILER INSURANCE
0810	23	JURY MILEAGE	0812	30	COURSE CONST INSURANCE
0810	24	ARBITRATION EXPENSE	0812	31	GENERAL LIABILITY CLAIMS
0810	25	JUDGEMENTS/SETTLEMENTS	0812	32	GENERAL LIABILITY INSURANCE
0810	26	LITIGATION EXPENSE	0812	33	WORKMENS COMP INDEMNITY
0810	27	MERIT SYSTEM HEARING EXPENSE	0812	34	WORKMENS COMP INSURANCE
0810	28	INVESTIGATION EXPENSE COURT IN	0812	35	WORKMENS COMP MEDICAL
0810	29	INVESTIGATION TIME	0812	36	DENTAL INSURANCE
0810	30	INVESTIGATION EXPENSE OTHER	0812	37	DISABILITY INSURANCE
0810	31	LEGAL NOTICE PUBLICATION	0812	38	HEALTH CLAIMS
0811	00	HEALTH CARE SERVICES	0812	39	HEALTH INSURANCE
0811	01	NURSES	0812	40	INDIVIDUAL/BLANKET BONDS
0811	02	MENTAL HEALTH SERVICES	0812	41	UNEMPLOYMENT CLAIMS
0811	03	DENTISTS	0812	42	PROPERTY CLAIMS
0811	04	PHYSICIANS	0812	43	PROPERTY INSURANCE
0811	05	CONTRACT MEDICAL PROVIDER	0812	44	MALPRACTICE CLAIMS
0811	06	HOSPITAL/MEDICAL SERVICES	0812	45	MALPRACTICE INSURANCE
0811	07	PRIMARY CARE SERVICES	0812	46	LIFE INSURANCE
0811	08	THERAPY SERVICES	0812	47	MENTAL HEALTH PROGRAM
0811	09	RADIOLOGY SERVICES	0812	48	NOTARY BONDS
0811	10	EMERGENCIES	0812	49	SIGHT CARE
0811	11	PRESCRIPTIONS	0812	50	PRINTING-BINDING-DUPLICATION
0811	12	LABORATORY SERVICES	0812	51	TAX SALE PUBLICATION
0811	13	TRANSPORTATION/AMBULANCE	0812	52	OTHER PUBLICATION & ADV EXP
0811	14	PATIENT TRANSPORT SVCS - MMC	0812	53	RECORDS MANAGEMENT SERVICES
0811	15	BAD DEBT EXPENSE	0812	54	MEMBERSHIPS/CERT/LICENSE
0811	16	REBATES	0820	00	RENT & OPERATING LEASES

FY 2004-05 Expenditure Object and Sub-Object Codes (Continued)

Object	Sub Object	Sub Object Name	Object	Sub Object	Sub Object Name
0820	01	RENT	0850	00	UTILITIES
0820	02	AUTOMOBILE RENT	0850	01	MICROWAVE
0820	03	BUILDING RENT	0850	02	U S WEST CHARGES
0820	04	SPECICAL FUNCTION RENT	0850	03	LONG DISTANCE CHARGES
0820	05	COPYING EQUIPMENT RENT	0850	04	OTHER COMMUNICATION SERVICES
0820	06	COMMUNICATION EQUIP RENT	0850	05	ELECTRICITY
0820	07	DATA PROCESSING EQUIP RENT	0850	06	NATURAL/PROPANE GAS
0820	08	GROUNDS/LAND RENT	0850	07	REFUSE REMOVAL
0820	09	MEDICAL EQUIPMENT RENT	0850	08	SEWAGE DISPOSAL
0820	10	OFFICE EQUIPMENT RENT	0850	09	WATER
0825	00	REPAIRS AND MAINTENANCE	0850	10	INFECTIOUS WASTE DISPOSAL
0825	01	AUTOMOTIVE R&M	0855	00	INTEREST EXPENSE
0825	02	BUILDING R&M	0865	00	DEPRECIATION
0825	03	CONSTRUCTION EQUIP R&M	0870	00	OTHER ADJUSTMENTS
0825	04	COMMUNICATION EQUIP R&M	0870	02	ITEMS FOR RESALE
0825	05	DATA PROCESS EQUIP R&M	0870	04	ITEMS FOR INVENTORY
0825	06	GROUNDS R&M	0870	05	INTERGOVT HOLDING ACCOUNT
0825	07	HEAT/LIGHT/COOL R&M	0872	00	SERVICES-ALLOCATION OUT
0825	08	MEDICAL/LAB EQUIP R&M	0873	00	SERVICES-ALLOCATION IN
0825	09	COPYING EQUIP R&M	0880	00	TRANSFERS OUT
0825	10	OFFICE EQUIP R&M	0880	01	CENTRAL SERVICE COST ALLOCAT
0825	11	JANITORIAL SERVICE	0890	00	LOSS ON FIXED ASSETS
0830	00	INTERGOVERNMENTAL PAYMENTS	0910	00	LAND
0830	01	TAXES & ASSESSMENTS	0910	01	LAND ACQUISITION-ROW
0830	02	MANDATED HEALTH CARE PAYMENTS	0910	02	LAND ACQUISITION-OTHER
0839	00	INTERNAL SERVICE CHARGES	0910	03	RELOCATION-FACILITIES
0839	01	TELECOM DISCRETIONARY	0915	00	BUILDINGS AND IMPROVEMENTS
0839	02	COUNTY COUNSEL	0915	01	CONSTRUCTION WORK IN PROGRESS
0839	03	BASE LEVEL EQ SERVICES CHARGES	0915	02	ALTERATIONS/IMPROVEMENTS
0839	04	RISK MANAGEMENT	0920	00	CAPITAL EQUIPMENT
0839	05	BASE LEVEL TELECOM	0920	01	COMMUNICATIONS CAP EQUIPMENT
0839	06	TELECOM WIRELESS SYSTEMS	0920	02	CONS CAP EQUIP NON-MOTORIZED
0839	07	REPROGRAPHICS	0920	03	EDUCATION/REC CAP EQUIPMENT
0839	08	MOTOR POOL	0920	04	ENGR/SCIENTIFIC CAP EQUIPMENT
0842	00	TRAVEL & EDUCATION	0920	05	KITCHEN/LAUNDRY CAP EQUIPMENT
0842	01	COUNTY SPONSORED TRAINING	0920	06	HEAT/COOL/LIGHT CAP EQUIPMENT
0842	02	AIRLINE/BUS/TAXI	0920	07	MED/LAB/ CAP CAP EQUIPMENT
0842	03	MEALS	0920	08	SHOP CAP EQUIPMENT
0842	04	LODGING	0920	09	COMPUTER CAP EQUIPMENT
0842	05	EVENT COST	0930	00	VEHICLES & CONSTRUCTION EQUIP
0842	06	MILEAGE ALLOWANCE	0930	01	CONSTRUCTION VEHICLES
0842	07	EDUCATION	0930	02	TRAILERS
0842	08	SEMINAR FEES	0930	03	OTHER MECHANIZED
0842	09	INVESTIGATIVE TRAVEL	0930	04	TRUCKS
0842	10	WITNESS TRAVEL	0930	05	WATERCRAFT
0842	11	PRISONER/COURT WARD TRAVEL	0930	06	AIRCRAFT/HELICOPTERS
0843	00	POSTAGE/FREIGHT/SHIPPING	0930	07	PASSENGER VEHICLES
0843	01	FREIGHT	0940	00	INFRASTRUCTURE
0843	02	MOVING SERVICES	0950	00	DEBT SERVICE
0843	03	POSTAGE	0950	01	PRINCIPAL BOND
0843	04	SHIPPING	0950	02	INTEREST BOND
0843	05	COURIER SERVICE	0950	03	PRINCIPAL COP
0845	00	SUPPORT AND CARE OF PERSONS	0950	04	INTEREST COP
0845	01	BURIAL OF INDIGENTS	0950	05	PRINCIPAL CAPITAL LEASE
0845	02	PERSONAL CARE	0950	06	INTEREST CAPITAL LEASE
0845	03	HOME MEALS SERVICE	0955	00	CAPITAL-ALLOCATION OUT
0845	04	JTPA-FINANCIAL ASST.(NBP/NRP)	0956	00	CAPITAL-ALLOCATION IN
0845	05	NURSING HOMES			

State of Arizona Auditor General Forms (Schedule A)

MARICOPA COUNTY Summary Schedule of Estimated Revenues and Expenditures/Expenses Fiscal Year 2004-05											
FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES 2003-04*	ACTUAL EXPENDITURES/EXPENSES 2003-04**	FUND BALANCE/NET ASSETS (1) July 1, 2004**	DIRECT PROPERTY TAX REVENUES 2004-05	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2004-05	OTHER FINANCING SOURCES <USES>		INTERFUND TRANSFERS		TOTAL FINANCIAL RESOURCES AVAILABLE 2004-05	BUDGETED EXPENDITURES/EXPENSES 2004-05
						2004-05 SOURCES	2004-05 <USES>	2004-05 IN	2004-05 <OUT>		
1. General Fund	\$ 1,058,047,578	\$ 953,250,298	\$ 129,782,461	Primary: \$ 339,882,099 Secondary:	\$ 563,031,317	\$	\$	\$ 133,499,730	\$ 169,199,149	\$ 1,166,195,607	\$ 1,166,195,607
2. General Fund - Override Election											
3. Total General Fund	1,058,047,578	953,250,298	129,782,461	339,882,099	563,031,317			133,499,730	169,199,149	1,166,195,607	1,166,195,607
4. Special Revenue Funds	719,859,176	647,382,350	145,216,234	71,999,041	500,689,915			133,418,891	181,497,049	851,324,081	804,248,561
5. Debt Service Funds Available	35,017,173	35,358,360	97,161,780		9,939,483			3,443,111	33,118,452	110,544,374	53,646,320
6. Less: Designation for Future Debt Retirement											
7. Total Debt Service Funds	35,017,173	35,358,360	97,161,780		9,939,483			3,443,111	33,118,452	110,544,374	53,646,320
8. Capital Projects Funds	322,232,028	238,960,263	77,022,166		23,163,103	28,850,000		175,922,832	8,166,387	304,958,101	259,592,430
9. Internal Service Funds	85,171,432	87,361,502	25,796,699		91,284,899			7,545,007	942,150	124,626,605	89,721,909
10. Enterprise Funds Available	881,678,366	935,249,028	19,423,268		848,440,576			24,224,170	85,130,554	892,088,014	863,539,079
11. Less: Designation for Future Debt Retirement											
12. Total Enterprise Funds	881,678,366	935,249,028	19,423,268		848,440,576			24,224,170	85,130,554	892,088,014	863,539,079
13. Eliminations	(595,729,831)	(621,242,404)			(173,687,695)			(478,053,741)	(478,053,741)	(651,741,436)	(651,741,436)
TOTAL ALL FUNDS	\$ 2,506,275,922	\$ 2,276,319,396	\$ 494,402,608	\$ 411,881,140	\$ 1,862,861,598	\$ 28,850,000	\$	\$	\$	\$ 2,797,995,346	\$ 2,585,202,470

EXPENDITURE LIMITATION COMPARISON	
2003-04	2004-05
1. Budgeted expenditures/expenses	\$ 2,506,275,922
2. Add/subtract: estimated net reconciling items	\$ 2,506,275,922
3. Budgeted expenditures/expenses adjusted for reconciling items	1,822,237,677
4. Less: estimated exclusions	\$ 684,038,245
5. Amount subject to the expenditure limitation	\$ 684,038,246
6. EEC expenditure limitation	\$ 798,596,757

* Includes Expenditure/Expense Adjustments Approved in 2003-04 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.
 (1) Amounts in this column represent Fund Balance/Net Asset amounts except for amounts invested in capital assets, and reserved/restricted amounts established as offsets to assets presented for informational purposes (i.e., prepaids, inventory, etc.).

State of Arizona Auditor General Forms (Schedule B)

Maricopa County		
Summary of Tax Levy and Tax Rate Information		
Fiscal Year 2004-05		
	2003-04 FISCAL YEAR	2004-05 FISCAL YEAR
1. Maximum allowable primary property tax levy calculated in accordance with A.R.S. §42-17051(A).	\$ 320,821,057	\$ 346,394,541
2. Amount received from primary property taxation in the 2003-04 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 amount		
A. Primary property taxes	\$ 308,122,580	\$ 339,882,099
B. Secondary property taxes		
General Fund-Override election	\$	\$
Debt Service	19,234,591	
Flood Control District	51,153,993	56,334,141
Library District	14,316,032	15,664,900
Total secondary property taxes	\$ 84,704,616	\$ 71,999,041
C. Total property tax levy amounts	\$ 392,827,196	\$ 411,881,140
4. Property taxes collected*		
A. Primary property taxes		
(1) 2003-04 year's levy	\$ 308,122,580	
(2) Prior years' levies		
(3) Total primary property taxes	\$ 308,122,580	
B. Secondary property taxes		
(1) 2003-04 year's levy	\$ 84,704,616	
(2) Prior years' levies		
(3) Total secondary property taxes	\$ 84,704,616	
C. Total property taxes collected	\$ 392,827,196	
5. Property tax rates		
A. County tax rate		
(1) Primary property tax rate	1.2108	1.2108
(2) Secondary property tax rates		
General Fund - Override election		
Debt Service	0.0700	
Flood Control District	0.2119	0.2119
Library District	0.0521	0.0521
(3) Total county tax rate	1.5448	1.4748

* 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.

State of Arizona Auditor General Forms (Schedule C)

MARICOPA COUNTY			
Summary by Fund Type of Revenues Other Than Property Taxes			
Fiscal Year 2004-05			
SOURCE OF REVENUES	ESTIMATED REVENUES 2003-04	ACTUAL REVENUES 2003-04*	ESTIMATED REVENUES 2004-05
GENERAL FUND			
Taxes			
Tax Penalties & Interest	\$ 8,000,000	\$ 10,719,338	\$ 10,857,480
Payments in Lieu of Taxes	6,929,684	6,929,684	6,929,684
State-Shared Sales Tax	335,557,376	351,066,532	374,939,056
State-Shared Vehicle License Tax	109,031,008	112,435,814	118,057,605
Licenses and permits			
Licenses & Permits	428,970	1,112,378	1,463,436
Intergovernmental			
Intergovernmental	7,610,981	9,542,663	8,594,302
Charges for services			
Charges for Service	19,633,244	24,725,060	21,688,915
Patient Service Revenue	52,848	35,858	52,848
Fines and forfeits			
Fines & Forfeits	10,838,123	11,560,128	12,208,033
Investments			
Interest Earnings	12,008,440	2,417,347	2,417,347
Miscellaneous			
Miscellaneous	3,888,497	3,949,141	5,822,611
Gain/Loss on Fixed Assets	50,000		
Total General Fund	\$ 514,029,171	\$ 534,493,943	\$ 563,031,317
* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.			
SPECIAL REVENUE FUNDS			
Road Fund			
Transportation	\$ 96,433,380	\$ 91,382,865	\$ 98,907,104
Total Road Fund	\$ 96,433,380	\$ 91,382,865	\$ 98,907,104
Health Services Fund			
Patient Service Revenue	\$ 1,394,471	\$ 1,470,027	\$ 1,352,910
Total Health Services Fund	\$ 1,394,471	\$ 1,470,027	\$ 1,352,910
Grants, Misc. Revenue, etc.	\$ 385,452,215	\$ 380,529,515	\$ 400,429,901
Total Special Revenue Funds	\$ 483,280,066	\$ 473,382,407	\$ 500,689,915
DEBT SERVICE FUNDS			
Debt Service	\$ 24,997,362	\$ 22,160,218	\$ 4,424,389
Stadium District	5,700,800	5,533,745	5,515,094
Total Debt Service Funds	\$ 30,698,162	\$ 27,693,963	\$ 9,939,483

State of Arizona Auditor General Forms (Schedule C- Continued)

SOURCE OF REVENUES	ESTIMATED REVENUES 2003-04	ACTUAL REVENUES 2003-04*	ESTIMATED REVENUES 2004-05
CAPITAL PROJECTS FUNDS			
Transportation	\$ 20,806,267	\$ 15,254,625	\$ 21,445,798
General Government	1,009,203	8,259,524	973,622
Stadium District	514,135	730,431	743,683
Total Capital Projects Funds	\$ 22,329,605	\$ 24,244,580	\$ 23,163,103
ENTERPRISE FUNDS			
Health Plans	\$ 416,451,178	\$ 411,281,000	\$ 381,473,634
Health Care Delivery System	420,781,968	465,673,726	466,516,942
Solid Waste	650,000	400,291	450,000
Total Enterprise Funds	\$ 837,883,146	\$ 877,355,017	\$ 848,440,576
INTERNAL SERVICE FUNDS			
Equipment Services	\$ 8,331,591	\$ 8,950,361	\$ 10,192,096
Total Compensation	37,491,774	42,586,867	39,364,705
Materials Management	903,775	1,023,916	903,775
Risk Management	26,686,121	26,081,986	26,644,669
Telecommunications	12,723,482	13,018,210	14,133,393
Communications	800,490	623,611	46,261
Total Internal Service Funds	\$ 86,937,233	\$ 92,284,951	\$ 91,284,899
ELIMINATIONS FUNDS			
Eliminations	\$ (150,480,789)	\$ (156,606,546)	\$ (173,687,695)
Total Eliminations Funds	\$ (137,757,307)	\$ (143,588,336)	\$ (173,687,695)
TOTAL ALL FUNDS	\$ 1,837,400,076	\$ 1,885,866,525	\$ 1,862,861,598
* 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.			

State of Arizona Auditor General Forms (Schedule D)

MARICOPA COUNTY				
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers				
Fiscal Year 2004-05				
FUND	OTHER FINANCING 2004-05		INTERFUND TRANSFERS 2004-05	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
Health Care Mandates	\$	\$	\$ 82,972,500	\$ 3,592,900
General Government			9,955,777	135,602,625
Appropriated Fund Balance			40,571,453	29,859,667
Sheriff's Office				108,571
Medical Examiner				35,386
Total General Fund	\$	\$	\$ 133,499,730	\$ 169,199,149
SPECIAL REVENUE FUNDS				
Parks & Recreation	\$	\$	\$ 17,000	\$ 17,000
Recorder			70,000	
Health Plans				
Stadium District			110,000	1,584,878
General Government			133,176,891	
Public Health			45,000	1,732,345
Emergency Management				79,169
Community Development				26,824
Human Services				744,223
Planning & Development				302,287
Transportation				63,091,909
Library District				706,043
Appropriated Fund Balance				47,591,538
Research & Reporting				31,636
Solid Waste				39,654
Environmental Services				564,136
Animal Care & Control				606,841
Flood Control District				64,378,566
Total Special Revenue Funds	\$	\$	\$ 133,418,891	\$ 181,497,049
DEBT SERVICE FUNDS				
General Government	\$	\$	\$ 3,443,111	\$ 33,008,452
Stadium District				110,000
Total Debt Service Funds	\$	\$	\$ 3,443,111	\$ 33,118,452
CAPITAL PROJECTS FUNDS				
Transportation	\$	\$	\$ 61,695,868	\$ 320,883
General Government	28,850,000		1,638,390	7,633,001
Stadium District			1,550,137	
Facilities			47,591,538	
Flood Control			63,446,899	212,503
Total Capital Projects Funds	\$ 28,850,000	\$	\$ 175,922,832	\$ 8,166,387
ENTERPRISE FUNDS				
Health Care Delivery System	\$	\$	\$ 15,374,170	\$ 84,993,416
Health Plans			8,850,000	68,556
Solid Waste				68,582
Total Enterprise Funds	\$	\$	\$ 24,224,170	\$ 85,130,554

State of Arizona Auditor General Forms (Schedule D - Continued)

FUND	OTHER FINANCING 2004-05		INTERFUND TRANSFERS 2004-05	
	SOURCES	<USES>	IN	<OUT>
INTERNAL SERVICE FUNDS				
Total Compensation	\$	\$	\$ 7,545,007	\$
Equipment Services				480,618
Materials Management				34,130
Risk Management				114,652
Telecommunications				312,750
Total Permanent Funds	\$	\$	\$ 7,545,007	\$ 942,150
ELIMINATIONS				
Stadium District	\$	\$	\$ (1,660,137)	\$ (1,660,137)
Flood Control District			(63,446,899)	(63,446,899)
Transportation			(61,695,868)	(61,695,868)
Parks & Recreation			(17,000)	(17,000)
Eliminations			(351,233,837)	(351,233,837)
Total Permanent Funds	\$	\$	\$ (478,053,741)	\$ (478,053,741)

State of Arizona Auditor General Forms (Schedule E)

MARICOPA COUNTY				
Summary by Department of Expenditures/Expenses Within Each Fund Type				
Fiscal Year 2004-05				
FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2003-04	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2003-04	ACTUAL EXPENDITURES/ EXPENSES 2003-04*	BUDGETED EXPENDITURES/ EXPENSES 2004-05
GENERAL FUND				
Board of Supervisors District 1	\$ 224,756	\$ 13,197	\$ 215,305	\$ 249,676
Board of Supervisors District 2	224,756	13,192	212,802	249,676
Board of Supervisors District 3	224,756	13,195	221,151	249,676
Board of Supervisors District 4	224,756	13,196	178,425	249,676
Board of Supervisors District 5	224,756	13,195	237,508	249,676
Clerk of the Board of Supervisors	450,169	24,139	441,821	478,788
Adult Probation	36,018,294	7,475,781	42,776,501	45,668,897
Assessor	14,765,952	766,795	15,027,602	15,808,896
Call Center	1,325,517	65,340	1,295,035	1,298,676
Emergency Management	152,182	3,168	109,579	155,628
Clerk of the Superior Court	21,246,744	1,280,340	23,218,005	23,181,209
Finance	2,360,213	141,195	2,395,163	2,532,036
County Attorney	43,850,402	4,669,123	48,918,105	50,280,208
County Administrator	1,246,200	59,615	1,195,893	1,358,665
Elections	8,219,888	149,267	8,314,425	10,494,469
Human Services	1,138,980	(191,774)	947,206	1,787,032
Internal Audit	958,022	62,011	960,939	1,035,910
Constables	1,613,814	129,008	1,738,764	1,780,046
Correctional Health	5,500,000		7,537,604	3,461,426
Juvenile Probation	11,440,037	210,812	11,361,812	11,832,089
Medical Examiner	3,881,203	222,396	4,187,992	4,189,649
Parks & Recreation	1,487,694	(373,111)	1,110,668	1,271,316
Human Resources	2,741,834	154,569	2,536,443	2,872,815
Public Fiduciary	1,841,113	98,240	1,951,355	1,983,422
Total Compensation	1,945,819	354,393	3,093,896	2,649,479
Recorder	1,859,996	86,736	2,065,171	1,991,183
Superintendent of Schools	1,847,755	100,536	1,803,804	1,984,742
Health Care Mandates	335,995,954	94,415	325,384,308	321,129,985
Chief Information Officer	4,877,950	265,573	4,901,652	5,208,429
Treasurer	3,707,669	170,993	3,750,623	3,952,730
General Government	241,528,949	(23,623,953)	174,901,281	257,853,500
Appropriated Fund Balance	137,492,963	(2,331,063)	80,467,417	196,689,269
Management & Budget	1,644,001	91,902	1,717,643	1,762,186
Sheriff	37,273,015	4,401,079	41,722,147	47,355,136
Public Defender	27,611,790	1,499,708	28,612,320	31,100,074
Legal Defender	5,428,346	297,156	6,024,137	7,021,181
Legal Advocate	4,725,749	248,328	5,476,952	6,383,337
Contract Counsel	9,354,848	28,097	11,947,700	9,384,406
Facilities Management	15,347,116	807,557	16,291,772	17,333,572
Communications	51,635		46,275	707,968
Materials Management	1,244,722	80,337	1,292,653	1,354,842
Animal Care & Control Services	304,041		304,041	385,109
Trial Courts	58,826,583	419,154	58,804,078	61,268,643
Public Health	6,493,512	330,551	6,764,022	6,590,367
Environmental Services	753,844	34,895	788,298	1,369,912
Total General Fund	\$ 1,059,678,295	\$ (1,630,717)	\$ 953,250,298	\$ 1,166,195,607

State of Arizona Auditor General Forms (Schedule E - Continued)

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2003-04	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2003-04	ACTUAL EXPENDITURES/ EXPENSES 2003-04*	BUDGETED EXPENDITURES/ EXPENSES 2004-05
SPECIAL REVENUE FUNDS				
Adult Probation	\$ 14,234,945	\$ (5)	\$ 13,494,452	\$ 13,919,776
Emergency Management	1,352,369	516	1,003,222	1,383,361
Clerk of the Superior Court	7,721,621	(6)	6,955,320	6,635,620
Community Development	15,857,672		13,247,987	16,033,276
County Attorney	11,131,793	1,223,119	12,526,950	12,802,876
Human Services	35,032,337	(193)	35,032,337	37,977,848
Correctional Health	26,848,769	3,528,801	35,658,454	37,354,956
Juvenile Probation	33,778,577	3,225,531	34,405,795	41,445,767
Medical Examiner	207,614	59,431	267,045	267,045
Parks & Recreation	5,186,269	20	4,620,657	4,503,514
Recorder	4,404,146	(5)	4,168,499	5,608,218
Integrated Criminal Justice Info System	7,236,337	115,753	5,505,472	5,435,481
Planning & Development	8,210,846	2,293,071	8,784,407	11,109,948
Research & Reporting	440,000	1	354,178	440,000
General Government	35,075,639	(22,418,988)	5,154,324	53,791,889
Appropriated Fund Balance	105,318,256	1,204,587	57,520,576	95,038,389
Sheriff	102,790,411	12,816,708	112,950,646	134,479,034
Public Defender	1,633,570	260,016	1,700,382	2,577,598
Legal Defender	78,974	2	78,622	84,403
Legal Advocate	10,416		12,907	16,310
Health Plans	1,957,636	1	1,957,636	
Transportation	105,638,136	(7)	104,448,546	114,676,951
Library District	12,612,786	4,954,829	17,834,213	16,345,796
Solid Waste	3,435,232	6	2,615,542	3,419,169
Stadium District	3,581,308	(4)	4,499,046	3,579,003
Flood Control District	79,805,243	735,016	80,463,083	91,003,439
Facilities Management		1,152,255	1,140,147	5,467,329
Animal Care & Control	7,961,869	22,139	8,121,391	8,721,270
Trial Courts	11,650,518	6	9,694,628	15,632,663
Public Health	48,514,622	(103,714)	44,489,070	43,197,451
Environmental Services	18,080,672	1,001,707	18,676,816	21,300,181
Total Special Revenue Funds	\$ 709,788,583	\$ 10,070,593	\$ 647,382,350	\$ 804,248,561
DEBT SERVICE FUNDS				
General Government	\$ 29,892,079	\$	\$ 30,204,361	\$ 48,131,226
Stadium District	5,125,094		5,153,999	5,515,094
Total Debt Service Funds	\$ 35,017,173	\$	\$ 35,358,360	\$ 53,646,320
CAPITAL PROJECTS FUNDS				
Correctional Health	\$ 156,499	\$ 244	\$ 156,091	\$ 158,037
Juvenile Probation	781,398	(1)	705,253	392,535
General Government	66,780,896	2,576,064	29,035,240	89,391,467
Sheriff	1,705,371		1,477,710	865,343
Transportation	77,457,228		55,865,855	77,959,051
Stadium District	407,135		353,935	3,000
Flood Control District	54,000,000	(58,000)	52,644,000	52,076,503
Facilities Management	118,425,196	(2)	98,722,179	38,746,494
Total Capital Projects Funds	\$ 319,713,723	\$ 2,518,305	\$ 238,960,263	\$ 259,592,430

State of Arizona Auditor General Forms (Schedule E - Continued)

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2003-04	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2003-04	ACTUAL EXPENDITURES/ EXPENSES 2003-04*	BUDGETED EXPENDITURES/ EXPENSES 2004-05
ENTERPRISE FUNDS				
Health Plans	\$ 424,123,055	\$ 2,276,332	\$ 468,466,248	\$ 388,133,556
Solid Waste	900,000	329	660,388	993,253
Health Care Delivery System	452,165,681	2,212,969	466,122,392	474,412,270
Total Enterprise Funds	\$ 877,188,736	\$ 4,489,630	\$ 935,249,028	\$ 863,539,079
INTERNAL SERVICE FUNDS				
Total Compensation	\$ 37,620,713	\$	\$ 39,193,277	\$ 39,364,705
Communications	720,441	(8)	675,721	46,261
Materials Management	834,991	(3)	783,653	832,015
Equipment Services	8,171,022	9	8,976,364	9,751,777
Risk Management	25,609,802	(7)	25,562,088	26,070,716
Telecommunications	12,214,470	2	12,170,398	13,656,435
Total Internal Service Funds	\$ 85,171,439	\$ (7)	\$ 87,361,502	\$ 89,721,909
ELIMINATIONS FUNDS				
Parks & Recreation	\$ (17,000)	\$	\$ (25,000)	\$ (17,000)
Transportation	(57,000,000)		(57,000,000)	(61,695,868)
Stadium District	(1,594,274)		(1,287,657)	(1,660,137)
Flood Control District	(54,000,000)		(52,644,000)	(63,446,899)
Health Care Delivery System	(89,604,508)		(70,100,269)	(82,891,840)
Eliminations	(389,716,225)	(3,797,824)	(440,185,478)	(442,029,692)
Total Eliminations Funds	\$ (591,932,007)	\$ (3,797,824)	\$ (621,242,404)	\$ (651,741,436)
TOTAL ALL FUNDS	\$ 2,494,625,942	\$ 11,649,980	\$ 2,276,319,396	\$ 2,585,202,470
* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.				

Glossary

Activity: A set of services 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. Must take into account current year spending as well as future spending obligations.

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, departmental realignment, changes 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 2002-03 to pay for a capital expenditure budgeted for FY 2001-02 for which an obligation has been incurred that cannot be paid by June 30, 2002. Note: Carryover items should be identified in the base budget submission.

Central Services Cost Allocation Plan: An allocation of General Fund Central Service departments 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.

DCA: Deputy County Administrator.

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 combination 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 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.

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 of 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 next 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.

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 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 for programs or expenditures in one department with a corresponding decrease in other programs and expenditures in another department 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 that are above a department's base budget for new or improved technology systems or 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 2004-05 Budget on July 12, 2004, and the corresponding tax rates on August 16, 2004, we start down the path of developing the FY 2005-06 Budget.

