Maricopa County
Annual Business Strategies 2003-04

Maricopa County

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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Maricopa County

Arizona

For the Fiscal Year Beginning

July 1, 2002

President | Executive Director

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, 2002. 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

Credits

Board of Supervisors

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

County Administrative Officer

David R. Smith

Deputy County Administrator

Sandra L. Wilson

Deputy Budget Director

Christopher M. Bradley
Brian Hushek

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Cover Photo: The photograph on the cover of our Annual Business Strategies is of the Fountain Hills Branch Library, a branch of the Maricopa County Library District. The Fountain Hills Branch Library opened in its new 15,000-sq. ft. facility on October 1, 2001. The Library is part of the Fountain Hills Community Center complex, which also includes a large Activities building and will include a theatre complex. The Library is state-of-the-art with over 45 public computers with flat screens, smart cards for use of printing and scheduling computer time, the latest in display shelving and marketing tools. The library includes a snack area, an ATM, and is a completely self-checkout facility.

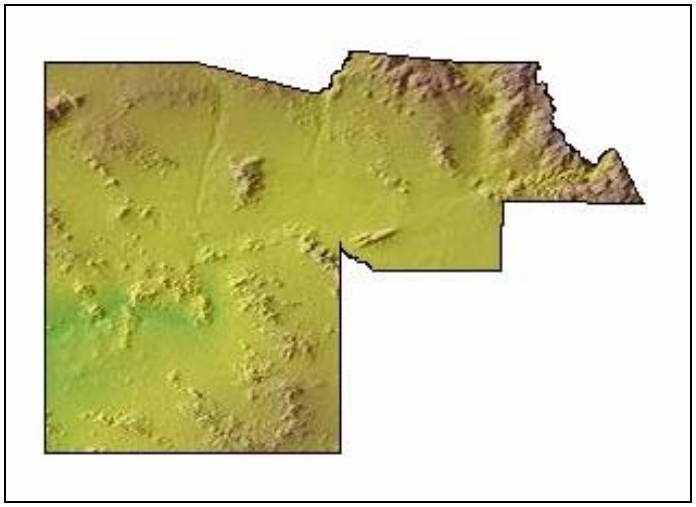
Maricopa County Mission Statement

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 Priorties

- 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 10 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 2002-03 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.

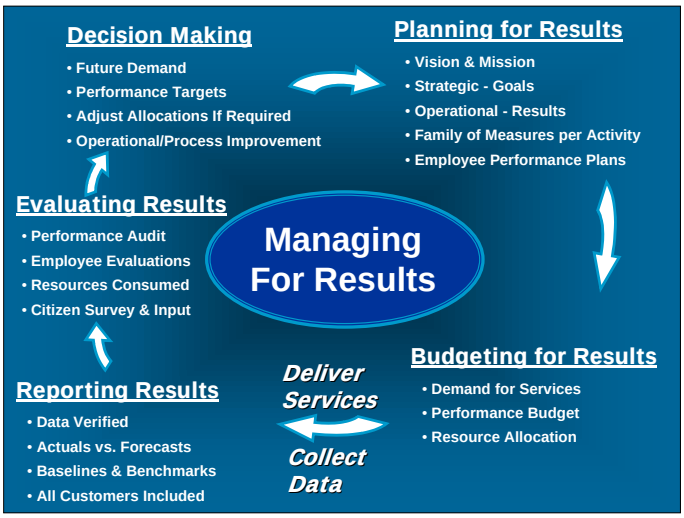
Maricopa County Mission Statement: The mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services to its residents so they can enjoy living in healthy and safe communities.

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.
- 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.

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 Assessors Office has a long-term goal for the timely and accurate identification of property owners that is 95% consistent with recorded documents and is updated within 45 days of a recorded change. The Elections department has a goal of reducing the number of candidates fined to less than 10% of the total filing. The Maricopa County Trial Courts has a goals of "Families will experience sustainable resolution of their issues through earlier assessment, more individualized, appropriate decision-making, and coordinated use of available resources and court services as evidenced by: 70% cases referred to alternative dispute resolution (ADR) will be resolved by ADR" and " Convenience and understanding of court processes, while maintaining the efficiency and quality of court services." 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 environmental arenas. It is not practical to establish long-term goals in areas where regulations are continually changing. For example, 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.

Alarming portions of the County's revenue sources are committed to satisfying unfunded mandates. The lack of funding and ability to keep up with a growing population base poses potential threats to public health and safety. Mandated services drive Maricopa County's strategic planning process, operating policies and financial structure. General Fund mandates represent 98.4% of the General Fund budget. Maricopa County's General Fund budget increased 10.4% from FY 2002-03, and General Fund mandated expenditures increased by 6.5% over the same period of time. The significant amount of mandated expenditures within the FY 2003-04 budget placed heavy burdens upon management to meet new unfunded mandates and to ensure adequate funding of essential services while maintaining a minimum level of service on existing mandates.

Any attempts to set long-term goals for departments that are continually affected by short-term changes in the way they do business do not make sense.

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 it's mission and strategic priorities. Through the strategic planning process review annually, every department is required to have goals that are linked to the County's strategic priorities. The majority of County department goals are short-term. 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 Capital Facilities Development 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 December 2003, the Court will provide speedy and fair justice in case processing as follows: -95% of cases shall be disposed in compliance with established trial court and limited jurisdiction court standards.
- To prevent delay in judicial decisions, by December 2003, 90% of needs assessments and evaluative reports will be made 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:

- Improve service to families and other agencies by completing cases within established timeframes by FY 2005, i.e., 90% of cases closed in 45 days and 100% in 90 days.
- Secure sufficient staff by FY 05 to provide examination, laboratory, transcription and office support for the increased number of doctors and to make the most effective use of the education, training and skills of employees in order to achieve Goal #1.

Strategic Plan from the Capital Facilities Department

The mission of the Capital Facilities Development Department is to deliver large, fiscally responsible capital facilities so that county departments may successfully achieve their missions in an efficient, enjoyable, and stimulating environment.

Goals Include:

- Develop procedures by the end of Fiscal Year 2003 in conjunction with the Facilities Management Department to identify project roles and responsibilities and to improve coordination efforts during the design, construction, and subsequent operation of new facilities.
- Design all new major facilities on schedule and within budget in cooperation with the customer and other county departments.

Example program with key results:

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 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
100 percent of buildings delivered within 100 percent or less of the budget	100	100	100	100

FY 2002-03 Budget Priorities And Issues

The Transmittal Letter articulates budget priorities and issues for all funds, including significant priority changes from FY 2002-03, and the factors that led to those changes. These priorities and issues are highlighted by headings in the Transmittal Letter, such as the heading: **Impacts from the State of Arizona, Econometric and Demographic Trends, Managing For Results & Budgeting For Results,**

Budget Reductions, Property Taxes, Capital Improvement Program; New Facilities to Open in 2003-04, Detention Operations; Mandated Health Care, Maricopa Integrated Health System, and Employee Issues and Concerns. Fiscal Year 2002-03 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.

215 Emergency Management — Emergency Management activity consists of disaster planning and training.

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

245 Justice Court Enhancement — 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 County Attorney 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. This fund was part of Fund 220 in FY 2002.

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 2002-03 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 after a drop in FY 2004-05 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 constituency. Despite the worst financial conditions in a decade, the Board indicated a desire to keep the overall property tax rate flat. The overall tax rate, including the special districts, is $1.5448 per $100 of assessed valuation. Since fiscal year 1991-92 the rate has been held flat or reduced.

The FY 2003-04 Budget includes an estimated primary property tax levy (excluding Salt River Project) of $308,122,580, an increase of $30,172,968 (11%) from the FY 2002-03 adopted primary levy. This increase is due to 10.9% growth in net assessed value, of which nearly three-fifths is due to new construction; the remaining increase on existing property 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. 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, 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.

Revenue trends for the FY 2003-04 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.

State Shared Sales Tax Collections	
Fiscal Year	**General Fund**
1993-94	$209,588,061
1994-95	215,015,368
1995-96	231,009,128
1996-97	242,352,311
1997-98	257,643,630
1998-99	279,812,954
1999-00	309,009,200
2000-01	322,429,593
2001-02	325,728,202
2002-03*	330,594,444
2003-04**	335,557,376
* Projected Actual	
** Budget	

Listed at left are the actual state shared sales tax collections for the last nine fiscal years, Projected totals for FY 2002-03, plus the budget for FY 2003-04. 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 2002-03 budget assumed revenue growth of only 1.5%, which was slightly higher than the 1% growth experienced in FY 2001-02 and significantly less than the preceding 5 year annual average of nearly 7%. Actual collections for FY 2002-03 are projected to be near budget at 1.5% higher than FY 2001-02. Given continuing economic uncertainty, the FY 2003-04 budget for the General Fund continues a 1.5% growth rate resulting in $4,962,932 above the FY 2002-03 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 2003-04. “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.

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

Project Narrative

This project covers tenant improvements within the Security Building that are necessary to modify the current vacant space, the space that could be vacated by relocating existing County tenants, and space that will be vacated when existing non-County tenants leave the building so that new or relocated County tenants are no longer in overcrowded and/or lease space, and have efficient facilities from which they can provide “Best in Class” services to Maricopa County residents

Funding Summary

100% General Fund (Fund 445)

Project Cost Summary

The total budget for this project is $15.1 million with $12,547,848 expended through FY 2002-03. The FY 2003-04 budget is $3,733,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 8,908,484	$ 200,000	$ 150,000	$ 100,000	$ -	$ -	$ 450,000	$ 8,358,484
Construction	300,000	$ 3,533,000	$ 1,000,000	1,000,000	-	-	5,533,000	6,833,000
Other Costs-Force Acct Labor		-	-	-	-	-	-	-
Project Total	**$ 9,208,484**	**$ 3,733,000**	**$ 1,150,000**	**$ 1,100,000**	**$ -**	**$ -**	**$ 5,983,000**	**$ 15,191,484**

Operating Cost Summary

N/A

Managing for Results

Purpose Statement:

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

Strategic Goals Addressed:

- Design and construct all Capital projects on schedule, within budget, in cooperation with the customer and meeting the goals of the County.

Strategic Plan Program Supported:

- Building Renovation and Minor Construction

Strategic Activities Supported:

- Design
- Construction

Strategic Services Supported:

- Programming Design Documents
- Schematic Design Documents
- Design Development Documents
- Construction Documents

Measure	FY 2002-03 YTD Actual (%; #; or $)	FY 2002-03 Year End Estimated (%; #; or $)	FY 2003-04 Estimated w/Capital Improvement (%; #; or $)
Result: 100% of construction delivered within 100% or less of the project construction budget	100%	100%	100%
Output: # of construction projects completed	0	1	2
Demand: # of construction projects scheduled	4	4	4
Efficiency: Average construction cost per square foot constructed	$180	$180	$185

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 2003-04 new facilities follows:

NEW FACILITY OPERATING COSTS

	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08
General Fund Projects					
Public Health Clinic	-	470,300	479,493	488,947	498,670
Environmental Services Facility	-	73,159	74,297	75,466	76,667
Human Services Campus	-	272,863	281,048	289,479	298,165
Elections Facility	401,307	162,885	167,772	172,805	177,989
Downtown Property Development/Acquisition	-	1,715,645	1,747,409	1,780,068	1,813,647
Sheriff's Property & Evidence Warehouse	-	326,837	336,643	346,741	357,144
NW Consolidated Justice Courts	-	165,611	170,579	175,697	150,968
NE Superior Court Expansion	-	387,470	399,094	411,068	423,399
Star Call Center	69,609	70,877	72,321	73,806	75,334
Subotal General Fund	$ 470,916	$ 3,645,647	$ 3,728,656	$ 3,814,077	$ 3,871,983
Detention Fund Projects					
4th Avenue Jail	$ 3,366,668	$ 3,467,668	$ 3,525,774	$ 3,630,026	$ 3,737,402
Lower Buckeye Jail	3,179,897	3,275,294	3,323,316	3,421,253	3,522,122
FMD Maintenance Facility	119,206	122,782	126,465	130,259	134,167
Sheriff's Training Facility	381,772	393,225	405,022	417,173	429,688
Juvenile Durango	1,442,956	1,486,244	1,509,725	1,554,301	1,600,214
Juvenile Mesa	477,697	492,029	498,516	513,244	528,414
Subtotal Detention Fund	$ 8,968,196	$ 9,237,242	$ 9,388,818	$ 9,666,256	$ 9,952,007
TOTAL FUNDS	**$ 9,439,112**	**$ 12,882,889**	**$ 13,117,474**	**$ 13,480,333**	**$ 13,823,990**

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 ACTIVITES	Audited 6/30/01	Audited 6/30/02	Projected 6/30/03	Projected 6/30/04
General Obligation	$79,595,000	$58,370,000	$39,515,000	$20,165,000
Less: Amount avail. for Retirement of General Obligation Debt	0	(773,917)	0	0
Lease Revenue Bonds	104,355,000	104,355,000	91,558,756	78,031,179
Certificate of Participation	13,575,118	9,804,315	5,808,084	1,672,206
Capital Leases	14,454,515	19,442,376	14,915,333	10,571,632
Direct Net Debt	$211,979,633	$191,197,774	$151,797,173	$110,440,017
Overlapping Debt (1)	4,999,831,866	4,901,854,926	5,000,000,000	5,000,000,000
Overall Net Debt	$5,211,811,499	$5,093,052,700	$5,151,797,173	$5,110,440,017

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.

2001-02 Constitutional General Obligation Bonding Capacity
Maricopa County, Arizona

2001-02 Secondary Assessed Valuation	$	22,913,134,480
15% of Secondary Assessed Valuation		3,436,970,172
Less: GO Bonded Debt Outstanding		(58,370,000)
Plus: GO Debt Service Fund Balance		773,917
Unused Fifteen Percent Borrowing Capacity	$	3,379,374,089

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

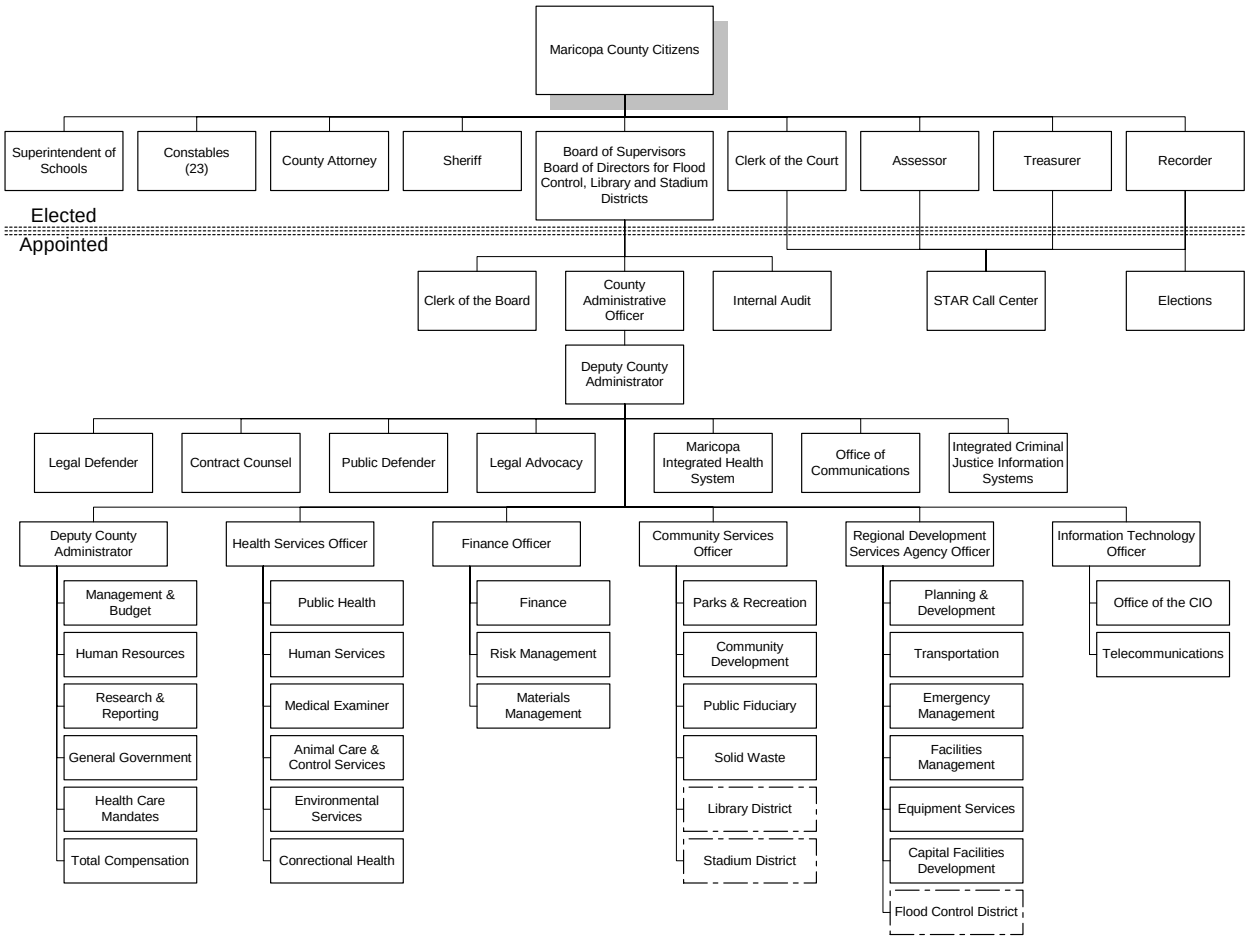
Managing for Results provides the tools necessary to determine and apply objective methods that measure progress toward accomplishing the County's mission and strategic priorities, as well as department program goals and objectives. See the Departmental Budget Schedules section for mission statements,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

Planning for Results

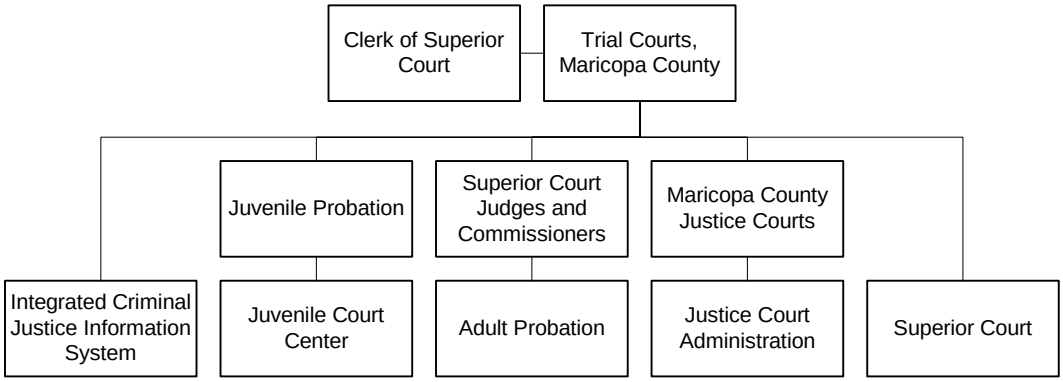
Through the Planning for Results process of the Managing for Results cycle, performance is measured, which focuses on results and accomplishments. Key performance measures focus on output and efficiency that support services. Services, in turn, support department programs. For more information regarding 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 1994-95 Actual	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 Acutal	FY2003-04 Adopted
ADULT PROBATION	740.00	775.69	851.00	937.00	949.00	1,045.00	1,120.50	1,175.00	1,092.00	1,072.00
ANIMAL CARE & CONTROL	114.00	113.00	120.00	125.00	135.00	130.00	146.00	132.50	140.00	140.50
APPROPRIATED FUND BALANCE	-	-	-	-	-	-	1.00	-	-	-
ASSESSOR	300.00	308.00	297.00	334.00	329.00	325.00	326.00	321.80	322.00	321.00
BOARD OF SUPERVISORS CLERK	10.00	7.00	7.00	7.00	7.00	7.00	7.00	7.80	8.00	7.00
BOARD OF SUPERVISORS DIST 1	3.00	4.00	4.00	4.00	4.00	4.00	4.00	3.00	3.00	3.00
BOARD OF SUPERVISORS DIST 2	3.00	4.00	3.00	4.00	3.00	4.00	4.00	3.00	3.00	3.00
BOARD OF SUPERVISORS DIST 3	3.00	4.00	3.00	4.00	4.00	4.00	4.00	4.00	3.50	3.50
BOARD OF SUPERVISORS DIST 4	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00
BOARD OF SUPERVISORS DIST 5	4.00	4.00	4.00	4.00	3.00	4.00	4.00	3.50	3.50	3.50
CALL CENTER	-	-	10.00	20.00	20.00	32.00	33.00	33.00	34.00	33.00
CAPITAL FACILITIES DEVELOPMENT	-	-	-	-	-	4.00	6.00	7.00	6.00	8.00
CHIEF INFORMATION OFFICER	72.00	100.00	106.00	70.00	64.00	62.00	67.00	67.00	66.50	60.50
CLERK OF THE SUPERIOR COURT	653.00	606.04	596.25	589.00	596.00	599.00	620.00	666.00	689.00	684.00
COMMUNICATIONS	-	-	-	-	-	-	-	-	7.50	8.00
COMMUNITY DEVELOPMENT	12.00	12.00	10.00	11.00	10.00	10.00	10.00	10.00	10.00	9.00
CONSTABLES	25.00	28.00	26.00	27.00	29.00	29.00	30.00	30.00	30.00	30.00
CONTRACT COUNSEL	-	-	-	-	-	-	-	8.25	7.25	7.25
CORRECTIONAL HEALTH	26.00	133.00	135.78	165.00	177.00	223.00	220.40	263.75	264.78	262.75
COUNTY ADMINISTRATIVE OFFICER	14.00	11.00	12.00	13.00	15.00	13.00	16.00	18.00	11.33	12.00
COUNTY ATTORNEY	600.00	676.71	737.30	742.00	796.00	831.00	850.00	828.50	917.25	915.25
ELECTIONS	57.00	57.00	57.00	55.00	53.00	54.00	54.00	54.00	54.00	54.00
EMERGENCY MANAGEMENT	12.00	13.00	14.00	14.00	14.00	14.00	15.00	15.00	15.00	14.00
ENVIRONMENTAL SERVICES	151.00	229.00	238.60	245.00	272.00	267.00	266.75	283.00	273.50	282.10
EQUIPMENT SERVICES	60.00	64.00	63.00	65.00	60.00	60.00	62.00	63.00	63.00	54.00
FACILITIES MANAGEMENT	139.00	219.00	183.40	158.00	158.00	184.00	196.50	228.00	242.25	237.00
FINANCE	70.00	57.00	53.00	49.00	46.00	42.00	36.00	43.00	44.00	47.50
FLOOD CONTROL DISTRICT	244.00	240.00	240.00	241.00	222.00	222.00	222.25	223.00	226.00	224.00
GENERAL GOVERNMENT	-	1.00	7.00	7.00	1.00	11.00	9.00	1.00	1.00	-
HEALTH CARE DELIVERY SYSTEM	3,718.00	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
HEALTH CARE MANDATES	-	2.00	1.00	1.00	1.00	1.00	46.00	41.00	34.00	31.00
HEALTH PLANS	372.00	378.00	377.50	444.00	361.00	353.00	345.70	357.47	357.47	415.43
HOUSING	64.00	63.00	64.00	63.00	64.00	64.00	64.00	64.00	64.00	-
HUMAN RESOURCES	73.00	100.00	96.00	81.00	82.00	79.00	81.00	67.25	66.20	51.00
HUMAN SERVICES	301.00	273.00	256.00	286.00	281.00	295.00	287.00	368.00	369.00	368.00
INDIGENT REPRESENTATION	327.00	357.34	349.19	421.00	459.00	446.00	466.25	-	-	-
INTEGRATED CRIMINAL JUST INFO	-	-	-	-	-	-	1.00	14.00	15.00	22.00
INTERNAL AUDIT	10.00	9.00	8.00	10.00	12.00	16.00	15.00	16.00	16.00	15.10
JUDICIAL MANDATES	-	-	-	-	-	36.00	-	-	-	-
JUSTICE COURTS	211.00	236.02	228.75	244.00	294.00	280.00	287.01	300.06	-	-
JUVENILE PROBATION	539.00	538.00	540.00	589.00	679.00	794.00	784.00	827.50	868.50	832.50
LEGAL ADVOCATE	-	-	-	-	-	-	-	53.00	60.50	60.50
LEGAL DEFENDER	-	-	-	-	-	-	-	69.00	74.75	74.75
LIBRARY DISTRICT	121.00	134.48	126.66	134.00	146.00	143.00	118.00	135.50	135.50	135.50
MANAGEMENT & BUDGET	19.00	23.00	22.00	21.00	22.00	24.00	18.00	22.00	22.00	20.00
MATERIALS MANAGEMENT	75.00	53.00	53.00	47.00	38.00	39.00	38.00	39.00	40.00	36.00
MEDICAL ELIGIBILITY	335.00	336.31	337.50	342.00	263.00	298.00	292.50	291.50	-	-
MEDICAL EXAMINER	27.00	44.00	45.50	47.00	50.00	52.00	54.00	64.00	63.00	65.00
PARKS & RECREATION	78.00	72.89	76.84	77.00	74.00	80.00	86.50	98.46	104.00	104.00
PLANNING & DEVELOPMENT	54.00	55.00	54.00	66.00	65.00	93.00	108.00	115.00	125.00	125.00
PUBLIC DEFENDER	-	-	-	-	-	-	-	433.30	430.30	430.30
PUBLIC FIDUCIARY	36.00	37.00	41.00	37.00	33.00	33.00	35.00	35.00	35.00	34.00
PUBLIC HEALTH	504.00	507.09	503.25	460.00	441.00	479.00	459.24	523.48	534.89	542.37
RECORDER	66.00	65.00	63.00	66.00	65.00	69.00	69.00	71.25	71.25	70.25
RESEARCH & REPORTING	-	12.00	14.50	14.00	8.00	7.00	34.50	9.50	6.75	8.75
RISK MANAGEMENT	18.00	12.00	12.00	19.00	19.00	19.00	19.00	20.00	19.00	19.00
SHERIFF	1,858.00	2,053.00	2,108.00	2,188.00	2,235.00	2,428.00	2,482.50	1,022.00	2,487.75	2,494.75
SHERIFF DETENTION	-	-	-	-	-	-	-	1,443.00	-	-
SOLID WASTE	50.00	31.00	45.00	19.00	17.00	18.00	18.00	12.00	14.00	13.00
STADIUM DISTRICT	9.00	7.00	7.00	7.00	7.00	8.00	4.00	4.00	4.00	4.00
SUPERINTENDENT OF SCHOOLS	35.00	29.00	28.00	29.00	29.00	29.00	30.00	30.00	30.00	33.00
SUPERIOR COURT	617.00	668.40	677.60	764.00	819.00	873.00	910.20	981.00	-	-
TELECOMMUNICATIONS	107.00	39.00	42.00	45.00	41.00	42.00	42.00	42.00	43.00	42.00
TOTAL COMPENSATION	-	-	-	-	-	-	-	15.00	16.00	25.00
TRANSPORTATION	495.00	500.00	511.00	522.00	512.00	511.00	511.50	504.00	477.75	479.75
TREASURER	109.00	75.00	66.00	64.00	64.00	64.00	64.00	64.00	64.00	64.00
TRIAL COURTS	-	-	-	-	-	-	-	-	1,273.31	1,276.31
Total	13,434.00	13,279.72	13,100.12	13,035.00	12,899.00	13,558.00	15,053.55	15,910.38	15,789.29	15,920.40

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 2002-03 to FY 2003-04 increased by 131.1 full-time equivalents (FTE's), or .08%. Significant changes in staffing levels from FY 2002-03 to FY 2003-04, 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 2003-04 Maricopa County budget, its processes, issues and anticipated outcomes is presented in this 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). Another planning process identified within the budget document is Budgeting for Results that integrates performance based budgeting with the development and update of strategic plans. 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 2003-04 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.

Personnel Plan

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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 2003-04 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 margin, 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: Fulton Brock, Chairman, District 1
Don Stapley, District 2
Andrew Kunasek, District 3
Max W. Wilson, District 4
Mary Rose Garrido Wilcox, District 5

Fiscal year 2003-04 is filled with uncertainty. The budget that has been proposed foresees slow growth and a sluggish economy. The total budget is projected to be $2.49 billion, which is $38.8 million (1.5%) below the current year budget. The decrease is primarily due to the final year of the voter-approved capital improvements for the juvenile and adult detention facilities program, which are projected to be $121.4 million in FY 2004. These new facilities are opening in spring of 2004, and $18 million in new operating costs necessary for these new facilities is included in the budget. Other spending increases include unavoidable increases in employee benefits costs, including retirement system contributions and health and dental premiums. Other insurance costs have also increased.

Since Maricopa County has been faced with a depressed economy, we have experienced reduced revenue growth in the past year. The Board of Supervisors has instituted a number of fiscally conservative budget policies which ensure that we retain our fiscal strength. Actions taken in fiscal year 2002-03 include: a critical salary freeze, a mid-year budget reduction due to slower than anticipated sales tax proceeds, a voluntary hiring slowdown, and budget guidelines that anticipated budget reductions for FY 2004.

The budget guidelines adopted by the Board of Supervisors on December 2, 2002 outlined strict instructions to departments and offices to develop three budget plans. The base plan was to proceed with a "no growth" budget. The other two plans that were submitted were both a 5% and 10% reduction budget. Most of these budgets included "reductions in force" and service cuts. After reviewing the three budget scenarios in each department, County Administration is recommending a flat budget for all mandated departments, and a 10% reduction for all administrative and non-mandated service delivery departments. In the fastest growing County in the nation, executing this will be difficult. The criminal justice agencies continue to see caseload growth in the double-digits, and inmate populations at an all-time high. Health care, the other major business component of the County, always becomes a greater asset to the community in economic slowdowns. Residents may find themselves without jobs and health care insurance. Many families now show up on the doorstep of the Maricopa County Delivery System as uncompensated care patients.

Impacts from the State of Arizona

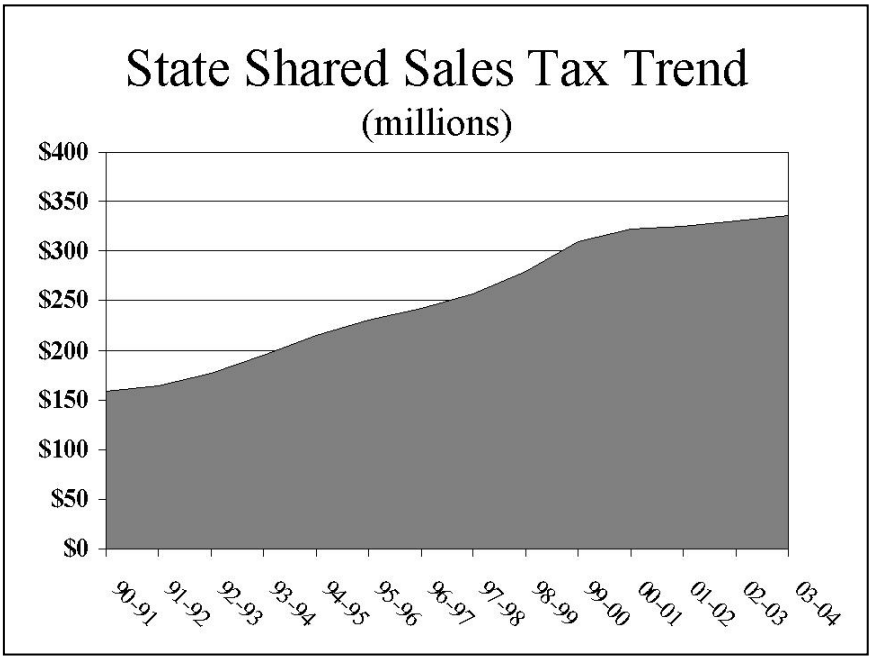
Another year of budget deficits in the State of Arizona means more "downtown" financial hardship for Maricopa County, an arm of state government. The State of Arizona is faced with a budget deficit of $1 billion for fiscal year 2003-04. Maricopa County has been asked, once again, to help our parent organization to solve it fiscal woes. Since Maricopa County is not a charter government, we depend on state government for legislative authority, statutory revisions, and much of our revenue base. The majority of our sources of funds, including general fund sales tax and vehicle license tax (that account for almost 54% of our general fund, excluding state pass-through), are state-shared revenues. The State of Arizona, like most states in the nation, is facing their largest fiscal crisis in state history. Our state government is asking the counties in Arizona to pick up responsibilities previously paid for by the state. The state is also reducing state-aid and grants. The combination is having a staggering impact on our budget. Despite the economic slowdown, Maricopa County would be in a fiscally strong position if state cost shifts and state-aid reductions were not occurring.

In fiscal year 2002-03, Maricopa County had approximately twenty million dollars in state cost shifts that had to be absorbed. These cost shifts are continuing into next fiscal year, and an additional $32.2 million is being proposed for Maricopa County to absorb in fiscal year 2003-04. This means that Maricopa

County will be spending over $50 million in fiscal year 2004 to assist the state in solving their fiscal problems. This is money that could otherwise be spent on our own regional issues or in tax reductions.

Maricopa County is currently working with the State of Arizona to try to minimize the state budget impacts. The County would like the state to work collaboratively with us on "good government" solutions. In other words, the County has asked that the State of Arizona consider transferring functions, not just costs, to the County. We believe that government can function effectively when asked to develop, administer and fund programs. The public can then review the results and the cost effectiveness being achieved by the accountable government. The State is currently discussing our "good government" proposals and we are optimistic that these solutions may occur.

Econometric and Demographic Trends



This time last year, economists nationwide were predicting that a slow economic recovery process would be well underway by 2003. Unfortunately corporate scandals, cautious investors, the war in Iraq, high unemployment and low consumer confidence have contributed to the continued economic difficulties. Last year, the Office of Management and Budget prepared a 2002-03 budget based on pessimistic revenue projections for both sales tax (3.6% growth) and vehicle license tax (4.0%). Our vehicle license tax is exceeding projections 2.3% or $2.3 million through March. Unfortunately, our state shared sales taxes needed to be revised downward mid-year because the revenue was not being achieved, even at that lowest growth level. For fiscal year 2003-04, sales tax have been projected at a growth rate of 1.5%. Again, this is based on the pessimistic forecast provided to us by Elliott Pollack and Company, our contracted economist. Sales tax growth, which has been our "bread and butter" revenue for many years, has been relatively flat for the last two years, and is anticipated to be a slow growth revenue again in FY 2004.

Maricopa County is still the fastest growing large county in the nation. As reported by the Arizona Republic on April 17, 2003, each day Maricopa County receives 280 new residents. The population growth rate in 2002 was 3.2% or 102,035 more people. More residents also mean more services to provide, more criminal justice cases, more indigent patients are our health facilities, more county roads, more development, more recreational needs, and more demands on County infrastructure. This unequaled growth is projected to continue and Maricopa County (now the fourth largest county in the United States) could become the third largest, over taking Harris County, Texas in a couple of years.

Managing For Results & Budgeting For Results

For three years, Maricopa County has been Managing and Budgeting for Results. It is part of our identity, and how we manage our organization. In the fall of 2002, departments were asked to update their strategic plans and revisit their measures to ensure better utilization. Measures that were not useful were

dropped and new measures added. Managing For Results is an evolution for our elected officials and department directors, employees, and citizens. The Managing For Results process has become more valuable as we utilize our data, review our results and begin achieving our strategic visions.

Achievement in the past year include beginning to track expenditures by program, activity, and service (PAS). The accounting system was restructured this year to allow us to accommodate this change, and many departments are not only tracking their non-personnel costs, but personnel costs as well. With the implementation of a new Human Resource Information System in January 2004, this process of tracking personnel costs will become even more simplified and all departments will be required to track personnel time. Once this occurs, we believe we may be the first governmental organization to actually have true cost accounting to this level. We may one day be the first organization, public or private, to actually measure productivity in a purely services environment.

Other accomplishments include reviewing budgets by PAS code, and having performance plans and appraisals tied to the departmental strategic plan. The implementation of employee gain-sharing plans allows departments to demonstrate cost-saving and strategic plan achievements.

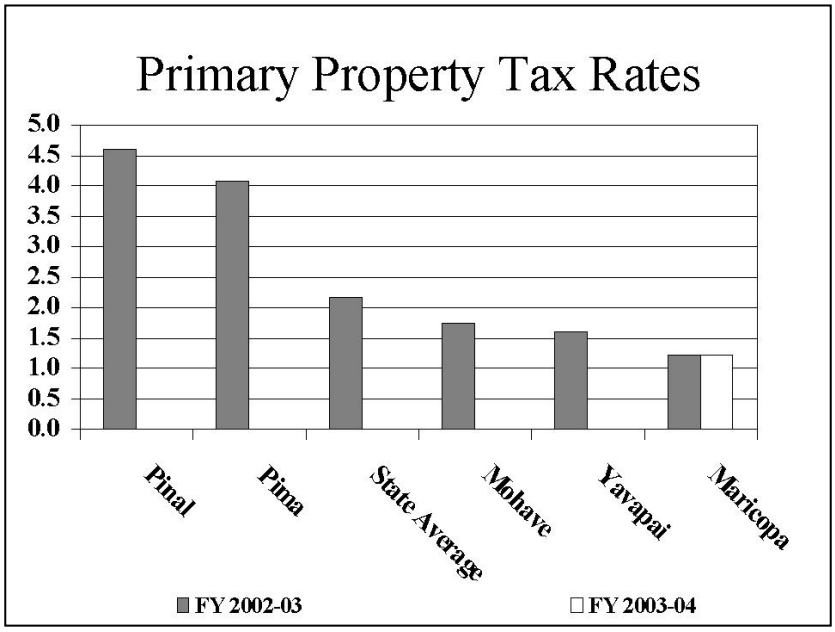
Budget Reductions

As was stated earlier, the Board of Supervisors adopted Budget Guidelines that called for flat budgets, and 5% and 10% budget reductions. This is the first time in a decade such severe budget instructions were issued. This occurred because of the slow economy and anticipated budget impacts due to the state budget crisis. As the budget unfolded, it became apparent that taking this approach was the right thing to do in order to have a structurally balanced budget. The final budget recommendation from the Office of Management and Budget and County Administration includes flat budgets for mandated service delivery departments, and 10% reductions for non-mandated and administrative/support service departments. The total budget reduction achieved by implementation of the 10% reduction was $6.6 million in the general fund. Departments that were asked to take these reductions are listed below.

- Board of Supervisors District Offices (1-5)
- Clerk of the Board
- Finance
- County Administrative Officer
- Internal Audit
- Human Resources
- Total Compensation
- Chief Information Officer
- Management and Budget
- Facilities Management
- General Government (Major Maintenance & Vehicle Replacement)
- Human Services
- Parks and Recreation
- Maricopa Integrated Health System
- Economic Development
- Equipment Services
- Telecommunications
- Communications
- Risk Management

Further reductions in these departments are untenable. Pursuing reductions in the mandated service delivery departments is problematic. The majority of the departments that were not impacted are either criminal justice departments, such as the Sheriff, County Attorney and Judicial Branch, or health care related like Public Health, Environmental Services, and the Medical Examiner. Maricopa County will continue to ensure mandated services to our citizen are delivered through fiscal discipline and conservative budgeting.

Property Taxes



Property tax rates are the only revenues received by Maricopa County that are set by the Board of Supervisors. During years in which there is an economic recession, you might anticipate upward pressure on the overall property tax rate. However, this is not being recommended. The Board of Supervisors made it clear to County Administration that they were committed to keeping the overall tax rate flat for the good of the County's economy and taxpayers. This is one of the strategic goals adopted by the Board in February 2001. The overall tax rate being recommended is $1.5448 per $100 of assessed valuation, the same as fiscal year 2003. The overall rate is made up of the primary rate that funds general governmental activities (such as criminal justice), and three secondary rates. The secondary rates are debt service, the Flood Control District and Library District. **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 depicts our primary rate as compared to the other counties in Arizona, and the state average primary property tax rate.

Capital Improvement Program

Maricopa County is pleased to continue our 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 utilize a "pay-as-you-go" fiscal policy. In other words, if we don't have cash to fully fund the project, we don't move forward with the project. This year is the last year of our 1986 voter approved debt service funding, and we will then be close to being debt free.

Last year, the Board of Supervisors reduced the five-year general fund capital plan from $238 million to $160 million. $3 million has been added to the program this year for a new Capital Improvement Program of $163 million. Due to the uncertainty regarding the state

budget situation, the County has not been able to add projects to the 5-year program, although we have not had to reduce the program either, which is a success in this fiscal environment.

On the general fund side, changes that have occurred during the budget development process include better definition of the downtown property development project. This project has been split into four new projects: STAR call center build-out, Northeast Superior Court Expansion, Downtown Property Development, and Administration Building Renovations. This project was begun to allow the County to get out of leased space and into owned space, saving $61.5 million over the useful life of the buildings, once the project and renovation of existing buildings are completed. In addition, the Justice Court project was redefined into two projects: Northwest Justice Courts construction, and Justice Court Expansion. Both of these projects are expected to achieve efficiencies for the local jurisdictional courts through lease reductions and operational reengineering. Other general fund projects that are continuing include: Security Building Improvements, the Southeast Regional Courtroom Build-out, Public Health Clinic and Environmental Services Building, Elections Facilities, Sheriff's Property and Evidence Warehouse, the Sheriff's Training Facility, the West Regional Center and the Human Service Campus. The Buckeye Shooting Range is under funded by $3.1 million and a Board decision needs to be made regarding continuing this project.

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 2003-04 CIP plan for these facilities calls for all approved projects to reach completion next year. The budget for the final year of construction is $117.4 million. Projects that will be completed and operational include: the Sheriff's Training Facility, 4th Avenue Jail, Lower Buckeye Jail, Juvenile Detention Faculties at Durango and Mesa, and the Facilities Management Maintenance Building.

The Transportation Department's Capital Improvement Program budget for next year is $77.5 million. Maricopa County Department of Transportation (McDOT) utilizes a process with 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 5-year CIP project for McDOT is $332.6 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 plan for the Flood Control District is $269.5 million with a fiscal year 2003-04 budget of $54 million.

New Facilities to Open in 2003-04

The next budget year is 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 are part of the detention fund that was discussed above. New detention facilities will begin opening in the Fall of 2003, with the last facilities opening in Spring of 2004. Among the detention projects slated to open are: Sheriff's Training Academy, Mesa Juvenile Detention Facility, Facilities Management Maintenance Building, 4th Avenue Jail, Lower Buckeye Jail, and the Durango Juvenile Detention Facility. These facility

openings conclude over 6 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 our over-crowded jail populations. The new facilities will add 4549 adult beds and 388 juvenile beds.

Other new facilities expected to come on-line include: the Southeast Regional Courtrooms, STAR and Research and Reporting Call Centers, Elections Facility, and the Sheriff's Property and Evidence Warehouse. 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 our 1/5-cent sales tax to support the operations and maintenance of our new detention facilities. Originally, the voter-approved initiative was for 9 years or $900 million, whichever occurred first. This extension will ensure that Maricopa County is able to open and operate these much-needed new structures.

Unfortunately, the latest estimated cost to operate the new facilities will be over $100 million a year. Maricopa County has no more than $243 million available for the next 4½ 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 a million for operations. Operational costs will be funded after the construction and one-time start-up costs are paid. A phase-in of the new beds will be necessary.

After the vote was secured in November, County administration began to procure a nationally recognized jail-staffing expert to assist us in planning the operations of the new detention facilities. These consultants specialize in determining proper staffing for adult, juvenile and correctional health services. The consultant report will be available in June 2003, after the adoption of the 2003-04 budget. Therefore, we have budgeted $18 million for the gradual phase in of the new jail beds. The consultant will assist us in determining the best method for phasing in the beds within our limited resources.

Mandated Health Care

The largest component of the general fund in Maricopa County is Mandated Health Care. As was explained earlier, 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 Arizona Health Care Cost Containment System (AHCCCS) contribution from the County to the state is expected to be $45.5 million next year. This is the state indigent acute care program. This contribution is flat to last year, and is one of the few components that is not growing. However, it was expected to decrease by over $3.9 million due to promises made by the state in past fiscal years. The Arizona Long-term Care System (ALTCS), however, is growing. It will jump by a minimum of $6.6 million and potentially more if proposed state shifts are finalized. Other state mandates include a court-ordered mandate for the seriously mentally ill. The increased cost for this issue next fiscal year is $2.7 million.

In addition to the state related health care costs, Maricopa County is also working off a nearly $311 million claims resolution/litigation tail that was incurred when the County was responsible for enrolling indigents onto the acute care (AHCCCS) membership rolls. 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 we did address was the West Nile Virus. To meet this potential threat, existing funding within the Environmental Services and

Public Health budgets has been redirected, with a small supplemental increase from the general fund. These additional resources will expand the County's capacity for Environmental Services' Vector Control (mosquito abatement), as well as the Public Health Department's disease surveillance and outbreak response capabilities.

Maricopa Integrated Health System

The largest component of the Maricopa County budget is the Maricopa Integrated Health System (MIHS). The MIHS consolidated budget is $798 million for fiscal year 2003-04. MIHS consists of a delivery system and managed care plans. The deliver system includes a hospital, 12 health centers, two psychiatric facilities, a comprehensive health center, and home health care. The health plans include a Medicare plus choice plan, an AHCCCS plan, an ALTCS plan, and HealthSelect (an employee health benefit plan).

The hospital, Maricopa Medical Center, has the only burn center in Arizona and serves much of the southwest as well. The Burn Center, along with all other aspects of the delivery system are a valuable asset for the community. Unfortunately, MIHS has been struggling financially for the last two years. In July 2003, the County is no longer mandated to keep the hospital open. Next year the subsidy for the system has been reduced by 10% from $13.1 million to $11.8 million as a result of the decision to reduce non-mandated service delivery departments by 10%.

In order to address this issue, the Board of Supervisors commissioned the Citizens Task Force on Health Care. This Citizen's committee, made up of health care professionals and interested citizens, developed a strategic direction for the County, and the Board of Supervisors accepted their recommendations on April 2, 2003. The recommendation called for the Board of Supervisors to bring a legislative revision to the Special Health Care District law currently on the books. This revision would allow Maricopa County to ask the voters to create this District, with its own special taxing authority, in order to fund the indigent population that is serviced by our health care system. If this were to occur, MIHS would be transitioned to this new District and would no longer be part of Maricopa County government.

Employee Issues and Concerns

Maricopa County is cognizant of the important part that our workforce plays in achieving success. Next year, employee issues are of a great concern since this will be the second year that no specific funding has been budgeted for employee market or performance-based increases. There has been a salary freeze in place since July of 2002, so most employees have received no increase in pay for well over a year. However, the County did fund the increase in health insurance that occurred in January 2003. This was appreciated by our staff. Other rewards for employees that were funded in 2002-03 included gain-sharing plans for participating departments and funding for employee spot awards.

Another concern for next year is employer and employees increased contributions to the Arizona State Retirement System (ASRS). Due to a lackluster performance in the stock market, ASRS is increasing its contribution rates, and it will result in less take-home pay for employees. Depending on the outcome of the state budget negotiations, the County might offset some of the increase. However, this cannot be assured at this point.

Employee health and dental insurance costs are also expected to increase again in January 2004. The increase is unknown at this time, but has been budgeted at 25%. Our health benefit costs have been growing steadily for the last 5 years. Whether the County can repeat our ability to fund both the employer and employee increases is not predictable at this time. It will depend on the outcome of negotiations with health insurance providers and available funding.

Finally, this budget recommends that the Board of Supervisors consider the implementation of a one-time performance incentive award for employees. This would help to reward high performers without increasing the ongoing operational costs of County personnel. Minimal funding has been budgeted for this purpose.

Conclusions

Thanks to the leadership given to us by the Board of Supervisors, I believe we have a good, solid budget that will provide for necessary increases associated with new facilities, and will allow us to proceed with a structurally balanced budget. The County has overcome many obstacles to develop a budget that preserves service delivery, is acceptable to the taxpayers, and provides stability in our financial position. I want to thank the Board of Supervisors, the Maricopa County Elected Officials, the Presiding Judge and Judicial Officers, and Appointed Department Directors for their cooperation during this very strained budget year. These results speak volumes to our professional and collaborative environment.

Sincerely,

David R. Smith
County Administrative Officer

On June 23, 2003, the Board of Supervisors approved the 2003-04 Final Budget, with changes from the Tentative Budget, including the Flood Control, Library, and Stadium Districts, in the amount of $2,494,625,945. Special revenue fund revenues and expenditures decreased overall, due the removal of the Housing Department from the County and a substantial reduction in Adult Probation grant funding. General Fund monies will make up for the shortfall in Adult Probation grant funds. Internal service fund revenue was reduced overall due to projected reductions in demand. This action required a corresponding change to the Eliminations budget. Enterprise fund expenditures were increased to allow for spending from fund balance on a household hazardous waste program. 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 May 19, 2003.

On August 18, 2003, the Board of Supervisors approved the 2003-04 Tax Rates of $1.5448 (consisting of the Primary Tax Rate of $1.1208, the Debt Service Tax Rate of $0.0700, 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 finances 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 nonmajor 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. Nonoperating 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 nonoperating 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 Jail 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 General Obligation Fund – To account for debt service on all various purpose general obligation bonds. Funding is provided by the County's secondary property tax revenues, which may be used only for debt service.

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 Jail Construction 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 Medical Center 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:

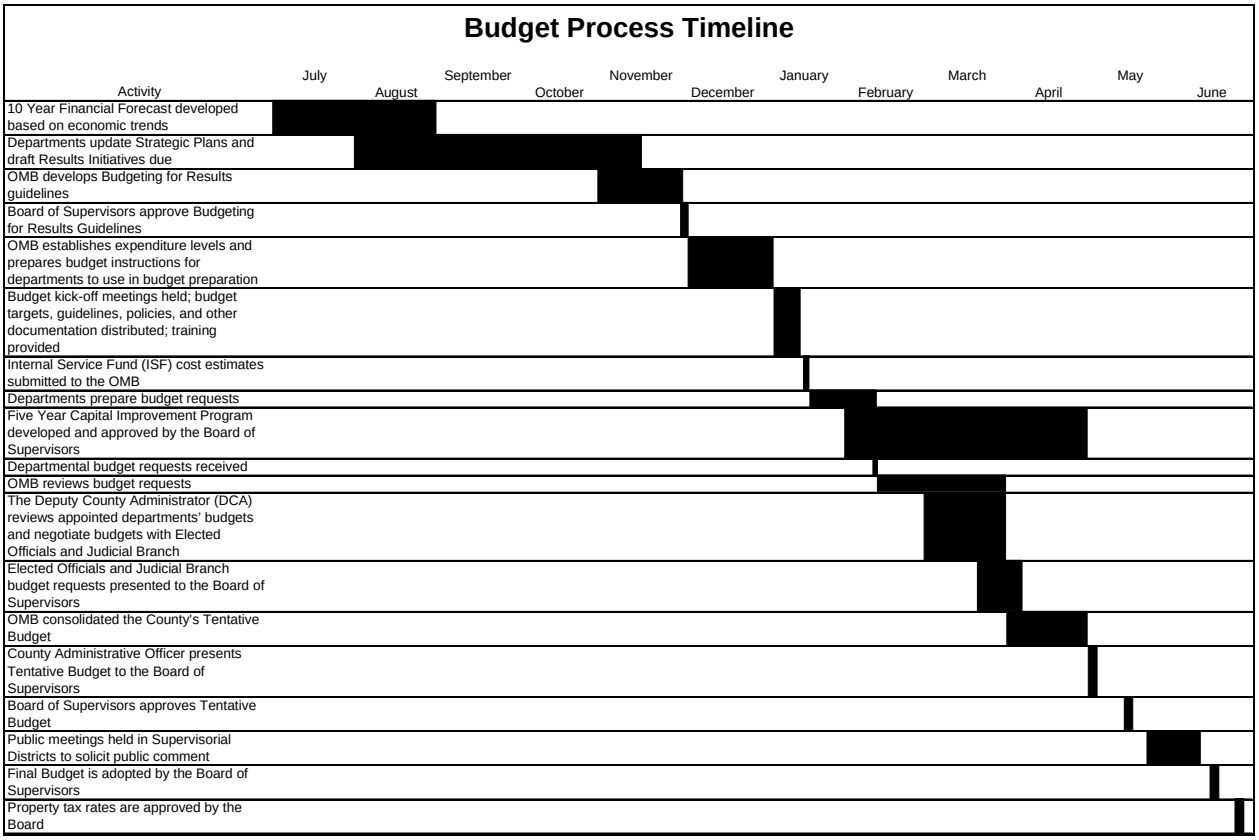
- Capital Lease Transactions
- Bond Issuance Transactions
- Arizona Long-Term Care System Refund

The activity in the law Library, 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.



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 2002-03 and FY 2003-04 budget processes that follow, or the actual FY 2002-03 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.

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.

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.

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, the Library District, and Debt Service.

Fiscal Year 2003-04 Budget Process

The FY 2003-04 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 2003-04. 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 2003-04 budget planning process.

Maricopa County's Board of Supervisors responded to the slower than expected economic recovery in January 2003 by reducing budgeted sales tax revenue and commensurately reducing the FY 2002-03 expenditure budget.

On December 2, 2002, 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.

Budget kick-off meetings were held in December and January 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 in January and February 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 May, 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 mid-May, and the Board approved it one week later.

The Board of Supervisors adopted the final budget on June 23, 2003. The property tax rate, which must cover the expenditure total in the approved annual budget, was set on August 18, 2003.

Fiscal Year 2004-05 Budget Process

The FY 2004-05 budget process will be similar to that of a normal budget year. Beginning in July 2003, 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 2004-05.

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 2003. 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 2004-05 Final Budget is scheduled for adoption by the Board of Supervisors in June 2004. 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 2004.

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 has recently revised that process through a "Managing for Results" template. 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 will be 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, which 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.

Interfund Loan to Detention Capital Projects Fund (455)

The Board of Supervisor's approve and authorize 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.

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 2003-04 Budget includes a total of $3,094,776 in funding for these issues.

Agency Supported	Program	FY 2003-04 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		$ 2,154,776
Central Arizona Shelter Services (CASS)	Emergency Shelter	$ 180,000
Total General Non-Profit Funding		$ 180,000
University of Arizona Cooperative Extension	Maricopa County Cooperative Extension	$ 230,000
Total Agricultural Extension Funding		$ 230,000
Maricopa County Regional Schools	Maricopa County Regional Schools*	$ 530,000
Total Accommodation School Funding		$ 530,000

Summary Schedules

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

CONSOLIDATED REVENUES AND EXPENDITURES BY CATEGORY - 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	$ 126,438,426	$ 125,932,846	$ 105,155,625	$ 120,581,264	$ 15,060,109	$ 18,636,952	$ 511,805,221	$ -	$ 511,805,221
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	-	-	740,349,164	-	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	2,931,341	1,109,135	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
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	$ 890,934,020	$ 73,080,463	$ 2,787,453,407	$ (591,932,007)	$ 2,195,521,400
Total Sources	$ 1,059,678,297	$ 793,653,851	$ 136,701,498	$ 311,513,439	$ 905,994,129	$ 91,717,415	$ 3,299,258,628	$ (591,932,007)	$ 2,707,326,621
EXPENDITURES									
PERSONAL SERVICES	$ 303,311,965	$ 263,756,082	$ -	$ 9,323,953	$ 192,387,722	$ 7,412,864	$ 776,192,586	$ -	$ 776,192,586
SUPPLIES & SERVICES	460,657,361	205,273,294	-	7,594,105	557,857,532	62,546,539	1,293,928,831	(150,480,789)	1,143,448,042
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	-	127,541,154	928,853	385,332,922	(441,451,218)	(56,118,296)
Expenditures Subtotal	$ 922,185,334	$ 604,470,328	$ 35,017,173	$ 319,713,723	$ 891,174,445	$ 71,185,730	$ 2,843,746,733	$ (591,932,007)	$ 2,251,814,726
Appropriated Beginning Fund Balance	$ 137,492,963	$ 105,318,256	$ -	$ -	$ -	$ -	$ 242,811,219	$ -	$ 242,811,219
Total Uses	$ 1,059,678,297	$ 709,788,584	$ 35,017,173	$ 319,713,723	$ 891,174,445	$ 71,185,730	$ 3,086,557,952	$ (591,932,007)	$ 2,494,625,945
Estimated Ending Fund Balance	$ -	$ 83,865,267	$ 101,684,325	$ (8,200,284)	$ 14,819,684	$ 20,531,685	$ 212,700,677	$ -	$ 212,700,677
Total Uses and Ending Fund Balance	$ 1,059,678,297	$ 793,653,851	$ 136,701,498	$ 311,513,439	$ 905,994,129	$ 91,717,415	$ 3,299,258,628	$ (591,932,007)	$ 2,707,326,621

Consolidated Revenues and Expenditures by Category FY 2002-03 Revised Restated Budget

CONSOLIDATED REVENUES AND EXPENDITURES BY CATEGORY - REVISED RESTATED
MARICOPA COUNTY & DISTRICTS

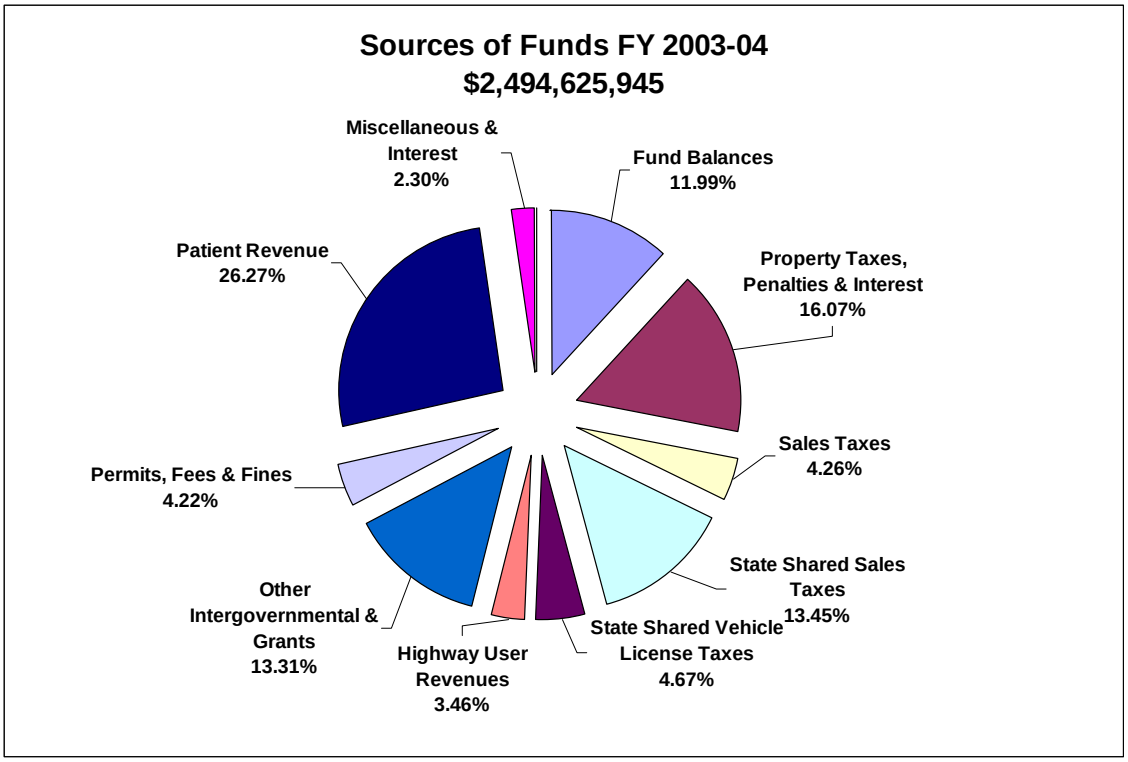
	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	SUB-TOTAL	ELIMINATIONS	ALL FUNDS
Unreserved/Undesignated Beginning Fund Balance	$ 73,444,803	$ 98,926,018	$ 104,372,577	$ 119,500,384	$ 7,975,989	$ 76,704	$ 404,296,475	$ -	$ 404,296,475
REVENUES									
PROPERTY TAXES	$ 277,949,612	$ 55,164,478	$ 19,565,638	$ -	$ -	$ -	$ 352,679,728	$ -	$ 352,679,728
TAX PENALTIES & INTEREST	8,000,000	-	-	-	-	-	8,000,000	-	8,000,000
SALES TAXES	-	101,691,796	5,500,800	-	-	-	107,192,596	-	107,192,596
LICENSES AND PERMITS	428,970	25,417,899	-	-	-	-	25,846,869	-	25,846,869
GRANTS	-	181,531,451	-	-	3,784,279	-	185,315,730	-	185,315,730
OTHER INTERGOVERNMENTAL	7,110,225	48,457,047	-	31,578,721	110,327,599	499,012	197,972,604	-	197,972,604
PAYMENTS IN LIEU OF TAXES	6,929,684	323,478	359,306	-	-	-	7,612,468	-	7,612,468
STATE SHARED SALES TAX	330,132,558	-	-	-	-	-	330,132,558	-	330,132,558
STATE SHARED HIGHWAY USER REV	-	77,933,792	-	-	-	-	77,933,792	-	77,933,792
STATE SHARED VEHICLE LICENSE	101,980,938	6,682,872	-	-	-	-	108,663,810	-	108,663,810
OTHER CHARGES FOR SERVICES	18,554,283	29,891,734	-	-	40,648	6,833,576	55,320,241	(2,600,000)	52,720,241
INTERNAL SERVICE CHARGES	-	-	-	-	-	46,434,066	46,434,066	(46,434,066)	-
PATIENT SERVICE REVENUE	52,848	3,253,162	-	-	738,127,729	-	741,433,739	(72,066,024)	669,367,715
FINES & FORFEITS	10,753,816	2,346,800	-	-	-	-	13,100,616	-	13,100,616
INTEREST EARNINGS	12,001,580	2,497,966	7,166,188	540,500	5,608,808	1,156,954	28,971,996	-	28,971,996
MISCELLANEOUS REVENUE	2,595,685	29,799,439	-	8,009,500	2,412,026	516,156	43,332,806	-	43,332,806
GAIN ON FIXED ASSETS	50,000	230,000	-	-	-	-	280,000	-	280,000
TRANSFERS IN	109,627,487	123,286,664	1,376,476	259,880,069	40,305,228	-	534,475,924	(534,475,924)	-
Revenues Subtotal	$ 886,167,686	$ 688,508,578	$ 33,968,408	$ 300,008,790	$ 900,606,317	$ 55,439,764	$ 2,864,699,543	$ (655,576,014)	$ 2,209,123,529
Total Sources	$ 959,612,489	$ 787,434,596	$ 138,340,985	$ 419,509,174	$ 908,582,306	$ 55,516,468	$ 3,268,996,018	$ (655,576,014)	$ 2,613,420,004
EXPENDITURES									
PERSONAL SERVICES	$ 254,817,413	$ 280,307,159	$ -	$ 8,686,510	$ 167,468,045	$ 7,434,195	$ 718,713,322	$ -	$ 718,713,322
SUPPLIES & SERVICES	451,684,661	177,361,643	-	20,356,179	594,538,929	45,653,429	1,289,594,841	(121,100,090)	1,168,494,751
CAPITAL OUTLAY	20,262,874	21,030,409	43,680,899	465,263,136	9,859,127	805,729	560,902,174	-	560,902,174
TRANSFERS OUT	138,286,587	133,133,084	200,000	-	126,978,376	893,165	399,491,212	(534,475,924)	(134,984,712)
Expenditures Subtotal	$ 865,051,535	$ 611,832,295	$ 43,880,899	$ 494,305,825	$ 898,844,477	$ 54,786,518	$ 2,968,701,549	$ (655,576,014)	$ 2,313,125,535
Appropriated Beginning Fund Balance	$ 94,560,954	$ 125,844,378	$ -	$ -	$ -	$ -	$ 220,405,332	$ -	$ 220,405,332
Total Uses	$ 959,612,489	$ 737,676,673	$ 43,880,899	$ 494,305,825	$ 898,844,477	$ 54,786,518	$ 3,189,106,881	$ (655,576,014)	$ 2,533,530,867
Estimated Ending Fund Balance	$ -	$ 49,757,923	$ 94,460,086	$ (74,796,651)	$ 9,737,829	$ 729,950	$ 79,889,137	$ -	$ 79,889,137
Total Uses and Ending Fund Balance	$ 959,612,489	$ 787,434,596	$ 138,340,985	$ 419,509,174	$ 908,582,306	$ 55,516,468	$ 3,268,996,018	$ (655,576,014)	$ 2,613,420,004

Consolidated Revenues and Expenditures by Category FY 2002-03 Adopted Restated Budget

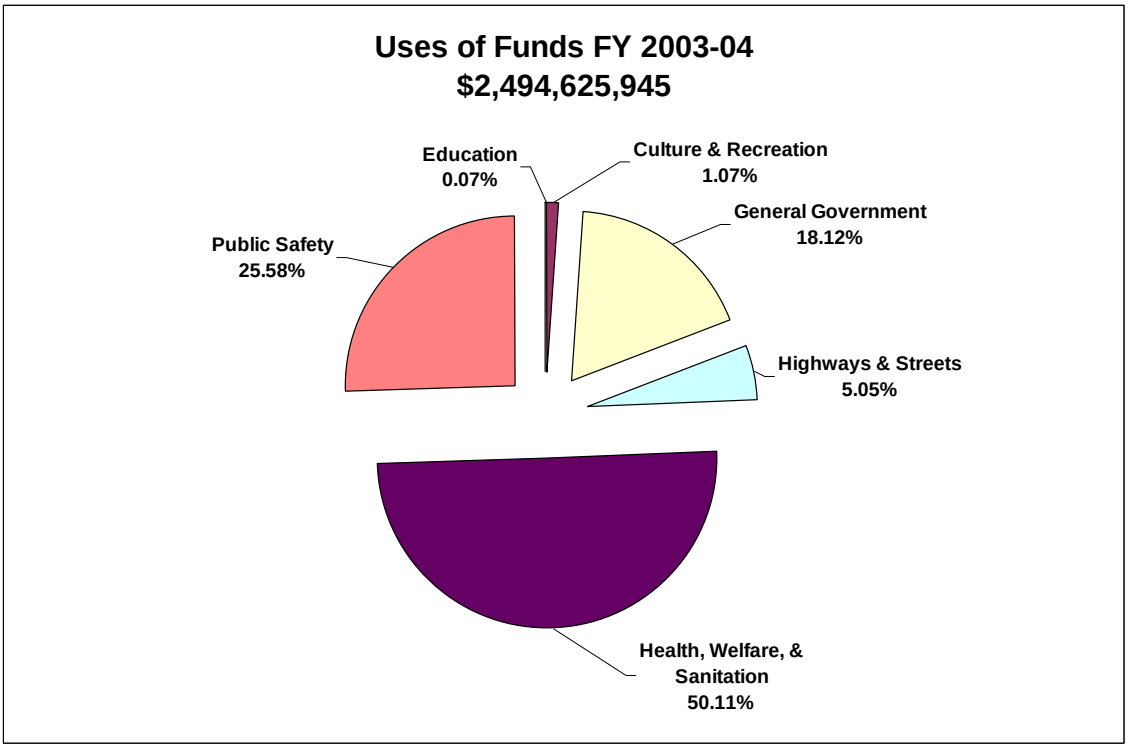
CONSOLIDATED REVENUES AND EXPENDITURES BY CATEGORY - ADOPTED RESTATED
MARICOPA COUNTY & DISTRICTS

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	SUB-TOTAL	ELIMINATIONS	ALL FUNDS
Unreserved/Undesignated Beginning Fund Balance	$ 73,444,803	$ 98,926,018	$ 104,372,577	$ 119,500,384	$ 7,975,989	$ 76,704	$ 404,296,475	$ -	$ 404,296,475
REVENUES									
PROPERTY TAXES	$ 277,949,612	$ 55,164,478	$ 19,565,638	$ -	$ -	$ -	$ 352,679,728	$ -	$ 352,679,728
TAX PENALTIES & INTEREST	8,000,000	-	-	-	-	-	8,000,000	-	8,000,000
SALES TAXES	-	101,691,796	5,500,800	-	-	-	107,192,596	-	107,192,596
LICENSES AND PERMITS	428,970	25,533,818	-	-	-	-	25,962,788	-	25,962,788
GRANTS	-	179,602,826	-	-	3,784,279	-	183,387,105	-	183,387,105
OTHER INTERGOVERNMENTAL	7,181,221	48,057,759	-	31,578,721	110,327,599	499,012	197,644,312	-	197,644,312
PAYMENTS IN LIEU OF TAXES	6,929,684	323,478	359,306	-	-	-	7,612,468	-	7,612,468
STATE SHARED SALES TAX	335,423,506	-	-	-	-	-	335,423,506	-	335,423,506
STATE SHARED HIGHWAY USER REV	-	77,933,792	-	-	-	-	77,933,792	-	77,933,792
STATE SHARED VEHICLE LICENSE	101,980,938	6,682,872	-	-	-	-	108,663,810	-	108,663,810
OTHER CHARGES FOR SERVICES	18,518,283	29,776,875	-	-	40,648	6,833,576	55,169,382	(2,600,000)	52,569,382
INTERNAL SERVICE CHARGES	-	-	-	-	-	45,633,576	45,633,576	(45,633,576)	-
PATIENT SERVICE REVENUE	52,848	2,819,664	-	-	738,127,729	-	741,000,241	(72,066,024)	668,934,217
FINES & FORFEITS	10,718,820	2,312,633	-	-	-	-	13,031,453	-	13,031,453
INTEREST EARNINGS	12,001,580	2,506,966	7,166,188	540,500	5,608,808	1,156,954	28,980,996	-	28,980,996
MISCELLANEOUS REVENUE	2,595,685	30,115,977	-	8,009,500	2,412,026	516,156	43,649,344	-	43,649,344
GAIN ON FIXED ASSETS	50,000	230,000	-	-	-	-	280,000	-	280,000
TRANSFERS IN	109,627,487	123,286,664	1,376,476	259,880,069	40,305,228	-	534,475,924	(534,475,924)	-
Revenues Subtotal	$ 891,458,634	$ 686,039,598	$ 33,968,408	$ 300,008,790	$ 900,606,317	$ 54,639,274	$ 2,866,721,021	$ (654,775,524)	$ 2,211,945,497
Total Sources	$ 964,903,437	$ 784,965,616	$ 138,340,985	$ 419,509,174	$ 908,582,306	$ 54,715,978	$ 3,271,017,496	$ (654,775,524)	$ 2,616,241,972
EXPENDITURES									
PERSONAL SERVICES	$ 258,879,076	$ 276,998,850	$ -	$ 7,932	$ 167,468,044	$ 7,090,778	$ 710,444,680	$ -	$ 710,444,680
SUPPLIES & SERVICES	452,869,981	179,605,355	-	3,000	594,538,930	45,225,850	1,272,243,116	(120,299,600)	1,151,943,516
CAPITAL OUTLAY	20,306,839	19,697,024	43,680,899	494,294,894	9,859,127	776,235	588,615,018	-	588,615,018
TRANSFERS OUT	138,286,587	133,133,084	200,000	-	126,978,376	893,165	399,491,212	(534,475,924)	(134,984,712)
Expenditures Subtotal	$ 870,342,483	$ 609,434,313	$ 43,880,899	$ 494,305,826	$ 898,844,477	$ 53,986,028	$ 2,970,794,026	$ (654,775,524)	$ 2,316,018,502
Appropriated Beginning Fund Balance	$ 94,560,954	$ 125,844,378	$ -	$ -	$ -	$ -	$ 220,405,332	$ -	$ 220,405,332
Total Uses	$ 964,903,437	$ 735,278,691	$ 43,880,899	$ 494,305,826	$ 898,844,477	$ 53,986,028	$ 3,191,199,358	$ (654,775,524)	$ 2,536,423,834
Estimated Ending Fund Balance	$ -	$ 49,686,925	$ 94,460,086	$ (74,796,652)	$ 9,737,829	$ 729,950	$ 79,818,138	$ -	$ 79,818,138
Total Uses and Ending Fund Balance	$ 964,903,437	$ 784,965,616	$ 138,340,985	$ 419,509,174	$ 908,582,306	$ 54,715,978	$ 3,271,017,496	$ (654,775,524)	$ 2,616,241,972

Sources of Funds



Uses of Funds



Reconciliation of Expenditures FY 2002-03 Adopted to FY 2002-03 Adopted Restated Budget

Fund	FY 2002-03 Adopted Budget	FY 2002-03 Adopted/ Restated	$ Variance	% Variance
General Fund	$ 964.9	$ 964.9	$ -	0.00%
Special Revenue Funds	731.7	735.3	(3.6)	(0.49%)
Debt Service Fund	43.9	43.9	-	0.00%
Capital Projects Fund	497.9	494.3	3.6	0.72%
Enterprise Funds	827.3	898.8	(71.5)	(8.64%)
Internal Service Funds	54.0	54.0	-	0.00%
Eliminations	(654.8)	(654.8)	-	0.00%
	$ 2,464.9	$ 2,536.4	$ (71.5)	(2.90%)

Special Revenue Funds:

$ (3.6)	Transfer of Flood Control District's Planning Division from Capital Fund to Special Revenue (operating) Fund
$ (3.6)	**Total Special Revenue Fund Variance**

Capital Projects Funds:

$ 3.6	Transfer of Flood Control District's Planning Division from Capital Fund to Special Revenue (operating) Fund
$ 3.6	**Total Capital Projects Fund Variance**

Enterprise Funds:

$ (71.5)	Restatement of Maricopa Integrated Health System Bad Debt from Revenue Deduction to Expense
$ (71.5)	**Total Enterprise Fund Variance**

Reconciliation of Expenditures FY 2002-03 Adopted Restated to FY 2002-03 Revised Restated Budget

Fund	FY 2002-03 Adopted/ Restated	FY 2002-03 Revised/ Restated	$ Variance	% Variance
General Fund	$ 964.9	$ 959.6	$ 5.3	0.55%
Special Revenue Funds	735.3	737.7	(2.4)	(0.33%)
Debt Service Fund	43.9	43.9	-	0.00%
Capital Projects Fund	494.3	494.3	-	0.00%
Enterprise Funds	898.8	898.8	-	0.00%
Internal Service Funds	54.0	54.8	(0.8)	(1.48%)
Eliminations	(654.8)	(655.6)	0.8	(0.12%)
	$ 2,536.4	$ 2,533.5	$ 2.9	0.11%

General Fund:

$	5.3	Reduction in Expenditures due to Reduced Sales Tax Forecast
$	**5.3**	**Total General Fund Variance**

Special Revenue Funds:

	0.4	Net Change in Judicial Branch Grants
	(0.7)	Net Change in Elected Official Grants
	(2.1)	Net Change in Appointed Department Grants
$	**(2.4)**	**Total Special Revenue Fund Variance**

Internal Service Funds:

$	(0.8)	Creation of new Communications Department
$	**(0.8)**	**Total Internal Service Fund Variance**

Eliminations:

$	(0.3)	Creation of new Communications Department
	1.1	Change to Library District's Transfer to Capital Fund
$	**0.8**	**Total Eliminations Variance**

Reconciliation of Expenditures FY 2002-03 Revised Restated to FY 2003-04 Adopted Budget

Fund	FY 2002-03 Revised/ Restated	FY 2003-04 Adopted Budget	$ Variance	% Variance
General Fund	$ 959.6	$ 1,059.7	$ (100.1)	(10.4%)
Special Revenue Funds	737.7	709.8	27.9	3.8%
Debt Service Fund	43.9	35.0	8.9	20.3%
Capital Projects Fund	494.3	319.7	174.6	35.3%
Enterprise Funds	898.8	891.2	7.6	0.8%
Internal Service Funds	54.8	71.2	(16.4)	(29.9%)
Eliminations	(655.6)	(591.9)	(63.7)	9.7%
	$ 2,533.5	$ 2,494.7	$ 38.8	1.5%

General Fund:

$	(11.9)	Employee Benefits/Retirement Increases
	1.9	Primary/General Election Costs
	(0.3)	Annualized Impact of Mid-Year Adjustments
	(1.6)	Ann. Impact of FY 2002-03 Results Inititative Req.
	3.4	10% Central Service Base Budget Reductions
	2.6	Other Base Reductions
	(9.6)	Criminal Justice Cost Increases
	(8.1)	Other Health Care Mandates (on page 83)
	(44.4)	Other General Government (on page 76)
	(32.1)	Other Appropriated Fund Balance (on page 79)
$	**(100.1)**	**Total General Fund Variance**

Special Revenue Funds:

$	(6.2)	Employee Benefits/Retirement Increases
	(1.6)	Risk Management & Other Internal Service Costs
	17.2	FY 2002-03 Non-Recurring Expenditures
	(1.5)	Ann. Impact of FY 2002-03 Results Inititative Req.
	6.4	Reductions to Achieve Structural Balance
	(11.3)	Increased Grant Awards and Carry-Over
	(6.7)	Detention Operations Increases
	(15.9)	Increases Based on Revenue
	2.0	Health Care Mandates (on page 83)
	(7.8)	General Government (on page 76)
	(29.0)	Appropriated Fund Balance (on page 79)
	44.2	CIP Fund Transfers
	13.8	Eliminate Housing Department
	24.3	Reduction in Adult Probation Grant Funding
$	**27.9**	**Total Special Revenue Fund Variance**

Reconciliation of Expenditures FY 2002-03 Revised to FY 2003-04 Adopted Budget (Continued)

Debt Service Funds:

$	0.4	Reduction in Gen. Obligation Bond Debt Service
	9.4	Reduction in COP Debt Service
	(0.9)	Increase in Stadium District Debt Service
$	**8.9**	**Total Debt Service Funds Variance**

Capital Project Funds:

$	130.9	Jail/Juvenile Detention CIP (on page 143)
	44.0	General Government CIP (on page 119)
	6.9	Transportation CIP (on page 158)
	(8.9)	Flood Control District CIP (on page 278)
	1.1	Library District CIP
	0.6	Stadium Dist. - Bank One Ballpark Final Payment
$	**174.6**	**Total Capital Project Funds Variance**

Enterprise Funds:

$	(10.5)	Maricopa Health Plans (See Commentary on page 84)
	18.4	Maricopa Medical Center (See Commentary on page 84)
	(0.3)	Increased Spending for Household Hazardous Clean-Up
$	**7.6**	**Total Enterprise Funds Variance**

Internal Service Funds:

$	(0.3)	Employee Benefits/Retirement Increases
	2.0	Central Service Base Budget Reductions
	(15.7)	Self-Insured Pharmacy Benefits
	(2.4)	Risk Management Claims
$	**(16.4)**	**Total Internal Service Fund Variance**

Eliminations:

	(17.9)	Net Dec. in Other Fund Transfers (on page 89)
	(78.9)	Appropriated Fund Balance Transfers
	13.9	Increase in Payments to Benefits Fund
	0.9	Increased Internal Service Charges
	1.5	Inc. in Health Care Mandates Payments to MIHS
	11.6	Increased MIHS Internal Payments
	1.4	Employer-paid Health Premiums to MHP
	5.0	Increase in Flood Control District CIP Transfer
	(1.1)	Decrease in Library District CIP Transfer
	(0.1)	Decrease in Stadium District Fund Transfers
$	**(63.7)**	**Total Eliminations Variance**

Consolidated Revenues by Fund Type / Department

CONSOLIDATED REVENUES BY FUND TYPE/DEPARTMENT

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	Requested vs Revised Variance	%	FY 2003-04 Adopted	Adopted vs Revised Variance
ALL FUNDS									
JUDICIAL BRANCH									
110 ADULT PROBATION	$ 39,172,179	$ 41,973,567	$ 40,359,782	$ 37,954,294	$ 37,785,349	$ (2,574,433)	-6%	$ 14,234,945	$ (26,124,837)
270 JUVENILE PROBATION	14,911,867	19,090,565	19,315,726	15,882,589	16,782,651	(2,533,075)	-13%	17,372,172	(1,943,554)
800 TRIAL COURTS	24,196,911	23,991,772	23,944,529	23,612,543	26,534,528	2,589,999	11%	26,908,827	2,964,298
Subtotal	$ 78,280,957	$ 85,055,904	$ 83,620,037	$ 77,449,426	$ 81,102,528	$ (2,517,509)	-3%	$ 58,515,944	$ (25,104,093)
ELECTED OFFICIAL									
120 ASSESSOR	$ 188,221	$ 133,669	$ 133,669	$ 133,304	$ 133,669	$ -	0%	$ 133,669	$ -
160 CLERK OF THE SUPERIOR COU	12,994,445	12,669,956	12,827,811	11,714,937	12,360,890	(466,921)	-4%	12,175,546	(652,265)
190 COUNTY ATTORNEY	8,683,240	10,041,568	10,647,063	10,228,789	10,400,363	(246,700)	-2%	10,553,897	(93,166)
210 ELECTIONS	1,652,529	2,085,000	2,085,000	2,085,000	792,500	(1,292,500)	-62%	2,163,480	78,480
250 CONSTABLES	1,222,321	1,100,000	1,100,000	1,322,758	1,100,000	-	0%	1,322,758	222,758
360 RECORDER	15,980,780	11,644,388	11,644,388	16,492,555	13,736,600	2,092,212	18%	13,736,600	2,092,212
370 SUPERINTENDENT OF SCHOOL	115,433	153,050	153,050	168,530	153,050	-	0%	153,050	-
430 TREASURER	5,965	5,686	5,686	5,514	5,686	-	0%	5,686	-
500 SHERIFF	31,744,332	33,858,750	33,858,750	38,738,965	35,690,368	1,831,618	5%	38,239,414	4,380,664
Subtotal	$ 72,587,266	$ 71,692,067	$ 72,455,417	$ 80,890,352	$ 74,373,126	$ 1,917,709	3%	$ 78,484,100	$ 6,028,683
APPOINTED DEPARTMENT									
060 CLERK OF THE BOARD	$ 15	$ -	$ -	$ -	$ -	$ -		$ -	$ -
150 EMERGENCY MANAGEMENT	752,002	666,659	666,659	1,047,948	1,309,769	643,110	96%	1,184,956	518,297
170 COMMUNITY DEVELOPMENT	7,753,205	15,861,375	15,861,375	12,653,550	15,749,886	(111,489)	-1%	15,857,672	(3,703)
180 FINANCE	9,649,512	8,947,741	8,947,741	8,947,741	10,503,603	1,555,862	17%	10,371,396	1,423,655
220 HUMAN SERVICES	29,806,935	29,599,739	29,599,739	33,645,777	34,050,497	4,450,758	15%	35,032,337	5,432,598
230 INTERNAL AUDIT	921	75	75	170	75	-	0%	75	-
260 CORRECTIONAL HEALTH	85,139	1,056,052	1,056,052	712,472	74,050	(982,002)	-93%	1,059,386	3,334
290 MEDICAL EXAMINER	407,375	420,000	420,000	285,418	360,000	(60,000)	-14%	567,614	147,614
300 PARKS & RECREATION	4,780,546	4,419,867	4,419,867	4,027,171	4,561,355	141,488	3%	4,569,355	149,488
310 HUMAN RESOURCES	108,586	115,511	115,511	94,777	25,511	(90,000)	-78%	25,511	(90,000)
340 PUBLIC FIDUCIARY	850,336	850,000	850,000	613,263	850,000	-	0%	650,000	(200,000)
350 TOTAL COMPENSATION	7,134,071	6,843,576	6,843,576	12,352,944	23,650,004	16,806,428	246%	23,650,004	16,806,428
390 HEALTH CARE MANDATES	85,923,604	101,813,648	101,813,648	101,937,733	101,813,648	-	0%	101,813,648	-
400 CAPITAL FACILITIES DEVELOPI	84,726,011	98,138,712	98,138,712	98,138,712	48,585,819	(49,552,893)	-50%	48,585,819	(49,552,893)
440 PLANNING & DEVELOPMENT	10,023,602	8,490,000	8,490,000	12,800,916	8,478,000	(12,000)	0%	10,678,000	2,188,000
460 RESEARCH & REPORTING	358,987	440,000	440,000	357,983	440,000	-	0%	440,000	-
470 GENERAL GOVERNMENT	975,325,485	1,081,862,281	1,076,137,835	1,074,458,898	1,042,713,411	(33,424,424)	-3%	1,042,713,411	(33,424,424)
480 APPROPRIATED FUND BALANC	1,010,598	-	-	4,510	1,237,500	1,237,500		1,237,500	1,237,500
520 PUBLIC DEFENDER	1,635,115	1,672,519	1,672,519	1,661,254	1,723,908	51,389	3%	1,685,570	13,051
540 LEGAL DEFENDER	79,969	104,500	104,500	107,832	101,928	(2,572)	-2%	98,674	(5,826)
550 LEGAL ADVOCATE	11,903	50,842	50,842	37,083	140,416	89,574	176%	127,180	76,338
560 CONTRACT COUNSEL	162,533	248,109	248,109	62,029	248,109	-	0%	62,029	(186,080)
600 HEALTH PLANS	350,956,490	431,738,882	431,738,882	436,838,601	433,443,518	1,704,636	0%	439,784,407	8,045,525
640 TRANSPORTATION	103,412,195	120,657,609	120,657,609	102,128,735	60,833,949	(59,823,660)	-50%	117,239,647	(3,417,962)
660 HOUSING	13,857,593	11,435,849	11,435,849	11,435,849	13,834,322	2,398,473	21%	-	(11,435,849)
670 SOLID WASTE	4,471,582	4,280,698	4,280,698	4,323,434	4,090,050	(190,648)	-4%	4,085,232	(195,466)
700 FACILITIES MANAGEMENT	912,974	78,000	78,000	136,246	78,000	-	0%	78,000	-
710 COMMUNICATIONS	-	-	800,490	798,946	800,490	-	0%	800,490	-
730 MATERIALS MANAGEMENT	1,205,937	980,775	980,775	1,189,115	980,775	-	0%	1,030,775	50,000
740 EQUIPMENT SERVICES	8,701,108	9,200,000	9,200,000	9,146,764	9,200,000	-	0%	8,331,591	(868,409)
750 RISK MANAGEMENT	20,275,144	24,500,384	24,500,384	24,216,230	26,686,121	2,185,737	9%	26,686,121	2,185,737
760 TELECOMMUNICATIONS	14,136,305	13,201,539	13,201,539	13,939,300	13,201,539	-	0%	12,723,482	(478,057)
790 ANIMAL CARE & CONTROL	6,973,290	9,763,754	9,763,754	9,660,778	8,501,392	(1,262,362)	-13%	7,983,431	(1,780,323)
860 PUBLIC HEALTH	35,940,958	37,262,716	40,814,742	46,404,076	48,441,724	7,626,982	19%	48,235,142	7,420,400
880 ENVIRONMENTAL SERVICES	17,407,363	17,437,846	17,460,815	17,713,138	17,398,792	(62,023)	0%	18,457,557	996,742
900 HEALTH CARE DELIVERY SYST	274,728,693	389,220,014	389,220,014	364,750,924	361,059,578	(28,160,436)	-7%	360,040,262	(29,179,752)
980 ELIMINATIONS	(369,204,985)	(469,330,070)	(470,130,560)	(470,941,184)	(388,351,873)	81,778,687	17%	(386,903,746)	83,226,814
Subtotal	$ 1,704,361,097	$ 1,962,029,202	$1,959,879,751	$ 1,935,689,133	$ 1,906,815,866	$ (53,063,885)	-3%	$ 1,958,982,528	$ (897,223)
MARICOPA COUNTY	$ 1,855,229,320	$ 2,118,777,173	$2,115,955,205	$ 2,094,028,911	$ 2,062,291,520	$ (53,663,685)	-3%	$ 2,095,982,572	$ (19,972,633)
690 FLOOD CONTROL DISTRICT	$ 73,638,737	$ 71,031,854	$ 71,031,854	$ 73,895,364	$ 72,365,679	$ 1,333,825	2%	$ 75,992,743	$ 4,960,889
650 LIBRARY DISTRICT	$ 10,516,493	$ 11,074,969	$ 11,074,969	$ 11,574,986	$ 11,737,613	$ 662,644	6%	$ 12,721,129	$ 1,646,160
680 STADIUM DISTRICT	$ 78,447,089	$ 11,061,501	$ 11,061,501	$ 11,099,276	$ 10,824,956	$ (236,545)	-2%	$ 10,824,956	$ (236,545)
TOTAL MARICOPA COUNTY AND DISTRICTS	$ 2,017,831,639	$ 2,211,945,497	$2,209,123,529	$ 2,190,598,537	$ 2,157,219,768	$ (51,903,761)	-2%	$ 2,195,521,400	$ (13,602,129)

Consolidated Revenues by Fund Type / Department (Continued)

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	Requested vs Revised Variance	%	FY 2003-04 Adopted	Adopted vs Revised Variance
GENERAL FUND									
JUDICIAL BRANCH									
270 JUVENILE PROBATION	$ 12,504	$ 18,000	$ 18,000	$ 10,987	$ 18,000	$ -	0%	$ 18,000	$ -
800 TRIAL COURTS	13,462,793	12,926,578	12,926,578	12,875,906	13,129,689	203,111	2%	13,551,699	625,121
Subtotal	$ 13,475,297	$ 12,944,578	$ 12,944,578	$ 12,886,893	$ 13,147,689	$ 203,111	2%	$ 13,569,699	$ 625,121
ELECTED OFFICIAL									
120 ASSESSOR	$ 188,221	$ 133,669	$ 133,669	$ 133,304	$ 133,669	$ -	0%	$ 133,669	$ -
160 CLERK OF THE SUPERIOR COU	7,485,746	5,250,000	5,250,000	5,218,659	5,250,000	-	0%	5,218,660	(31,340)
190 COUNTY ATTORNEY	18,861	12,000	12,000	33,970	22,000	10,000	83%	34,000	22,000
210 ELECTIONS	1,652,529	2,085,000	2,085,000	2,085,000	792,500	(1,292,500)	-62%	2,163,480	78,480
250 CONSTABLES	1,222,321	1,100,000	1,100,000	1,322,758	1,100,000	-	0%	1,322,758	222,758
360 RECORDER	10,735,739	8,000,000	8,000,000	11,509,693	9,003,600	1,003,600	13%	9,003,600	1,003,600
370 SUPERINTENDENT OF SCHOOL	115,433	153,050	153,050	168,530	153,050	-	0%	153,050	-
430 TREASURER	5,965	5,686	5,686	5,514	5,686	-	0%	5,686	-
500 SHERIFF	3,823,953	4,009,482	4,009,482	4,163,911	4,302,126	292,644	7%	4,391,226	381,744
Subtotal	$ 25,248,768	$ 20,748,887	$ 20,748,887	$ 24,641,339	$ 20,762,631	$ 13,744	0%	$ 22,426,129	$ 1,677,242
APPOINTED DEPARTMENT									
060 CLERK OF THE BOARD	$ 15	$ -	$ -	$ -	$ -	$ -		$ -	$ -
180 FINANCE	9,649,512	8,947,741	8,947,741	8,947,741	10,503,603	1,555,862	17%	10,371,396	1,423,655
230 INTERNAL AUDIT	921	75	75	170	75	-	0%	75	-
290 MEDICAL EXAMINER	407,375	420,000	420,000	285,418	360,000	(60,000)	-14%	360,000	(60,000)
310 HUMAN RESOURCES	108,586	115,511	115,511	94,777	25,511	(90,000)	-78%	25,511	(90,000)
340 PUBLIC FIDUCIARY	850,336	850,000	850,000	613,263	850,000	-	0%	650,000	(200,000)
350 TOTAL COMPENSATION	34,656	10,000	10,000	21,888	15,000	5,000	50%	15,000	5,000
390 HEALTH CARE MANDATES	85,923,604	101,813,648	101,813,648	101,937,733	101,813,648	-	0%	101,813,648	-
470 GENERAL GOVERNMENT	708,269,934	745,043,445	739,752,497	744,710,374	782,315,420	42,562,923	6%	782,315,420	42,562,923
480 APPROPRIATED FUND BALANC	1,010,598	-	-	4,510	1,237,500	1,237,500		1,237,500	1,237,500
520 PUBLIC DEFENDER	93,628	101,140	101,140	52,000	101,140	-	0%	52,000	(49,140)
540 LEGAL DEFENDER	18,900	24,500	24,500	20,300	24,500	-	0%	19,700	(4,800)
550 LEGAL ADVOCATE	37,345	36,000	36,000	26,520	130,000	94,000	261%	116,764	80,764
560 CONTRACT COUNSEL	162,533	248,109	248,109	62,029	248,109	-	0%	62,029	(186,080)
700 FACILITIES MANAGEMENT	912,974	78,000	78,000	136,246	78,000	-	0%	78,000	-
730 MATERIALS MANAGEMENT	99,116	77,000	77,000	89,751	77,000	-	0%	127,000	50,000
Subtotal	$ 807,580,033	$ 857,765,169	$ 852,474,221	$ 857,002,720	$ 897,779,506	$ 45,305,285	5%	$ 897,244,043	$ 44,769,822
MARICOPA COUNTY	$ 846,304,098	$ 891,458,634	$ 886,167,686	$ 894,530,952	$ 931,689,826	$ 45,522,140	5%	$ 933,239,871	$ 47,072,185
TOTAL MARICOPA COUNTY AND DISTRICTS	$ 846,304,098	$ 891,458,634	$ 886,167,686	$ 894,530,952	$ 931,689,826	$ 45,522,140	5%	$ 933,239,871	$ 47,072,185

Consolidated Revenues by Fund Type / Department (Continued)

CONSOLIDATED REVENUES BY FUND TYPE/DEPARTMENT

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
SPECIAL REVENUE								
JUDICIAL BRANCH								
110 ADULT PROBATION	$ 39,172,179	$ 41,973,567	$ 40,359,782	$ 37,954,294	$ 37,785,349	$ 14,234,945	$ (26,124,837)	-65%
270 JUVENILE PROBATION	14,899,363	19,072,565	19,297,726	15,871,602	16,764,651	17,354,172	(1,943,554)	-10%
800 TRIAL COURTS	10,734,118	11,065,194	11,017,951	10,736,637	13,404,839	13,357,128	2,339,177	21%
Subtotal	$ 64,805,660	$ 72,111,326	$ 70,675,459	$ 64,562,533	$ 67,954,839	$ 44,946,245	$ (25,729,214)	-36%
ELECTED OFFICIAL								
160 CLERK OF THE SUPERIOR COURT	5,508,699	7,419,956	7,577,811	6,496,278	7,110,890	6,956,886	(620,925)	-8%
190 COUNTY ATTORNEY	8,664,379	10,029,568	10,635,063	10,194,819	10,378,363	10,519,897	(115,166)	-1%
360 RECORDER	5,245,041	3,644,388	3,644,388	4,982,862	4,733,000	4,733,000	1,088,612	30%
500 SHERIFF	27,920,379	29,849,268	29,849,268	34,575,054	31,388,242	33,848,188	3,998,920	13%
Subtotal	$ 47,338,498	$ 50,943,180	$ 51,706,530	$ 56,249,013	$ 53,610,495	$ 56,057,971	$ 4,351,441	8%
APPOINTED DEPARTMENT								
150 EMERGENCY MANAGEMENT	752,002	666,659	666,659	1,047,948	1,309,769	1,184,956	518,297	78%
170 COMMUNITY DEVELOPMENT	7,753,205	15,861,375	15,861,375	12,653,550	15,749,886	15,857,672	(3,703)	0%
220 HUMAN SERVICES	29,806,935	29,599,739	29,599,739	33,645,777	34,050,497	35,032,337	5,432,598	18%
260 CORRECTIONAL HEALTH	85,139	1,056,052	1,056,052	712,472	74,050	1,059,386	3,334	0%
290 MEDICAL EXAMINER	-	-	-	-	-	207,614	207,614	
300 PARKS & RECREATION	5,264,071	4,419,867	4,419,867	4,044,171	4,578,355	4,586,355	166,488	4%
440 PLANNING & DEVELOPMENT	10,023,602	8,490,000	8,490,000	12,800,916	8,478,000	10,678,000	2,188,000	26%
460 RESEARCH & REPORTING	358,987	440,000	440,000	357,983	440,000	440,000	-	0%
470 GENERAL GOVERNMENT	214,064,926	243,996,089	243,562,591	240,349,308	226,011,238	226,011,238	(17,551,353)	-7%
520 PUBLIC DEFENDER	1,541,487	1,571,379	1,571,379	1,609,254	1,622,768	1,633,570	62,191	4%
540 LEGAL DEFENDER	61,069	80,000	80,000	87,532	77,428	78,974	(1,026)	-1%
550 LEGAL ADVOCATE	(25,442)	14,842	14,842	10,563	10,416	10,416	(4,426)	-30%
600 HEALTH PLANS	1,601,523	1,812,463	1,812,463	1,957,463	1,957,636	1,957,636	145,173	8%
640 TRANSPORTATION	88,248,347	89,078,888	89,078,888	89,423,178	97,027,682	96,433,380	7,354,492	8%
660 HOUSING	13,857,593	11,435,849	11,435,849	11,435,849	13,834,322	-	(11,435,849)	-100%
670 SOLID WASTE	3,733,454	3,440,050	3,440,050	3,815,538	3,440,050	3,435,232	(4,818)	0%
790 ANIMAL CARE & CONTROL	6,973,290	9,763,754	9,763,754	9,660,778	8,501,392	7,983,431	(1,780,323)	-18%
860 PUBLIC HEALTH	35,940,958	37,262,716	40,814,742	46,404,076	48,441,724	48,235,142	7,420,400	18%
880 ENVIRONMENTAL SERVICES	17,407,363	17,437,846	17,460,815	17,713,138	17,398,792	18,457,557	996,742	6%
Subtotal	$ 437,448,509	$ 476,427,568	$ 479,569,065	$ 487,729,494	$ 483,004,005	$ 473,282,896	$ (6,286,169)	-1%
MARICOPA COUNTY	$ 549,592,667	$ 599,482,074	$ 601,951,054	$ 608,541,040	$ 604,569,339	$ 574,287,112	$ (27,663,942)	-5%
690 FLOOD CONTROL DISTRICT	$ 73,638,738	$ 71,031,854	$ 71,031,854	$ 73,895,364	$ 72,365,679	$ 75,992,743	$ 4,960,889	7%
650 LIBRARY DISTRICT	$ 10,516,493	$ 11,074,969	$ 11,074,969	$ 11,574,986	$ 11,737,613	$ 12,721,129	$ 1,646,160	15%
680 STADIUM DISTRICT	$ 14,130,728	$ 4,450,701	$ 4,450,701	$ 4,569,332	$ 4,720,021	$ 4,720,021	$ 269,320	6%
TOTAL MARICOPA COUNTY AND DISTRICTS	$ 647,878,626	$ 686,039,598	$ 688,508,578	$ 698,580,722	$ 693,392,652	$ 667,721,005	$ (20,787,573)	-3%

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	Requested vs Revised Variance	%	FY 2003-04 Adopted	Adopted vs Revised Variance
DEBT SERVICE									
APPOINTED DEPARTMENT									
470 GENERAL GOVERNMENT	$ 48,345,367	$ 28,367,608	$ 28,367,608	$ 24,495,418	$ 25,845,073	$ (2,522,535)	-9%	$ 25,845,073	$ (2,522,535)
Subtotal	$ 48,345,367	$ 28,367,608	$ 28,367,608	$ 24,495,418	$ 25,845,073	$ (2,522,535)	-9%	$ 25,845,073	$ (2,522,535)
MARICOPA COUNTY	$ 48,345,367	$ 28,367,608	$ 28,367,608	$ 24,495,418	$ 25,845,073	$ (2,522,535)	-9%	$ 25,845,073	$ (2,522,535)
680 STADIUM DISTRICT	$ 68,885,166	$ 5,600,800	$ 5,600,800	$ 5,645,736	$ 5,700,800	$ 100,000	2%	$ 5,700,800	$ 100,000
TOTAL MARICOPA COUNTY AND DISTRICTS	$ 117,230,533	$ 33,968,408	$ 33,968,408	$ 30,141,154	$ 31,545,873	$ (2,422,535)	-7%	$ 31,545,873	$ (2,422,535)

Consolidated Revenues by Fund Type / Department (Continued)

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	Requested vs Revised Variance	%	FY 2003-04 Adopted	Adopted vs Revised Variance
CAPITAL PROJECTS									
APPOINTED DEPARTMENT									
400 CAPITAL FACILITIES DEVELOPI	$ 84,726,011	$ 98,138,712	$ 98,138,712	$ 98,138,712	$ 48,585,819	$ (49,552,893)	-50%	$ 48,585,819	$ (49,552,893)
470 GENERAL GOVERNMENT	4,645,258	64,455,139	64,455,139	64,903,798	8,541,680	(55,913,459)	-87%	8,541,680	(55,913,459)
640 TRANSPORTATION	63,848,649	84,578,721	84,578,721	65,705,557	20,806,267	(63,772,454)	-75%	77,806,267	(6,772,454)
Subtotal	$ 153,219,918	$ 247,172,572	$ 247,172,572	$ 228,748,067	$ 77,933,766	$ (169,238,806)	-68%	$ 134,933,766	$ (112,238,806)
MARICOPA COUNTY	$ 153,219,918	$ 247,172,572	$ 247,172,572	$ 228,748,067	$ 77,933,766	$ (169,238,806)	-68%	$ 134,933,766	$ (112,238,806)
690 FLOOD CONTROL DISTRICT	$ 42,333,770	$ 49,000,000	$ 49,000,000	$ 48,800,000	$ 54,000,000	$ 5,000,000	10%	$ 54,000,000	$ 5,000,000
650 LIBRARY DISTRICT	$ -	$ 1,102,200	$ 1,102,200	$ 1,102,200	$ -	$ (1,102,200)	-100%	$ -	$ (1,102,200)
680 STADIUM DISTRICT	$ 8,092,376	$ 2,734,018	$ 2,734,018	$ 2,608,226	$ 1,998,409	$ (735,609)	-27%	$ 1,998,409	$ (735,609)
TOTAL MARICOPA COUNTY AND DISTRICTS	$ 203,646,064	$ 300,008,790	$ 300,008,790	$ 281,258,493	$ 133,932,175	$ (166,076,615)	-55%	$ 190,932,175	$ (109,076,615)

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	Requested vs Revised Variance	%	FY 2003-04 Adopted	Adopted vs Revised Variance
ENTERPRISE									
APPOINTED DEPARTMENT									
600 HEALTH PLANS	$ 349,354,967	$ 429,926,419	$ 429,926,419	$ 434,881,138	$ 431,485,882	$ 1,559,463	0%	$ 437,826,771	$ 7,900,352
670 SOLID WASTE	738,128	840,648	840,648	507,896	650,000	(190,648)	-23%	650,000	(190,648)
900 HEALTH CARE DELIVERY SYST	353,666,778	469,839,250	469,839,250	445,370,160	453,476,565	(16,362,685)	-3%	452,457,249	(17,382,001)
Subtotal	$ 703,759,873	$ 900,606,317	$ 900,606,317	$ 880,759,194	$ 885,612,447	$ (14,993,870)	-2%	$ 890,934,020	$ (9,672,297)
MARICOPA COUNTY	$ 703,759,873	$ 900,606,317	$ 900,606,317	$ 880,759,194	$ 885,612,447	$ (14,993,870)	-2%	$ 890,934,020	$ (9,672,297)
TOTAL MARICOPA COUNTY AND DISTRICTS	$ 703,759,873	$ 900,606,317	$ 900,606,317	$ 880,759,194	$ 885,612,447	$ (14,993,870)	-2%	$ 890,934,020	$ (9,672,297)

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	Requested vs Revised Variance	%	FY 2003-04 Adopted	Adopted vs Revised Variance
INTERNAL SERVICE									
APPOINTED DEPARTMENT									
350 TOTAL COMPENSATION	$ 7,099,415	$ 6,833,576	$ 6,833,576	$ 12,331,056	$ 23,635,004	$ 16,801,428	246%	$ 23,635,004	$ 16,801,428
710 COMMUNICATIONS	-	-	800,490	798,946	800,490	-	0%	800,490	-
730 MATERIALS MANAGEMENT	1,106,821	903,775	903,775	1,099,364	903,775	-	0%	903,775	-
740 EQUIPMENT SERVICES	8,701,108	9,200,000	9,200,000	9,146,764	9,200,000	-	0%	8,331,591	(868,409)
750 RISK MANAGEMENT	20,275,144	24,500,384	24,500,384	24,216,230	26,686,121	2,185,737	9%	26,686,121	2,185,737
760 TELECOMMUNICATIONS	14,136,305	13,201,539	13,201,539	13,939,300	13,201,539	-	0%	12,723,482	(478,057)
Subtotal	$ 51,318,793	$ 54,639,274	$ 55,439,764	$ 61,531,660	$ 74,426,929	$ 18,987,165	34%	$ 73,080,463	$ 17,640,699
MARICOPA COUNTY	$ 51,318,793	$ 54,639,274	$ 55,439,764	$ 61,531,660	$ 74,426,929	$ 18,987,165	34%	$ 73,080,463	$ 17,640,699
TOTAL MARICOPA COUNTY AND DISTRICTS	$ 51,318,793	$ 54,639,274	$ 55,439,764	$ 61,531,660	$ 74,426,929	$ 18,987,165	34%	$ 73,080,463	$ 17,640,699

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	Requested vs Revised Variance	%	FY 2003-04 Adopted	Adopted vs Revised Variance
ELIMINATIONS									
APPOINTED DEPARTMENT									
300 PARKS & RECREATION	$ (483,525)	$ -	$ -	$ (17,000)	$ (17,000)	$ (17,000)		$ (17,000)	$ (17,000)
640 TRANSPORTATION	(48,684,801)	(53,000,000)	(53,000,000)	(53,000,000)	(57,000,000)	(4,000,000)	-8%	(57,000,000)	(4,000,000)
900 HEALTH CARE DELIVERY SYST	(78,938,085)	(80,619,236)	(80,619,236)	(80,619,236)	(92,416,987)	(11,797,751)	-15%	(92,416,987)	(11,797,751)
980 ELIMINATIONS	(369,204,985)	(469,330,070)	(470,130,560)	(470,941,184)	(388,351,873)	81,778,687	17%	(386,903,746)	83,226,814
Subtotal	$ (497,311,396)	$ (602,949,306)	$ (603,749,796)	$ (604,577,420)	$ (537,785,860)	$ 65,963,936	11%	$ (536,337,733)	$ 67,412,063
MARICOPA COUNTY	$ (497,311,396)	$ (602,949,306)	$ (603,749,796)	$ (604,577,420)	$ (537,785,860)	$ 65,963,936	11%	$ (536,337,733)	$ 67,412,063
690 FLOOD CONTROL DISTRICT	$ (42,333,771)	$ (49,000,000)	$ (49,000,000)	$ (48,800,000)	$ (54,000,000)	$ (5,000,000)	-10%	$ (54,000,000)	$ (5,000,000)
650 LIBRARY DISTRICT	$ -	$ (1,102,200)	$ (1,102,200)	$ (1,102,200)	$ -	$ 1,102,200	100%	$ -	$ 1,102,200
680 STADIUM DISTRICT	$ (12,661,181)	$ (1,724,018)	$ (1,724,018)	$ (1,724,018)	$ (1,594,274)	$ 129,744	8%	$ (1,594,274)	$ 129,744
TOTAL MARICOPA COUNTY AND DISTRICTS	$ (552,306,348)	$ (654,775,524)	$ (655,576,014)	$ (656,203,638)	$ (593,380,134)	$ 62,195,880	9%	$ (591,932,007)	$ 63,644,007

Consolidated Revenues by Department and Fund Type

CONSOLIDATED REVENUE BY DEPARTMENT AND FUND TYPE
FY 2003-04 ADOPTED

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	SUB-TOTAL	ELIMINATIONS	TOTAL FUNDS
JUDICIAL									
110 ADULT PROBATION	$ -	$ 14,234,945	$ -	$ -	$ -	$ -	$ 14,234,945	$ -	$ 14,234,945
270 JUVENILE PROBATION	18,000	17,354,172	-	-	-	-	17,372,172	-	17,372,172
800 TRIAL COURTS	13,551,699	13,357,128	-	-	-	-	26,908,827	-	26,908,827
Subtotal	$ 13,569,699	$ 44,946,245	$ -	$ -	$ -	$ -	$ 58,515,944	$ -	$ 58,515,944
ELECTED									
120 ASSESSOR	$ 133,669	$ -	$ -	$ -	$ -	$ -	$ 133,669	$ -	$ 133,669
160 CLERK OF THE SUPERIOR COURT	5,218,660	6,956,886	-	-	-	-	12,175,546	-	12,175,546
190 COUNTY ATTORNEY	34,000	10,519,897	-	-	-	-	10,553,897	-	10,553,897
210 ELECTIONS	2,163,480	-	-	-	-	-	2,163,480	-	2,163,480
250 CONSTABLES	1,322,758	-	-	-	-	-	1,322,758	-	1,322,758
360 RECORDER	9,003,600	4,733,000	-	-	-	-	13,736,600	-	13,736,600
370 SUPERINTENDENT OF SCHOOLS	153,050	-	-	-	-	-	153,050	-	153,050
430 TREASURER	5,686	-	-	-	-	-	5,686	-	5,686
500 SHERIFF	4,391,226	33,848,188	-	-	-	-	38,239,414	-	38,239,414
Subtotal	$ 22,426,129	$ 56,057,971	$ -	$ -	$ -	$ -	$ 78,484,100	$ -	$ 78,484,100
APPOINTED									
150 EMERGENCY MANAGEMENT	$ -	$ 1,184,956	$ -	$ -	$ -	$ -	$ 1,184,956	$ -	$ 1,184,956
170 COMMUNITY DEVELOPMENT	-	15,857,672	-	-	-	-	15,857,672	-	15,857,672
180 FINANCE	10,371,396	-	-	-	-	-	10,371,396	-	10,371,396
220 HUMAN SERVICES	-	35,032,337	-	-	-	-	35,032,337	-	35,032,337
230 INTERNAL AUDIT	75	-	-	-	-	-	75	-	75
260 CORRECTIONAL HEALTH	-	1,059,386	-	-	-	-	1,059,386	-	1,059,386
290 MEDICAL EXAMINER	360,000	207,614	-	-	-	-	567,614	-	567,614
300 PARKS & RECREATION	-	4,586,355	-	-	-	-	4,586,355	(17,000)	4,569,355
310 HUMAN RESOURCES	25,511	-	-	-	-	-	25,511	-	25,511
340 PUBLIC FIDUCIARY	650,000	-	-	-	-	-	650,000	-	650,000
350 TOTAL COMPENSATION	15,000	-	-	-	-	23,635,004	23,650,004	-	23,650,004
390 HEALTH CARE MANDATES	101,813,648	-	-	-	-	-	101,813,648	-	101,813,648
400 CAPITAL FACILITIES DEVELOPMENT	-	-	-	48,585,819	-	-	48,585,819	-	48,585,819
440 PLANNING & DEVELOPMENT	-	10,678,000	-	-	-	-	10,678,000	-	10,678,000
460 RESEARCH & REPORTING	-	440,000	-	-	-	-	440,000	-	440,000
470 GENERAL GOVERNMENT	782,315,420	226,011,238	25,845,073	8,541,680	-	-	1,042,713,411	-	1,042,713,411
480 APPROPRIATED FUND BALANCE	1,237,500	-	-	-	-	-	1,237,500	-	1,237,500
520 PUBLIC DEFENDER	52,000	1,633,570	-	-	-	-	1,685,570	-	1,685,570
540 LEGAL DEFENDER	19,700	78,974	-	-	-	-	98,674	-	98,674
550 LEGAL ADVOCATE	116,764	10,416	-	-	-	-	127,180	-	127,180
560 CONTRACT COUNSEL	62,029	-	-	-	-	-	62,029	-	62,029
600 HEALTH PLANS	-	1,957,636	-	-	437,826,771	-	439,784,407	-	439,784,407
640 TRANSPORTATION	-	96,433,380	-	77,806,267	-	-	174,239,647	(57,000,000)	117,239,647
670 SOLID WASTE	-	3,435,232	-	-	650,000	-	4,085,232	-	4,085,232
700 FACILITIES MANAGEMENT	78,000	-	-	-	-	-	78,000	-	78,000
710 COMMUNICATIONS	-	-	-	-	-	800,490	800,490	-	800,490
730 MATERIALS MANAGEMENT	127,000	-	-	-	-	903,775	1,030,775	-	1,030,775
740 EQUIPMENT SERVICES	-	-	-	-	-	8,331,591	8,331,591	-	8,331,591
750 RISK MANAGEMENT	-	-	-	-	-	26,686,121	26,686,121	-	26,686,121
760 TELECOMMUNICATIONS	-	-	-	-	-	12,723,482	12,723,482	-	12,723,482
790 ANIMAL CARE & CONTROL	-	7,983,431	-	-	-	-	7,983,431	-	7,983,431
860 PUBLIC HEALTH	-	48,235,142	-	-	-	-	48,235,142	-	48,235,142
880 ENVIRONMENTAL SERVICES	-	18,457,557	-	-	-	-	18,457,557	-	18,457,557
900 HEALTH CARE DELIVERY SYSTEM	-	-	-	-	452,457,249	-	452,457,249	(92,416,987)	360,040,262
980 ELIMINATIONS	-	-	-	-	-	-	-	(386,903,746)	(386,903,746)
Subtotal	$ 897,244,043	$ 473,282,896	$ 25,845,073	$ 134,933,766	$ 890,934,020	$ 73,080,463	$ 2,495,320,261	$ (536,337,733)	$ 1,958,982,528
MARICOPA COUNTY	$ 933,239,871	$ 574,287,112	$ 25,845,073	$ 134,933,766	$ 890,934,020	$ 73,080,463	$ 2,632,320,305	$ (536,337,733)	$ 2,095,982,572
690 FLOOD CONTROL DISTRICT	$ -	$ 75,992,743	$ -	$ 54,000,000	$ -	$ -	$ 129,992,743	$ (54,000,000)	$ 75,992,743
650 LIBRARY DISTRICT	$ -	$ 12,721,129	$ -	$ -	$ -	$ -	$ 12,721,129	$ -	$ 12,721,129
680 STADIUM DISTRICT	$ -	$ 4,720,021	$ 5,700,800	$ 1,998,409	$ -	$ -	$ 12,419,230	$ (1,594,274)	$ 10,824,956
TOTAL MARICOPA COUNTY AND DISTRICTS	$ 933,239,871	$ 667,721,005	$ 31,545,873	$ 190,932,175	$ 890,934,020	$ 73,080,463	$ 2,787,453,407	$ (591,932,007)	$ 2,195,521,400

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 2003-04.

CONSOLIDATED REVENUES AND EXPENDITURES BY CATEGORY - FY 2003-04 ADOPTED
MARICOPA COUNTY & DISTRICTS

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	SUB-TOTAL	ELIMINATIONS	ALL FUNDS
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	-	-	740,349,164	-	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	2,931,341	1,109,135	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
TRANSFERS IN	111,088,120	121,718,713	847,711	168,602,570	39,194,104	-	441,451,218	(441,451,218)	-
TOTAL REVENUE	$ 933,239,871	$ 667,721,005	$ 31,545,873	$ 190,932,175	$ 890,934,020	$ 73,080,463	$2,787,453,407	$ (591,932,007)	$2,195,521,400

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
1993-94	$156,614,258	$45,165,003	$25,721,266	$227,500,527
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*	288,249,179	150,011,354	23,257,948	461,518,481
2003-04**	316,122,580	163,561,540	27,483,190	507,167,310

* 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 repayment of the County's outstanding voter-approved general obligation bonds, as well as operations and capital improvements carried out by the Flood Control and the Library Districts. 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), Debt Service (secondary), 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 tax rates as adopted by the Board of Supervisors for FY 2003-04.

	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
1993-94	$13,296,195	1.0548	$13,504,108	0.1878	0.0417	$ 9,675,782	0.3632	1.6475
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**

The combined FY 2003-04 property tax rate for Maricopa County and the Library and Flood Control Districts will remain flat at $1.5448 per $100 net assessed value. The primary rate and Flood Control District rate will remain the same at $1.2108 and $.2119 per $100 of net assessed value, respectively. The Debt Service rate was decreased to $.07 per $100 of assessed value. The Library District tax rate is increasing to $0.0521 per $100 net assessed value. The FY 2003-04 budget utilized the tentative rates for all taxes. While the combined tax rate adopted by the Board of Supervisors was unchanged for that used in preparing the budget, the rates associated with the Library District and Debt Service are different. The budget assumed a Debt Service rate of $.08 per $100 of assessed value and a rate of $.0421 per $100 of assessed value for the Library District.

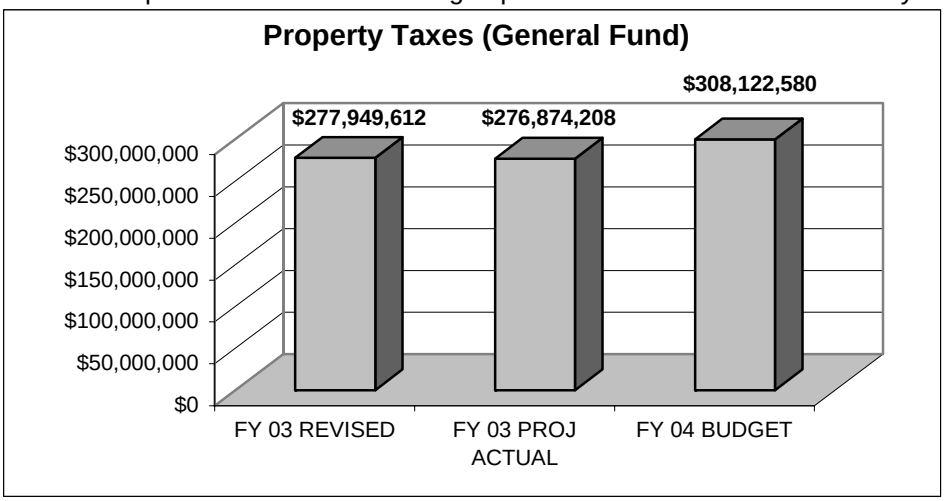
Revenue Sources and Variance Commentary (Continued)

The following table depicts the primary and secondary property tax levies for the last ten fiscal years, plus the preliminary levies for FY 2003-04:

Preliminary Tax Levy					
	Primary	Secondary			
Fiscal Year	General Fund	Debt Service	Flood Control District	Library District	Total
1993-94	$140,248,266	$ 25,360,203	$35,142,441	$ 5,631,213	**$ 206,382,123**
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	277,949,612	19,565,638	44,868,061	10,296,417	**352,679,728**
2003-04 *	308,122,580	19,234,591	51,153,993	14,316,032	**392,827,196**

*Tax Levy as adopted by the Board of Supervisors
Note: Excludes SRP, Payments in Lieu of Taxes

The FY 2003-04 Budget includes an estimated primary property tax levy (excluding Salt River Project) of $308,122,580, an increase of $30,172,968 (10.86%) from the FY 2002-03 adopted primary levy. This increase is due to the 10.86% growth in net assessed value, of which nearly three- fifths is a result of new construction. The balance of the 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 three years. As noted earlier, the adopted tax rates for the Library District and Debt Service differ from the rates used in preparing the budget. The anticipated Library District levy at budget preparation was $11,568,233 as compared to the levy of $14,316,032 resulting from the adopted tax rate. The budget provided for a Debt Service levy of $21,982,390 as compared to the $19,234,591 levy associated with the adopted Debt Service tax rate. 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 2002-03 projections are slightly higher than the budget for the same period. The FY 2003-04 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.

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 $100,839,314 in FY 2003-04, an increase of $2,322,026 (2.36%) from what is projected for FY 2002-03. Jail Excise Tax revenue is budgeted based on the pessimistic forecast due to continuing economic uncertainty.

Fiscal Year	Jail Excise Tax	Stadium District Car Rental Surcharge	Stadium District Major League Baseball	Total
1993-94	NA	$ 3,998,649	NA	$ 3,998,649
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		103,713,879
2002-03*	98,517,288	5,467,047		103,984,335
2003-04**	100,839,314	5,500,800		106,340,114

* Projected Actual
** Budget

Revenue Sources and Variance Commentary (Continued)

Jail Excise Tax Forecasts

	"Pessimistic Scenario"			"Most Likely" Scenario		
Fiscal Year	Annual Collections	% Chg.	Total Cumulative Collections	Annual Collections	% Chg.	Total Cumulative Collections
2002-03	$ 98,668,605	0.5%	$ 428,064,027	$ 99,159,493	1.0%	$ 428,554,925
2003-04	100,839,314	2.2%	528,903,341	103,026,713	3.9%	531,581,639
2004-05	104,973,726	4.1%	633,877,066	107,559,889	4.4%	639,141,527
2005-06	109,697,543	4.5%	743,574,610	113,583,243	5.6%	752,724,770
2006-07	114,633,933	4.5%	858,208,543	119,943,904	5.6%	872,668,674
2007-08	119,792,460	4.5%	978,001,002	126,660,762	5.6%	999,329,437
2008-09	125,183,121	4.5%	1,103,184,123	133,753,765	5.6%	1,133,083,202
2009-10	130,816,361	4.5%	1,234,000,484	141,243,976	5.6%	1,274,327,179
2010-11	136,703,097	4.5%	1,370,703,581	149,153,639	5.6%	1,423,480,818
2011-12	142,854,737	4.5%	1,513,558,318	157,506,243	5.6%	1,580,987,061

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 license and permit revenues recorded for the last nine fiscal years, along with projected actual collections for totals FY 2002-03 and estimated revenues for FY 2003-04.

Licenses & Permits Revenues

Fiscal Year	General Fund	Special Revenue Fund	Total
1993-94	$ 1,677,251	$ 10,943,744	$ 12,620,995
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*	173,500	29,376,823	29,550,323
2003-04**	428,970	27,505,274	27,934,244

* Projected Actual
** Budget

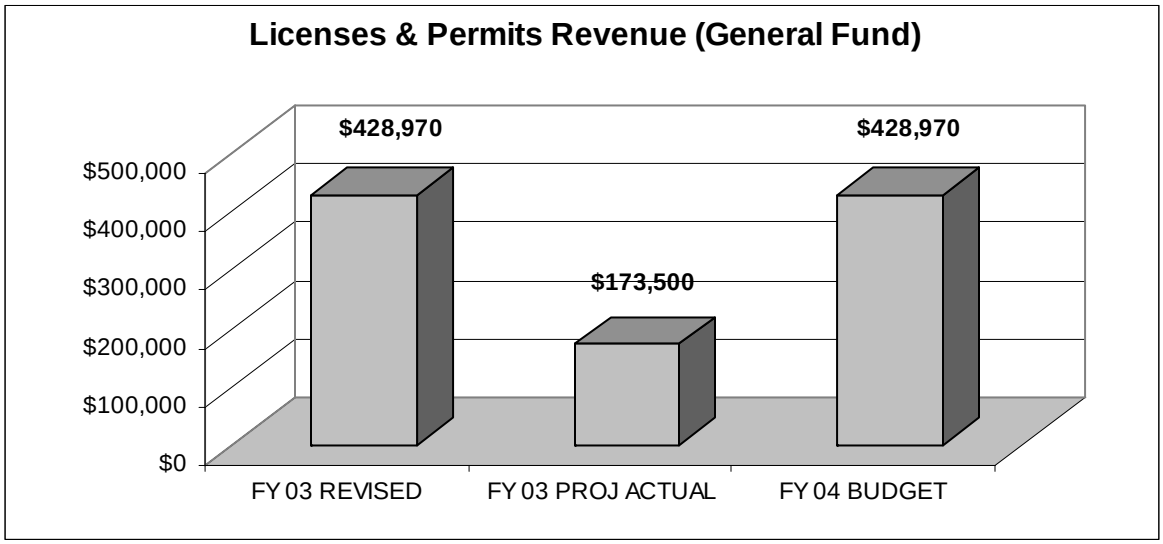
General Fund license and permit revenues include license fees paid by cable television companies for operation in unincorporated areas. Prior to FY 1999-00, Planning and Development fees were deposited in the General Fund.

Revenue Sources and Variance Commentary (Continued)

Licenses and Permits
General Government

Department	FY 2002-03 Budget	FY 2003-04 Budget	Description
General Government	$50,000	$50,000	Liquor Licenses
General Government	325,000	325,000	Cable Television Franchise Fees
Sheriff	53,970	53,970	Pawnshop & Peddler's Licenses
Total General Government Licenses and Permits	**$428,970**	**$428,970**	

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 2002-03, projected actual collections for FY 2002-03, and the amounts budgeted for FY 2003-04. In FY 2003-04, grant revenue in the Special Revenue Fund will decrease as the result of the State of Arizona's significant reduction of grants supporting the Adult Probation department. In addition, effective July 1, 2003, a House Authority has been established and has assumed the responsibilities and the funding formerly operated by the County's Housing Department. This revenue will no longer be received by the County but rather will go directly to the Housing Authority. The combined impact to grant revenue is in excess of $35 million.

Revenue Sources and Variance Commentary (Continued)

Intergovernmental Revenues

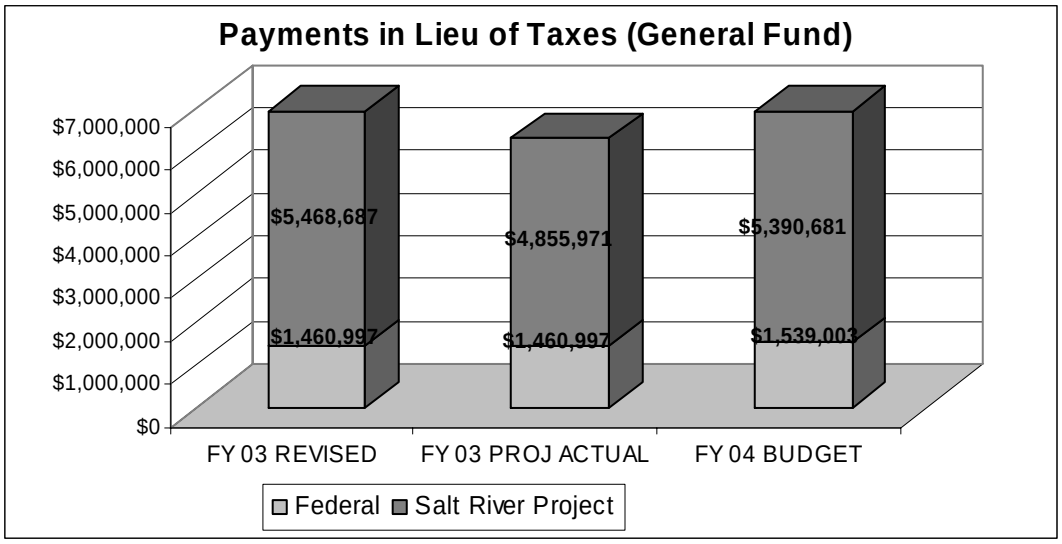
Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Capital Projects Funds	Debt Service	Total
1993-94	$ 310,684,379	$ 88,343,963	$ 8,930,589	$ -	$ 1,065,771	$ 372,542	$ 409,397,244
1994-95	336,493,569	101,096,826	4,495,155	458,113	939,223	278,425	443,761,311
1995-96	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*	448,031,511	320,405,508	107,497,801	665,661	12,032,126	296,935	888,929,542
2003-04**	459,129,049	282,924,774	106,286,288	1,014,918	20,806,267	356,173	870,517,469

* Projected Actual
** Budget
Note: 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 2003-04 Payments in Lieu of Taxes would remain at the FY 2002-03 budget amount of $6,929,684. SRP has updated its effective net assessed value, which will result in an additional $528,950 in payments, which were not part of the adopted budget. 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.

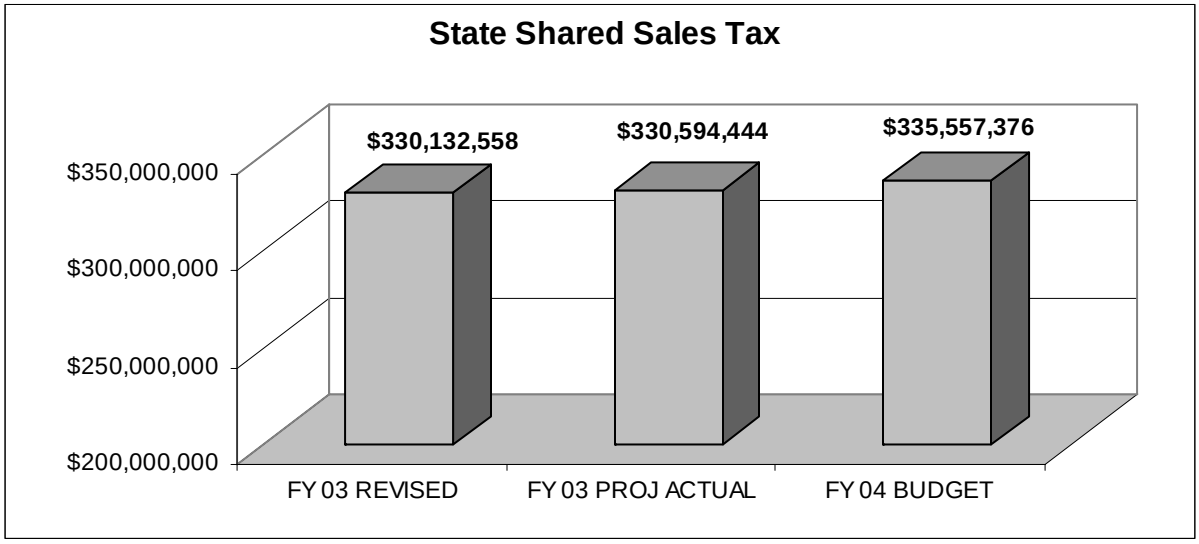
Prior to FY 1994-95, the counties' distribution was determined using a calculation that combined assessed valuation and location of actual sales tax receipts (point of sale). Beginning with FY 1994-95, the state began using a new allocation procedure. The new procedure distributes the funds determined 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 2002-03 plus the budget for FY 2003-04. 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 2002-03 budget assumed revenue growth of only 1.5% growth, which was slightly higher than the 1% growth experienced in FY 2001-02 and significantly less than the preceding 5 year annual average of nearly 7%. Actual collections for FY 2002-03 are projected to be near budget at 1.5% higher than FY 2001-02. Given continuing economic uncertainty, the FY 2003-04 budget for the General Fund continues a 1.5% growth rate resulting in $ 4,962,932 above the FY 2002-03 projected actual collections.

State Shared Sales Tax Collections	
Fiscal Year	**General Fund**
1993-94	$ 209,588,061
1994-95	215,015,368
1995-96	231,009,128
1996-97	242,352,311
1997-98	257,643,630
1998-99	279,812,954
1999-00	309,009,200
2000-01	322,429,593
2001-02	325,728,202
2002-03*	330,594,444
2003-04**	335,557,376

* 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.

State Shared Sales Tax Forecast

Fiscal Year	"Pessimistic Scenario" Annual Collections	% Chg.	"Most Likely" Scenario Annual Collections	% Chg.
2002-03	$ 328,334,028	0.8%	$ 330,288,397	1.4%
2003-04	335,557,376	2.2%	343,499,933	4.0%
2004-05	349,315,229	4.1%	358,957,430	4.5%
2005-06	365,034,414	4.5%	376,905,301	5.0%
2006-07	381,460,963	4.5%	395,750,566	5.0%
2007-08	398,626,706	4.5%	415,538,095	5.0%
2008-09	416,564,908	4.5%	436,314,999	5.0%
2009-10	435,310,328	4.5%	458,130,749	5.0%
2010-11	454,899,293	4.5%	481,037,287	5.0%
2011-12	475,369,761	4.5%	505,089,151	5.0%

Source: Elliott D. Pollack & Co.

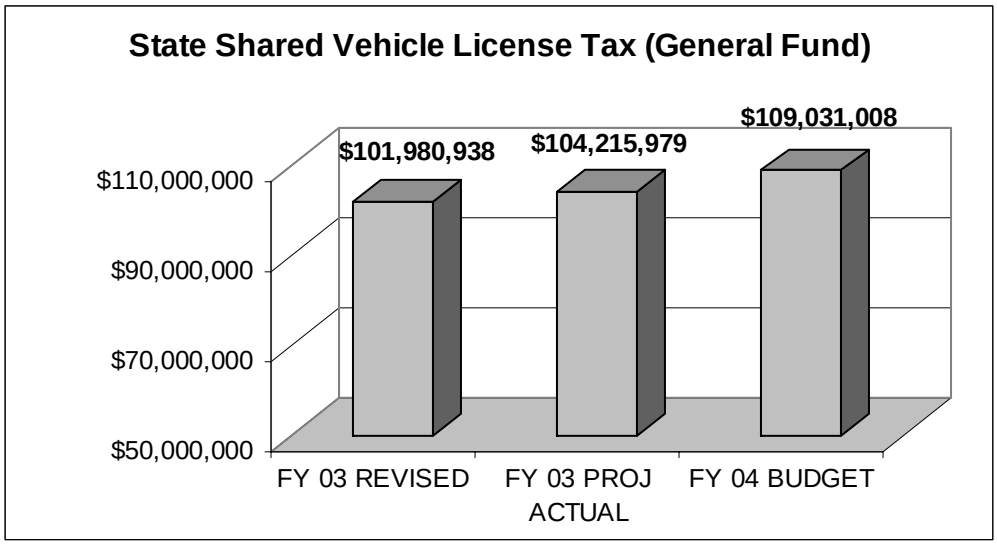
State Shared Vehicle License Taxes

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 1993-94 to FY 2003-04.

Revenue Sources and Variance Commentary (Continued)

State Shared Vehicle License Tax		
Fiscal Year		**General Fund**
1993-94	$	39,330,291
1994-95		44,940,805
1995-96		53,481,261
1996-97		64,600,858
1997-98		68,309,110
1998-99		81,053,747
1999-00		94,431,066
2000-01		93,389,137
2001-02		99,372,045
2002-03*		104,215,979
2003-04**		109,031,008
* Projected Actual		
** Budget		

Prior to FY 2001-02, VLT was budgeted at the midpoint between the “pessimistic” and “most likely” forecasts, but was budgeted at the pessimistic level last year due to uncertainties about the impact of biennial collection. FY 2002-03, VLT collections have in fact been quite strong despite the economy, and projected actual revenue is anticipated to exceed budget by 2.19%.



Based on the pessimistic forecast of 5.5% growth, the FY 2003-04 budget assumes a $4.8 million increase in Vehicle License Tax revenue above the FY 2002-03 projected actual collections.

Revenue Sources and Variance Commentary (Continued)

State Shared Vehicle License Tax Forecast

Fiscal Year	"Pessimistic Scenario" Annual Collections	% Chg.	"Most Likely" Scenario Annual Collections	% Chg.
2002-03	$ 103,346,927	4.0%	$ 106,328,088	7.0%
2003-04	109,031,008	5.5%	114,302,695	7.5%
2004-05	113,392,248	4.0%	122,303,883	7.0%
2005-06	117,927,938	4.0%	130,865,155	7.0%
2006-07	122,645,055	4.0%	140,025,716	7.0%
2007-08	127,550,858	4.0%	149,827,516	7.0%
2008-09	132,652,892	4.0%	160,315,442	7.0%
2009-10	137,959,008	4.0%	171,537,523	7.0%
2010-11	143,477,368	4.0%	183,545,150	7.0%
2011-12	149,216,463	4.0%	196,393,310	7.0%

Source: Elliott D. Pollack & Co.

State Shared Highway User Revenues

The State of Arizona collects highway user revenue, principally from an $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 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 2002-03, and the budget for FY 2003-04.

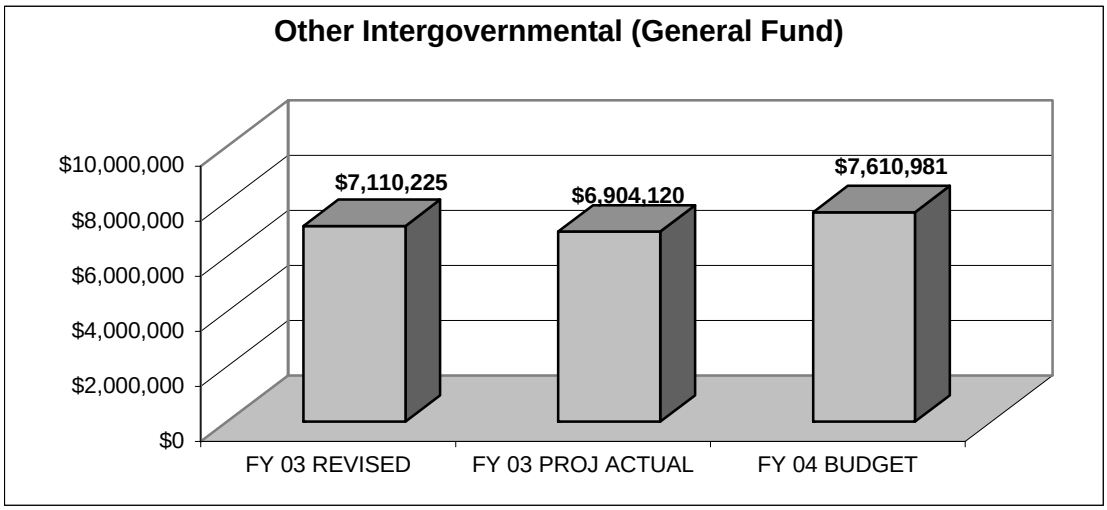
Fiscal Year	State Shared Highway User Revenues
1993-94	$ 57,901,673
1994-95	63,227,494
1995-96	68,763,760
1996-97	73,249,850
1997-98	67,408,288
1998-99	72,392,313
1999-00	77,317,632
2000-01	78,243,269
2001-02	78,285,212
2002-03*	79,331,861
2003-04**	86,300,000

* 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 2003-04 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 2003-04.

Other Intergovernmental Revenue
General Fund

Department	FY 2002-03 Budget	FY 2003-04 Budget	Description
Contract Counsel	$ 164,627	$ 41,158	State Grand Jury Reimbursements
Elections	2,067,500	2,145,980	Election Services
Finance		88,136	Housing Authority Reimbursements
General Government	249,772	249,772	Shared State Lottery Sales
Juvenile Probation	18,000	9,999	Reimbursement from U.S. Marshalls for housing of federal juvenile prisoners
Legal Defender	24,500	19,700	State Grand Jury Reimbursements
Medical Examiner	60,000	60,000	IGAs with Yavapai County for laboratory services
Public Defender	99,050	50,400	State Grand Jury Reimbursements
Sheriff's Office	3,448,537	3,764,489	Patrol Services, Social Security Adminstration pay for inmate information
Superintendent of Schools	118,050	118,050	National Forest Fees for Schools
	860,189		IGA with City of El Mirage for use of court space; State Reimburseent for JP
Trial Courts		1,063,297	Salaries and IGA Revenue from Gila Bend for Lease Space
Total	$7,110,225	$7,610,981	

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.

Revenue Sources and Variance Commentary (Continued)

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 seven fiscal years, projected revenue for FY 2002-03, and the budget amount for FY 2003-04 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*	22,845,981	34,769,404	-	-	727,104,621	59,585,578	(121,910,714)	722,394,870
2003-04**	19,686,092	38,092,363	-	-	740,379,164	70,942,635	(150,480,789)	718,619,465

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

Revenue Sources and Variance Commentary (Continued)

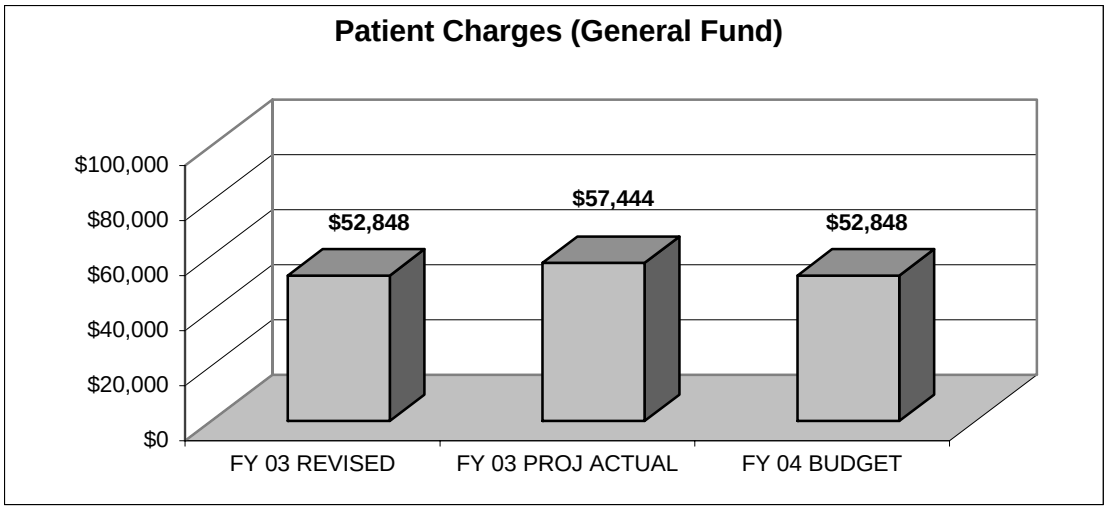
Patient Charges

Patient Charges and Patient Care – Revenue Allowances

Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	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*	57,444	1,326,253	727,040,830	-	-	(72,066,024)	656,358,503
2003-04**	52,848	1,394,471	740,349,164	-	-	(86,578,079)	655,218,404

* Projected Actual
** Budget

In the General Fund, patient service revenues are generated by the residual long-term care program. The long-term care residual population will decline because no new patients are enrolled in the program. This budget reflects the declining population of long-term care residual patients.



FY 2003-04 Patient Charges Summary
General Fund

Department	FY 2002-03 Budget	FY 2003-04 Budget	Description
Health Care Mandates	$52,848	$52,848	LTC Share of Cost
Total General Fund Patient Charges	**$52,848**	**$52,848**	

Revenue Sources and Variance Commentary (Continued)

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 2002-03 and FY 2003-04 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
1993-94	$162,749,217
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*	47,341,797
2003-04**	47,407,631

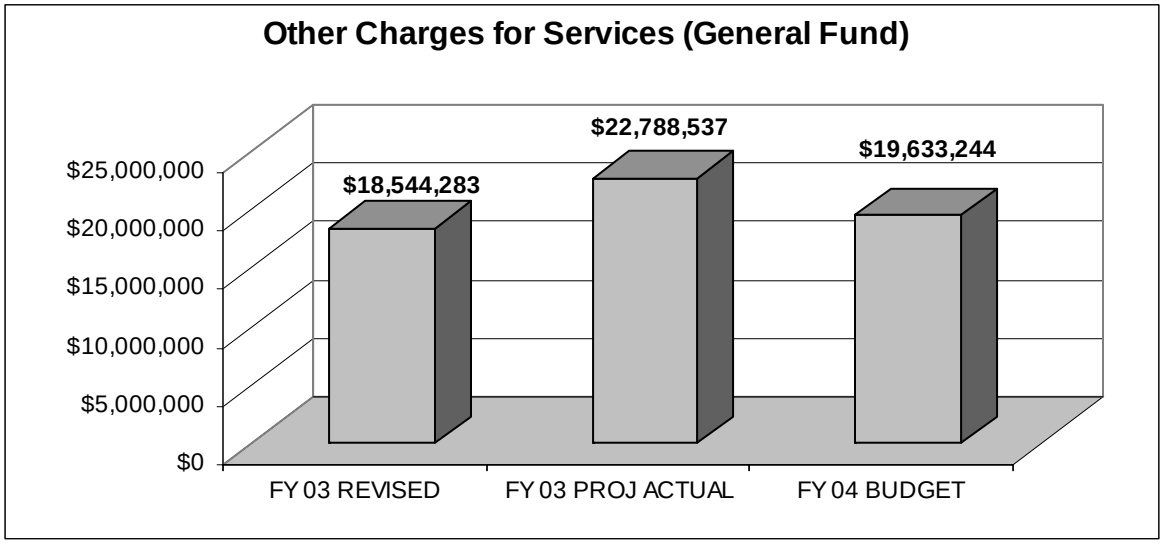
* Projected Actual
** Budget

Other Charges for Services

Actual collections of Other Charges for Service are anticipated to exceed budget in FY 2002-03 by $13.2 million. A major contributing factor to this increase is the change in the administration of the Pharmacy benefit offered by the County to employees. 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 appearing in an Internal Service Fund. It is anticipated that the impact of the pharmacy benefit change to Other Charges for Services for FY 2002-03 will be in excess of $5 million and will increase to $13,268,000 in FY 2003-04. This is the primary reason why the Internal Service Fund Other Charges for Service revenue is projected to increase 79% above the FY 2002-03 budget.

FY 2003-04 General Fund Other Charges for Service are budgeted conservatively and are anticipated to increase $1,088,961 above the FY 2002-03 budget.

Revenue Sources and Variance Commentary (Continued)



The table below identifies the various sources of revenue. While most of the charges will remain constant as compared to the FY 2002-03 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 of the current favorable mortgage rates. The FY 2003-04 budget is a conservative representation of the anticipated Recorder fees. Their FY 2002-03 actual fees are projected to be in excess of $10 million.

FY 2003-04 Other Charges for Service Summary
General Fund

Department	FY 2002-03	FY 2003-04	Description
Clerk of the Superior Court	$ 3,610,000	$ 3,910,000	Filing Fees
Constables	1,100,000	1,322,758	Writ & Restitution Collection Fees
Contract Counsel	83,482	20,871	Death Penalty Post-conviction relief payments
General Government	2,084,933	2,000,000	Tax Sale Fees and Cable TV Franchise Fees
Human Resources	25,000	24,211	Garnishments, Copies and Lost Bus Car Fees
Indigent Representation			State Grand Jury Reimbursements
Justice Courts			Defensive Driving Fees and Other Miscellaneous Court Fees
Juvenile Probation		8,001	Miscellaneous Charges and Indian Ward Custody Reimbursements
Legal Advocate	36,000	116,764	State Grand Jury Reimbursements
Medical Examiner	360,000	300,000	Cremation Certificate Fees and Transport Fees
Public Defender	2,090	1,600	Miscellaneous Charges
Public Fiduciary	850,000	650,000	Fiduciary Fees and Probate Fees
Recorder	7,241,000	8,000,000	Document Recording Fees
Sheriff	331,749	451,087	Other Tax Sales Fees and Various Civil Fees
Superintendent of Schools	35,000	35,000	Garnishment & Support Processing Fees
Superior Court			Civil Trial Jury Fees
Treasurer	5,686	5,686	Miscellaneous Charges
Trial Courts	2,789,343	2,787,266	Defensive Driving Fees and Other Miscellaneous Court Fees; Civil Trial Jury Fees
Total Other Charges for Service	$ 18,554,283	$ 19,633,244	

Revenue Sources and Variance Commentary (Continued)

Fines and Forfeits

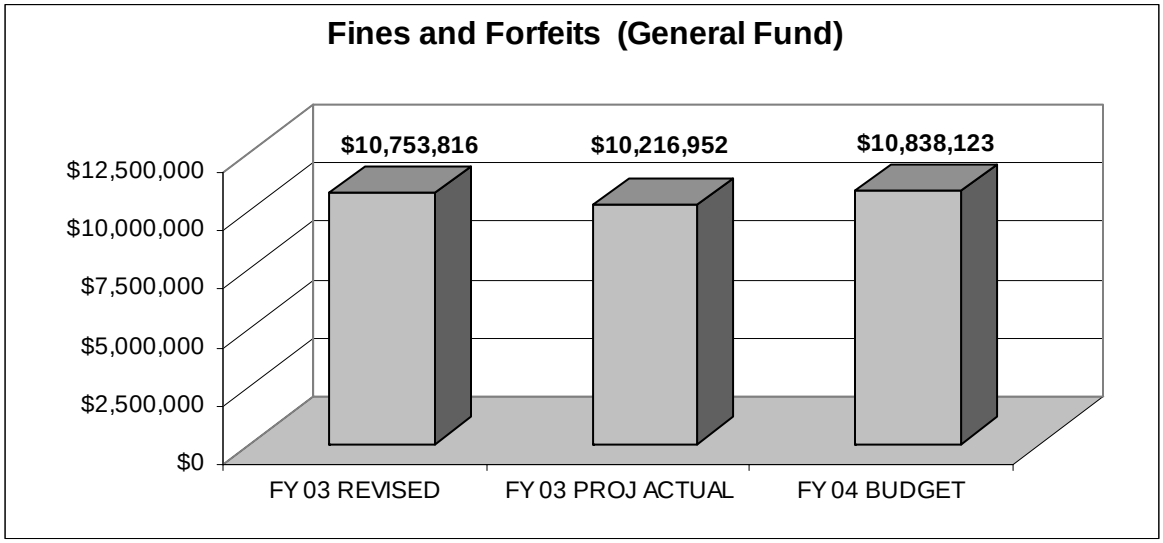
Through statutory and enforcement authority, Maricopa County collects various fines and such as citations, court fines, and library fines.

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*	10,216,952	3,550,762	13,767,714
2003-04**	10,838,123	3,137,558	13,975,681

* Projected Actual
** Budget

In the General Fund, fines and forfeits are collected by the Trial Courts and the Elections Department. Based on collections through March, the forecasted revenue is not expected to meet budget in FY 2002-03. The FY 2003-04 budget anticipates General Fund Fines and Forfeits between the FY 2002-03 budget and projected actual collections.



The largest source of General Fund fine revenue is the Trial Courts, which comprises 87.7% of the total Fines and Forfeits in the General Fund. The table below summarizes the sources of General Fund Fines and Forfeits. The budgeted Fines and Forfeits for the Clerk of the Superior Court is anticipated to decrease in FY 2003-04 from the FY 2002-03 budget; however, the amount anticipated in FY 2003-04 is consistent with the FY 2002-03 actual experience, where it is anticipated that they will end the year at $1,277,297. The decrease in General Fund Fines and Forfeits for the Clerk of the Superior Court is a result of a greater portion of the fines being diverted to Adult Probation.

Revenue Sources and Variance Commentary (Continued)

FY 2003-04 Fines and Forfeits Summary
General Fund

Department	FY 2002-03 Budget	FY 2003-04 Budget	Description
Clerk of the Superior Court	$ 1,615,000	$ 1,277,294	Superior Court Fines
Elections	$ 2,500	2,500	Campaign Finance Penalty Fees
Trial Courts	$ 9,136,316	9,558,329	Traffic and Misdemeanor Fines
Total General Fund Fines and Forefeits	$ 10,753,816	$ 10,838,123	

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.

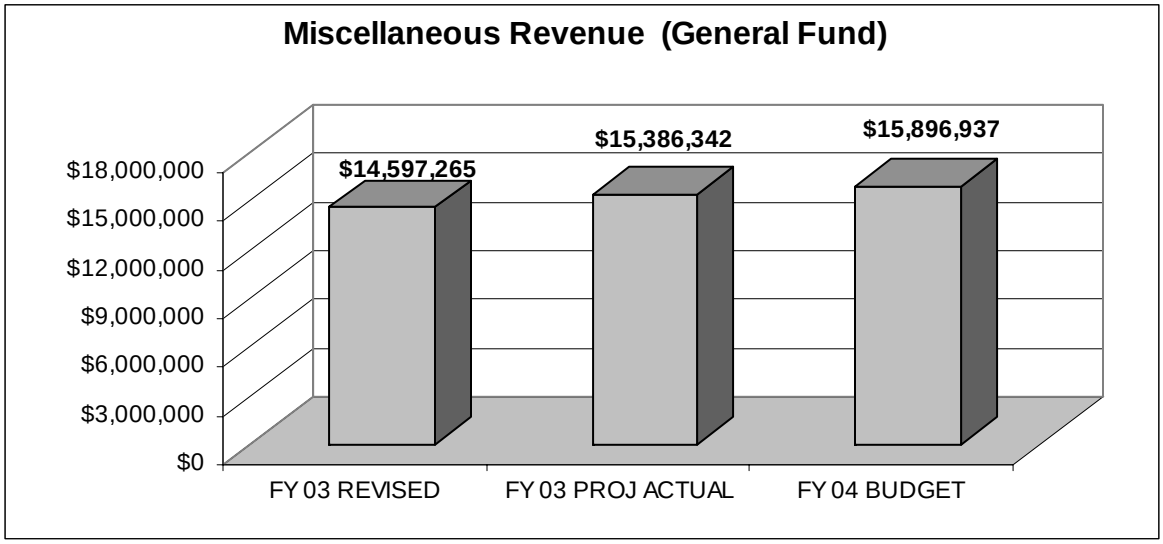
Listed below are the miscellaneous revenues, other than sales of fixed assets and bond proceeds, recorded for the last nine fiscal years, projected amounts for FY 2002-03, plus the budget for FY 2003-04. Miscellaneous revenues are recorded in all of the fund types.

Miscellaneous Revenue

Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Debt Service Funds	Capital Projects Funds	Total
1993-94	$ 17,361,501	$ 5,398,008	$ 73,262,620	$ 2,966,423	$ 1,697,395	$ 1,888,447	$ 102,574,394
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*	15,386,342	37,082,076	5,856,744	1,228,359	5,209,795	9,546,298	74,309,614
2003-04**	15,896,937	30,550,783	5,074,464	1,122,910	2,858,799	1,523,338	57,027,231

* Projected Actual
** Budget

Revenue Sources and Variance Commentary (Continued)



As in prior years, the largest single component of miscellaneous revenues in the General Fund is interest income, which is budgeted at $12 million in FY 2003-04. This is unchanged from the FY 2002-03 budget. The FY 2002-03 Facilities Management revenue generated from the rental of the Security Building is budgeted in the Finance Department for the FY 2003-04.

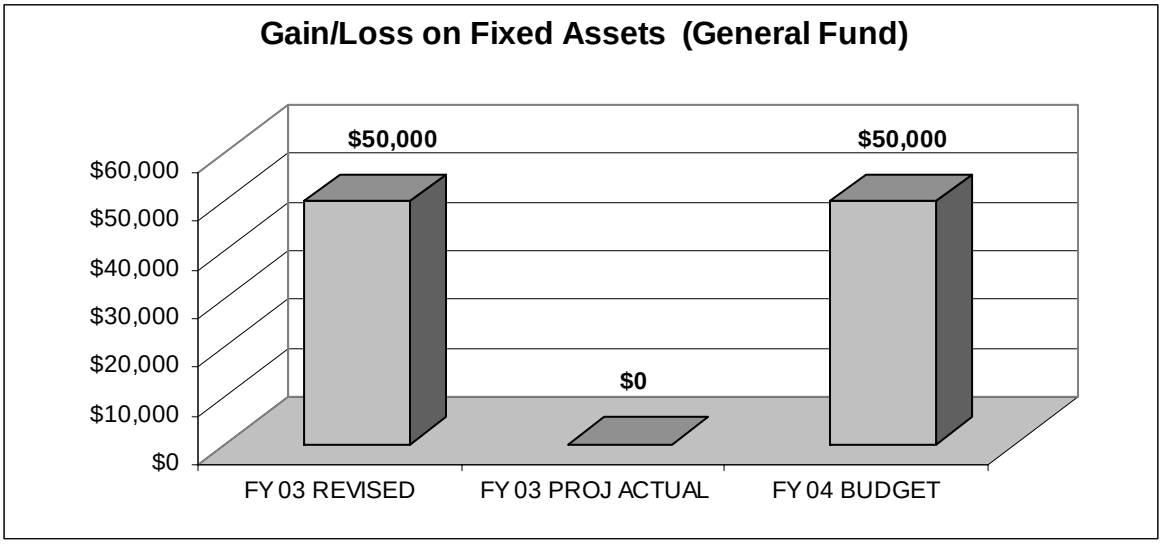
FY 2003-04 Miscellaneous Revenue
General Fund

Department	FY 2002-03	FY 2003-04	Description
Appropriated Fund Balance	$ -	$ 1,237,500	NACO Revenue
Assessor	133,669	133,669	Sale of Maps, Copies, Etc.
Clerk of the Superior Court	25,000	31,366	Sale of Copies & Bad Check Fees, Interest
County Attorney	12,000	34,000	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	1,081,054	955,940	Security Building Rental
General Government	12,000,000	12,000,000	Interest Income
Human Resources	90,511	1,300	Sale of Copies, W-2 fees
Internal Audit	75	75	Sale of Instructional Videos
Materials Management	77,000	127,000	Vendor Rebates & Copy Sales
Recorder	759,000	1,003,600	Micrographics & Photocopy Sales
Sheriff	175,226	121,680	Sale of Copies and Reimbursement for ID Cards
Total Compensation	10,000	15,000	Sale of Copies, Garnishment of Wages, COBRA Admin.
Trial Courts	140,730	142,807	Sale of Copies; Interest Earnings
Total General Fund Miscellaneous Revenue	$ 14,597,265	$ 15,896,937	

Gain/Loss on Fixed Assets

No Gains or Loss from Fixed Assets are projected in the General Fund for FY 2002-03. The FY 2003-04 budget for Gains/Losses from General Fund Fixed Assets is budgeted conservatively at the same level as the FY 2002-03 revised budget.

Revenue Sources and Variance Commentary (Continued)

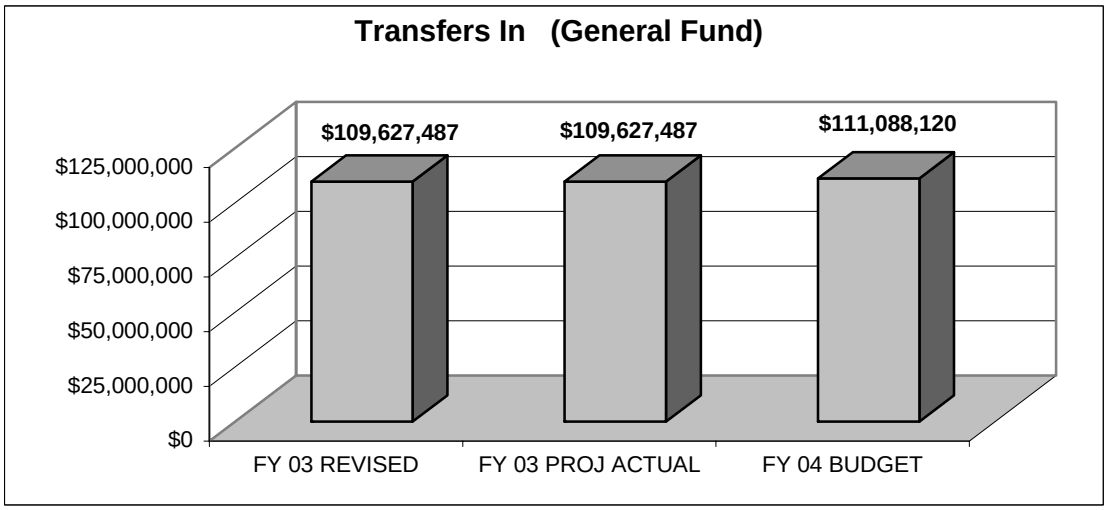


Other Financing Sources

Other Financing Sources include Proceeds of Financing (debt) and Fund Transfers In. No Proceeds of Financing are budgeted for FY 2003-04.

Fund Transfers In

Detail 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. The table below identifies the FY 2002-03 Final Property Tax Levy, as well as the FY 2003-04 Preliminary Property Tax Levy used to calculate the property tax revenue in the FY 2003-04 adopted budget and the FY 2003-04 Final Property Tax Levy. The Final FY 2003-04 Property Tax Levy reflects a decrease in the Debt Service Tax Rate of $.01 per $100 of assessed value and an increase of $.01 per $100 of assessed value for the Library District Tax Rate. The net effect does not change the total Property Tax Levy amount. Additionally, the SRP Payment in Lieu of Taxes amount has increased due to the update by SRP of its effective net assessed value.

FY 2003-04 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 2003-04 Final	$ 25,447,850,971	$ 483,319,907	$ 25,931,170,878	$ 2,593,117	$ 1.2108	$ 308,122,580	$ 5,852,037	$ 313,974,617
FY 2003-04 Preliminary	$ 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
FY 2002-03 Final	$ 22,955,864,882	$ 445,216,494	$ 23,401,081,376	$ 2,340,108	$ 1.2108	$ 277,949,612	$ 5,390,681	$ 283,340,293
Variance (FY 03 Final vs FY 04 Final)	*$ 2,491,986,089*	*$ 38,103,413*	*$ 2,530,089,502*	*$ 253,009*	*$ -*	*$ 30,172,968*	*$ 461,356*	*$ 30,634,324*
MARICOPA COUNTY DEBT SERVICE SECONDARY:								
FY 2003-04 Final	$ 27,477,987,528	$ 483,319,907	$ 27,961,307,435	$ 2,796,131	$ 0.0700	$ 19,234,591	$ 338,324	$ 19,572,915
FY 2003-04 Preliminary	$ 27,477,987,528	$ 445,216,494	$ 27,923,204,022	$ 2,792,320	$ 0.0800	$ 21,982,390	$ 356,173	$ 22,338,563
FY 2002-03 Final	$ 24,457,047,282	$ 445,216,494	$ 24,902,263,776	$ 2,490,226	$ 0.0800	$ 19,565,638	$ 356,173	$ 19,921,811
Variance (FY 03 Final vs FY 04 Final)	*$ 3,020,940,246*	*$ 38,103,413*	*$ 3,059,043,659*	*$ 305,905*	*$ (0.0100)*	*$ (331,047)*	*$ (17,849)*	*$ (348,896)*
FLOOD CONTROL DISTRICT:								
FY 2003-04 Final	$ 24,140,629,062	$ 74,885,370	$ 24,215,514,432	$ 2,421,551	$ 0.2119	$ 51,153,993	$ 158,682	$ 51,312,675
FY 2003-04 Preliminary	$ 24,140,629,062	$ 64,942,150	$ 24,205,571,212	$ 2,420,557	$ 0.2119	$ 51,153,993	$ 137,612	$ 51,291,605
FY 2002-03 Final	$ 21,174,168,674	$ 64,942,150	$ 21,239,110,824	$ 2,123,911	$ 0.2119	$ 44,868,063	$ 137,612	$ 45,005,675
Variance (FY 03 Final vs FY 04 Final)	*$ 2,966,460,388*	*$ 9,943,220*	*$ 2,976,403,608*	*$ 297,640*	*$ -*	*$ 6,285,930*	*$ 21,070*	*$ 6,307,000*
LIBRARY DISTRICT:								
FY 2003-04 Final	$ 27,477,987,528	$ 483,319,907	$ 27,961,307,435	$ 2,796,131	$ 0.0521	$ 14,316,032	$ 251,810	$ 14,567,842
FY 2003-04 Preliminary	$ 27,477,987,528	$ 445,216,494	$ 27,923,204,022	$ 2,792,320	$ 0.0421	$ 11,568,233	$ 187,436	$ 11,755,669
FY 2002-03 Final	$ 24,457,047,282	$ 445,216,494	$ 24,902,263,776	$ 2,490,226	$ 0.0421	$ 10,296,417	$ 187,436	$ 10,483,853
Variance (FY 03 Final vs FY 04 Final)	*$ 3,020,940,246*	*$ 38,103,413*	*$ 3,059,043,659*	*$ 305,905*	*$ 0.0100*	*$ 4,019,615*	*$ 64,374*	*$ 4,083,989*
GRAND TOTALS:								
FY 2003-04 Final					$ 1.5448	$ 392,827,196	$ 6,600,853	$ 399,428,049
FY 2003-04 Preliminary					$ 1.5448	$ 392,827,196	$ 6,071,903	$ 398,899,099
FY 2002-03 Final					$ 1.5448	$ 352,679,730	$ 6,071,903	$ 358,751,633
Variance (FY 03 Final vs FY 04 Final)					*$ -*	*$ 40,147,466*	*$ 528,950*	*$ 40,676,416*
					0.0%	13.3%	8.0%	13.2%

Levy Limit and Truth-In-Taxation Comparisons

PRELIMINARY FY 2003-04 LEVY VS. TRUTH-IN-TAXATION LEVY		
Current NAV Subject to Taxation in Prior Year	$	23,972,677,256
FY 2002-03 Primary Levy	$	277,949,612
FY 2003-04 Truth-in-Taxation Rate	$	1.1594
FY 2003-04 Current Net Assessed Value	$	25,447,850,971
FY 2003-04 Truth-in-Taxation Levy	**$**	**295,042,384**
FY 2003-04 Preliminary Primary Levy (excluding SRP)	$	308,122,580
FY 2003-04 Preliminary Primary Rate	$	1.2108
Amount Under/(Over) Truth-in-Taxation Levy	$	(13,080,196)
Amount Under/(Over) Truth-in-Taxation Rate	$	(0.0514)
Truth-in-Taxation Assessment on a $100,000 Home:	$	115.94
Recommended Primary Levy on a $100,000 Home:	$	121.08
(Increase)/Decrease	$	(5.14)
		-4.4%
Impact of Overall Rate on a $100,000 home:		
FY 2002-03	$	154.48
FY 2003-04	$	154.48
Net Impact on Taxpayer	$	-
		0.0%

PRELIMINARY LEVY VS. FY 2003-04 LIMIT		
FY 2003-04 Adjusted Allowable Levy Limit	$	320,821,057
Maximum Rate	*$*	*1.2607*
FY 2003-04 Preliminary Primary Levy (excluding SRP):	$	308,122,580
Primary Levy Rate	*$*	*1.2108*
Amount Under/(Over) Limit:	$	12,698,477
	$	*0.0499*

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 2003-04. "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. A list of fund balance designations is provided in the following section.

The process for estimating all beginning fund balances for FY 2003-04 begins with audited actual fund balance information at the end of FY 2001-02, 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.

Several funds are projected to have deficit fund balances at the end of FY 2003-04, as follows:

Detention Capital Projects (Fund 455)

The Detention Capital Projects fund is 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 capital improvement program. 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 capital improvement 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 Detention Capital Projects Fund will end FY 2003-04 in a deficit. The deficit will be covered primarily by an inter-fund 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 2003-04. Interest charges will be assessed from the Detention Capital Projects fund. The remaining portion of the deficit will be covered via a designation in the General Fund.

Maricopa Integrated Health System - Senior Select (Fund 566)

The Senior Select Health Plan is part of the Maricopa Integrated Health System (MIHS), which includes the Maricopa Health Plan (fund 541), ALTCS (fund 551), Non-AHCCCS Health Plans (fund 551), Senior Select (fund 566), and the Maricopa Medical Center (fund 535). The Medical Center and Senior Select funds routinely incur operating deficits, which are offset by operating income in the other three funds. Accumulated net income is eventually transferred from the plan funds to the Medical Center and Senior Select funds to cover their fund deficits. However, contractual obligations with the State's Arizona Health Care Cost Containment System effectively do not allow current-year income from the Medical Health Plan and ALTCS plans to be transferred in this manner. As a result the Medical Center and Senior Select funds will end FY 2003-04 with a deficit, but the balances in the other MIHS funds that will be transferred in the following fiscal year will offset the deficit.

Beginning Fund Balance and Variance Commentary (Continued)

CONSOLIDATED SUMMARY OF ESTIMATED FUND BALANCES
FY 2003-04 Adopted Budget

	Initial Unreserved/ Undesignated Beginning Balance	Revenue and Transfers In	Total Expenditures	Expenditures and Transfers Out	Appropriated Fund Balance	Unreserved/ Undesignated Ending Fund Balance
GENERAL FUND	**$ 126,438,426**	**$ 933,239,871**	**$ 1,059,678,297**	**$ 922,185,334**	**$ 137,492,963**	**$ -**
SPECIAL REVENUE						
201 ADULT PROBATION FEES	$ 2,998,791	$ 8,205,000	$ 8,205,000	$ 8,205,000	$ -	$ 2,998,791
203 SHERIFF DONATIONS	21,742	16,400	16,400	16,400	-	21,742
204 JUSTICE CT JUDICIAL ENHANCEMNT	1,240,914	621,617	610,011	610,011	-	1,252,520
205 COURT DOCUMENT RETRIEVAL	168,488	1,023,925	1,128,725	1,128,725	-	63,688
207 PALO VERDE	142,034	243,824	286,424	286,424	-	99,434
208 JUDICIAL ENHANCEMENT	1,037,268	1,059,376	1,601,380	1,601,380	-	495,264
209 PUBLIC DEFENDER TRAINING	20,812	377,224	377,224	377,224	-	20,812
210 WASTE MANAGEMENT	3,601,692	75,000	479,899	479,899	-	3,196,793
211 ADULT PROBATION GRANTS	-	6,029,945	6,029,945	6,029,945	-	-
213 COUNTY ATTORNEY RICO	-	1,300,000	1,300,000	1,300,000	-	-
215 EMERGENCY MANAGEMENT	254,241	941,132	1,065,945	1,065,945	-	129,428
216 CLERK OF THE COURT GRANTS	-	1,450,000	1,450,000	1,450,000	-	-
217 CDBG, HOUSING TRUST	-	15,857,672	15,857,672	15,857,672	-	-
218 CLERK OF COURT FILL THE GAP	206,407	1,886,855	1,886,855	1,886,855	-	206,407
219 COUNTY ATTORNEY GRANTS	-	5,263,576	5,263,576	5,263,576	-	-
220 DIVERSION	1,303,133	750,000	1,000,000	1,000,000	-	1,053,133
221 COUNTY ATTORNEY FILL THE GAP	1,246,394	1,266,624	1,576,624	1,576,624	-	936,394
222 HUMAN SERVICES GRANTS	-	35,032,337	35,032,337	35,032,337	-	-
223 TRANSPORTATION GRANTS	-	350,000	350,000	350,000	-	-
224 MEDICAL EXAMINER GRANT FUND	-	207,614	207,614	207,614	-	-
225 SPUR CROSS RANCH CONSERVATION	172,490	410,500	417,714	417,714	-	165,276
226 PLANNING AND DEVELOPMENT FEES	13,154,538	10,503,000	8,065,872	8,065,872	-	15,591,666
227 JUVENILE COURT GRANTS	-	16,245,747	16,245,747	16,245,747	-	-
228 JUVENILE COURT SPECIAL FEES	735,746	830,000	946,528	946,528	-	619,218
229 JUVENILE RESTITUTION FUND	19,653	10,000	10,000	10,000	-	19,653
230 PARKS & REC. GRANTS	214,500	173,970	388,470	388,470	-	-
232 TRANSPORTATION OPERATIONS	27,085,695	96,083,380	105,288,136	105,288,136	-	17,880,939
233 PUBLIC DEFENDER GRANTS	-	397,974	397,974	397,974	-	-
235 PLANNING & DEVELOPMENT GRANTS	308,513	175,000	144,975	144,975	-	338,538
236 RECORDER'S SURCHARGE	4,232,701	4,733,000	4,404,146	4,404,146	-	4,561,555
238 SUPERIOR COURT GRANTS	-	1,356,000	1,356,000	1,356,000	-	-
239 PARKS SOUVENIR FUND	24,086	52,000	52,000	52,000	-	24,086
240 LAKE PLEASANT RECREATION SVCS	1,568,112	1,482,000	1,824,950	1,824,950	-	1,225,162
241 PARKS ENHANCEMENT FUND	1,452,560	2,095,885	2,266,882	2,266,882	-	1,281,563
242 LIBRARY DISTRICT GRANTS	-	25,000	25,000	25,000	-	-
243 PARKS DONATIONS FUND	741,865	372,000	236,253	236,253	-	877,612
244 LIBRARY DISTRICT	930,156	12,696,129	12,587,786	12,587,786	-	1,038,499
245 JUSTICE COURT ENHANCEMENT	632,851	466,234	466,234	466,234	-	632,851
246 JUSTICE COURTS GRANTS	-	179,320	179,320	179,320	-	-
248 SAIL GRANTS	-	1,957,636	1,957,636	1,957,636	-	-
249 GENERAL GOVERNMENT GRANTS	-	4,230,000	4,003,472	4,003,472	-	226,528
250 CACTUS LEAGUE OPERATIONS	2,401,425	190,000	109,371	109,371	-	2,482,054
251 SHERIFF GRANTS	-	5,454,116	5,454,116	5,454,116	-	-
252 INMATE SERVICES	3,477,082	9,141,758	9,806,758	9,806,758	-	2,812,082
253 BALLPARK OPERATIONS	4,654,929	4,530,021	3,471,937	3,471,937	-	5,713,013
254 INMATE HEALTH SERVICES	30,300	50,840	50,840	50,840	-	30,300
255 DETENTION OPERATIONS	31,815,108	240,900,212	272,715,318	167,397,062	105,318,256	2
256 PROBATE FEES	34,197	388,576	388,576	388,576	-	34,197
257 CONCILIATION COURT FEES	160,719	1,552,010	1,552,010	1,552,010	-	160,719
258 COURT AUTOMATED SERVICES	152,590	712,729	712,729	712,729	-	152,590
259 SUPERIOR COURT SPECIAL REVENUE	1,070,741	4,897,490	3,206,996	3,206,996	-	2,761,235
260 RESEARCH & REPORTING	144,201	440,000	440,000	440,000	-	144,201
261 LAW LIBRARY FEES	136,847	804,510	800,000	800,000	-	141,357
262 PUBLIC DEFENDER FILL THE GAP	-	904,788	904,788	904,788	-	-
263 LEGAL DEFENDER FILL THE GAP	-	42,974	42,974	42,974	-	-
264 SUPERIOR COURT FILL THE GAP	240,310	1,525,690	1,525,690	1,525,690	-	240,310
265 PUBLIC HEALTH FEES	1,311,324	3,409,885	3,689,365	3,689,365	-	1,031,844
266 CHECK ENFORCEMENT PROGRAM	256,865	502,197	502,197	502,197	-	256,865
267 CRIM JUSTICE ENHANCEMENT	370,072	1,361,500	1,361,500	1,361,500	-	370,072
268 VICTIM COMP AND ASSISTANCE	85,387	36,000	75,000	75,000	-	46,387
269 VICTIM COMP RESTITUTION INT	12,896	40,000	52,896	52,896	-	-
270 CHILD SUPPORT ENHANCEMENT	80,000	45,000	125,000	125,000	-	-
271 EXPEDITED CHILD SUPPORT	218,531	399,569	399,569	399,569	-	218,531
272 CHILD SUPPORT AUTOMATION	18,691	-	18,691	18,691	-	-
273 VICTIM LOCATION	68,530	16,161	35,401	35,401	-	49,290
275 JUVENILE PROBATION DIVERSION	367,967	268,425	268,425	268,425	-	367,967
276 SPOUSAL MAINT ENF ENHANCEMENT	34,615	95,000	95,000	95,000	-	34,615
280 OLD COURTHOUSE RESTORATION	8,714	10,000	10,000	10,000	-	8,714
281 CHILDREN'S ISSUES EDUCATION	95,683	52,950	52,950	52,950	-	95,683
282 DOM REL MEDIATION EDUCATION	227,682	171,002	171,002	171,002	-	227,682
290 WASTE TIRE	5,278,775	3,435,232	3,435,232	3,435,232	-	5,278,775

Beginning Fund Balance and Variance Commentary (Continued)

	Initial Unreserved/ Undesignated Beginning Balance	Revenue and Transfers In	Total Expenditures	Expenditures and Transfers Out	Appropriated Fund Balance	Unreserved/ Undesignated Ending Fund Balance
SPECIAL REVENUE (Continued)						
292 CORRECTIONAL HEALTH GRANT	-	1,050,486	1,050,486	1,050,486	-	-
504 AIR QUALITY FEES	2,993,834	5,800,000	5,457,543	5,457,543	-	3,336,291
505 ENVIRONMENTAL SERVICES GRANT	-	3,893,983	3,893,983	3,893,983	-	-
506 ENVIRONMTL SVCS ENV HEALTH	1,398,843	8,763,574	8,729,146	8,729,146	-	1,433,271
532 PUBLIC HEALTH GRANTS	-	44,825,257	44,825,257	44,825,257	-	-
572 ANIMAL CONTROL LICENSE/SHELTER	115,462	5,400,000	5,381,750	5,381,750	-	133,712
573 ANIMAL CONTROL GRANTS	-	348,256	348,256	348,256	-	-
574 ANIMAL CONTROL FIELD OPERATION	216,825	2,235,175	2,231,863	2,231,863	-	220,137
748 JUROR IMPROVEMENT	65,752	200,000	200,000	200,000	-	65,752
991 FLOOD CONTROL	4,602,581	75,992,743	79,805,243	79,805,243	-	790,081
SPECIAL REVENUE	**$ 125,932,846**	**$ 667,721,005**	**$ 709,788,584**	**$ 604,470,328**	**$ 105,318,256**	**$ 83,865,267**
CAPITAL PROJECTS						
234 TRANSPORTATION CAPITAL PROJECT	$ 7,513,699	$ 77,806,267	$ 77,457,228	$ 77,457,228	$ -	$ 7,862,738
410 BALLPARK CONSTRUCTION	1,969	404,135	404,135	404,135	-	1,969
422 INTERGOVERNMENTAL CAP PROJ	21,374,678	102,343	20,900,213	20,900,213	-	576,808
435 COUNTY IMPROVEMENT FUND	44,917,291	500,590	22,029,606	22,029,606	-	23,388,275
445 GENERAL FUND COUNTY IMPROV	35,300,000	7,938,747	23,851,077	23,851,077	-	19,387,670
450 LONG TERM PROJECT RESERVE	7,776,317	1,594,274	3,000	3,000	-	9,367,591
455 DETENTION CAPITAL PROJECTS	(587,190)	48,585,819	121,068,464	121,068,464	-	(73,069,835)
990 FLOOD CONTROL CAPITAL PROJECTS	4,284,500	54,000,000	54,000,000	54,000,000	-	4,284,500
CAPITAL PROJECTS	**$ 120,581,264**	**$ 190,932,175**	**$ 319,713,723**	**$ 319,713,723**	**$ -**	**$ (8,200,284)**
DEBT SERVICE						
312 BOND-DEBT SERVICE	$ -	$ 23,398,680	$ 20,971,600	$ 20,971,600	$ -	$ 2,427,080
320 COUNTY IMPROVEMENT DEBT	96,720,643	2,446,393	8,920,479	8,920,479	-	90,246,557
370 STADIUM DIST DEBT SERIES02	8,434,982	5,700,800	5,125,094	5,125,094	-	9,010,688
DEBT SERVICE	**$ 105,155,625**	**$ 31,545,873**	**$ 35,017,173**	**$ 35,017,173**	**$ -**	**$ 101,684,325**
ENTERPRISE						
535 HEALTHCARE DELIVERY SYSTEM	$ (10,323,312)	$ 452,457,249	$ 452,165,681	$ 452,165,681	$ -	$ (10,031,744)
541 HEALTH PLAN	2,164,459	129,540,718	130,451,694	130,451,694	-	1,253,483
551 LONG TERM CARE PLAN	15,880,975	232,018,464	237,600,567	237,600,567	-	10,298,872
561 HEALTH SELECT	1,521,589	13,856,770	13,985,709	13,985,709	-	1,392,650
566 SENIOR SELECT PLAN	(6,340,025)	62,410,819	56,070,794	56,070,794	-	-
580 SOLID WASTE MANAGEMENT	12,156,423	650,000	900,000	900,000	-	11,906,423
ENTERPRISE	**$ 15,060,109**	**$ 890,934,020**	**$ 891,174,445**	**$ 891,174,445**	**$ -**	**$ 14,819,684**
INTERNAL SERVICE						
652 ENVIRONMENTAL CLEANUP	$ 1,378,283	$ 101,325	$ 405,760	$ 405,760	$ -	$ 1,073,848
654 EQUIPMENT SERVICES	(624,811)	8,331,591	8,171,022	8,171,022	-	(464,242)
673 REPROGRAPHICS	722,674	903,775	834,991	834,991	-	791,458
675 RISK MANAGEMENT	11,760,024	26,584,796	25,204,042	25,204,042	-	13,140,778
681 TELECOMMUNICATIONS	2,073,357	13,523,972	12,934,911	12,934,911	-	2,662,418
685 BENEFITS TRUST	3,327,425	23,635,004	23,635,004	23,635,004	-	3,327,425
INTERNAL SERVICE	**$ 18,636,952**	**$ 73,080,463**	**$ 71,185,730**	**$ 71,185,730**	**$ -**	**$ 20,531,685**
				-		
				-		
ELIMINATIONS	**$ -**	**$ (591,932,007)**	**$ (591,932,007)**	**$ (591,932,007)**	**$ -**	**$ -**

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, as well as amounts set aside to cover potential worst-case scenarios in regard to the Maricopa Integrated Health System. 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.

FY 2003-04 Fund Balance Designations

Fund/Designation	FY 2002-03	FY 2003-04	(Inc.)/Dec.	
General Fund (Fund 100)				
Budget Stabilization:				
Cash Flow/Property Tax	$ 93,000,000	$ 99,441,505	$ (6,441,505)	(1)
Cash Flow/Jail Tax	-	5,000,000	(5,000,000)	(2)
MIHS Accounts Receivable	13,000,000	13,000,000	-	(3)
MIHS Potential Lossess	40,000,000	40,000,000	-	(4)
Subtotal - Budget Stabilization	$ 146,000,000	$ 157,441,505	$ (11,441,505)	
Approved Capital Projects/County Improvement Fund (Fund 435)	$ 4,500,000	$ -	$ 4,500,000	(5)
	$ 150,500,000	$ 157,441,505	$ (6,941,505)	
Flood Control District (Fund 991)				
Budget Stabilization:				
Cash Flow/Property Tax	$ 8,000,000	$ 15,207,157	$ (7,207,157)	(1)
Library District (Fund 244)				
Budget Stabilization:				
Cash Flow/Property Tax	$ 1,700,000	$ 3,118,634	$ (1,418,634)	(1)

(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 Integrated Health 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 above and beyond losses due to a write-down of accounts receivable, based on worst-case projections.

(5) Amount needed to fund "pay as you go" capital projects 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).

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 2003-04 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 2003-04 Expenditure Limitation	$	825,529,316
Est. Adjustment for Disproportionate Share Payments		(101,760,800)
FY 2003-04 Adjusted Limitation	$	684,038,246
FY 2003-04 Expenditures Subject to Limitation	$	684,038,245
Expenditures (Over)/Under Limitation	$	1

Consolidated Expenditures by Fund Type / Department / Fund

CONSOLIDATED EXPENDITURES BY FUND TYPE/DEPARTMENT/FUND

	FY 2001-02 ACTUAL	FY 2002-03 ADOPTED RESTATED	FY 2002-03 REVISED RESTATED	FY 2002-03 PROJ. ACT. RESTATED	FY 2003-04 REQUESTED	FY 2003-04 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ALL FUNDS								
JUDICIAL BRANCH								
110 ADULT PROBATION	$ 52,635,387	$ 56,184,531	$ 55,570,746	$ 52,298,659	$ 52,575,650	$ 50,595,549	$ 4,975,197	9%
270 JUVENILE PROBATION	39,574,404	46,572,310	46,797,471	39,799,185	44,792,703	45,498,752	1,298,719	3%
800 TRIAL COURTS	66,520,912	68,502,474	68,404,513	67,028,193	69,762,404	69,945,227	(1,540,714)	-2%
Subtotal	$ 158,730,703	$ 171,259,315	$ 170,772,730	$ 159,126,038	$ 167,130,757	$ 166,039,528	$ 4,733,202	3%
ELECTED OFFICIAL								
010 BOARD OF SUPERVISORS DIST 1*	$ 216,502	$ 237,365	$ 237,365	$ 233,475	$ 240,840	$ 224,756	$ 12,609	5%
020 BOARD OF SUPERVISORS DIST 2*	204,543	237,365	237,365	226,757	240,840	224,756	12,609	5%
030 BOARD OF SUPERVISORS DIST 3*	210,465	237,365	237,365	217,743	240,840	224,756	12,609	5%
040 BOARD OF SUPERVISORS DIST 4*	183,651	237,365	237,365	218,526	240,840	224,756	12,609	5%
050 BOARD OF SUPERVISORS DIST 5*	226,145	237,365	237,365	235,053	240,840	224,756	12,609	5%
120 ASSESSOR	14,494,129	14,791,846	14,791,846	14,260,742	14,765,952	14,765,952	25,894	0%
140 CALL CENTER	1,262,475	1,323,313	1,323,313	1,319,408	1,325,517	1,325,517	(2,204)	0%
160 CLERK OF THE SUPERIOR COURT	25,886,076	29,567,733	29,705,307	28,964,257	29,287,027	28,968,365	736,942	2%
190 COUNTY ATTORNEY	50,785,599	52,747,399	53,352,894	52,350,072	53,300,669	54,982,195	(1,629,301)	-3%
210 ELECTIONS	5,937,609	10,135,373	10,135,373	10,061,519	7,808,894	8,219,888	1,915,485	19%
250 CONSTABLES	1,535,019	1,573,243	1,573,243	1,569,366	1,579,402	1,613,814	(40,571)	-3%
360 RECORDER	5,434,302	6,616,478	6,616,478	6,335,272	6,201,570	6,264,142	352,336	5%
370 SUPERINTENDENT OF SCHOOLS	1,639,616	1,855,573	1,855,573	1,867,895	1,847,755	1,847,755	7,818	0%
430 TREASURER	3,505,570	3,678,416	3,678,416	3,490,454	3,707,669	3,707,669	(29,253)	-1%
500 SHERIFF	133,418,932	140,229,896	140,229,897	135,698,905	141,770,490	141,742,325	(1,512,428)	-1%
Subtotal	$ 244,940,633	$ 263,706,095	$ 264,449,165	$ 257,049,444	$ 262,799,145	$ 264,561,402	$ (112,237)	0%
APPOINTED DEPARTMENT								
060 CLERK OF THE BOARD	$ 427,719	$ 496,686	$ 496,686	$ 475,601	$ 500,188	$ 450,169	$ 46,517	9%
150 EMERGENCY MANAGEMENT	785,916	1,163,890	1,163,890	881,464	1,429,477	1,504,551	(340,661)	-29%
170 COMMUNITY DEVELOPMENT	7,760,205	15,861,375	15,861,375	12,653,550	15,749,886	15,857,672	3,703	0%
180 FINANCE	2,394,602	2,532,406	2,532,406	2,408,296	2,555,792	2,360,213	172,193	7%
200 COUNTY ADMINISTRATIVE OFFICER	1,253,252	1,561,918	1,274,455	1,269,754	1,283,681	1,155,313	119,142	9%
220 HUMAN SERVICES	31,197,729	30,866,842	30,866,842	34,912,883	35,316,030	36,171,317	(5,304,475)	-17%
230 INTERNAL AUDIT	967,480	1,014,158	1,014,158	982,317	1,007,564	958,022	56,136	6%
260 CORRECTIONAL HEALTH	18,561,640	20,009,260	21,447,653	22,648,707	21,397,693	23,044,031	(1,596,378)	-7%
290 MEDICAL EXAMINER	3,540,974	3,888,275	4,026,828	3,851,966	3,881,203	4,088,817	(61,989)	-2%
300 PARKS & RECREATION	7,892,544	9,432,036	9,432,036	8,695,515	6,863,662	6,683,435	2,748,601	29%
310 HUMAN RESOURCES	2,649,120	3,048,334	3,048,334	2,957,916	3,823,973	2,741,834	306,500	10%
340 PUBLIC FIDUCIARY	1,809,431	1,820,125	1,820,125	1,833,982	1,841,113	1,841,113	(20,988)	-1%
350 TOTAL COMPENSATION	8,328,772	9,968,220	10,011,520	14,827,649	22,093,657	25,649,710	(15,638,190)	-156%
390 HEALTH CARE MANDATES	260,079,644	347,516,968	347,516,968	330,557,791	357,963,721	345,995,954	1,521,014	0%
400 CAPITAL FACILITIES DEVELOPMENT	151,082,539	249,325,795	249,325,795	179,808,800	125,350,686	118,425,196	130,900,599	53%
410 CHIEF INFORMATION OFFICER	5,235,908	5,341,960	5,341,960	4,822,945	5,283,784	4,877,950	464,010	9%
420 INTEGRATED CRIMINAL JUST INFO	3,656,590	4,541,898	4,541,898	3,361,371	7,236,337	7,236,337	(2,694,439)	-59%
440 PLANNING & DEVELOPMENT	6,787,738	8,472,868	8,472,868	7,833,874	7,907,794	8,210,847	262,021	3%
460 RESEARCH & REPORTING	531,576	446,622	446,622	351,199	432,723	440,000	6,622	1%
470 GENERAL GOVERNMENT	308,478,072	383,263,521	375,088,274	244,866,559	384,980,148	362,873,414	12,214,860	3%
480 APPROPRIATED FUND BALANCE	11,806,235	220,405,332	220,405,332	154,958,679	232,006,682	242,811,219	(22,405,887)	-10%
490 MANAGEMENT & BUDGET	1,545,124	1,737,360	1,737,360	1,738,239	1,740,125	1,566,112	171,248	10%
520 PUBLIC DEFENDER	27,712,402	28,788,065	28,788,065	28,413,998	28,823,845	29,245,360	(457,295)	-2%
540 LEGAL DEFENDER	4,723,410	5,077,933	5,077,933	4,840,650	5,095,061	5,507,320	(429,387)	-8%
550 LEGAL ADVOCATE	3,275,598	3,904,124	4,248,142	4,207,532	4,325,450	4,736,165	(488,023)	-11%
560 CONTRACT COUNSEL	8,255,955	5,351,493	5,158,185	9,318,501	5,009,326	9,354,848	(4,196,663)	-81%
600 HEALTH PLANS	329,686,576	429,420,684	429,420,684	445,302,754	433,417,949	440,066,400	(10,645,716)	-2%
640 TRANSPORTATION	93,920,769	132,529,670	132,529,670	98,583,062	69,095,362	126,095,364	6,434,306	5%
660 HOUSING	16,342,607	11,435,849	11,435,849	11,435,849	13,834,322	-	11,435,849	100%
670 SOLID WASTE	3,094,348	4,171,579	4,171,579	3,212,370	4,149,394	4,335,232	(163,653)	-4%
700 FACILITIES MANAGEMENT	22,991,132	26,126,831	26,126,831	24,757,464	27,730,357	26,054,852	71,979	0%
710 COMMUNICATIONS	-	-	800,490	753,893	800,490	720,441	80,049	10%
730 MATERIALS MANAGEMENT	2,084,548	2,241,787	2,241,787	2,190,477	2,263,346	2,079,713	162,074	7%
740 EQUIPMENT SERVICES	9,101,573	8,923,046	8,923,046	8,775,570	9,078,913	8,171,022	752,024	8%
750 RISK MANAGEMENT	19,449,570	23,398,383	23,398,383	23,262,710	25,807,817	25,609,802	(2,211,419)	-9%
760 TELECOMMUNICATIONS	13,634,317	12,875,220	12,875,220	12,098,738	12,942,948	12,214,470	660,750	5%
790 ANIMAL CARE & CONTROL	7,035,540	9,349,929	9,349,929	9,115,287	7,884,010	8,265,910	1,084,019	12%
860 PUBLIC HEALTH	42,537,794	43,903,415	47,231,937	52,455,184	54,985,584	55,008,134	(7,776,197)	-16%
880 ENVIRONMENTAL SERVICES	17,245,562	20,448,437	20,662,219	21,027,406	17,826,392	18,834,516	1,827,703	9%
900 HEALTH CARE DELIVERY SYSTEM	285,854,279	389,917,956	389,917,956	354,292,990	361,059,724	359,748,694	30,169,262	8%
980 ELIMINATIONS	(369,204,985)	(469,330,070)	(470,130,560)	(470,941,184)	(388,351,873)	(386,903,746)	(83,226,814)	-18%
Subtotal	$ 1,374,513,805	$ 2,011,250,180	$ 2,008,100,730	$ 1,679,802,308	$ 1,936,424,336	$ 1,964,087,723	$ 44,013,007	2%
MARICOPA COUNTY	$ 1,778,185,141	$ 2,446,215,590	$ 2,443,322,625	$ 2,095,977,790	$ 2,366,354,238	$ 2,394,688,653	$ 48,633,972	2%
690 FLOOD CONTROL DISTRICT	$ 66,173,876	$ 70,512,247	$ 70,512,245	$ 68,724,116	$ 79,803,350	$ 79,805,243	$ (9,292,998)	-13%
650 LIBRARY DISTRICT	$ 10,032,869	$ 12,602,743	$ 12,602,743	$ 14,423,501	$ 11,785,925	$ 12,612,786	$ (10,043)	0%
680 STADIUM DISTRICT	$ 76,475,361	$ 7,093,254	$ 7,093,254	$ 6,827,233	$ 7,512,845	$ 7,519,263	$ (426,009)	-6%
MARICOPA COUNTY & DISTRICTS	$ 1,930,867,247	$ 2,536,423,834	$ 2,533,530,867	$ 2,185,952,640	$ 2,465,456,358	$ 2,494,625,945	$ 38,904,922	2%

*Includes Office Administration and Supervisor's Special Projects within County Authority.

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

	FY 2001-02 ACTUAL	FY 2002-03 ADOPTED RESTATED	FY 2002-03 REVISED RESTATED	FY 2002-03 PROJ. ACT. RESTATED	FY 2003-04 REQUESTED	FY 2003-04 ADOPTED	ADOPTED VS REVISED VARIANCE	%
GENERAL FUND								
JUDICIAL BRANCH								
110 ADULT PROBATION	$ 12,092,570	$ 14,210,964	$ 14,210,964	$ 14,112,737	$ 14,200,398	$ 36,360,604	$ (22,149,640)	-156%
270 JUVENILE PROBATION	10,601,408	11,608,350	11,608,350	10,880,224	11,629,603	11,629,603	(21,253)	0%
800 TRIAL COURTS	57,046,193	57,269,924	57,219,205	57,093,026	57,767,252	58,294,709	(1,075,504)	-2%
Subtotal	$ 79,740,171	$ 83,089,238	$ 83,038,519	$ 82,085,987	$ 83,597,253	$ 106,284,916	$ (23,246,397)	-28%
ELECTED OFFICIAL								
010 BOARD OF SUPERVISORS DIST 1*	$ 216,502	$ 237,365	$ 237,365	$ 233,475	$ 240,840	$ 224,756	$ 12,609	5%
020 BOARD OF SUPERVISORS DIST 2*	204,543	237,365	237,365	226,757	240,840	224,756	12,609	5%
030 BOARD OF SUPERVISORS DIST 3*	210,465	237,365	237,365	217,743	240,840	224,756	12,609	5%
040 BOARD OF SUPERVISORS DIST 4*	183,651	237,365	237,365	218,526	240,840	224,756	12,609	5%
050 BOARD OF SUPERVISORS DIST 5*	226,145	237,365	237,365	235,053	240,840	224,756	12,609	5%
120 ASSESSOR	14,494,129	14,791,846	14,791,846	14,260,742	14,765,952	14,765,952	25,894	0%
140 CALL CENTER	1,262,475	1,323,313	1,323,313	1,319,408	1,325,517	1,325,517	(2,204)	0%
160 CLERK OF THE SUPERIOR COURT	20,129,102	21,056,852	21,107,571	21,008,746	21,173,164	21,246,744	(139,173)	-1%
190 COUNTY ATTORNEY	41,508,606	42,352,207	42,352,207	42,795,597	42,452,133	43,850,402	(1,498,195)	-4%
210 ELECTIONS	5,937,609	10,135,373	10,135,373	10,061,519	7,808,894	8,219,888	1,915,485	19%
250 CONSTABLES	1,535,019	1,573,243	1,573,243	1,569,366	1,579,402	1,613,814	(40,571)	-3%
360 RECORDER	1,777,219	1,870,954	1,870,954	1,800,669	1,859,996	1,859,996	10,958	1%
370 SUPERINTENDENT OF SCHOOLS	1,639,616	1,855,573	1,855,573	1,867,895	1,847,755	1,847,755	7,818	0%
430 TREASURER	3,505,570	3,678,416	3,678,416	3,490,454	3,707,669	3,707,669	(29,253)	-1%
500 SHERIFF	37,680,572	37,139,909	37,139,909	36,318,237	37,125,562	37,246,543	(106,634)	0%
Subtotal	$ 130,511,223	$ 136,964,511	$ 137,015,230	$ 135,624,187	$ 134,850,244	$ 136,808,060	$ 207,170	0%
APPOINTED DEPARTMENT								
060 CLERK OF THE BOARD	$ 427,719	$ 496,686	$ 496,686	$ 475,601	$ 500,188	$ 450,169	$ 46,517	9%
150 EMERGENCY MANAGEMENT	59,184	77,108	77,108	75,464	77,108	152,182	(75,074)	-97%
180 FINANCE	2,394,602	2,532,406	2,532,406	2,408,296	2,555,792	2,360,213	172,193	7%
200 COUNTY ADMINISTRATIVE OFFICER	1,253,252	1,561,918	1,274,455	1,269,754	1,283,681	1,155,313	119,142	9%
220 HUMAN SERVICES	1,307,799	1,267,103	1,267,103	1,267,106	1,265,533	1,138,980	128,123	10%
230 INTERNAL AUDIT	967,480	1,014,158	1,014,158	982,317	1,007,564	958,022	56,136	6%
290 MEDICAL EXAMINER	3,540,974	3,888,275	3,888,275	3,713,413	3,881,203	3,881,203	7,072	0%
300 PARKS & RECREATION	1,611,715	1,740,404	1,740,404	1,638,851	1,744,191	1,514,166	226,238	13%
310 HUMAN RESOURCES	2,649,120	3,048,334	3,048,334	2,957,916	3,823,973	2,741,834	306,500	10%
340 PUBLIC FIDUCIARY	1,809,431	1,820,125	1,820,125	1,833,982	1,841,113	1,841,113	(20,988)	-1%
350 TOTAL COMPENSATION	1,967,239	2,039,644	2,082,944	2,048,030	1,320,132	2,014,706	68,238	3%
390 HEALTH CARE MANDATES	257,495,023	345,016,968	345,016,968	326,912,207	353,463,721	341,495,954	3,521,014	1%
410 CHIEF INFORMATION OFFICER	5,235,908	5,341,960	5,341,960	4,822,945	5,283,784	4,877,950	464,010	9%
470 GENERAL GOVERNMENT	128,102,906	202,338,821	197,035,464	164,307,591	252,852,943	230,972,737	(33,937,273)	-17%
480 APPROPRIATED FUND BALANCE	11,806,235	94,560,954	94,560,954	52,062,812	126,688,426	137,492,963	(42,932,009)	-45%
490 MANAGEMENT & BUDGET	1,545,124	1,737,360	1,737,360	1,738,239	1,740,125	1,566,112	171,248	10%
520 PUBLIC DEFENDER	26,185,993	27,216,686	27,216,686	26,804,745	27,201,077	27,611,790	(395,104)	-1%
540 LEGAL DEFENDER	4,660,902	4,997,933	4,997,933	4,773,929	5,017,633	5,428,346	(430,413)	-9%
550 LEGAL ADVOCATE	3,250,156	3,889,282	4,233,300	4,196,969	4,315,034	4,725,749	(492,449)	-12%
560 CONTRACT COUNSEL	8,255,955	5,351,493	5,158,185	9,318,501	5,009,326	9,354,848	(4,196,663)	-81%
700 FACILITIES MANAGEMENT	22,991,132	26,126,831	26,126,831	24,757,464	27,730,357	26,054,852	71,979	0%
730 MATERIALS MANAGEMENT	1,383,199	1,380,984	1,380,984	1,353,073	1,383,024	1,244,722	136,262	10%
790 ANIMAL CARE & CONTROL	304,041	304,041	304,041	304,041	304,041	304,041	-	0%
860 PUBLIC HEALTH	5,827,419	6,362,882	6,468,744	6,287,959	6,543,860	6,493,512	(24,768)	0%
880 ENVIRONMENTAL SERVICES	783,011	737,332	737,332	751,906	737,408	753,844	(16,512)	-2%
Subtotal	$ 495,815,519	$ 744,849,688	$ 739,558,740	$ 647,063,111	$ 837,571,237	$ 816,585,321	$ (77,026,581)	-10%
MARICOPA COUNTY	$ 706,066,913	$ 964,903,437	$ 959,612,489	$ 864,773,285	$ 1,056,018,734	$ 1,059,678,297	$ (100,065,808)	-10%

*Includes Office Administration and Supervisor's Special Projects within County Authority.

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

	FY 2001-02 ACTUAL	FY 2002-03 ADOPTED RESTATED	FY 2002-03 REVISED RESTATED	FY 2002-03 PROJ. ACT. RESTATED	FY 2003-04 REQUESTED	FY 2003-04 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE								
JUDICIAL BRANCH								
110 ADULT PROBATION								
201 ADULT PROBATION FEES	$ 9,047,600	$ 8,687,839	$ 9,687,839	$ 7,776,112	$ 8,076,903	$ 8,205,000	$ 1,482,839	15%
211 ADULT PROBATION GRANTS	31,495,217	33,285,728	31,671,943	30,409,810	30,298,349	6,029,945	25,641,998	81%
Dept Total	$ 40,542,817	$ 41,973,567	$ 41,359,782	$ 38,185,922	$ 38,375,252	$ 14,234,945	$ 27,124,837	66%
270 JUVENILE PROBATION								
227 JUVENILE COURT GRANTS	$ 14,321,723	$ 17,852,661	$ 18,077,822	$ 14,782,513	$ 15,544,747	$ 16,245,747	$ 1,832,075	10%
228 JUVENILE COURT SPECIAL FEES	967,307	1,154,482	1,154,482	849,929	901,479	946,528	207,954	18%
229 JUVENILE RESTITUTION FUND	2,766	50,000	50,000	1,716	50,000	10,000	40,000	80%
255 DETENTION OPERATIONS	12,494,760	14,784,146	14,784,146	12,615,032	15,617,051	15,617,051	(832,905)	-6%
275 JUVENILE PROBATION DIVERSION	186,620	342,425	342,425	177,338	268,425	268,425	74,000	22%
Dept Total	$ 27,973,176	$ 34,183,714	$ 34,408,875	$ 28,426,528	$ 32,381,702	$ 33,087,751	$ 1,321,124	4%
800 TRIAL COURTS								
204 JUSTICE CT JUDICIAL ENHANCEMNT	$ 75,729	$ 759,873	$ 759,873	$ 509,570	$ 610,011	$ 610,011	$ 149,862	20%
208 JUDICIAL ENHANCEMENT	430,673	600,000	600,000	131,498	600,000	600,000	-	0%
238 SUPERIOR COURT GRANTS	1,188,025	1,356,000	1,356,000	1,231,623	1,356,000	1,356,000	-	0%
245 JUSTICE COURT ENHANCEMENT	38,850	463,900	463,900	463,900	463,900	466,234	(2,334)	-1%
246 JUSTICE COURTS GRANTS	147,618	251,500	162,124	140,997	162,124	179,320	(17,196)	-11%
256 PROBATE FEES	305,685	388,576	388,576	409,058	388,576	388,576	-	0%
257 CONCILIATION COURT FEES	1,585,735	1,556,640	1,556,640	1,468,861	1,556,639	1,552,010	4,630	0%
258 COURT AUTOMATED SERVICES	400,639	549,976	549,976	511,634	549,976	531,729	18,247	3%
259 SUPERIOR COURT SPECIAL REVENUE	2,300,253	3,193,356	3,193,356	2,698,969	3,535,338	3,206,996	(13,640)	0%
261 LAW LIBRARY FEES	1,023,140	800,000	800,000	757,202	800,000	800,000	-	0%
264 SUPERIOR COURT FILL THE GAP	1,854,245	958,040	1,000,173	1,372,386	1,525,636	1,525,690	(525,517)	-53%
280 OLD COURTHOUSE RESTORATION	4	10,000	10,000	-	10,000	10,000	-	0%
281 CHILDREN'S ISSUES EDUCATION	3,399	20,000	20,000	11,320	52,950	52,950	(32,950)	-165%
282 DOM REL MEDIATION EDUCATION	120,724	124,689	124,690	225,994	184,002	171,002	(46,312)	-37%
748 JUROR IMPROVEMENT	-	200,000	200,000	2,155	200,000	200,000	-	0%
Dept Total	$ 9,474,719	$ 11,232,550	$ 11,185,308	$ 9,935,167	$ 11,995,152	$ 11,650,518	$ (465,210)	-4%
JUDICIAL BRANCH TOTAL	$ 77,990,712	$ 87,389,831	$ 86,953,965	$ 76,547,618	$ 82,752,106	$ 58,973,214	$ 27,980,751	32%
ELECTED OFFICIAL								
160 CLERK OF THE SUPERIOR COURT								
205 COURT DOCUMENT RETRIEVAL	$ 1,421,951	$ 1,507,254	$ 1,507,254	$ 1,249,714	$ 1,234,127	$ 1,128,725	$ 378,529	25%
208 JUDICIAL ENHANCEMENT	861,105	1,252,990	1,252,990	789,712	1,001,380	1,001,380	251,610	20%
216 CLERK OF THE COURT GRANTS	1,133,128	1,668,421	1,668,421	1,611,346	1,450,000	1,450,000	218,421	13%
218 CLERK OF COURT FILL THE GAP	1,316,629	1,800,000	1,886,855	2,031,230	2,174,229	1,886,855	-	0%
258 COURT AUTOMATED SERVICES	224,204	234,164	234,164	220,011	181,000	181,000	53,164	23%
270 CHILD SUPPORT ENHANCEMENT	131,818	192,875	127,875	103,144	125,000	125,000	2,875	2%
271 EXPEDITED CHILD SUPPORT	449,420	399,569	399,569	406,235	399,569	399,569	-	0%
272 CHILD SUPPORT AUTOMATION	58,935	14,894	14,894	14,894	18,157	18,691	(3,797)	-25%
273 VICTIM LOCATION	15,202	40,714	40,714	37,404	35,401	35,401	5,313	13%
274 CLERK OF THE COURT EDMS	144,582	1,400,000	1,400,000	1,443,272	1,400,000	1,400,000	-	0%
276 SPOUSAL MAINT ENF ENHANCEMENT	-	-	65,000	48,549	95,000	95,000	(30,000)	-46%
Dept Total	$ 5,756,974	$ 8,510,881	$ 8,597,736	$ 7,955,511	$ 8,113,863	$ 7,721,621	$ 876,115	10%
190 COUNTY ATTORNEY								
213 COUNTY ATTORNEY RICO	$ 380,508	$ 1,300,000	$ 1,300,000	$ 400,000	$ 1,300,000	$ 1,300,000	$ -	0%
219 COUNTY ATTORNEY GRANTS	4,958,669	4,859,485	5,067,196	5,052,207	5,263,576	5,263,576	(196,380)	-4%
220 DIVERSION	823,146	1,000,000	1,000,000	999,999	830,000	1,000,000	-	0%
221 COUNTY ATTORNEY FILL THE GAP	811,737	442,216	840,000	794,855	1,266,624	1,576,624	(736,624)	-88%
266 CHECK ENFORCEMENT PROGRAM	810,098	718,491	718,491	551,067	752,236	502,197	216,294	30%
267 CRIM JUSTICE ENHANCEMENT	1,476,839	1,800,000	1,800,000	1,328,348	1,303,354	1,361,500	438,500	24%
268 VICTIM COMP AND ASSISTANCE	15,996	75,000	75,000	128,000	57,309	75,000	-	0%
269 VICTIM COMP RESTITUTION INT	-	200,000	200,000	300,000	75,437	52,896	147,104	74%
Dept Total	$ 9,276,993	$ 10,395,192	$ 11,000,687	$ 9,554,475	$ 10,848,536	$ 11,131,793	$ (131,106)	-1%
360 RECORDER								
236 RECORDER'S SURCHARGE	$ 3,657,083	$ 4,745,524	$ 4,745,524	$ 4,534,603	$ 4,341,574	$ 4,404,146	$ 341,378	7%
Dept Total	$ 3,657,083	$ 4,745,524	$ 4,745,524	$ 4,534,603	$ 4,341,574	$ 4,404,146	$ 341,378	7%
500 SHERIFF								
203 SHERIFF DONATIONS	$ 10,535	$ 16,400	$ 16,400	$ 2,592	$ 16,400	$ 16,400	$ -	0%
251 SHERIFF GRANTS	4,275,560	6,706,367	6,706,367	5,994,503	6,682,116	5,454,116	1,252,251	19%
252 INMATE SERVICES	6,687,843	8,550,688	8,550,688	6,950,699	8,368,009	9,806,758	(1,256,070)	-15%
254 INMATE HEALTH SERVICES	16,514	156,800	156,800	120,423	50,840	50,840	105,960	68%
255 DETENTION OPERATIONS	81,869,531	85,953,950	85,953,950	84,876,372	87,822,192	87,462,297	(1,508,347)	-2%
Dept Total	$ 92,859,983	$ 101,384,205	$ 101,384,205	$ 97,944,589	$ 102,939,557	$ 102,790,411	$ (1,406,206)	-1%
ELECTED OFFICIAL TOTAL	$ 111,551,033	$ 125,035,802	$ 125,728,152	$ 119,989,178	$ 126,243,530	$ 126,047,971	$ (319,819)	0%
APPOINTED DEPARTMENT								
150 EMERGENCY MANAGEMENT								
207 PALO VERDE	$ 166,554	$ 237,335	$ 237,335	$ 204,293	$ 286,424	$ 286,424	$ (49,089)	-21%
215 EMERGENCY MANAGEMENT	560,178	849,447	849,447	601,707	1,065,945	1,065,945	(216,498)	-25%
Dept Total	$ 726,732	$ 1,086,782	$ 1,086,782	$ 806,000	$ 1,352,369	$ 1,352,369	$ (265,587)	-24%
170 COMMUNITY DEVELOPMENT								
217 CDBG	$ 7,760,205	$ 15,861,375	$ 15,861,375	$ 12,653,550	$ 15,749,886	$ 15,857,672	$ 3,703	0%
Dept Total	$ 7,760,205	$ 15,861,375	$ 15,861,375	$ 12,653,550	$ 15,749,886	$ 15,857,672	$ 3,703	0%
220 HUMAN SERVICES								
222 HUMAN SERVICES GRANTS	$ 29,889,930	$ 29,599,739	$ 29,599,739	$ 33,645,777	$ 34,050,497	$ 35,032,337	$ (5,432,598)	-18%
Dept Total	$ 29,889,930	$ 29,599,739	$ 29,599,739	$ 33,645,777	$ 34,050,497	$ 35,032,337	$ (5,432,598)	-18%

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

	FY 2001-02 ACTUAL	FY 2002-03 ADOPTED RESTATED	FY 2002-03 REVISED RESTATED	FY 2002-03 PROJ. ACT. RESTATED	FY 2003-04 REQUESTED	FY 2003-04 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE (Continued)								
APPOINTED DEPARTMENT								
260 CORRECTIONAL HEALTH								
255 DETENTION OPERATIONS	$ 18,484,284	$ 18,767,325	$ 20,205,718	$ 21,762,417	$ 21,162,467	$ 21,837,046	$ (1,631,328)	-8%
292 CORRECTIONAL HEALTH GRANT	77,356	1,047,152	1,047,152	705,897	78,727	1,050,486	(3,334)	0%
Dept Total	$ 18,561,640	$ 19,814,477	$ 21,252,870	$ 22,468,314	$ 21,241,194	$ 22,887,532	$ (1,634,662)	-8%
290 MEDICAL EXAMINER								
224 MEDICAL EXAMINER GRANTS	$ -	$ -	$ 138,553	$ 138,553	$ -	$ 207,614	$ (69,061)	-50%
Dept Total	$ -	$ -	$ 138,553	$ 138,553	$ -	$ 207,614	$ (69,061)	-50%
300 PARKS & RECREATION								
225 SPUR CROSS RANCH CONSERVATION	$ 380,482	$ 415,553	$ 415,553	$ 316,662	$ 530,922	$ 417,714	$ (2,161)	-1%
230 PARKS & REC. GRANTS	14,183	416,926	416,926	167,135	388,470	388,470	28,456	7%
239 PARKS SOUVENIR FUND	44,838	21,000	21,000	48,024	21,000	52,000	(31,000)	-148%
240 LAKE PLEASANT RECREATION SVCS	4,331,100	4,090,768	4,090,768	4,360,454	1,824,950	1,824,950	2,265,818	55%
241 PARKS ENHANCEMENT FUND	1,975,105	2,415,885	2,415,885	2,173,641	2,134,876	2,266,882	149,003	6%
243 PARKS DONATIONS FUND	18,646	331,500	331,500	7,748	236,253	236,253	95,247	29%
Dept Total	$ 6,764,354	$ 7,691,632	$ 7,691,632	$ 7,073,664	$ 5,136,471	$ 5,186,269	$ 2,505,363	33%
390 HEALTH CARE MANDATES								
255 DETENTION OPERATIONS	$ 2,584,621	$ 2,500,000	$ 2,500,000	$ 3,645,584	$ 4,500,000	$ 4,500,000	$ (2,000,000)	-80%
Dept Total	$ 2,584,621	$ 2,500,000	$ 2,500,000	$ 3,645,584	$ 4,500,000	$ 4,500,000	$ (2,000,000)	-80%
420 INTEGRATED CRIMINAL JUST INFO								
255 DETENTION OPERATIONS	$ 3,656,590	$ 4,541,898	$ 4,541,898	$ 3,361,371	$ 7,236,337	$ 7,236,337	$ (2,694,439)	-59%
Dept Total	$ 3,656,590	$ 4,541,898	$ 4,541,898	$ 3,361,371	$ 7,236,337	$ 7,236,337	$ (2,694,439)	-59%
440 PLANNING & DEVELOPMENT								
226 PLANNING AND DEVELOPMENT FEES	$ 6,687,431	$ 8,339,004	$ 8,339,004	$ 7,721,993	$ 7,767,748	$ 8,065,872	$ 273,132	3%
235 PLANNING & DEVELOPMENT GRANTS	100,307	133,864	133,864	111,881	140,046	144,975	(11,111)	-8%
Dept Total	$ 6,787,738	$ 8,472,868	$ 8,472,868	$ 7,833,874	$ 7,907,794	$ 8,210,847	$ 262,021	3%
460 RESEARCH & REPORTING								
260 RESEARCH & REPORTING	$ 531,576	$ 446,622	$ 446,622	$ 351,199	$ 432,723	$ 440,000	$ 6,622	1%
Dept Total	$ 531,576	$ 446,622	$ 446,622	$ 351,199	$ 432,723	$ 440,000	$ 6,622	1%
470 GENERAL GOVERNMENT								
210 WASTE MANAGEMENT	$ (27,773)	$ 3,906,314	$ 2,472,816	$ 25,597	$ 4,709,899	$ 479,899	$ 1,992,917	81%
249 GENERAL GOVERNMENT GRANTS	2,100,000	17,766,301	17,766,301	17,766,301	-	4,003,472	13,762,829	77%
255 DETENTION OPERATIONS	90,291,418	8,829,000	7,390,608	4,900,174	30,744,331	30,744,331	(23,353,723)	-316%
Dept Total	$ 92,363,645	$ 30,501,615	$ 27,629,725	$ 22,692,072	$ 35,454,230	$ 35,227,702	$ (7,597,977)	-27%
480 APPROPRIATED FUND BALANCE								
255 DETENTION OPERATIONS	$ -	$ 125,844,378	$ 125,844,378	$ 102,895,867	$ 105,318,256	$ 105,318,256	$ 20,526,122	16%
Dept Total	$ -	$ 125,844,378	$ 125,844,378	$ 102,895,867	$ 105,318,256	$ 105,318,256	$ 20,526,122	16%
520 PUBLIC DEFENDER								
209 PUBLIC DEFENDER TRAINING	$ 373,831	$ 350,000	$ 350,000	$ 330,807	$ 330,808	$ 330,808	$ 19,192	5%
233 PUBLIC DEFENDER GRANTS	376,511	405,511	405,511	373,658	387,172	397,974	7,537	2%
262 PUBLIC DEFENDER FILL THE GAP	776,067	815,868	815,868	904,788	904,788	904,788	(88,920)	-11%
Dept Total	$ 1,526,409	$ 1,571,379	$ 1,571,379	$ 1,609,253	$ 1,622,768	$ 1,633,570	$ (62,191)	-4%
540 LEGAL DEFENDER								
209 PUBLIC DEFENDER TRAINING	$ 27,508	$ 40,000	$ 40,000	$ 26,578	$ 36,000	$ 36,000	$ 4,000	10%
263 LEGAL DEFENDER FILL THE GAP	35,000	40,000	40,000	40,143	41,428	42,974	(2,974)	-7%
Dept Total	$ 62,508	$ 80,000	$ 80,000	$ 66,721	$ 77,428	$ 78,974	$ 1,026	1%
550 LEGAL ADVOCATE								
209 PUBLIC DEFENDER TRAINING	$ 25,442	$ 14,842	$ 14,842	$ 10,563	$ 10,416	$ 10,416	$ 4,426	30%
	-	-	-	-	-	-	-	
Dept Total	$ 25,442	$ 14,842	$ 14,842	$ 10,563	$ 10,416	$ 10,416	$ 4,426	30%
600 HEALTH PLANS								
248 SAIL GRANTS	$ 1,441,402	$ 1,812,463	$ 1,812,463	$ 1,957,463	$ 1,957,636	$ 1,957,636	$ (145,173)	-8%
Dept Total	$ 1,441,402	$ 1,812,463	$ 1,812,463	$ 1,957,463	$ 1,957,636	$ 1,957,636	$ (145,173)	-8%
640 TRANSPORTATION								
223 TRANSPORTATION GRANTS	$ 24,038	$ 682,000	$ 682,000	$ 682,000	$ 350,000	$ 350,000	$ 332,000	49%
232 TRANSPORTATION OPERATIONS	93,896,731	100,540,927	100,540,927	92,709,204	48,288,134	105,288,136	(4,747,209)	-5%
Dept Total	$ 93,920,769	$ 101,222,927	$ 101,222,927	$ 93,391,204	$ 48,638,134	$ 105,638,136	$ (4,415,209)	-4%
650 LIBRARY DISTRICT								
242 LIBRARY DISTRICT GRANTS	$ 109,265	$ 25,000	$ 25,000	$ 158,889	$ 25,000	$ 25,000	$ -	0%
244 LIBRARY DISTRICT	9,923,604	12,577,743	12,577,743	14,264,612	11,760,925	12,587,786	(10,043)	0%
Dept Total	$ 10,032,869	$ 12,602,743	$ 12,602,743	$ 14,423,501	$ 11,785,925	$ 12,612,786	$ (10,043)	0%
660 HOUSING								
295 HOUSING GRANTS	$ 16,336,186	$ 11,435,849	$ 11,435,849	$ 11,435,849	$ 13,834,322	$ -	$ 11,435,849	100%
590 HOUSING GRANTS PAYROLL	6,421	-	-	-	-	-	-	
Dept Total	$ 16,342,607	$ 11,435,849	$ 11,435,849	$ 11,435,849	$ 13,834,322	$ -	$ 11,435,849	100%
670 SOLID WASTE								
290 WASTE TIRE	$ 2,348,921	$ 3,472,515	$ 3,472,515	$ 2,538,007	$ 3,440,050	$ 3,435,232	$ 37,283	1%
	-	-	-	-	-	-	-	
Dept Total	$ 2,348,921	$ 3,472,515	$ 3,472,515	$ 2,538,007	$ 3,440,050	$ 3,435,232	$ 37,283	1%
680 STADIUM DISTRICT								
250 CACTUS LEAGUE OPERATIONS	$ 6,061,004	$ 109,371	$ 109,371	$ 67,649	$ 109,371	$ 109,371	$ -	0%
253 BALLPARK OPERATIONS	8,740,781	3,464,807	3,464,807	3,283,413	3,465,519	3,471,937	(7,130)	0%
Dept Total	$ 14,801,785	$ 3,574,178	$ 3,574,178	$ 3,351,063	$ 3,574,890	$ 3,581,308	$ (7,130)	0%
690 FLOOD CONTROL DISTRICT								
	-	-	-	-	-	-	-	
991 FLOOD CONTROL	$ 66,173,876	$ 74,407,250	$ 74,407,250	$ 73,008,616	$ 79,803,350	$ 79,805,243	$ (5,397,993)	-7%
Dept Total	$ 66,173,876	$ 74,407,250	$ 74,407,250	$ 73,008,616	$ 79,803,350	$ 79,805,243	$ (5,397,993)	-7%

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

	FY 2001-02 ACTUAL	FY 2002-03 ADOPTED RESTATED	FY 2002-03 REVISED RESTATED	FY 2002-03 PROJ. ACT. RESTATED	FY 2003-04 REQUESTED	FY 2003-04 ADOPTED	ADOPTED VS REVISED VARIANCE	%
SPECIAL REVENUE (Continued)								
APPOINTED DEPARTMENT								
790 ANIMAL CARE & CONTROL								
572 ANIMAL CONTROL LICENSE/SHELTER	$ 4,554,571	$ 6,441,265	$ 6,441,265	$ 6,328,133	$ 5,261,597	$ 5,381,750	$ 1,059,515	16%
573 ANIMAL CONTROL GRANTS	258,818	258,818	258,818	258,818	-	348,256	(89,438)	-35%
574 ANIMAL CONTROL FIELD OPERATION	1,918,110	2,345,805	2,345,805	2,224,295	2,318,372	2,231,863	113,942	5%
Dept Total	$ 6,731,499	$ 9,045,888	$ 9,045,888	$ 8,811,246	$ 7,579,969	$ 7,961,869	$ 1,084,019	12%
860 PUBLIC HEALTH								
265 PUBLIC HEALTH FEES	$ 2,502,800	$ 3,082,585	$ 3,516,083	$ 2,945,456	$ 3,354,397	$ 3,689,365	$ (173,282)	-5%
532 PUBLIC HEALTH GRANTS	34,207,575	34,457,948	37,247,110	43,221,769	45,087,327	44,825,257	(7,578,147)	-20%
Dept Total	$ 36,710,375	$ 37,540,533	$ 40,763,193	$ 46,167,225	$ 48,441,724	$ 48,514,622	$ (7,751,429)	-19%
880 ENVIRONMENTAL SERVICES								
504 AIR QUALITY FEES	$ 4,637,163	$ 6,313,697	$ 6,313,697	$ 6,719,968	$ 4,984,392	$ 5,457,543	$ 856,154	14%
505 ENVIRONMENTAL SERVICES GRANT	3,517,081	3,719,080	3,932,862	3,573,397	3,823,826	3,893,983	38,879	1%
506 ENVIRONMTL SVCS ENV HEALTH	8,308,307	9,678,328	9,678,328	9,982,135	8,280,766	8,729,146	949,182	10%
Dept Total	$ 16,462,551	$ 19,711,105	$ 19,924,887	$ 20,275,500	$ 17,088,984	$ 18,080,672	$ 1,844,215	9%
APPOINTED DEPARTMENT TOTAL	$ 436,208,044	$ 522,853,058	$ 524,994,556	$ 494,612,036	$ 476,235,353	$ 524,767,399	$ 227,157	0%
SPECIAL REVENUE TOTAL	$ 625,749,789	$ 735,278,691	$ 737,676,673	$ 691,148,832	$ 685,230,989	$ 709,788,584	$ 27,888,089	4%

	FY 2001-02 ACTUAL	FY 2002-03 ADOPTED RESTATED	FY 2002-03 REVISED RESTATED	FY 2002-03 PROJ. ACT. RESTATED	FY 2003-04 REQUESTED	FY 2003-04 ADOPTED	ADOPTED VS REVISED VARIANCE	%
DEBT SERVICE								
APPOINTED DEPARTMENT								
470 GENERAL GOVERNMENT								
312 BOND-DEBT SERVICING	$ 42,207,646	$ 21,347,350	$ 21,347,350	$ 20,489,017	$ 20,971,600	$ 20,971,600	$ 375,750	2%
320 COUNTY IMPROVEMENT DEBT	18,513,782	18,293,455	18,293,455	18,293,455	8,920,479	8,920,479	9,372,976	51%
Dept Total	$ 60,721,428	$ 39,640,805	$ 39,640,805	$ 38,782,472	$ 29,892,079	$ 29,892,079	$ 9,748,726	25%
680 STADIUM DISTRICT								
370 STADIUM DIST DEBT SERIES02	$ 59,252,875	$ 4,240,094	$ 4,240,094	$ 4,201,860	$ 5,125,094	$ 5,125,094	$ (885,000)	-21%
371 STADIUM DEBT SERVICES-1993A	279,763	-	-	-	-	-	-	
373 STADIUM DEBT SERVICES-1993B	32,489	-	-	-	-	-	-	
375 STADIUM DEBT SERVICES-PEORIA	681,751	-	-	-	-	-	-	
377 STADIUM DEBT SERVICES-1996	241,339	-	-	-	-	-	-	
378 MESA SUBORDINATE DEBT	615,168	-	-	-	-	-	-	
379 MARYVALE SUBORDINATE DEBT	615,168	-	-	-	-	-	-	
Dept Total	$ 61,718,553	$ 4,240,094	$ 4,240,094	$ 4,201,860	$ 5,125,094	$ 5,125,094	$ (885,000)	-21%
APPOINTED DEPARTMENT TOTAL	$ 122,439,981	$ 43,880,899	$ 43,880,899	$ 42,984,332	$ 35,017,173	$ 35,017,173	$ 8,863,726	20%
DEBT SERVICE TOTAL	$ 122,439,981	$ 43,880,899	$ 43,880,899	$ 42,984,332	$ 35,017,173	$ 35,017,173	$ 8,863,726	20%

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

	FY 2001-02 ACTUAL	FY 2002-03 ADOPTED RESTATED	FY 2002-03 REVISED RESTATED	FY 2002-03 PROJ. ACT. RESTATED	FY 2003-04 REQUESTED	FY 2003-04 ADOPTED	ADOPTED VS REVISED VARIANCE	%
CAPITAL PROJECTS								
JUDICIAL BRANCH								
270 JUVENILE PROBATION								
455 DETENTION CAPITAL PROJECTS	$ 999,820	$ 780,246	$ 780,246	$ 492,433	$ 781,398	$ 781,398	$ (1,152)	0%
Dept Total	$ 999,820	$ 780,246	$ 780,246	$ 492,433	$ 781,398	$ 781,398	$ (1,152)	0%
JUDICIAL BRANCH TOTAL	$ 999,820	$ 780,246	$ 780,246	$ 492,433	$ 781,398	$ 781,398	$ (1,152)	0%
ELECTED OFFICIAL								
500 SHERIFF								
455 DETENTION CAPITAL PROJECTS	$ 2,878,377	$ 1,705,782	$ 1,705,783	$ 1,436,079	$ 1,705,371	$ 1,705,371	$ 412	0%
Dept Total	$ 2,878,377	$ 1,705,782	$ 1,705,783	$ 1,436,079	$ 1,705,371	$ 1,705,371	$ 412	0%
ELECTED OFFICIAL TOTAL	$ 2,878,377	$ 1,705,782	$ 1,705,783	$ 1,436,079	$ 1,705,371	$ 1,705,371	$ 412	0%
APPOINTED DEPARTMENT								
260 CORRECTIONAL HEALTH								
455 DETENTION CAPITAL PROJECTS	$ -	$ 194,783	$ 194,783	$ 180,393	$ 156,499	$ 156,499	$ 38,284	20%
Dept Total	$ -	$ 194,783	$ 194,783	$ 180,393	$ 156,499	$ 156,499	$ 38,284	20%
400 CAPITAL FACILITIES DEVELOPMENT								
455 DETENTION CAPITAL PROJECTS	$ 151,082,539	$ 249,325,795	$ 249,325,795	$ 179,808,800	$ 125,350,686	$ 118,425,196	$ 130,900,599	53%
Dept Total	$ 151,082,539	$ 249,325,795	$ 249,325,795	$ 179,808,800	$ 125,350,686	$ 118,425,196	$ 130,900,599	53%
470 GENERAL GOVERNMENT								
422 INTERGOVERNMENTAL CAP PROJ	$ -	$ 21,915,097	$ 21,915,097	$ 7,210,480	$ 20,900,213	$ 20,900,213	$ 1,014,884	5%
435 COUNTY IMPROVEMENT FUND	27,290,093	88,867,183	88,867,183	10,923,944	22,029,606	22,029,606	66,837,577	75%
445 GENERAL FUND COUNTY IMPROV PROJ	-	-	-	950,000	23,851,077	23,851,077	(23,851,077)	
Dept Total	$ 27,290,093	$ 110,782,280	$ 110,782,280	$ 19,084,424	$ 66,780,896	$ 66,780,896	$ 44,001,384	40%
640 TRANSPORTATION								
234 TRANSPORTATION CAPITAL PROJECT	$ 48,684,801	$ 84,306,743	$ 84,306,743	$ 58,191,858	$ 77,457,228	$ 77,457,228	$ 6,849,515	8%
Dept Total	$ 48,684,801	$ 84,306,743	$ 84,306,743	$ 58,191,858	$ 77,457,228	$ 77,457,228	$ 6,849,515	8%
690 FLOOD CONTROL DISTRICT								
990 FLOOD CONTROL CAPITAL PROJECTS	$ 42,333,771	$ 45,104,997	$ 45,104,995	$ 44,515,500	$ 54,000,000	$ 54,000,000	$ (8,895,005)	-20%
Dept Total	$ 42,333,771	$ 45,104,997	$ 45,104,995	$ 44,515,500	$ 54,000,000	$ 54,000,000	$ (8,895,005)	-20%
650 LIBRARY DISTRICT								
440 LIBRARY DIST CAPITAL PROJECTS	$ -	$ 1,102,200	$ 1,102,200	$ 1,102,200	$ -	$ -	$ 1,102,200	100%
Dept Total	$ -	$ 1,102,200	$ 1,102,200	$ 1,102,200	$ -	$ -	$ 1,102,200	100%
680 STADIUM DISTRICT								
410 BALLPARK CONSTRUCTION	$ 6,613,704	$ 1,000,000	$ 1,000,000	$ 998,328	$ 404,135	$ 404,135	$ 595,865	60%
450 LONG TERM PROJECT RESERVE	6,002,500	3,000	3,000	-	3,000	3,000	-	0%
Dept Total	$ 12,616,204	$ 1,003,000	$ 1,003,000	$ 998,328	$ 407,135	$ 407,135	$ 595,865	59%
APPOINTED DEPARTMENT TOTAL	$ 282,007,408	$ 491,819,798	$ 491,819,796	$ 303,881,503	$ 324,152,444	$ 317,226,954	$ 174,592,842	35%
CAPITAL PROJECTS TOTAL	$ 285,885,605	$ 494,305,826	$ 494,305,825	$ 305,810,015	$ 326,639,213	$ 319,713,723	$ 174,592,102	35%

	FY 2001-02 ACTUAL	FY 2002-03 ADOPTED RESTATED	FY 2002-03 REVISED RESTATED	FY 2002-03 PROJ. ACT. RESTATED	FY 2003-04 REQUESTED	FY 2003-04 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ENTERPRISE								
APPOINTED DEPARTMENT								
600 HEALTH PLANS								
541 HEALTH PLAN	$ 75,909,925	$ 104,605,320	$ 104,605,320	$ 120,201,974	$ 125,760,127	$ 130,451,694	$ (25,846,374)	-25%
551 LONG TERM CARE PLAN	201,434,070	251,055,472	251,055,472	245,559,612	237,590,605	237,600,567	13,454,905	5%
561 HEALTH SELECT	6,657,413	10,057,680	10,057,680	12,014,326	12,039,639	13,985,709	(3,928,029)	-39%
566 SENIOR SELECT PLAN	44,056,485	61,889,749	61,889,749	65,569,379	56,069,942	56,070,794	5,818,955	9%
570 HEALTH PLAN ADMINISTRATION	187,281	-	-	-	-	-	-	
Dept Total	$ 328,245,174	$ 427,608,221	$ 427,608,221	$ 443,345,291	$ 431,460,313	$ 438,108,764	$ (10,500,543)	-2%
670 SOLID WASTE								
580 SOLID WASTE MANAGEMENT	$ 745,427	$ 699,064	$ 699,064	$ 674,363	$ 709,344	$ 900,000	$ (200,936)	-29%
Dept Total	$ 745,427	$ 699,064	$ 699,064	$ 674,363	$ 709,344	$ 900,000	$ (200,936)	-29%
900 HEALTH CARE DELIVERY SYSTEM								
535 HEALTHCARE DELIVERY SYSTEM	$ 364,792,364	$ 470,537,192	$ 470,537,192	$ 434,912,226	$ 453,476,711	$ 452,165,681	$ 18,371,511	4%
Dept Total	$ 364,792,364	$ 470,537,192	$ 470,537,192	$ 434,912,226	$ 453,476,711	$ 452,165,681	$ 18,371,511	4%
APPOINTED DEPARTMENT TOTAL	$ 693,782,965	$ 898,844,477	$ 898,844,477	$ 878,931,880	$ 885,646,368	$ 891,174,445	$ 7,670,032	1%
ENTERPRISE TOTAL	$ 693,782,965	$ 898,844,477	$ 898,844,477	$ 878,931,880	$ 885,646,368	$ 891,174,445	$ 7,670,032	1%

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

	FY 2001-02 ACTUAL	FY 2002-03 ADOPTED RESTATED	FY 2002-03 REVISED RESTATED	FY 2002-03 PROJ. ACT. RESTATED	FY 2003-04 REQUESTED	FY 2003-04 ADOPTED	ADOPTED VS REVISED VARIANCE	%
INTERNAL SERVICE								
APPOINTED DEPARTMENT								
350 TOTAL COMPENSATION								
685 BENEFITS TRUST	$ 6,361,533	$ 7,928,576	$ 7,928,576	$ 12,779,619	$ 20,773,525	$ 23,635,004	$ (15,706,428)	-198%
Dept Total	$ 6,361,533	$ 7,928,576	$ 7,928,576	$ 12,779,619	$ 20,773,525	$ 23,635,004	$ (15,706,428)	-198%
710 COMMUNICATIONS								
681 TELECOMMUNICATIONS	$ -	$ -	$ 800,490	$ 753,893	$ 800,490	$ 720,441	$ 80,049	10%
Dept Total	$ -	$ -	$ 800,490	$ 753,893	$ 800,490	$ 720,441	$ 80,049	10%
730 MATERIALS MANAGEMENT								
673 REPROGRAPHICS	$ 701,349	$ 860,803	$ 860,803	$ 837,404	$ 880,322	$ 834,991	$ 25,812	3%
Dept Total	$ 701,349	$ 860,803	$ 860,803	$ 837,404	$ 880,322	$ 834,991	$ 25,812	3%
740 EQUIPMENT SERVICES								
654 EQUIPMENT SERVICES	$ 9,101,573	$ 8,923,046	$ 8,923,046	$ 8,775,570	$ 9,078,913	$ 8,171,022	$ 752,024	8%
Dept Total	$ 9,101,573	$ 8,923,046	$ 8,923,046	$ 8,775,570	$ 9,078,913	$ 8,171,022	$ 752,024	8%
750 RISK MANAGEMENT								
652 ENVIRONMENTAL CLEANUP	$ 346,850	$ 609,127	$ 609,127	$ 536,014	$ 505,528	$ 405,760	$ 203,367	33%
675 RISK MANAGEMENT	19,102,720	22,789,256	22,789,256	22,726,696	25,302,289	25,204,042	(2,414,786)	-11%
Dept Total	$ 19,449,570	$ 23,398,383	$ 23,398,383	$ 23,262,710	$ 25,807,817	$ 25,609,802	$ (2,211,419)	-9%
760 TELECOMMUNICATIONS								
681 TELECOMMUNICATIONS	$ 13,634,317	$ 12,875,220	$ 12,875,220	$ 12,098,738	$ 12,942,948	$ 12,214,470	$ 660,750	5%
Dept Total	$ 13,634,317	$ 12,875,220	$ 12,875,220	$ 12,098,738	$ 12,942,948	$ 12,214,470	$ 660,750	5%
APPOINTED DEPARTMENT TOTAL	$ 49,248,342	$ 53,986,028	$ 54,786,518	$ 58,507,934	$ 70,284,015	$ 71,185,730	$ (16,399,212)	-30%
INTERNAL SERVICE TOTAL	$ 49,248,342	$ 53,986,028	$ 54,786,518	$ 58,507,934	$ 70,284,015	$ 71,185,730	$ (16,399,212)	-30%

	FY 2001-02 ACTUAL	FY 2002-03 ADOPTED RESTATED	FY 2002-03 REVISED RESTATED	FY 2002-03 PROJ. ACT. RESTATED	FY 2003-04 REQUESTED	FY 2003-04 ADOPTED	ADOPTED VS REVISED VARIANCE	%
ELIMINATIONS								
APPOINTED DEPARTMENT								
300 PARKS & RECREATION								
900 ELIMINATIONS	$ (483,525)	$ -	$ -	$ (17,000)	$ (17,000)	$ (17,000)	$ 17,000	
Dept Total	$ (483,525)	$ -	$ -	$ (17,000)	$ (17,000)	$ (17,000)	$ 17,000	
640 TRANSPORTATION								
900 ELIMINATIONS	$ (48,684,801)	$ (53,000,000)	$ (53,000,000)	$ (53,000,000)	$ (57,000,000)	$ (57,000,000)	$ 4,000,000	8%
Dept Total	$ (48,684,801)	$ (53,000,000)	$ (53,000,000)	$ (53,000,000)	$ (57,000,000)	$ (57,000,000)	$ 4,000,000	8%
650 LIBRARY DISTRICT								
900 ELIMINATIONS	$ -	$ (1,102,200)	$ (1,102,200)	$ (1,102,200)	$ -	$ -	$ (1,102,200)	-100%
Dept Total	$ -	$ (1,102,200)	$ (1,102,200)	$ (1,102,200)	$ -	$ -	$ (1,102,200)	-100%
680 STADIUM DISTRICT								
900 ELIMINATIONS	$ (12,661,181)	$ (1,724,018)	$ (1,724,018)	$ (1,724,018)	$ (1,594,274)	$ (1,594,274)	$ (129,744)	-8%
Dept Total	$ (12,661,181)	$ (1,724,018)	$ (1,724,018)	$ (1,724,018)	$ (1,594,274)	$ (1,594,274)	$ (129,744)	-8%
690 FLOOD CONTROL DISTRICT								
900 ELIMINATIONS	$ (42,333,771)	$ (49,000,000)	$ (49,000,000)	$ (48,800,000)	$ (54,000,000)	$ (54,000,000)	$ 5,000,000	10%
Dept Total	$ (42,333,771)	$ (49,000,000)	$ (49,000,000)	$ (48,800,000)	$ (54,000,000)	$ (54,000,000)	$ 5,000,000	10%
900 HEALTH CARE DELIVERY SYSTEM								
900 ELIMINATIONS	$ (78,938,085)	$ (80,619,236)	$ (80,619,236)	$ (80,619,236)	$ (92,416,987)	$ (92,416,987)	$ 11,797,751	15%
Dept Total	$ (78,938,085)	$ (80,619,236)	$ (80,619,236)	$ (80,619,236)	$ (92,416,987)	$ (92,416,987)	$ 11,797,751	15%
980 ELIMINATIONS								
900 ELIMINATIONS	$ (369,204,985)	$ (469,330,070)	$ (470,130,560)	$ (470,941,184)	$ (388,351,873)	$ (386,903,746)	$ (83,226,814)	-18%
Dept Total	$ (369,204,985)	$ (469,330,070)	$ (470,130,560)	$ (470,941,184)	$ (388,351,873)	$ (386,903,746)	$ (83,226,814)	-18%
APPOINTED DEPARTMENT TOTAL	$ (552,306,348)	$ (654,775,524)	$ (655,576,014)	$ (656,203,638)	$ (593,380,134)	$ (591,932,007)	$ (63,644,007)	-10%
ELIMINATIONS TOTAL	$ (552,306,348)	$ (654,775,524)	$ (655,576,014)	$ (656,203,638)	$ (593,380,134)	$ (591,932,007)	$ (63,644,007)	-10%

Consolidated Expenditures by Department and Fund Type

CONSOLIDATED EXPENDITURES BY DEPARTMENT AND FUND TYPE
FY 2003-04 ADOPTED

	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	SUB-TOTAL	ELIMINATIONS	ALL FUNDS
JUDICIAL									
110 ADULT PROBATION	$ 36,360,604	$ 14,234,945	$ -	$ -	$ -	$ -	$ 50,595,549	$ -	$ 50,595,549
270 JUVENILE PROBATION	11,629,603	33,087,751	-	781,398	-	-	45,498,752	-	45,498,752
800 TRIAL COURTS	58,294,709	11,650,518	-	-	-	-	69,945,227	-	69,945,227
Subtotal	$ 106,284,916	$ 58,973,214	$ -	$ 781,398	$ -	$ -	$ 166,039,528	$ -	$ 166,039,528
ELECTED									
010 BOARD OF SUPERVISORS DIST 1*	$ 224,756	$ -	$ -	$ -	$ -	$ -	$ 224,756	$ -	$ 224,756
020 BOARD OF SUPERVISORS DIST 2*	224,756	-	-	-	-	-	224,756	-	224,756
030 BOARD OF SUPERVISORS DIST 3*	224,756	-	-	-	-	-	224,756	-	224,756
040 BOARD OF SUPERVISORS DIST 4*	224,756	-	-	-	-	-	224,756	-	224,756
050 BOARD OF SUPERVISORS DIST 5*	224,756	-	-	-	-	-	224,756	-	224,756
120 ASSESSOR	14,765,952	-	-	-	-	-	14,765,952	-	14,765,952
140 CALL CENTER	1,325,517	-	-	-	-	-	1,325,517	-	1,325,517
160 CLERK OF THE SUPERIOR COURT	21,246,744	7,721,621	-	-	-	-	28,968,365	-	28,968,365
190 COUNTY ATTORNEY	43,850,402	11,131,793	-	-	-	-	54,982,195	-	54,982,195
210 ELECTIONS	8,219,888	-	-	-	-	-	8,219,888	-	8,219,888
250 CONSTABLES	1,613,814	-	-	-	-	-	1,613,814	-	1,613,814
360 RECORDER	1,859,996	4,404,146	-	-	-	-	6,264,142	-	6,264,142
370 SUPERINTENDENT OF SCHOOLS	1,847,755	-	-	-	-	-	1,847,755	-	1,847,755
430 TREASURER	3,707,669	-	-	-	-	-	3,707,669	-	3,707,669
500 SHERIFF	37,246,543	102,790,411	-	1,705,371	-	-	141,742,325	-	141,742,325
Subtotal	$ 136,808,060	$ 126,047,971	$ -	$ 1,705,371	$ -	$ -	$ 264,561,402	$ -	$ 264,561,402
APPOINTED									
150 EMERGENCY MANAGEMENT	$ 152,182	$ 1,352,369	$ -	$ -	$ -	$ -	$ 1,504,551	$ -	$ 1,504,551
060 CLERK OF THE BOARD	450,169	-	-	-	-	-	450,169	-	450,169
170 COMMUNITY DEVELOPMENT	-	15,857,672	-	-	-	-	15,857,672	-	15,857,672
180 FINANCE	2,360,213	-	-	-	-	-	2,360,213	-	2,360,213
200 COUNTY ADMINISTRATIVE OFFICER	1,155,313	-	-	-	-	-	1,155,313	-	1,155,313
220 HUMAN SERVICES	1,138,980	35,032,337	-	-	-	-	36,171,317	-	36,171,317
230 INTERNAL AUDIT	958,022	-	-	-	-	-	958,022	-	958,022
260 CORRECTIONAL HEALTH	-	22,887,532	-	156,499	-	-	23,044,031	-	23,044,031
290 MEDICAL EXAMINER	3,881,203	207,614	-	-	-	-	4,088,817	-	4,088,817
300 PARKS & RECREATION	1,514,166	5,186,269	-	-	-	-	6,700,435	(17,000)	6,683,435
310 HUMAN RESOURCES	2,741,834	-	-	-	-	-	2,741,834	-	2,741,834
340 PUBLIC FIDUCIARY	1,841,113	-	-	-	-	-	1,841,113	-	1,841,113
350 TOTAL COMPENSATION	2,014,706	-	-	-	-	23,635,004	25,649,710	-	25,649,710
390 HEALTH CARE MANDATES	341,495,954	4,500,000	-	-	-	-	345,995,954	-	345,995,954
400 CAPITAL FACILITIES DEVELOPMENT	-	-	-	118,425,196	-	-	118,425,196	-	118,425,196
410 CHIEF INFORMATION OFFICER	4,877,950	-	-	-	-	-	4,877,950	-	4,877,950
420 INTEGRATED CRIMINAL JUST INFO	-	7,236,337	-	-	-	-	7,236,337	-	7,236,337
440 PLANNING & DEVELOPMENT	-	8,210,847	-	-	-	-	8,210,847	-	8,210,847
460 RESEARCH & REPORTING	-	440,000	-	-	-	-	440,000	-	440,000
470 GENERAL GOVERNMENT	230,972,737	35,227,702	29,892,079	66,780,896	-	-	362,873,414	-	362,873,414
480 APPROPRIATED FUND BALANCE	137,492,963	105,318,256	-	-	-	-	242,811,219	-	242,811,219
490 MANAGEMENT & BUDGET	1,566,112	-	-	-	-	-	1,566,112	-	1,566,112
520 PUBLIC DEFENDER	27,611,790	1,633,570	-	-	-	-	29,245,360	-	29,245,360
540 LEGAL DEFENDER	5,428,346	78,974	-	-	-	-	5,507,320	-	5,507,320
550 LEGAL ADVOCATE	4,725,749	10,416	-	-	-	-	4,736,165	-	4,736,165
560 CONTRACT COUNSEL	9,354,848	-	-	-	-	-	9,354,848	-	9,354,848
600 HEALTH PLANS	-	1,957,636	-	-	438,108,764	-	440,066,400	-	440,066,400
640 TRANSPORTATION	-	105,638,136	-	77,457,228	-	-	183,095,364	(57,000,000)	126,095,364
670 SOLID WASTE	-	3,435,232	-	-	900,000	-	4,335,232	-	4,335,232
700 FACILITIES MANAGEMENT	26,054,852	-	-	-	-	-	26,054,852	-	26,054,852
710 COMMUNICATIONS	-	-	-	-	-	720,441	720,441	-	720,441
730 MATERIALS MANAGEMENT	1,244,722	-	-	-	-	834,991	2,079,713	-	2,079,713
740 EQUIPMENT SERVICES	-	-	-	-	-	8,171,022	8,171,022	-	8,171,022
750 RISK MANAGEMENT	-	-	-	-	-	25,609,802	25,609,802	-	25,609,802
760 TELECOMMUNICATIONS	-	-	-	-	-	12,214,470	12,214,470	-	12,214,470
790 ANIMAL CARE & CONTROL	304,041	7,961,869	-	-	-	-	8,265,910	-	8,265,910
860 PUBLIC HEALTH	6,493,512	48,514,622	-	-	-	-	55,008,134	-	55,008,134
880 ENVIRONMENTAL SERVICES	753,844	18,080,672	-	-	-	-	18,834,516	-	18,834,516
900 HEALTH CARE DELIVERY SYSTEM	-	-	-	-	452,165,681	-	452,165,681	(92,416,987)	359,748,694
980 ELIMINATIONS	-	-	-	-	-	-	-	(386,903,746)	(386,903,746)
Subtotal	$ 816,585,321	$ 428,768,062	$ 29,892,079	$ 262,819,819	$ 891,174,445	$ 71,185,730	$ 2,500,425,456	$ (536,337,733)	$ 1,964,087,723
MARICOPA COUNTY	$ 1,059,678,297	$ 613,789,247	$ 29,892,079	$ 265,306,588	$ 891,174,445	$ 71,185,730	$ 2,931,026,386	$ (536,337,733)	$ 2,394,688,653
690 FLOOD CONTROL DISTRICT	$ -	$ 79,805,243	$ -	$ 54,000,000	$ -	$ -	$ 133,805,243	$ (54,000,000)	$ 79,805,243
650 LIBRARY DISTRICT	$ -	$ 12,612,786	$ -	$ -	$ -	$ -	$ 12,612,786	$ -	$ 12,612,786
680 STADIUM DISTRICT	$ -	$ 3,581,308	$ 5,125,094	$ 407,135	$ -	$ -	$ 9,113,537	$ (1,594,274)	$ 7,519,263
TOTAL MARICOPA COUNTY AND DISTRICTS	$ 1,059,678,297	$ 709,788,584	$ 35,017,173	$ 319,713,723	$ 891,174,445	$ 71,185,730	$ 3,086,557,952	$ (591,932,007)	$ 2,494,625,945

*Includes Office Administration and Supervisor's Special Projects within County Authority.

Consolidated Expenditures by Fund Type / Object Code

CONSOLIDATED EXPENDITURE BY FUND TYPE /OBJECT CODE
MARICOPA COUNTY & DISTRICTS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
ALL FUNDS								
PERSONAL SERVICES								
701 REGULAR PAY	$ 503,502,108	$ 556,555,394	$ 560,837,907	$ 535,868,498	$ 572,608,492	$ 572,355,685	$ (11,517,778)	-2%
705 TEMPORARY PAY	7,476,749	6,775,337	6,527,207	7,464,905	6,343,126	6,373,979	153,228	2%
710 OVERTIME	10,586,450	10,947,509	11,604,637	14,280,411	14,231,750	14,179,843	(2,575,206)	-22%
750 FRINGE BENEFITS	107,598,778	130,584,199	131,222,291	123,076,767	154,716,339	155,403,558	(24,181,267)	-18%
790 OTHER PERSONNEL SERVICES	6,723,455	20,516,038	13,831,391	8,082,041	33,443,030	40,877,603	(27,046,212)	-196%
795 PERSONNEL SERVICES ALLOC OUT	(29,345,283)	(48,253,836)	(46,074,144)	(32,219,900)	(48,840,184)	(70,819,018)	24,744,874	54%
796 PERSONNEL SERVICES ALLOC IN	25,739,462	33,320,039	40,764,033	27,803,322	43,437,964	62,820,936	(22,056,903)	-54%
Subtotal	$ 632,281,719	$ 710,444,680	$ 718,713,322	$ 684,356,044	$ 775,940,517	$ 781,192,586	$ (62,479,264)	-9%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 56,109,710	$ 70,683,119	$ 69,027,935	$ 83,658,507	$ 53,733,537	54,412,185	14,615,750	21%
802 MEDICAL SUPPLIES	45,689,162	52,208,620	52,067,159	54,290,092	55,815,324	56,321,641	(4,254,482)	-8%
803 FUEL	2,609,368	2,716,973	2,747,428	2,874,895	2,732,823	2,951,461	(204,033)	-7%
804 NON-CAPITAL EQUIPMENT	6,609,639	8,112,812	8,109,527	2,868,050	6,632,725	7,385,766	723,761	9%
810 LEGAL SERVICES	25,021,067	37,560,007	36,406,995	24,964,273	35,785,019	40,139,125	(3,732,130)	-10%
811 HEALTH CARE SERVICES	137,271,200	231,341,260	232,086,711	246,806,606	205,376,177	206,216,415	25,870,296	11%
812 OTHER SERVICES	137,736,015	231,697,614	246,340,759	127,425,476	339,993,554	352,037,128	(105,696,369)	-43%
820 RENT & OPERATING LEASES	21,332,423	23,677,780	24,584,636	22,526,745	22,887,252	22,974,694	1,609,942	7%
825 REPAIRS AND MAINTENANCE	26,372,120	22,507,098	22,203,690	24,710,045	24,101,060	22,730,652	(526,962)	-2%
830 INTERGOVERNMENTAL PAYMENTS	235,796,380	317,499,410	318,559,241	321,523,581	365,979,495	326,455,475	(7,896,234)	-2%
839 INTERNAL SERVICE CHARGES	(15,292,421)	(4,303,616)	(3,599,985)	(4,692,176)	(6,440,972)	(2,944,193)	(655,792)	-18%
842 TRAVEL & EDUCATION	6,466,245	6,961,142	7,449,094	6,568,347	7,700,141	7,723,263	(274,169)	-4%
843 POSTAGE/FREIGHT/SHIPPING	4,701,901	4,936,898	4,988,161	5,082,016	5,560,713	5,557,482	(569,321)	-11%
845 SUPPORT AND CARE OF PERSONS	155,757,443	178,936,478	179,285,274	173,111,806	164,187,799	156,448,564	22,836,710	13%
850 UTILITIES	19,431,592	21,954,256	22,444,461	20,246,886	23,212,310	22,242,981	201,480	1%
855 INTEREST EXPENSE	4,208,885	8,300,201	8,300,201	2,107,112	2,215,630	2,215,630	6,084,571	73%
865 DEPRECIATION	8,572,140	-	-	183,696	489,696	489,696	(489,696)	
880 TRANSFERS OUT	-	-	-	-	(61,118,358)	-	-	
890 LOSS ON FIXED ASSETS	(445,417)	-	-	814	-	-	-	
Subtotal	$ 877,947,452	$ 1,214,790,052	$ 1,231,001,287	$ 1,114,256,771	$ 1,248,843,925	$ 1,283,357,965	$ (52,356,678)	-4%
CAPITAL OUTLAY								
910 LAND	$ 23,080,254	$ 12,749,000	$ 13,397,000	$ 19,683,687	$ 54,383,447	$ 54,383,447	$ (40,986,447)	-306%
915 BUILDINGS AND IMPROVEMENTS	196,879,174	398,393,877	396,329,177	225,844,325	221,745,244	212,780,370	183,548,807	46%
920 CAPITAL EQUIPMENT	5,074,873	18,611,099	18,854,649	7,642,259	12,880,561	8,569,857	10,284,792	55%
930 VEHICLES & CONSTRUCTION EQUIP	6,158,290	7,948,335	8,513,714	7,764,574	7,609,062	7,604,948	908,766	11%
940 INFRASTRUCTURE	49,576,921	118,796,240	92,239,636	67,563,373	93,696,867	94,733,966	(2,494,330)	-3%
950 DEBT SERVICE	139,868,564	54,690,551	54,482,082	58,841,607	50,356,735	52,002,806	2,479,276	5%
Subtotal	$ 420,638,076	$ 611,189,102	$ 583,816,258	$ 387,339,825	$ 440,671,916	$ 430,075,394	$ 153,740,864	26%
Fund TypeTotal	$ 1,930,867,247	$ 2,536,423,834	$ 2,533,530,867	$ 2,185,952,640	$ 2,465,456,358	$ 2,494,625,945	$ 38,904,922	2%

Consolidated Expenditures by Fund Type / Object Code (Continued)

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
GENERAL FUND								
PERSONAL SERVICES								
701 REGULAR PAY	$ 210,545,837	$ 217,208,623	$ 218,967,326	$ 215,815,002	$ 220,666,991	$ 219,359,708	$ (392,382)	0%
705 TEMPORARY PAY	3,048,685	2,605,705	2,740,801	3,136,735	2,377,855	2,379,100	361,701	13%
710 OVERTIME	1,384,069	1,576,803	1,701,689	1,596,392	1,613,110	1,598,838	102,851	6%
750 FRINGE BENEFITS	44,009,282	49,505,991	50,041,640	48,753,894	61,871,449	61,795,439	(11,753,799)	-23%
790 OTHER PERSONNEL SERVICES	1,331,808	9,587,395	3,573,190	1,788,168	16,547,195	24,682,131	(21,108,941)	-591%
795 PERSONNEL SERVICES ALLOC OUT	(20,914,458)	(23,839,934)	(24,365,591)	(23,018,921)	(24,075,439)	(24,534,946)	169,355	1%
796 PERSONNEL SERVICES ALLOC IN	1,158,882	2,234,493	2,158,358	2,110,499	1,426,110	23,031,695	(20,873,337)	-967%
Subtotal	$ 240,564,105	$ 258,879,076	$ 254,817,413	$ 250,181,769	$ 280,427,271	$ 308,311,965	$ (53,494,552)	-21%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 11,444,440	$ 19,574,441	$ 18,900,708	$ 11,169,766	$ 8,725,943	8,290,731	10,609,977	56%
802 MEDICAL SUPPLIES	599,123	516,755	515,179	506,754	482,801	475,331	39,848	8%
803 FUEL	1,040,630	885,987	897,216	1,232,464	1,035,622	1,065,292	(168,076)	-19%
804 NON-CAPITAL EQUIPMENT	417,130	240,155	350,113	251,676	149,139	91,075	259,038	74%
810 LEGAL SERVICES	19,882,147	33,573,034	32,349,905	20,222,476	32,164,208	36,510,160	(4,160,255)	-13%
811 HEALTH CARE SERVICES	2,162,294	7,432,098	7,498,784	4,359,292	6,578,118	7,180,369	318,415	4%
812 OTHER SERVICES	13,393,641	86,085,859	86,232,909	19,061,476	118,860,764	131,793,975	(45,561,066)	-53%
820 RENT & OPERATING LEASES	9,448,394	10,399,595	10,289,184	9,885,516	10,038,241	10,095,078	194,106	2%
825 REPAIRS AND MAINTENANCE	10,725,987	7,248,502	6,988,280	8,452,725	7,554,128	6,883,153	105,127	2%
830 INTERGOVERNMENTAL PAYMENTS	227,188,855	300,097,913	300,058,582	305,507,382	347,831,016	308,350,366	(8,291,784)	-3%
839 INTERNAL SERVICE CHARGES	7,203,813	17,144,469	17,398,374	17,488,746	17,580,240	17,910,562	(512,188)	-3%
842 TRAVEL & EDUCATION	2,530,503	3,127,187	3,161,968	2,988,304	3,203,569	3,260,694	(98,726)	-3%
843 POSTAGE/FREIGHT/SHIPPING	3,127,067	3,372,408	3,371,044	3,367,847	3,129,883	3,122,116	248,928	7%
845 SUPPORT AND CARE OF PERSONS	339,509	599,463	599,463	505,537	517,196	517,196	82,267	14%
850 UTILITIES	8,321,477	9,357,636	9,858,473	9,000,498	11,387,239	11,276,749	(1,418,276)	-14%
880 TRANSFERS OUT	126,450,325	175,132,587	175,132,587	175,132,587	145,992,390	144,498,360	30,634,227	17%
890 LOSS ON FIXED ASSETS	1	-	-	814	-	-	-	
Subtotal	$ 444,275,336	$ 674,788,089	$ 673,602,769	$ 589,133,862	$ 715,230,497	$ 691,321,207	$ (17,718,438)	-3%
CAPITAL OUTLAY								
910 LAND	$ -	$ -	$ -	$ -	$ 30,000,000	$ 30,000,000	$ (30,000,000)	
915 BUILDINGS AND IMPROVEMENTS	6,956,190	17,224,681	17,224,681	12,975,475	16,349,713	16,349,713	874,968	5%
920 CAPITAL EQUIPMENT	1,696,197	683,433	735,954	124,248	48,713	-	735,954	100%
930 VEHICLES & CONSTRUCTION EQUIP	3,685,968	3,856,649	3,856,649	3,643,289	3,442,484	3,322,484	534,165	14%
940 INFRASTRUCTURE	-	1,000,000	1,000,000	500,000	-	-	1,000,000	100%
950 DEBT SERVICE	8,889,117	8,471,509	8,375,023	8,214,642	10,520,056	10,372,928	(1,997,905)	-24%
Subtotal	$ 21,227,472	$ 31,236,272	$ 31,192,307	$ 25,457,654	$ 60,360,966	$ 60,045,125	$ (28,852,818)	-92%
Fund TypeTotal	$ 706,066,913	$ 964,903,437	$ 959,612,489	$ 864,773,285	$ 1,056,018,734	$ 1,059,678,297	$ (100,065,808)	-10%

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
SPECIAL REVENUE								
PERSONAL SERVICES								
701 REGULAR PAY	$ 186,585,705	$ 201,404,410	$ 204,691,959	$ 194,075,651	$ 206,160,699	$ 207,383,226	$ (2,691,267)	-1%
705 TEMPORARY PAY	4,334,320	4,067,379	3,657,653	4,236,927	3,837,018	3,894,126	(236,473)	-6%
710 OVERTIME	2,411,584	2,230,988	2,728,098	2,840,473	2,757,815	2,724,180	3,918	0%
750 FRINGE BENEFITS	42,910,595	50,882,146	51,129,235	47,029,663	55,923,631	56,704,628	(5,575,393)	-11%
790 OTHER PERSONNEL SERVICES	3,101,069	7,685,271	7,010,297	2,909,903	6,773,209	6,072,846	937,451	13%
795 PERSONNEL SERVICES ALLOC OUT	(8,223,703)	(11,068,898)	(11,013,278)	(9,200,979)	(12,919,301)	(34,468,254)	23,454,976	213%
796 PERSONNEL SERVICES ALLOC IN	16,568,978	21,797,554	22,103,195	20,372,800	23,609,545	21,445,330	657,865	3%
Subtotal	$ 247,688,548	$ 276,998,850	$ 280,307,159	$ 262,264,438	$ 286,142,616	$ 263,756,082	$ 16,551,077	6%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 33,811,036	$ 37,019,556	$ 35,729,070	$ 34,235,033	$ 32,905,943	34,050,759	1,678,311	5%
802 MEDICAL SUPPLIES	11,182,372	3,015,588	2,875,703	11,146,270	8,368,321	8,880,976	(6,005,273)	-209%
803 FUEL	1,529,481	1,748,734	1,760,963	1,565,416	1,585,254	1,773,423	(12,460)	-1%
804 NON-CAPITAL EQUIPMENT	1,822,291	2,276,537	2,123,294	2,397,040	1,402,659	1,669,477	453,817	21%
810 LEGAL SERVICES	1,926,523	797,338	867,455	1,389,949	704,556	712,710	154,745	18%
811 HEALTH CARE SERVICES	10,391,181	7,936,103	8,614,868	10,566,744	10,453,066	10,691,053	(2,076,185)	-24%
812 OTHER SERVICES	59,149,092	81,843,398	77,297,042	54,502,750	147,880,054	144,225,387	(66,928,345)	-87%
820 RENT & OPERATING LEASES	7,237,573	8,154,077	8,976,591	8,266,135	7,654,670	7,565,975	1,410,616	16%
825 REPAIRS AND MAINTENANCE	9,939,918	9,034,159	9,062,045	8,595,800	8,655,906	8,291,899	770,146	8%
830 INTERGOVERNMENTAL PAYMENTS	8,362,834	17,209,630	18,308,792	15,815,262	17,936,089	17,892,719	416,073	2%
839 INTERNAL SERVICE CHARGES	13,495,388	14,538,812	14,581,136	15,097,284	15,806,638	16,831,136	(2,250,000)	-15%
842 TRAVEL & EDUCATION	3,194,592	2,935,128	3,348,699	2,987,217	3,471,730	3,461,242	(112,543)	-3%
843 POSTAGE/FREIGHT/SHIPPING	1,106,612	1,022,399	1,073,526	814,789	1,013,654	1,021,415	52,111	5%
845 SUPPORT AND CARE OF PERSONS	132,053	5,563,076	5,911,872	6,574,130	7,951,151	211,916	5,699,956	96%
850 UTILITIES	2,022,164	2,571,835	2,551,602	2,250,374	2,543,383	1,737,644	813,958	32%
880 TRANSFERS OUT	193,128,183	231,271,796	231,271,796	231,088,796	111,538,788	168,372,851	62,898,945	27%
Subtotal	$ 358,431,293	$ 426,938,166	$ 424,354,454	$ 407,292,988	$ 379,871,862	$ 427,390,582	$ (3,036,128)	-1%
CAPITAL OUTLAY								
910 LAND	$ 1,753,396	$ -	$ 250,000	$ 1,015,189	$ -	$ -	$ 250,000	100%
915 BUILDINGS AND IMPROVEMENTS	6,094,106	12,823,662	13,375,453	11,316,031	9,934,289	8,253,617	5,121,836	38%
920 CAPITAL EQUIPMENT	2,067,298	11,609,739	11,771,274	2,595,806	2,620,377	2,545,177	9,226,097	78%
930 VEHICLES & CONSTRUCTION EQUIP	2,327,625	3,978,582	4,594,961	4,065,959	3,892,664	4,238,864	356,097	8%
940 INFRASTRUCTURE	-	636,000	845,896	600,000	25,000	870,896	(25,000)	-3%
950 DEBT SERVICE	7,387,523	2,293,692	2,177,476	1,998,420	2,744,181	2,733,366	(555,890)	-26%
Subtotal	$ 19,629,948	$ 31,341,675	$ 33,015,060	$ 21,591,405	$ 19,216,511	$ 18,641,920	$ 14,373,140	44%
Fund TypeTotal	$ 625,749,789	$ 735,278,691	$ 737,676,673	$ 691,148,832	$ 685,230,989	$ 709,788,584	$ 27,888,089	4%

Consolidated Expenditures by Fund Type / Object Code (Continued)

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
DEBT SERVICE								
SUPPLIES & SERVICES								
810 LEGAL SERVICES	$ 9,411	$ -	$ -	$ -	$ -	$ -	$ -	
812 OTHER SERVICES	55,183	-	-	-	-	-	-	
880 TRANSFERS OUT	-	200,000	200,000	200,000	110,000	110,000	90,000	45%
Subtotal	$ 64,594	$ 200,000	$ 200,000	$ 200,000	$ 110,000	$ 110,000	$ 90,000	45%
CAPITAL OUTLAY								
950 DEBT SERVICE	$ 122,375,387	$ 43,680,899	$ 43,680,899	$ 42,784,332	$ 34,907,173	$ 34,907,173	$ 8,773,726	20%
Subtotal	$ 122,375,387	$ 43,680,899	$ 43,680,899	$ 42,784,332	$ 34,907,173	$ 34,907,173	$ 8,773,726	20%
Fund TypeTotal	$ 122,439,981	$ 43,880,899	$ 43,880,899	$ 42,984,332	$ 35,017,173	$ 35,017,173	$ 8,863,726	20%

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
CAPITAL PROJECTS								
PERSONAL SERVICES								
701 REGULAR PAY	$ 2,385,702	$ 3,199,508	$ 2,204,208	$ 3,057,580	$ 2,249,824	$ 2,319,915	$ (115,707)	-5%
705 TEMPORARY PAY	12,431	24,173	24,173	22,103	24,173	24,173	-	0%
710 OVERTIME	9,094	-	13,620	6,380	27,240	27,240	(13,620)	-100%
750 FRINGE BENEFITS	453,203	671,234	467,275	585,160	458,656	456,775	10,500	2%
790 OTHER PERSONNEL SERVICES	36,015	-	-	6,733	-	-	-	
795 PERSONNEL SERVICES ALLOC OUT	(206,618)	(3,948,073)	(1,298,344)	-	(722,286)	(722,286)	(576,058)	-44%
796 PERSONNEL SERVICES ALLOC IN	7,991,885	61,090	7,275,578	5,280,319	7,293,006	7,218,136	57,442	1%
Subtotal	$ 10,681,712	$ 7,932	$ 8,686,510	$ 8,958,275	$ 9,330,613	$ 9,323,953	$ (637,443)	-7%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 192,817	$ -	$ 303,034	$ 92,638	$ 382,224	308,654	(5,620)	-2%
803 FUEL	121	-	6,997	1,811	15,494	15,494	(8,497)	-121%
804 NON-CAPITAL EQUIPMENT	158,559	-	40,000	10,240	21,500	21,500	18,500	46%
810 LEGAL SERVICES	(7,404)	-	-	3,465	19,397	19,397	(19,397)	
812 OTHER SERVICES	13,653,060	3,000	18,601,498	11,250,677	5,591,500	5,591,500	13,009,998	70%
820 RENT & OPERATING LEASES	236,009	-	152,057	212,636	136,193	285,405	(133,348)	-88%
825 REPAIRS AND MAINTENANCE	773	-	-	-	-	-	-	
830 INTERGOVERNMENTAL PAYMENTS	-	-	-	286	-	-	-	
839 INTERNAL SERVICE CHARGES	107,924	-	1,207,393	1,271,643	811,797	1,283,955	(76,562)	-6%
842 TRAVEL & EDUCATION	22,961	-	34,600	6,089	56,600	56,600	(22,000)	-64%
843 POSTAGE/FREIGHT/SHIPPING	1,035	-	1,000	44	2,000	2,000	(1,000)	-100%
850 UTILITIES	5,995	-	9,600	270	9,600	9,600	-	0%
880 TRANSFERS OUT	6,000,000	-	-	-	583,131	-	-	
Subtotal	$ 20,371,850	$ 3,000	$ 20,356,179	$ 12,849,799	$ 7,629,436	$ 7,594,105	$ 12,762,074	63%
CAPITAL OUTLAY								
910 LAND	$ 21,325,820	$ 12,749,000	$ 13,147,000	$ 18,668,498	$ 24,383,447	$ 24,383,447	$ (11,236,447)	-85%
915 BUILDINGS AND IMPROVEMENTS	183,828,878	364,321,334	361,704,843	198,864,835	191,618,742	184,544,040	177,160,803	49%
920 CAPITAL EQUIPMENT	5,000	-	-	-	-	-	-	
930 VEHICLES & CONSTRUCTION EQUIP	94,448	51,000	-	-	-	-	-	
940 INFRASTRUCTURE	49,576,921	117,160,240	90,393,740	66,463,373	93,671,867	93,863,070	(3,469,330)	-4%
950 DEBT SERVICE	976	13,320	17,553	5,235	5,108	5,108	12,445	71%
Subtotal	$ 254,832,043	$ 494,294,894	$ 465,263,136	$ 284,001,941	$ 309,679,164	$ 302,795,665	$ 162,467,471	35%
Fund TypeTotal	$ 285,885,605	$ 494,305,826	$ 494,305,825	$ 305,810,015	$ 326,639,213	$ 319,713,723	$ 174,592,102	35%

Consolidated Expenditures by Fund Type / Object Code (Continued)

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
ENTERPRISE								
PERSONAL SERVICES								
701 REGULAR PAY	$ 98,740,542	$ 129,291,716	$ 129,291,712	$ 117,613,084	$ 137,620,379	$ 137,615,003	$ (8,323,291)	-6%
705 TEMPORARY PAY	20,808	25,500	25,500	17,060	40,000	40,000	(14,500)	-57%
710 OVERTIME	6,680,608	6,952,182	6,952,182	9,693,679	9,697,509	9,697,509	(2,745,327)	-39%
750 FRINGE BENEFITS	19,077,004	28,234,873	28,234,878	25,415,823	34,843,291	34,917,126	(6,682,248)	-24%
790 OTHER PERSONNEL SERVICES	2,214,166	3,211,792	3,211,792	3,336,550	10,109,766	10,109,766	(6,897,974)	-215%
795 PERSONNEL SERVICES ALLOC OUT	-	(9,396,931)	(9,396,931)	-	(11,099,301)	(11,069,675)	1,672,744	18%
796 PERSONNEL SERVICES ALLOC IN	3,817	9,148,912	9,148,912	763	11,063,003	11,077,993	(1,929,081)	-21%
Subtotal	$ 126,736,945	$ 167,468,044	$ 167,468,045	$ 156,076,959	$ 192,274,647	$ 192,387,722	$ (24,919,677)	-15%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 5,400,065	$ 8,509,354	$ 8,509,353	$ 33,184,048	$ 6,773,957	7,014,457	1,494,896	18%
802 MEDICAL SUPPLIES	33,907,640	48,676,277	48,676,277	42,637,068	46,964,202	46,965,334	1,710,943	4%
803 FUEL	17,524	14,705	14,705	17,585	68,894	69,693	(54,988)	-374%
804 NON-CAPITAL EQUIPMENT	4,185,752	5,520,420	5,520,420	144,260	4,985,780	5,573,973	(53,553)	-1%
810 LEGAL SERVICES	52,078	-	-	-	-	-	-	
811 HEALTH CARE SERVICES	215,995,611	274,696,222	274,696,222	286,040,254	255,568,709	255,568,709	19,127,513	7%
812 OTHER SERVICES	37,135,972	41,060,118	41,060,118	19,250,796	42,805,399	42,969,868	(1,909,750)	-5%
820 RENT & OPERATING LEASES	2,645,026	3,381,737	3,381,737	2,524,271	3,261,637	3,261,637	120,100	4%
825 REPAIRS AND MAINTENANCE	3,168,380	3,850,952	3,850,952	5,214,783	5,536,738	5,528,495	(1,677,543)	-44%
830 INTERGOVERNMENTAL PAYMENTS	24,086	16,867	16,867	37,390	37,390	37,390	(20,523)	-122%
839 INTERNAL SERVICE CHARGES	3,681,904	7,843,506	7,843,505	6,737,525	6,503,985	6,793,672	1,049,833	13%
842 TRAVEL & EDUCATION	635,633	800,443	800,443	492,037	861,491	861,491	(61,048)	-8%
843 POSTAGE/FREIGHT/SHIPPING	458,295	536,141	536,141	889,614	1,393,426	1,393,426	(857,285)	-160%
845 SUPPORT AND CARE OF PERSONS	155,285,881	186,116,800	186,116,800	179,375,000	175,073,815	175,073,815	11,042,985	6%
850 UTILITIES	3,625,266	5,215,187	5,215,188	4,314,242	4,346,246	4,346,246	868,942	17%
855 INTEREST EXPENSE	4,208,885	8,300,201	8,300,201	2,107,112	2,215,630	2,215,630	6,084,571	73%
865 DEPRECIATION	8,612,562	-	-	183,696	183,696	183,696	(183,696)	
880 TRANSFERS OUT	86,882,288	126,978,376	126,978,376	126,978,376	121,258,834	127,541,154	(562,778)	0%
Subtotal	$ 565,922,848	$ 721,517,306	$ 721,517,305	$ 710,128,057	$ 677,839,829	$ 685,398,686	$ 36,118,619	5%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	$ -	$ 3,994,200	$ 3,994,200	$ 2,665,484	$ 3,812,500	$ 3,615,000	$ 379,200	9%
920 CAPITAL EQUIPMENT	-	5,829,927	5,829,927	4,416,421	9,732,742	5,962,687	(132,760)	-2%
930 VEHICLES & CONSTRUCTION EQUIP	21,407	35,000	35,000	35,000	314	20,000	15,000	43%
950 DEBT SERVICE	1,101,765	-	-	5,609,959	1,986,336	3,790,350	(3,790,350)	
Subtotal	$ 1,123,172	$ 9,859,127	$ 9,859,127	$ 12,726,864	$ 15,531,892	$ 13,388,037	$ (3,528,910)	-36%
Fund TypeTotal	$ 693,782,965	$ 898,844,477	$ 898,844,477	$ 878,931,880	$ 885,646,368	$ 891,174,445	$ 7,670,032	1%

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
INTERNAL SERVICE								
PERSONAL SERVICES								
701 REGULAR PAY	$ 5,244,322	$ 5,451,137	$ 5,682,702	$ 5,307,181	$ 5,910,599	$ 5,677,833	$ 4,869	0%
705 TEMPORARY PAY	60,505	52,580	79,080	52,081	64,080	36,580	42,500	54%
710 OVERTIME	101,095	187,536	209,048	143,487	136,076	132,076	76,972	37%
750 FRINGE BENEFITS	1,148,694	1,289,955	1,349,263	1,292,226	1,619,312	1,529,590	(180,327)	-13%
790 OTHER PERSONNEL SERVICES	40,397	31,580	36,112	40,687	12,860	12,860	23,252	64%
795 PERSONNEL SERVICES ALLOC OUT	(504)	-	-	-	(23,857)	(23,857)	23,857	
796 PERSONNEL SERVICES ALLOC IN	15,900	77,990	77,990	38,940	46,300	47,782	30,208	39%
Subtotal	$ 6,610,409	$ 7,090,778	$ 7,434,195	$ 6,874,602	$ 7,765,370	$ 7,412,864	$ 21,331	0%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 5,261,352	$ 5,579,768	$ 5,585,770	$ 4,977,021	$ 4,945,470	4,747,584	838,186	15%
802 MEDICAL SUPPLIES	27	-	-	-	-	-	-	
803 FUEL	21,612	67,547	67,547	57,619	27,559	27,559	39,988	59%
804 NON-CAPITAL EQUIPMENT	25,907	75,700	75,700	64,834	73,647	29,741	45,959	61%
810 LEGAL SERVICES	3,158,312	3,189,635	3,189,635	3,348,383	2,896,858	2,896,858	292,777	9%
811 HEALTH CARE SERVICES	830	-	-	4,563,479	-	-	-	
812 OTHER SERVICES	20,361,180	25,305,239	25,749,192	25,959,777	41,350,916	43,951,477	(18,202,285)	-71%
820 RENT & OPERATING LEASES	1,765,421	1,742,371	1,785,067	1,638,187	1,796,511	1,766,599	18,468	1%
825 REPAIRS AND MAINTENANCE	2,537,062	2,373,485	2,302,413	2,446,738	2,354,288	2,027,105	275,308	12%
830 INTERGOVERNMENTAL PAYMENTS	220,605	175,000	175,000	163,261	175,000	175,000	-	0%
839 INTERNAL SERVICE CHARGES	1,661,805	1,803,173	1,803,673	1,957,315	1,623,990	1,644,113	159,560	9%
842 TRAVEL & EDUCATION	82,556	98,384	103,384	94,700	106,751	83,236	20,148	19%
843 POSTAGE/FREIGHT/SHIPPING	8,892	5,950	6,450	9,722	21,750	18,525	(12,075)	-187%
850 UTILITIES	5,456,690	4,809,598	4,809,598	4,681,502	4,925,842	4,872,742	(63,144)	-1%
865 DEPRECIATION	(40,422)	-	-	-	306,000	306,000	(306,000)	
880 TRANSFERS OUT	1,111,468	893,165	893,165	893,165	937,853	928,853	(35,688)	-4%
890 LOSS ON FIXED ASSETS	(445,418)	-	-	-	-	-	-	
Subtotal	$ 41,187,879	$ 46,119,015	$ 46,546,594	$ 50,855,703	$ 61,542,435	$ 63,475,392	$ (16,928,798)	-36%
CAPITAL OUTLAY								
910 LAND	$ 1,038	$ -	$ -	$ -	$ -	$ -	$ -	
915 BUILDINGS AND IMPROVEMENTS	-	30,000	30,000	22,500	30,000	18,000	12,000	40%
920 CAPITAL EQUIPMENT	1,306,378	488,000	517,494	505,784	478,729	61,993	455,501	88%
930 VEHICLES & CONSTRUCTION EQUIP	28,842	27,104	27,104	20,326	273,600	23,600	3,504	13%
950 DEBT SERVICE	113,796	231,131	231,131	229,019	193,881	193,881	37,250	16%
Subtotal	$ 1,450,054	$ 776,235	$ 805,729	$ 777,629	$ 976,210	$ 297,474	$ 508,255	63%
Fund TypeTotal	$ 49,248,342	$ 53,986,028	$ 54,786,518	$ 58,507,934	$ 70,284,015	$ 71,185,730	$ (16,399,212)	-30%

Consolidated Expenditures by Fund Type / Object Code (Continued)

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
ELIMINATIONS								
SUPPLIES & SERVICES								
811 HEALTH CARE SERVICES	$ (91,278,716)	$ (58,723,163)	$ (58,723,163)	$ (58,723,163)	$ (67,223,716)	$ (67,223,716)	$ 8,500,553	14%
812 OTHER SERVICES	(6,012,113)	(2,600,000)	(2,600,000)	(2,600,000)	(16,495,079)	(16,495,079)	13,895,079	534%
839 INTERNAL SERVICE CHARGES	(41,443,255)	(45,633,576)	(46,434,066)	(47,244,690)	(48,767,622)	(47,407,631)	973,565	2%
845 SUPPORT AND CARE OF PERSONS	-	(13,342,861)	(13,342,861)	(13,342,861)	(19,354,363)	(19,354,363)	6,011,502	45%
880 TRANSFERS OUT	(413,572,264)	(534,475,924)	(534,475,924)	(534,292,924)	(441,539,354)	(441,451,218)	(93,024,706)	-17%
Subtotal	$ (552,306,348)	$ (654,775,524)	$ (655,576,014)	$ (656,203,638)	$ (593,380,134)	$ (591,932,007)	$ (63,644,007)	-10%
Fund TypeTotal	$ (552,306,348)	$ (654,775,524)	$ (655,576,014)	$ (656,203,638)	$ (593,380,134)	$ (591,932,007)	$ (63,644,007)	-10%

General Government Expenditure Summary

Description	FY 2002-03 Adopted Restated	FY 2002-03 Revised Restated	FY 2002-03 Projected Restated	FY 2003-04 Adopted	Adopted vs. Revised Variance
General Fund (100)					
4711 - General Contingency					
General Contingency	$ 19,988,251	$ 19,645,202	$ -	$ 19,597,200	$ 48,002
4711 - Reserved Items					
Clerk of the Superior Court: Docketing Staff NWSC	$ 50,000	$ 50,000	$ -	$ -	$ 50,000
County Attorney: Health Care Services	100,000	100,000	-	-	100,000
Employee Initiatives	6,700,000	1,409,052	-	9,808,284	(8,399,232)
New Admin. Services Building	98,392	98,392	-	400,000	(301,608)
Office of Court Appointed Counsel: Additional Costs	3,000,000	2,892,687	-	-	2,892,687
Sheriff Overtime	300,000	300,000	-	300,000	-
Technology Reserve	500,000	500,000	-	2,000,000	(1,500,000)
Health/Dental Premium Increase (Unallocated)	4,780,754	4,780,754	-	3,836,414	944,340
Retirement Contribution Increase (Unallocated)	-	-	-	7,644,738	(7,644,738)
State Budget Cuts	1,934,137	1,934,137	-	-	1,934,137
Unfunded Liabilities	-	-	-	11,981,323	(11,981,323)
County Contribution	-	-	-	5,402,800	(5,402,800)
Rule 8	-	-	-	4,700,000	(4,700,000)
Rule 15	-	-	-	500,000	(500,000)
Subtotal	$ 37,451,534	$ 31,710,224	$ -	$ 66,170,759	$ (34,460,535)
4712 - Other General Fund Programs					
Article V Procurement	$ 100,000	$ 100,000	$ 15,000	$ 15,000	$ 85,000
Base-Level Internal Service Charges	14,856,873	15,294,826	14,856,873	15,366,587	(71,761)
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	350,000	350,000	200,000	200,000	150,000
Customer Satisfaction Survey	89,000	89,000	89,000	100,000	(11,000)
Emergency Management: Disaster Relief	50,000	50,000	-	50,000	-
Human Resources Peak Performers	100,000	100,000	100,000	100,000	-
Jail Excise Tax Maintenance of Effort (MOE)	120,866,924	120,866,924	120,866,924	120,866,924	-
Public Works Administrative Charges	13,447	13,447	13,447	-	13,447
Security Bldg. Revenue Income Tax	7,500	7,500	7,500	7,500	-
Sheriff Equipment for Wrecked Vehicles	100,000	100,000	100,000	-	100,000
Special Master	100,000	100,000	76,945	-	100,000
Vector Control	100,000	100,000	100,000	-	100,000
Vehicle Replacement	3,691,649	3,691,649	3,691,649	3,322,484	369,165
State DOC Inmate Shift	-	-	1,312,000	-	-
Subtotal	$ 140,440,673	$ 140,878,626	$ 141,434,618	$ 140,043,775	$ 834,851
4716 - Debt Service/Cap. Lease					
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)	179,861	179,861	179,861	120,100	59,761
30m COP (P&I)	4,145,600	4,145,600	4,145,600	4,043,900	101,700
Smartzone	1,427,288	1,427,288	1,427,288	1,500,000	(72,712)
NW Court Lease	500,000	500,000	500,000	500,000	-
Subtotal	$ 6,392,749	$ 6,392,749	$ 6,392,749	$ 6,304,000	$ 88,749
4721 - Dues and Memberships					
National Assoc. of Counties	$ 41,042	$ 41,042	$ 40,182	$ 43,094	$ (2,052)
Arizona Assoc. of Government	47,278	47,278	47,278	49,642	(2,364)
Maricopa Assoc. of Government	45,451	45,451	41,225	47,724	(2,273)
County Supervisors Assoc.	104,033	104,033	104,033	108,235	(4,202)
Subtotal	$ 237,804	$ 237,804	$ 232,718	$ 248,695	$ (10,891)
4722 - Taxes and Assessments					
City of Phx. Downtown Mun. Ser. Dist.	$ 98,778	$ 98,778	$ 101,409	$ 106,480	$ (7,702)
4724 - Consultants					
Unallocated	$ 1,179,164	$ 794,289	$ -	$ 1,962,139	$ (1,167,850)
HR Candidate Reimbursement	-	994	1,644	-	994
Public Defender Case Weighting	22,455	22,455	22,455	-	22,455
Employee Sat./Exit Survey	120,000	120,000	120,000	120,000	-
Higher Ground	-	90,000	90,000	90,000	-
Chairman's Fund	-	20,000	20,000	20,000	-
Elliott Pollack & Co.	-	80,868	80,868	85,000	(4,132)
Internal Audit	370,000	370,000	160,809	318,787	51,213
Maximus	-	26,000	30,008	-	26,000
Animal Control Contract Position	-	20,000	20,000	-	20,000
ICJIS Info Security Officer	18,545	18,545	18,545	-	18,545
Research and Reporting Director	82,662	82,662	82,662	85,000	(2,338)
Records Center Manager	-	89,613	89,613	89,613	-
OMB Administration	-	57,400	57,400	59,000	(1,600)
Subtotal	$ 1,792,826	$ 1,792,826	$ 794,004	$ 2,829,539	$ (1,036,713)
4726 - Tuition Reimbursement	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ -

General Government Expenditure Summary (Continued)

Description	FY 2002-03 Adopted Restated	FY 2002-03 Revised Restated	FY 2002-03 Projected Restated	FY 2003-04 Adopted	Adopted vs. Revised Variance
General Fund (100) (Continued)					
4732 - Major Maintenance					
Cave Creek Et Bed	$ 249,400	$ 249,400	$ 249,000	$ -	$ 249,400
Annual Cnty-Wide Maint Progs	2,679,498	2,679,498	2,679,497	2,679,498	-
Admin Bldg Infrastruc Imprvmts	1,030,000	1,030,000	1,030,000	900,000	130,000
Adult Prob Day Rpt Ctr S Imprv	-	-	-	55,000	(55,000)
Buckeye Hills Rec Area	78,640	78,640	78,640	28,600	50,040
Bos Audtrm Infrastruc Imprvmnt	-	-	-	30,000	(30,000)
Msco Bartlett Lake Subst Imprv	-	-	-	30,000	(30,000)
Mcso/Substn Imprvmts	-	-	(252)	-	-
Drngo Juv Infrastruc Imprvmts	720,000	720,000	720,000	-	720,000
Estrella Campground Design	260,813	260,813	238,515	-	260,813
East Crts Infrastruc Imprvmnts	320,000	320,000	320,000	380,000	(60,000)
Central Court Bldg Infrastruc	-	-	-	200,000	(200,000)
Sup Court Infrastruc Imprvmtns	50,000	50,000	50,000	-	50,000
5th Av Prk Infrastruc Imprvmts	20,000	20,000	20,000	40,000	(20,000)
Program Fees	832,886	832,886	744,461	880,000	(47,114)
Code Compliance Reserve	200,000	200,000	200,000	290,648	(90,648)
Se Reg Infrastruc Imprvmts	190,000	190,000	190,002	-	190,000
Sec Ctr Infrastruc Imprvmtns	700,000	700,000	680,975	700,000	-
Mcso Surprise Substatn Improv	-	-	-	45,000	(45,000)
West Court Infrastruc Imprvmtn	180,000	180,000	180,000	-	180,000
Non-Project	438,444	438,444	438,434	895,967	(457,523)
Subtotal	$ 7,949,681	$ 7,949,681	$ 7,819,272	$ 7,154,713	$ 794,968
4741 - Tax Appeals	$ 1,300,000	$ 1,300,000	$ 1,300,000	$ 1,300,000	$ -
4742 - Judgements	$ 500,000	$ 500,000	$ 10,000	$ 500,000	$ -
4743 - Outside Legal Counsel	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ -
4750 - District Special Projects	$ 40,000	$ 40,000	$ 5,545	$ -	$ 40,000
4771 - Burial of Indigents	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ -
4774 - Non-Profit Funding	$ 2,139,776	$ 2,139,776	$ 2,139,776	$ 2,154,776	$ (15,000)
4775 - Accommodation Schools	$ 365,000	$ 365,000	$ 447,500	$ 530,000	$ (165,000)
4776 - Cooperative Extentsion	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ -
Total General Fund	$ 202,338,821	$ 197,035,464	$ 164,307,591	$ 230,972,737	$ (33,937,273)
Waste Management Fund (210)					
Potential Fee Increases	$ 3,596,068	$ 2,162,570	$ -	$ -	$ 2,162,570
4751 - Dist 1 Unincorp. Area Comm. Proj.	20,325	20,325	11,995	47,290	(26,965)
4752 - Dist 2 Unincorp. Area Comm. Proj.	32,504	32,504	-	71,464	(38,960)
4753 - Dist 3 Unincorp. Area Comm. Proj.	39,371	39,371	1,400	76,931	(37,560)
4754 - Dist 4 Unincorp. Area Comm. Proj.	36,706	36,706	-	75,666	(38,960)
4755 - Dist 5 Unincorp. Area Comm. Proj.	22,842	22,842	10,000	51,802	(28,960)
4757 - Illegal Dumping Program	100,000	100,000	450	100,000	-
4758 - Mobile Comm. Council Requests	58,498	58,498	1,752	56,746	1,752
Subtotal	$ 3,906,314	$ 2,472,816	$ 25,597	$ 479,899	$ 1,992,917
General Government Grants Fund (249)					
Potential Fee Increases	$ 17,766,301	$ 17,766,301	$ 17,766,301	$ 4,003,472	$ 13,762,829
Detention Fund (255)					
4711 - General Contingency					
General Contingency	$ 2,000,000	$ 847,937	$ -	$ 5,000,000	$ (4,152,063)
4711 - Reserved Items					
Compensation Reserve	$ 1,500,000	$ 1,061,608	$ -	$ 2,840,168	$ (1,778,560)
Sheriff: Overtime	150,000	150,000	-	150,000	-
Sheriff: Repairs and Maintenance	200,000	200,000	-	-	200,000
New Facility Operating Costs	-	-	-	18,000,000	(18,000,000)
Subtotal	$ 3,850,000	$ 2,259,545	$ -	$ 25,990,168	$ (23,730,623)
4712 - Other Programs					
Correctional Health Sundance Tower Lease	$ -	$ 152,063	$ 152,063	$ 152,063	$ -
Sheriff: Recruiting Expenses	500,000	500,000	500,000	500,000	-
Subtotal	$ 500,000	$ 652,063	$ 652,063	$ 652,063	$ -

General Government Expenditure Summary (Continued)

Description	FY 2002-03 Adopted Restated	FY 2002-03 Revised Restated	FY 2002-03 Projected Restated	FY 2003-04 Adopted	Adopted vs. Revised Variance
Detention Fund (255) (Continued)					
4732 - Major Maintenance					
Annual Det Fac Maint Program	$ 1,025,000	$ 1,025,000	$ 1,066,362	$ 1,025,000	$ -
Mcso/Substn Imprvmts	-	-	-	45,000	(45,000)
Drngo Juv Infrastruc Imprvmts	889,000	889,000	241,516	749,000	140,000
Drngo Jail Infrastruc Imprvmts	795,000	795,000	816,123	285,000	510,000
Durango Parkg Gar Tenant Imprv	-	-	-	105,000	(105,000)
Estr Jail Infrastruc Imprvmts	435,000	435,000	1,116,177	300,000	135,000
Estralla Jail Bldg Infrs Imprv	-	-	-	300,000	(300,000)
Code Compliance Reserve	100,000	100,000	100,000	252,900	(152,900)
Mdson Jail Infrastruc Imprvmts	100,000	100,000	100,000	50,000	50,000
Se Juv Infrastruc Imprvmts	210,000	210,000	210,000	60,000	150,000
Mcso/Ss 2853 Bldg Infra Imprv	-	-	-	25,000	(25,000)
Towers Jail Infrastruc Imprvmt	425,000	425,000	588,600	384,200	40,800
Non-Project	500,000	500,000	9,333	521,000	(21,000)
Subtotal	$ 4,479,000	$ 4,479,000	$ 4,248,111	$ 4,102,100	$ 376,900
Total Detention Fund	$ 8,829,000	$ 7,390,608	$ 4,900,174	$ 30,744,331	$ (23,353,723)
Bond Debt Service Fund (312)					
4710 - Debt Service	$ 21,347,350	$ 21,347,350	$ 20,489,017	$ 20,971,600	$ 375,750
County Improvement Debt Fund (320)					
4710 - County Improvement Debt	$ 18,293,455	$ 18,293,455	$ 18,293,455	$ 8,920,479	$ 9,372,976
Intergovernmental Capital Projects Fund (422)					
4713 - Intergovernmental Capital Projects					
Buckeye Hills Shooting Range	$ 1,000,000	$ 1,000,000	$ 177,001	$ 1,610,000	$ (610,000)
Northeast Regional Center	2,000,000	2,000,000	-	2,000,000	-
Elections Facility	3,300,000	3,300,000	350,000	2,950,000	350,000
Human Services Campus	1,710,804	1,710,804	1,125,903	4,231,488	(2,520,684)
Northwest Regional Center	300,000	300,000	-	-	300,000
Environmental Services Bldg	2,237,992	2,237,992	200,000	1,800,000	437,992
Sheriff Prop/Evidence Warehse	5,000,000	5,000,000	1,000,000	5,806,547	(806,547)
Sheriff's Training Facility	3,666,301	3,666,301	3,000,000	666,301	3,000,000
West Regional Center	2,700,000	2,700,000	1,357,576	1,333,333	1,366,667
Non-Project	-	-	-	502,544	(502,544)
Subtotal	$ 21,915,097	$ 21,915,097	$ 7,210,480	$ 20,900,213	$ 1,014,884
County Improvement Fund (435)					
4713 - Capital Projects					
New Admin Services Bldg	$ 6,128,704	$ 6,128,704	$ 2,980,074	$ 2,382,381	$ 3,746,323
Justice Courts	2,500,000	2,500,000	-	-	2,500,000
New Admin Services Parking	1,881,261	1,881,261	1,392,334	1,000,000	881,261
Downtown Property Devel/Acquis	50,000,000	50,000,000	1,000,000	8,447,225	41,552,775
Public Health Clinic	11,428,920	11,428,920	777,586	10,200,000	1,228,920
Forensic Science Center	3,328,298	3,328,298	3,951,966	-	3,328,298
Security Building	3,600,000	3,600,000	350,000	-	3,600,000
Non-Project	10,000,000	10,000,000	471,984	-	10,000,000
Subtotal	$ 88,867,183	$ 88,867,183	$ 10,923,944	$ 22,029,606	$ 66,837,577
Capital Improvements (445)					
New Admin Services Bldg	$ -	$ -	$ -	$ 853,898	$ (853,898)
Justice Courts	-	-	-	1,000,000	(1,000,000)
Northeast Regional Center	-	-	-	6,000,000	(6,000,000)
Land Acquisition-Lk Pleasant	-	-	950,000	-	-
Downtown Property Devel/Acquis	-	-	-	8,972,775	(8,972,775)
Northwest Regional Center	-	-	-	1,500,000	(1,500,000)
Star Call Center/R&R Buildout	-	-	-	1,411,000	(1,411,000)
Security Building	-	-	-	3,733,000	(3,733,000)
Non-Project	-	-	-	380,404	(380,404)
Subtotal	$ -	$ -	$ 950,000	$ 23,851,077	$ (23,851,077)
All Funds Total	$ 383,263,521	$ 375,088,274	$ 244,866,559	$ 362,873,414	$ 12,214,860

Appropriated Fund Balance Expenditure Summary

Description	FY 2002-03 Adopted Restated	FY 2002-03 Revised Restated	FY 2003-04 Projected Restated	FY 2003-04 Adopted	Adopted vs Revised Variance
General Fund (100)					
4811 - General Contingency					
General Contingency	$ 16,333,548	$ 15,642,990	$ -	$ 36,054,537	$ (20,411,547)
Reserved Unfunded Liabilities					
Facility Start-Up Contingency	$ 2,000,000	$ 2,000,000	$ -	$ -	$ 2,000,000
CIP Contingency	-	-	-	10,633,619	(10,633,619)
Performance Incentive	-	-	-	5,000,000	(5,000,000)
Financial System Upgrades	10,000,000	-	-	-	-
Materials Management E-Procurement	700,000	700,000	-	640,000	60,000
Pre-Paid Enterprise Software License	10,000,000	-	-	-	-
Relocations/New Facility Start-Up	2,500,000	2,500,000	-	1,500,000	1,000,000
Sheriff: Central Service Complex Voice System	654,433	614,433	-	-	614,433
Sheriff: Records Management System	1,110,873	-	-	-	-
Telecommunications: Capital Projects	500,000	500,000	-	-	500,000
Technology Projects	3,000,000	3,000,000	-	3,000,000	-
Subtotal	$ 46,798,854	$ 24,957,423	$ -	$ 56,828,156	$ (31,870,733)
4812-Other Programs					
Communications: Video Prod. Equip.	$ 250,000	$ 250,000	$ -	$ 50,000	$ 200,000
Financial System Upgrades	-	-	-	18,000,000	(18,000,000)
Time Allocation System	-	187,000	64,375	-	187,000
Pre-Paid Enterprise Software License	-	10,000,000	3,295,334	6,704,666	3,295,334
2004 NACO Conference	-	330,000	176,560	829,209	(499,209)
Finance: Info Advantage Carryover	21,100	21,100	-	21,100	-
Medical Examiner: Move Related Expenses	20,000	20,000	20,000	-	20,000
Sheriff Central Service Complex Voice System	-	40,000	30,000	624,433	(584,433)
Sheriff: Records Management System	-	1,110,873	382,437	728,436	382,437
Election Phamplet Printing	-	173,558	173,558	-	173,558
Maricopa County Regional Trails Master Plan	250,000	250,000	117,810	382,190	(132,190)
Parks & Rec.:Guadalupe Road Bridge Grant Match	-	-	-	53,180	(53,180)
Subtotal	$ 541,100	$ 12,382,531	$ 4,260,074	$ 27,393,214	$ (15,010,683)
4813-Infrastructure/CIP					
Transfer to Intergovernmental Capital Projects (422)	$ 596,000	$ 596,000	$ 596,000	$ -	$ 596,000
Land Acquisition	-	-	-	25,200,000	(25,200,000)
Transfer to General Fund County Improvement (445)	36,250,000	36,250,000	36,250,000	7,532,477	28,717,523
Purchase of 32nd St. & Van Buren Property	-	-	-	3,000,000	(3,000,000)
Purchase of State Black Canyon Building	-	-	-	1,800,000	(1,800,000)
Subtotal	$ 36,846,000	$ 36,846,000	$ 36,846,000	$ 37,532,477	$ (686,477)
4814-Technology Projects					
Material Management E-Procurement	$ -	$ -	$ 38,508	$ 21,492	$ (21,492)
HR System Upgrades	-	10,000,000	3,100,000	6,922,624	3,077,376
Subtotal	$ -	$ 10,000,000	$ 3,138,508	$ 6,944,116	$ 3,055,884
4824-Consultants					
Space Planning Aperture Consultant (FMD)	$ 100,000	$ 100,000	$ 100,000	$ -	$ 100,000
Subtotal	$ 100,000	$ 100,000	$ 100,000	$ -	$ 100,000

Appropriated Fund Balance Expenditure Summary (Continued)

Description	FY 2002-03 Adopted Restated	FY 2002-03 Revised Restated	FY 2003-04 Projected Restated	FY 2003-04 Adopted	Adopted vs Revised Variance
General Fund (100) (Continued)					
4832-Major Maintenance					
Blue Point Building Infrastructure Improvements	$ -	$ -	$ -	$ 340,000	$ (340,000)
MCSO/Substation Infrastructure Improvements	350,000	350,000	349,999	-	350,000
Durango Complex Infrastructure Improvements	-	-	-	1,388,000	(1,388,000)
Durango Courts Building Infrastructure Improvements	-	-	-	150,000	(150,000)
Durango Juvenile Probation Building Infrastructure Improvements	1,330,000	1,330,000	1,130,000	1,397,000	(67,000)
Durango Juvenile Building Infrastructure Improvements	-	-	-	200,000	(200,000)
Santa Fe Depot Building Improvements	200,000	200,000	200,000	340,000	(140,000)
East Courts Building Infrastructure Improvements	1,275,000	1,275,000	247,553	200,000	1,075,000
Central Courts Building Infrastructure Improvements	900,000	900,000	900,000	100,000	800,000
MCSO Computer Center Building Infrastructure Improvements	300,000	300,000	190,000	200,000	100,000
Materials Management Infrastructure Improvements	350,000	350,000	350,000	-	350,000
911 Building Infrastructure Improvements	50,000	2,951	2,951	-	2,951
Justice Courts Infrastructure Improvements	250,000	81,049	81,049	-	81,049
Old Court House Building Improvements	2,100,000	2,100,000	2,100,000	1,220,000	880,000
Public Meeting Space Improvements	-	500,000	500,000	-	500,000
MCSO/Records Building Infrastructure Improvements	-	-	-	200,000	(200,000)
S.E. MCSO Substation Infrastructure Improvement	-	-	-	200,000	(200,000)
S.E. Regional Building Infrastructure Improvements	150,000	150,000	150,000	-	150,000
Security Center Building Infrastructure Improvements	300,000	516,000	516,000	1,110,000	(594,000)
MCSO Warehouse Building Infrastructure Improvements	-	-	-	1,000,000	(1,000,000)
West Court Building Infrastructure Improvements	1,720,000	1,720,000	1,000,678	750,000	970,000
Non-Allocated	1,000,000	500,000	-	-	500,000
Subtotal	$ 10,275,000	$ 10,275,000	$ 7,718,230	$ 8,795,000	$ 1,480,000
Total General Fund	$ 94,560,954	$ 94,560,954	$ 52,062,812	$ 137,492,963	$ (42,932,009)
Detention Fund (255)					
4811-General Contingency					
General Contingency	$ 5,000,000	$ 4,660,000	$ -	$ 5,000,000	$ (340,000)
Reserved Unfunded Liabilities					
Facility Start-Up Contingency	$ 250,000	$ 250,000	$ -	$ -	$ 250,000
New Facility Start-Up	-	-	-	33,272,410	(33,272,410)
ICJIS: Moving Costs	93,000	93,000	-	-	93,000
ICJIS: Tenant Improvements	250,000	250,000	-	-	250,000
Juvenile Probation: Software for RTC	250,000	250,000	-	-	250,000
Telecom: Durango Facilities Management	280,000	280,000	-	-	280,000
Telecom: Durango Juvenile Court and Detention	1,000,000	1,000,000	-	-	1,000,000
Telecom: Durango Parking Structure	32,700	32,700	-	-	32,700
Telecom: Durango Parks Building	200,000	200,000	-	-	200,000
Telecom: Mesa Juvenile Court and Detention	500,000	500,000	-	-	500,000
Telesom: Residential Treatment Center	100,000	100,000	-	-	100,000
Telecom: Adult Facilities Data Equipment	1,035,000	1,035,000	-	-	1,035,000
Sheriff: Central Service Complex Voice System	8,279,771	8,279,771	-	-	8,279,771
Sheriff: New Jail Pre-Booking System	154,601	-	-	-	-
Sheriff: Jail Surveillance System	5,734,506	5,734,506	-	5,734,506	-
Sheriff: Records Management System	476,088	-	-	-	-
Subtotal	$ 23,635,666	$ 22,664,977	$ -	$ 44,006,916	$ (21,341,939)
4812-Other Programs					
Sheriff: Records Management System	$ -	$ 476,088	$ 3,338	$ 472,750	$ 3,338
Sheriff: New Jail Pre-Booking System	-	154,601	48,817	30,000	124,601
Sheriff: Central Service Complex Voice System	-	-	-	8,279,771	(8,279,771)
ICJIS Secure Network	-	340,000	340,000	-	340,000
Relocations	750,000	750,000	300,000	450,000	300,000
Jail and Detention Facilities Staffing Study	-	-	250,000	-	-
Telecom: Durango Juvenile Court and Detention	-	-	495,000	505,000	(505,000)
Detention Fund Transfer	98,138,712	98,138,712	98,138,712	48,585,819	49,552,893
Subtotal	$ 98,888,712	$ 99,859,401	$ 99,575,867	$ 58,323,340	$ 41,536,061

Appropriated Fund Balance Expenditure Summary (Continued)

Description	FY 2002-03 Adopted Restated	FY 2002-03 Revised Restated	FY 2003-04 Projected Restated	FY 2003-04 Adopted	Adopted vs Revised Variance
Detention Fund (255) (Continued)					
4832-Major Maintenance					
Durango Complex Infrastructure Improvements	$ -	$ -	$ -	$ 1,163,000	$ (1,163,000)
Durango Juvenile Probation Building Infrastructure Improvements	300,000	300,000	300,000	725,000	(425,000)
Durango Jail Building Infrastructure Improvements	1,900,000	1,900,000	1,900,000	1,100,000	800,000
Madison Jail Building Infrastructure Improvements	870,000	870,000	870,000	-	870,000
Towers Jail Building Infrastructure Improvements	250,000	250,000	250,000	-	250,000
Non-Allocated	-	-	-	-	-
Subtotal	$ 3,320,000	$ 3,320,000	$ 3,320,000	$ 2,988,000	$ 332,000
Total Detention Fund	$ 125,844,378	$ 125,844,378	$ 102,895,867	$ 105,318,256	$ 20,526,122
All Funds Total	$ 220,405,332	$ 220,405,332	$ 154,958,679	$ 242,811,219	$ (22,405,887)

Major Maintenance Project Summary

	YEAR 1 FY 2003-04	YEAR 2 FY 2004-05	YEAR 3 FY 2005-06	YEAR 4 FY 2006-07	YEAR 5 FY 2007-08	5-YEAR TOTAL
470 GENERAL GOVERNMENT						
Ongoing Major Maintenance						
General Fund (Fund 100)						
Annual County-wide Maintenance Programs	$ 2,679,498	$ 2,788,848	$ 2,903,666	$ 3,024,224	$ 3,150,810	$ 14,547,046
Administration Building Infrastructure Improvements	900,000	50,000	-	-	-	950,000
Adult Probation Day Reporting Center Infrastructure Improvements	55,000	-	-	-	-	55,000
BOS Auditorium Building Infrastructure Improvements	30,000	-	-	-	-	30,000
MCSO/Substation Improvements	30,000	-	240,000	440,000	440,000	1,150,000
East Courts Building Infrastructure Improvements	380,000	110,000	-	-	-	490,000
Central Courts Building Infrastructure Improvements	200,000	200,000	200,000	-	-	600,000
5th Avenue Parking Building Infrastructure Improvements	40,000	40,000	40,000	40,000	40,000	200,000
Program FEES	880,000	880,000	880,000	880,000	880,000	4,400,000
Code Compliance Reserve	290,648	330,000	300,000	300,000	300,000	1,520,648
S.E. Regional Building Infrastructure Improvements	-	77,886	-	-	-	77,886
Security Center Building Infrastructure Improvements	700,000	700,000	700,000	-	-	2,100,000
MCSO/Substation Improvements	45,000	-	240,000	440,000	440,000	1,165,000
West Court Building Infrastructure Improvements	-	150,000	-	-	-	150,000
Subtotal General Fund Projects (Fund 100)	$ 6,258,746	$ 5,326,734	$ 5,503,666	$ 5,124,224	$ 5,250,810	$ 27,464,180
Detention Operations (Fund 255)						
Annual Detention Facilities Maintenance Programs	$ 1,025,000	$ 1,076,250	$ 1,130,063	$ 1,186,566	$ 1,245,894	$ 5,663,773
MCSO/Substation Infrastructure Improvements	45,000	-	-	-	-	45,000
Durango Juvenile Probation Building Infrastructure Improvements	749,000	75,000	-	-	-	824,000
Durango Jail Building Infrastructure Improvements	285,000	-	-	-	-	285,000
Durango Parking Garage Tenant Improvements	105,000	105,000	-	-	-	210,000
Estrella Jail Building Infrastructure Improvements	300,000	50,000	50,000	50,000	50,000	500,000
Estrella Support Building Infrastructure Improvements	300,000	650,000	150,000	150,000	150,000	1,400,000
Code Compliance Reserve	252,900	400,800	400,800	400,800	400,800	1,856,100
Madison Jail Building Infrastructure Improvements	50,000	1,600,000	15,000,000	15,000,000	15,000,000	46,650,000
S.E. Juvenile Building Infrastructure Improvements	60,000	-	-	-	-	60,000
MCSO/Substation(2853) Building Infrastructure Improvements	25,000	-	-	-	-	25,000
Towers Jail Building Infrastructure Improvements	384,200	175,000	25,000	25,000	-	609,200
Subtotal Detention Operations (Fund 255)	$ 3,581,100	$ 4,132,050	$ 16,755,863	$ 16,812,366	$ 16,846,694	$ 58,128,073
TOTAL - 470 GENERAL GOVERNMENT	**$ 9,839,846**	**$ 9,458,784**	**$ 22,259,529**	**$ 21,936,590**	**$ 22,097,504**	**$ 85,592,253**
480 APPROPRIATED FUND BALANCE						
Deferred Major Maintenance						
General Fund (Fund 100)						
Blue Point Building Infrastructure Improvements	$ 340,000	$ -	$ -	$ -	$ -	$ 340,000
Durango Complex Infrastructure Improvements	1,388,000	1,002,649	-	-	-	2,390,649
Durango Courts Building Infrastructure Improvements	150,000	1,585,000	-	-	-	1,735,000
Durango Juvenile Probation Building Infrastructure Improvements	1,397,000	2,800,000	-	-	-	4,197,000
Durango Juvenile Building Infrastructure Improvements	200,000	2,800,000	-	-	-	3,000,000
Santa Fe Depot Building Improvements	340,000	-	-	-	-	340,000
East Courts Building Infrastructure Improvements	200,000	200,000	11,092,500	9,092,500	11,521,500	32,106,500
Central Courts Building Infrastructure Improvements	100,000	300,000	3,171,400	2,771,400	2,771,400	9,114,200
MCSO Computer Center Building Infrastructure Improvements	200,000	-	-	-	-	200,000
911 Building Infrastructure Improvements	-	100,000	-	-	-	100,000
Old Court House Building Improvements	1,220,000	1,971,751	1,008,249	-	-	4,200,000
MCSO/Records Building Infrastructure Improvements	200,000	-	-	-	-	200,000
S.E. MCSO Substation Infrastructure Improvement	200,000	-	-	-	-	200,000
Security Center Building Infrastructure Improvements	1,110,000	140,000	-	-	-	1,250,000
MCSO Warehouse Building Infrastructure Improvements	1,000,000	-	-	-	-	1,000,000
West Court Building Infrastructure Improvements	750,000	500,000	1,336,000	1,551,000	1,561,000	5,698,000
Subtotal General Fund Projects (Fund 100)	$ 8,795,000	$ 11,399,400	$ 16,608,149	$ 13,414,900	$ 15,853,900	$ 66,071,349
Detention Operations (Fund 255)						
Durango Complex Infrastructure Improvements	$ 1,163,000	$ 1,732,000	$ -	$ -	$ -	$ 2,895,000
Durango Juvenile Probation Building Infrastructure Improvements	725,000	100,000	-	-	-	825,000
Durango Jail Building Infrastructure Improvements	1,100,000	3,400,000	11,400,000	1,100,000	100,000	17,100,000
Estrella Jail Building Infrastructure Improvements	-	225,000	1,000,000	5,000,000	5,000,000	11,225,000
Main Jail Building Infrastructure Improvements	-	2,000,000	162,000	1,680,000	1,750,000	5,592,000
Madison Jail Building Infrastructure Improvements	-	1,000,000	20,000,000	20,000,000	-	41,000,000
Towers Jail Building Infrastructure Improvements	-	2,250,000	10,000,000	-	-	12,250,000
Subtotal Detention Operations (Fund 255)	$ 2,988,000	$ 10,707,000	$ 42,562,000	$ 27,780,000	$ 6,850,000	$ 90,887,000
TOTAL - 480 APPROPRIATED FUND BALANCE	**$ 11,783,000**	**$ 22,106,400**	**$ 59,170,149**	**$ 41,194,900**	**$ 22,703,900**	**$ 156,958,349**
900 MARICOPA MEDICAL CENTER						
Hospital Fund (Fund 535)						
Desert Vista Infrastructure Improvements	$ 380,000	$ 110,000	$ 110,000	$ 110,000	$ 110,000	$ 820,000
Power Plant Improvements	345,000	150,000	100,000	100,000	100,000	795,000
Medical Center Infrastructure Improvements	582,000	209,000	209,000	209,000	201,000	1,410,000
FHC Improvements	113,000	100,000	100,000	100,000	100,000	513,000
Unallocated	30,000	30,000	30,000	30,000	30,000	150,000
Subtotal Hospital Fund (Fund 535)	$ 1,450,000	$ 599,000	$ 549,000	$ 549,000	$ 541,000	$ 3,688,000
TOTAL - 900 MARICOPA MEDICAL CENTER	**$ 1,450,000**	**$ 599,000**	**$ 549,000**	**$ 549,000**	**$ 541,000**	**$ 3,688,000**

Health Care Mandates Revenue and Expenditure Detail Report

Description	FY 2002-03 Adopted Restated	FY 2002-03 Revised Restated	FY 2002-03 Projected Restated	FY 2003-04 Adopted	Adopted Vs Revised Variance
Department 390					
General Fund (100)					
Revenue					
Disproportionate Share Refund	$ 101,760,800	$ 101,760,800	$ 101,760,800	$ 101,760,800	$ -
Long Term Residual	52,848	52,848	57,444	52,848	-
Disproportionate Indigent Compensation	-	-	119,489	-	-
Total General Fund Revenue	$ 101,813,648	$ 101,813,648	$ 101,937,733	$ 101,813,648	$ -
Expenditures					
Administration					
Contract Monitoring	$ -	$ -	$ -	$ -	$ -
Healthcare Mandates Consulting	2,000,000	2,000,000	1,997,877	1,880,000	120,000
Healthcare Financial Admin.					
Healthcare Financial Admin.	$ 652,402	$ 652,402	$ 734,882	$ 651,005	$ 1,397
Claims Resolution	712,679	712,679	888,779	967,952	(255,273)
Consulting Group	119,915	119,915	82,084	82,541	37,374
Subtotal	$ 1,484,996	$ 1,484,996	$ 1,705,745	$ 1,701,498	$ (216,502)
AHCCCS Contribution	$ 45,996,212	$ 45,996,212	$ 45,477,846	$ 45,477,486	$ 518,726
ALTCS Contribution	$ 114,845,600	$ 114,845,600	$ 114,845,520	$ 110,407,500	$ 4,438,100
Mental Health					
Arnold V Sarn Court Order	$ 27,090,000	$ 27,090,000	$ 27,166,997	$ 28,350,000	$ (1,260,000)
Arnold V Sarn Litigation Costs	75,000	75,000	6,518	10,000	65,000
Arnold V Sarn Court Monitor	140,000	140,000	136,650	140,000	-
General Mental Health IGA/Non-SMI	5,099,404	5,099,404	5,095,468	5,099,404	-
Mental Health Orders	50,000	50,000	35,145	50,000	-
Mental Health Testimony	220,000	220,000	264,349	220,000	-
Competency Restoration	4,000,000	4,000,000	5,113,170	5,500,000	(1,500,000)
Subtotal	$ 36,674,404	$ 36,674,404	$ 37,818,297	$ 39,369,404	$ (2,695,000)
MMC Teaching Program Subsidy	$ 3,547,900	$ 3,547,900	$ 3,547,900	$ 3,547,900	$ -
Disproportionate Share Match	$ 101,760,800	$ 101,760,800	$ 101,760,801	$ 101,760,800	$ -
Public Health TB Hospitalization	$ 1,000,000	$ 1,000,000	$ 169,765	$ 500,000	$ 500,000
Sail Grant Matching Funds	$ 686,463	$ 686,463	$ 686,463	$ 679,789	$ 6,674
Long Term Care Residual					
Administration	$ 38,448	$ 38,448	$ 37,592	$ 43,251	$ (4,803)
Acute Care	73,196	73,196	46,814	52,438	20,758
Nursing Home Care	68,649	68,649	74,295	84,774	(16,125)
Subtotal	$ 180,293	$ 180,293	$ 158,701	$ 180,463	$ (170)
Disproportionate Indigent Compensation	$ 23,700,000	$ 23,700,000	$ 5,602,992	$ 24,164,844	$ (464,844)
MIHS Operating Subsidy	$ 13,140,300	$ 13,140,300	$ 13,140,300	$ 11,826,270	$ 1,314,030
Total General Fund Expenditures	$ 345,016,968	$ 345,016,968	$ 326,912,207	$ 341,495,954	$ 3,521,014
Detention Fund (255)					
Expenditures					
Correctional Health Claims	$ 2,500,000	$ 2,500,000	$ 3,645,584	$ 4,500,000	$ (2,000,000)
Total All Funds Expenditures	$ 347,516,968	$ 347,516,968	$ 330,557,791	$ 345,995,954	$ 1,521,014

Maricopa Integrated Health System Expenditure Variance Commentary

System Overview

Fund	Expenditures	Revenues	General Fund Operating Subsidy	Net Revenue Before MIHS Inter-Fund Transfers	MIHS Inter-Fund Transfers	Net Revenue After MIHS Inter-Fund Transfers
Healthcare Delivery System (535)	$ 452,165,681	$ 424,329,868	$ 11,826,270	$ (16,009,543)	$ 16,301,111	$ 291,568
Health Plan (541)	124,118,261	129,540,718		5,422,457	(6,333,433)	(910,976)
Long Term Care Plan (551)	222,059,981	232,018,464		9,958,483	(15,540,586)	(5,582,103)
Health Select (561)	12,039,793	13,856,770		1,816,977	(1,945,916)	(128,939)
Senior Select (566)	56,070,794	54,891,995		(1,178,799)	7,518,824	6,340,025
MIHS Total	$ 866,454,510	$ 854,637,815	$ 11,826,270	$ 9,575	$ -	$ 9,575

Health Care Delivery System (Fund 535)

The Health Care Delivery System's Fiscal Year 2003-04 net operating budget, including General Fund subsidy, is projected at a loss of ($16,009,543). This loss is covered by $16,301,111 of accumulated net income transferred in from the Health Plans, which reduces the Delivery System's accumulated expendable fund deficit by $291,588.

FY 2003-04 acute patient days and admissions are projected to increase 0.1% from the FY 2002-03 year-end forecast due to population growth and continued expansion of AHCCCS/Health Plan membership. Psychiatric patient days and admissions are budgeted to increase 2.0% from the FY 2002-03 year-end forecast due to continued population growth and need. Outpatient visits are projected to decrease by 4.7% from FY 2002-03 partially due to the closure of the Scottsdale FHC.

Net revenue per adjusted patient day is budgeted to increase by 5.3%. The budgeted net revenue increase reflects overall rate increases in AHCCCS, Medicare, commercial and workers compensation insurances, and self pay rates. Budgeted bad debt is 14.6% of net revenue, or 1.5% lower than the FY 2002-03 year-end forecasted rate due to anticipated business office improvements.

Non-Operating expenses are decreasing by 0.6% over the current year forecast due to the decreased capital expenditures in FY 2002-03.

Maricopa Health Plan (Fund 541)

The Maricopa Health Plan (MHP) Fiscal Year 2003-04 net operating budget, is projecting net income of $5,422,457. The FY 2003-04 Maricopa Health Plan (MHP) budget is based on year-end member months totaling 572,477 relative to 538,434 in the FY 2002-03 projection. Member months are budgeted by prospective and prior-period coverage (PPC) population types based on historical analyses of each MHP population. The 6.3% increase in member months growth relative to the FY 2003-03 year-end projection is based upon maintaining current market share plus 5% membership growth.

The MHP budget includes an overall 5.0% revenue growth from the projection on a per member per month (PMPM) basis relative to FY 2002-03. Hospital and SOBRA (supplemental payments for births) are anticipated to increase in correlation with growth in member months.

The 4.8% PMPM budgeted medical expense increase consists of a 1.3% increase in the hospitalization PMPM rate, a 5.2% increase in the medical compensation PMPM rate, and an average 7.2% increase in the other medical PMPM rate. PMPM administrative cost is anticipated to increase 2.4%.

Maricopa Integrated Health System Expenditure Variance Commentary (Continued)

Maricopa Long-Term Care System (Fund 551)

The Maricopa Long-Term Care System Fiscal Year 2003-04 net operating budget, is projecting net income of $9,958,483. The FY 2003-04 Maricopa Long-Term Care Plan budget is based on year-end member months totaling 81,552 relative to 92,642 in the FY 2002-03 projection. The 12% budgeted member months decrease relative to the FY 2003-03 year-end projection is based upon continued market share erosion offset by County-wide membership growth of 5.0%. The budget includes an overall revenue increase of 7.4%. Expenditures are reduced by $8.6 million, driven by the loss of member months, partially offset by an average increase in expenses of 9.4% PMPM.

Maricopa Health Select Plan (Fund 561)

The Maricopa Health Select Plan Fiscal Year 2003-04 net operating budget, is projecting net income of $1,816,977. The FY 2003-04 Maricopa Health Select Plan Budget is based on year-end member months totaling 70,660 relative to 63,952 in the FY 2002-03 projection, an increase of 10.5%. Member months are projected at 4.0% base growth and 2.0% open enrollment growth. The budget reflects a PMPM premium rate increase of 8.5% and a total PMPM net expense increase of 5.5% which includes a 5.4% increase in PMPM medical expenses and a 5.9% PMPM increase in administrative expenses.

Maricopa Senior Select Plan (Fund 566)

The Maricopa Senior Select Plan Fiscal Year 2003-04 net operating budget, is projecting net loss of ($1,178,799). The FY 2003-04 Maricopa Senior Select Plan Budget is based on year-end member months totaling 90,933 relative to 102,472 in the FY 2002-03 projection an 11.3% decrease. The decrease is based upon the continued cap on new member enrollment. The enrollment cap is anticipated to be lifted in June 2003.

The budget reflects a PMPM revenue increase of 3.4% and a total PMPM net expense decrease of 3.6% which includes a 3.4% decrease in PMPM medical expenses offset by a 4.4% PMPM increase in administrative expenses. The reduction in medical expenses is attributed to the attainment of an arrangement whereby a third party will assume all risk for the medical expenses.

Results Initiatives Requests /State Budget Reduction Summary

	FY 2003-04 REQUESTED	FY 2004-05 (ONGOING)	FY 2003-04 ADOPTED	FY 2004-05 (ONGOING)
ALL FUNDS				
110 ADULT PROBATION				
State Cut: Adult Probation Cost Shift	$ -	$ -	$ (2,388,198)	$ (2,388,198)
Department Total	$ -	$ -	$ (2,388,198)	$ (2,388,198)
390 HEALTH CARE MANDATES				
State Cut: AHCCCS Acute Shift	$ 3,853,800	$ 3,853,800	$ 3,853,800	$ 3,853,800
State Cut: ALTCS Growth Shift	6,516,819	6,516,819	(4,537,718)	6,516,819
State Cut: Competency Restoration at 86%	5,500,000	5,500,000	5,500,000	5,500,000
Department Total	$ 15,870,619	$ 15,870,619	$ 4,816,082	$ 15,870,619
470 GENERAL GOVERNMENT				
State Cut: County Contribution Payment	$ -	$ -	$ 5,402,800	$ 5,402,800
Unfunded Liabilities	32,564,529	32,564,529	-	-
Department Total	$ 32,564,529	$ 32,564,529	$ 5,402,800	$ 5,402,800
480 APPROPRIATED FUND BALANCE				
Land Acquisition	$ 30,000,000	$ -	$ -	$ -
State Cut: Purchase of Black Canyon Building	-	-	1,800,000	-
State Cut: Purchase of 32nd St. & Van Buren Prop	-	-	3,000,000	-
Department Total	$ 30,000,000	$ -	$ 4,800,000	$ -
MARICOPA COUNTY				
County Total	$ 78,435,148	$ 48,435,148	$ 12,630,684	$ 18,885,221
MARICOPA COUNTY & DISTRICTS				
County & District Total	$ 78,435,148	$ 48,435,148	$ 12,630,684	$ 18,885,221

	FY 2003-04 REQUESTED	FY 2004-05 (ONGOING)	FY 2003-04 ADOPTED	FY 2004-05 (ONGOING)
GENERAL FUND				
110 ADULT PROBATION				
State Cut: Adult Probation Cost Shift	$ -	$ -	$ 21,880,206	$ 21,880,206
Department Total	$ -	$ -	$ 21,880,206	$ 21,880,206
390 HEALTH CARE MANDATES				
State Cut: AHCCCS Acute Shift	$ 3,853,800	$ 3,853,800	$ 3,853,800	$ 3,853,800
State Cut: ALTCS Growth Shift	6,516,819	6,516,819	(4,537,718)	6,516,819
State Cut: Competency Restoration at 86%	5,500,000	5,500,000	5,500,000	5,500,000
Department Total	$ 15,870,619	$ 15,870,619	$ 4,816,082	$ 15,870,619
470 GENERAL GOVERNMENT				
State Cut: County Contribution Payment	$ -	$ -	$ 5,402,800	$ 5,402,800
Unfunded Liabilities	32,564,529	32,564,529	-	-
Department Total	$ 32,564,529	$ 32,564,529	$ 5,402,800	$ 5,402,800
480 APPROPRIATED FUND BALANCE				
Land Acquisition	$ 30,000,000	$ -	$ -	$ -
State Cut: Purchase of Black Canyon Building	-	-	1,800,000	-
State Cut: Purchase of 32nd St. & Van Buren Prop	-	-	3,000,000	-
Department Total	$ 30,000,000	$ -	$ 4,800,000	$ -
MARICOPA COUNTY				
County Total	$ 78,435,148	$ 48,435,148	$ 36,899,088	$ 43,153,625
MARICOPA COUNTY & DISTRICTS				
County & District Total	$ 78,435,148	$ 48,435,148	$ 36,899,088	$ 43,153,625

Results Initiatives Requests /State Budget Reduction Summary (Continued)

	FY 2003-04 REQUESTED	FY 2004-05 (ONGOING)	FY 2003-04 ADOPTED	FY 2004-05 (ONGOING)
SPECIAL REVENUE				
110 ADULT PROBATION				
State Cut: Adult Probation Cost Shift	$ -	$ -	$ (24,268,404)	$ (24,268,404)
Department Total	$ -	$ -	$ (24,268,404)	$ (24,268,404)
MARICOPA COUNTY				
County Total	$ -	$ -	$ (24,268,404)	$ (24,268,404)
MARICOPA COUNTY & DISTRICTS				
County & District Total	$ -	$ -	$ (24,268,404)	$ (24,268,404)

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 2002-03 Adopted	FY 2002-03 Revised	FY 2003-04 Adopted	Variance Rev./Adopted	%
Maricopa County:					
Fund Transfers (see schedule)	$ 482,649,706	$ 482,649,706	$ 385,856,944	$ (96,792,762)	-20.1%
Payments from Departments to Benefits Trust Fund for Employer-Paid Health & Dental Premiums	2,600,000	2,600,000	16,495,079	13,895,079	534.4%
Internal Service Charges	45,633,576	46,434,066	47,407,631	973,565	2.1%
Payments from Health Care Mandates to Health System for Correctional Health	2,500,000	2,500,000	4,500,000	2,000,000	80.0%
Payments from Health Care Mandates to Health System for Public Health TB Hospitalization	1,000,000	1,000,000	500,000	(500,000)	-50.0%
Payments from Maricopa Health Plans to Health System for Patient Services	43,659,347	43,659,347	49,242,690	5,583,343	12.8%
Payments from Maricopa Health Plans to Health System for Attendant Care	13,342,861	13,342,861	19,354,363	6,011,502	45.1%
Payments from Departments to Maricopa Health Plans for Employer Health Premiums	11,563,816	11,563,816	12,981,026	1,417,210	12.3%
Subtotal Maricopa County	$ 602,949,306	$ 603,749,796	$ 536,337,733	$ (67,412,063)	-11.2%
Flood Control District:					
Capital Projects Fund Transfer	$ 49,000,000	$ 49,000,000	$ 54,000,000	$ 5,000,000	10.2%
Library District					
Capital Projects Fund Transfer	$ 1,102,200	$ 1,102,200	$ -	$ (1,102,200)	-100.0%
Stadium District:					
Cap. Projects, Debt Service Fund Tansfers	$ 1,724,018	$ 1,724,018	$ 1,594,274	$ (129,744)	-7.5%
Total Maricopa County & Districts	$ 654,775,524	$ 655,576,014	$ 591,932,007	$ (63,644,007)	-9.7%

Transfers In by Fund

TRANSFERS BY FUND
Transfers In

	ADOPTED RESTATED	REVISED RESTATED	PROJECTED RESTATED	ADOPTED
GENERAL FUND	**$ 109,627,487**	**$ 109,627,487**	**$ 109,627,487**	**$ 111,088,120**
Dispro. Share Match Reimb. - MMC	*101,760,800*	*101,760,800*	*101,760,800*	*101,760,800*
Central Service Allocation	*7,866,687*	*7,866,687*	*7,866,687*	*9,327,320*
SPECIAL REVENUE				
241 PARKS ENHANCEMENT FUND	$ -	$ -	$ 17,000	$ 17,000
Transfer from Parks Souvenir Fund	*-*	*-*	*17,000*	*17,000*
248 SAIL GRANTS	$ 686,463	$ 686,463	$ 686,463	$ 679,789
SAIL Grant Match from General Fund	*686,463*	*686,463*	*686,463*	*679,789*
250 CACTUS LEAGUE OPERATIONS	$ 200,000	$ 200,000	$ 200,000	$ 110,000
Transfer from Stadium District Debt Service	*200,000*	*200,000*	*200,000*	*110,000*
255 DETENTION OPERATIONS	$ 120,866,924	$ 120,866,924	$ 120,866,924	$ 120,866,924
Jail Excise Tax Maint. Of Effort - Base	*111,051,924*	*111,051,924*	*111,051,924*	*120,866,924*
Jail Excise Tax Maint. Of Effort - Above Base	*9,815,000*	*9,815,000*	*9,815,000*	
265 PUBLIC HEALTH FEES	$ 45,000	$ 45,000	$ 45,000	$ 45,000
Vital Statistics - General Fund	*45,000*	*45,000*	*45,000*	*45,000*
574 ANIMAL CONTROL FIELD OPERATION	$ 1,488,277	$ 1,488,277	$ 1,488,277	$ -
Transfer from License/Shelter Fund	*1,488,277*	*1,488,277*	*1,488,277*	*-*
SPECIAL REVENUE	**$ 123,286,664**	**$ 123,286,664**	**$ 123,303,664**	**$ 121,718,713**
DEBT SERVICE				
312 BOND-DEBT SERVICE	1,376,476	1,376,476	1,376,476	847,711
Central Service Allocation	*1,376,476*	*1,376,476*	*1,376,476*	*847,711*
DEBT SERVICE	**$ 1,376,476**	**$ 1,376,476**	**$ 1,376,476**	**$ 847,711**

Transfers In by Fund (Continued)

	ADOPTED RESTATED	REVISED RESTATED	PROJECTED RESTATED	ADOPTED
CAPITAL PROJECTS				
234 TRANSPORTATION CAPITAL PROJECT	$ 53,000,000	$ 53,000,000	$ 53,000,000	$ 57,000,000
Transfer from Trans. Operating Fund	*53,000,000*	*53,000,000*	*53,000,000*	*57,000,000*
422 INTERGOVERNMENTAL CAP PROJ	$ 20,865,139	$ 20,865,139	$ 20,865,139	$ -
Transfer from Gen. Govn't Grants Fund	*17,766,301*	*17,766,301*	*17,766,301*	*-*
Transfer from General Fund	*596,000*	*596,000*	*596,000*	*-*
Transfer from Environmental Svcs. Fund	*1,251,419*	*1,251,419*	*1,251,419*	*-*
Transfer from Air Quality Fees Fund	*1,251,419*	*1,251,419*	*1,251,419*	*-*
435 COUNTY IMPROVEMENT FUND	$ 36,250,000	$ 36,250,000	$ -	$ -
Transfer from Gen. Fund Project Reserve	*36,250,000*	*36,250,000*	*-*	*-*
440 LIBRARY DIST CAPITAL PROJECTS	$ 1,102,200	$ 1,102,200	$ 1,102,200	$ -
Transfer from Library District Operating Fund	*1,102,200*	*1,102,200*	*1,102,200*	*-*
445 GENERAL FUND COUNTY IMPROV	$ -	$ -	$ 36,250,000	$ 7,532,477
Transfer from Gen. Fund Project Reserve	*-*	*-*	*36,250,000*	*7,532,477*
450 LONG TERM PROJECT RESERVE	$ 1,524,018	$ 1,524,018	$ 1,524,018	$ 1,484,274
Transfer from MLB Operations Fund	*1,524,018*	*1,524,018*	*1,524,018*	*1,484,274*
455 DETENTION CAPITAL PROJECTS	$ 98,138,712	$ 98,138,712	$ 98,138,712	$ 48,585,819
Transfer from Detention Operations Fund	*98,138,712*	*98,138,712*	*98,138,712*	*48,585,819*
990 FLOOD CONTROL CAPITAL PROJECTS	$ 49,000,000	$ 49,000,000	$ 48,800,000	$ 54,000,000
Transfer from Flood Control District Oper.	*49,000,000*	*49,000,000*	*48,800,000*	*54,000,000*
CAPITAL PROJECTS	**$ 259,880,069**	**$ 259,880,069**	**$ 259,680,069**	**$ 168,602,570**
ENTERPRISE				
535 HEALTHCARE DELIVERY SYSTEM	$ 38,813,090	$ 38,813,090	$ 38,813,090	$ 31,675,281
Operating Subsidy from General Fund	*13,140,300*	*13,140,300*	*13,140,300*	*11,826,270*
Teaching Prog. Subsidy from Gen. Fund	*3,547,900*	*3,547,900*	*3,547,900*	*3,547,900*
Transfer from ALTCS Fund	*11,745,590*	*11,745,590*	*11,745,590*	*8,021,763*
Transfer from Health Plan Fund	*8,691,974*	*8,691,974*	*8,691,974*	*6,333,433*
Transfer from Non-AHCCCS Health Plans	*1,687,326*	*1,687,326*	*1,687,326*	*1,945,915*
566 SENIOR SELECT PLAN	$ 1,492,138	$ 1,492,138	$ 1,492,138	$ 7,518,823
Transfer from ALTCS Fund	*1,492,138*	*1,492,138*	*1,492,138*	*7,518,823*
ENTERPRISE	**$ 40,305,228**	**$ 40,305,228**	**$ 40,305,228**	**$ 39,194,104**
ELIMINATIONS	**$(534,475,924)**	**$ (534,475,924)**	**$(534,292,924)**	**$(441,451,218)**
Maricopa County	*482,649,706*	*482,649,706*	*482,666,706*	*385,856,944*
Flood Control District	*49,000,000*	*49,000,000*	*48,800,000*	*54,000,000*
Library District	*1,102,200*	*1,102,200*	*1,102,200*	*-*
Stadium District	*1,724,018*	*1,724,018*	*1,724,018*	*1,594,274*

Transfers Out by Fund

TRANSFERS BY FUND
Transfers Out

	ADOPTED RESTATED	REVISED RESTATED	PROJECTED RESTATED	ADOPTED
GENERAL FUND	**$ 175,132,587**	**$ 175,132,587**	**$ 175,132,587**	**$ 144,498,360**
Jail Excise Tax Maint. of Effort - Base	*111,051,924*	*111,051,924*	*111,051,924*	*120,866,924*
Jail Excise Tax Maint. of Effort - Above Base	*9,815,000*	*9,815,000*	*9,815,000*	*-*
Transfer to Intergovernmental Capital Proj.	*596,000*	*596,000*	*596,000*	*-*
Transfer to County Improvement Fund	*36,250,000*	*-*	*-*	*-*
Transfer to General Fund County Improvement	*-*	*36,250,000*	*36,250,000*	*7,532,477*
MMC Operating Subsidy	*13,140,300*	*13,140,300*	*13,140,300*	*11,826,270*
MMC Teaching Program Subsidy	*3,547,900*	*3,547,900*	*3,547,900*	*3,547,900*
SAIL Grant Match	*686,463*	*686,463*	*686,463*	*679,789*
Public Health Vital Statistics	*45,000*	*45,000*	*45,000*	*45,000*
SPECIAL REVENUE				
217 CDBG, HOUSING TRUST	$ 33,989	$ 33,989	$ 33,989	$ 21,225
Central Service Allocation - General Fund	*33,989*	*33,989*	*33,989*	*21,225*
222 HUMAN SERVICES GRANTS	$ -	$ -	$ -	$ 319,802
Central Service Allocation - General Fund	*-*	*-*	*-*	*319,802*
226 PLANNING AND DEVELOPMENT FEES	$ 257,541	$ 257,541	$ 257,541	$ 254,112
Central Service Allocation - General Fund	*224,134*	*224,134*	*224,134*	*233,538*
Central Service Allocation - Debt Service	*33,407*	*33,407*	*33,407*	*20,574*
232 TRANSPORTATION OPERATIONS	$ 54,925,005	$ 54,925,005	$ 54,925,005	$ 59,006,719
Central Service Allocation - General Fund	*1,647,240*	*1,647,240*	*1,647,240*	*1,835,655*
Central Service Allocation - Debt Service	*277,765*	*277,765*	*277,765*	*171,064*
Transportation CIP Transfer	*53,000,000*	*53,000,000*	*53,000,000*	*57,000,000*
239 PARKS SOUVENIR FUND	$ -	$ -	$ 17,000	$ 17,000
Transfer to Parks Enhancement Fund	*-*	*-*	*17,000*	*17,000*
240 LAKE PLEASANT RECREATION SVCS	$ 98,019	$ 98,019	$ 98,019	$ 60,366
Central Service Allocation - Debt Service	*98,019*	*98,019*	*98,019*	*60,366*
244 LIBRARY DISTRICT	$ 1,696,966	$ 1,696,966	$ 1,696,966	$ 681,388
Central Service Allocation - General Fund	*592,619*	*592,619*	*592,619*	*680,066*
Central Service Allocation - Debt Service	*2,147*	*2,147*	*2,147*	*1,322*
Library District CIP Transfer	*1,102,200*	*1,102,200*	*1,102,200*	*-*
248 SAIL GRANTS	$ 7,371	$ 7,371	$ 7,371	$ -
Central Service Allocation - General Fund	*7,371*	*7,371*	*7,371*	*-*
249 GENERAL GOVERNMENT GRANTS	$ 17,766,301	$ 17,766,301	$ 17,766,301	$ -
Transfer to General Fund County Improvement	*17,766,301*	*17,766,301*	*17,766,301*	*-*
250 CACTUS LEAGUE OPERATIONS	$ 1,929	$ 1,929	$ 1,929	$ 14,803
Central Service Allocation - General Fund	*1,929*	*1,929*	*1,929*	*14,803*
253 BALLPARK OPERATIONS	$ 1,553,211	$ 1,553,211	$ 1,553,211	$ 1,505,724
Central Service Allocation - General Fund	*29,193*	*29,193*	*29,193*	*21,450*
Transfer to B.O.B. Long Term Reserve	*1,524,018*	*1,524,018*	*1,524,018*	*1,484,274*
255 DETENTION OPERATIONS	$ 98,138,712	$ 98,138,712	$ 98,138,712	$ 48,585,819
Transfer to Detention Capital Projects	*98,138,712*	*98,138,712*	*98,138,712*	*48,585,819*

Transfers Out by Fund (Continued)

	ADOPTED RESTATED	REVISED RESTATED	PROJECTED RESTATED	ADOPTED
SPECIAL REVENUE				
260 RESEARCH & REPORTING	$ 71,601	$ 71,601	$ 71,601	$ 33,125
Central Service Allocation - General Fund	*70,755*	*70,755*	*70,755*	*32,604*
Central Service Allocation - Debt Service	*846*	*846*	*846*	*521*
265 PUBLIC HEALTH FEES	$ 241,556	$ 241,556	$ 241,556	$ 164,238
Central Service Allocation - General Fund	*241,556*	*241,556*	*241,556*	*164,238*
290 WASTE TIRE	$ 156,663	$ 156,663	$ 156,663	$ 146,117
Central Service Allocation - General Fund	*40,055*	*40,055*	*40,055*	*23,001*
Central Service Allocation - Debt Service	*116,608*	*116,608*	*116,608*	*123,116*
295 HOUSING GRANTS	$ 73,304	$ 73,304	$ 73,304	$ -
Central Service Allocation - General Fund	*73,304*	*73,304*	*73,304*	*-*
504 AIR QUALITY FEES	$ 1,393,570	$ 1,393,570	$ 1,393,570	$ 293,938
Central Service Allocation - General Fund	*142,151*	*142,151*	*142,151*	*293,938*
Transfer to Intergovernmental Cap. Proj.	*1,251,419*	*1,251,419*	*1,251,419*	*-*
505 ENVIRONMENTAL SERVICES GRANT	$ 66,083	$ 66,083	$ 66,083	$ -
Central Service Allocation - General Fund	*66,083*	*66,083*	*66,083*	*-*
506 ENVIRONMTL SVCS ENV HEALTH	$ 1,606,072	$ 1,606,072	$ 1,606,072	$ 293,938
Central Service Allocation - General Fund	*354,653*	*354,653*	*354,653*	*293,938*
Transfer to Intergovernmental Cap. Proj.	*1,251,419*	*1,251,419*	*1,251,419*	*-*
532 PUBLIC HEALTH GRANTS	$ 1,086,945	$ 1,086,945	$ 1,086,945	$ 1,249,820
Central Service Allocation - General Fund	*1,086,945*	*1,086,945*	*1,086,945*	*1,249,820*
572 ANIMAL CONTROL LICENSE/SHELTER	$ 1,783,238	$ 1,783,238	$ 1,783,238	$ 347,268
Central Service Allocation - General Fund	*292,114*	*292,114*	*292,114*	*345,564*
Central Service Allocation - Debt Service	*2,847*	*2,847*	*2,847*	*1,704*
Transfer to Animal Control Field Operations	*1,488,277*	*1,488,277*	*1,488,277*	*-*
574 ANIMAL CONTROL FIELD OPERATION	$ 190,862	$ 190,862	$ 190,862	$ 241,322
Central Service Allocation - General Fund	*189,020*	*189,020*	*189,020*	*240,138*
Central Service Allocation - Debt Service	*1,842*	*1,842*	*1,842*	*1,184*
991 FLOOD CONTROL	$ 50,122,858	$ 50,122,858	$ 49,922,858	$ 55,136,127
Central Service Allocation - General Fund	*1,122,858*	*1,122,858*	*1,122,858*	*1,136,127*
Flood Control CIP Transfer	*49,000,000*	*49,000,000*	*48,800,000*	*54,000,000*
SPECIAL REVENUE	**$ 231,271,796**	**$ 231,271,796**	**$ 231,088,796**	**$ 168,372,851**
DEBT SERVICE				
370 STADIUM DIST DEBT SERIES02	$ 200,000	$ 200,000	$ 200,000	$ 110,000
Transfer to Stadium District Special Revenue Fund	*200,000*	*200,000*	*200,000*	*110,000*
DEBT SERVICE	**$ 200,000**	**$ 200,000**	**$ 200,000**	**$ 110,000**

Transfers Out by Fund (Continued)

	ADOPTED RESTATED	REVISED RESTATED	PROJECTED RESTATED	ADOPTED
SPECIAL REVENUE				
ENTERPRISE				
535 HEALTHCARE DELIVERY SYSTEM	$ 103,224,695	$ 103,224,695	$ 103,224,695	$ 103,269,097
Dispro. Share Reimb. - General Fund	*101,760,800*	101,760,800	101,760,800	101,760,800
Central Service Allocation - General Fund	*704,202*	704,202	704,202	1,040,437
Central Service Allocation - Debt Service	*759,693*	759,693	759,693	467,860
541 HEALTH PLAN	$ 8,691,974	$ 8,691,974	$ 8,691,974	$ 6,395,128
Central Service Allocation - General Fund	*-*	*-*	*-*	*61,695*
Transfer to Medical Center	*8,691,974*	*8,691,974*	*8,691,974*	*6,333,433*
551 LONG TERM CARE PLAN	$ 13,262,118	$ 13,262,118	$ 13,262,118	$ 15,867,041
Central Service Allocation - General Fund	*24,390*	*24,390*	*24,390*	*326,455*
Transfer to Medical Center	*11,745,590*	*11,745,590*	*11,745,590*	*8,021,763*
Transfer to Senior Select	*1,492,138*	*1,492,138*	*1,492,138*	*7,518,823*
561 HEALTH SELECT	$ 1,687,326	$ 1,687,326	$ 1,687,326	$ 1,950,968
Central Service Allocation - General Fund	*-*	*-*	*-*	*5,053*
Transfer to Medical Center	*1,687,326*	*1,687,326*	*1,687,326*	*1,945,915*
566 SENIOR SELECT PLAN	$ 379	$ 379	$ 379	$ 27,920
Central Service Allocation - General Fund	*379*	*379*	*379*	*27,920*
580 SOLID WASTE MANAGEMENT	$ 111,884	$ 111,884	$ 111,884	$ 31,000
Central Service Allocation - General Fund	*28,582*	*28,582*	*28,582*	*31,000*
Central Service Allocation - Debt Service	*83,302*	*83,302*	*83,302*	*-*
ENTERPRISE	**$ 126,978,376**	**$ 126,978,376**	**$ 126,978,376**	**$ 127,541,154**
INTERNAL SERVICE				
654 EQUIPMENT SERVICES	$ 491,717	$ 491,717	$ 491,717	$ 482,105
Central Service Allocation - General Fund	*491,717*	*491,717*	*491,717*	*482,105*
673 REPROGRAPHICS	$ 38,089	$ 38,089	$ 38,089	$ 39,559
Central Service Allocation - General Fund	*38,089*	*38,089*	*38,089*	*39,559*
675 RISK MANAGEMENT	$ 123,591	$ 123,591	$ 123,591	$ 122,626
Central Service Allocation - General Fund	*123,591*	*123,591*	*123,591*	*122,626*
681 TELECOMMUNICATIONS	$ 239,768	$ 239,768	$ 239,768	$ 284,563
Central Service Allocation - General Fund	*239,768*	*239,768*	*239,768*	*284,563*
INTERNAL SERVICE	**$ 893,165**	**$ 893,165**	**$ 893,165**	**$ 928,853**
ELIMINATIONS	**$ (534,475,924)**	**$ (534,475,924)**	**$ (534,292,924)**	**$ (441,451,218)**
Maricopa County	*482,649,706*	*482,649,706*	*482,666,706*	*385,856,944*
Flood Control District	*49,000,000*	*49,000,000*	*48,800,000*	*54,000,000*
Library District	*1,102,200*	*1,102,200*	*1,102,200*	*-*
Stadium District	*1,724,018*	*1,724,018*	*1,724,018*	*1,594,274*

Direct Assessment Special Districts Secondary Roll

MARICOPA COUNTY
DIRECT ASSESSMENT SPECIAL DISTRICTS
SECONDARY ROLL
FISCAL YEAR 2003-04

DIST. NO.	DISTRICT NAME	LEVY PURPOSE	2002-03 BUDGET	ESTIMATED EXPENDITURES 2002-03	2003-04 BUDGET REQUEST	LESS AVAILABLE FUNDS	2003-04 DIRECT ASSESSMENT
	Grandview Manor	Bond Interest	3,744	3,744	2,804	0	2,804
		Bond redemption	1,076	1,076	14,448	0	14,448
			4,820	4,820	17,252	0	17,252
	Fairview Lane	Bond Interest	678	678	585	0	585
		Bond redemption	689	689	688	0	688
			1,367	1,367	1,273	0	1,273
	East Fairview Lane	Bond Interest	1,905	1,905	1,420	0	1,420
		Bond redemption	3,844	3,844	3,308	0	3,308
			5,749	5,749	4,728	0	4,728
	White Fence Farms	Bond Interest	4,475	4,475	3,514	0	3,514
		Bond redemption	3,591	3,591	8,508	0	8,508
			8,066	8,066	12,022	0	12,022
	104th Place/University Dr.	Bond Interest	2,391	2,391	2,046	0	2,046
		Bond redemption	1,601	1,601	4,482	0	4,482
			3,992	3,992	6,528	0	6,528
	Queen Creek Water Improv	Bond Interest	11,429	11,429	4,370	0	4,370
		Bond redemption	15,126	15,126	6,402	0	6,402
			26,555	26,555	10,772	0	10,772
	Central Ave	Bond Interest	12,362	12,362	10,283	0	10,283
		Bond redemption	0	0	0	0	0
			12,362	12,362	10,283	0	10,283
	Billings Street	Bond Interest	397	397	341	0	341
		Bond redemption	0	0	0	0	0
			397	397	341	0	341
	Marquerite Drive	Bond Interest	0	0	4,079	0	4,079
		Bond redemption	0	0	6,067	0	6,067
			0	0	10,146	0	10,146
28530	129th Avenue	General	748	748	123	0	123
28531	14th Street	General	501	501	1,172	0	1,172
28548	192nd Ave.	General	874	874	2,522	0	2,522
28532	Avenida Del Sol	General	796	796	0	0	0
28547	Beautiful Arizona Estates	General	27,792	27,792	27,792	0	27,792
28795	Circle City Community Park	General	13,800	13,800	13,800	0	13,800
28546	Desert Foothills North	General	15,340	15,340	15,340	0	15,340
28535	Eagle Peak	General	1,665	1,665	1,843	0	1,843
28529	Estrella Dells	General	74,828	74,828	74,828	0	74,828
28533	Mallory	General	543	543	1,096	0	1,096
28793	Queen Creek Water Improv	General	21,003	21,003	40,000	0	40,000
28539	West Phoenix Estates 10	General	10,125	10,125	10,125	0	10,125
			$231,323	$231,323	$261,987	$0	$261,987

Street Lighting Improvement District Levies Secondary Roll

MARICOPA COUNTY
STREET LIGHTING IMPROVEMENT DISTRICT LEVIES
SECONDARY ROLL
FISCAL YEAR 2003-04

DIST #	DESCRIPTION	2002-03 BUDGET	2003-04 BUDGET	Estimated DIRECT TAX LEVY	2003 NET ASSESSED VALUATION	Estimated 2003 TAX RATE
13001	Sun City 38B	2,544	2,486	2,551	727,300	0.3507
13003	Sunrise Unit 5 Ph 2	2,160	2,160	2,160	842,990	0.2562
13005	Golden West 2	7,836	7,891	8,357	1,791,940	0.4664
13010	Empire Gardens 2	960	966	1,027	213,500	0.4810
13051	Towne Meadows	17,340	17,451	18,497	7,174,939	0.2578
13056	The Vineyards of Mesa	8,640	8,697	9,203	1,826,100	0.5040
13057	Clark Acres	684	706	765	265,930	0.2877
13059	Country Meadows 9	15,564	15,119	15,423	2,212,550	0.6971
13069	Sun Lakes 09	2,220	2,236	2,370	770,750	0.3075
13070	Camelot Golf Club Est. 1	3,864	3,942	4,241	934,680	0.4537
13072	Desert Sands Golf & CC 3	5,088	5,201	5,598	824,267	0.6791
13075	Litchfield Park 19	3,780	4,038	4,302	1,794,100	0.2398
13078	Sunrise Meadows 1	192	195	0	4,269,314	0.0000
13079	Estate Ranchos	876	886	943	446,040	0.2114
13103	Desert Foothills Est 5	3,528	3,634	3,950	1,318,964	0.2995
13107	Desert Foothills Est 6	4,596	4,743	5,161	1,416,880	0.3643
13109	Apache Wells Mobile P 3A	1,920	1,952	2,092	204,836	1.0213
13121	Desert Sands Golf & CC 4	9,000	9,183	9,104	1,720,773	0.5291
13122	Sun Lakes 07	3,144	3,159	3,357	942,200	0.3563
13128	Litchfield Park 17	3,168	3,283	3,508	792,350	0.4427
13132	Valencia Village	6,420	6,264	6,392	1,428,829	0.4474
13147	Superstition View #1	3,216	3,235	3,435	533,600	0.6437
13169	Sun Lakes 22	3,960	3,982	4,213	3,482,680	0.1210
13176	Villa Royale	576	586	625	736,131	0.0849
13177	Coronado Acres	564	571	609	214,150	0.2844
13178	Sun Lakes 10	6,996	7,039	7,466	2,945,421	0.2535
13184	Hopeville	1,104	1,066	1,055	168,235	0.6271
13188	Sun Lakes 21	10,260	10,318	10,932	5,018,424	0.2178
13191	Dreamland Villa-19	768	770	811	338,950	0.2393
13203	Sun Lakes 19	4,824	4,862	5,161	2,310,300	0.2234
13210	Crestview Manor	768	770	956	192,800	0.4959
13219	Sun Lakes 12	7,128	7,174	7,603	2,420,752	0.3141
13220	Sun Lakes 14	5,820	5,850	6,189	2,122,140	0.2916
13221	Sun Lakes 16 &16A	9,192	9,247	9,795	3,206,250	0.3055
13223	Sun Lakes 18	12,372	12,470	13,229	4,107,315	0.3221
13226	Sun Lakes 11 & 11A	1,308	1,313	1,392	1,079,450	0.1290
13228	Crimson Cove	1,728	1,733	1,824	171,295	1.0648
13247	Sun City 57	8,388	8,970	10,036	1,642,750	0.6109
13248	Apache Wells Mobile P 3B	2,868	2,924	3,142	618,616	0.5079
13263	Sun City 10	18,672	20,456	22,059	3,947,111	0.5589
13264	Sun Lakes 03A	1,800	1,812	1,918	463,350	0.4139
13268	Sun Lakes 08	3,060	3,085	3,274	671,550	0.4875
13271	Mesquite Trails	3,372	3,391	3,587	690,131	0.5198
13281	Sun City 10A	17,640	19,111	20,380	3,543,850	0.5751
13287	Empire Gardens 3	972	976	1,034	223,050	0.4636
13288	Empire Gardens 4	1,128	1,134	1,199	248,950	0.4816
13290	Sun Lakes 15	5,508	5,534	5,857	2,253,080	0.2600
13291	Sun City 50A	3,444	3,272	3,224	448,150	0.7194
13298	Sun City West	686,976	675,685	701,001	185,393,090	0.3781
13303	Sun Lakes 17	10,080	10,137	10,328	3,369,450	0.3065
13310	Casa Mia 2A	1,872	1,911	2,051	421,500	0.4866

Street Lighting Improvement District Levies Secondary Roll (Continued)

DIST #	DESCRIPTION	2002-03 BUDGET	2003-04 BUDGET	Estimated DIRECT TAX LEVY	2003 NET ASSESSED VALUATION	Estimated 2003 TAX RATE
13311	Pomeroy Estates	2,172	2,194	2,351	543,393	0.4327
13312	Rio Vista West 2	540	553	597	254,330	0.2347
13315	Apache Wells Mobile P 6	2,448	2,496	2,684	510,680	0.5256
13316	Sun City 44	15,180	15,008	15,611	2,470,180	0.6320
13325	Queen Creek Plaza	1,728	1,733	1,823	305,700	0.5963
13326	Rio Vista West	4,560	4,602	4,923	755,680	0.6515
13329	Desert Saguaro Estates 1	3,636	3,657	3,880	529,450	0.7328
13330	Sun City 45	11,808	11,712	12,211	2,193,900	0.5566
13331	Sun City 46	7,572	7,944	8,438	1,719,101	0.4908
13335	Casa Mia 2B	2,292	2,343	2,524	641,050	0.3937
13343	Knott Manor	1,752	1,765	1,855	228,850	0.8106
13346	Circle City	2,940	2,853	3,250	854,628	0.3803
13348	Desert Saguaro Estates 2	1,536	1,540	1,627	443,100	0.3672
13349	Sun City 47	16,920	16,633	17,172	2,992,029	0.5739
13351	Sun City 38	2,724	2,563	2,514	276,767	0.9083
13352	Mesa East	18,276	18,665	20,006	3,203,939	0.6244
13354	Sun City 49	17,448	16,949	17,277	3,520,750	0.4907
13356	Desert Sands Golf & CC 6	2,244	2,292	2,477	476,270	0.5201
13357	Desert Sands Golf & CC 7	3,828	3,904	4,166	626,012	0.6655
13358	Sun City 38A	2,772	2,613	2,568	286,600	0.8960
13359	Velda Rose Estates East 5	2,232	2,255	2,399	533,000	0.4501
13361	Sun Lakes 04	5,748	5,775	6,110	2,349,908	0.2600
13362	Sun Lakes 05	11,172	11,243	11,917	3,302,709	0.3608
13363	Sun Lakes 06	9,192	9,245	9,790	3,057,305	0.3202
13364	Sun City 48	13,356	13,043	13,359	3,412,485	0.3915
13371	Oasis Verde	6,384	6,434	6,827	1,147,600	0.5949
13372	Sun City 15D	4,212	4,233	4,390	297,800	1.4741
13374	Sun City 51	10,824	10,646	11,006	2,217,975	0.4962
13375	Sun City 52	10,104	11,050	12,535	2,402,736	0.5217
13376	Sun City 50	6,924	6,706	6,806	1,718,550	0.3960
13383	Sun City West Expansion	130,884	128,969	133,627	34,494,342	0.3874
13386	Litchfield Park 18	3,300	3,579	3,838	1,136,900	0.3376
13392	Sun City 41	9,960	10,017	10,490	1,749,000	0.5998
13393	Sun City 53	24,120	26,309	29,797	6,658,705	0.4475
13394	Sun City 54	14,652	16,380	18,846	3,756,912	0.5016
13395	Sun City 55	16,020	17,244	19,336	3,311,250	0.5839
13396	Desert Skies 2	1,884	1,906	2,030	386,550	0.5252
13397	Sun City 56	3,552	3,874	4,149	841,410	0.4931
13401	Sun City 33	19,068	19,944	21,977	3,625,057	0.6063
13402	Rancho Del Sol 2	2,868	2,887	3,063	1,319,220	0.2322
13404	Sun City 17E F&G	7,812	8,233	8,594	2,233,850	0.3847
13417	Western Ranchettes	2,856	2,869	3,036	606,140	0.5009
13418	AZ Skies Mobile Est E2	2,868	2,887	3,058	229,671	1.3315
13419	Sun City 35	22,860	24,180	26,791	4,358,675	0.6147
13420	Az Skies Mobil Estates	3,636	3,657	3,950	409,566	0.9644
13421	Sun City 28A	2,088	2,153	2,280	666,700	0.3420
13422	Velda Rose Estates East 3	936	940	990	266,000	0.3722
13423	Velda Rose Estates East 4	1,308	1,315	1,394	194,800	0.7156
13424	Linda Vista	3,432	3,453	3,695	568,400	0.6501
13432	Sun City 17H	3,636	3,542	3,596	758,650	0.4740
13433	Sun Lakes 01	5,640	5,679	6,033	1,423,784	0.4237
13434	Sun Lakes 02	5,904	5,945	6,297	1,436,358	0.4384
13437	Granite Reef Vista Park	804	810	858	197,950	0.4334
13438	Sun City 34	3,204	3,372	3,597	741,550	0.4851

Street Lighting Improvement District Levies Secondary Roll (Continued)

DIST #	DESCRIPTION	2002-03 BUDGET	2003-04 BUDGET	Estimated DIRECT TAX LEVY	2003 NET ASSESSED VALUATION	Estimated 2003 TAX RATE
13439	Sun City 34A	15,024	16,127	18,053	3,392,455	0.5322
13440	Sun City 35A	14,844	14,641	15,178	3,031,908	0.5006
13441	Sun City 36	5,088	5,268	5,602	3,354,705	0.1670
13444	Velda Rose Estates East 2	1,500	1,508	1,594	345,250	0.4617
13446	Apache Wells Mobil P 1&2	12,948	13,265	14,314	2,324,741	0.6157
13447	Apache Cntry Club Est. 5	3,888	3,904	4,145	1,588,050	0.2610
13448	Apache Wells Mobile P 4B	936	953	1,021	198,900	0.5133
13449	Caballeros Haciendas	1,200	1,212	1,291	380,150	0.3396
13450	Casa Mia	5,628	5,765	6,216	989,350	0.6283
13451	Desert Skies	1,512	1,525	1,616	265,250	0.6092
13452	Dreamland Villa 16	9,732	9,809	10,404	2,128,820	0.4887
13453	Dreamland Villa 17	2,952	2,976	3,169	677,600	0.4677
13454	Linda Vista 2	2,880	2,911	3,093	575,150	0.5378
13455	Lucy T. Homesites 2	2,736	2,815	3,038	587,240	0.5173
13456	Luke Field Homes	7,332	7,225	7,460	628,422	1.1871
13459	McAfee Mobile Manor	1,500	1,517	1,617	327,678	0.4935
13460	Rancho Grande Tres	6,384	6,437	6,829	1,630,768	0.4188
13463	Sun Lakes 03	9,384	9,259	9,521	2,014,605	0.4726
13465	Western Ranchettes 2	2,832	2,851	3,022	554,650	0.5448
13478	La Casa Bonita	1,224	1,240	1,319	149,760	0.8807
13485	Sun City 32A	15,336	16,326	18,399	3,626,882	0.5073
13486	Sun City 31A	20,184	21,960	24,998	3,983,396	0.6276
13487	Sun City 39	9,216	9,293	9,574	3,029,018	0.3161
13488	Sun City 40	5,388	5,452	5,659	1,850,400	0.3058
13490	Brentwood Acres	1,536	1,540	1,635	280,200	0.5835
13492	Desert Sands Golf & CC 8	4,788	4,888	4,850	1,151,900	0.4210
13494	Sun City 37	13,236	13,049	13,502	2,147,704	0.6287
13495	Sun City 42	8,580	8,568	8,850	1,280,664	0.6910
13496	Sun City 43	16,680	16,425	17,009	2,789,200	0.6098
13499	Sun City 28B	2,280	2,510	2,702	411,350	0.6569
13510	Camelot Golf Club Est. 2	3,264	3,331	3,584	1,311,925	0.2732
13801	Scottsdale Estates 01	4,728	4,765	5,063	1,647,726	0.3073
13802	Scottsdale Highlands 1	1,704	1,723	1,835	816,800	0.2247
13810	Melville 1	5,412	5,458	5,792	1,730,400	0.3347
13812	Scottsdale Estates 04	12,348	12,451	13,209	4,141,600	0.3189
13813	Scottsdale Highlands 2	1,884	1,904	2,025	728,400	0.2780
13816	Scottsdale Estates 02	4,956	4,999	5,363	1,913,250	0.2803
13817	Cavalier	5,916	5,963	6,325	2,038,237	0.3103
13820	Hidden Village	1,512	1,528	1,625	1,273,200	0.1276
13821	Scottsdale Estates 03	6,708	6,763	7,170	3,050,300	0.2351
13825	Mesa Country Club Park	3,036	3,059	3,250	667,250	0.4871
13827	Scottsdale Estates 05	10,092	10,180	10,840	4,187,718	0.2589
13830	Trail West	1,512	1,523	1,621	674,400	0.2404
13836	Dreamland Villa	1,692	1,705	1,808	299,250	0.6042
13837	Scottsdale Cntry Acres	3,600	3,627	3,850	1,644,750	0.2341
13838	Cox Heights 1	3,420	3,441	3,664	1,445,531	0.2535
13839	Cox Heights 2	9,492	9,573	10,154	3,101,900	0.3273
13840	Dreamland Villa 02	2,472	2,487	2,635	1,383,184	0.1905
13844	Esquire Villa 1	4,932	4,969	5,267	897,400	0.5869
13848	Scottsdale Estates 07	10,416	10,505	11,149	3,800,570	0.2934
13849	Scottsdale Estates 06	10,584	10,668	11,311	3,998,400	0.2829
13850	Scottsdale Estates 08	6,864	6,915	7,331	2,767,573	0.2649
13851	Scottsdale Estates 09	4,380	4,412	4,675	1,470,300	0.3180
13853	Cox Hghts 3 & Scot Est 12	8,712	8,781	9,320	3,926,390	0.2374

Street Lighting Improvement District Levies Secondary Roll (Continued)

DIST #	DESCRIPTION	2002-03 BUDGET	2003-04 BUDGET	Estimated DIRECT TAX LEVY	2003 NET ASSESSED VALUATION	Estimated 2003 TAX RATE
13855	Glenmar	1,860	1,879	1,998	409,200	0.4883
13859	Dreamland Villa 03	4,824	4,860	5,155	886,675	0.5814
13862	Town & Country Scottsdale	2,016	2,031	2,153	756,300	0.2847
13863	Country Place at Chandler	6,348	6,427	6,848	1,929,400	0.3549
13864	Scottsdale Highlands 4	1,164	1,169	1,235	480,950	0.2568
13865	Trail West 2	1,896	1,909	2,024	868,000	0.2332
13868	Scottsdale Estates 16	5,676	5,726	6,068	1,835,200	0.3306
13869	J & O Frontier Place	2,388	2,407	2,548	1,021,630	0.2494
13870	McCormick Estates 1	1,440	1,447	1,533	324,301	0.4727
13872	Dreamland Villa 04	2,136	2,148	2,272	435,300	0.5219
13874	Hallcraft 1	25,332	25,526	27,050	9,176,420	0.2948
13875	Hallcraft 2	15,252	15,379	16,311	5,376,700	0.3034
13876	Hallcraft 3	10,596	10,686	11,334	7,539,700	0.1503
13879	Apache Cntry Club Est. 1	7,008	7,065	7,500	2,178,224	0.3443
13882	Scottsdale Cntry Acres 2	5,916	5,965	6,336	2,384,100	0.2658
13884	Mereway Manor	5,112	5,155	5,481	2,199,944	0.2491
13885	Cox Heights 7	1,704	1,718	1,844	655,340	0.2814
13886	Cox Heights 6	1,140	1,147	1,215	448,200	0.2711
13888	Cox Heights 4	4,164	4,198	4,457	1,769,350	0.2519
13890	Dreamland Villa 05	5,424	5,468	5,811	1,019,050	0.5702
13896	Scottsdale Highlands 5	1,512	1,523	1,617	466,650	0.3465
13901	Velda Rose Estates 1	1,116	1,127	1,201	218,350	0.5500
13908	Apache Cntry Club Est. 3	10,644	10,728	11,389	3,325,100	0.3425
13909	Dreamland Villa 06	3,840	3,874	4,113	923,413	0.4454
13911	Velda Rose Estates 2	1,692	1,705	1,809	271,350	0.6667
13912	Velda Rose Estates 3	1,860	1,879	1,998	530,500	0.3766
13913	Holiday Gardens 1	156	160	0	463,200	0.0000
13916	Sun City 06	34,968	34,349	35,467	4,940,769	0.7178
13917	Sun City 05	14,772	14,431	14,795	2,802,229	0.5280
13919	Dreamland Villa 07	5,964	6,014	6,385	1,291,450	0.4944
13921	Dreamland Villa 08	4,116	4,150	4,403	1,027,650	0.4285
13922	Velda Rose Cntry Club Add	2,400	2,420	2,567	298,900	0.8588
13923	Sun City 06C	26,652	26,057	26,750	4,174,219	0.6408
13924	Sun City 06D	24,348	23,930	24,716	3,587,026	0.6890
13925	Sun City 06G	10,128	10,355	10,929	1,966,521	0.5558
13926	Sun City 07	8,340	9,060	9,767	1,794,894	0.5442
13927	Sun City 08	10,296	10,865	11,525	2,136,103	0.5395
13928	Sun City 09	8,424	8,880	9,329	1,502,550	0.6209
13929	Velda Rose Estates 4	1,860	1,879	1,998	485,700	0.4114
13930	Dreamland Villa 09	5,784	5,830	6,187	1,236,550	0.5003
13931	Sun City 11	35,364	37,024	39,471	6,213,090	0.6353
13932	Sun City 12	27,456	28,079	29,490	4,017,947	0.7340
13933	Sun City 15	3,156	3,282	3,421	1,078,528	0.3172
13934	Sun City 17	4,032	3,852	3,840	515,700	0.7446
13935	Sun City 01	238,224	251,127	268,880	29,935,674	0.8982
13936	Velda Rose Gardens	3,600	3,625	3,836	444,741	0.8625
13937	Dreamland Villa 10	5,400	5,450	5,784	1,156,900	0.5000
13938	Sun City 15B	4,848	4,732	4,774	980,725	0.4868
13939	Sun City 18 & 18A	28,008	28,618	29,980	4,777,702	0.6275
13940	Sun City 17A	2,568	2,459	2,463	375,650	0.6557
13941	Sun City 17B & 17C	6,912	7,087	7,368	1,439,500	0.5118
13942	Sun City 19 & 20	31,392	31,846	33,457	5,143,151	0.6505
13943	Dreamland Villa 11	7,836	7,902	8,389	1,661,832	0.5048
13944	Sun City 23	16,908	17,632	18,460	2,487,434	0.7421

Street Lighting Improvement District Levies Secondary Roll (Continued)

DIST #	DESCRIPTION	2002-03 BUDGET	2003-04 BUDGET	Estimated DIRECT TAX LEVY	2003 NET ASSESSED VALUATION	Estimated 2003 TAX RATE
13950	Sun City 21 & 21A	26,748	28,209	30,329	4,704,906	0.6446
13951	Dreamland Villa 12	6,540	6,591	6,990	1,314,500	0.5318
13952	Sun City 11A	8,748	9,386	10,029	1,107,200	0.9058
13953	Sun City 15C	10,368	10,572	11,022	3,099,004	0.3557
13954	Sun City 22 & 22A	24,612	25,461	26,985	3,103,561	0.8695
13955	Apache Wells Mobile P 5	2,448	2,503	2,681	329,019	0.8148
13962	Velda Rose Estates East	3,360	3,382	3,595	499,450	0.7198
13964	Sun City 14	5,160	5,151	5,277	539,250	0.9786
13965	Sun City 22B	7,716	7,968	8,432	2,536,008	0.3325
13966	Sun City 25	30,528	32,542	34,873	6,300,886	0.5535
13967	Sun City 25A	16,536	17,357	18,495	3,240,250	0.5708
13968	Sun City 27	8,040	8,571	9,643	1,809,900	0.5328
13969	Sun City 30	30,252	32,617	37,131	5,633,825	0.6591
13970	Sun City 16	18,900	18,825	19,666	7,470,835	0.2632
13972	Apache Wells Mobile P 3	7,668	7,837	8,398	1,412,323	0.5946
13973	Dreamland Villa 14	12,528	12,632	13,406	3,275,250	0.4093
13974	Apache Wells Mobile P 4	5,604	5,727	6,181	1,646,644	0.3754
13978	Apache Wells Mobile P 4A	2,436	2,487	2,680	567,846	0.4720
13985	Sun City 24	6,456	6,835	7,298	1,928,530	0.3784
13986	Sun City 26	14,976	15,921	16,954	3,660,808	0.4631
13989	Sun City 26A	12,744	13,617	14,403	1,958,030	0.7356
13990	Sun City 31	11,712	12,468	13,244	2,284,800	0.5797
13991	Suburban Ranchettes	3,360	3,080	2,894	1,101,030	0.2628
13992	Sun City 24B	6,600	6,757	7,185	2,350,096	0.3057
13993	Sun City 28	2,832	2,922	3,089	727,600	0.4245
13994	Sun City 32	11,544	11,287	11,959	2,228,550	0.5366
13995	Dreamland Villa 15	8,208	8,273	8,766	1,915,122	0.4577
13999	Sun City 24C	4,224	4,480	4,787	1,585,425	0.3019
23076	Pinnacle Ranch at 83rd Ave	2,628	2,527	2,540	1,088,600	0.2333
23137	Country Meadows 10	12,648	12,284	12,484	2,768,550	0.4509
23145	Litchfield Vista Views II	1,896	1,838	1,889	932,090	0.2027
23176	Crystal Manor	6,780	6,920	7,433	1,012,250	0.7343
23189	Anthem I	216,000	324,000	400,568	35,815,029	1.1184
23254	Cloud Creek Ranch	984	1,005	624	323,410	0.1929
23255	Citrus Point	3,876	3,758	3,559	3,065,590	0.1161
23324	SCW Expansion 17	75,120	74,019	76,673	15,270,977	0.5021
23344	Dreaming Summit 1,2a,2b	22,176	22,499	34,965	11,260,316	0.3105
23352	Sun Lakes Unit 41	0	1,347	3,475	476,217	0.7297
23353	Wigwam Creek N.Ph.1	0	7,097	15,278	3,409,442	0.4481
23360	Dreaming Summit 3	0	10,856	24,553		
23375	Russell Ranch Ph 1	0	8,661	13,714	657,270	2.0865
23393	Wigwam Creek South	0	16,784	35,999		
		3,131,016	3,276,216	3,528,680	749,867,649	
					2003 SQUARE FOOTAGE	
13435	Az Skies Mobile Est. W 2	1,868	1,893	2,112	314,226	0.6721
23104	Litchfield Vista Views	1,677	1,641	1,782	1,351,641	0.1318

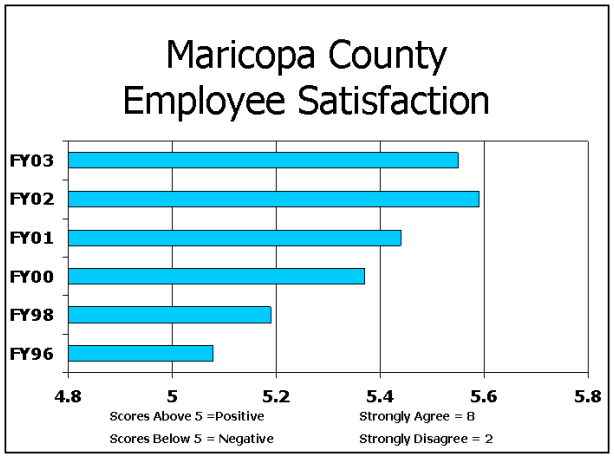
Personnel Plan

Introduction

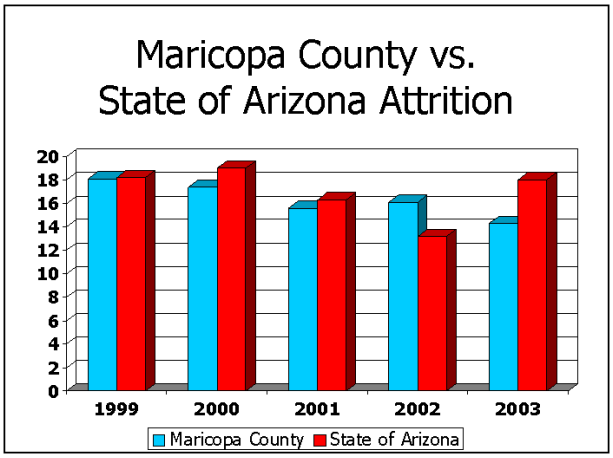
The mission of Human Resources is to provide strategic direction, state-of-the-art infrastructure support, customer service excellence and a healthy workplace environment for County departments, employees and the citizens we serve. Our vision is to become the employer of choice to create cost-effective services by re-engineering our 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 steadily increased from FY 1995/96 to FY 2001/02 and remained relatively constant during FY 2002/03.



Another key metric is the rate of attrition. Since 1999, the Maricopa County attrition trend has continued to improve.



State of Arizona data provided by the Arizona Department of Administration Human Resources System 2003 Annual Report

Human Resources Infrastructure

Concentrated efforts to improve our human resources infrastructure have been in place for several months and to that end we expect to implement the new PeopleSoft Human Resources Information System (HRIS) with a go live date of December 22, 2003. County organizations are service driven and the need to manage and control the intangible assets such as human capital is critical. Maricopa County maintains a $500M payroll for approximately 15,000 employees countywide. The management of human capital is and will continue to be the driving force behind our business solutions. Our employees provide front line services to our customers, the residents of Maricopa County. Program planning, service delivery systems and feedback from the recipients of those services is integral to the gauging of customer satisfaction. The primary channel for feedback is through our human capital whose collective intelligence can recommend business strategies to address service delivery issues on all levels for a growing 3.2 million population with changing demography.

One of the welcomed advantages of the new HRIS system is the ability to electronically retrieve employee and position data in real time. A goal throughout this process is to drastically reduce the number of forms and documents associated with employment processes.

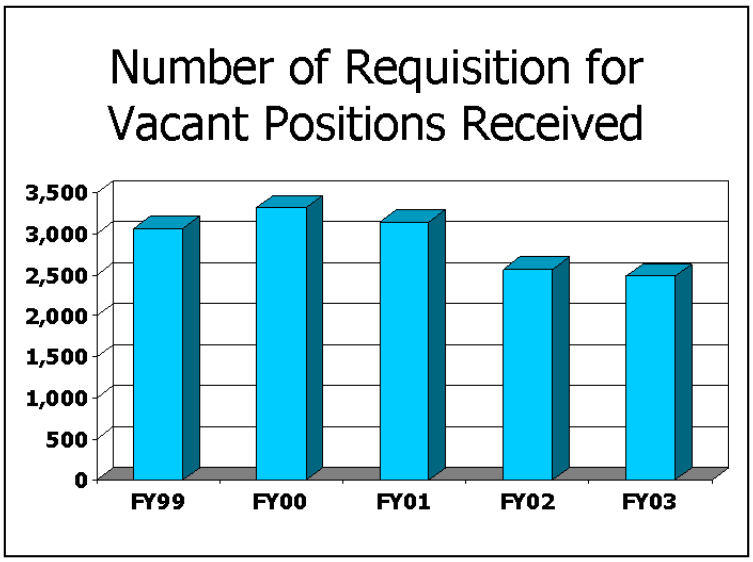
Human Resources Employment Activity

The following data is depictive of the ongoing employment activity within the Human Resources Department. During fiscal year 2002 through 2003, the Human Resources Department processed 2,401 requisitions for various positions within the County.

Requisitions for Vacant Positions

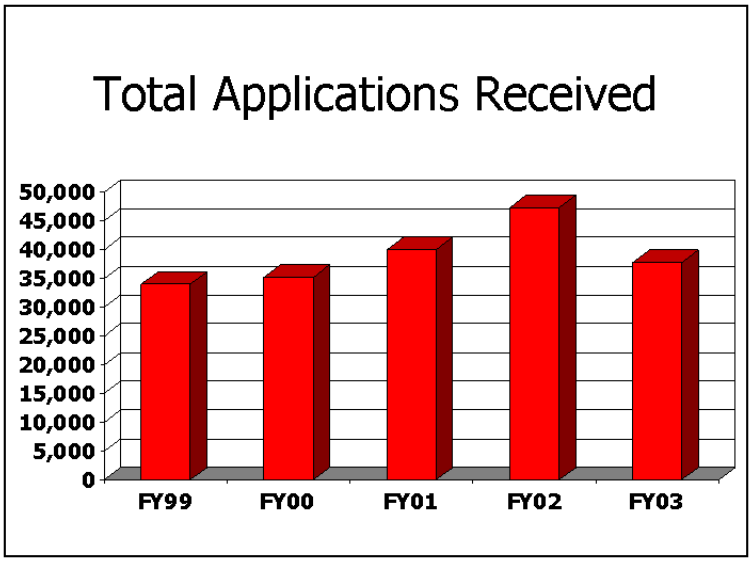
The “total number of requisitions” does not necessarily reflect the number of vacancies at Maricopa County. Departments and agencies may list multiple vacancies or position control numbers on a particular requisition.

There was a modest decline in the number of requisitions received in the 2002-2003 fiscal year. Despite a Countywide voluntary recruitment slowdown at the start of this fiscal year, the overall number of recruitments was just 84 less than the year prior. Working under severe budget constraints, departments concentrated on retaining key employees, and eliminating unnecessary vacant positions in lieu of recruiting and then facing potential layoffs or reductions in force. Fewer new positions were created during this time as well.



Applications Received

The volume of applications is down considerably – a 20% reduction during the last fiscal year. During the 2002-2003 fiscal year, candidates applying for open competitive recruitments had the opportunity to file applications electronically via the County's HR website (http://www.maricopa.gov/human_resources). During this initial period, 11,567 applications were submitted online. As candidates gain familiarity with the electronic application feature and its ease of use, we anticipate the rate of electronic application submittal will increase.

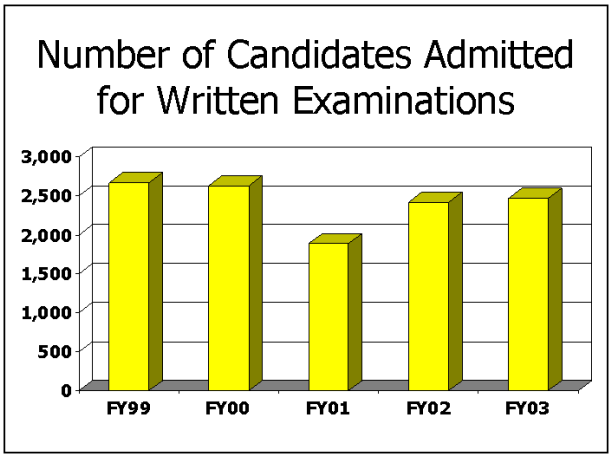


Looking forward, the County will continue to encourage the electronic submission of applications, both internally and externally. As the County moves forward with the installation and configuration of PeopleSoft, additional functionality and features will be available to Human Resources staff and internal/external candidates. This additional functionality will create more accessibility options for applying online. Candidates with access to the Internet will be able to submit applications for current recruitments directly over the Internet and have their information feed seamlessly into PeopleSoft.

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 the Human Resources Department 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.

Number of Written Examinations Conducted



Workforce Administration

It is the goal of the Maricopa County Human Resources Department to migrate to paperless personnel files and employment processing activity. Our new HRIS software will allow us to produce on-line turnaround documents and forms that can be processed in real time. Recruitment, applicant processing and testing, applicant status/communications/tracking/selection and hiring processes will become fully automated. The administration of personnel processes inclusive of position, job and personnel related data will be accessible on-line. Through Employee Self-Service, an automated web-based process, personnel will be able to update demographic information, family status changes, education and training. The Manager Self-Service functionality will provide managers and supervisors the ability to enter on-line performance management information such as performance evaluations, performance management planning and recommended staff development activities. Managers and supervisors will have the ability to create on-line succession plans, identify career pathing activities for employees and trouble shoot their organizational development issues.

Our new HRIS system is customized to produce full position control so that only approved budgeted positions can be filled through a recruitment process. This feature allows the Office of Management and Budget to appropriately allocate dollars to department cost centers and to manage and monitor those dollars when attrition and or business necessity requires a change in a budgeted position.

Staff Development

The EDGE Program

Our Staff Development and training programs over the years have enjoyed tremendous success. Over the next fiscal year Staff Development is raising the bar with the advent of our new EDGE Program (Executive Development Opportunities for Government Employees). The Executive Development Program will provide 96 hours of training over a twelve-month period for management staff. The Leadership School will target employees who show potential for supervision and upward mobility through program activities spanning a six-month period and delivering 48 hours of curricula. The EDGE Program is committed to partnering with Maricopa County leadership 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 its customer and citizen needs necessary for population expansion.

On-Site and On-line Classes

Staff Development facilitates on-site educational programs such as a Master of Arts in Organizational Management and will commence a Masters of Public Administration program in February of 2004. In a recently completed survey employees indicated an interest in pursuing a Certificate Program in Organizational Leadership with the possibility of expanding the curriculum into an Associate of Arts Degree Program. We have targeted the development of an AA Degree Program for the spring of 2004.

Online classes are the fastest growth segment in Staff Development. The infrastructure for online classes has been carefully crafted over a two-year time span. Employees now can choose from 41 web-based classes at their desktops. E-Learning is a cost effective method of self-paced learning. E-Learning can be tailored to specific goals, competencies and organizational issues to enhance employee efficiency. Subject Matter Experts (SME's) continue to author curriculum for e-learning courses and make the process for on-line learning accessible to many employees who otherwise would be restricted by work schedules and location. Managers and supervisors are used extensively as Adjunct Faculty in facilitating training correlated specifically to County business practices and processes. Their contributions are recognized annually at a retreat held in the spring of each year.

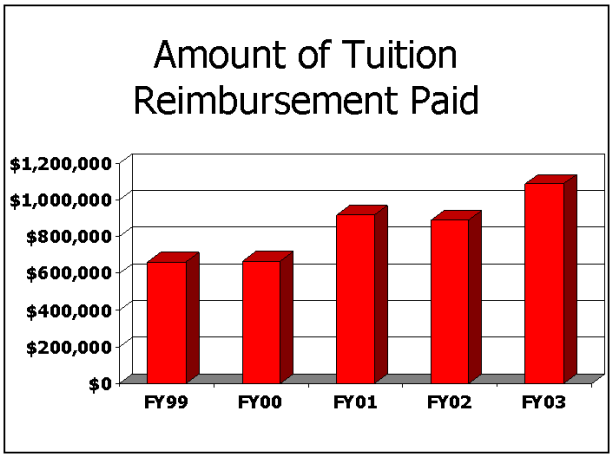
Employee Course Catalog

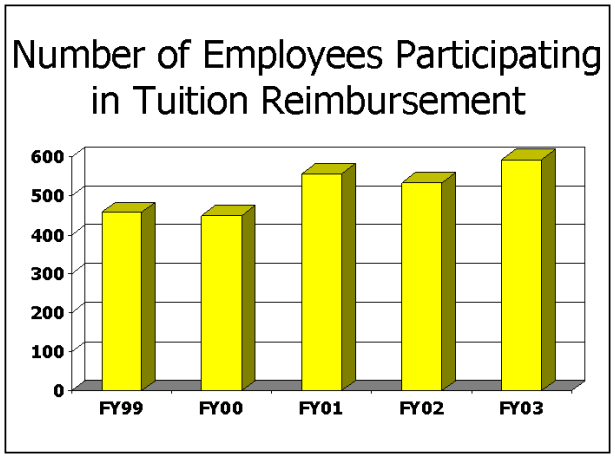
For the first time, the 2003 Employee Course Catalog was published as an annual publication, listing only course titles and descriptions. The new format saved Staff Development $5,000 dollars in publication expenses. Monthly calendars listing specific dates, times, locations and instructors were also published. These classes are marketed through the Learning Resource Network and can target designated audiences. Classes are organized using the Pathlore Learning Management System (LMS) according to skill building competencies. An impressive number of employees, 4,066, attended at least one of 721 classes selected from 254 different course topics using on-line registration provided through the LMS system.

Staff development will continue to partner with vendors to deliver end user technology training for Maricopa County.

Tuition Reimbursement

Tuition Reimbursement is an important benefit for County employees and enables them to complete degree and certificate programs as well as supplement job knowledge through skill related coursework. A survey of Tuition Reimbursement Policies of local cities and counties resulted in the generation of a proposal for an Educational Assistance Policy. The shift to educational assistance is scheduled for implementation in January of 2004. This shift is important as it will place the responsibility for course approval into the hands of the manager and supervisor who know best the job requirements employee are expected to fulfill.





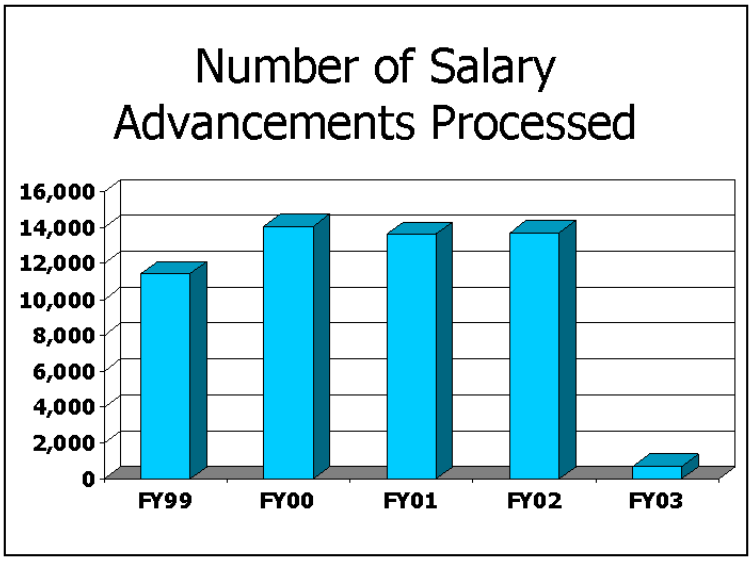
Compensation and Awards

Gainsharing Initiative

In July 2002, the Board of Supervisors approved a Gainsharing Policy, which gives authority to all Maricopa County departments to create a 'Gainsharing Program'. This management instrument is designed to increase productivity, and to complement the County's Managing for Results (MfR) initiative. These gainsharing programs offer 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. Maricopa County Gainsharing Programs for fiscal year 2003 were very successful in their first full year of existence. Eight programs were approved, and seven programs were fully implemented with a total savings of $5,996,711.92. Employee awards of approximately $405,414 were distributed, while the County realized a net gain of approximately $5,591,297.33. FY 2003 programs will continue into FY 2004 with additional programs being implemented.

Salary Advancements

In July 2003, employees participating in the Arizona State Retirement System received a base salary increase of 3.9% in order to offset an increase in the employee pension contribution to the Arizona State Retirement System. In addition to raising the base salaries and strengthening the retirement benefits, this also increases the employer paid life insurance benefit for these employees. Most Arizona public sector agencies did not fund such a base salary increase. In effect, these Maricopa County employees saw virtually no change to their take-home pay with this Board of Supervisors approved increase.



Employee Health Initiatives Program

Using the best in class approach to benefit vendor selections, and through a careful examination of funding methodologies, Maricopa County is able to offer a competitive benefits program to active, benefit-eligible employees and their families effective January 1, 2004. This reconfigured program has enhanced choice while delivering quality without substantially increasing payroll deduction costs. To accomplish this goal, some structural changes have been made to the pharmacy and medical benefits which has introduced the concept of "consumerism" to employees by encouraging the use of the appropriate place of service while seeking medical care, and choosing the most cost-effective method of receiving care. To improve health and financial outcomes, wellness initiatives will be emphasized. Included are programs that will improve cardiovascular outcomes, evaluate health status and workplace productivity, focus on

prevention/early intervention and return County employees to work more quickly when on short-term disability.

In addition, to keep the employee rates as low as possible, the County has contributed an additional $10.5 million dollars for calendar year 2004 towards the cost of health care to mitigate the increase from being passed along to most employees. This allows Maricopa County to remain very competitive compared to other Arizona public sector entities. Going forward, 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.

Matching Retirement Contributions

In July 2003, the County had to start contributing an additional 3.2% of an employee's pay for those employees enrolled in the Arizona State Retirement System. The retreat of the stock market has forced Maricopa County, as well as the employee, to contribute more to the retirement system. Until the investment performance of the retirement system returns to higher levels, these increased contribution amounts are likely to continue for several years.

Market Range Salary Issues

Due to the sudden downturn in the economy that began in early FY 2002, and which was exacerbated by events of September 11, 2001, budgets for FY 2003 were extremely tight, and salary advancements were placed on hold until the economy stabilized. An Interim Salary Advancement Policy was approved for FY 2003, which provided guidelines for critical salary increases during this time of uncertainty. This policy was not implemented for FY 2004. Departments, able to substantiate positions with high turnover levels that are below market salary levels, are now able to pursue market based salary increases, and must continue to be able to identify how these increases are to be funded within existing appropriations.

Commute Options

Maricopa County is concerned about the quality of life for its employees as well as the citizenry it services. To comply with the state's regulations for clean air and assist with the alleviation of traffic congestion as well as provide transportation options for employees. Maricopa County provides a subsidized Commute Options program for its employees.

Employees may choose from VanPools through the RideShare Program, All Aboard America coach services for areas on the boundary of metropolitan Phoenix and the Bus Card Plus Program, which provides bus transit services.

Currently, there are 21 VanPools, which transport Maricopa County employees to work from their homes. Approximately 30 employees monthly take advantage of the All Aboard America coach service. On an annual basis employees use their bus card for 100,504 express rides to and from work and 122,768 local rides to and from work. Maricopa County employees use approximately 3,000 bus cards monthly. Human Resources is actively promoting the Commute Options Program to encourage more employees to take advantage of the transit and vanpool services in existence.

Future Directions for Human Resources

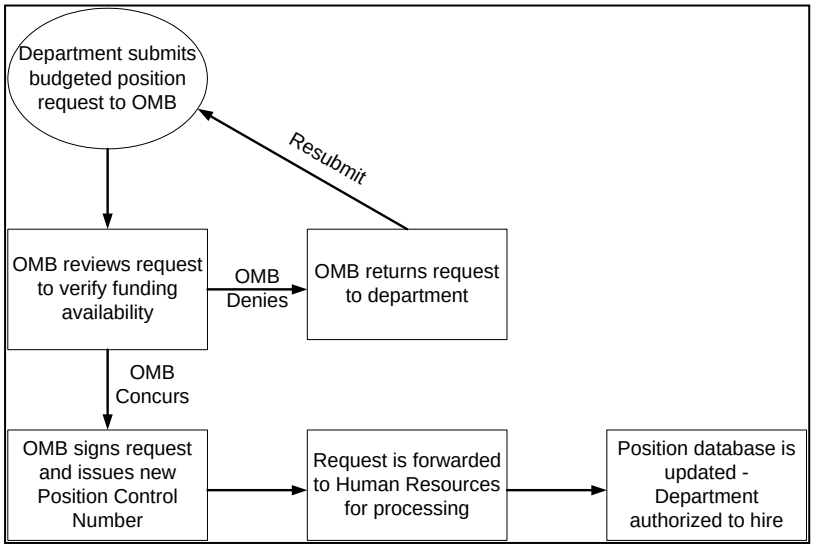
In the next fiscal year Human Resources is planning to implement several massive projects. The first will accomplish an assessment of the human capital employed throughout the Maricopa County. The purpose of this activity will be to ascertain educational and training levels and to successfully plan for competency based curriculum need to fully prepare our workforce for increased levels of productivity, sensitivity to diversity and to achieve the goals delineated in departmental MFR Plans. We will revise and update HR policies and procedures in a fashion easily understood and applied to all facets of the workplace. A concentrated effort will be directed toward bringing an Associate of Arts Degree on-site for entry-level employees replete with books and materials. Communicating with our employees is important and efforts

will be made to increase live communications as well as technology-based communications to receive the kind of feedback needed to improve our overall human resources goals and objectives.

We will continue to expand our outreach efforts into diverse communities to recruit the sharpest and best talent reflective of the citizenry we serve. To accomplish this we must make our presence known to established associations and institutions interested in advancing the careers of all individuals interested in public service through career opportunities at Maricopa County.

Position Control

Throughout the year, departmental staffing needs change. These changes are handled through the Position Request/Delete (PRD) process. This process requires that departments submit detailed requests to add and/or delete positions with full funding identified by source. Human Resources verify position description and market range information while Budget Analysts verify that all authorized positions are fully funded on an annualized basis. Once approved, the position changes are entered into the HRMS position database through one central point.



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 staffing (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.

Department	FY 1994-95 Actual	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 Adopted
Judicial	986.00	1,040.71	1,107.75	1,210.00	1,272.00	1,390.00	1,437.51	1,505.06	2,395.31	2,381.31
Elected	3,298.00	3,639.09	3,697.03	3,784.00	3,801.00	4,074.00	4,108.64	2,743.53	4,201.17	4,209.12
Appointed	9,030.00	8,511.92	8,197.34	7,973.00	7,763.00	8,034.00	9,453.40	11,537.79	9,060.06	9,194.72
Special District	120.00	88.00	98.00	68.00	63.00	60.00	54.00	124.00	132.75	135.25
Total	13,434.00	13,279.72	13,100.12	13,035.00	12,899.00	13,558.00	15,053.55	15,910.38	15,789.29	15,920.40

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 1994-95 Actual	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 Acutal	FY2003-04 Adopted
ADULT PROBATION	740.00	775.69	851.00	937.00	949.00	1,045.00	1,120.50	1,175.00	1,092.00	1,072.00
ANIMAL CARE & CONTROL	114.00	113.00	120.00	125.00	135.00	130.00	146.00	132.50	140.00	140.50
APPROPRIATED FUND BALANCE	-	-	-	-	-	-	1.00	-	-	-
ASSESSOR	300.00	308.00	297.00	334.00	329.00	325.00	326.00	321.80	322.00	321.00
BOARD OF SUPERVISORS CLERK	10.00	7.00	7.00	7.00	7.00	7.00	7.00	7.80	8.00	7.00
BOARD OF SUPERVISORS DIST 1	3.00	4.00	4.00	4.00	4.00	4.00	4.00	3.00	3.00	3.00
BOARD OF SUPERVISORS DIST 2	3.00	4.00	3.00	4.00	3.00	4.00	4.00	3.00	3.00	3.00
BOARD OF SUPERVISORS DIST 3	3.00	4.00	3.00	4.00	4.00	4.00	4.00	4.00	3.50	3.50
BOARD OF SUPERVISORS DIST 4	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00
BOARD OF SUPERVISORS DIST 5	4.00	4.00	4.00	4.00	3.00	4.00	4.00	3.50	3.50	3.50
CALL CENTER	-	-	10.00	20.00	20.00	32.00	33.00	33.00	34.00	33.00
CAPITAL FACILITIES DEVELOPMENT	-	-	-	-	-	4.00	6.00	7.00	6.00	8.00
CHIEF INFORMATION OFFICER	72.00	100.00	106.00	70.00	64.00	62.00	67.00	67.00	66.50	60.50
CLERK OF THE SUPERIOR COURT	653.00	606.04	596.25	589.00	596.00	599.00	620.00	666.00	689.00	684.00
COMMUNICATIONS	-	-	-	-	-	-	-	-	7.50	8.00
COMMUNITY DEVELOPMENT	12.00	12.00	10.00	11.00	10.00	10.00	10.00	10.00	10.00	9.00
CONSTABLES	25.00	28.00	26.00	27.00	29.00	29.00	30.00	30.00	30.00	30.00
CONTRACT COUNSEL	-	-	-	-	-	-	-	8.25	7.25	7.25
CORRECTIONAL HEALTH	26.00	133.00	135.78	165.00	177.00	223.00	220.40	263.75	264.78	262.75
COUNTY ADMINISTRATIVE OFFICER	14.00	11.00	12.00	13.00	15.00	13.00	16.00	18.00	11.33	12.00
COUNTY ATTORNEY	600.00	676.71	737.30	742.00	796.00	831.00	850.00	828.50	917.25	915.25
ELECTIONS	57.00	57.00	57.00	55.00	53.00	54.00	54.00	54.00	54.00	54.00
EMERGENCY MANAGEMENT	12.00	13.00	14.00	14.00	14.00	14.00	15.00	15.00	15.00	14.00
ENVIRONMENTAL SERVICES	151.00	229.00	238.60	245.00	272.00	267.00	266.75	283.00	273.50	282.10
EQUIPMENT SERVICES	60.00	64.00	63.00	65.00	60.00	60.00	62.00	63.00	63.00	54.00
FACILITIES MANAGEMENT	139.00	219.00	183.40	158.00	158.00	184.00	196.50	228.00	242.25	237.00
FINANCE	70.00	57.00	53.00	49.00	46.00	42.00	36.00	43.00	44.00	47.50
FLOOD CONTROL DISTRICT	244.00	240.00	240.00	241.00	222.00	222.00	222.25	223.00	226.00	224.00
GENERAL GOVERNMENT	-	1.00	7.00	7.00	1.00	11.00	9.00	1.00	1.00	-
HEALTH CARE DELIVERY SYSTEM	3,718.00	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
HEALTH CARE MANDATES	-	2.00	1.00	1.00	1.00	1.00	46.00	41.00	34.00	31.00
HEALTH PLANS	372.00	378.00	377.50	444.00	361.00	353.00	345.70	357.47	357.47	415.43
HOUSING	64.00	63.00	64.00	63.00	64.00	64.00	64.00	64.00	64.00	-
HUMAN RESOURCES	73.00	100.00	96.00	81.00	82.00	79.00	81.00	67.25	66.20	51.00
HUMAN SERVICES	301.00	273.00	256.00	286.00	281.00	295.00	287.00	368.00	369.00	368.00
INDIGENT REPRESENTATION	327.00	357.34	349.19	421.00	459.00	446.00	466.25	-	-	-
INTEGRATED CRIMINAL JUST INFO	-	-	-	-	-	-	1.00	14.00	15.00	22.00
INTERNAL AUDIT	10.00	9.00	8.00	10.00	12.00	16.00	15.00	16.00	16.00	15.10
JUDICIAL MANDATES	-	-	-	-	-	36.00	-	-	-	-
JUSTICE COURTS	211.00	236.02	228.75	244.00	294.00	280.00	287.01	300.06	-	-
JUVENILE PROBATION	539.00	538.00	540.00	589.00	679.00	794.00	784.00	827.50	868.50	832.50
LEGAL ADVOCATE	-	-	-	-	-	-	-	53.00	60.50	60.50
LEGAL DEFENDER	-	-	-	-	-	-	-	69.00	74.75	74.75
LIBRARY DISTRICT	121.00	134.48	126.66	134.00	146.00	143.00	118.00	135.50	135.50	135.50
MANAGEMENT & BUDGET	19.00	23.00	22.00	21.00	22.00	24.00	18.00	22.00	22.00	20.00
MATERIALS MANAGEMENT	75.00	53.00	53.00	47.00	38.00	39.00	38.00	39.00	40.00	36.00
MEDICAL ELIGIBILITY	335.00	336.31	337.50	342.00	263.00	298.00	292.50	291.50	-	-
MEDICAL EXAMINER	27.00	44.00	45.50	47.00	50.00	52.00	54.00	64.00	63.00	65.00
PARKS & RECREATION	78.00	72.89	76.84	77.00	74.00	80.00	86.50	98.46	104.00	104.00
PLANNING & DEVELOPMENT	54.00	55.00	54.00	66.00	65.00	93.00	108.00	115.00	125.00	125.00
PUBLIC DEFENDER	-	-	-	-	-	-	-	433.30	430.30	430.30
PUBLIC FIDUCIARY	36.00	37.00	41.00	37.00	33.00	33.00	35.00	35.00	35.00	34.00
PUBLIC HEALTH	504.00	507.09	503.25	460.00	441.00	479.00	459.24	523.48	534.89	542.37
RECORDER	66.00	65.00	63.00	66.00	65.00	69.00	69.00	71.25	71.25	70.25
RESEARCH & REPORTING	-	12.00	14.50	14.00	8.00	7.00	34.50	9.50	6.75	8.75
RISK MANAGEMENT	18.00	12.00	12.00	19.00	19.00	19.00	19.00	20.00	19.00	19.00
SHERIFF	1,858.00	2,053.00	2,108.00	2,188.00	2,235.00	2,428.00	2,482.50	1,022.00	2,487.75	2,494.75
SHERIFF DETENTION	-	-	-	-	-	-	-	1,443.00	-	-
SOLID WASTE	50.00	31.00	45.00	19.00	17.00	18.00	18.00	12.00	14.00	13.00
STADIUM DISTRICT	9.00	7.00	7.00	7.00	7.00	8.00	4.00	4.00	4.00	4.00
SUPERINTENDENT OF SCHOOLS	35.00	29.00	28.00	29.00	29.00	29.00	30.00	30.00	30.00	33.00
SUPERIOR COURT	617.00	668.40	677.60	764.00	819.00	873.00	910.20	981.00	-	-
TELECOMMUNICATIONS	107.00	39.00	42.00	45.00	41.00	42.00	42.00	42.00	43.00	42.00
TOTAL COMPENSATION	-	-	-	-	-	-	-	15.00	16.00	25.00
TRANSPORTATION	495.00	500.00	511.00	522.00	512.00	511.00	511.50	504.00	477.75	479.75
TREASURER	109.00	75.00	66.00	64.00	64.00	64.00	64.00	64.00	64.00	64.00
TRIAL COURTS	-	-	-	-	-	-	-	-	1,273.31	1,276.31
Total	13,434.00	13,279.72	13,100.12	13,035.00	12,899.00	13,558.00	15,053.55	15,910.38	15,789.29	15,920.40

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. The following chart displays this breakdown.

FTE DISTRIBUTION BY FUNDING SOURCE - FY 2003-04 ADOPTED
BUDGETED FTE

DEPARTMENT	GENERAL FUND	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	TOTAL FUNDS
ADULT PROBATION	227.00	845.00	-	-	-	-	1,072.00
ANIMAL CARE & CONTROL	-	140.50	-	-	-	-	140.50
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
CAPITAL FACILITIES DEVELOPMENT	-	-	-	8.00	-	-	8.00
CHIEF INFORMATION OFFICER	60.50	-	-	-	-	-	60.50
CLERK OF THE BOARD	7.00	-	-	-	-	-	7.00
CLERK OF THE SUPERIOR COURT	561.00	123.00	-	-	-	-	684.00
COMMUNICATIONS	-	-	-	-	-	8.00	8.00
COMMUNITY DEVELOPMENT	-	9.00	-	-	-	-	9.00
CONSTABLES	30.00	-	-	-	-	-	30.00
CONTRACT COUNSEL	7.25	-	-	-	-	-	7.25
CORRECTIONAL HEALTH	-	259.75	-	3.00	-	-	262.75
COUNTY ADMINISTRATIVE OFFICER	12.00	-	-	-	-	-	12.00
COUNTY ATTORNEY	770.00	145.25	-	-	-	-	915.25
ELECTIONS	54.00	-	-	-	-	-	54.00
ELIMINATIONS	-	-	-	-	-	-	-
EMERGENCY MANAGEMENT	1.15	12.85	-	-	-	-	14.00
ENVIRONMENTAL SERVICES	13.43	268.67	-	-	-	-	282.10
EQUIPMENT SERVICES	-	-	-	-	-	54.00	54.00
FACILITIES MANAGEMENT	237.00	-	-	-	-	-	237.00
FINANCE	47.50	-	-	-	-	-	47.50
FLOOD CONTROL DISTRICT	-	224.00	-	-	-	-	224.00
GENERAL GOVERNMENT	-	-	-	-	-	-	-
HEALTH CARE DELIVERY SYSTEM	-	-	-	-	3,528.29	-	3,528.29
HEALTH CARE MANDATES	31.00	-	-	-	-	-	31.00
HEALTH PLANS	-	44.00	-	-	371.43	-	415.43
HOUSING	-	-	-	-	-	-	-
HUMAN RESOURCES	51.00	-	-	-	-	-	51.00
HUMAN SERVICES	5.00	363.00	-	-	-	-	368.00
INTEGRATED CRIMINAL JUST INFO	-	22.00	-	-	-	-	22.00
INTERNAL AUDIT	15.10	-	-	-	-	-	15.10
JUVENILE PROBATION	222.00	598.50	-	12.00	-	-	832.50
LEGAL ADVOCATE	60.50	-	-	-	-	-	60.50
LEGAL DEFENDER	74.25	0.50	-	-	-	-	74.75
LIBRARY DISTRICT	-	135.50	-	-	-	-	135.50
MANAGEMENT & BUDGET	20.00	-	-	-	-	-	20.00
MATERIALS MANAGEMENT	25.00	-	-	-	-	11.00	36.00
MEDICAL ELIGIBILITY	-	-	-	-	-	-	-
MEDICAL EXAMINER	63.00	2.00	-	-	-	-	65.00
PARKS & RECREATION	31.00	73.00	-	-	-	-	104.00
PLANNING & DEVELOPMENT	-	125.00	-	-	-	-	125.00
PUBLIC DEFENDER	406.80	23.50	-	-	-	-	430.30
PUBLIC FIDUCIARY	34.00	-	-	-	-	-	34.00
PUBLIC HEALTH	101.31	441.06	-	-	-	-	542.37
RECORDER	44.25	26.00	-	-	-	-	70.25
RESEARCH & REPORTING	-	8.75	-	-	-	-	8.75
RISK MANAGEMENT	-	-	-	-	-	19.00	19.00
SHERIFF	893.50	1,576.25	-	25.00	-	-	2,494.75
SHERIFF DETENTION	-	-	-	-	-	-	-
SOLID WASTE	-	7.00	-	-	6.00	-	13.00
STADIUM DISTRICT	-	4.00	-	-	-	-	4.00
SUPERINTENDENT OF SCHOOLS	33.00	-	-	-	-	-	33.00
TELECOMMUNICATIONS	-	-	-	-	-	42.00	42.00
TOTAL COMPENSATION	25.00	-	-	-	-	-	25.00
TRANSPORTATION	-	479.75	-	-	-	-	479.75
TREASURER	64.00	-	-	-	-	-	64.00
TRIAL COURTS	1,115.31	161.00	-	-	-	-	1,276.31
Total Departments	**5,713.85**	**6,118.83**	**-**	**48.00**	**3,905.72**	**134.00**	**15,920.40**

Countywide staffing from FY 2002-03 to FY 2003-04 increased by 131.11 full-time equivalents (FTE's), or 0.82%. Significant changes in staffing levels from FY 2002-03 to FY 2003-04 are provided in the commentary below.

FY 2003-04 Significant Staffing Variances

Adult Probation – Decrease due to mid-year State budget reductions.

Chief Information Officer – Decrease due to 10% budget reduction.

Clerk Of The Superior Court – Reduction due to reduced staff in the Expedited Child Enforcement Fund and the Clerk of the Court EDMS Fund.

Environmental Services – Increase is due to funding for the Bio-Defense grant and staffing for the West Nile Virus coverage.

Equipment Services – Decrease due to 10% budget reduction.

Facilities Management – Decrease due to Real Estate Division moving from Facilities Management to Finance.

Finance – Increase due to the net effect of Real Estate Division moving from Facilities Management to Finance and a 10% budget reduction.

Health Care Delivery System – Increase is due to the addition of staff in areas experiencing increased service demand such as the Burn Center, Post Partum Nursing Unit, Sub-Acute Nursery, Psychiatric services, Social Services, the Emergency Department, Registration, and the Business Office.

Health Plans – Increase due to sharing Information Technology FTE's with the Delivery System, which is now in-sourced, and the SAIL Grant's expanded funding.

Housing – Decrease due to the elimination of the Department from the County.

Human Resources – Decrease due to the net effect of Employee Well-being Division moving from Human Resources to Total Compensation and a 10% budget reduction.

Integrated Criminal Justice Information System – Increase due to the following projects: Accused-in-Process, Data Exchange and Information Technology Service Management.

Juvenile Probation – Decrease due to outsourcing staffing for the Residential Treatment Center.

Materials Management – Decrease due to 10% budget reduction.

Public Health – Increase is due to additional grant funding.

Sheriff – Increase due to the addition of five new deputies for the Cave Creek patrol service and two new Computer Forensic Crimes Analysts.

Total Compensation – Increase due to the net effect of Employee Well-being Division moving from Human Resources to Total Compensation and a 10% budget reduction.

Capital Improvement Program

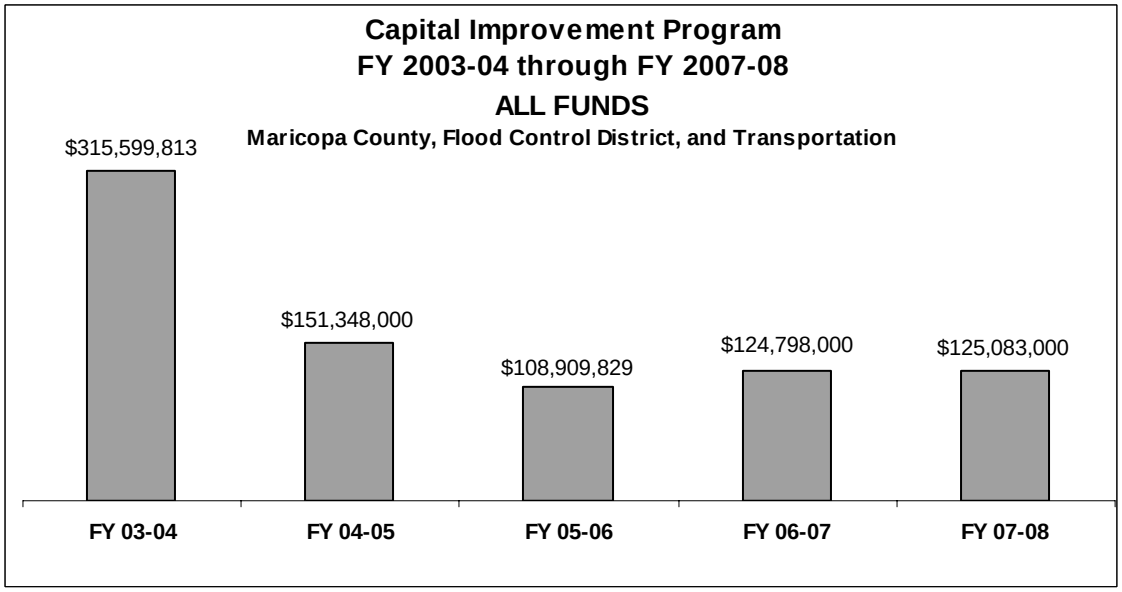
Executive Summary

The Capital Improvement Program (CIP) is a plan that identifies capital projects to be completed over the next five years. The CIP outlines project costs, funding sources 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, identify new projects and to update funding estimates and forecasts.

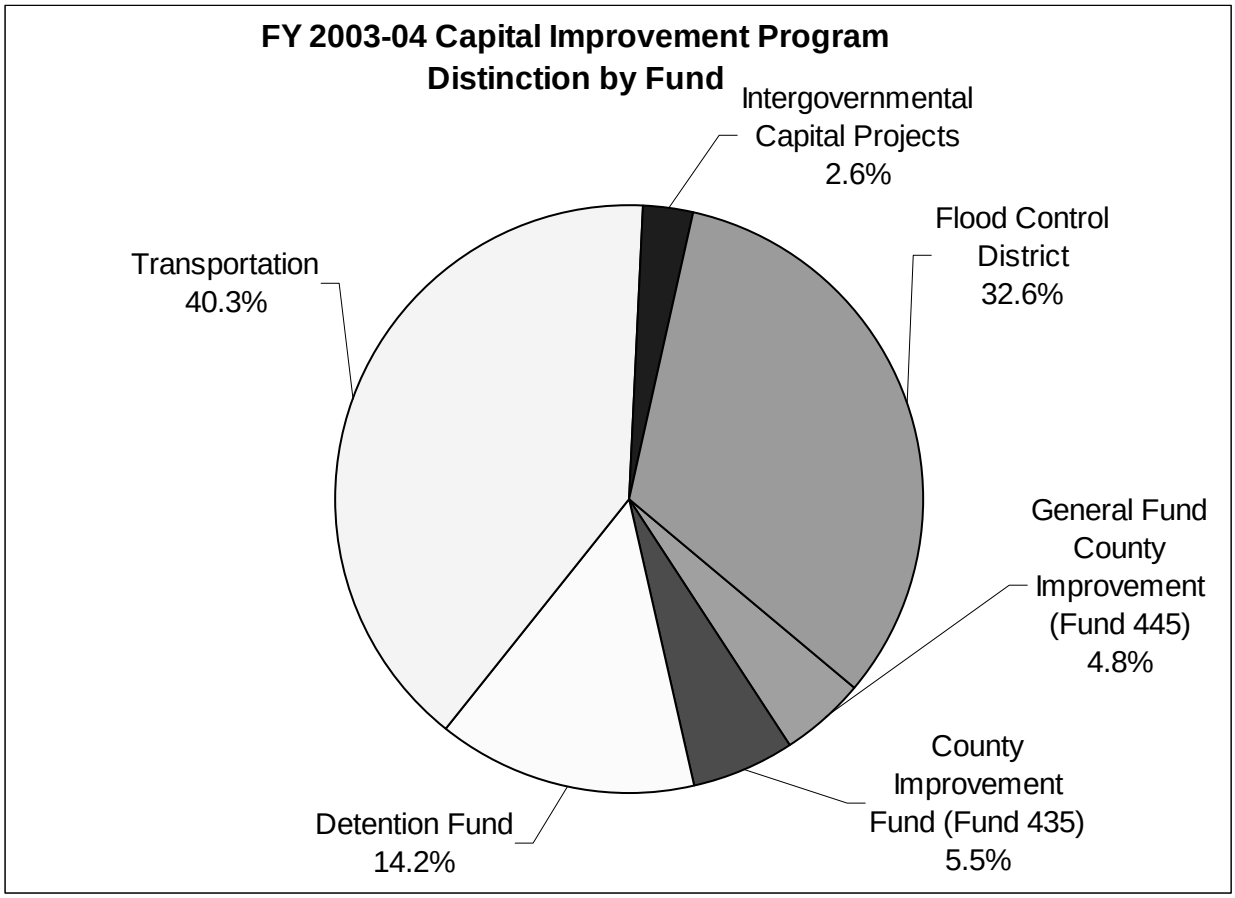
Capital Improvement Projects

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 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, other forms of long-term financing such as Certificates of Participation (COPs), voter-authorized taxes, operating funds, contributions from other public and private entities and grants.

The CIP spans a five-year period beginning with FY 2003-04 and ending FY 2007-08. The total anticipated cost for projects presented in the FY 2003-04 CIP is $826 million with the largest amount of planned spending in FY 2003-04 (see table, below) due to the completion of the jail and juvenile detention program approved by voters in 1998.



The largest portion of expenditures for the County's five-year Capital Improvement Program (CIP) is in the Department of Transportation with 40.3%. Flood Control District Projects are next with 32.6%, then the Detention Fund Projects with 14.2%; followed by the County Improvement Fund Projects (COPs) with 5.5%; the General Fund County Improvement with 4.8% and Intergovernmental Capital Projects comprise the remaining 2.6% of the five-year CIP (see chart, below).



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 2003-04 Capital Improvement Program
Five-year Total By Fund

CIP Allocation by Fund	FIVE-YEAR TOTAL FY 2002-03 through FY 2006-07	FY 2003-04 through FY 2007-08	(Increase)/ Decrease
General Fund			
General Fund County Improvement Fund (445)	$ -	$ 39,476,122	$ (39,476,122)
County Improvement Fund (435)*	93,100,183	45,406,376	47,693,807
Intergovernmental Capital Projects Fund	28,527,000	21,400,213	7,126,787
Subtotal General Fund	$ 121,627,183	$ 106,282,711	$ 15,344,472
Special Revenue			
Detention Fund	$ 278,563,676	$ 117,361,689	161,201,987
Transportation Capital Projects Fund	332,594,242	332,594,242	-
Subtotal Special Revenue	$ 611,157,918	$ 449,955,931	$ 161,201,987
Maricopa County Total	**$ 732,785,101**	**$ 556,238,642**	**$ 176,546,459**
Special Districts			
Library District Capital Projects Fund**	$ 2,550,640	$ -	$ 2,550,640
Flood Control District Capital Projects Fund	269,500,000	269,500,000	-
Special Districts Total	**$ 272,050,640**	**$ 269,500,000**	**$ 2,550,640**
Total--County plus Districts	**$ 1,004,835,741**	**$ 825,738,642**	**$ 179,097,099**

* A number of projects were moved from the County Improvement Fund to the new General Fund County Improvement Fund.

** Moved to Operating Budget.

Capital Projects Budget

The capital project budget is the first year of the CIP. The recommended FY 2003-04 Maricopa County and Special Districts' capital project budget is $315.6 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 2002-03 are shown in the table below:

CAPITAL BUDGET BY FUND

Fund	FY 02-03 Adopted	FY 02-03 Revised	FY 02-03 Projected	FY 03-04 Recomm.
General Fund				
General Fund County Improvement Fund*	$ -	$ -	$ 5,156,072	$ 23,851,077
County Improvement Fund*	88,867,183	77,131,320	10,176,288	22,029,606
Intergovernmental Capital Projects Fund	21,915,097	21,915,097	7,210,708	20,900,213
Subtotal General Fund	$110,782,280	$ 99,046,417	$ 22,543,068	$ 66,780,896
Special Revenue				
Detention Fund	$239,325,795	$239,276,783	$120,910,024	$117,361,689
Transportation Capital Projects	84,306,743	84,306,743	58,571,840	77,457,228
Subtotal Special Revenue	$323,632,538	$323,583,526	$179,481,864	$194,818,917
Maricopa County Total	**$434,414,818**	**$422,629,943**	**$202,024,932**	**$261,599,813**
Special Districts				
Library District Capital Projects**	$ 1,102,200	$ -	$ -	$ -
Flood Control District Capital Projects	48,704,497	48,504,497	48,115,000	54,000,000
Special Districts Total	**$ 49,806,697**	**$ 48,504,497**	**$ 48,115,000**	**$ 54,000,000**
Total--County plus Districts	**$484,221,515**	**$471,134,440**	**$250,139,932**	**$315,599,813**

* New Fund established 02/2003. A number of projects were moved from the County Improvement Fund to the new General Fund County Improvement Fund.

** Expenditures moved to Operating budget in FY 02-03.

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. Capital projects completed 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 5-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 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08
General Fund Projects					
Public Health Clinic	-	470,300	479,493	488,947	498,670
Environmental Services Facility	-	73,159	74,297	75,466	76,667
Human Services Campus	-	272,863	281,048	289,479	298,165
Elections Facility	401,307	162,885	167,772	172,805	177,989
Downtown Property Development/Acquisition	-	1,715,645	1,747,409	1,780,068	1,813,647
Sheriff's Property & Evidence Warehouse	-	326,837	336,643	346,741	357,144
NW Consolidated Justice Courts	-	165,611	170,579	175,697	150,968
NE Superior Court Expansion	-	387,470	399,094	411,068	423,399
Star Call Center	69,609	70,877	72,321	73,806	75,334
Subotal General Fund	$ 470,916	$ 3,645,647	$ 3,728,656	$ 3,814,077	$ 3,871,983
Detention Fund Projects					
4th Avenue Jail	$ 3,366,668	$ 3,467,668	$ 3,525,774	$ 3,630,026	$ 3,737,402
Lower Buckeye Jail	3,179,897	3,275,294	3,323,316	3,421,253	3,522,122
FMD Maintenance Facility	119,206	122,782	126,465	130,259	134,167
Sheriff's Training Facility	381,772	393,225	405,022	417,173	429,688
Juvenile Durango	1,442,956	1,486,244	1,509,725	1,554,301	1,600,214
Juvenile Mesa	477,697	492,029	498,516	513,244	528,414
Subtotal Detention Fund	$ 8,968,196	$ 9,237,242	$ 9,388,818	$ 9,666,256	$ 9,952,007
TOTAL FUNDS	**$ 9,439,112**	**$ 12,882,889**	**$ 13,117,474**	**$ 13,480,333**	**$ 13,823,990**

County Departments

General Fund / 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 Projects requests (excluding Transportation and the Flood Control District). 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. (Its should be noted that, specifically excluded from this policy are the previously established processes for the capital improvement plans of the Flood Control District and the Department of Transportation.)

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

There are five phases in the Capital Budget and Planning Process: 1) Justification Phase; 2) Conceptual Phase; 3) Design Phase; 4) Construction Phase and 5) Occupancy Phase. There are specific requirements for each phase outlines in the aforementioned policy. Recommended projects are entered into the CIP in the latter portion of the conceptual phase and before the design phase. The new policy has resulted in more consistency and efficiency in capital project planning and implementation and ensure that projects are congruent with County wide long-term goals and initiatives.

Project Detail

A total of eight (8) capital projects are identified and recommended to the Board for support from the Intergovernmental Capital Projects Fund (Fund 422). A total of four (4) capital projects are identified and recommended to the Board for support from the County Improvements Fund (Fund 435). A total of eight (8) 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 Cap Projects							5-YR TOTAL	TOTAL
Continuing Projects	Prior Years	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	(FY 2004-08)	PROJECT
Buckeye Hills Shooting Range	$ 390,000	$ 1,610,000	$ -	$ -	$ -	$ -	$ 1,610,000	$ 2,000,000
Elections Facility	350,000	2,950,000	-	-	-	-	2,950,000	3,300,000
Environmental Services Bldg	202,838	1,800,000	500,000	-	-	-	2,300,000	2,502,838
Human Services Campus	2,764,512	4,231,488	-	-	-	-	4,231,488	6,996,000
Northeast Superior Court Expansion	-	2,000,000	-	-	-	-	2,000,000	2,000,000
Sheriff Property & Evidence Warehouse	1,000,000	5,806,547	-	-	-	-	5,806,547	6,806,547
Sheriff's Training Facility	3,000,000	666,301	-	-	-	-	666,301	3,666,301
West Regional Center	1,357,576	1,333,333	-	-	-	-	1,333,333	2,690,909
Subtotal	$ 9,064,926	$ 20,397,669	$ 500,000	$ -	$ -	$ -	$ 20,897,669	$ 29,962,595
Project Reserve	$ -	$ 502,544	$ -	$ -	$ -	$ -	$ 502,544	$ 502,544
TOTAL FUND 422	$ 9,064,926	$ 20,900,213	$ 500,000	$ -	$ -	$ -	$ 21,400,213	$ 30,465,139

435 County Improvement Fund							5-YR TOTAL	TOTAL
Continuing Projects	Prior Years	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	(FY 2004-08)	PROJECT
Downtown Property Development/Acquisition	$ 1,000,000	$ 8,447,225	$ 17,974,955	$ 3,401,815	$ -	$ -	$ 29,823,995	$ 30,823,995
Public Health Facility	827,100	10,200,000	2,000,000	-	-	-	12,200,000	13,027,100
New Admin Services/Forensic Science Center Parking	8,734,372	1,000,000	-	-	-	-	1,000,000	9,734,372
Downtown Campus Expansion/Improvements	10,491,394	2,382,381	-	-	-	-	2,382,381	12,873,775
Completed Projects								
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 Acquisitions	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
Subtotal	$ 66,836,700	$ 22,029,606	$ 19,974,955	$ 3,401,815	$ -	$ -	$ 45,406,376	$ 112,243,076
TOTAL FUND 435	$ 66,836,700	$ 22,029,606	$ 19,974,955	$ 3,401,815	$ -	$ -	$ 45,406,376	$ 112,243,076

Fund 445 General Fund County Improvement Fund							5-YR TOTAL	TOTAL
Continuing Projects	Prior Years	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	(FY 2004-08)	PROJECT
Downtown Campus Expansion/Improvements	$ 2,056,454	$ 853,898	$ -	$ -	$ -	$ -	$ 853,898	$ 2,910,352
Downtown Property Development/Acquisition	-	8,972,775	2,025,045	-	-	-	10,997,820	10,997,820
Northeast Superior Court Expansion	-	6,000,000	8,350,000	-	-	-	14,350,000	14,350,000
Security Building	-	3,733,000	1,150,000	1,100,000			5,983,000	5,983,000
Northwest Consolidated Justice Courts	-	1,500,000	-	-	-	-	1,500,000	1,500,000
Justice Courts Consolidation	-	1,000,000	-	-	-	-	1,000,000	1,000,000
Star Call Center/R&R*	-	1,411,000	-	-	-	-	1,411,000	1,411,000
Adminstration Bldg Renovations	-	-	-	-	1,800,000	1,200,000	3,000,000	3,000,000
Completed Projects								
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
Meese Settlement	476,315	-	-	-	-	-	-	476,315
Land Acquisition near Lake Pleasant	950,000	-	-	-	-	-	-	950,000
Subtotal	$ 11,141,871	$ 23,470,673	$ 11,525,045	$ 1,100,000	$ 1,800,000	$ 1,200,000	$ 39,095,718	$ 50,237,589
Project Reserve	$ -	$ 380,404	$ -	$ -	$ -	$ -	$ 380,404	$ 380,404
TOTAL FUND 445	$ 11,141,871	$ 23,851,077	$ 11,525,045	$ 1,100,000	$ 1,800,000	$ 1,200,000	$ 39,476,122	$ 50,617,993

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

Project Narrative

The Project will allow for the construction of a regional facility for the Sheriff's Office and other regional law enforcement agencies for firearms training and certification and the project will provide water and electrical infrastructure for a public shooting range to be constructed by the Parks and Recreation Department at an adjacent location.

Funding Summary

$1,500,000 Intergovernmental Capital Projects Fund (Fund 422).

$500,000 Private Contributions

Project Cost Summary

The total budget for this project is $5,185,000 with $390,000 expended through FY 2002-03. The FY 2003-04 total available funding and budget is $1,610,000. This leaves a total cost balance of $3,185,000. This funding will have to be identified in order to complete the project.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 390,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 390,000
Construction	$ -	1,610,000	-	-	-	-	1,610,000	4,795,000
Other Costs-Force Acct Labor	-		-	-	-	-	-	-
Project Total	**$ 390,000**	**$ 1,610,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,610,000**	**$ 5,185,000**

Operating Cost Summary

N/A

Managing for Results

User Department did not provide information.

Project Title: **Elections Facility**
Managing Department: **Facilities Management**
Project Location: **320 W Lincoln**
Supervisor District: **5**

Project Narrative

The Project will allow for the construction of a facility for the Elections Department. The County currently leases a warehouse at a cost of $34,523 monthly. The lease expires January 2004. Beyond that, the cost remains the same for 2 months and escalates 5% thereafter. The current facilities lack adequate parking and size to support the current activities. The existing facility at 320 W. Lincoln will be reconfigured for use by Elections, Purchasing, Print Shop and the Sheriff's Office. A 14,000 square feet addition is being added to the facility.

Funding Summary

100% Intergovernmental Capital Projects Fund (Fund 422).

Project Cost Summary

The total budget for this project is $3,300,000 with $350,000 expended through FY 2002-03. The FY 2003-04 budget is $2,950,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 150,000	$ 454,542	$ -	$ -	$ -	$ -	$ 454,542	$ 604,542
Construction	200,000	2,495,458	-	-	-	-	2,495,458	2,695,458
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	**$ 350,000**	**$ 2,950,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,950,000**	**$ 3,300,000**

Operating Cost Summary

Estimated operating costs upon completion of this facility in FY 2003-04 total $401,307.

	Current Year	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Five Year Total	Total Project
Current Operating Costs								
Personal Sevices	$ 401,307	$ 401,307	$ -	$ -	$ -	$ -	$ 401,307	$ 802,614
Supplies & Services	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ 401,307	$ 401,307	$ -	$ -	$ -	$ -	$ 401,307	$ 802,614
Current Facilities Management Operating Costs (If Necessary)								
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Current Costs	$ 401,307	$ 401,307	$ -	$ -	$ -	$ -	$ 401,307	$ 802,614
Post Construction/Managing Department Operating Costs								
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services		-	32,385	33,357	34,357	35,388	135,487	135,487
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ -	$ 32,385	$ 33,357	$ 34,357	$ 35,388	$ 135,487	$ 135,487
Post Construction/Facilities Management Operating Costs (If Necessary)								
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	130,500	134,415	138,448	142,601	545,964	545,964
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ -	$ 130,500	$ 134,415	$ 138,448	$ 142,601	$ 545,964	$ 545,964
Total Post Construction Costs	$ -	$ -	$ 162,885	$ 167,772	$ 172,805	$ 177,989	$ 681,451	$ 681,451
TOTAL PROJECT COSTS	**$ 401,307**	**$ 401,307**	**$ 162,885**	**$ 167,772**	**$ 172,805**	**$ 177,989**	**$ 1,082,758**	**$ 1,484,065**

Project Title: Elections Facility (Continued)

Managing for Results

Purpose Statement:

The Purpose of the Elections Facility project is to remodel the Sheriff's Warehouse for Elections so that they may run elections at a lower cost.

Strategic Goals Addressed:

- Increase the percentage of early votes cast to total votes cast to 55% 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%.

Strategic Plan Program Supported:

- Elections
- Voter Registration

Strategic Activities Supported:

• Early Voting	Election Processing	Geographical Services	Technical Staf
• Ballot Tabulation	Warehouse	Voter Registration	Scanning

Strategic Services Supported:

• Early voting	special accommodations	ballot duplication	ballots to be verified
• Write ins	ballot processing audit	ballot receiving	troubleshooting services
• Jurisdiction boundaries		jurisdiction maps	redistricting services

Performance Measure Data:

User Department did not provide information.

Project Title: **Environmental Services Building**
Managing Department: **Capital Facilities Development**
Project Location: **16th Street & Roosevelt**
Supervisor District: **5**

Project Narrative

This project will result in an approximately 5,000 square foot facility. 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, operationally efficient environment. The site is located at Roosevelt and 16th Street, 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 parking structure, co-located on the site, provides the opportunity to purchase a smaller parcel of land and still handle a higher volume of vehicles. Construction is scheduled to begin in 2003 with completion in 2004.

Funding Summary

100% Intergovernmental Capital Projects Fund (Fund 422).

Funding for this project will be transferred to Fund 422 from Environmental Services Fund $1,251,419 and Air Quality Fees Fund $1,251,419. Environmental Services is responsible for continued operating costs.

Project Cost Summary

The total budget for this project is $2,508,838 with $202,838 expended through FY 2002-03. The FY 2003-04 budget is $1,800,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	202,838	1,800,000	500,000	-	-	-	2,300,000	2,502,838
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	**$ 202,838**	**$ 1,800,000**	**$ 500,000**	**$ -**	**$ -**	**$ -**	**$ 2,300,000**	**$ 2,502,838**

Operating Cost Summary

Estimated operating costs upon completion of this facility in FY 2004-05 total $73,159.

	Current Year	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Five Year Total	Total Project
Post Construction/Facilities Management Operating Costs (If Necessary)								
Personal Services	$ -	$ -	$ 9,984	$ 10,284	$ 10,592	$ 10,910	$ 41,770	$ 41,770
Supplies & Services	-	-	63,175	64,013	64,874	65,757	257,819	257,819
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ -	$ 73,159	$ 74,297	$ 75,466	$ 76,667	$ 299,589	$ 299,589
Total Post Construction Costs	$ -	$ -	$ 73,159	$ 74,297	$ 75,466	$ 76,667	$ 299,589	$ 299,589
TOTAL PROJECT COSTS	**$ -**	**$ -**	**$ 73,159**	**$ 74,297**	**$ 75,466**	**$ 76,667**	**$ 299,589**	**$ 299,589**

Managing for Results

User Department did not provide information.

Project Title: **Human Services Campus**
Managing Department: **Capital Facilities Development**
Project Location: **Between 9th and 13th Ave, Madison & Jackson Streets**
Supervisor District: **5**

Project Narrative

The Human Services Campus 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. Construction will begin in 2003 with completion in 2004.

Funding Summary

Total funding for the Human Services Campus is as follows:

Organization/Entity:

Non County Sources	$17,653,000
Maricopa County	6,996,000
	$24,649,000

Maricopa County's portion of this project will be funded 100% by Intergovernmental Capital Projects Fund (Fund 422).

Project Cost Summary

The total budget for this project is $24,649,000 with the County funding $6,996,000. The FY 2003-04 County portion is $4,231,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	2,764,512	4,231,488	-	-	-	-	4,231,488	6,996,000
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	**$ 2,764,512**	**$ 4,231,488**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,231,488**	**$ 6,996,000**

Operating Cost Summary

Estimated operating costs upon completion of this facility in FY 2004-05 total $272,863.

	Current Year	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Five Year Total	Total Project
Post Construction/Facilities Management Operating Costs (If Necessary)								
Personal Services	$ -	$ -	$ 81,041	$ 83,472	$ 85,976	$ 88,556	$ 339,045	$ 339,045
Supplies & Services	-	-	191,822	197,576	203,503	209,609	802,510	802,510
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ -	$ 272,863	$ 281,048	$ 289,479	$ 298,165	$ 1,141,555	$ 1,141,555
Total Post Construction Costs	$ -	$ -	$ 272,863	$ 281,048	$ 289,479	$ 298,165	$ 1,141,555	$ 1,141,555
TOTAL PROJECT COSTS	**$ -**	**$ -**	**$ 272,863**	**$ 281,048**	**$ 289,479**	**$ 298,165**	**$ 1,141,555**	**$ 1,141,555**

Project Title: Human Services Campus (Continued)

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 that 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.
- Advance the proposed homeless assistance center to the point of assurance of success.

Strategic Plan Program Supported:

- Human Services Campus (Board of Supervisors)
- Leadership of coalition of public, private, nonprofit organizations (Board of Supervisors)
- Healthcare for the Homeless (Public Health)
- Workforce Development (Human Services)

Strategic Activities Supported:

- Primary Care Clinic
- Substance Abuse Counseling
- Job Seeker Services

Strategic Services Supported:

- Examinations
- Referrals for dental and vision care
- Substance abuse assessments
- Adult Basic Education and GED instruction
- Computerized career and job search
- Outreach encounters

Laboratory tests
Mental health assessments and referrals
Individual employment plans
Resume development
Referrals for housing

Performance Measure Data:

User Department did not provide information.

Project Title: **Sheriff Property & Evidence Warehouse**
Managing Department: **Capital Facilities Development**
Project Location: **Durango Complex**
Supervisor District: **5**

Project Narrative

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 system. Currently, the MCSO Property and Evidence Storage is located in the lower level of the Central Court Building and on the third floor of the First Avenue Jail. The current storage facility is antiquated, inadequate, inefficient and unsafe. This location is detrimental for various reasons, with the most serious being leaks from the plumbing on the upper floors allowing the possibility of evidence contamination.

Modern scientific advances have placed greater demands on the storage of evidence requiring an increasing amount of both refrigerated and frozen cold storage. This project will develop a modern storage facility, utilizing up-to-date storage and retrieval technology to store property and evidence in a safe and secure environment. The new facility will provide maximum efficiency for both the storage and retrieval of materials.

The new facility will be built on the Durango Campus; integrated with the Durango Master Plan so that future MCSO projects will be compatible with this project.

The new Property and Evidence Storage facility will comprise approximately 45,000 square feet including administrative offices, evidence storage, cooler and freezer storage, money vault, drug vault, 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

100% Intergovernmental Capital Projects Fund (Fund 422).

Project Cost Summary

The total budget for this project is $6,806,547 with $1,000,000 expended through FY 2002-03. The FY 2003-04 budget is $5,806,547.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	1,000,000	5,806,547	-	-	-	-	5,806,547	6,806,547
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	**$ 1,000,000**	**$ 5,806,547**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,806,547**	**$ 6,806,547**

Project Title: Sheriff Property & Evidence Warehouse (Continued)

Operating Cost Summary

Estimated operating costs upon completion of this facility in FY 2004-05 total $326,337.

	Current Year	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Five Year Total	Total Project
Current Operating Costs								
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Current Facilities Management Operating Costs (If Necessary)								
Personal Services	$ 31,559	$ -	$ -	$ -	$ -	$ -	$ -	$ 31,559
Supplies & Services	87,300	-	-	-	-	-	-	87,300
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ 118,859	$ -	$ -	$ -	$ -	$ -	$ -	$ 118,859
Total Current Costs	$ 118,859	$ -	$ -	$ -	$ -	$ -	$ -	$ 118,859
Post Construction/Managing Department Operating Costs								
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services		-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction/Facilities Management Operating Costs (If Necessary)								
Personal Services	$ -	$ -	$ 115,587	$ 119,055	$ 122,626	$ 126,305	$ 483,573	$ 483,573
Supplies & Services	-	-	211,250	217,588	224,115	230,839	883,792	883,792
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ -	$ 326,837	$ 336,643	$ 346,741	$ 357,144	$ 1,367,365	$ 1,367,365
Total Post Construction Costs	$ -	$ -	$ 326,837	$ 336,643	$ 346,741	$ 357,144	$ 1,367,365	$ 1,367,365
TOTAL PROJECT COSTS	**$ 118,859**	**$ -**	**$ 326,837**	**$ 336,643**	**$ 346,741**	**$ 357,144**	**$ 1,367,365**	**$ 1,486,224**

Managing for Results

User Department did not provide information.

Project Title: **West Regional Center**
Managing Department: **Facilities Management**
Project Location: **New Avondale City Center**
Supervisor District: **5**

Project Narrative

Project includes funding for the balance of infrastructure payments to the City of Avondale associated with the 15.86 acres purchased by the County within the new Avondale City Center.

Funding Summary

100% Intergovernmental Capital Projects Fund (Fund 422).

Project Cost Summary

The total budget for this project is $2,690,909 with $1,357,576 expended through FY 2002-03. The FY 2003-04 budget is $1,333,333.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 1,357,576	$ 1,333,333	$ -	$ -	$ -	$ -	$ 1,333,333	$ 2,690,909
Construction			-	-	-	-	-	-
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	**$ 1,357,576**	**$ 1,333,333**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,333,333**	**$ 2,690,909**

Operating Cost Summary

N/A

Managing for Results

User Department did not provide information.

Project Title: **Northeast Superior Court Expansion**
Managing Department: **Facilities Management**
Project Location: **Union Hills and 40th Street**
Supervisor District: **3**

Project Narrative

The Northeast Superior Court Expansion Project will be Phase I of what eventually may become the Northeast Regional Center for Maricopa County. The facility will house 12 Superior Court courtrooms in approximately 73,500 square feet. The project has been fully master planned showing all three sequential phases. The facility will be located in a county-owned tract of land east of State Route 51 at 40th Street.

Funding Summary

General Fund (Fund 445) - $14,350,000

Intergovernmental Capital Project (Fund 422) - $2,000,000

Project Cost Summary

The total budget for this project is $16,350,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $8,000,000 and the FY2004-05 budget is $8,350,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ 500,000	$ -	$ -	$ -	$ -	$ 500,000	$ 500,000
Construction	-	7,500,000	8,350,000	-	-	-	15,850,000	15,850,000
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 8,000,000**	**$ 8,350,000**	**$ -**	**$ -**	**$ -**	**$ 16,350,000**	**$ 16,350,000**

Operating Cost Summary

Estimated operating costs upon completion of this facility in FY 2004-05 total $387,470.

	Current Year	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Five Year Total	Total Project
Post Construction/Facilities Management Operating Costs (If Necessary)								
Personal Services	$ -	$ -	$ 55,190	$ 56,846	$ 58,552	$ 60,038	$ 230,626	$ 230,626
Supplies & Services	-	-	332,280	342,248	352,516	363,091	1,390,135	1,390,135
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ -	$ 387,470	$ 399,094	$ 411,068	$ 423,129	$ 1,620,761	$ 1,620,761
Total Post Construction Costs	$ -	$ -	$ 387,470	$ 399,094	$ 411,068	$ 423,129	$ 1,620,761	$ 1,620,761
TOTAL PROJECT COSTS	**$ -**	**$ -**	**$ 387,470**	**$ 399,094**	**$ 411,068**	**$ 423,129**	**$ 1,620,761**	**$ 1,620,761**

Managing for Results

User Department did not provide information.

Project Title: **Downtown Property Development/Acquisition**
Managing Department: **Capital Facilities Development**
Project Location: **Between 5th and 7th Ave, Jefferson & Jackson Streets**
Supervisor District: **5**

Project Narrative

This project will provide a master plan for the County's development of the four-block area bounded by Jefferson Street, Jackson Street, Fifth Avenue, and Seventh Avenue and the design and construction of a 300,000 square foot County Administration building and Board of Supervisors general meeting auditorium.

Funding Summary

74% County Improvements Fund (Fund 435)

26% General Fund (Fund 445)

Project Cost Summary

The total budget for this project is $41,821,8151 with $1,000,000 expended through FY 2002-03. The FY 2003-04 budget is $17,420,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	1,000,000	17,420,000	20,000,000	3,401,815	-	-	40,821,815	41,821,815
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	**$ 1,000,000**	**$ 17,420,000**	**$ 20,000,000**	**$ 3,401,815**	**$ -**	**$ -**	**$ 40,821,815**	**$ 41,821,815**

Operating Cost Summary

Estimated operating costs upon completion of this facility in FY 2004-05 total $1,715,645.

	Current Year	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Five Year Total	Total Project
Post Construction/Facilities Management Operating Costs (If Necessary)								
Personal Services	$ -	$ -	$ 307,845	$ 317,080	$ 326,592	$ 336,390	$ 1,287,907	$ 1,287,907
Supplies & Services	-	-	1,407,800	1,430,329	1,453,476	1,477,257	5,768,862	5,768,862
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ -	$ 1,715,645	$ 1,747,409	$ 1,780,068	$ 1,813,647	$ 7,056,769	$ 7,056,769
Total Post Construction Costs	$ -	$ -	$ 1,715,645	$ 1,747,409	$ 1,780,068	$ 1,813,647	$ 7,056,769	$ 7,056,769
TOTAL PROJECT COSTS	**$ -**	**$ -**	**$ 1,715,645**	**$ 1,747,409**	**$ 1,780,068**	**$ 1,813,647**	**$ 7,056,769**	**$ 7,056,769**

Managing for Results

User Department did not provide information.

Project Title: **Public Health Clinic**
Managing Department: **Capital Facilities Development**
Project Location: **16th and Roosevelt Street**
Supervisor District: **5**

Project Narrative

The purpose of the Public Health Clinic is to replace an aging and decrepit clinical facility for Public Health so that the public can receive services and County employees can work in a safe, space-effective, operationally efficient environment. 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.

Funding Summary

85% County Improvements Fund (Fund 435)

15% Intergovernmental Capital Projects Fund (Fund 422)

Project Cost Summary

The total budget for this project is $13,027,100 with $827,100 expended through FY 2002-03. The FY 2003-04 budget is $10,200,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	827,100	10,200,000	2,000,000	-	-	-	12,200,000	13,027,100
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	**$ 827,100**	**$ 10,200,000**	**$ 2,000,000**	**$ -**	**$ -**	**$ -**	**$ 12,200,000**	**$ 13,027,100**

Operating Cost Summary

Estimated operating costs upon completion of this facility in FY 2004-05 total $470,300.

	Current Year	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Five Year Total	Total Project
Current Operating Costs								
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Current Facilities Management Operating Costs (If Necessary)								
Personal Services	$ 77,325	$ -	$ -	$ -	$ -	$ -	$ -	$ 77,325
Supplies & Services	188,019	-	-	-	-	-	-	188,019
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ 265,344	$ -	$ -	$ -	$ -	$ -	$ -	$ 265,344
Total Current Costs	$ 265,344	$ -	$ -	$ -	$ -	$ -	$ -	$ 265,344
Post Construction/Managing Department Operating Costs								
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services		-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction/Facilities Management Operating Costs (If Necessary)								
Personal Services	$ -	$ -	$ 120,232	$ 123,839	$ 127,554	$ 131,381	$ 503,006	$ 503,006
Supplies & Services	-	-	350,068	355,654	361,393	367,289	1,434,404	1,434,404
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ -	$ 470,300	$ 479,493	$ 488,947	$ 498,670	$ 1,937,410	$ 1,937,410
Total Post Construction Costs	$ -	$ -	$ 470,300	$ 479,493	$ 488,947	$ 498,670	$ 1,937,410	$ 1,937,410
TOTAL PROJECT COSTS	**$ 265,344**	**$ -**	**$ 470,300**	**$ 479,493**	**$ 488,947**	**$ 498,670**	**$ 1,937,410**	**$ 2,202,754**

Project Title: Public Health Clinic (Continued)

Managing for Results

Purpose Statement:

The Purpose of the Public Health Clinical Services Building project is to provide a clean, safe, and efficient clinical facility for the Department's clients so that they can be treated and their diseases treated and/or cured.

Strategic Goals Addressed:

- Meet or exceed performance objectives for 95% of the Department's program service output measures by the end of FY 2005. (Activities require a space/plant upgrade in order to maintain output given increasing demand).
- Add $2,000,000 in new or expanded grant awards, contracts, and allowable fees by June, 2005 to maintain existing programs and develop new programs to meet the increasing demand for public health services. (Many of the clinical activities are grant funded. In order to maintain current grants, and competitively apply for new grants, safe and efficient space is needed to produce the output required by grantors).
- Establish quality public health facilities throughout Maricopa County by June, 2006 to ensure client service needs are met in safe, efficient and regionally located working environments. (The Clinical Services Building is the cornerstone of this goal).
- Lower the risk of communicable and chronic disease in Maricopa County for food borne illnesses, sexually transmitted diseases, diseases related to smoking, infectious diseases, public health threats, and other significant community health problems by June, 2005. (The Department requires safe and clean space to treat clients in order to reduce/eliminate STDs and infectious diseases).

Strategic Plan Programs Supported:

- HIV/HCV Services
- Immunization Services
- Infectious Disease Control and Treatment

Strategic Activities Supported:

- HIV Counseling and Testing
- Adult Immunizations
- Hansen's Disease Services
- Infectious Disease Control for Refugees
- Jail Work Release Examinations (Con-Tents)
- Public Health Laboratory
- Public Health Pharmacy
- Sexually Transmitted Disease Testing & Treatment
- Tuberculosis Services

Project Title: Public Health Clinic (Continued)

Strategic Services Supported:

- HIV tests and diagnoses
- Individual HIV prevention plans for people receiving HIV tests
- Adult immunizations
- Foreign travel immunizations
- Hansen's Disease control
- Refugee Screening
- Jail work release screenings
- Lab test results
- Laboratory training and consultation sessions
- Pharmacy services
- STD testing and treatment
- STD clinical examinations
- STD field contacts
- Tuberculosis clinic services
- Tuberculosis field services and X-ray services.

Measure	FY 2002-03 Year End Estimated (%; #; or $)	FY 2003-04 Estimated w/Capital Improvement (%; #; or $)
Results		
Percent of clients who said that their HIV test result was explained clearly and simply	95%	100%
Percent of clients who test confidentially	55%	60%
Clinic appointment show rate for clients seen in Hansen's Clinic	75%	87%
Percent of refugees identified with TB infection that receives preventive therapy	85%	88%
Percent of refugees identified with treatable parasites placed on treatment	80%	85%
Cost savings on lab tests	$4,767,765	$5,000,000
Percent savings over wholesale price: Rifampin 300 mg	79%	80%
Percent savings over wholesale price: PZA 500 mg	41%	45%
Percent savings over wholesale price: Myambutol 400 mg	52%	55%

Project Title: Public Health Clinic (Continued)

Measure	FY 2002-03 Year End Estimated (%; #; or $)	FY 2003-04 Estimated w/Capital Improvement (%; #; or $)
Outputs:		
Number of clients receiving pretest counseling	6,000	7,200
Number of clients completing counseling	4,000	5,100
Number of clients served	3,500	4,500
Number of clients seen	72	75
Number of client contacts in the clinic	1,300	1,614
Number of client contacts in the field	1,300	1,614
Total number of contacts	2,600	2,711
Total laboratory tests	153,475	160,535
Number of prescriptions filled	50,857	51,000
Syphilis serologies performed at community outreaches, field records closed, and counseling/education sessions performed	8,000	8,100
Number of cases of early syphilis successfully treated	300	320
Demand:		
Number of people needing HIV tests	6,000	6,000
Number of people calling to request service	8,000	10,069
Number of people with Hansen's Disease in Maricopa County	35	35
Number of refugees entering Maricopa County for screening	1,200	1,200
Total number of lab tests requested	153,475	153,475
Number of prescriptions presented at Public Health pharmacy	50,857	51,000
Efficiency:		
Average time spent per client (includes travel, paperwork and time spent directly with client), in hours	1.5	1.4
Number of clients per hour per nurse	2.5	2.1
Number of patients per hour	1.2	1.6
Cost per client	$235	$235
Average number of tests performed per technologist	21,925	25,000
Number of prescriptions processed per employee	17,000	17,204
Cost per client served	$58	$58
Percent of clients initiated for syphilis who are preventively treated or treated for infection within 7 days	86%	86%

**The Con-Tents activity delivers services within the Maricopa County Jail system. Although the activity will be housed in the new clinic, services will continue to be delivered in the field. Therefore, performance measures for this activity are not expected to change significantly as a result of the completion of the new building.*
FY2003-04 year-end actuals omitted as that FY has not yet begun.

Project Title: **New Admin Services/Forensic Science Center Parking Garage**
Managing Department: **Capital Facilities Development**
Project Location: **7th Ave & Jefferson Street**
Supervisor District: **5**

Project Narrative

This project will result in the construction of an 8-level, 985-space parking structure. The New Administration Building has 903 dedicated parking spaces and the Forensic Science Center has 82 spaces. Construction begins in 2001 and completes in 2002.

Funding Summary

100% County Improvements Fund (Fund 435).

Project Cost Summary

The total budget for this project is $9,734,372 with $8,734,372 expended through FY 2002-03. The FY 2003-04 budget is $1,000,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	9,628,302	1,000,000	-	-	-	-	1,000,000	10,628,302
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	**$ 9,628,302**	**$ 1,000,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,000,000**	**$ 10,628,302**

Operating Cost Summary

N/A

Managing for Results

User Department did not provide information.

Project Title: **Downtown Campus Expansion/Improvements**
Managing Department: **Facilities Management**
Project Location: **Jackson Street to Jefferson Street, 5th Ave to 7th Ave**
Supervisor District: **5**

Project Narrative

Funding will be used for the close-out of the project, including the completion of street improvements on Jackson Street as outlined in the Memorandum of Agreement with the City of Phoenix, utility relocations and the final settlements/judgments for land acquired under the original project plan. Funds will also be used to provide temporary landscaping and dust control measures for the sites acquired under the project plan.

This original project to construct a high-rise and three smaller support buildings has been cancelled due to fiscal constraints.

Funding Summary

100% General Fund (Fund 445)

Project Cost Summary

The total budget for this project is $15,784,127 with $12,547,848* expended through FY 2002-03. The FY 2003-04 budget is $3,236,279.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 8,611,222	$ 1,262,149	$ -	$ -	$ -	$ -	$ 1,262,149	$ 9,873,371
Construction	3,884,119	1,974,130	-	-	-	-	1,974,130	5,858,249
Other Costs-Force Acct Labor	52,507	-	-	-	-	-	-	52,507
Project Total	**$ 12,547,848**	**$ 3,236,279**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,236,279**	**$ 15,784,127**

*$2,046,359 funded from cash in FY 00.

Operating Cost Summary

N/A

Managing for Results

Purpose Statement:

The Purpose of the Downtown Campus Expansion/Improvement project is to satisfy all outstanding costs and requirements of the cancelled project (direct purpose) for the Board of Supervisors (direct customer) so that close-out is completed properly and in compliance with open contracts and agreements (direct result).

Strategic Goals Addressed:

- Design and construct all Capital projects on schedule, within budget, in cooperation with the customer and meeting the goals of the County.

Strategic Plan Program Supported:

- Building Renovation and Minor Construction

Strategic Activities Supported:

- Design Activity
- Construction Activity

Project Title: Downtown Campus Expansion/Improvements (Continued)

Strategic Services Supported:

- Programming Design Documents
- Schematic Design Documents
- Design Development Documents
- Construction Documents
- Construction

Measure	FY 2002-03 YTD Actual (%; #; or $)	FY 2002-03 Year End Estimated (%; #; or $)	FY 2003-04 Estimated w/Capital Improvement (%; #; or $)
Result: 100% of construction delivered within 100% or less of the project construction budget	100%	100%	100%
Output: # of construction projects completed	0	1	2
Demand: # of construction projects scheduled	4	4	4
Efficiency: Average construction cost per square foot constructed	$180	$180	$180

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

Project Narrative

This project covers tenant improvements within the Security Building that are necessary to modify the current vacant space, the space that could be vacated by relocating existing County tenants, and space that will be vacated when existing non-County tenants leave the building so that new or relocated County tenants are no longer in overcrowded and/or lease space, and have efficient facilities from which they can provide "Best in Class" services to Maricopa County residents

Funding Summary

100% General Fund (Fund 445)

Project Cost Summary

The total budget for this project is $15.1 million with $12,547,848 expended through FY 2002-03. The FY 2003-04 budget is $3,733,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 8,908,484	$ 200,000	$ 150,000	$ 100,000	$ -	$ -	$ 450,000	$ 8,358,484
Construction	300,000	$ 3,533,000	$ 1,000,000	1,000,000	-	-	5,533,000	6,833,000
Other Costs-Force Acct Labor		-	-	-	-	-	-	-
Project Total	**$ 9,208,484**	**$ 3,733,000**	**$ 1,150,000**	**$ 1,100,000**	**$ -**	**$ -**	**$ 5,983,000**	**$ 15,191,484**

Operating Cost Summary

N/A

Managing for Results

Purpose Statement:

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

Strategic Goals Addressed:

- Design and construct all Capital projects on schedule, within budget, in cooperation with the customer and meeting the goals of the County.

Strategic Plan Program Supported:

- Building Renovation and Minor Construction

Strategic Activities Supported:

- Design
- Construction

Project Title: Security Building (Continued)

Strategic Services Supported:

- Programming Design Documents
- Schematic Design Documents
- Design Development Documents
- Construction Documents

Measure	FY 2002-03 YTD Actual (%; #; or $)	FY 2002-03 Year End Estimated (%; #; or $)	FY 2003-04 Estimated w/Capital Improvement (%; #; or $)
Result: 100% of construction delivered within 100% or less of the project construction budget	100%	100%	100%
Output: # of construction projects completed	0	1	2
Demand: # of construction projects scheduled	4	4	4
Efficiency: Average construction cost per square foot constructed	$180	$180	$185

Project Title: **Northwest Consolidated Justice Courts**
Managing Department: **Facilities Management**
Project Location: **To Be Determined**
Supervisor District: **4**

Project Narrative

The Northwest consolidated Justice Courts is a 28,000 square foot facility designed to integrate the Justice Court functions of four (4) existing JP Courts into one consolidated operation covering the following Precincts: Peoria, Wickenburg, North Valley, Growth Court. Additional cost of $3,750,000 will be funded from lease reversion estimates.

The facility will allow these four courts to share personnel, resources, and spaces, making the overall utilization of the building, its infrastructure and operation much more efficient than presently observed in the four separate Courts. Due to its remote location, the Wickenburg Court will retain part time operations in its existing facility. The Tolleson Justice Court will most likely occupy the space vacated by the North Valley Justice Court which is presently collocated with the Glendale Justice Court.

Funding Summary

100% General Fund (Fund 445)

Project Cost Summary

The total budget for this project is $1,500,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $1,500,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW		$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction		1,500,000	-	-	-	-	1,500,000	1,500,000
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 1,500,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,500,000**	**$ 1,500,000**

Operating Cost Summary

Estimated operating costs upon completion of this facility in FY 2004-05 total $165,611.

	Current Year	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Five Year Total	Total Project
Post Construction/Facilities Management Operating Costs (If Necessary)								
Personal Services	$ -	$ -	$ 37,171	$ 38,286	$ 39,435	$ 10,618	$ 125,510	$ 125,510
Supplies & Services	-	-	128,440	132,293	136,262	140,350	537,345	537,345
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ -	$ 165,611	$ 170,579	$ 175,697	$ 150,968	$ 662,855	$ 662,855
Total Post Construction Costs	$ -	$ -	$ 165,611	$ 170,579	$ 175,697	$ 150,968	$ 662,855	$ 662,855
TOTAL PROJECT COSTS	**$ -**	**$ -**	**$ 165,611**	**$ 170,579**	**$ 175,697**	**$ 150,968**	**$ 662,855**	**$ 662,855**

Managing for Results

User Department did not provide information.

Project Title: **Justice Courts Consolidation**
Managing Department: **Facilities Management**
Project Location: **To Be Determined**
Supervisor District: **To Be Determined**

Project Narrative

The concept is based on realizing the efficiencies to be gained by co-locating Justice Courts and consolidating services.

Funding Summary

100% General Fund (Fund 445)

Project Cost Summary

The total budget for these projects is $1,000,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $1,000,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	-	1,000,000	-	-	-	-	1,000,000	1,000,000
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 1,000,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,000,000**	**$ 1,000,000**

Operating Cost Summary

N/A

Managing for Results

User Department did not provide information.

Project Title: **Star Call Center/Research & Reporting**
Managing Department: **Facilities Management**
Project Location: **New Admin Srvs Parking Garage - 7th Ave & 8th Ave**
Supervisor District: **5**

Project Narrative

The project involves the relocation of the Star Call Center Department and the Research & Reporting Department from leased space to a 15,000 square foot area to be built-out on the south side of the lower level of the New Administrative Services Parking Garage. Completion of the project will allow the departments to vacate currently leased space. The project also provides for outdoor seating, revisions to the parking stall layouts, waterproofing and modifications to the parking garage exhaust.

Funding Summary

General Fund (Fund 445) - $1,411,000

Recorder Surcharge (Fund 236) - $79,000

Project Cost Summary

The total budget for this project is $1,490,000 with $79,000 expended through FY 2002-03. The FY 2003-04 budget is $1,411,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 79,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 79,000
Construction	-	1,411,000	-	-	-	-	1,411,000	1,411,000
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	**$ 79,000**	**$ 1,411,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,411,000**	**$ 1,490,000**

Operating Cost Summary

Estimated operating costs upon completion of this facility in FY 2003-04 total $69,600.

	Current Year	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Five Year Total	Total Project
Post Construction/Facilities Management Operating Costs (If Necessary)								
Personal Services	$ -	$ -	$	$	$	$	$	$
Supplies & Services	-	69,600	- 70,877	72,321	73,806	75,334	361,938	361,938
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ 69,600	- $ 70,877	$ 72,321	$ 73,806	$ 75,334	$ 361,398	$ 361,398
Total Post Construction Costs	$ -	$ 69,600	- $ 70,877	$ 72,321	$ 73,806	$ 75,334	$ 361,398	$ 361,398
TOTAL PROJECT COSTS	**$ -**	**$ 69,600**	**$ 70,877**	**$ 72,321**	**$ 73,806**	**$ 75,334**	**$ 361,398**	**$ 361,398**

Managing for Results

User Department did not provide information.

Detention Capital Projects Fund

Summary

Criminal Justice Facilities Capital Improvement Projects for adult jails and juvenile detention total $117,361,689 million 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 continues into 2004 and includes completion of all work and closeout of contracts. In addition to the Facilities Review Committee (FRC) process, projects funded by the Jail Excise Tax are reviewed by a Citizens' Jail Oversight Committee (CJOC).

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 area of the Committee's charge. RNL Design in association with Chinn Planning, Inc. and Liebert & Associates were contracted by Maricopa County to do a needs assessment and master plan of the adult and juvenile criminal justice detention system.

The Committee met fifteen times 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 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 that are part of the Committee's Final report, and constitute the Maricopa County Criminal Justice System Master Plan.

Project Detail

A total of seven (7) 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 as follows.

455 DETENTION CAPITAL PROJECTS	PRIOR YEAR	FY2003-04	FY2004-05	FY 2005-06	FY 2006-07	FY 2007-08	5-YR TOTAL (FY 2004-08)	TOTAL PROJECT
FMD MAINTENANCE FACILITY	$ 3,000,000	$ 2,000,000	$ -	$ -	$ -	$ -	$ 2,000,000	$ 5,000,000
SE REGIONAL COURTROOM BUILDOUT	363,609	2,136,391	-	-	-	-	2,136,391	2,500,000
4TH AVENUE JAIL	102,548,197	43,897,108	-	-	-	-	43,897,108	146,445,305
DURANGO JUVENILE DETENTION/TREATMENT CENTER	67,186,965	19,188,000	-	-	-	-	19,188,000	86,374,965
LOWER BUCKEYE JAIL	189,191,185	41,496,398	-	-	-	-	41,496,398	230,687,583
MESA JUVENILE DETENTION CENTER	24,500,000	3,000,000	-	-	-	-	3,000,000	27,500,000
SHERIFF'S TRAINING FACILITY	6,653,216	5,643,792	-	-	-	-	5,643,792	12,297,008
COMPLETED PROJECTS	11,372,401	-	-	-	-	-	-	11,372,401
TOTAL FUND 455	$ 404,815,573	$ 117,361,689	$ -	$ -	$ -	$ -	$ 117,361,689	$ 522,177,262

Project Title: **FMD Maintenance Facility**
Managing Department: **Capital Facilities Development**
Project Location: **Durango Complex**
Supervisor District: **5**

Project Narrative

This project involves site development of a 5.58-acre site with circulation access roads, site improvements including water line, sanitary sewer line, natural gas, site electric power, and telephone and data service extensions onto the site from adjacent sources. This project will result in the creation of a building pad and development of a full service Maintenance Facility of 25,540 square feet with a 2,000 square foot outdoor covered storage structure.

Funding Summary

This project is funded 100% by the Detention Capital Projects Fund (Fund 455).

Project Cost Summary

The total budget for the project is $5,000,000 with $3,000,000 expended through FY 2002-03. The FY 2003-04 budget is $2,000,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	3,000,000	2,000,000	-	-	-	-	2,000,000	5,000,000
Other Costs	-	-	-	-	-	-	-	-
Project Total	**$ 3,000,000**	**$ 2,000,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,000,000**	**$ 5,000,000**

Operating Cost Summary

The Operating Costs Summary Table was prepared by the Facilities Management Department. Continued operating costs will be the responsibility of the Facilities Management Department and the User Departments.

	Current Year	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Five Year Total	Total Project
Current Operating Costs								
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Current Facilities Management Operating Costs (If Necessary)								
Personal Services	$ 25,322	$ -	$ -	$ -	$ -	$ -	$ -	$ 25,322
Supplies & Services	57,947	-	-	-	-	-	-	57,947
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ 83,269	$ -	$ -	$ -	$ -	$ -	$ -	$ 83,269
Total Current Costs	$ 83,269	$ -	$ -	$ -	$ -	$ -	$ -	$ 83,269
Post Construction/Managing Department Operating Costs								
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services		-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Post Construction/Facilities Management Operating Costs (If Necessary)								
Personal Services	$ -	$ 25,322	$ 26,082	$ 26,864	$ 27,670	$ 28,500	$ 134,438	$ 134,438
Supplies & Services	-	93,884	96,700	99,601	102,589	105,667	498,441	498,441
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ 119,206	$ 122,782	$ 126,465	$ 130,259	$ 134,167	$ 632,879	$ 632,879
Total Post Construction Costs	$ -	$ 119,206	$ 122,782	$ 126,465	$ 130,259	$ 134,167	$ 632,879	$ 632,879
TOTAL PROJECT COSTS	**$ 83,269**	**$ 119,206**	**$ 122,782**	**$ 126,465**	**$ 130,259**	**$ 134,167**	**$ 632,879**	**$ 716,148**

Project Title: FMD Maintenance Facility (Continued)

Managing for Results

Purpose Statement:

The Purpose of the FMD Maintenance Facility project is to provide direct maintenance support for the MCSO, Juvenile Detention and Juvenile Court so that these detention and court facilities can be efficiently operated and maintained.

Strategic Goals Addressed:

- Design and construct all Capital projects on schedule, within budget, in cooperation with the customer and meeting the goals of the County.

Strategic Plan Program Supported:

- Building Operations & Maintenance

Strategic Activities Supported:

- Buildings & Grounds
- Facilities & Maintenance

Strategic Services Supported:

- Corrective Maintenance
- Preventative Maintenance

Measure	FY 2002-03 YTD Actual (%; #; or $)	FY 2002-03 Year End Estimated (%; #; or $)	FY 2003-04 Estimated w/Capital Improvement (%; #; or $)
Result: % of work orders completed	100%	100%	100%
Output: # of work orders rec'd	17,960	37,795	40,000
Demand: # of work orders expected	18,000	37,795	40,000
Efficiency: Avg. cost per work order.	129	130	135

Project Title: **Southeast Regional Courtroom Build-out**
Managing Department: **Capital Facilities Development**
Project Location: **Mesa Complex**
Supervisor District: **2**

Project Narrative

This project was initiated as a means of providing more space for courtrooms in the Maricopa County Southeast Regional Campus. Initially the Early Disposition Court (EDC) was going to be developed in the main courts building at the Southeast Campus, However, by locating this EDC Court in the vacant detention area of the Sheriff's Substation No. 1, more space is provided for Superior Court Courtrooms in the main Courts building, and vacant space is fully utilized.

The proposed facility will provide an Early Disposition Courtroom, a full Judicial Suite, ample detention and public waiting areas, offices for the County Attorney, P8ublic Defender, Adult Probation, Clerk of the Court and TASC Office's. The facility will occupy approximately 14,000 square feet of fully renovated detention areas of the Substation. In addition, the project will also provide storage facilities for the Sheriff's department in the second floor of the detention pods.

Funding Summary

This project is funded 100% by the Detention Capital Projects Fund (Fund 455).

Project Cost Summary

The total budget for the project is $2,500,00 with $363,609, expended through FY 2002-03. The FY 2003-04 budget is $2,136,391.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	363,609	2,136,391	-	-	-	-	2,136,391	2,500,000
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	**$ 363,609**	**$ 2,136,391**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,136,391**	**$ 2,500,000**

Operating Cost Summary

N/A

Managing for Results

User Department did not provide information.

Project Title: **4th Avenue Jail**
Managing Department: **Capital Facilities Development**
Project Location: **3rd Ave – 4th Ave Madison Street.**
Supervisor District: **5**

Project Narrative

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

This project is funded 100% by the Detention Capital Projects Fund (Fund 455).

Project Cost Summary

The total budget for the project is $146.4 million with $102.5 million expended through FY 2002-03. The FY 2003-04 budget is $43,897,108.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	102,548,197	43,897,108	-	-	-	-	43,897,108	146,445,305
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	**$ 102,548,197**	**$ 43,897,108**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 43,897,108**	**$ 146,445,305**

Operating Cost Summary

The Operating Costs Summary Table was prepared by the Facilities Management Department. Continued operating costs will be the responsibility of the Facilities Management Department and the User Departments.

	Current Year	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Five Year Total	Total Project
Post Construction/Facilities Management Operating Costs (If Necessary)								
Personal Services	$ -	$ 986,528	$ 1,016,124	$ 1,046,608	$ 1,078,006	$ 1,110,346	$ 5,237,612	$ 5,237,612
Supplies & Services	-	2,380,140	2,451,544	2,479,166	2,552,020	2,627,056	12,489,926	12,489,926
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ 3,366,668	$ 3,467,668	$ 3,525,774	$ 3,630,026	$ 3,737,402	$ 17,727,538	$ 17,727,538
Total Post Construction Costs	$ -	$ 3,366,668	$ 3,467,668	$ 3,525,774	$ 3,630,026	$ 3,737,402	$ 17,727,538	$ 17,727,538
TOTAL PROJECT COSTS	**$ -**	**$ 3,366,668**	**$ 3,467,668**	**$ 3,525,774**	**$ 3,630,026**	**$ 3,737,402**	**$ 17,727,538**	**$ 17,727,538**

Managing for Results

Purpose Statement:

The Purpose of the 4th 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 Sheriff's Office will always meet constitutional standards for care, custody and control of inmates as well as a safe environment for staff.

Project Title: 4th Avenue Jail (Continued)

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

Measure	FY 2002-03 YTD Actual (%; #; or $)	FY 2002-03 Year End Estimated (%; #; or $)	FY 2003-04 Estimated w/Capital Improvement (%; #; or $)
Result: % of Inmates Properly Processed in the intake area within 24 hours	100	100	100
Output: # of Inmates Processed in Intake	88,509	118,012	120,372
Demand: # of Inmates Expected to be Received	85,447	118,012	120,372
Efficiency: Cost per inmate per day (jail per diem)	$42.41	$46.17	Not Available

Project Title: **Durango Juvenile Detention/Treatment Center**
Managing Department: **Capital Facilities Development**
Project Location: **Between 27th And 35th Ave South Of Durango**
Supervisor District: **5**

Project Narrative

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 feet contains 48 beds. Construction began in 2001 and completes in 2003.

Funding Summary

This project is funded 100% by the Detention Capital Projects Fund (Fund 455).

Project Cost Summary

The total budget for the project is $86.3 million with $67.1 million expended through FY 2002-03. The FY 2003-04 budget is $19.1 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	67,186,965	19,188,000	-	-	-	-	19,188,000	86,374,965
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	**$ 67,186,965**	**$ 19,188,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 19,188,000**	**$ 86,374,965**

Operating Cost Summary

The Operating Costs Summary Table was prepared by the Facilities Management Department. Continued operating costs will be the responsibility of the Facilities Management Department and the User Departments.

	Current Year	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Five Year Total	Total Project
Post Construction/Facilities Management Operating Costs (If Necessary)								
Personal Services	$ -	$ 271,808	$ 279,962	$ 288,361	$ 297,011	$ 305,922	$ 1,443,064	$ 1,443,064
Supplies & Services	-	1,171,148	1,206,282	1,221,364	1,257,290	1,294,292	6,150,376	6,150,376
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ 1,442,956	$ 1,486,244	$ 1,509,725	$ 1,554,301	$ 1,600,214	$ 7,593,440	$ 7,593,440
Total Post Construction Costs	$ -	$ 1,442,956	$ 1,486,244	$ 1,509,725	$ 1,554,301	$ 1,600,214	$ 7,593,440	$ 7,593,440
TOTAL PROJECT COSTS	**$ -**	**$ 1,442,956**	**$ 1,486,244**	**$ 1,509,725**	**$ 1,554,301**	**$ 1,600,214**	**$ 7,593,440**	**$ 7,593,440**

Managing for Results

Purpose Statement:

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

Strategic Goals Addressed:

- None

Strategic Programs Supported:

- Detention Program

Project Title: Durango Juvenile Detention/Treatment Center (Continued)

Strategic Activities Supported:

- Juvenile Programming
- Juvenile Custody

Strategic Services Supported:

- Anger Management Class
- High Impact Program
- Unit Specific Programs
- Personal Necessities
- Behavior Assessments
- Incident Reports
- Searches
- Suicide Risk Assessments

Measure	FY 2002-03 Year End Estimated (%; #; or $)	FY 2003-04 Estimated w/Capital Improvement (%; #; or $)
Result: % of detainees requiring class I Incident Reports	3.1	3.1
Output: # of Juveniles provided custody	10,269	12,000
Demand: # of Juveniles anticipated to provided custody	10,269	12,000
Efficiency: Daily Cost of providing custody (housing rate as computed by Dept of Finance	108.00	108.00

Project Title: **Lower Buckeye Jail**
Managing Department: **Capital Facilities Development**
Project Location: **Lower Buckeye East Of 35th Avenue In Phoenix**
Supervisor District: **5**

Project Narrative

The Lower Buckeye Jail contains 2,449 beds including 576 maximum custody adult beds, 400 minimum custody adult beds, 504 remanded juvenile beds, 268 psychiatric beds and 60 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 2003.

Funding Summary

This project is funded 100% by the Detention Capital Projects Fund (Fund 455).

Project Cost Summary

The total budget for the project is $230.6 million with $189.1 million expended through FY 2002-03. The FY 2003-04 budget is $41.5 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	189,191,185	41,496,398	-	-	-	-	41,496,398	230,687,583
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	**$ 189,191,185**	**$ 41,496,398**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 41,496,398**	**$ 230,687,583**

Operating Cost Summary

The Operating Costs Summary Table was prepared by the Facilities Management Department. Continued operating costs will be the responsibility of the Facilities Management Department and the User Departments.

	Current Year	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Five Year Total	Total Project
Post Construction/Facilities Management Operating Costs (If Necessary)								
Personal Services	$ -	$ 1,007,059	$ 1,037,271	$ 1,068,389	$ 1,100,441	$ 1,133,454	$ 5,346,613	$ 5,346,613
Supplies & Services	-	2,172,838	$ 2,238,023	$ 2,254,927	$ 2,320,812	$ 2,388,668	11,375,268	11,375,268
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ 3,179,897	$ 3,275,294	$ 3,323,316	$ 3,421,253	$ 3,522,122	$ 16,721,881	$ 16,721,881
Total Post Construction Costs	$ -	$ 3,179,897	$ 3,275,294	$ 3,323,316	$ 3,421,253	$ 3,522,122	$ 16,721,881	$ 16,721,881
TOTAL PROJECT COSTS	**$ -**	**$ 3,179,897**	**$ 3,275,294**	**$ 3,323,316**	**$ 3,421,253**	**$ 3,522,122**	**$ 16,721,881**	**$ 16,721,881**

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

Project Title: Lower Buckeye Jail (Continued)

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

Measure	FY 2002-03 YTD Actual (%; #; or $)	FY 2002-03 Year End Estimated (%; #; or $)	FY 2003-04 Estimated w/Capital Improvement (%; #; or $)
Result: % of Inmates Properly Processed in the intake area within 24 hours	100	100	100
Output: # of Inmates Processed in Intake (Bookings)	88,509	118,012	120,372
Demand: # of Inmates Expected to be Received	85,447	118,012	120,372
Efficiency: Cost per inmate per day (jail per diem—housing)	$42.41	$46.17	Not Available

Project Title: **Mesa Juvenile Detention Center**
Managing Department: **Capital Facilities Development**
Project Location: **Southeast Mesa Complex**
Supervisor District: **2**

Project Narrative

The approximately 80,000 square foot project contains 120 juvenile beds and also provides supporting educational, program and administrative space. A parking structure completed in May 2001 provides 400 parking spaces for staff. Construction began in 2001 and completes in 2003.

Funding Summary

This project is funded 100% by the Detention Capital Projects Fund (Fund 455).

Project Cost Summary

The total budget for the project is $27.5 million with $24.5 million expended through FY 2002-03. The FY 2003-04 budget is $3,000,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	24,500,000	3,000,000	-	-	-	-	3,000,000	27,500,000
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	**$24,500,000**	**$ 3,000,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,000,000**	**$ 27,500,000**

Operating Cost Summary

The Operating Costs Summary Table was prepared by the Facilities Management Department. Continued operating costs will be the responsibility of the Facilities Management Department and the User Departments.

	Current Year	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Five Year Total	Total Project
Post Construction/Facilities Management Operating Costs (If Necessary)								
Personal Services	$ -	$ 111,109	$ 114,443	$ 117,876	$ 121,412	$ 125,055	$ 589,895	$ 589,895
Supplies & Services	-	366,588	377,586	380,640	391,832	403,359	1,920,005	1,920,005
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ 477,697	$ 492,029	$ 498,516	$ 513,244	$ 528,414	$ 2,509,900	$ 2,509,900
Total Post Construction Costs	$ -	$ 477,697	$ 492,029	$ 498,516	$ 513,244	$ 528,414	$ 2,509,900	$ 2,509,900
TOTAL PROJECT COSTS	**$ -**	**$ 477,697**	**$ 492,029**	**$ 498,516**	**$ 513,244**	**$ 528,414**	**$ 2,509,900**	**$ 2,509,900**

Managing for Results

Purpose Statement:

The Purpose of the Mesa Juvenile Detention Center 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.

Strategic Goals Addressed:

- None

Strategic Plan Program Supported:

- Detention Program

Project Title: Mesa Juvenile Detention Center (Continued)

Strategic Activities Supported:

- Juvenile Programming
- Juvenile Custody

Strategic Services Supported:

- Unit Specific programs
- Detention Facility-wide Programming
- Incident Reports
- Searches

High Impact Program (HIP)
21 Day Program
Suicide Risk Assessments
Personal Necessities (clothing, bedding, toiletries, etc)

Performance Measure Data:

User Department did not provide information.

Project Title: **Sheriff's Training Facility**
Managing Department: **Capital Facilities Development**
Project Location: **Durango Complex**
Supervisor District: **5**

Project Narrative

This project will provide a new building for the Sheriff's Training and Development Division to train new detention and sworn officers. The envisioned project comprises 7-acres site development and a 2-story 71,000 square foot structure, including open retention basins, paved circulation, exterior physical training facilities, an exercise mock-up structure and other exterior training related functional areas. The site includes a 300-space parking lot. The 1st floor will include assembly rooms, offices, reception, physical training facilities, showers and lockers. The 2nd floor will contain administrative and teaching offices as well as the majority of classrooms. Construction began in 2002 and completes in 2003.

Funding Summary

73% Detention Capital Project Fund (Fund 455); 27% Intergovernmental Capital Projects Fund (Fund 422). The project cost summary includes budgeted amounts for both funds.

Project Cost Summary

The total budget for the project is $15,963,309 with $9,653,216 expended through FY 2002-03. The FY 2003-04 budget is $6,310,093.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	9,653,216	6,310,093	-	-	-	-	6,310,093	15,963,309
Other Costs-Force Acct Labor	-	-	-	-	-	-	-	-
Project Total	**$ 9,653,216**	**$ 6,310,093**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 6,310,093**	**$ 15,963,309**

Operating Cost Summary

The Operating Costs Summary Table was prepared by the Facilities Management Department. Continued operating costs will be the responsibility of the Facilities Management Department and the User Departments.

	Current Year	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Five Year Total	Total Project
Post Construction/Facilities Management Operating Costs (If Necessary)								
Personal Services	$ -	$ 81,232	$ 83,669	$ 86,179	$ 88,765	$ 91,428	$ 431,273	$ 431,273
Supplies & Services	-	300,540	309,556	318,843	328,408	338,260	1,595,607	1,595,607
Capital Outlay	-	-	-	-	-	-	-	-
Subtotal	$ -	$ 381,772	$ 393,225	$ 405,022	$ 417,173	$ 429,688	$ 2,026,880	$ 2,026,880
Total Post Construction Costs	$ -	$ 381,772	$ 393,225	$ 405,022	$ 417,173	$ 429,688	$ 2,026,880	$ 2,026,880
TOTAL PROJECT COSTS	**$ -**	**$ 381,772**	**$ 393,225**	**$ 405,022**	**$ 417,173**	**$ 429,688**	**$ 2,026,880**	**$ 2,026,880**

Managing for Results

Purpose Statement:

The Purpose of the Sheriff's Training Facility project is to provide a sufficient facility to train new detention and sworn officers for the Maricopa County Sheriff's Office so that mandated training and proficiency requirements can be met.

Project Title: Sheriff's Training Facility (Continued)

Strategic Goals Addressed:

- The Sheriff's Office will always meet constitutional standards for care, custody and control of inmates as well as a safe environment for staff.
- By FY 2004, Maricopa County Sheriff's Office will achieve 100% staffing of current Detention positions and 85% of support staff positions, while maintaining Enforcement staff levels. Additionally, all required positions for opening the new jail will be hired, trained and ready to report according to established schedules.
- Within the next 2 fiscal years, the MCSO will reduce the number of person days away from work due to work -related injuries and illnesses from FY 2002 levels.

Strategic Plan Programs Supported:

- Administrative Services Program
- Centralized MCSO Operations
- Custody Management

Strategic Activities Supported:

- Human Resources
- Mandated MCSO Training
- Inmate Labor
- Mandated Inmate Programs and Services
- Risk Management
- Detention Management
- Inmate Processing
- New Detention Facilities Transition

Strategic Services Supported:

- Employee Training
- Detention Basic Training
- AZPOST Sworn Basic Training Programs
- Supervisor Training
- Detention Incumbent Training
- AZPOST Sworn Incumbent Training Programs

Performance Measure Data:

User Department did not provide information.

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 117 capital projects are identified and recommended to the Board from MCDOT. The recommended projects are as follows:

TRANSPORTATION CAPITAL PROJECTS (FUND 234)	PRIOR YEARS	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	5-YR TOTAL (FY 04-08)	TOTAL PROJECT
51th AVE: BASELINE TO SOUTH OF BROADWAY	$ 1,930,000	$ 1,000	$ 2,946,000	$ -	$ -	$ -	$ 2,947,000	$ 4,877,000
51ST AVE: S/ELLIOT-DOBBINS	-	505,000	5,000	955,000	-	-	1,465,000	1,465,000
67TH AVE: PINNACLE P - HAPPY V	-	5,000	5,000	90,000	-	-	100,000	100,000
75TH AVE: MC 85 - VAN BUREN	273,000	729,500	320,000	2,290,000	230,000	-	3,569,500	3,842,500
83RD AVE: NORTHERN OLIVE	605,000	5,000	5,000	324,000	2,140,000	-	2,474,000	3,079,000
99TH AVE AT BEARDSLEY SIGNAL	55,000	135,000	-	-	-	-	135,000	190,000
99TH AVE: MCDOWELL - GLENDALE	1,125,000	2,000	-	-	-	-	2,000	1,127,000
107TH AVE ROSE GARDEN - JOMAX	1,375,000	1,781,855	-	-	-	-	1,781,855	3,156,855
115TH AVE BRIDGE AT GILA RIVER	1,000	2,000	2,000	2,000	2,000	2,000	10,000	11,000
ALMA SCH:MCLELLAN - MCKELLIPS	471,000	5,000	1,996,000	-	-	-	2,001,000	2,472,000
ALMA SCH:N BRDG GRD CTRL STRC	137,000	5,000	2,602,000	1,088,000	-	-	3,695,000	3,832,000
AZTECH SMART CORRIDORS	465,000	1,195,000	-	-	-	-	1,195,000	1,660,000
BARTLETT LAKE RD	773,000	1,000	-	-	-	-	1,000	774,000
BASELINE: 7TH AVE - 43RD AVE	27,314,000	5,000	5,000	-	-	-	10,000	27,324,000
BELL RD AT R H JOHNSON	11,000	95,000	10,000	-	-	-	105,000	116,000
BELL RD: SR 303 -L101 ITS IMP	-	1,010,000	295,000	-	-	-	1,305,000	1,305,000
BIOLOGICAL ASSESSMENT SERVICES	-	45,000	-	-	-	-	45,000	45,000
BROWN RD: ELLSWORTH - CRISMON	-	55,000	-	-	-	-	55,000	55,000
BUSH HWY II	-	719,000	-	-	-	-	719,000	719,000
BUSH HWY: USERY - STEWART MTN	-	1,000	225,000	10,000	-	-	236,000	236,000
CAVE CRK" LONE MT - CRFREE HWY	5,574,000	1,000	1,000	1,000	1,000	-	4,000	5,578,000
SMALL CITIES ASSIST PROG	1,675,000	300,000	300,000	300,000	300,000	300,000	1,500,000	3,175,000
CHAND HGTS AT SANOKI WASH	59,000	20,000	20,000	-	-	-	40,000	99,000
87TH AVE: DEER VLY - WILLIAMS	75,000	215,000	635,000	-	-	-	850,000	925,000
DEER VALLEY RD: 83RD - 91ST AV	-	80,000	-	-	-	-	80,000	80,000
DYSART: CACTUS - GREENWAY	78,000	5,000	-	-	-	-	5,000	83,000
EL MIRAGE : BEARDSLEY - LP 303	621,000	1,010,000	30,000	-	-	-	1,040,000	1,661,000
EL MIRAGE : BELL - BEARDSLEY	650,000	3,035,000	-	-	-	-	3,035,000	3,685,000
ELLIOTT: VAL VISTA - GREENFIEL	-	680,000	-	400,000	-	-	1,080,000	1,080,000
ELLSWORTH GERMAN - BASELINE	5,390,000	11,811,000	11,510,000	-	-	-	23,321,000	28,711,000
ELLSWORTH: UIV - MCLELLAN	1,611,000	1,408,000	4,150,000	-	-	-	5,558,000	7,169,000
ESTRELLA INTERIM LOOP 303II	9,596,000	8,645,873	-	-	-	-	8,645,873	18,241,873
SETRELLA PKWY: YUMA - MCDOWELL	2,600,000	7,000	-	-	-	-	7,000	2,607,000
GDACS:GEOD DNSIF/CADAST SRVYS	2,215,000	2,176,000	1,622,000	-	-	-	3,798,000	6,013,000
GENERAL CIVIL ENGINEERING	361,000	150,000	230,000	3,500,000	3,500,000	4,000,000	11,380,000	11,741,000
GILBERT RD:MCDOWELL - SR 87	7,450,000	5,701,000	6,480,000	-	400,000	-	12,581,000	20,031,000
GLBRT RD: PECOS - WILLIAMS FLD	192,000	10,000	-	-	-	-	10,000	202,000
GLBRT RD: WARNER - WATER TANK	-	5,000	205,000	-	-	-	210,000	210,000
GLBRT RD: WILLIAMS FIELD - RAY	2,194,000	305,000	-	-	-	-	305,000	2,499,000
JACKRABBIT TR: YUMA - THOMAS	4,000	200,000	-	-	-	-	200,000	204,000
LAVEEN AREA CONVEYANCE CHANNEL	500,000	500,000	-	-	-	-	500,000	1,000,000
LINDSAY RD:WILLIAMS FLD TO RAY	-	2,000	2,602,000	-	-	-	2,604,000	2,604,000
LP 303: INTERSECTION IMPRVMNTS	815,574	1,000,000	-	-	-	-	1,000,000	1,815,574
L303: INDIAN SCH - CAMELBACK	-	1,000	4,000	340,000	1,510,000	2,240,000	4,095,000	4,095,000
L303: CAMELBACK - BETHANY HM	-	1,000	4,000	320,000	510,000	2,240,000	3,075,000	3,075,000
L303: BETHANY HM - GLENDALE	-	1,000	4,000	320,000	1,510,000	2,240,000	4,075,000	4,075,000
L303: CACTUS - WADELL	15,000	1,000	1,000	1,000	345,000	20,000	368,000	383,000
L303: WADDELL - GREENWAY	-	1,000	1,000	1,000	325,000	30,000	358,000	358,000
L303: GREENWAY RD TO BELL	-	1,000	1,000	1,000	325,000	20,000	348,000	348,000
LP 303 : INDIAN SCH -CLEARVIEW	1,687,000	755,000	-	-	-	-	755,000	2,442,000
LP 303: MCDOWEL 3/4 MI N/THMAS	2,493,000	5,000	-	-	-	-	5,000	2,498,000
MC85 AT AGUA FRIA/BRIDGE SCOUR	141,000	155,000	2,412,000	-	-	-	2,567,000	2,708,000
MC85 AT AVONDALE WASH	330,000	5,000	-	-	-	-	5,000	335,000
MC 85: AIRPORT - JACKRABBIT TR	17,000	85,000	-	-	-	-	85,000	102,000
MC 85: COTTON LN-ESTRELLA PKWY	716,000	1,000	1,000	3,000	705,000	3,360,000	4,070,000	4,786,000
MC 85: EL MIRAGE - 115TH AVE	3,000	40,000	-	-	-	-	40,000	43,000
MC 85: ESTREALL PKWY -LITCHFLD	964,000	5,000	2,830,000	-	-	-	2,835,000	3,799,000
MC85: JACKRABBIT - PERRYVILLE	-	1,000	1,000	1,000	225,000	5,000	233,000	233,000
MC85: PERRYVILLE - COTTON LN	$ -	$ 1,000	$ 1,000	$ 1,000	$ 440,000	$ -	$ 443,000	$ 443,000

Project Detail (Continued)

TRANSPORTATION CAPITAL PROJECTS (FUND 234) (FUND 234) - Continued	PRIOR YEARS	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	5-YR TOTAL (FY 04-08)	TOTAL PROJECT
MC 85: 107TH AVE - 91ST AVE	$ 2,000	$ 42,000	$ 335,000	$ 40,000	$ 660,000	$ 2,510,000	$ 3,587,000	$ 3,589,000
MC 85: 91ST AVE - 75TH AVE	104,000	240,000	10,000	670,000	1,320,000	2,530,000	4,770,000	4,874,000
PROP MGMT/PRIOR YEARS PROJECTS	-	130,000	50,000	50,000	50,000	50,000	330,000	330,000
MCDOWELL: PIMA FWY - ALMA SCHL	6,758,000	5,371,000	-	-	-	-	5,371,000	12,129,000
MCKELLIPS RD BRIDGE @ SALT RIV	758,000	1,000	-	-	-	-	1,000	759,000
MCQUEEN RD: QUEEN CK - PECOS	468,000	1,533,000	7,330,000	5,000	-	-	8,868,000	9,336,000
MERIDIAN RD: HUNT/BASELINE CS	-	260,000	-	-	-	-	260,000	260,000
NORTHEAST MAINTENANCE FACILITY	-	-	1,000,000	1,400,000	-	-	2,400,000	2,400,000
NORTHERN: 95TH AVE - 71ST AVE	14,068,000	10,000	-	-	-	-	10,000	14,078,000
OCOTILLO RD: BASHA - AZ AVE	39,000	40,000	-	-	-	-	40,000	79,000
OCOTILLO RD: POWER/ALMA SCH CS	-	260,000	-	-	-	-	260,000	260,000
OLD US 80 AT HASSYAMPA/SCOUR	174,000	155,000	1,315,000	-	-	-	1,470,000	1,644,000
PNCL PK: LK PLEASNT - 83RD AVE	6,000	75,000	-	-	-	-	75,000	81,000
PM10 PROGRAM	152,000	275,000	1,210,000	2,150,000	3,150,000	3,150,000	9,935,000	10,087,000
PM10: 12TH ST, CIR MTN - TNF	-	25,000	-	-	-	-	25,000	25,000
PM10: (PH4) IN NORTH VALLEY	-	205,000	625,000	585,000	-	-	1,415,000	1,415,000
PM10: (PH4) IN SE VALLEY	-	205,000	625,000	585,000	-	-	1,415,000	1,415,000
PM10: (PH4) IN SW VALLEY	-	180,000	635,000	585,000	-	-	1,400,000	1,400,000
PM10: (PH3) NE AREA	-	415,000	-	-	-	-	415,000	415,000
PM10: (PH3) SE AREA	296,000	1,515,000	-	-	-	-	1,515,000	1,811,000
PM10: (PH3) SW AREA	280,000	928,000	-	-	-	-	928,000	1,208,000
PM10: BOX BAR & NEEDLE ROCK	-	907,000	63,000	-	-	-	970,000	970,000
PM10: CARVER: 51ST-43RD AVE	-	30,000	-	-	-	-	30,000	30,000
PM10: CIR MTN: 13TH AVE - NR	-	5,000	-	-	-	-	5,000	5,000
PM10: MCNEIL: 35TH - 31ST AVE	-	5,000	-	-	-	-	5,000	5,000
PM10: PATRICK LN: 81ST-79TH AV	-	10,000	-	-	-	-	10,000	10,000
PM10: SADDLE MTN: N RIV - 12TH	-	20,000	5,000	-	-	-	25,000	25,000
POWER RD: GUADALUPE - BSELINE	1,250,000	5,000	5,000	1,528,000	5,775,000	-	7,313,000	8,563,000
POWER RD: WILLIAMS FIELD - RAY	-	60,000	-	-	-	-	60,000	60,000
POWER RD: PECOS - WILLIAMS FLD	-	125,000	10,000	20,000	20,000	-	175,000	175,000
CANDIDATE ASSESSMENT REPORTS	709,000	300,000	300,000	300,000	300,000	300,000	1,500,000	2,209,000
QUEEN CR:CULVRT AT EASTRN CNL	108,000	20,000	535,000	-	-	-	555,000	663,000
QUEEN CRK RD: AZ AVE - MCQUEEN	526,000	615,000	5,000	710,000	310,000	3,470,000	5,110,000	5,636,000
PREVIOUS YEAR'S PROJECTS	310,000	350,000	350,000	350,000	350,000	350,000	1,750,000	2,060,000
ROW IN-FILL/ROAD INVENTORY SYS	6,639,000	3,700,000	3,502,000	5,500,000	5,500,000	5,500,000	23,702,000	30,341,000
RAY RD: BULLMOOSE - DOBSON	-	2,000	-	-	-	-	2,000	2,000
RAY RD LINDSAY - GREENFIELD	-	2,000	2,000	552,000	-	-	556,000	556,000
RIGGS RD: AZ AVE-GILBERT RD	-	4,500,000	-	-	-	-	4,500,000	4,500,000
RIGGS RD: 1-10 PRICE	576,000	1,745,000	-	-	-	-	1,745,000	2,321,000
RIO SALADO: L303 - 7TH AVE FS	-	360,000	-	-	-	-	360,000	360,000
RITTENHOUSE RD AT POWER RD	105,000	335,000	-	-	-	-	335,000	440,000
SIGNAL MODERNIZATION	1,628,000	26,000	-	-	-	-	26,000	1,654,000
SPECIAL PROJECTS	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	5,000,000
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	-	433,000	1,204,000	2,009,000	2,025,000	2,066,000	7,737,000	7,737,000
UNION HILLS AT 107TH AVE.	205,000	160,000	-	-	-	-	160,000	365,000
TUTHILL RD AT GILA RIVER/SCOUR	92,000	260,000	-	-	-	-	260,000	352,000
UTIL LOCATING ANNUAL CONTRACT	17,000	50,000	50,000	50,000	50,000	-	200,000	217,000
VAL VISTA DR: RAY - WARNER	-	532,000	2,000	712,000	-	-	1,246,000	1,246,000
WARNER RD LINDSAY - GREENFIELD	-	532,000	2,000	1,452,150	-	-	1,986,150	1,986,150
WARRANTED TRAFFIC IMPROVEMENTS	-	650,000	500,000	1,000,000	1,000,000	-	3,150,000	3,150,000
WILLIAMS FLD AT HIGLEY	214,000	20,000	746,000	-	-	-	766,000	980,000
WILLIAMS FLD: GILBERT -LINDSAY	106,000	20,000	460,000	20,000	20,000	-	520,000	626,000
BASELINE: 51ST - 43RD AVENUE	27,314,000	5,000	-	-	-	-	5,000	27,319,000
CHAND HGTS: CULVER AT E CANAL	31,000	1,000	1,000	224,000	-	-	226,000	257,000
MCDOWELL: SHOULDERS WIDENING	7,000	30,000	10,000	962,864	-	-	1,002,864	1,009,864
POWER RD: ELLIOT TO GUADALUPE	-	-	-	-	450,000	-	450,000	450,000
VAL VISTA: THOMAS TO SOUTHERN	-	-	-	-	400,000	-	400,000	400,000
NON-PROJECT	-	1,110,941	-	-	-	-	1,110,941	1,110,941
SUBTOTAL	$ 145,503,574	$ 75,419,169	$ 64,348,000	$ 33,408,014	$ 35,848,000	$ 36,383,000	$ 245,406,183	$ 390,909,757
PROJECT RESERVES ACCOUNT	$ 514,000	$ 2,038,059	$ 5,000,000	$ 20,000,000	$ 30,150,000	$ 30,000,000	$ 87,188,059	$ 87,702,059
TOTAL TRANSPORTATION FUND 234	$ 146,017,574	$ 77,457,228	$ 69,348,000	$ 53,408,014	$ 65,998,000	$ 66,383,000	$ 332,594,242	$ 478,611,816

Managing for Results

The Transportation Department submitted the following Managing for Results information for all FY 2003-04 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.

Strategic Plan Program Supported:

- Build Roadways and Bridges

Strategic Activity Supported:

- TIP Management

Measure	FY 2002-03 YTD Actual (%; #; or $)	FY 2002-03 Year End Estimated (%; #; or $)	FY 2003-04 Estimated w/Capital Improvement (%; #; or $)
Result: % projects completed as planned	20%	80%	80%
Output: # of projects completed that were planned to be completed	3	12	12
Demand: # of projects planned to be completed	15	15	15
Efficiency: $ Cost of program management per project	Not Available – New measure	Not Available	Not Available

Managing for Results (Continued)

Strategic Plan Program Supported:

- Build Roadways and Bridges

Strategic Activities Supported:

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

Measure	FY 2002-03 YTD Actual (%; #; or $)	FY 2002-03 Year End Estimated (%; #; or $)	FY 2003-04 Estimated w/Capital Improvement (%; #; or $)
Result: % Particulate Matter (PM-10) roads that have been paved per County Air Quality regulations	6%	51%	80%
Output: # of lane miles of new or improved roads constructed	20	32	24
Demand: # of lane miles planned for new or improved roadway construction	40	63	30
Efficiency: $ cost per lane mile of new or improved roadway construction	$ 192,125	$ 192,125	$ 250,000

Strategic Plan Program Supported:

- Build Roadways and Bridges

Strategic Activities Supported:

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

Measure	FY 2002-03 YTD Actual (%; #; or $)	FY 2002-03 Year End Estimated (%; #; or $)	FY 2003-04 Estimated w/Capital Improvement (%; #; or $)
Result: % of lane miles completed that were planned for new or improved roadway construction	58%	80%	80%
Output: # of lane miles of new or improved roads constructed	23	43	22
Demand: # of lane miles planned for new or improved roadway construction	39	54	27
Efficiency: $ cost per lane mile of new or improved roadway construction	$874,769	$ 195,125	$ 195,125

Managing for Results (Continued)

Strategic Plan Program Supported:

- Build Roadways and Bridges

Strategic Activities Supported:

- Right-of-way Acquisition
- TIP Management

Measure	FY 2002-03 YTD Actual (%; #; or $)	FY 2002-03 Year End Estimated (%; #; or $)	FY 2003-04 Estimated w/Capital Improvement (%; #; or $)
Result: % of land rights acquired by bid date within budget	100%	100%	100%
Output: # of land rights acquired	241	440	550
Demand: # of land rights acquisitions anticipated	300	500	560
Efficiency: Cost per land rights acquired	$2,351	$1,510	$1,300

Project Title: **51st Ave: Baseline To South of Broadway**
Managing Department: **Transportation**
Supervisor District: **5**

Project Narrative:

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.

The Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

The county's contribution will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $4.9 million with $1.9 million expended through FY 2001-03. The FY 2003-04 budget is $1,000 to monitor the project.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 761,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 761,000
Construction	$ 934,000	$ -	$ 2,945,000	$ -	$ -	$ -	2,945,000	3,879,000
MCDOT Labor	235,000	1,000	1,000	-	-	-	2,000	237,000
Project Total	**$ 1,930,000**	**$ 1,000**	**$ 2,946,000**	**$ -**	**$ -**	**$ -**	**$ 2,947,000**	**$ 4,877,000**

Operating Cost Summary

The City of Phoenix will assume maintenance of the roadway.

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ -	$ -	$ -	$ -	$ -	$ 4,435
Supplies & Services	200	-	-	-	-	-	200
Capital Outlay							-
Subtotal	$ 4,635	$ -	$ -	$ -	$ -	$ -	$ 4,635
TOTAL PROJECT COSTS	**$ 4,635**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,635**

* Currently being maintained by County forces

Project Title: **51st Ave: south of Elliot to Dobbins**
Managing Department: **Transportation**
Supervisor District: **5**

Project Narrative

This project will widen 51st Avenue beginning south of Elliot Road from a two lane major arterial to a three lane major arterial south of Dobbins by the addition of a continuous left turn lane.

The Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $2.7 million with $1.3 million expended through FY 2002-03. The FY 2003-04 budget is $500,000 to relocate utilities and irrigation structures.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 700,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 700,000
Construction	$ 38,000	$ 500,000	$ -	$ 950,000	$ -	$ -	1,450,000	1,488,000
MCDOT Labor	546,000	5,000	5,000	5,000	-	-	15,000	561,000
Project Total	**$ 1,284,000**	**$ 505,000**	**$ 5,000**	**$ 955,000**	**$ -**	**$ -**	**$ 1,465,000**	**$ 2,749,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ 4,235	$ 4,235	$ -	$ 2,135	$ 2,135	$ 16,975
Supplies & Services	400	400	400	$ -	200	200	1,600
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ 4,635	$ -	$ 2,335	$ 2,335	$ 18,575
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 18,575**

* Currently being maintained by County forces

Project Title: **67th Ave: Pinnacle Pk to Happy Valley**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

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.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $100,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $5,000 to pursue funding partners prior to starting the study.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ -	$ 70,000	$ -	$ -	70,000	70,000
MCDOT Labor	-	5,000	5,000	20,000	-	-	30,000	30,000
Project Total	**$ -**	**$ 5,000**	**$ 5,000**	**$ 90,000**	**$ -**	**$ -**	**$ 100,000**	**$ 100,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

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

Project Narrative:

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 Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

70% County Portion: Highway User Revenue Funds (HURF), fund 234

30% Partnership Contributions

Project Cost Summary

The total budget for this project is $3.8 million with $273,000 expended through FY 2002-03. The FY 2003-04 budget is $729,500 to complete the design, acquire right-of-way, relocate utilities and negotiate an intergovernmental agreement (IGA) with the Cities of Phoenix and Tolleson for construction. Construction is contingent on finalizing the construction IGA and the timing of a Flood Control District storm sewer installation.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ 247,500	$ -	$ -	$ -	$ -	$ 247,500	$ 247,500
Construction	$ 189,000	$ 452,000	$ 300,000	$ 2,270,000	$ 225,000	$ -	3,247,000	3,436,000
MCDOT Labor	84,000	30,000	20,000	20,000	5,000	-	75,000	159,000
Project Total	**$ 273,000**	**$ 729,500**	**$ 320,000**	**$ 2,290,000**	**$ 230,000**	**$ -**	**$ 3,569,500**	**$ 3,842,500**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ 4,235	$ 4,235	$ -	$ 2,135	$ 2,135	$ 16,975
Supplies & Services	400	400	400	$ -	200	200	1,600
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ 4,635	$ -	$ 2,335	$ 2,335	$ 18,575
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 18,575**

* Currently being maintained by County forces

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

Project Narrative

The purpose of this project is to widen 83rd for the traveling public from two travel lanes to four travel lanes with a center left turn lane to reduce congestion and increase safety. Resulting in a roadway structure that is smoother, safer and more economical to travel.

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 Ave.

The Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

55% County Portion: Highway User Revenue Funds (HURF), fund 234

45% Partnership Contributions

The city of Peoria is expected to assume maintenance responsibilities once the project is completed.

Project Cost Summary

The total budget for this project has increased to $3.1 million with $605,000 expended through FY 2002-03. The FY 2003-04 budget is $5,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 207,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 207,000
Construction	$ 202,000	$ -	$ -	$ 314,000	$ 2,120,000	$ -	2,434,000	2,636,000
MCDOT Labor	196,000	5,000	5,000	10,000	20,000	-	40,000	236,000
Project Total	**$ 605,000**	**$ 5,000**	**$ 5,000**	**$ 324,000**	**$ 2,140,000**	**$ -**	**$ 2,474,000**	**$ 3,079,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ -	$ -	$ 17,740
Supplies & Services	200	200	200	200	-	-	800
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ 4,635	$ 4,635	$ -	$ -	$ 18,540
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ -**	**$ -**	**$ 18,540**

* Currently being maintained by County forces

Project Title: **99th Ave at Beardsley Signal**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

This project will provide improvements to the intersection of 99th Ave at Beardsley Rd. Traffic signals will be installed.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

50% County Portion: Highway User Revenue Funds, fund 234

50% Partnership

The total budget for this project is $190,000 with $55,000 expended through FY 2002-03. The FY 2003-04 budget is $135,000. The City of Peoria is cost sharing in this project at 50% of the construction cost.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	50,000	125,000	-	-	-	-	125,000	175,000
Other Costs-Force Acct Labor	5,000	10,000	-	-	-	-	10,000	15,000
Project Total	**$ 55,000**	**$ 135,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 135,000**	**$ 190,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ 4,235	$ -	$ 2,135	$ 2,135	$ 2,135	$ 14,875
Supplies & Services	400	400	-	200	200	200	1,400
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ -	$ 2,335	$ 2,335	$ 2,335	$ 16,275
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 16,275**

* Currently being maintained by County forces

Project Title: **99th Ave: McDowell to Glendale**
Managing Department: **Transportation**
Supervisor District: **4 & 5**

Project Narrative

The purpose of this project was to develop a design concept report to add a continuous center-turn lane 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.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF) fund 234.

Project Cost Summary

The total budget for this project is $1.1 million with $1.1 million expended through FY 2002-03. The FY 2003-04 budget is $2,000 to pursue construction funding partners.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 783,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 783,000
Construction	$ 232,000	$ -	$ -	$ -	$ -	$ -	-	232,000
MCDOT Labor	110,000	2,000	-	-	-	-	2,000	112,000
Project Total	**$ 1,125,000**	**$ 2,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,000**	**$ 1,127,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **107th Ave: Rose Garden to Jomax**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

The purpose of this project is to build a two-lane roadway for dust control and connection to Loop 303 south of Jomax.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $3,156,355 with $1,375,000 expended through FY 2002-03. The FY 2003-04 budget is $1,781,855 to complete construction.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 620,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 620,000
Construction	$ 336,000	$ 1,761,855	$ -	$ -	$ -	$ -	1,761,855	$ 2,097,855
MCDOT Labor	$ 419,000	$ 20,000	$ -				$ 20,000	$ 439,000
Project Total	**$ 1,375,000**	**$ 1,781,855**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,781,855**	**$ 3,156,855**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ -	$ -	$ 2,135	$ 2,135	$ 2,135	$ 10,640
Supplies & Services	400	-	-	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 4,635	$ -	$ -	$ 2,335	$ 2,335	$ 2,335	$ 11,640
TOTAL PROJECT COSTS	**$ 4,635**	**$ -**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 11,640**

* Currently being maintained by County forces

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

Project Narrative

The purpose of this project is to monitor for intergovernmental agreement (IGA) compliance of annual deferred payments from the State of Arizona and the City of Avondale for cost sharing in the bridge as constructed in FY 1999.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $11,000. The FY 2003-04 budget is $2,000 to monitor the payments.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ -	$ -	$ -	$ -	-	-
MCDOT Labor	1,000	2,000	2,000	2,000	2,000	2,000	10,000	11,000
Project Total	**$ 1,000**	**$ 2,000**	**$ 2,000**	**$ 2,000**	**$ 2,000**	**$ 2,000**	**$ 10,000**	**$ 11,000**

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

Project Narrative

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.

The Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $2.5 million with $471,000 expended through FY 2002-03. The FY 2003-04 budget is $5,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 376,000	$ -	$ 1,972,000	$ -	$ -	$ -	1,972,000	2,348,000
MCDOT Labor	95,000	5,000	24,000	-	-	-	29,000	124,000
Project Total	**$ 471,000**	**$ 5,000**	**$ 1,996,000**	**$ -**	**$ -**	**$ -**	**$ 2,001,000**	**$ 2,472,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ -	$ -	$ 2,135	$ 2,135	$ 2,135	$ 10,640
Supplies & Services	400	-	-	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 4,635	$ -	$ -	$ 2,335	$ 2,335	$ 2,335	$ 11,640
TOTAL PROJECT COSTS	**$ 4,635**	**$ -**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 11,640**

* Currently being maintained by County forces

Project Title: **Alma School Rd: North Bridge Grade Control Structure**
Managing Department: **Transportation**
Supervisor District: **2**

Project Narrative

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.

The Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $3.9 million with $137,000 expended through FY 2002-03. The FY 2003-04 budget is $5,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 2,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,000
Construction	$ 97,000	$ -	$ 2,597,000	$ 1,083,000	$ -	$ -	3,680,000	3,777,000
MCDOT Labor	38,000	5,000	5,000	5,000	-	-	15,000	53,000
Project Total	**$ 137,000**	**$ 5,000**	**$ 2,602,000**	**$ 1,088,000**	**$ -**	**$ -**	**$ 3,695,000**	**$ 3,832,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ 4,235	$ -	$ 2,135	$ 2,135	$ 2,135	$ 14,875
Supplies & Services	400	400	-	200	200	200	1,400
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ -	$ 2,335	$ 2,335	$ 2,335	$ 16,275
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 16,275**

* Currently being maintained by County forces

Project Title: **AzTech Smart Corridors**
Managing Department: **Transportation**
Supervisor District: **All**

Project Narrative

The purpose of this project is to install an Intelligent Transportation System (ITS) "Smart Instrumentation" for 10 arterial corridors. The project will involve design of vehicle detection systems (VDS), closed circuit TV (CCTV) and changeable message sign (CMS) and communications along the 10 smart corridors. The Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 10% from Highway User Revenue Funds (HURF), fund 234, and 90% from Federal monies.

Project Cost Summary

The total budget for this project is $1.7 million with $465,000 expended through FY 2002-03. The FY 2003-04 budget is $1,195,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 441,000	$ 1,180,000	$ -	$ -	$ -	$ -	1,180,000	1,621,000
MCDOT Labor	24,000	15,000	-	-	-	-	15,000	39,000
Project Total	**$ 465,000**	**$ 1,195,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,195,000**	**$ 1,660,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ -	$ -	$ 2,135	$ 2,135	$ 2,135	$ 10,640
Supplies & Services	400	-	-	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 4,635	$ -	$ -	$ 2,335	$ 2,335	$ 2,335	$ 11,640
TOTAL PROJECT COSTS	**$ 4,635**	**$ -**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 11,640**

* Currently being maintained by County forces

Project Title: **Bartlett Lake Rd: Cave Creek to Horseshoe**
Managing Department: **Transportation**
Supervisor District: **2**

Project Narrative

This project is to prepare design plans that will realign the existing two-lane roadway and widen the pavement from 28 to 34 feet to provide two travel lanes with bicycle lanes. Additional improvements include passing lanes on segments with sustained grades, 25-year storm event drainage crossings, an elevated section with multiple box culverts at Camp Creek and widening of the intersection at Cave Creek Road. MCDOT will seek federal funds for construction.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234, for design portion. Construction is contingent on receiving federal funds.

Project Cost Summary

The total budget for this project is $774,000 with $773,000 expended through FY 2002-03. The FY 2003-04 budget is $1,000 to complete the design.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 3,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,000
Construction	$ 612,000	$ -	$ -	$ -	$ -	$ -	-	612,000
MCDOT Labor	158,000	1,000	-	-	-	-	1,000	159,000
Project Total	**$ 773,000**	**$ 1,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,000**	**$ 774,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Baseline Rd: 7th Ave to 43rd Ave**
Managing Department: **Transportation**
Supervisor District: **5**

Project Narrative

The purpose of this project is to monitor for IGA compliance of annual deferred payments from the City of Phoenix for cost sharing in the roadway as constructed in FY 2002.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $10,000. The FY 2003-04 budget is $5,000 to monitor IGA compliance.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 4,321,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,321,000
Construction	$ 22,266,000	$ -	$ -	$ -	$ -	$ -	-	$ 22,266,000
MCDOT Labor	$ 727,000	$ 5,000	$ 5,000				$ 10,000	$ 737,000
Project Total	**$ 27,314,000**	**$ 5,000**	**$ 5,000**	**$ -**	**$ -**	**$ -**	**$ 10,000**	**$ 27,324,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ -	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 10,675
Supplies & Services	-	200	200	200	200	200	1,000
Capital Outlay							-
Subtotal	$ -	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 11,675
TOTAL PROJECT COSTS	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 11,675**

* Currently being maintained by County forces

Project Title: **Bell Rd at R H Johnson**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

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 so that when constructed, the improved roadway will reduce congestion and increase safety.

The Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $116,000 with $11,000 expended through FY 2002-03. The FY 2003-04 budget is $95,000 to complete the design. Construction has not been programmed.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 15,000	$ -	$ -	$ -	$ -	15,000	15,000
MCDOT Labor	11,000	80,000	10,000	-	-	-	90,000	101,000
Project Total	**$ 11,000**	**$ 95,000**	**$ 10,000**	**$ -**	**$ -**	**$ -**	**$ 105,000**	**$ 116,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Bell Rd: SR03 to Loop 101 ITS**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

The purpose of this project is to install an Intelligent Transportation System (ITS) "Smart Instrumentation". The project will involve design of vehicle detection systems (VDS), closed circuit TV (CCTV) and changeable message sign (CMS) and communications. The Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 14.9% from Highway User Revenue Funds (HURF), fund 234, 12.9% from Peoria, 12.9% from Surprise, and 59.4% from Federal monies.

Project Cost Summary

The total budget for this project is $1,305,000. The FY 2003-04 budget is $1,010,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 1,000,000	$285,000	$ -	$ -	$ -	1,285,000	$ 1,285,000
MCDOT Labor	$ -	$ 10,000	$ 10,000	$ -	$ -	$ -	$ 20,000	$ 20,000
Project Total	**$ -**	**$ 1,010,000**	**$ 295,000**	**$ -**	**$ -**	**$ -**	**$ 1,305,000**	**$ 1,305,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ -	$ -	$ 2,135	$ 2,135	$ 2,135	$ 10,640
Supplies & Services	400	-	-	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 4,635	$ -	$ -	$ 2,335	$ 2,335	$ 2,335	$ 11,640
TOTAL PROJECT COSTS	**$ 4,635**	**$ -**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 11,640**

* Currently being maintained by County forces

Project Title: **Biological Assessment Services**
Managing Department: **Transportation**
Supervisor District: **All**

Project Narrative

The purpose of this fund is to supply biological assessment services for MCDOT projects as needed, so that projects won't be delayed or costs increased.

The Maricopa County Transportation Advisory Board recommended this fund.

Funding Summary

This reserve fund will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this fund is $45,000. The FY 2003-04 budget is $45,000 for any unexpected biological assessments that may be required.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	-	-	-	-	-	-	-	-
MCDOT Labor	-	45,000	-	-	-	-	45,000	45,000
Project Total	**$ -**	**$ 45,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 45,000**	**$ 45,000**

Operating Cost Summary

N/A

Project Title: **Brown Rd: Ellsworth to Crismon**
Managing Department: **Transportation**
Supervisor District: **2**

Project Narrative

The purpose of this project is to complete the design for widening the road from two to four lanes 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.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $50,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $55,000 to complete design plans.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 50,000	$ -	$ -	$ -	$ -	50,000	50,000
MCDOT Labor	-	5,000	-	-	-	-	5,000	5,000
Project Total	**$ -**	**$ 55,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 55,000**	**$ 55,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Bush Hwy II: McKellips to McDowell**
Managing Department: **Transportation**
Supervisor District: **2**

Project Narrative

The purpose of this project is to widen the road from four lanes to six lanes for the traveling public so that traffic congestion will be reduced. The project will result in the expansion and overhaul of an existing structure. The City of Mesa is lead on this project. The County's participation is one payment of $717,000.

The Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

The County's contribution (50%) will be funded from Highway User Revenue Funds (HURF), fund 234. Mesa is funding 50%.

Project Cost Summary

The total budget for this project is $719,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $719,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 717,000	$ -	$ -	$ -	$ -	717,000	717,000
MCDOT Labor	-	2,000	-	-	-	-	2,000	2,000
Project Total	**$ -**	**$ 719,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 719,000**	**$ 719,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ -	$ -	$ 2,135	$ 2,135	$ 2,135	$ 10,640
Supplies & Services	400	-	-	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 4,635	$ -	$ -	$ 2,335	$ 2,335	$ 2,335	$ 11,640
TOTAL PROJECT COSTS	**$ 4,635**	**$ -**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 11,640**

* Currently being maintained by County forces

Project Title: **Bush Hwy: Usury Pass to Stewart Mtn Dam**
Managing Department: **Transportation**
Supervisor District: **2**

Project Narrative

The purpose of this project is to widen the road to add bicycle lanes for the traveling public so that traffic congestion will be reduced.

The Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

The project will be funded from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $236,000 for design only with $0 expended through FY 2002-03. The FY 2003-04 budget is $1,000 to begin the design effort.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ 200,000	$ -	$ -	$ -	200,000	200,000
MCDOT Labor	-	1,000	25,000	10,000	-	-	36,000	36,000
Project Total	**$ -**	**$ 1,000**	**$ 225,000**	**$ 10,000**	**$ -**	**$ -**	**$ 236,000**	**$ 236,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Cave Creek Rd: Lone Mtn to Carefree Hwy**
Managing Department: **Transportation**
Supervisor District: **3**

Project Narrative

The purpose of this project is to monitor for intergovernmental agreement (IGA) compliance of annual deferred payments from the Town of Cave Creek for cost sharing in the roadway as constructed in FY 2002.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The remaining budget for this project is $4,000. The FY 2003-04 budget is $1,000 to monitor IGA compliance.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 811,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 811,000
Construction	$ 4,761,000	$ -	$ -	$ -	$ -	$ -	-	$ 4,761,000
MCDOT Labor	$ 2,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000		$ 4,000	$ 6,000
Project Total	**$ 5,574,000**	**$ 1,000**	**$ 1,000**	**$ 1,000**	**$ 1,000**	**$ -**	**$ 4,000**	**$ 5,578,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ -	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 10,675
Supplies & Services	-	200	200	200	200	200	1,000
Capital Outlay							-
Subtotal	$ -	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 11,675
TOTAL PROJECT COSTS	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 11,675**

* Currently being maintained by County forces

Project Title: **Small Cities Transportation Assistance Program (SCTAP)**
Managing Department: **Transportation**
Supervisor District: **All**

Project Narrative

The purpose of this project is to provide transportation project funding to smaller cities and towns for the residents of the county, smaller cities and towns so that a seamless transportation system will exist between jurisdictions and help poorly funded towns to improve their transportation systems.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $3.2 million with $1.6 million expended through FY 2002-03. The FY 2003-04 budget is $300,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 1,675,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	1,500,000	3,175,000
MCDOT Labor	-	-	-	-	-	-	-	-
Project Total	**$ 1,675,000**	**$ 300,000**	**$ 300,000**	**$ 300,000**	**$ 300,000**	**$ 300,000**	**$ 1,500,000**	**$ 3,175,000**

Operating Cost Summary

N/A

Project Title: **Chandler Heights Rd at Sanoki Wash**
Managing Department: **Transportation**
Supervisor District: **1**

Project Narrative

The purpose of this project is to develop a project design for building a five-lane bridge (68' wide) over Sanoki Wash, replacing the existing un-bridged (dip) crossing 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.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $99,000 with $59,000 expended through FY 2002-03. The FY 2003-04 budget is $20,000 for design by staff.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ -	$ -	$ -	$ -	-	-
MCDOT Labor	59,000	20,000	20,000	-	-	-	40,000	99,000
Project Total	**$ 59,000**	**$ 20,000**	**$ 20,000**	**$ -**	**$ -**	**$ -**	**$ 40,000**	**$ 99,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Chandler Heights Rd: Culvert at Eastern Canal**
Managing Department: **Transportation**
Supervisor District: **1**

Project Narrative

The purpose of this project is to replace the existing inadequate pipe with a wider box culvert to allow future widening of the road.

The Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 92% from Highway User Revenue Funds (HURF), fund 234, and 8% from an IGA partner.

Project Cost Summary

The total budget for this project is $257,000 with $31,000 expended through FY 2002-03. The FY 2003-04 budget is $1,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 1,000	$ -	$ -	$ 5,000	$ -	$ -	$ 5,000	$ 6,000
Construction	$ -	$ -	$ -	$ 202,000	$ -	$ -	202,000	202,000
MCDOT Labor	30,000	1,000	1,000	17,000	-	-	19,000	49,000
Project Total	**$ 31,000**	**$ 1,000**	**$ 1,000**	**$ 224,000**	**$ -**	**$ -**	**$ 226,000**	**$ 257,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ 4,235	$ 4,235	$ -	$ 2,135	$ 2,135	$ 16,975
Supplies & Services	400	400	400	$ -	200	200	1,600
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ 4,635	$ -	$ 2,335	$ 2,335	$ 18,575
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 18,575**

* Currently being maintained by County forces

Project Title: **Deer Valley: 91st Ave to 83rd Ave**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

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 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.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $80,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $80,000 to complete the study.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 70,000	$ -	$ -	$ -	$ -	70,000	70,000
MCDOT Labor	-	10,000	-	-	-	-	10,000	10,000
Project Total	**$ -**	**$ 80,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 80,000**	**$ 80,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Dysart Rd: Cactus to Greenway**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

The purpose of this project is to design safety and congestion reduction improvements for the intersection on Dysart Rd from Cactus to Greenway. Upon completion of the design phase, the Town of El Mirage will manage the construction of the intersection improvements.

The Maricopa County Transportation Advisory Board recommended design of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $83,000 with $78,000 expended through FY 2002-03. The FY 2003-04 budget is $5,000 to complete the design.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 74,000	$ -	$ -	$ -	$ -	$ -	-	74,000
MCDOT Labor	4,000	5,000	-	-	-	-	5,000	9,000
Project Total	**$ 78,000**	**$ 5,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,000**	**$ 83,000**

Operating Cost Summary

The Town of El Mirage maintains this intersection.

Project Title: **El Mirage Rd: Beardsley to Loop 303**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

The purpose of this project is to design and acquire right-of-way for a new four-lane road and establish future roadway needs for the traveling public so that an effective roadway design will be developed. 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.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded from Highway User Revenue Funds (HURF), fund 234 and from developer contributions (amount yet to be negotiated).

Project Cost Summary

The total budget for this project is $1.7 million with $621,000 expended through FY 2002-03. The FY 2003-04 budget is $1,010,000 to purchase right-of-way and complete relocate utilities. Construction has yet to be programmed.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 1,000	$ 1,000,000	$ -	$ -	$ -	$ -	$ 1,000,000	$ 1,001,000
Construction	$ 496,000	$ -	$ 25,000	$ -	$ -	$ -	25,000	521,000
MCDOT Labor	124,000	10,000	5,000	-	-	-	15,000	139,000
Project Total	**$ 621,000**	**$ 1,010,000**	**$ 30,000**	**$ -**	**$ -**	**$ -**	**$ 1,040,000**	**$ 1,661,000**

Operating Cost Summary

N/A

Roadway does not exist and construction has yet to be programmed.

Project Title: **El Mirage Rd: Bell to Beardsley**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

The purpose of this project is to design a new four-lane road and establish future roadways needs so that an effective roadway design will be developed. This project will result in the construction of a new four-lane road to meet projected traffic demands. Signalization will also be installed on El Mirage at Beardsley Roads.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded from Highway User Revenue Funds (HURF), fund 234 and from developer contributions (amount yet to be negotiated).

Project Cost Summary

The total budget for this project is $3,685,000 with $650,000 expended through FY 2002-03. The FY 2003-04 budget is $3,035,000 for the purchase of right-of-way. Construction has not been programmed.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 1,000	$ 3,000,000	$ -	$ -	$ -	$ -	$ 3,000,000	$ 3,001,000
Construction	$ 534,000	$ -	$ -	$ -	$ -	$ -	-	534,000
MCDOT Labor	115,000	35,000	-	-	-	-	35,000	150,000
Project Total	**$ 650,000**	**$ 3,035,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,035,000**	**$ 3,685,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Elliot Rd: Val Vista to Greenfield**
Managing Department: **Transportation**
Supervisor District: **2**

Project Narrative

This project will widen Elliot Road from two through-lanes to four. This project involves the expansion and overhaul of an existing structure. The Town of Gilbert is the lead agency.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 50% from Highway User Revenue Funds (HURF), 234, and 50% from the Town of Gilbert.

Project Cost Summary

The total budget for this project is $1080,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $680,000 for the first of two payments to Gilbert.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 680,000	$ -	$ 400,000	$ -	$ -	1,080,000	1,080,000
MCDOT Labor	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 680,000**	**$ -**	**$ 400,000**	**$ -**	**$ -**	**$ 1,080,000**	**$ 1,080,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ -	$ -	$ -	$ -	$ -	$ 4,435
Supplies & Services	200	-	-	-	-	-	200
Capital Outlay							-
Subtotal	$ 4,635	$ -	$ -	$ -	$ -	$ -	$ 4,635
TOTAL PROJECT COSTS	**$ 4,635**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,635**

* Currently being maintained by County forces

Gilbert is expected to maintain the road.

Project Title: **Ellsworth Rd: Germann to Baseline**
Managing Department: **Transportation**
Supervisor District: **1 & 2**

Project Narrative

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).

The Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 60% from Highway User Revenue Funds (HURF). Fund 234, and 40% from an IGA partners (City of Mesa and the Maricopa County Flood Control District).

Project Cost Summary

The total budget for this project is $28.7 million with $5.4 million expended through FY 2002-03. The FY 2003-04 budget is $11.8 million to begin construction.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 1,954,000	$ 400,000	$ -	$ -	$ -	$ -	$ 400,000	$ 2,354,000
Construction	$ 3,041,000	$ 11,391,000	$ 11,500,000	$ -	$ -	$ -	22,891,000	25,932,000
MCDOT Labor	395,000	20,000	10,000	-	-	-	30,000	425,000
Project Total	**$ 5,390,000**	**$ 11,811,000**	**$ 11,510,000**	**$ -**	**$ -**	**$ -**	**$ 23,321,000**	**$ 28,711,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ -	$ -	$ 2,135	$ 2,135	$ 2,135	$ 10,640
Supplies & Services	400	-	-	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 4,635	$ -	$ -	$ 2,335	$ 2,335	$ 2,335	$ 11,640
TOTAL PROJECT COSTS	**$ 4,635**	**$ -**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 11,640**

* Currently being maintained by County forces

Project Title: **Ellsworth Rd: University to McLellan**
Managing Department: **Transportation**
Supervisor District: **2**

Project Narrative

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. This will also reconstruct ¼ mile of Adobe Road.

The Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 57% from Highway User Revenue Funds (HURF), fund 234, and 43% from the City of Mesa.

Project Cost Summary

The total budget for this project is $7.2 million with $1.6 million expended through FY 2002-03. The FY 2003-04 budget is $1.4 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 285,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 285,000
Construction	$ 1,068,000	$ 1,400,000	$ 4,140,000	$ -	$ -	$ -	5,540,000	6,608,000
MCDOT Labor	258,000	8,000	10,000	-	-	-	18,000	276,000
Project Total	**$ 1,611,000**	**$ 1,408,000**	**$ 4,150,000**	**$ -**	**$ -**	**$ -**	**$ 5,558,000**	**$ 7,169,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ -	$ -	$ 2,135	$ 2,135	$ 2,135	$ 10,640
Supplies & Services	400	-	-	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 4,635	$ -	$ -	$ 2,335	$ 2,335	$ 2,335	$ 11,640
TOTAL PROJECT COSTS	**$ 4,635**	**$ -**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 11,640**

* Currently being maintained by County forces

Project Title: **Estrella Interim Loop 303(II)**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

The purpose of this project is to build a four lane road beginning at the El Mirage alignment to Lake Pleasant Rd, finishing a new four-lane road from US 60 to Lake Pleasant Road with a bridge across the Agua Fria River for the traveling public and property owners along the proposed route so that traffic congestion will be reduced, property owners will have access to their properties and travel times will be reduced. This project involves the construction of a new structure over the Agua Fria River.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 51% from Highway User Revenue Funds (HURF), fund 234, 5% from the City of Peoria and 44% from developers.

Project Cost Summary

The total budget for this project is $18.2 million with $9.6 million expended through FY 2001-02. The FY 2002-03 budget is $8.6 million to complete construction.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 4,877,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,877,000
Construction	$ 3,556,000	$ 8,545,873	$ -	$ -	$ -	$ -	8,545,873	12,101,873
MCDOT Labor	1,163,000	100,000	-	-	-	-	100,000	1,263,000
Project Total	**$ 9,596,000**	**$ 8,645,873**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 8,645,873**	**$ 18,241,873**

Operating Cost Summary

	Current Year	Year 1 FY 03-04	Year 2 FY 04-05*	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ -	$ -	$ 4,135	$ 4,135	$ 4,135	$ 4,135	$ 16,540
Supplies & Services	-	-	500	500	500	500	2,000
Capital Outlay							-
Subtotal	$ -	$ -	$ 4,635	$ 4,635	$ 4,635	$ 4,635	$ 18,540
TOTAL PROJECT COSTS	**$ -**	**$ -**	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ 18,540**

* Maintenance by County forces expected to begin

Project Title: **Estrella Parkway: Yuma to McDowell**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

This project involves the reconstruction of Estrella Parkway to a four-lane rural principal arterial section with a raised median and signalized intersections. Construction of this project will result in decreased congestion and traffic accidents and will improve roadway continuity. The Town of Goodyear has elected to take the lead on this project since the roadway is in their jurisdiction.

The Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 13% from Highway User Revenue Funds (HURF), fund 234, and 87% from the Town of Goodyear.

Project Cost Summary

The total budget for the County's portion of this project is $2.6 million with $2.6 million expended through FY 2002-03 for right-of-way acquisition and design. The FY 2003-04 budget is $7,000 to complete transfer of the project to the Town of Goodyear.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 1,993,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,993,000
Construction	$ 379,000	$ -	$ -	$ -	$ -	$ -	-	379,000
MCDOT Labor	228,000	7,000	-	-	-	-	7,000	235,000
Project Total	**$ 2,600,000**	**$ 7,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 7,000**	**$ 2,607,000**

Operating Cost Summary

Operating and transition costs are responsibility of the Town of Goodyear.

Project Title: **GDACS: Geodetic Densification & Cadastral Surveys**
Managing Department: **Transportation**
Supervisor District: **All**

Project Narrative

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 so that survey costs and the time required to complete land surveys is decreased. This project will enrich county citizens by reducing the cost of surveying properties including road projects.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 78% from Highway User Revenue Funds (HURF), fund 234, and 22% from other sources.

Project Cost Summary

The total budget for this project is $6 million with $2.2 million expended through FY 2002-03. The FY 2003-04 budget is $2.2 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 1,661,000	$ 2,000,000	$ 1,472,000	$ -	$ -	$ -	3,472,000	5,133,000
MCDOT Labor	554,000	176,000	150,000	-	-	-	326,000	880,000
Project Total	**$ 2,215,000**	**$ 2,176,000**	**$ 1,622,000**	**$ -**	**$ -**	**$ -**	**$ 3,798,000**	**$ 6,013,000**

Operating Cost Summary

	Cuurent Year	Year 1 FY 03-04	Year 2 FY 04-05	Year 3* FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Sevices	$ -	$ -	$ -	$ -	$ -	$ 45,000	$ 45,000
Supplies & Services						5,000	5,000
Capital Outlay							-
Subtotal	$ -	$ -	$ -	$ -	$ -	$ 50,000	$ 50,000
TOTAL PROJECT COSTS	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 50,000**	**$ 50,000**

* Maintenance by County forces expected to begin

Project Title: **General Civil Engineering**
Managing Department: **Transportation**
Supervisor District: **All**

Project Narrative

The purpose of this reserve fund is to reserve monies for hiring on-call civil engineering consultants for MCDOT project designers so that project designs won't be delayed due to the need for unforeseen civil engineering work. This project will enrich county citizens by reducing costly delays in projects.

The Maricopa County Transportation Advisory Board recommended this fund.

Funding Summary

This fund will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this fund is $11.7 million with $361,000 expended through FY 2002-03. The FY 2003-04 budget is $150,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 361,000	$ 150,000	$ 230,000	$ 3,500,000	$ 3,500,000	$ 4,000,000	11,380,000	11,741,000
MCDOT Labor	-	-	-	-	-	-	-	-
Project Total	**$ 361,000**	**$ 150,000**	**$ 230,000**	**$ 3,500,000**	**$ 3,500,000**	**$ 4,000,000**	**$ 11,380,000**	**$ 11,741,000**

Operating Cost Summary

N/A

Project Title: **Gilbert Rd: McDowell to SR 87 w/ LWC**
Managing Department: **Transportation**
Supervisor District: **2**

Project Narrative

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 Rd. It includes the future purchase of right-of-way along Gilbert Rd.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 90% from Highway User Revenue Funds (HURF), fund 234, 4% from an IGA partner and 6% from Federal monies.

Project Cost Summary

The total budget for this project is $20.0 million with $7.4 million expended through FY 2002-03. The FY 2003-04 budget is $5.7 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 4,960,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,960,000
Construction	$ 1,913,000	$ 5,620,000	$ 6,295,000	$ -	$ 400,000	$ -	12,315,000	14,228,000
MCDOT Labor	577,000	81,000	185,000	-	-	-	266,000	843,000
Project Total	**$ 7,450,000**	**$ 5,701,000**	**$ 6,480,000**	**$ -**	**$ 400,000**	**$ -**	**$ 12,581,000**	**$ 20,031,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ -	$ -	$ 2,135	$ 2,135	$ 2,135	$ 10,640
Supplies & Services	400	-	-	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 4,635	$ -	$ -	$ 2,335	$ 2,335	$ 2,335	$ 11,640
TOTAL PROJECT COSTS	**$ 4,635**	**$ -**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 11,640**

* Currently being maintained by County forces

Project Title: **Gilbert Rd: Pecos to Williams Field**
Managing Department: **Transportation**
Supervisor District: **1**

Project Narrative

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 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.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $202,000 with $192,000 expended through FY 2002-03. The FY 2003-04 budget is $10,000 to complete the study. Construction has not been programmed.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 152,000	$ -	$ -	$ -	$ -	$ -	-	152,000
MCDOT Labor	40,000	10,000	-	-	-	-	10,000	50,000
Project Total	**$ 192,000**	**$ 10,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,000**	**$ 202,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Gilbert Rd: Warner to Water Tank**
Managing Department: **Transportation**
Supervisor District: **2**

Project Narrative

The purpose of this project is to widen Gilbert Rd north of Warner and eliminate scalloped sections of roadway that reduce the travel lanes to just one lane. The Town of Gilbert is lead on this project.

The Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $210,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $5,000 to negotiate a funding agreement with the Town of Gilbert.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ 200,000	$ -	$ -	$ -	200,000	200,000
MCDOT Labor	-	5,000	5,000	-	-	-	10,000	10,000
Project Total	**$ -**	**$ 5,000**	**$ 205,000**	**$ -**	**$ -**	**$ -**	**$ 210,000**	**$ 210,000**

Operating Cost Summary

The Town of Gilbert maintains the roadway.

Project Title: **Gilbert Rd: Williams Field to Ray**
Managing Department: **Transportation**
Supervisor District: **1**

Project Narrative

This is a project to improve Gilbert Road to the Town of Gilbert standards. The Town of Gilbert 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.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This County's portion of the project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $2.5 million with $2.2 million expended through FY 2002-03. The FY 2003-04 budget is $0.3 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 2,156,000	$ 300,000	$ -	$ -	$ -	$ -	300,000	2,456,000
MCDOT Labor	38,000	5,000	-	-	-	-	5,000	43,000
Project Total	**$ 2,194,000**	**$ 305,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 305,000**	**$ 2,499,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ -	$ -	$ 2,135	$ 2,135	$ 2,135	$ 10,640
Supplies & Services	400	-	-	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 4,635	$ -	$ -	$ 2,335	$ 2,335	$ 2,335	$ 11,640
TOTAL PROJECT COSTS	**$ 4,635**	**$ -**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 11,640**

* Currently being maintained by County forces

Project Title: **Jackrabbit Tr: Yuma to Thomas**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

The purpose of this project is to develop a design concept report to study the need to widen the road for project designers and 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.

This Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $204,000 with $4,000 expended through FY 2002-03. The FY 2003-04 budget is $200,000 to complete the study. Construction has not been programmed.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 150,000	$ -	$ -	$ -	$ -	150,000	150,000
MCDOT Labor	4,000	50,000	-	-	-	-	50,000	54,000
Project Total	**$ 4,000**	**$ 200,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 200,000**	**$ 204,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Laveen Area Conveyance Channel**
Managing Department: **Transportation**
Supervisor District: **5**

Project Narrative

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 (IGA) with the Flood Control District.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $1 million with $500,000 expended through FY 2002-03. The FY 2003-04 budget is $500,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 500,000	$ 500,000	$ -	$ -	$ -	$ -	500,000	1,000,000
MCDOT Labor	-	-	-	-	-	-	-	-
Project Total	**$ 500,000**	**$ 500,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 500,000**	**$ 1,000,000**

Operating Cost Summary

The Flood Control District will maintain.

Project Title: **Lindsay Rd: Williams Field to Ray Rd**
Managing Department: **Transportation**
Supervisor District: **1**

Project Narrative

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 lead on this project.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 50% from Highway User Revenue Funds (HURF), fund 234, and 50% from the Town of Gilbert.

Project Cost Summary

The total budget for this project is $2.6 million with $0 expended through FY 2002-03. The FY 2003-04 budget is $2,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ 2,600,000	$ -	$ -	$ -	2,600,000	2,600,000
MCDOT Labor	-	2,000	2,000	-	-	-	4,000	4,000
Project Total	**$ -**	**$ 2,000**	**$ 2,602,000**	**$ -**	**$ -**	**$ -**	**$ 2,604,000**	**$ 2,604,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ 4,235	$ -	$ 2,135	$ 2,135	$ 2,135	$ 14,875
Supplies & Services	400	400	-	200	200	200	1,400
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ -	$ 2,335	$ 2,335	$ 2,335	$ 16,275
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 16,275**

* Currently being maintained by County forces

Project Title: **Loop 303 Intersection Improvements**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

This project will provide improvements to the intersections of Loop 303 with Indian School Road, Northern Avenue and Olive Avenue. The approaches at the intersections will be widened to accommodate left turn lanes on both the 303 and the intersecting roadways and traffic signals. Intersection lighting will also be provided.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 13% from Highway User Revenue Funds (HURF), fund 234, and 87% from federal funds.

Project Cost Summary

The total budget for this project is $1.8 million with $.8 million expended through FY 2002-03. The FY 2003-04 budget is $1,000,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 1,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,000
Construction	$ 629,574	$ 980,000	$ -	$ -	$ -	$ -	980,000	1,609,574
MCDOT Labor	185,000	20,000	-	-	-	-	20,000	205,000
Project Total	**$ 815,574**	**$ 1,000,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,000,000**	**$ 1,815,574**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ -	$ -	$ 2,135	$ 2,135	$ 2,135	$ 10,640
Supplies & Services	400	-	-	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 4,635	$ -	$ -	$ 2,335	$ 2,335	$ 2,335	$ 11,640
TOTAL PROJECT COSTS	**$ 4,635**	**$ -**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 11,640**

* Currently being maintained by County forces

Project Title: **Loop 303: Indian School Rd to Camelback**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

The project is to widen the existing two-lane roadway into a four lane divided highway with at grade signalized intersections when warranted.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $4.1 million with $0.0 million expended through FY 2002-03. The FY 2003-04 budget is $1,000 to begin partnership formation discussions.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ 1,000,000	$ -	$ 1,000,000	$ 1,000,000
Construction	$ -	$ -	$ -	$ 300,000	$ 500,000	$ 2,200,000	3,000,000	3,000,000
MCDOT Labor	-	1,000	4,000	40,000	10,000	40,000	95,000	95,000
Project Total	**$ -**	**$ 1,000**	**$ 4,000**	**$ 340,000**	**$ 1,510,000**	**$ 2,240,000**	**$ 4,095,000**	**$ 4,095,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ 4,235	$ 4,235	$ 4,235	$ 4,235	$ -	$ 21,175
Supplies & Services	400	400	400	400	400	-	2,000
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ 4,635	$ 4,635	$ 4,635	$ -	$ 23,175
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ -**	**$ 23,175**

* Currently being maintained by County forces

Project Title: **Loop 303: Camelback to Bethany Home**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

The project is to widen the existing two-lane roadway into a four lane divided highway with at grade signalized intersections when warranted.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $3.1 million with $0.0 million expended through FY 2002-03. The FY 2003-04 budget is $1,000 to begin partnership formation discussions.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	-	-	-	300,000	500,000	2,200,000	3,000,000	3,000,000
MCDOT Labor	-	1,000	4,000	20,000	10,000	40,000	75,000	75,000
Project Total	**$ -**	**$ 1,000**	**$ 4,000**	**$ 320,000**	**$ 510,000**	**$ 2,240,000**	**$ 3,075,000**	**$ 3,075,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ 4,235	$ 4,235	$ 4,235	$ 4,235	$ -	$ 21,175
Supplies & Services	400	400	400	400	400	-	2,000
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ 4,635	$ 4,635	$ 4,635	$ -	$ 23,175
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ -**	**$ 23,175**

* Currently being maintained by County forces

Project Title: **Loop 303: Bethany Home to Glendale**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

The project is to widen the existing two-lane roadway into a four lane divided highway with at grade signalized intersections when warranted.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $4.1 million with $0.0 million expended through FY 2002-03. The FY 2003-04 budget is $1,000 to begin partnership formation discussions.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ 1,000,000	$ -	$ 1,000,000	$ 1,000,000
Construction	$ -	$ -	$ -	$ 300,000	$ 500,000	$ 2,200,000	3,000,000	3,000,000
MCDOT Labor	-	1,000	4,000	20,000	10,000	40,000	75,000	75,000
Project Total	**$ -**	**$ 1,000**	**$ 4,000**	**$ 320,000**	**$ 1,510,000**	**$ 2,240,000**	**$ 4,075,000**	**$ 4,075,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ 4,235	$ 4,235	$ 4,235	$ 4,235	$ -	$ 21,175
Supplies & Services	400	400	400	400	400	-	2,000
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ 4,635	$ 4,635	$ 4,635	$ -	$ 23,175
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ -**	**$ 23,175**

* Currently being maintained by County forces

Project Title: **Loop 303: Cactus to Waddell**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

The project is to design plans for widening the existing two-lane roadway into a four lane divided highway with at grade signalized intersections when warranted.

This Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $0.4 million to prepare design plans with $0.0 million expended through FY 2002-03. The FY 2003-04 budget is $1,000 to begin partnership formation discussions. Construction has not been programmed.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	15,000	-	-	-	300,000	10,000	310,000	325,000
MCDOT Labor	-	1,000	1,000	1,000	45,000	10,000	58,000	58,000
Project Total	**$ 15,000**	**$ 1,000**	**$ 1,000**	**$ 1,000**	**$ 345,000**	**$ 20,000**	**$ 368,000**	**$ 383,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Loop 303: Waddell to Greenway**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

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.

This Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $0.4 million to prepare design plans with $0.0 million expended through FY 2002-03. The FY 2003-04 budget is $1,000 to begin partnership formation discussions. Construction has not been programmed.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ -	$ -	$ 300,000	$ 10,000	310,000	310,000
MCDOT Labor	-	1,000	1,000	1,000	25,000	20,000	48,000	48,000
Project Total	**$ -**	**$ 1,000**	**$ 1,000**	**$ 1,000**	**$ 325,000**	**$ 30,000**	**$ 358,000**	**$ 358,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Loop 303: Greenway to Bell Rd**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

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.

This Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $0.3 million to prepare design plans with $0.0 million expended through FY 2002-03. The FY 2003-04 budget is $1,000 to begin partnership formation discussions.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ -	$ -	$ 300,000	$ 10,000	310,000	310,000
MCDOT Labor	-	1,000	1,000	1,000	25,000	10,000	38,000	38,000
Project Total	**$ -**	**$ 1,000**	**$ 1,000**	**$ 1,000**	**$ 325,000**	**$ 20,000**	**$ 348,000**	**$ 348,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Loop 303: Indian School to Clearview**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

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 ultimate six lane divided urban freeway.

This Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $2.4 million to complete the design concept report and environmental assessment with $1.7 million expended through FY 2002-03. The FY 2003-04 budget is $755,000 to complete the study.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 54,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 54,000
Construction	$ 1,392,000	$ 750,000	$ -	$ -	$ -	$ -	750,000	2,142,000
MCDOT Labor	241,000	5,000	-	-	-	-	5,000	246,000
Project Total	**$ 1,687,000**	**$ 755,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 755,000**	**$ 2,442,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Loop 303: McDowell to ¾ mi. N. of Thomas**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

This project will extend Loop 303 south from its current termini at Thomas Road to McDowell Road at Cotton Lane. The improvement will construct four lanes and eliminate the two 90 degree turns currently required to access or exit Loop 303. Cotton Lane south of Thomas Road will be reconfigured as a cul-de-sac. This project includes the replacement of an existing structure.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 58% from Highway User Revenue Funds (HURF), fund 234, 34% from an IGA partner and 8% from other sources.

Project Cost Summary

The total budget for this project is $2.5 million with $2.5 million expended through FY 2002-03. The FY 2003-04 budget is $5,000 to close out the project.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 87,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 87,000
Construction	$ 2,166,000	$ -	$ -	$ -	$ -	$ -	-	2,166,000
MCDOT Labor	240,000	5,000	-	-	-	-	5,000	245,000
Project Total	**$ 2,493,000**	**$ 5,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,000**	**$ 2,498,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ -	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 10,675
Supplies & Services	-	200	200	200	200	200	1,000
Capital Outlay							-
Subtotal	$ -	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 11,675
TOTAL PROJECT COSTS	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 11,675**

* Currently being maintained by County forces

Project Title: **MC 85 at Agua Fria/Bridge Scour**
Managing Department: **Transportation**
Supervisor District: **5**

Project Narrative

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.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 59% from Highway User Revenue Funds (HURF), fund 234, and 41% from Federal monies.

Project Cost Summary

The total budget for this project is $2.7 million with $141,000 expended through FY 2002-03. The FY 2003-04 budget is $155,000 to begin construction.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 10,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,000
Construction	$ 98,000	$ 150,000	$ 2,245,000	$ -	$ -	$ -	2,395,000	2,493,000
MCDOT Labor	33,000	5,000	167,000	-	-	-	172,000	205,000
Project Total	**$ 141,000**	**$ 155,000**	**$ 2,412,000**	**$ -**	**$ -**	**$ -**	**$ 2,567,000**	**$ 2,708,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **MC 85 at Avondale Wash**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

The purpose of this project is to replace the insufficient bridge with a new, wider bridge. This project will result in increased safety and a reduction in the chances of the bridge falling during flood events

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 60% from Highway User Revenue Funds (HURF), fund 234, and 40% from Federal monies.

Project Cost Summary

The total budget for this project is $335,000 with $330,000 expended through FY 2002-03. The FY 2003-04 budget is $5,000 to complete the project.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 3,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,000
Construction	$ 197,000	$ -	$ -	$ -	$ -	$ -	-	197,000
MCDOT Labor	130,000	5,000	-	-	-	-	5,000	135,000
Project Total	**$ 330,000**	**$ 5,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,000**	**$ 335,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ -	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 10,675
Supplies & Services	-	200	200	200	200	200	1,000
Capital Outlay							-
Subtotal	$ -	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 11,675
TOTAL PROJECT COSTS	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 11,675**

* Currently being maintained by County forces

Project Title: **MC 85: Airport to Jackrabbit Tr**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

The purpose of this project is to design the project to 30% plans for MCDOT roadway designers and decision-makers so that an effective roadway design will be developed.

This Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $102,000 with $17,000 expended through FY 2002-03. The FY 2003-04 budget is $85,000 to complete the study.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 75,000	$ -	$ -	$ -	$ -	75,000	75,000
MCDOT Labor	17,000	10,000	-	-	-	-	10,000	27,000
Project Total	**$ 17,000**	**$ 85,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 85,000**	**$ 102,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **MC 85: Cotton Lane to Estrella Pkwy**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

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.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 73% from Highway User Revenue Funds (HURF), fund 234, and 27% from the Town of Goodyear.

Project Cost Summary

The total budget for this project is $4.7 million with $716,000 expended through FY 2002-03. The FY 2003-04 budget is $1,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 36,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 36,000
Construction	$ 461,000	$ -	$ -	$ -	$ 700,000	$ 3,330,000	4,030,000	4,491,000
MCDOT Labor	219,000	1,000	1,000	3,000	5,000	30,000	40,000	259,000
Project Total	**$ 716,000**	**$ 1,000**	**$ 1,000**	**$ 3,000**	**$ 705,000**	**$ 3,360,000**	**$ 4,070,000**	**$ 4,786,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ -	$ -	$ 17,740
Supplies & Services	200	200	200	200	-	-	800
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ 4,635	$ 4,635	$ -	$ -	$ 18,540
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ -**	**$ -**	**$ 18,540**

* Currently being maintained by County forces

Project Title: **MC 85: El Mirage to 115th Ave**
Managing Department: **Transportation**
Supervisor District: **5**

Project Narrative

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

This Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $43,000 with $3,000 expended through FY 2002-03. The FY 2002-03 budget is $40,000 to complete the study.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 35,000	$ -	$ -	$ -	$ -	35,000	35,000
MCDOT Labor	3,000	5,000	-	-	-	-	5,000	8,000
Project Total	**$ 3,000**	**$ 40,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 40,000**	**$ 43,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **MC 85: Estrella Pkwy to Litchfield**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

This project will result in the widening of the road from two to four lanes with a continuous left-turn lane.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 83% from Highway User Revenue Funds (HURF), fund 234, and 17% from an IGA partner.

Project Cost Summary

The total budget for this project is $3.8 million with $0.9 million expended through FY 2002-03. The FY 2003-04 budget is $5,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 679,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 679,000
Construction	$ 14,000	$ -	$ 2,775,000	$ -	$ -	$ -	2,775,000	2,789,000
MCDOT Labor	271,000	5,000	55,000	-	-	-	60,000	331,000
Project Total	**$ 964,000**	**$ 5,000**	**$ 2,830,000**	**$ -**	**$ -**	**$ -**	**$ 2,835,000**	**$ 3,799,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ 4,235	$ -	$ 2,135	$ 2,135	$ 2,135	$ 14,875
Supplies & Services	400	400	-	200	200	200	1,400
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ -	$ 2,335	$ 2,335	$ 2,335	$ 16,275
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 16,275**

* Currently being maintained by County forces

Project Title: **MC 85: Jackrabbit Trail to Perryville**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

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 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.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $233,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $1,000 to begin finding funding partners to complete the study.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ -	$ -	$ 200,000	$ -	200,000	200,000
MCDOT Labor	-	1,000	1,000	1,000	25,000	5,000	33,000	33,000
Project Total	**$ -**	**$ 1,000**	**$ 1,000**	**$ 1,000**	**$ 225,000**	**$ 5,000**	**$ 233,000**	**$ 233,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **MC 85: Perryville to Cotton Lane**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

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 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.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $443,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $1,000 to begin finding funding partners to complete the study.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ -	$ -	$ 400,000	$ -	400,000	400,000
MCDOT Labor	-	1,000	1,000	1,000	40,000	-	43,000	43,000
Project Total	**$ -**	**$ 1,000**	**$ 1,000**	**$ 1,000**	**$ 440,000**	**$ -**	**$ 443,000**	**$ 443,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **MC 85: 107th Ave to 91st Ave**
Managing Department: **Transportation**
Supervisor District: **5**

Project Narrative

This project will design and construct a four-lane roadway with a raised center median.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $3.8 million with $2,000 expended through FY 2002-03. The FY 2003-04 budget is $42,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ 650,000	$ -	$ 650,000	$ 650,000
Construction	$ -	$ 40,000	$ 300,000	$ 10,000	$ -	$ 2,490,000	2,840,000	2,840,000
MCDOT Labor	2,000	2,000	35,000	30,000	10,000	20,000	97,000	99,000
Project Total	**$ 2,000**	**$ 42,000**	**$ 335,000**	**$ 40,000**	**$ 660,000**	**$ 2,510,000**	**$ 3,587,000**	**$ 3,589,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ 4,235	$ 4,235	$ 4,235	$ 4,235	$ -	$ 21,175
Supplies & Services	400	400	400	400	400	-	2,000
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ 4,635	$ 4,635	$ 4,635	$ -	$ 23,175
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ -**	**$ 23,175**

* Currently being maintained by County forces

Project Title: **MC 85: 91st Ave to 75th Ave**
Managing Department: **Transportation**
Supervisor District: **5**

Project Narrative

The project will design and construct a four-lane roadway with a raised center median.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $4.9 million with $104,000 expended through FY 2002-03. The FY 2003-04 budget is $240,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ 650,000	$ -	$ -	$ 650,000	$ 650,000
Construction	$ 100,000	$ 210,000	$ -	$ -	$ 1,300,000	$ 2,500,000	4,010,000	4,110,000
MCDOT Labor	4,000	30,000	10,000	20,000	20,000	30,000	110,000	114,000
Project Total	**$ 104,000**	**$ 240,000**	**$ 10,000**	**$ 670,000**	**$ 1,320,000**	**$ 2,530,000**	**$ 4,770,000**	**$ 4,874,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ 4,235	$ 4,235	$ 4,235	$ 4,235	$ -	$ 21,175
Supplies & Services	400	400	400	400	400	-	2,000
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ 4,635	$ 4,635	$ 4,635	$ -	$ 23,175
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ -**	**$ 23,175**

* Currently being maintained by County forces

Project Title: **McDowell Mountain Rd: Shoulders Widening**
Managing Department: **Transportation**
Supervisor District: **2**

Project Narrative

This project consists of widening the existing pavement by five feet on each side of the roadway from Fountain Hills City Limits to Forest Road to create room for bicycle lanes.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 47% from Highway User Revenue Funds (HURF), fund 234 and 53% partnership contributions.

Project Cost Summary

The total budget for this project is $1.3 million with $0 expended through FY 2001-02. The FY 2002-03 budget is $50,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ -	$ 942,864	$ -	$ -	942,864	942,864
MCDOT Labor	7,000	30,000	10,000	20,000	-	-	60,000	67,000
Project Total	**$ 7,000**	**$ 30,000**	**$ 10,000**	**$ 962,864**	**$ -**	**$ -**	**$ 1,002,864**	**$ 1,009,864**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ 4,235	$ 4,235	$ -	$ 2,135	$ 2,135	$ 16,975
Supplies & Services	400	400	400	$ -	200	200	1,600
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ 4,635	$ -	$ 2,335	$ 2,335	$ 18,575
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 18,575**

* Currently being maintained by County forces

Project Title: **McDowell Rd: Pima Fwy to Alma School**
Managing Department: **Transportation**
Supervisor District: **2**

Project Narrative

This project will result in the reconstruction of McDowell Road with four through-lanes and a continuous center-lane. As part of the project, the Salt River Pima Maricopa Indian Community will install a sanitary sewer.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 93% from Highway User Revenue Funds (HURF) and 7% from the Salt River Pima Maricopa Indian Community.

Project Cost Summary

The total budget for this project is $12.1 million with $6.7 million expended through FY 2002-03. The FY 2003-04 budget is $5.4 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 989,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 989,000
Construction	$ 2,039,000	$ 5,331,000	$ -	$ -	$ -	$ -	5,331,000	7,370,000
MCDOT Labor	3,730,000	40,000	-	-	-	-	40,000	3,770,000
Project Total	**$ 6,758,000**	**$ 5,371,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,371,000**	**$ 12,129,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ -	$ -	$ 2,135	$ 2,135	$ 2,135	$ 10,640
Supplies & Services	400	-	-	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 4,635	$ -	$ -	$ 2,335	$ 2,335	$ 2,335	$ 11,640
TOTAL PROJECT COSTS	**$ 4,635**	**$ -**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 11,640**

* Currently being maintained by County forces

Project Title: **McKellips Rd Bridge at Salt River**
Managing Department: **Transportation**
Supervisor District: **2**

Project Narrative

The purpose of this project is to prepare design plans for a bridge across the Salt River.

The Maricopa County Transportation Advisory Board recommended pursuit of funding partners for construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $759,000 to complete design plans with $758,000 expended through FY 2002-03. The FY 2003-04 budget is $1,000 to continue to find funding partners.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 1,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,000
Construction	660,000	1,000	-	-	-	-	1,000	661,000
MCDOT Labor	97,000	-	-	-	-	-	-	97,000
Project Total	**$ 758,000**	**$ 1,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,000**	**$ 759,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **McQueen Rd: Queen Creek to Pecos**
Managing Department: **Transportation**
Supervisor District: **1**

Project Narrative

This project will result in the reconstruction and widening of the existing road from two to four travel lanes and provide a flush median.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 73% from Highway User Revenue Funds (HURF), fund 234, and 27% from the City of Chandler.

Project Cost Summary

The total budget for this project is $9.4 million with $468,000 expended through FY 2002-03. The FY 2003-04 budget is $1.5 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 12,000	$ 1,003,000	$ -	$ -	$ -	$ -	$ 1,003,000	$ 1,015,000
Construction	$ 332,000	$ 500,000	$ 7,260,000	$ -	$ -	$ -	7,760,000	8,092,000
MCDOT Labor	124,000	30,000	70,000	5,000	-	-	105,000	229,000
Project Total	**$ 468,000**	**$ 1,533,000**	**$ 7,330,000**	**$ 5,000**	**$ -**	**$ -**	**$ 8,868,000**	**$ 9,336,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ 4,235	$ 4,235	$ -	$ 2,135	$ 2,135	$ 16,975
Supplies & Services	400	400	400	$ -	200	200	1,600
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ 4,635	$ -	$ 2,335	$ 2,335	$ 18,575
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 18,575**

* Currently being maintained by County forces

Project Title: **Meridian Rd: Hunt Hwy to Baseline Corridor Study**
Managing Department: **Transportation**
Supervisor District: **1 & 2**

Project Narrative

The purpose of this project is to develop a corridor study report to investigate the widening of the road for project designers and the traveling public so that 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.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $260,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $260,000 to complete the study.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 200,000	$ -	$ -	$ -	$ -	200,000	200,000
MCDOT Labor	-	60,000	-	-	-	-	60,000	60,000
Project Total	**$ -**	**$ 260,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 260,000**	**$ 260,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Northeast Maintenance Facility**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

The purpose of this project is to purchase property for the new Northeast Maintenance facility.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $2.4 million with $0 expended through FY 2002-03. The FY 2003-04 budget is $0.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ 1,000,000	$ 1,400,000	$ -	$ -	$ 2,400,000	$ 2,400,000
Construction	$ -	$ -	$ -	$ -	$ -	$ -	-	-
MCDOT Labor	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ -**	**$ 1,000,000**	**$ 1,400,000**	**$ -**	**$ -**	**$ 2,400,000**	**$ 2,400,000**

Operating Cost Summary

N/A

Project Title: **Northern Ave: 95th Ave to 71st Ave**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

This project will result in the construction of five travel lanes, including a continuous left turn lane with curb and gutter, and storm drains.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 64% from Highway User Revenue Funds (HURF), fund 234, and 36% from an IGA partner.

Project Cost Summary

The total budget for this project is $14.1 million with $14.1 million expended through FY 2002-03. The FY 2003-04 budget is $10,000 to support cost recovery litigation.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 669,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 669,000
Construction	$ 12,815,000	$ -	$ -	$ -	$ -	$ -	-	12,815,000
MCDOT 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 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ -	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 10,675
Supplies & Services	-	200	200	200	200	200	1,000
Capital Outlay							-
Subtotal	$ -	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 11,675
TOTAL PROJECT COSTS	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 11,675**

* Currently being maintained by County forces

Project Title: **Ocotillo Rd: Basha to Arizona Ave**
Managing Department: **Transportation**
Supervisor District: **1**

Project Narrative

This project is to prepare design plans to widen the existing two-lane road to provide four travel lanes (two in each direction) with a raised center median. Additional improvements include a storm drain system with linear retention basins and widening of the intersection at Basha Road to enhance safety and capacity.

This Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $79,000 with $39,000 expended through FY 2002-03. The FY 2003-04 budget is $40,000 to complete the design plans.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ -	$ -	$ -	$ -	-	-
MCDOT Labor	39,000	40,000	-	-	-	-	40,000	79,000
Project Total	**$ 39,000**	**$ 40,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 40,000**	**$ 79,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Ocotillo Rd: Power Rd to Alma School Corridor Study**
Managing Department: **Transportation**
Supervisor District: **2**

Project Narrative

The purpose of this project is to complete a corridor study report to future requirements for widening of the road for project designers and 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.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $260,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $260,000 to complete the study.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 200,000	$ -	$ -	$ -	$ -	200,000	200,000
MCDOT Labor	-	60,000	-	-	-	-	60,000	60,000
Project Total	**$ -**	**$ 260,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 260,000**	**$ 260,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Old US 80 at Hassayampa/Scour**
Managing Department: **Transportation**
Supervisor District: **5**

Project Narrative

The purpose of this project is to provide 100-year scour protection for the bridge to prevent damage during severe flooding. This project involves the overhaul of an existing structure.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $1.6 million with $174,000 expended through FY 2002-03. The FY 2003-04 budget is $155,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 3,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,000
Construction	$ 58,000	$ 150,000	$ 1,243,000	$ -	$ -	$ -	1,393,000	1,451,000
MCDOT Labor	113,000	5,000	72,000	-	-	-	77,000	190,000
Project Total	**$ 174,000**	**$ 155,000**	**$ 1,315,000**	**$ -**	**$ -**	**$ -**	**$ 1,470,000**	**$ 1,644,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Pinnacle Peak Rd: Lake Pleasant to 83rd Ave**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

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.

This Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $81,000 with $6,000 expended through FY 2002-03. The FY 2003-04 budget is $75,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 70,000	$ -	$ -	$ -	$ -	70,000	70,000
MCDOT Labor	6,000	5,000	-	-	-	-	5,000	11,000
Project Total	**$ 6,000**	**$ 75,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 75,000**	**$ 81,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **PM 10 Program**
Managing Department: **Transportation**
Supervisor District: **All**

Project Narrative

The purpose of this program is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates. As individual projects are identified for dust control and added to the capital program, funds are transferred to those projects.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This reserve fund project will be funded 62% from Highway User Revenue Funds (HURF), fund 234, and 38% federal monies.

Project Cost Summary

The total budget for this program is $10.1 million with $152,000 expended through FY 2002-03. The FY 2003-04 budget is $275,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction		275,000	1,210,000	2,150,000	3,150,000	3,150,000	9,935,000	9,935,000
MCDOT Labor	152,000							152,000
Project Total	**$ 152,000**	**$ 275,000**	**$ 1,210,000**	**$ 2,150,000**	**$ 3,150,000**	**$ 3,150,000**	**$ 9,935,000**	**$ 10,087,000**

Operating Cost Summary

N/A

Project Title: **PM 10: 12th St, Circle Mt to TNF**
Managing Department: **Transportation**
Supervisor District: **3**

Project Narrative

The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This road was part of an earlier PM10 phase project but was delayed due to design issues that needed to be resolved which would have delayed the entire project and put compliance with the federal mandate in jeopardy.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF), fund 234, and 38% federal monies.

Project Cost Summary

The total budget for this project is yet to be determined with $0 expended through FY 2002-03. The FY 2003-04 budget is $25,000 to complete the design and determine if it is cost effective to pave the road or if other dust suppression methods are more cost effective.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ -	$ -	$ -	$ -	-	$ -
MCDOT Labor	$ -	$ 25,000	$ -	$ -	$ -	$ -	$ 25,000	$ 25,000
Project Total	**$ -**	**$ 25,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 25,000**	**$ 25,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **PM 10 Roads (Ph 4) in North Valley**
Managing Department: **Transportation**
Supervisor District: **3**

Project Narrative

The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF), fund 234, and 38% federal monies.

Project Cost Summary

The total budget for this project is $1.4 million with $0 expended through FY 2002-03. The FY 2003-04 budget is $205,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 175,000	$ 615,000	$ 575,000	$ -	$ -	1,365,000	1,365,000
MCDOT Labor	-	30,000	10,000	10,000	-	-	50,000	50,000
Project Total	**$ -**	**$ 205,000**	**$ 625,000**	**$ 585,000**	**$ -**	**$ -**	**$ 1,415,000**	**$ 1,415,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 850	$ -	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 9,390
Supplies & Services	200	-	200	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 1,050	$ -	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 10,390
TOTAL PROJECT COSTS	**$ 1,050**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 10,390**

* Currently being maintained by County forces

Project Title: **PM 10 Roads (Ph 4) in SE Valley**
Managing Department: **Transportation**
Supervisor District: **1**

Project Narrative

The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF), fund 234, and 38% federal monies.

Project Cost Summary

The total budget for this project is $1.4 million with $0 expended through FY 2002-03. The FY 2003-04 budget is $205,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	-	205,000	625,000	585,000	-	-	1,415,000	1,415,000
MCDOT Labor	-							-
Project Total	**$ -**	**$ 205,000**	**$ 625,000**	**$ 585,000**	**$ -**	**$ -**	**$ 1,415,000**	**$ 1,415,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 850	$ -	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 9,390
Supplies & Services	200	-	200	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 1,050	$ -	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 10,390
TOTAL PROJECT COSTS	**$ 1,050**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 10,390**

* Currently being maintained by County forces

Project Title: **PM 10 Roads (Ph 4) in SW Valley**
Managing Department: **Transportation**
Supervisor District: **5**

Project Narrative

The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF), fund 234, and 38% federal monies.

Project Cost Summary

The total budget for this project is $1.4 million with $0 expended through FY 2002-03. The FY 2003-04 budget is $180,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 150,000	$ 625,000	$ 575,000	$ -	$ -	1,350,000	1,350,000
MCDOT Labor	-	30,000	10,000	10,000	-	-	50,000	50,000
Project Total	**$ -**	**$ 180,000**	**$ 635,000**	**$ 585,000**	**$ -**	**$ -**	**$ 1,400,000**	**$ 1,400,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 850	$ -	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 9,390
Supplies & Services	200	-	200	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 1,050	$ -	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 10,390
TOTAL PROJECT COSTS	**$ 1,050**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 10,390**

* Currently being maintained by County forces

Project Title: **PM 10 Roads (Ph 3) in NE Area**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF), fund 234, and 38% federal monies.

Project Cost Summary

The total budget for this project is $430,000 with $15,000 expended through FY 2002-03. The FY 2003-04 budget is $415,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 410,000	$ -	$ -	$ -	$ -	410,000	410,000
MCDOT Labor	15,000	5,000	-	-	-	-	5,000	20,000
Project Total	**$ 15,000**	**$ 415,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 415,000**	**$ 430,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 850	$ -	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 9,390
Supplies & Services	200	-	200	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 1,050	$ -	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 10,390
TOTAL PROJECT COSTS	**$ 1,050**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 10,390**

* Currently being maintained by County forces

Project Title: **PM 10 Roads (Ph 3) in SE Area**
Managing Department: **Transportation**
Supervisor District: **2**

Project Narrative

This project consists of portions of 77th Place, 78th Street, 82nd Street, 95th Street, Culver Street, Hermosa Vista Drive, Jensen Street, Melody Drive, Quarterline Road and Range Rider. The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF), fund 234, and 38% federal monies.

Project Cost Summary

The total budget for this project is $1.8 million with $296,000 expended through FY 2002-03. The FY 2003-04 budget is $1.5 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ 25,000	$ -	$ -	$ -	$ -	$ 25,000	$ 25,000
Construction	$ 250,000	$ 1,450,000	$ -	$ -	$ -	$ -	1,450,000	1,700,000
MCDOT Labor	46,000	40,000	-	-	-	-	40,000	86,000
Project Total	**$ 296,000**	**$ 1,515,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,515,000**	**$ 1,811,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 850	$ -	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 9,390
Supplies & Services	200	-	200	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 1,050	$ -	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 10,390
TOTAL PROJECT COSTS	**$ 1,050**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 10,390**

* Currently being maintained by County forces

Project Title: **PM 10 Roads (Ph 3) in SW Area**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

This project consists of portions of Acoma and Elliot Road. The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF), fund 234, and 38% federal monies.

Project Cost Summary

The total budget for this project is $1.2 million with $280,000 expended through FY 2002-03. The FY 2003-04 budget is $928,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ 25,000	$ -	$ -	$ -	$ -	$ 25,000	$ 25,000
Construction	$ 231,000	$ 881,000	$ -	$ -	$ -	$ -	881,000	1,112,000
MCDOT Labor	49,000	22,000	-	-	-	-	22,000	71,000
Project Total	**$ 280,000**	**$ 928,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 928,000**	**$ 1,208,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 850	$ -	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 9,390
Supplies & Services	200	-	200	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 1,050	$ -	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 10,390
TOTAL PROJECT COSTS	**$ 1,050**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 10,390**

* Currently being maintained by County forces

Project Title: **PM 10: Box Bar & Needle Rock**
Managing Department: **Transportation**
Supervisor District: **2**

Project Narrative

The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This road was part of an earlier PM10 phase project but was delayed due to design issues that needed to be resolved which would have delayed the entire project and put compliance with the federal mandate in jeopardy.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF), fund 234, and 38% federal monies.

Project Cost Summary

The total budget for this project is $970,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $907,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 900,000	$ 60,000	$ -	$ -	$ -	960,000	960,000
MCDOT Labor	-	7,000	3,000	-	-	-	10,000	10,000
Project Total	**$ -**	**$ 907,000**	**$ 63,000**	**$ -**	**$ -**	**$ -**	**$ 970,000**	**$ 970,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 850	$ -	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 9,390
Supplies & Services	200	-	200	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 1,050	$ -	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 10,390
TOTAL PROJECT COSTS	**$ 1,050**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 10,390**

* Currently being maintained by County forces

Project Title: **PM 10: Carver, 51st Ave to 43rd Ave**
Managing Department: **Transportation**
Supervisor District: **5**

Project Narrative

The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This road was part of an earlier PM10 phase project but was delayed due to design issues that needed to be resolved which would have delayed the entire project and put compliance with the federal mandate in jeopardy.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF), fund 234, and 38% federal monies.

Project Cost Summary

The total budget for this project is yet to be determined with $0 expended through FY 2002-03. The FY 2003-04 budget is $30,000 to complete the design and obtain a construction estimate to request federal funds.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 20,000	$ -	$ -	$ -	$ -	20,000	20,000
MCDOT Labor	-	10,000	-	-	-	-	10,000	10,000
Project Total	**$ -**	**$ 30,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 30,000**	**$ 30,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 850	$ -	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 9,390
Supplies & Services	200	-	200	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 1,050	$ -	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 10,390
TOTAL PROJECT COSTS	**$ 1,050**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 10,390**

* Currently being maintained by County forces

Project Title: **PM 10: Circle Mtn, 13th Ave to New River Rd**
Managing Department: **Transportation**
Supervisor District: **3**

Project Narrative

The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This road was part of an earlier PM10 phase project but was delayed due to design issues that needed to be resolved which would have delayed the entire project and put compliance with the federal mandate in jeopardy.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF), fund 234, and 38% federal monies.

Project Cost Summary

The total budget for this project is yet to be determined with $0 expended through FY 2002-03. The FY 2003-04 budget is $5,000 to complete the design and determine if it is cost effective to pave the road or if other dust suppression methods are more cost effective.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ -	$ -	$ -	$ -	-	-
MCDOT Labor	-	5,000	-	-	-	-	5,000	5,000
Project Total	**$ -**	**$ 5,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,000**	**$ 5,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 850	$ -	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 9,390
Supplies & Services	200	-	200	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 1,050	$ -	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 10,390
TOTAL PROJECT COSTS	**$ 1,050**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 10,390**

* Currently being maintained by County forces

Project Title: **PM 10: McNeil, 35th to 31st Ave**
Managing Department: **Transportation**
Supervisor District: **5**

Project Narrative

The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This road was part of an earlier PM10 phase project but was delayed due to design issues that needed to be resolved which would have delayed the entire project and put compliance with the federal mandate in jeopardy.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF), fund 234, and 38% federal monies.

Project Cost Summary

The total budget for this project is yet to be determined with $0 expended through FY 2002-03. The FY 2003-04 budget is $5,000 to complete the design and determine if it is cost effective to pave the road or if other dust suppression methods are more cost effective.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ -	$ -	$ -	$ -	-	-
MCDOT Labor	-	5,000	-	-	-	-	5,000	5,000
Project Total	**$ -**	**$ 5,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,000**	**$ 5,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **PM 10: Patrick Lane, 81st to 79th Ave**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This road was part of an earlier PM10 phase project but was delayed due to design issues that needed to be resolved which would have delayed the entire project and put compliance with the federal mandate in jeopardy.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF), fund 234, and 38% federal monies.

Project Cost Summary

The total budget for this project is yet to be determined with $0 expended through FY 2002-03. The FY 2003-04 budget is $10,000 to complete the design and obtain a construction estimate to request federal funds.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ -	$ -	$ -	$ -	-	-
MCDOT Labor	-	10,000	-	-	-	-	10,000	10,000
Project Total	**$ -**	**$ 10,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,000**	**$ 10,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **PM 10: Saddle Mtn, New River to 12 St**
Managing Department: **Transportation**
Supervisor District: **3**

Project Narrative

The purpose of this project is to reduce dust on dirt roads within the PM 10 area for travelers on the road and citizens living within the PM 10 area so that dust related health problems are reduced and to ensure compliance with federal mandates.

This road was part of an earlier PM10 phase project but was delayed due to design issues that needed to be resolved which would have delayed the entire project and put compliance with the federal mandate in jeopardy.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 62% from Highway User Revenue Funds (HURF), fund 234, and 38% federal monies.

Project Cost Summary

The total budget for this project is yet to be determined with $0 expended through FY 2002-03. The FY 2003-04 budget is $25,000 to complete the design and obtain a construction estimate to request federal funds.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ -	$ -	$ -	$ -	-	-
MCDOT Labor	-	20,000	5,000	-	-	-	25,000	25,000
Project Total	**$ -**	**$ 20,000**	**$ 5,000**	**$ -**	**$ -**	**$ -**	**$ 25,000**	**$ 25,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Power Rd: Guadalupe to Baseline**
Managing Department: **Transportation**
Supervisor District: **2**

Project Narrative

The purpose of this project is to widen Power Rd between Guadalupe and Baseline Roads to six travel lanes with a raised center median.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 63% Highway User Revenue Funds (HURF), fund 234 and 37% partnership contributions.

Project Cost Summary

The total budget for this project is $8.6 million with $1.25 million expended through FY 2002-03. The FY 2003-03 budget is $5,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 178,000	$ -	$ -	$ 1,523,000	$ -	$ -	$ 1,523,000	$ 1,701,000
Construction	$ 863,000	$ -	$ -	$ -	$ 5,750,000	$ -	5,750,000	6,613,000
MCDOT Labor	209,000	5,000	5,000	5,000	25,000	-	40,000	249,000
Project Total	**$ 1,250,000**	**$ 5,000**	**$ 5,000**	**$ 1,528,000**	**$ 5,775,000**	**$ -**	**$ 7,313,000**	**$ 8,563,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ -	$ -	$ 17,740
Supplies & Services	200	200	200	200	-	-	800
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ 4,635	$ 4,635	$ -	$ -	$ 18,540
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ -**	**$ -**	**$ 18,540**

* Currently being maintained by County forces

Project Title: **Power Rd: Williams Field to Ray**
Managing Department: **Transportation**
Supervisor District: **1 & 2**

Project Narrative

The purpose of this project is to complete a design concept report for the roadway improvements for MCDOT roadway designers and decision-makers so that an effective roadway design will be developed so that when constructed, the improved roadway will reduce congestion and increase safety.

This Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $60,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $60,000 to complete preliminary engineering studies.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 50,000	$ -	$ -	$ -	$ -	50,000	50,000
MCDOT Labor	-	10,000	-	-	-	-	10,000	10,000
Project Total	**$ -**	**$ 60,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 60,000**	**$ 60,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Power Rd: Pecos to Williams Field**
Managing Department: **Transportation**
Supervisor District: **1**

Project Narrative

The purpose of this project is to design the roadway improvements for MCDOT roadway designers and decision-makers so that an effective roadway design will be developed so that when constructed, the improved roadway will reduce congestion and increase safety.

This Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $175,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $125,000 to complete preliminary engineering studies.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 100,000	$ -	$ -	$ -	$ -	100,000	100,000
MCDOT Labor	-	25,000	10,000	20,000	20,000	-	75,000	75,000
Project Total	**$ -**	**$ 125,000**	**$ 10,000**	**$ 20,000**	**$ 20,000**	**$ -**	**$ 175,000**	**$ 175,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Candidate Assessment Reports**
Managing Department: **Transportation**
Supervisor District: **All**

Project Narrative

The purpose of this fund is to reserve monies for an initial assessment of potential projects so that sufficient information is developed to make further program development decisions.

This Maricopa County Transportation Advisory Board recommended this fund.

Funding Summary

This fund will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this fund is $2.2 million with $709,000 expended through FY 2002-03. The FY 2003-04 budget is $300,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 709,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	1,500,000	2,209,000
MCDOT Labor	-	-	-	-	-	-	-	-
Project Total	**$ 709,000**	**$ 300,000**	**$ 300,000**	**$ 300,000**	**$ 300,000**	**$ 300,000**	**$ 1,500,000**	**$ 2,209,000**

Operating Cost Summary

N/A

Project Title: **Queen Creek Rd: Culvert at Eastern Canal**
Managing Department: **Transportation**
Supervisor District: **1**

Project Narrative

This project will replace the existing inadequate pipe with a wider box culvert to allow future widening of the road and increase the water flow capacity of the RWCD Canal (Eastern Canal)

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF) fund 234.

Project Cost Summary

The total budget for this project is $663,000 with $108,000 expended through FY 2002-03. The FY 2003-03 budget is $20,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 3,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,000
Construction	$ 5,000	$ -	$ 535,000	$ -	$ -	$ -	535,000	540,000
MCDOT Labor	100,000	20,000	-	-	-	-	20,000	120,000
Project Total	**$ 108,000**	**$ 20,000**	**$ 535,000**	**$ -**	**$ -**	**$ -**	**$ 555,000**	**$ 663,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ 4,235	$ -	$ 2,135	$ 2,135	$ 2,135	$ 14,875
Supplies & Services	400	400	-	200	200	200	1,400
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ -	$ 2,335	$ 2,335	$ 2,335	$ 16,275
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 16,275**

* Currently being maintained by County forces

Project Title: **Queen Creek Rd: Arizona Avenue to McQueen**
Managing Department: **Transportation**
Supervisor District: **1**

Project Narrative

This project will result in the widening of Queen Creek Road from four to six lanes.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 43% from Highway User Revenue Funds (HURF) and 57% from the City of Chandler.

Project Cost Summary

The total budget for this project is $5.6 million with $526,000 expended through FY 2002-03. The FY 2003-04 budget is $5,000. Construction is planned for FY 2007-2008.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 106,000	$ 600,000	$ -	$ -	$ -	$ -	$ 600,000	$ 706,000
Construction	$ 305,000	$ -	$ -	$ 700,000	$ 300,000	$ 3,430,000	4,430,000	4,735,000
MCDOT Labor	115,000	15,000	5,000	10,000	10,000	40,000	80,000	195,000
Project Total	**$ 526,000**	**$ 615,000**	**$ 5,000**	**$ 710,000**	**$ 310,000**	**$ 3,470,000**	**$ 5,110,000**	**$ 5,636,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ 4,235	$ 4,235	$ 4,235	$ 4,235	$ -	$ 21,175
Supplies & Services	400	400	400	400	400	-	2,000
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ 4,635	$ 4,635	$ 4,635	$ -	$ 23,175
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ 4,635**	**$ -**	**$ 23,175**

* Currently being maintained by County forces

Project Title: **Previous Year's Projects**
Managing Department: **Transportation**
Supervisor District: **All**

Project Narrative

The purpose of this reserve fund is to pay for project related expenses that occurred in the previous fiscal year so that prior year contractual debts are paid. This includes utility relocations, right-of-way, and construction back charges.

This Maricopa County Transportation Advisory Board recommended this reserve fund.

Funding Summary

This reserve fund will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this fund is $2.1 million with $310,000 expended through FY 2002-03. The FY 2003-04 budget is $350,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 310,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	1,750,000	2,060,000
MCDOT Labor	-	-	-	-	-	-	-	-
Project Total	**$ 310,000**	**$ 350,000**	**$ 350,000**	**$ 350,000**	**$ 350,000**	**$ 350,000**	**$ 1,750,000**	**$ 2,060,000**

Operating Cost Summary

N/A

Project Title: **R.O.W. In-fill on Road Inventory System**
Managing Department: **Transportation**
Supervisor District: **All**

Project Narrative

The purpose of this fund is to obtain fee title on existing roads so that the traveling public has continued access to the existing roadway system.

This Maricopa County Transportation Advisory Board recommended this fund.

Funding Summary

This fund will be funded 100% from Highway User Revenue Funds (HURF) fund 234.

Project Cost Summary

The total budget for this fund is $30.3 million with $6.6 million expended through FY 2002-03. The FY 2003-04 budget is $3.7 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 4,541,000	$ 3,000,000	$ 3,000,000	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 21,000,000	$ 25,541,000
Construction	$ -	$ -	$ -	$ -	$ -	$ -	-	-
MCDOT Labor	2,098,000	700,000	502,000	500,000	500,000	500,000	2,702,000	4,800,000
Project Total	**$ 6,639,000**	**$ 3,700,000**	**$ 3,502,000**	**$ 5,500,000**	**$ 5,500,000**	**$ 5,500,000**	**$ 23,702,000**	**$ 30,341,000**

Operating Cost Summary

N/A

Project Title: **Ray Rd: Bullmoose to Dobson**
Managing Department: **Transportation**
Supervisor District: **1**

Project Narrative

The purpose of this project is to complete negotiations for an intergovernmental agreement with the City of Chandler for the purchase of right-of-way by the County in support of the Chandler project. Chandler is lead agency.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $2,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $2,000 to complete negotiations. Any future right-of-way purchase resulting from the agreement has not been programmed.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ -	$ -	$ -	$ -	-	-
MCDOT Labor	-	2,000	-	-	-	-	2,000	2,000
Project Total	**$ -**	**$ 2,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,000**	**$ 2,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Ray Rd: Lindsay to Greenfield**
Managing Department: **Transportation**
Supervisor District: **1 & 2**

Project Narrative

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.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 50% from Highway User Revenue Funds (HURF), fund 234, and 50% from the Town of Gilbert.

Project Cost Summary

The total budget for this project is $556,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $2,000. The County will make a one time payment of $550,000 in FY 2005-2006.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ -	$ 550,000	$ -	$ -	550,000	550,000
MCDOT Labor	-	2,000	2,000	2,000	-	-	6,000	6,000
Project Total	**$ -**	**$ 2,000**	**$ 2,000**	**$ 552,000**	**$ -**	**$ -**	**$ 556,000**	**$ 556,000**

Operating Cost Summary

Gilbert maintains the roadway.

Project Title: **Riggs Rd: Arizona Ave to Gilbert Rd**
Managing Department: **Transportation**
Supervisor District: **1**

Project Narrative

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.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 50% from Highway User Revenue Funds (HURF), fund 234, and 50% from an IGA partner (City of Chandler).

Project Cost Summary

The total budget for this project is $4.5 million with $0 expended through FY 2002-03. Total project expenditures are scheduled for FY 2003-04 with one payment of $4,500,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 4,500,000	$ -	$ -	$ -	$ -	4,500,000	4,500,000
MCDOT Labor	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 4,500,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,500,000**	**$ 4,500,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ -	$ -	$ -	$ -	$ -	$ 4,435
Supplies & Services	200	-	-	-	-	-	200
Capital Outlay							-
Subtotal	$ 4,635	$ -	$ -	$ -	$ -	$ -	$ 4,635
TOTAL PROJECT COSTS	**$ 4,635**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,635**

* Currently being maintained by County forces

Project Title: **Riggs Rd: Interstate 10 to Price**
Managing Department: **Transportation**
Supervisor District: **5**

Project Narrative

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.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $2.3 million with $576,000 expended through FY 2002-03. The FY 2003-04 budget is $1.7 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 169,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 169,000
Construction	$ 254,000	$ 1,725,000	$ -	$ -	$ -	$ -	1,725,000	1,979,000
MCDOT Labor	153,000	20,000	-	-	-	-	20,000	173,000
Project Total	**$ 576,000**	**$ 1,745,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,745,000**	**$ 2,321,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ -	$ -	$ 2,135	$ 2,135	$ 2,135	$ 10,640
Supplies & Services	400	-	-	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 4,635	$ -	$ -	$ 2,335	$ 2,335	$ 2,335	$ 11,640
TOTAL PROJECT COSTS	**$ 4,635**	**$ -**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 11,640**

* Currently being maintained by County forces

Project Title: **Rio Salado: Loop 303 to 7th Ave Feasibility Study**
Managing Department: **Transportation**
Supervisor District: **4 & 5**

Project Narrative

The purpose of this project is to complete a feasibility study examine the creation of the Rio Salado Parkway from Loop 303 to 7th Ave 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.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $360,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $360,000 to complete the study.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 300,000	$ -	$ -	$ -	$ -	300,000	300,000
MCDOT Labor	-	60,000	-	-	-	-	60,000	60,000
Project Total	**$ -**	**$ 360,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 360,000**	**$ 360,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Rittenhouse Rd & Power Rd Intersection Improvements**
Managing Department: **Transportation**
Supervisor District: **1**

Project Narrative

This project will install traffic signals at the intersection.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $440,000 with $.105,000 expended through FY 2002-03. The FY 2003-04 budget is $335,000 to complete installation.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 100,000	$ 325,000	$ -	$ -	$ -	$ -	325,000	425,000
MCDOT Labor	5,000	10,000	-	-	-	-	10,000	15,000
Project Total	**$ 105,000**	**$ 335,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 335,000**	**$ 440,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Signal Modernization**
Managing Department: **Transportation**
Supervisor District: **All**

Project Narrative

The purpose of this project is to upgrade the software and hardware on county traffic signals so that there will be a more efficient flow of traffic and a reduction in travel costs.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF).

Project Cost Summary

The total budget for this project is $1.65 million with $1.63 million expended through FY 2002-03. The FY 2003-04 budget is $26,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 1,527,000	$ 25,000	$ -	$ -	$ -	$ -	25,000	1,552,000
MCDOT Labor	101,000	1,000	-	-	-	-	1,000	102,000
Project Total	**$ 1,628,000**	**$ 26,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 26,000**	**$ 1,654,000**

Operating Cost Summary

N/A

Project Title: **Special Projects**
Managing Department: **Transportation**
Supervisor District: **All**

Project Narrative

The purpose of this fund is to reserve monies for special needs projects recommended by Transportation Advisory Board (TAB) members so that MCDOT can take advantage of project and cost-sharing opportunities that may not be available in the future.

This Maricopa County Transportation Advisory Board recommended this fund.

Funding Summary

This reserve fund will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this fund is $5 million with $0 expended through FY 2002-03. The FY 2003-04 budget is $1 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	5,000,000	5,000,000
MCDOT Labor	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 5,000,000**	**$ 5,000,000**

Operating Cost Summary

N/A

Project Title: **TIP Program Management**
Managing Department: **Transportation**
Supervisor District: **All**

Project Narrative

The purpose of this fund is to provide for overall management and of the five-year Transportation Improvement Program (TIP) to include budget monitoring and schedule support.

The Maricopa County Transportation Advisory Board recommended this fund.

Funding Summary

This fund will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this fund is $5 million with $0 expended through FY 2002-03. The FY 2003-04 budget is $1,000,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ -	$ -	$ -	$ -	-	-
MCDOT Labor	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	5,000,000
Project Total	**$ -**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 1,000,000**	**$ 5,000,000**	**$ 5,000,000**

Operating Cost Summary

N/A

Project Title: **Unallocated Force Account**
Managing Department: **Transportation**
Supervisor District: **All**

Project Narrative

The purpose of this fund is to reserve monies to cover unallocated (or shortfall) in MCDOT labor costs on individual projects in the CIP, so that county citizens receive new and improved roads on schedule.

This Maricopa County Transportation Advisory Board recommended this fund.

Funding Summary

This unallocated force account fund will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The 5-year budget for this fund is $7,737,000. The FY 2003-04 budget is $433,000. While it is known that the Department will spend $4,003,000 annually in labor costs to support the total five-year CIP, for a total of $20,015,000 in labor costs over the next five years, the aggregate total of the specific projects listed is only $12,278,000. The amounts listed for each fiscal year brings the annual total to $4,003,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ -	$ -	$ -	$ -	$ -	-	$ -
MCDOT Labor	$ -	$ 433,000	$ 1,204,000	$ 2,009,000	$ 2,025,000	$ 2,066,000	$ 7,737,000	$ 7,737,000
Project Total	**$ -**	**$ 433,000**	**$ 1,204,000**	**$ 2,009,000**	**$ 2,025,000**	**$ 2,066,000**	**$ 7,737,000**	**$ 7,737,000**

Operating Cost Summary

N/A

Project Title: **Union Hills at 107th Ave Intersection Improvements**
Managing Department: **Transportation**
Supervisor District: **4**

Project Narrative

This project will provide improvements to the intersection of Union Hills and 107th Ave. The approaches at the intersections will be widened to accommodate left turn lanes on and traffic signals installed.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

County Portion: Highway User Revenue Funds (HURF), fund 234 73%; Partnership Contributions 27%.

Project Cost Summary

The total budget for this project is $365,000 with $205,000 expended through FY 2002-03. The FY 2003-04 budget is $160,000 to complete the installation.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 200,000	$ 150,000	$ -	$ -	$ -	$ -	150,000	350,000
MCDOT Labor	5,000	10,000	-	-	-	-	10,000	15,000
Project Total	**$ 205,000**	**$ 160,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 160,000**	**$ 365,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ -	$ -	$ 2,135	$ 2,135	$ 2,135	$ 10,640
Supplies & Services	400	-	-	200	200	200	1,000
Capital Outlay							-
Subtotal	$ 4,635	$ -	$ -	$ 2,335	$ 2,335	$ 2,335	$ 11,640
TOTAL PROJECT COSTS	**$ 4,635**	**$ -**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 11,640**

* Currently being maintained by County forces

Project Title: **Tuthill Rd at Gila River/Scour**
Managing Department: **Transportation**
Supervisor District: **4 & 5**

Project Narrative

This project will provide scour protection to the bridge to prevent damage during severe flooding. The initial cost of the scour protection was excessive for this two-lane bridge. Scour monitoring sensors will be installed and bridge replacement evaluated annually.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $352,000 with $92,000 expended through FY 2002-03. The FY 2003-04 budget is $260,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 73,000	$ 250,000	$ -	$ -	$ -	$ -	250,000	323,000
MCDOT Labor	19,000	10,000	-	-	-	-	10,000	29,000
Project Total	**$ 92,000**	**$ 260,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 260,000**	**$ 352,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Utility Locating (Pot-hole) Annual Contract**
Managing Department: **Transportation**
Supervisor District: **All**

Project Narrative

The purpose of this fund is to supply utility locating services for MCDOT projects so that damages to unidentified utilities won't cause projects to be delayed or costs increased.

This Maricopa County Transportation Advisory Board recommended this fund.

Funding Summary

This reserve fund will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this fund is $217,000 with $17,000 expended through FY 2002-03. The FY 2003-04 budget is $50,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 17,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ -	200,000	217,000
MCDOT Labor	-	-	-	-	-	-	-	-
Project Total	**$ 17,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ -**	**$ 200,000**	**$ 217,000**

Operating Cost Summary

N/A

Project Title: **Val Vista Dr: Ray to Warner**
Managing Department: **Transportation**
Supervisor District: **2**

Project Narrative

This project will result in the widening of the roadway from four to six lanes. The Town of Gilbert is lead on this project.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 50% from Highway User Revenue Funds (HURF), fund 234 and 50% from the Town of Gilbert.

Project Cost Summary

The total budget for this project is $1,246,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $532,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 530,000	$ -	$ 710,000	$ -	$ -	1,240,000	1,240,000
MCDOT Labor	-	2,000	2,000	2,000	-	-	6,000	6,000
Project Total	**$ -**	**$ 532,000**	**$ 2,000**	**$ 712,000**	**$ -**	**$ -**	**$ 1,246,000**	**$ 1,246,000**

Operating Cost Summary

The Town of Gilbert maintains the roadway.

Project Title: **Warner Rd: Lindsay to Greenfield**
Managing Department: **Transportation**
Supervisor District: **2**

Project Narrative

The project will result in the reconstruction and widening of Warner Road from four lanes to six lanes. The Town of Gilbert is lead on this project.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 50% from Highway User Revenue Funds (HURF), fund 234, and 50% from the Town of Gilbert.

Project Cost Summary

The total budget for this project is $2.0 million with $0 expended through FY 2002-03. The FY 2003-04 budget is $532,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 530,000	$ -	$ 1,450,150	$ -	$ -	1,980,150	1,980,150
MCDOT Labor	-	2,000	2,000	2,000	-	-	6,000	6,000
Project Total	**$ -**	**$ 532,000**	**$ 2,000**	**$ 1,452,150**	**$ -**	**$ -**	**$ 1,986,150**	**$ 1,986,150**

Operating Cost Summary

The Town of Gilbert maintains the roadway.

Project Title: **Warranted Traffic Improvements (as needed)**
Managing Department: **Transportation**
Supervisor District: **All**

Project Narrative

The purpose of this fund is to reserve money for safety projects that are immediately needed.

This Maricopa County Transportation Advisory Board recommended this fund.

Funding Summary

This fund will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $3.2 million with $0 expended through FY 2002-03. The FY 2003-04 budget is $650,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 650,000	$ 500,000	$ 1,000,000	$ 1,000,000	$ -	3,150,000	3,150,000
MCDOT Labor	-	-	-	-	-	-	-	-
Project Total	**$ -**	**$ 650,000**	**$ 500,000**	**$ 1,000,000**	**$ 1,000,000**	**$ -**	**$ 3,150,000**	**$ 3,150,000**

Operating Cost Summary

N/A

Project Title: **Williams Field at Higley**
Managing Department: **Transportation**
Supervisor District: **1**

Project Narrative

This project will widen Williams Field Road at the Higley Road intersection and upgrade signals at the intersection. Also included will be the installation of curb on the south side of Williams Field Road to control parking in the vicinity of the intersection. The north side utilities will be relocated and a drainage basin will be installed to address intersection drainage issues.

This Maricopa County Transportation Advisory Board recommended construction of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $980,000 with $214,000 expended through FY 2002-03. The FY 2003-04 budget is $20,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 23,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 23,000
Construction	$ 42,000	$ -	$ 706,000	$ -	$ -	$ -	706,000	748,000
MCDOT Labor	149,000	20,000	40,000	-	-	-	60,000	209,000
Project Total	**$ 214,000**	**$ 20,000**	**$ 746,000**	**$ -**	**$ -**	**$ -**	**$ 766,000**	**$ 980,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,235	$ 4,235	$ -	$ 2,135	$ 2,135	$ 2,135	$ 14,875
Supplies & Services	400	400	-	200	200	200	1,400
Capital Outlay							-
Subtotal	$ 4,635	$ 4,635	$ -	$ 2,335	$ 2,335	$ 2,335	$ 16,275
TOTAL PROJECT COSTS	**$ 4,635**	**$ 4,635**	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 16,275**

* Currently being maintained by County forces

Project Title: **Williams Field Rd: Gilbert to Lindsay**
Managing Department: **Transportation**
Supervisor District: **1**

Project Narrative

This is a design project for the reconstruct and widening of the existing four lane roadway to provide either six travel lanes with raised center median or four travel lanes with raised center median and a frontage road in each direction. Additional improvements include curb, gutter, sidewalk, a storm drain system, widening of the Eastern Canal Bridge and a traffic signal at the Lindsay Road intersection.

The Maricopa County Transportation Advisory Board recommended of this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $626,000 with $106,000 expended through FY 2002-03. The FY 2003-04 budget is $20,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 81,000	$ -	$ 420,000	$ -	$ -	$ -	420,000	501,000
MCDOT Labor	25,000	20,000	40,000	20,000	20,000	-	100,000	125,000
Project Total	**$ 106,000**	**$ 20,000**	**$ 460,000**	**$ 20,000**	**$ 20,000**	**$ -**	**$ 520,000**	**$ 626,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 4,435	$ 26,610
Supplies & Services	200	200	200	200	200	200	1,200
Capital Outlay							-
Subtotal	$ 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**

* Currently being maintained by County forces

Project Title: **Baseline Rd: 51st Ave to 43rd Ave**
Managing Department: **Transportation**
Supervisor District: **5**

Project Narrative

The purpose of this project is to widen Baseline Road from 51st Ave to 43rd Ave to four lanes with a raised center median. This project was at one time included in the Baseline road project (T064) but had to be made into a separate project. The project is impacted by the Laveen Area Conveyance Channel (T116) project and the 51st Avenue project (T075) both of which must be completed before this project can continue.

The Maricopa County Transportation Advisory Board recommended this project.

Funding Summary

This project will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The total budget for this project is $5,000. The FY 2003-04 budget is $5,000 to monitor the other two projects and determine when this project can continue. The prior year funding shown is for the entire Baseline Rd project, which this project was once a part of. Estimated cost to complete this portion is $1.8M which has not been programmed.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ 4,321,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,321,000
Construction	22,266,000	-	-	-	-	-	-	22,266,000
Other Costs-Force Acct Labor	727,000	5,000	-	-	-	-	5,000	732,000
Project Total	**$ 27,314,000**	**$ 5,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,000**	**$ 27,319,000**

Operating Cost Summary

	Current Year*	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost per mile to maintain project							
Personal Services	$ -	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 2,135	$ 10,675
Supplies & Services	-	200	200	200	200	200	1,000
Capital Outlay							-
Subtotal	$ -	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 2,335	$ 11,675
TOTAL PROJECT COSTS	**$ -**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 2,335**	**$ 11,675**

* Currently being maintained by County forces

Project Title: **Project Reserves**
Managing Department: **Transportation**
Supervisor District: **All**

Project Narrative

The purpose of this fund is to reserve monies to cover project costs increases so that county citizens receive new and improved roads on schedule.

This Maricopa County Transportation Advisory Board recommended this fund.

Funding Summary

This reserve fund will be funded 100% from Highway User Revenue Funds (HURF), fund 234.

Project Cost Summary

The 5-year budget for this fund is $89.1 million. The FY 2003-04 budget is $2.6 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Right-of-way	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	514,000	2,622,000	5,000,000	20,000,000	31,000,000	30,000,000	88,622,000	89,136,000
MCDOT Labor		-	-	-	-	-	-	-
Project Total	**$ 514,000**	**$ 2,622,000**	**$ 5,000,000**	**$ 20,000,000**	**$31,000,000**	**$ 30,000,000**	**$ 88,622,000**	**$ 89,136,000**

Operating Cost Summary

N/A

Special Districts - Flood Control District

Summary

As noted above, the Flood Control District 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. The Flood Control District project ranking criteria include the following:

- 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), 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 10-year financial forecast.

Project Detail

A total of 24 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 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	5-YR TOTAL (FY 2004-08)	TOTAL PROJECT
CITY OF CHANDLER	$ 3,526,005	$ 1,574,000	$ 1,010,000	$ -	$ -	$ -	$ 2,584,000	$ 6,110,005
CITY OF SCOTTSDALE	20,000	25,000	650,000	650,000	1,200,000	2,000,000	4,525,000	4,545,000
TOWN OF GUADALUPE	-	-	-	-	-	400,000	400,000	400,000
DAM SAFETY PROJECT	3,658,447	958,000	1,150,000	550,000	3,350,000	3,150,000	9,158,000	12,816,447
S PHOENIX DRAINAGE IMPROVEMENT	14,383,644	11,320,000	4,217,000	1,400,000	2,650,000	2,600,000	22,187,000	36,570,644
PARADISE VLY, SCOTTSDALE,PHX	105,378	285,000	3,200,000	-	-	-	3,485,000	3,590,378
EAST MARICOPA FLOODWAY	17,712,724	688,000	3,840,000	5,580,000	5,350,000	5,300,000	20,758,000	38,470,724
SALT RIVER	22,152	25,000	40,000	-	-	-	65,000	87,152
ARLINGTON VALLEY	40,000	1,255,000	-	-	-	-	1,255,000	1,295,000
MCMICKEN DAM	600,000	1,525,000	1,400,000	1,700,000	-	-	4,625,000	5,225,000
SKUNK CREEK	55,000	965,000	-	-	-	-	965,000	1,020,000
NEW RIVER DAM	-	115,000	-	-	-	-	115,000	115,000
SKUNK CREEK/NEW RIVER	1,540,125	975,000	6,700,000	-	-	-	7,675,000	9,215,125
SPOOK HILL ADMP	4,280,269	35,000	450,000	1,600,000	4,200,000	4,300,000	10,585,000	14,865,269
EAST MESA ADMP	16,357,812	6,636,000	6,368,000	2,850,000	4,200,000	6,350,000	26,404,000	42,761,812
GLENDALE/PEORIA ADMP	17,491,105	40,000	625,000	3,600,000	3,685,000	8,500,000	16,450,000	33,941,105
WHITE TANKS ADMP	18,666,695	2,917,000	5,450,000	16,245,000	12,070,000	7,370,000	44,052,000	62,718,695
QUEEN CREEK ADMP	1,898,026	2,025,000	650,000	75,000	4,200,000	4,550,000	11,500,000	13,398,026
HIGLEY ADMP	5,288,728	140,000	200,000	4,300,000	5,200,000	3,150,000	12,990,000	18,278,728
ADOBE DAM ADMP	3,635,164	50,000	-	-	-	-	50,000	3,685,164
DURANGO ADMP	1,116,659	3,305,000	2,735,000	3,300,000	2,575,000	4,200,000	16,115,000	17,231,659
ACDC ADMP	4,228,250	4,732,000	-	-	-	-	4,732,000	8,960,250
MARYVALE ADMP	15,835,384	10,638,000	2,625,000	6,700,000	6,400,000	5,225,000	31,588,000	47,423,384
METRO ADMP	30,000	475,000	3,300,000	-	-	-	3,775,000	3,805,000
SUBTOTAL FLOOD CONTROL	$ 130,491,567	$ 50,703,000	$ 44,610,000	$ 48,550,000	$ 55,080,000	$ 57,095,000	$ 256,038,000	$ 386,529,567
FCPR - PROJECT RESERVES (FLOOD)	$ -	$ 3,297,000	$ 5,390,000	$ 2,450,000	$ 1,920,000	$ 405,000	$ 13,462,000	$ 13,462,000
TOTAL FUND 990	**$ 130,491,567**	**$ 54,000,000**	**$ 50,000,000**	**$ 51,000,000**	**$ 57,000,000**	**$ 57,500,000**	**$ 269,500,000**	**$ 399,991,567**

Managing for Results

The Flood Control District submitted the following Managing for Results information for all FY 2003-04 Flood Control projects.

Purpose Statement:

The purpose of the existing facilities improvement project is to assure the safe operation and continued flood protection function of the existing dam for the citizens of Maricopa County so that existing flood protection can be maintained well into the future.

Strategic Goals Addressed:

- Flood Hazard Remediation through Fiscally Responsible Actions.
- The Flood Control District will conduct two studies each year for the next five years to identify flood prone areas, limit growth in those areas, and establish plans for the required drainage infrastructure.

Strategic Plan Program Supported:

- Flood Protection

Strategic Activities Supported:

- Flood Hazard Remediation

Measure	FY 2002-03 YTD Actual (%; #; or $)	FY 2002-03 Year End Estimated (%; #; or $)	FY 2003-04 Estimated w/Capital Improvement (%; #; or $)
Result: % of structural projects on the current 5-Year Capital Project Plan that are completed in the current fiscal year	12%	17%	19%
Output: # of structural projects on the current 5-Year Capital Project Plan that are completed in the current fiscal year	5	7	7
Demand: Total # of structural projects on the current 5-Year Capital Project Plan	41	41	36
Efficiency: $ cost per structural project completed in the current fiscal year.	Not Available	Not Available	Not Available

Project Title: **City of Chandler**
Managing Department: **Flood Control District**
Project Location: **Alma School Road/Ray Road: Multi Locations**
Supervisor District: **1**

Project Narrative

This project includes the following sub-project(s):

Central Chandler Area Drainage System

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. 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.

Five improvements have been identified that would help the City accomplish its goal of alleviating the flooding problems in the Chandler's central area.

Phase 1 – Ivanhoe and Erie Storm Drains - Under Construction

Phase 2 – Arrowhead Pump Station and Force Main - Complete

Phase 3 – Galveston Basin and Erie Drains – Under Construction

Phase 4 – Denver Basin Pump Station - Under Design

Phase 5 – Hartford Force Main - Under Design

Funding Summary

Total project cost is estimated at approximately $ 12.2 million with the District's contribution capped at $ 6.1 million. The City of Chandler is the lead agency.

Project Title: City of Chandler (Continued)

Project Cost Summary

The total budget for this project is $6.1 million with $3.5 million expended through FY 2002-03. The FY 2003-04 budget is $1,574,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 136,948	$ 200,000	$ -	$ -	$ -	$ -	$ 200,000	$ 336,948
Construction	3,314,073	1,224,000	885,000	-	-	-	2,109,000	5,423,073
Other Costs-Force Acct Labor	74,984	150,000	125,000	-	-	-	275,000	349,984
Project Total	**$ 3,526,005**	**$ 1,574,000**	**$ 1,010,000**	**$ -**	**$ -**	**$ -**	**$ 2,584,000**	**$ 6,110,005**

Operating Cost Summary

The City of Chandler and the Flood Control District are each cost sharing 50% on this project. The City is the lead agency for design, right-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 of the design and construction phases for the project. The City of Chandler will assume operation and maintenance responsibilities in the future.

Project Title: **City of Scottsdale**
Managing Department: **Flood Control District**
Project Location: **Central Scottsdale**
Supervisor District: **1 & 2**

Project Narrative

This project includes the following sub-project(s):

Granite Reef Wash

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. The goal of the final master plan is to recommend a final drainage plan that will mitigate the flooding hazards within the watershed, and if feasible, remove the existing FEMA designated floodplain.

Funding Summary

The project is estimated to cost $4.5 million with anticipated cost-sharing from the City of Scottsdale and possibly from the Salt River Pima Maricopa Indian Community.

Project Cost Summary

The total budget for this project is $4.5 million with $20,000 expended through FY 2002-03. The FY 2003-04 budget is $25,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ 600,000	$ 600,000	$ -	$ -	$ 1,200,000	$ 1,200,000
Construction	-	-	-	-	1,000,000	1,700,000	2,700,000	2,700,000
Other Costs-Force Acct Labor	20,000	25,000	50,000	50,000	200,000	300,000	625,000	645,000
Project Total	**$ 20,000**	**$ 25,000**	**$ 650,000**	**$ 650,000**	**$ 1,200,000**	**$ 2,000,000**	**$ 4,525,000**	**$ 4,545,000**

Operating Cost Summary

The City of Scottsdale will assume operation and maintenance responsibilities in the future.

Project Title: **Town of Guadalupe**
Managing Department: **Flood Control District**
Project Location: **City of Tempe**
Supervisor District: **1**

Project Narrative

This project includes the following sub-project(s):

Guadalupe Drainage Improvement Project

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 component of the 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. The project costs will be shared equally between the District and the City.

Funding Summary

The District's cost-share is estimated to be $375,000.

Project Cost Summary

The total budget for this project is $400,000. The FY 2003-04 budget is $0.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	-	-	-	-	-	375,000	375,000	375,000
Other Costs-Force Acct Labor	-	-	-	-	-	25,000	25,000	25,000
Project Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 400,000**	**$ 400,000**	**$ 400,000**

Operating Cost Summary

The City of Tempe will assume operation and maintenance responsibilities in the future.

Project Title: **Dam Safety Project (Structure Assessment)**
Managing Department: **Flood Control District**
Project Location: **Countywide**
Supervisor District: **All**

Project Narrative

The Flood Control District of Maricopa County (District) owns, operates and maintains 22 Flood Control Dams and is mandated by state and federal law to comply with dam safety regulations. The Structures Assessment Program is intended to address issues related to urbanization and dam safety as well as to enhance and improve the District's ongoing Dam Safety Program. The Structures Assessment Program will be conducted in three Phases. Phase I Assessments primarily involve collection and review of records, field inspections of dams, risk assessments and the development of preliminary structural and non-structural alternatives to address dam safety and urbanization issues.

Phase I Assessments for seven District dams will be completed in FY '02/03. Phase I Assessments have been initiated for five additional District dams under two ongoing contracts. Completion of Phase I studies for these five dams in this FY will involve development and implementation of structural and non-structural conceptual alternatives to address long-term issues of urbanization and aging infrastructure. Phase I Assessment are scheduled to be initiated for two additional dams in this FY.

Funding Summary

This project will be funded 100% by the Flood Control District Capital Project fund (Fund 990).

Project Cost Summary

The total budget for this project is $12.8 million with $3.6 million expended through FY 2002-03. The FY 2003-04 budget is $958,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 3,169,025	$ 758,000	$1,000,000	$ 500,000	$ 750,000	$ 750,000	$ 3,758,000	$ 6,927,025
Construction	50,000				2,250,000	2,250,000	4,500,000	4,550,000
Other Costs-Force Acct Labor	439,422	200,000	150,000	50,000	350,000	150,000	900,000	1,339,422
Project Total	**$ 3,658,447**	**$ 958,000**	**$1,150,000**	**$ 550,000**	**$ 3,350,000**	**$ 3,150,000**	**$ 9,158,000**	**$ 12,816,447**

Operating Cost Summary

This is a non-structural project. Routine maintenance of the dams, which have been carried on since FCD assumed responsibility of the dams, will not increase due to Fiscal-Year 2004 CIP expenditures.

Project Title: **South Phoenix Drainage Improvements**
Managing Department: **Flood Control District**
Project Location: **South Phoenix – Multi Locations**
Supervisor District: **5**

Project Narrative

This project includes the following sub-project(s):

43rd Ave/Southern Ave Detention Basin

The 43rd Avenue and Southern Avenue Detention Basin was originally included as part of the South Phoenix Drainage Improvement Project. The detention basin was designed by the Flood Control District. The detention basin site has been acquired by the Flood Control District, and is located at the southeast corner of 43rd Avenue and Southern Avenue. The basin is now an integral component of and will be constructed as a part of the Laveen Area Conveyance Channel, and construction will be cost-shared among the District, City of Phoenix, and MCDOT. The basin will have 5:1 side slopes and will be surfaced with grass for erosion control and aesthetic purposes. The City of Phoenix plans to use the basin as a park facility, and will own and maintain the basin upon completion of construction. The basin includes two inlet structures, an inlet spillway, an outlet spillway, and an outlet structure which will carry flood water to the existing 43rd Avenue storm drain, which outfalls to the Salt River.

Laveen Area Conveyance Channel

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 flows getting to the conveyance channel. Based on previous evaluations of flood hazards 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. The channel and basin will be grass-lined to reduce and/or eliminate erosion and sediment transport and to provide landscaping and aesthetics. The peak discharge at the outfall of the channel for the 100-year storm event is estimated to be 2800 cfs. The existing Maricopa Drain has a much lower capacity and carries agricultural tailwater continually to the Gila River Indian Reservation, and some of this water outfalls to the Salt River. This water will be carried in the Project's low-flow channel, and outfall near the existing outfall location. The IGA among the District, City of Phoenix, MCDOT, and SRP was approved by the Board of Directors on February 15, 2002. Construction for the Project is anticipated to commence in Spring 2003.

23rd Avenue & Roeser Roads Storm Drain/Detention Basin

This project is to obtain rights-of-way, design, construct, operate and maintain a storm drain and detention basin capable of collecting and conveying the 100-year storm event. The basin is located in the vicinity of 23rd Avenue and Roesner Road to the west along Roeser Road and north along 27th Avenue to an existing City of Phoenix storm drain at 27th Avenue and Broadway Roads.

Project Title: South Phoenix Drainage Improvements (Continued)

South Phoenix Two 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 proposed system is composed of underground pipes and detention basins that will help to minimize the project's cost. It is estimated that the remaining project features will cost $5.2 million to design and build. Elements of the project will be constructed in phases through a joint partnership among the District and the City of Phoenix. The storm drains in Baseline Road (7th Street to 43rd Avenue) and in 43rd Avenue to the Salt River have been constructed. The South Phoenix Two 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 Two 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. Depending on funding participation, some project elements may be deleted, downsized or deferred, possibly resulting in a reduced level of protection.

Funding Summary

The City of Phoenix, MCDOT and the Flood Control District are project partners. The cost breakdown consists of 47% funded by the City of Phoenix, 6% funded by the Maricopa County Department of Transportation and 47% funded by the Flood Control District Capital Projects Fund (Fund 990). The 23rd Avenue and Roeser Storm Drain and Detention Basin assumes a 50%/50% cost share between the District and the City of Phoenix.

Project Cost Summary

The total budget for this project is $36.5 million with $14.3 million expended through FY 2002-03. The FY 2003-04 budget is $11.3 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 4,020,334		$ 500,000	$ 1,000,000			$ 1,500,000	$ 5,520,334
Construction	9,272,482	11,045,000	3,567,000	200,000	2,500,000	2,500,000	19,812,000	29,084,482
Other Costs-Force Acct Labor	1,090,828	275,000	150,000	200,000	150,000	100,000	875,000	1,965,828
Project Total	**$ 14,383,644**	**$11,320,000**	**$ 4,217,000**	**$ 1,400,000**	**$ 2,650,000**	**$ 2,600,000**	**$22,187,000**	**$ 36,570,644**

Project Title: South Phoenix Drainage Improvements (Continued)

Operating Cost Summary

43rd Ave/Southern Ave Detention Basin

The City of Phoenix plans to use the basin as a park facility, and will own and maintain the basin upon completion of construction.

Laveen Area Conveyance Channel

The City of Phoenix will operate and maintain the completed channel.

23rd Avenue & Roeser Road Storm Drain/Detention Basin

The City of Phoenix will operate and maintain the completed basin and storm drain.

South Phoenix Two Basins

The City of Phoenix will own and maintain the basin upon completion of construction.

Project Title: **PVSP (Paradise Valley, Scottsdale, Phoenix)**
Managing Department: **Flood Control District**
Project Location: **Scottsdale Rd (Thunderbird to Mountain View)**
Supervisor District: **2**

Project Narrative

This project includes the following sub-project(s):

Scottsdale Road Corridor Drainage

The first phase of this project was to identify the drainage problems and develop cost effective solutions for a storm water collection system for the Scottsdale Road corridor area from Thunderbird Road and Mountain View Roads. Based on the preferred alternative, the project will move forward into the design and construction phase. The preferred alternative is estimated to cost approximately $12 million. Cost-sharing between the different agencies involved has not been determined but it is proposed that the District fund 50% of the project. Upon negotiation of a project IGA, the District's CIP will be revised. Scottsdale and Paradise Valley will be responsible for the future operation and maintenance of the facilities within their respective municipalities.

Funding Summary

The City of Scottsdale will contribute 50% and the Flood Control District will contribute 50% from the Flood Control District Capital Projects Fund (Fund 990). The Town of Paradise Valley is a potential partner.

Project Cost Summary

The total budget for this project is $3.5 million with $105,378 expended through FY 2002-03. The FY 2003-04 budget is $285,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 75,000	$ 225,000					$ 225,000	$ 300,000
Construction			3,000,000				3,000,000	3,000,000
Other Costs-Force Acct Labor	30,378	60,000	200,000				260,000	290,378
Project Total	**$ 105,378**	**$ 285,000**	**$ 3,200,000**	**$ -**	**$ -**	**$ -**	**$ 3,485,000**	**$ 3,590,378**

Operating Cost Summary

The City of Scottsdale will operate and maintain the completed project.

Project Title: **East Maricopa Floodway**
Managing Department: **Flood Control District**
Project Location: **EMF Basins**
Supervisor District: **1**

Project Narrative

This project includes the following sub-project(s):

EMF Rittenhouse & Chandler Heights Basin

The District has completed the East Maricopa Floodway (EMF) Mitigation Study. The study identified several drainage and flooding problems along the EMF. The capacity of the EMF is at about 8,000 cfs. The existing condition 100-yr. is about 16,000 cfs. The study proposed to mitigate the problem by constructing two large off line retention 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. The Rittenhouse Basin is also planned as an off line basin to mitigate flows from the Rittenhouse Channel and the EMF. The completed basins are planned to be used by the Town of Gilbert for recreation. The Town shall fund the recreation amenities.

The project consists of a pre-design, and a final design to include; preparation of construction plans, special provisions and engineer's estimates. The design of the project is scheduled to be complete in FY 02/03. Construction completion of both basin sites is scheduled for FY 08/09.

EMF Modifications - Chandler Heights Road to Riggs Road

This project is a retrofit project of the EMF Channel between Chandler Heights Road and Riggs Road. Retrofit of the facility would include modifying the overall form of the channel, undulating side-slopes, and re-grading of the bank areas. Initial re-vegetation of the site is also included. The improved channel corridor would also provide opportunities for the Maricopa County Regional Trail System, wildlife habitat mitigation, and other open space amenities. The improvements are intended to further enhance the community value of the EMF facility through aesthetic improvements to conform to its suburban context. The proposed modifications will also provide additional enhancement to the capacity of the channel.

The project also includes the identification of a portion of the site that could be sold as excess. Enhancing the economic value of this site and preparation of a site development plan to maximize the economic return to the District would yield proceeds that could be used to implement the retrofit project, and provide additional proceeds to the District. The proposed master plan/concept will complement both the open space corridor of the EMF and the adjacent neighborhoods.

Funding Summary

The Flood Control District is funding the total cost to implement this project.

Project Title: East Maricopa Floodway (Continued)

Project Cost Summary

The total budget for this project is $38.4 million with $17.7 million expended through FY 2002-03. The FY 2003-04 budget is $688,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 17,089,034	$ 573,000	$ -	$ -	$ -	$ -	$ 573,000	$ 17,662,034
Construction	199,000	5,000	3,640,000	5,330,000	5,000,000	5,000,000	18,975,000	19,174,000
Other Costs-Force Acct Labor	424,690	110,000	200,000	250,000	350,000	300,000	1,210,000	1,634,690
Project Total	**$ 17,712,724**	**$ 688,000**	**$ 3,840,000**	**$ 5,580,000**	**$ 5,350,000**	**$ 5,300,000**	**$ 20,758,000**	**$ 38,470,724**

Operating Cost Summary

EMF Rittenhouse & Chandler Heights Basin

	Cuurent Year	Year 1 FY 03-04	Year 2 FY 04-05	Year 3* FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost to maintain project							
Personal Sevices	$ -	$ 25	$ 25	$ 25	$ 135	$ 335	$ 545
Supplies & Services		15	15	15	65	165	275
Capital Outlay							-
Subtotal	$ -	$ 40	$ 40	$ 40	$ 200	$ 500	$ 820
TOTAL PROJECT COSTS	**$ -**	**$ 40**	**$ 40**	**$ 40**	**$ 200**	**$ 500**	**$ 820**

EMF Modifications - Chandler Heights Road to Riggs Road

The current level of operations and maintenance expenditures will not increase as a result of the Fiscal-Year 2004 CIP project.

Project Title: **Salt/Gila River**
Managing Department: **Flood Control District**
Project Location: **Salt &Gila Rivers from 83rd Ave to the Agua Fria River**
Supervisor District: **5**

Project Narrative

This project includes the following sub-project(s):

Tres Rios

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 participating in riverine habitat restoration elements including open water marshes, wetlands, and riparian corridors. The District is working with the City to develop an Intergovernmental Agreement to identify specifically what the District's participation will be in the project.

Funding Summary

At this time only force account labor charges will be made to this project. No external costs have been identified to date. Such external costs will be defined in the IGA that is presently being developed with the City.

Project Cost Summary

The total budget for this project is $87,152 with $22,152 expended through FY 2002-03. The FY 2003-04 budget is $25,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW							$ -	$ -
Construction							-	-
Other Costs-Force Acct Labor	$ 22,152	$ 25,000	$ 40,000				65,000	87,152
Project Total	**$ 22,152**	**$ 25,000**	**$ 40,000**	**$ -**	**$ -**	**$ -**	**$ 65,000**	**$ 87,152**

Operating Cost Summary

The operation and maintenance of the project will be the responsibility of the City. However, the IGA has not been fully negotiated. Should the IGA identify the District as the responsible party for the operation and maintenance of the north bank levee, appropriate costs will be reported at that time.

Project Title: **Arlington Valley**
Managing Department: **Flood Control District**
Project Location: **Arlington School Road/Cactus Rose Road**
Supervisor District: **5**

Project Narrative

This project includes the following sub-project(s):

Arlington Valley Floodplain Acquisition

The Arlington Floodplain Acquisition project consists of purchasing 17.34 acres of property and buildings that are currently occupied by the Arlington School. The property lies within the 100-year floodway of the Gila River. The school has been subject to repeated flood losses over the past 25 years and is susceptible to flooding in the future.

The Flood Control District, the Arlington School District and the State Facilities Board have agreed that the Flood Control District will purchase the school property for $1,000,000. The Arlington School District is currently building a new elementary school in a location outside the floodplain. The new school should be ready for occupancy by August 2003. At the time when the old school has been vacated, the Flood Control District will close escrow and take possession of the school and property. Once the property is purchased, it is anticipated that the school buildings will be demolished and the property converted to an acceptable use within the floodplain.

Funding Summary

The State Facilities Board is contributing $200,000 to the cost of the property. There will be a new building project that will be managed and funded by the State Facilities Board.

Project Cost Summary

The total budget for this project is $1.3 million with $40,000 expended through FY 2002-03. The FY 2003-04 budget is $1,255,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 18,000	$ 1,215,000					$ 1,215,000	$ 1,233,000
Construction							-	-
Other Costs-Force Acct Labor	22,000	40,000					40,000	62,000
Project Total	**$ 40,000**	**$ 1,255,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,255,000**	**$ 1,295,000**

Operating Cost Summary

The Fiscal Year 2004 CIP project calls for building demolition and the clearing of the land. Upon completion, the land will be sold as excess.

Project Title: McMicken Dam
Managing Department: Flood Control District
Project Location: Southeast of White Tank Park
Supervisor District: 4

Project Narrative

This project includes the following sub-project(s):

McMicken Dam

McMicken Dam was constructed by the U.S. Army Corps of Engineers (Corps) in 1954 to alleviate significant flooding in the west valley and to protect Luke Air Force Base. The District rehabilitated the dam in 1985. A geotechnical investigation had determined that significant ground subsidence had occurred in the area and that the embankment has significant transverse cracks. Portions of the dam have settled three to four feet. In addition, ground fissures were found within a quarter of a mile of the south end of the dam. The modifications that were completed in 1985 included reconstruction of the dam to its original design elevation and the installation of a central geofabric filter to protect the dam from piping failure of the embankment. The dam provides significant flood protection to the west valley and to Luke Air Force Base.

The District has initiated Structures Assessment Program Phase I studies for McMicken Dam, and several Geotechnical Investigations for McMicken Dam. The results of a geotechnical study by AMEC indicate that ground subsidence has continued to occur at the site and that earth fissures have been found both upstream and downstream of McMicken Dam. The District believes the ground subsidence and presence of earth fissures in close proximity to the dam poses a risk to dam safety of a nature that necessitates corrective action in a timely manner. The District has initiated an alternatives analysis to determine the best plan for mitigation of the fissures and other immediate McMicken Dam deficiencies. The total project cost, including permit acquisition, design, construction, and construction management, is estimated to be approximately $3,000,000.

Funding Summary

This project will be funded 100% by the Flood Control District Capital Project fund (Fund 990).

Project Cost Summary

The total budget for this project is $5.2 million with $600,000 expended through FY 2002-03. The FY 2003-04 budget is $1,525,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$547,000	$ 1,420,000	$ -	$ -	$ -	$ -	$1,420,000	$1,967,000
Construction		-	1,250,000	1,500,000	-	-	2,750,000	2,750,000
Other Costs-Force Acct Labor	53,000	105,000	150,000	200,000	-	-	455,000	508,000
Project Total	**$600,000**	**$ 1,525,000**	**$ 1,400,000**	**$1,700,000**	**$ -**	**$ -**	**$4,625,000**	**$5,225,000**

Operating Cost Summary

The current level of operations and maintenance expenditures will not increase as a result of the fiscal year 2004 CIP project.

Project Title: **Skunk Creek**
Managing Department: **Flood Control District**
Project Location: **Skunk Creek from 75th Avenue to New River**
Supervisor District: **4**

Project Narrative

This project includes the following sub-project(s):

Skunk Creek Low Flow Channel

This Project will provide a low flow channel (LFC) within the limits of Skunk Creek from 75th Avenue to the New River confluence. Additionally, a LFC shall be constructed in the Arizona Canal Diversion Channel (ACDC) from 73rd Avenue to the confluence with Skunk Creek This Project will be undertaken with participation from the City of Peoria. The low flow channel will: (1) provide for better conveyance of nuisance flows in the Skunk Creek, (2) reduce operation and maintenance costs, (3) reduce vector control problems while protecting habitat. The District will be the lead agency for design, construction, and construction management of the project. The City of Peoria will assume operation and maintenance for the completed Project. The project is currently under design. Design is scheduled to be complete in FY 02/03 and construction completed in FY03/04.

Funding Summary

This project will be funded 100% by the Flood Control District Capital Project fund (Fund 990). Potential partnering exists for future projects to be identified in the study.

Project Cost Summary

The total budget for this project is $1.0 million with $55,000 expended through FY 2002-03. The FY 2003-04 budget is $965,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 37,000		$ -	$ -	$ -	$ -	$ -	$ 37,000
Construction		890,000	-	-	-	-	890,000	890,000
Other Costs-Force Acct Labor	18,000	75,000	-	-	-	-	75,000	93,000
Project Total	**$ 55,000**	**$ 965,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 965,000**	**$ 1,020,000**

Operating Cost Summary

The current level of operations and maintenance expenditures will not increase as a result of the fiscal year 2004 CIP project.

Project Title: **New River Dam**
Managing Department: **Flood Control District**
Project Location: **New River Dam**
Supervisor District: **4**

Project Narrative

This project includes the following sub-project(s):

New River Dam Dike #2

The New River Dam and associated features were constructed by the U.S. Army Corps of Engineers and turned over to the Flood Control District for operation and maintenance. The District has discovered that a portion of Dike #2 was constructed outside of the acquired rights-of-way for the dam project. The District will be acquiring approximately 1.5 acres of private property, outside of the original project rights-of-way, upon which the Dike #2 was constructed.

Funding Summary

The District will fund 100% of the rights-of-way project cost.

Project Cost Summary

The total budget for this project is $115,000 with $0 expended through FY 2002-03. The FY 2003-04 budget is $115,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW		$ 115,000	$ -	$ -	$ -	$ -	$ 115,000	$ 115,000
Construction			-	-	-	-	-	-
Other Costs-Force Acct Labor			-	-	-	-	-	-
Project Total	**$ -**	**$ 115,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 115,000**	**$ 115,000**

Operating Cost Summary

The current level of operations and maintenance expenditures will not increase as a result of the fiscal year 2004 CIP project.

Project Title: **Skunk Creek/New River**
Managing Department: **Flood Control District**
Project Location: **Skunk Creek**
Supervisor District: **4**

Project Narrative

This project includes the following sub-project(s):

New River (Grand to Skunk Creek)

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 Outer Loop 101 and Skunk Creek confluence with New River. Recommended improvements include channelization and bank protection for approximately 1.5 miles of New River. The City of Peoria will be a project partner. The City and the District are property owners along and within the New River alignment. The northerly portion of this project reach, along the west bank would include improvements along the Desert Harbor development of intergovernmental agreements have been drafted so that the project can move 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 and approved for inclusion in the District's CIP.

Funding Summary

The Flood Control District will fund 50% of the project and the City of Peoria will fund 50% of the project.

Project Cost Summary

The total budget for this project is $9.2 million with $1.5 million expended through FY 2002-03. The FY 2003-04 budget is $975,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 724,048	$ 775,000		$ -	$ -	$ -	$ 775,000	$ 1,499,048
Construction	696,133	150,000	6,500,000	-	-	-	6,650,000	7,346,133
Other Costs-Force Acct Labor	119,944	50,000	200,000	-	-	-	250,000	369,944
Project Total	**$ 1,540,125**	**$ 975,000**	**$ 6,700,000**	**$ -**	**$ -**	**$ -**	**$ 7,675,000**	**$ 9,215,125**

Operating Cost Summary

The City of Peoria will operate and maintain the completed project.

Project Title: **Spookhill Area Drainage Master Plan**
Managing Department: **Flood Control District**
Project Location: **Northeast Mesa and Maricopa County**
Supervisor District: **2**

Project Narrative

This project includes the following sub-project(s):

Spook Hill Area Drainage Master Plan

The purpose of the Spook Hill Area Drainage Master Plan is to update and expand the existing Spook Hill Area Drainage Master Study conducted in 1987. Since the 1987 study, much of the community has been developed, additional drainage infrastructure now exists, and changes have been made in the watershed. The goals of the plan are to identify current area flooding problems and produce a recommended alternative to resolve the current flooding problems. 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. A preferred alternative has been chosen and adopted by the City of Mesa City Council and Flood Control District Board of Directors.

Funding Summary

It is anticipated that the District and the City of Mesa will equally share the cost of the identified basin and outfall projects.

Project Cost Summary

The total budget for this project is $14.8 million with $4.2 million expended through FY 2002-03. The FY 2003-04 budget is $35,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 4,127,644		$ 400,000	$ 1,400,000			$ 1,800,000	$ 5,927,644
Construction					4,000,000	4,000,000	8,000,000	8,000,000
Other Costs-Force Acct Labor	152,625	35,000	50,000	200,000	200,000	300,000	785,000	937,625
Project Total	**$ 4,280,269**	**$ 35,000**	**$ 450,000**	**$ 1,600,000**	**$ 4,200,000**	**$ 4,300,000**	**$ 10,585,000**	**$ 14,865,269**

Operating Cost Summary

	Cuurent Year	Year 1 FY 03-04	Year 2 FY 04-05	Year 3* FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost to maintain project							
Personal Sevices	$ -	$ 2	$ 2	$ 2	$ 30	$ 30	$ 66
Supplies & Services		1	1	1	15	15	33
Capital Outlay							-
Subtotal	$ -	$ 3	$ 3	$ 3	$ 45	$ 45	$ 99
TOTAL PROJECT COSTS	**$ -**	**$ 3**	**$ 3**	**$ 3**	**$ 45**	**$ 45**	**$ 99**

Project Title: **East Mesa ADMP**
Managing Department: **Flood Control District**
Project Location: **Southeast Mesa**
Supervisor District: **1**

Project Narrative

This project includes the following sub-project(s):

Elliot Basin & Channel

The Elliot Road Basin & Channel was the highest rated project 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 Detention Basins, located along Elliot Road near Crismon Road, will be completed during the summer of 2003. The Elliot Channel, from the Basins to west of Ellsworth Road, is complete and will outlet into the future San Tan Freeway Drainage Channel, which will discharge into the East Maricopa Floodway. The Elliot Basin and Channel project is cost-shared among the District, the City of Mesa and MCDOT. The Crismon Road Channel and subproject will have its rights-of-way acquired in FY '03/04 and will be constructed in FY '04/05.

The Elliot Channel (Ellsworth to EMF) is proposed as a trapezoidal earth channel discharging into the proposed Santan Freeway Channel from Ellsworth Road south of Elliot Road to the East Maricopa Floodway and is designed to convey water runoff from the proposed Elliot Basin and Channel project. This channel is the outfall element of the Meridian, Crismon, and Elliot Drainage System. Along with the Sunland Springs Channel, the Siphon Draw Detention Basin, the Crismon Channel and lateral, the Elliot Basin and outfall channel and the Elliot Channel, this system is designed to protect approximately 15 square miles from the 100-year, 24-hour storm event. The project will be cost-shared between the City of Mesa and the District. Terms of the IGA have not been negotiated to date.

Hawes Road Channel

The Hawes Road Drainage Improvements Project (Project) is a project that is identified in the East Mesa Area Master Drainage Master Plan (ADMP). The East Mesa ADMP identifies drainage problems and develops solutions for eastern Maricopa County, which includes portions of Mesa, Gilbert, and Queen Creek. The Project will resolve many of the existing drainage problems along Hawes Road within the City of Mesa and along a County island. The Project will consist of channel and culvert improvements from Apache Trail to Emelita Avenue, which is approximately 0.4 miles north of Southern Avenue. The length of the Project is approximately 1.1 miles and will tie into an existing improved gunite lined channel on the west side of Hawes Road. The estimated cost for the Project is $3,000,000 which, includes the, design, rights-of way acquisition, utility relocations, construction, and construction management. The City will fund non-flood control features. The City will assume ownership and the operation and maintenance for the completed Project. The Project will be cost shared by the City of Mesa and the District as follows: The City shall contribute 35% of the Project cost and the District shall contribute 65% of the Project cost. The Project design is scheduled for completion in FY '02/03. The construction is to be complete in FY '03/04.

Project Title: East Mesa ADMP (Continued)

Ellsworth Channel

This project was prioritized in the East Mesa Area Drainage Master Plan, and 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. On June 21st, 2000, the Board of Directors approved IGA FCD 2000A002, among the District, MCDOT, and Mesa, to design and construct the Ellsworth Road Channel Project. The design for the channel included an alternatives analysis. The design for the channel will include reconstruction of portions of the existing Powerline Floodway. The design for the roadway upgrades and channel is scheduled to be complete by October 2003, and the Project is scheduled to be under construction by summer 2004.

Elliot Channel (East of Crismon)

The Elliot Channel (Phase 2) is proposed as a trapezoidal concrete and earth channel along Elliot Road from Meridian Road to Crismon Road designed to convey 509 cfs (upper reach) and 851 cfs (lower reach) of storm water runoff from the proposed Sunland Springs Channel and Siphon Draw Detention Basin west into the Elliot Basin. This channel is the second downstream element of the Meridian, Crismon, and Elliot Drainage System. Along with the Sunland Springs Channel, the Siphon Draw Detention Basin, the Crismon Channel and lateral, the Elliot Basin and outfall channel and the Elliot Channel, this system is designed to protect approximately 15 square miles from the 100-year, 24-hour storm event. This system ultimately outfalls into the existing East Maricopa Floodway.

Siphon Draw Drainage Improvements

The Sunland Springs Channel is proposed a trapezoidal concrete channel along Meridian Road from Elliot Road to 1/2 mile north of Guadalupe Road to collect sheet flow storm water from the lands to the east and to convey 800 to 2618 cfs to the proposed Siphon Draw Basin and the Elliot Channel. The Siphon Draw Basin is a 55-acre basin, north of Elliot Road along Meridian Road that provides 95 acre-feet of storage and reduces an inflow of 1,665, cfs to 77 cfs.

Project Title: East Mesa ADMP (Continued)

Funding Summary

Elliot Basin & Channel

50% of the project cost will be funded by the Flood Control District Capital Projects Fund (Fund 990), the City of Mesa will contribute 35% and the Maricopa County Department of Transportation will fund 15% from the Transportation Capital Projects Fund (Fund 234).

The Elliot Channel (Ellsworth to EMF) project is currently funded 100% by the Flood Control District Capital Project fund (Fund 990). Potential partnering exists between the Flood Control District, ADOT, and the City of Mesa.

Hawes Road Channel

The City will fund non-flood control features. The City will assume ownership and the operation and maintenance for the completed Project. The Project will be cost shared by the City of Mesa and the District as follows: The City shall contribute 35% of the Project cost (estimated to be $1,400,000), and the District shall contribute 65% of the Project cost (estimated to $2,600,000) from the Flood Control District Capital Projects Fund (Fund 990).

Ellsworth Channel

The cost for the channel project is estimated to be $9,000,000. The District's share is 50% or $4,500,000 to be funded by the Flood Control District Capital Projects Fund (Fund 990).

Elliot Channel (East of Crismon)

50% of the project cost will be funded by the Flood Control District Capital Projects Fund (Fund 990) and the City of Mesa will contribute 50%.

Siphon Draw Drainage Improvements

50% of the project cost will be funded by the Flood Control District Capital Projects Fund (Fund 990) and the City of Mesa will contribute 50%.

Project Cost Summary

The total budget for this project is $42.7 million with $16.3 million expended through FY 2002-03. The FY 2003-04 budget is $6.6 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 8,852,368	$ 915,000	$ 3,375,000	$ 2,675,000			$ 6,965,000	$15,817,368
Construction	6,615,179	5,546,000	2,743,000		4,000,000	6,000,000	18,289,000	24,904,179
Other Costs-Force Acct Labor	890,265	175,000	250,000	175,000	200,000	350,000	1,150,000	2,040,265
Project Total	**$ 16,357,812**	**$ 6,636,000**	**$ 6,368,000**	**$ 2,850,000**	**$ 4,200,000**	**$ 6,350,000**	**$ 26,404,000**	**$42,761,812**

Project Title: East Mesa ADMP (Continued)

Operating Cost Summary

Elliot Basin & Channel
The City of Mesa will operate and maintain the completed basin/channel.

Hawes Road Channel
The City of Mesa will operate and maintain the completed channel.

Ellsworth Channel
The City of Mesa will operate and maintain the completed channel.

Elliot Channel (East of Crismon)
The City of Mesa will operate and maintain the completed channel.

Siphon Draw Drainage Improvements
The City of Mesa will operate and maintain the completed basin/channel.

Project Title: **Glendale/Peoria ADMP**
Managing Department: **Flood Control District**
Project Location: **Multiple locations in North Peoria & Glendale**
Supervisor District: **4**

Project Narrative

This project includes the following sub-project(s):

Glendale/Peoria ADMP Update

The District and the Cities of Glendale and Peoria recently 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 a 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.

83rd Avenue/Pinnacle Peak Road Improvements

The District and the Cities of Glendale and Peoria recently 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 included 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 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 outletting them. The estimated project cost is $12.2M. The City of Peoria submitted the 83rd Avenue/Pinnacle Peak Road Improvement projects to the District during FY 01/02 for prioritization. The submittal was favorably evaluated and the project is included in the District's 5-year CIP budget.

67th Avenue Storm Drain

The Project shall 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 Cities of Peoria and Glendale. There is a 50% cost sharing with the District for the project. The estimated cost for the project is $1.385 million which includes the design, utility relocations, construction and construction management. Glendale will design and construct the project and provide for the operation and maintenance of the completed project.

Project Title: Glendale/Peoria ADMP (Continued)

Funding Summary

Funding is subject to future IGAs It is anticipated that Peoria and the District will equally cost-share the 83rd Ave/Pinnacle Peak Road Drainage improvements. Future ADMP projects will be cost-shared between the District, the City of Peoria, and possibly the City of Glendale.

Project Cost Summary

The total budget for this project is $33.9 million with $17.4 million expended through FY 2002-03. The FY 2003-04 budget is $40,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 2,576,612		$ 550,000	$ 3,400,000	$ 225,000	$ 1,000,000	$ 5,175,000	$ 7,751,612
Construction	14,612,960				3,260,000	7,200,000	10,460,000	25,072,960
Other Costs-Force Acct Labor	301,533	40,000	75,000	200,000	200,000	300,000	815,000	1,116,533
Project Total	**$ 17,491,105**	**$ 40,000**	**$ 625,000**	**$ 3,600,000**	**$ 3,685,000**	**$ 8,500,000**	**$ 16,450,000**	**$33,941,105**

Operating Cost Summary

83rd Ave/Pinnacle Peak Road Improvements

The City of Peoria will operate and maintain the completed project.

Project Title: **White Tanks ADMP**
Managing Department: **Flood Control District**
Project Location: **Various Locations East of the Agua Fria River**
Supervisor District: **4 & 5**

Project Narrative

This project includes the following sub-project(s):

White Tanks #3

The White Tanks Flood Retarding Structure #3 (White Tanks #3), owned and operated by the District, requires corrective action to bring the structure into compliance with dam safety standards and requirements. Several interim corrective measures at the dam were completed by the District in the spring of 2002. Dam modification studies have been completed by the Flood Control District under Contract FCD 98-11. In addition, alternatives involving various combinations of large regional flood control basins, flood control channels and upstream channel improvements have been studied. During this fiscal year, the District will continue studying in further detail the technical viability of rehabilitating the dam and associated revised cost estimates. Downstream benefits associated with dam rehabilitation and dam replacement alternatives will also be studied in detail. 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. NRCS is currently providing technical assistance (NRCS staff assistance) under this program for the project. The District and NRCS will develop a work plan this FY and develop an MOU which outlines intended agency responsibilities and cost share responsibilities for the project. The schedule for project implementation is contingent upon and timing of federal funding assistance under an agreement with the Natural Resources Conservation Service.

Bullard Wash Phase II

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. A diversion channel will take high storm flows from Bullard Wash at McDowell Road through detention basins north of I-10 and west of Dysart Road to an outlet into the Agua Fria River. Landscaping, fencing and other multi-use facilities are anticipated along the channel alignment and within the basins. The estimated cost of the Phase II project design, rights-of-way acquisition, public involvement, utility relocations, construction, and construction management is $25 million. 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. Channelization will allow for shorter bridges across the floodplain. For the area north of I-10, the project will collect and convey storm-water currently draining by sheet flow to Bullard Wash. This storm water will otherwise collect in streets, businesses, farm fields, and residential areas.

Project Title: White Tanks ADMP (Continued)

Reams Road Channel

The Reems Road Channel Project provides a regional outfall for the City of Surprise. Under existing conditions, there is flooding along and floodplains associated with Reems Road. The improvements will consist of constructing a channel adjacent to Reems Road, associated drainage structures, and a basin located just north of Olive Avenue and west of the Reems roadway. The Project will outfall into the existing Dysart Basin and Channel. This project was identified in the original White Tanks Area Drainage Master Plan in 1992 and again as the preferred alternative in the Loop 303 Corridor/White Tanks Area Drainage Master Plan Update that is currently nearing completion. The project was requested by the City of Surprise and recommended for inclusion in the District's CIP. The City of Surprise will construct the project within the City Limits and the District will be responsible for the project from Peoria Avenue to the Dysart Basin.

West Cactus Road Basin

The Project provides a regional outfall for the Cities of Surprise and El Mirage to convey 100-yr. 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 design and rights-of-way, and the District will provide construction management services. The project costs will be shared equally between the District and the City.

Funding Summary

White Tanks #3

The District is currently seeking federal funding participation for this project. Potential partners are the NRCS (Natural Resources Conservation Service) and local stakeholders (for the channel improvements).

Bullard Wash Phase II

50% of the project cost will be funded by the Flood Control District Capital Projects Fund (Fund 990) and the City of Goodyear will contribute 50%.

Reems Road Channel

50% of the project cost will be funded by the Flood Control District Capital Projects Fund (Fund 990) and the City of Suprise will contribute 50%.

West Cactus Road Basin

50% of the project cost will be funded by the Flood Control District Capital Projects Fund (Fund 990) and the City of El Mirage will contribute 50%.

Project Title: White Tanks ADMP (Continued)

Project Cost Summary

The total budget for this project is $62.7million with $18.6 million expended through FY 2002-03. The FY 2003-04 budget is $2.9 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 9,269,543	$ 757,000	$ 930,000	$ 3,150,000			$ 4,837,000	$ 14,106,543
Construction	8,724,403	1,950,000	4,320,000	12,795,000	11,120,000	7,120,000	37,305,000	46,029,403
Other Costs-Force Acct Labor	672,749	210,000	200,000	300,000	950,000	250,000	1,910,000	2,582,749
Project Total	**$ 18,666,695**	**$ 2,917,000**	**$ 5,450,000**	**$ 16,245,000**	**$ 12,070,000**	**$7,370,000**	**$ 44,052,000**	**$ 62,718,695**

Operating Cost Summary

White Tanks #3

The current level of operations and maintenance expenditures will not increase as a result of the fiscal year 2004 CIP project.

West Cactus Rd Detention Basin & Channels

The City of El Mirage will operate and maintain the completed project.

Reems Road Channel

	Cuurent Year	Year 1 FY 03-04	Year 2 FY 04-05	Year 3* FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	Total Project
Avg cost to maintain project							
Personal Sevices	$ -	$ -	$ -	$ 10	$ 10	$ 10	$ 30
Supplies & Services				5	5	5	15
Capital Outlay							-
Subtotal	$ -	$ -	$ -	$ 15	$ 15	$ 15	$ 45
TOTAL PROJECT COSTS	**$ -**	**$ -**	**$ -**	**$ 15**	**$ 15**	**$ 15**	**$ 45**

Bullard Wash Phase II

The City of Goodyear will operate and maintain the completed project.

Project Title: **Queen Creek ADMP**
Managing Department: **Flood Control District**
Project Location: **Towns of Queen Creek and Gilbert**
Supervisor District: **1**

Project Narrative

This project includes the following sub-project(s):

Queen Creek Channel (Hawes to Power)

The proposed plan is to channelize Queen Creek Wash from Hawes Road northwesterly to Power Road for a distance of approximately two and one half- (2.5) miles. Based on the Flood Insurance Study on Queen Creek Wash, there are areas of significant breakouts particularly along the north bank of this reach of the wash. The most feasible solution for preventing the breakouts from occurring along Queen Creek Wash in this area is to increase the cross section of the wash to contain the 100-year flows. This Project consists of channel construction and improvement of the Sossaman Road Bridge Crossing. The Town of Queen Creek will be the lead agency for design, rights-of-way acquisition, utility relocation, construction, construction management and operation and maintenance of the Project. The Town is to complete all the phases of the Project. The District shall review and approve the design plans and the bid and construction documents prior to bid. The District shall also approve any future landscape amenities to assure hydraulic conveyance within the Project. The total cost of the project is estimated at $6.0 million with District's contribution of $2.42 million for this project. The design and construction are scheduled for completion in FY 02/03 and FY 03/04, respectively.

Sanokai Wash Channelization (EMF to Power)

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 Sanokai Wash from Power Road westerly to the confluence with Queen Creek west of Higley Road. Currently, the project is authorized by IGA to proceed with the design only of channel improvements, improved road crossings, channel stabilization, channel surface treatments to reduce or eliminate erosion and sediment transport, side drainage inlet structures and connections and appropriate landscaping. Construction, and land acquisition tasks will be provided for under a subsequent IGA. The Sanokai Wash Channelization (EMF to Power Road) is proposed as a 13,500 ft long, approximately 200 ft wide, trapezoidal earth channel paralleling the proposed Ocotillo Road alignment from approximately Power Road to the East Maricopa Floodway and is designed to convey 3,130 cfs of storm water runoff within Sanokai Wash into the existing East Maricopa Floodway. It is anticipated that minimal rights-of-way will be acquired and that private development will construct and maintain the project. Future phases will be developed by the District in FY '07 and FY '08.

Funding Summary

Queen Creek Channel (Hawes to Power)

40% of the project cost will be funded by the Flood Control District Capital Projects Fund (Fund 990) and the Town of Queen Creek will contribute 60%. The Town of Queen Creek is the lead agency.

Project Title: Queen Creek ADMP (Continued)

Sonoqui Wash Channelization (EMF to Power Rd)

The District has proposed paying 50% of the project costs from the Flood Control District Capital Projects Fund (Fund 990). The Towns of Queen Creek and Gilbert will fund 50%.

Project Cost Summary

The total budget for this project is $13.3 million with $1.8 million expended through FY 2002-03. The FY 2003-04 budget is $2.0 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 564,809	$ 850,000	$ 500,000				$ 1,350,000	$ 1,914,809
Construction	1,150,000	990,000			4,000,000	4,300,000	9,290,000	10,440,000
Other Costs-Force Acct Labor	183,217	185,000	150,000	75,000	200,000	250,000	860,000	1,043,217
Project Total	**$ 1,898,026**	**$ 2,025,000**	**$ 650,000**	**$ 75,000**	**$ 4,200,000**	**$ 4,550,000**	**$ 11,500,000**	**$ 13,398,026**

Operating Cost Summary

Queen Creek Channel (Hawes to Power)

The Town will be the lead agency for design, rights-of-way acquisition, utility relocation, construction, construction management and operation and maintenance of the project upon completion.

Sonoqui Wash Channelization (EMF to Power Rd)

Currently, this project is in the planning phase; therefore, additional operating costs are negligible. It is anticipated that the Town of Queen Creek and the City of Gilbert will operate and maintain the completed project in their jurisdictions.

Project Title: **Higley ADMP**
Managing Department: **Flood Control District**
Project Location: **Chandler, along the consolidated Canal**
Supervisor District: **1 & 2**

Project Narrative

The Higley ADMP has identified features to mitigate the flooding along the Eastern Canal, the Consolidated Canal, and the Southern Pacific Railroad adjacent to Arizona Ave. as well flooding west of these features caused by overtopping of the canals or railroad. The recommended plan in the southern portion of the study area includes channels along the eastern side of the Eastern and Consolidated Canals extending south from the proposed San Tan Freeway. The proposed channels will convey flood flows across the Gila River Indian Community southerly to the East Maricopa Floodway. Five detention basins are also proposed to reduce the size of the channels. The Queen Creek Road Storm Drainage Basin is the first element in implementation of regional flood control infrastructure as identified in the Higley Area Drainage Master Plan. The basin is generally bounded by: Queen Creek Road on the north; the Section Line 1/4 mile east of McQueen Road on the east; the Section Line 1/2 mile south of Queen Creek Road on the south; and McQueen Road/Consolidated Canal on west. The basin property is approximately 70 acres in size. The site was jointly acquired by the District and the City of Chandler (50/50). Design and construction of the basin is contingent on getting an agreement with the Gila River Indian Community for the outfall to the East Maricopa Floodway.

Funding Summary

This project is currently supported by the Flood Control District Capital Projects Fund (Fund 990). There is potential cost-sharing to be negotiated with the City of Chandler.

Project Cost Summary

The total budget for this project is $18.2 million with $5.2 million expended through FY 2002-03. The FY 2003-04 budget is $140,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 5,213,011	$ 100,000	$ 150,000				$ 250,000	$ 5,463,011
Construction				4,000,000	5,000,000	3,000,000	12,000,000	12,000,000
Other Costs-Force Acct Labor	75,717	40,000	50,000	300,000	200,000	150,000	740,000	815,717
Project Total	**$ 5,288,728**	**$ 140,000**	**$ 200,000**	**$ 4,300,000**	**$ 5,200,000**	**$ 3,150,000**	**$ 12,990,000**	**$ 18,278,728**

Operating Cost Summary

The City of Chandler will operate and maintain the completed project.

Project Title: **Adobe Dam ADMP**
Managing Department: **Flood Control District**
Project Location: **Skunk Creek Corridor – North of Desert Hills Drive**
Supervisor District: **3**

Project Narrative

This project includes the following sub-project(s):

Skunk Creek Floodprone Property Acquisition

Several homes in the Skunk Creek corridor, north of Carefree Highway, were constructed prior to the FEMA 100-year Floodplain mapping in 1987. Once mapping was complete, several of these residents learned that their homes were within a FEMA 100-year Floodway. These homes have a higher risk for flooding than those outside the floodway and, when the floodplain is active, the presence of these structures in the floodway can create adverse impacts to adjacent homeowners. In other circumstances, residents were outside the regulatory floodway, but found themselves in designated areas of severe erosion hazard due to unique local geologic characteristics. All of these structures would be susceptible to varying degrees of damage from water and water-borne sediments, and may be threatened by erosion of the stream banks caused by high water flows. In fact, a hazard analysis shows that these residents have a relatively high risk of injury, death, and/or property damage due to flooding and/or erosion. Most important, perhaps, is the very short time interval between the most intense watershed precipitation and when the flow reaches hazardous levels at the effected residences, referred to as the Emergency Response Time (ERT). This time interval is the time available to effect a coordinated flood warning and response. With an ERT of less than one hour, these residents are at a substantially increased risk for injury or death. The acquisition of the homes and relocation of the residents will be completed in FY '02/03. Demolition of the structure, removal of septic systems and site cleanup will be completed in FY '03/04.

Funding Summary

This project will be funded 100% by the Flood Control District Capital Project fund (Fund 990).

Project Cost Summary

The total budget for this project is $3.6 million with $3.6 million expended through FY 2002-03. The FY 2003-04 budget is $50,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 3,515,745	$ 30,000					$ 30,000	$ 3,545,745
Construction							-	-
Other Costs-Force Acct Labor	119,419	20,000					20,000	139,419
Project Total	**$ 3,635,164**	**$ 50,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 50,000**	**$ 3,685,164**

Operating Cost Summary

The property will be sold as excess land.

Project Title: **Durango ADMP**
Managing Department: **Flood Control District**
Project Location: **Avondale/Tolleson/Phoenix**
Supervisor District: **3**

Project Narrative

This project includes the following sub-project(s):

Durango Regional Outfall Project

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 is for funding rights of way 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.

75th Avenue Storm Drain

The 75th Avenue Storm Drain and Durango Regional Conveyance Channel Project (DRCC) is the first phase of providing the area with a regional stormwater. 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.

Funding Summary

Durango Area Drainage Master Plan

It is anticipated that future projects will be cost-shared 50/50 with local municipalities.

75th Avenue Storm Drain/Durango Regional Conveyance Channel

The project is estimated to cost approximately 18.5 million dollars. The design cost is estimated at $1,575,000; the ROW costs are estimated at $5,250,000; and the construction costs are estimated at $11,675,000. The District and the City of Phoenix will cost share the project equally, with Phoenix assuming the operations and maintenance of the completed facilities.

Project Title: Durango ADMP (Continued)

Project Cost Summary

The total budget for this project is $17.2 million with $1.1 million expended through FY 2002-03. The FY 2003-04 budget is $3.3 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 939,226	$ 3,050,000	$ 2,550,000			$ 4,000,000	$ 9,600,000	$ 10,539,226
Construction				3,000,000	2,375,000		5,375,000	5,375,000
Other Costs-Force Acct Labor	177,433	255,000	185,000	300,000	200,000	200,000	1,140,000	1,317,433
Project Total	**$ 1,116,659**	**$ 3,305,000**	**$ 2,735,000**	**$ 3,300,000**	**$ 2,575,000**	**$ 4,200,000**	**$ 16,115,000**	**$ 17,231,659**

Operating Cost Summary

Durango Area Drainage Master Plan

The projects will be maintained by local municipalities subject to IGAs.

75th Avenue Storm Drain/Durango Regional Conveyance Channel

The City of Phoenix will operate and maintain the completed project.

Project Title: **Arizona Canal Diversion Channel ADMP**
Managing Department: **Flood Control District**
Project Location: **Town of Paradise Valley, along Doubletree Ranch Road**
Supervisor District: **2**

Project Narrative

This project includes the following sub-project(s):

Doubletree Ranch Road Drainage System

The Doubletree Ranch Road Drainage Improvement Project will provide solutions for the flooding problems that exist within a mostly built out residential area in the Town of Paradise Valley. Several homes along Doubletree Ranch Road have experienced flooding during past storms, and children have been stranded at a local grade school, whose access becomes inaccessible during heavy rains. Two major watersheds, Doubletree Ranch Road and Cherokee Wash, exist within the project area. The Doubletree Ranch Road watershed begins in the Phoenix Mountain Preserve west of Tatum Boulevard and flows eastward along Doubletree Ranch Road to Indian Bend Wash. Cherokee Wash, which is located south of the Doubletree Ranch Road watershed, also begins in the Phoenix Mountain Preserve west of Tatum Boulevard, but then flows northeast to Indian Bend Wash. The project consists of a 10-year storm drain system in Doubletree Ranch Road, with storm drain laterals extending along the adjacent streets. In addition, surface flows greater than the 10-year flows will be to be conveyed on the surface of Doubletree Ranch Road. The cost of the drainage improvements is estimated at $10.3 million. The drainage improvements will be funded 60% by the District and 40% by the Town of Paradise Valley. The District is the lead in the construction, construction management and rights-of-way acquisition. The Town will operate and maintain the constructed facility. Improvements to Doubletree Ranch Road will be constructed with the drainage improvements, at Town cost. The project has been designed, and construction began in FY 02/03.

Funding Summary

60% of the drainage project cost will be funded by the Flood Control District Capital Projects Fund (Fund 990) and 40% will be funded by the Town of Paradise Valley. The Town will fund 100% of the roadway improvements not associated with the flood control project.

Project Cost Summary

The total budget for this project is $8.9 million with $4.2 million expended through FY 2002-03. The FY 2003-04 budget is $4.7 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 510,854						$ -	$ 510,854
Construction	3,326,000	4,532,000					4,532,000	7,858,000
Other Costs-Force Acct Labor	391,396	200,000					200,000	591,396
Project Total	**$ 4,228,250**	**$ 4,732,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,732,000**	**$ 8,960,250**

Operating Cost Summary

The Town of Paradise Valley will operate and maintain the constructed facility.

Project Title: **Maryvale ADMP**
Managing Department: **Flood Control District**
Project Location: **Grand Canal from Loop 101 to 63rd Avenue**
Supervisor District: **4 & 5**

Project Narrative

This project includes the following sub-project(s):

Bethany Home Outfall Channel

The Bethany Home Road Outfall Channel was identified in the Maryvale Area Drainage Master Plan (ADMP). The project includes a linear basin and channel along the Grand Canal extending westerly from 64th 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 extend along Bethany Home Road easterly from the Agua Fria Freeway and along the Grand Canal to 64th Avenue. This phase 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 estimated at 50% District, and 25% each for the Cities of Glendale and Phoenix. The first reach of the project (Agua Fria Freeway to 83rd Avenue) is being designed and rights of way are being acquired. Construction began in FY 02/03. Design and construction of the improvements will be phased over several years, with completion of the final phase anticipated in 2009.

Funding Summary

This project will be funded 50% by the Flood Control District Capital Projects Fund (Fund 990), 25% will be contributed by the City of Glendale and 25% will be contributed by the City of Phoenix.

Project Cost Summary

The total budget for this project is $47.4million with $15.8 million expended through FY 2002-03. The FY 2003-04 budget is $10.6 million.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW	$ 10,417,259	$ 5,030,000	$ 1,450,000		$ 250,000		$ 6,730,000	$ 17,147,259
Construction	5,094,000	5,393,000	1,000,000	6,400,000	6,000,000	5,000,000	23,793,000	28,887,000
Other Costs-Force Acct Labor	324,125	215,000	175,000	300,000	150,000	225,000	1,065,000	1,389,125
Project Total	**$ 15,835,384**	**$ 10,638,000**	**$ 2,625,000**	**$ 6,700,000**	**$ 6,400,000**	**$ 5,225,000**	**$ 31,588,000**	**$ 47,423,384**

Operating Cost Summary

The City of Phoenix and the City of Glendale will assume maintenance of the completed projects in their respective jurisdictions.

Project Title: **Metro ADMP**
Managing Department: **Flood Control District**
Project Location: **24th Avenue/Camelback Basin**
Supervisor District: **3**

Project Narrative

This project includes the following sub-project(s):

24th Avenue/Camelback Basin

The purpose of the Drainage Study is 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. There are two major objectives of the study. The first is to develop a comprehensive list of known flooding problems impacting the study area to document need and necessity for the project, and public information. The second is to develop a plan to reduce the flooding for the area. The City of Phoenix funding for the project is included in its recently passed bond program. The District and Phoenix will cost share this project and responsibility will be established in a Memorandum of Understanding and future inter-governmental agreement. Phoenix will be the lead agency for this project.

Funding Summary

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).

Project Cost Summary

The total budget for this project is $3.8 million with $30,000 expended through FY 2002-03. The FY 2003-04 budget is $475,000.

	Prior Years	Year 1 FY 03-04	Year 2 FY 04-05	Year 3 FY 05-06	Year 4 FY 06-07	Year 5 FY 07-08	5-Year Total	Total Project
Programming/Design/Land/ROW		$ 400,000					$ 400,000	$ 400,000
Construction			3,100,000				3,100,000	3,100,000
Other Costs-Force Acct Labor	30,000	75,000	200,000				275,000	305,000
Project Total	**$ 30,000**	**$ 475,000**	**$ 3,300,000**	**$ -**	**$ -**	**$ -**	**$ 3,775,000**	**$ 3,805,000**

Operating Cost Summary

The City of Phoenix will assume maintenance of this project.

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. The County's debt issuance program should be driven by revenues, as well as needs.

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, 2002. 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, 2002. 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 other non-bond obligations are added as defacto debt by most security analysts when calculating an issuers debt ratios.

Debt Issuance History

The County has used debt financing for many years to finance infrastructure. The following chart illustrates the amount of debt, as well as, categories of outstanding debt for the fiscal year ended June 30, 2002.

LONG-TERM LIABILITIES
All Categories of Debt (3)
Maricopa County, Arizona
As of June 30, 2002

	Year Ended June 30				
	1998	1999	2000	2001	2002
GOVERNMENTAL ACTIVITES:					
Bonds, loans and other payables:					
General obligation bonds	$137,215,000	$119,045,000	$99,910,000	$79,595,000	$58,370,000
Lease revenue bonds	0	0	0	104,355,000	104,355,000
Stadium District (1 & 2)	32,275,185	29,749,685	25,504,259	28,658,512	58,225,000
Stadium District debt with governmental commitment (1)	31,875,000	31,075,000	29,125,000	27,935,000	0
Special assessment debt with governmental commitment (1)	546,798	996,939	729,448	589,431	458,977
Housing department bonds	124,203	110,090	95,975	81,862	64,925
Housing department loans	2,187,594	2,085,653	1,976,984	1,861,500	1,754,922
Certificates of Participation	23,998,943	20,667,686	17,222,210	13,575,118	9,804,315
Capital leases	17,684,054	17,633,952	18,121,511	14,225,356	19,442,376
Total Governmental activities	$245,906,777	$221,364,005	$192,685,387	$270,876,779	$252,475,515
BUSINESS-TYPE ACTIVITES:					
Bonds and other payables:					
Lease revenue bonds	0	0	0	20,500,000	20,500,000
Certificates of participation	2,940,289	1,058,574	5,666,171	11,824,853	11,768,519
Capital leases	1,989,402	1,125,158	608,794	229,159	0
Installment purchase agreements	0	0	0	3,023,111	2,607,815
Total Business-type activities	$4,929,691	$2,183,732	$6,274,965	$35,577,123	$34,876,334

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 2002.

(3) Long-term liabilities excludes claims and judgements, 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. Any agreement with financial institutions for the acquisition of lines or letters of credit must be approved by the Board of Supervisors.

The County last utilized a line of credit in the amount of $65 million, which was paid in full on August 23, 1994.

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.

2001-02 Constitutional General Obligation Bonding Capacity Maricopa County, Arizona		
2001-02 Secondary Assessed Valuation	$	22,913,134,480
15% of Secondary Assessed Valuation		3,436,970,172
Less: GO Bonded Debt Outstanding		(58,370,000)
Plus: GO Debt Service Fund Balance		773,917
Unused Fifteen Percent Borrowing Capacity	$	3,379,374,089

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 High quality Medium quality	AAA AA A	Aaa Aa A	AAA AA A
Medium grade, lower quality Predominantly speculative Speculative, low grade	BBB BB B	Baa Ba B	BBB BB B
Poor to default Highest speculation Lowest quality, no interest	CCC CC C	Caa Ca C	CCC CC C
In default, in arrears Questionable value	DDD DD D		DDD DD D

Fitch and Standard & Poor's may use "+" or "-" to modify ratings while Moody's may use numerical modifiers such as 1 (highest), 2, or 3.

History of Debt Rating

Maricopa County received bond ratings from Fitch Ratings and Moody's Investors Service on December 4, 2001, and December 6, 2001, respectively. Moody's Investors Service Press Release dated December 6, 2001, states that the bond rating "reflects the county's well managed financial position, a large and diverse economic base, which continues to experience significant growth but at a slower rate than previously, a low debt position and continued exposure to operational risk at Maricopa Integrated Health Systems. The stable rating outlook reflects our belief that the county will continue to implement prudent strategies designed to limit its financial exposure to the medical center as well as maintain stable operations through careful financial planning."

The following illustrates a history of the County's various debt ratings.

Type of Debt	Fitch	Date Rating Assigned	Moody's	Date Rating Assigned	Standard & Poor's	Date Rating Assigned
General Obligation	AA	12/4/01	Aa3	12/6/01	A+	4/11/97
	AA	4/5/00	Aa3	5/26/00	A	5/27/94
			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)	

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 ACTIVITES	Audited 6/30/01	Audited 6/30/02	Projected 6/30/03	Projected 6/30/04
General Obligation	$79,595,000	$58,370,000	$39,515,000	$20,165,000
Less: Amount avail. for Retirement of General Obligation Debt	0	(773,917)	0	0
Lease Revenue Bonds	104,355,000	104,355,000	91,558,756	78,031,179
Certificate of Participation	13,575,118	9,804,315	5,808,084	1,672,206
Capital Leases	14,454,515	19,442,376	14,915,333	10,571,632
Direct Net Debt	$211,979,633	$191,197,774	$151,797,173	$110,440,017
Overlapping Debt (1)	4,999,831,866	4,901,854,926	5,000,000,000	5,000,000,000
Overall Net Debt	$5,211,811,499	$5,093,052,700	$5,151,797,173	$5,110,440,017
Population Estimate (2)	3,072,149	3,192,125	3,303,849	3,419,484
Full Value of Taxable Property (3)	$160,906,987	$180,653,046	$196,911,820	$214,633,884
Ratios (4)				
Direct Net Debt Per Capita	$69.00	$59.90	$45.95	$32.30
Overall Net Debt Per Capita	$1,696.47	$1,595.51	$1,559.33	$1,494.51
Direct Net Debt As Percentage Of Full Value Property	.1317%	.1058%	.0771%	.0515%
Overall Net Debt As % Of FV Property	3.24%	2.82%	2.62%	2.38%
FV Property Per Capita	$52,376.04	$56,593.35	$55,600.73	$62,767.92

Notes:

(1) Projected overlapping debt was based on a 0% increase for 2003 and 2004, and rounded to $5 million.

(2) Source: Arizona Department of Economic Security. Projection for 2003 and 2004 was based on a 3.50% growth rate.
(3) Taxable Property Estimates: 2002 provided by the Assessor's Office; 2003 and 2004 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.

Refunded and Refinanced Obligations – On December 1, 2001, the County issued general obligation bonds of $20,165,000 (par value) with an interest rate of 4% to current refund term bonds from the 1986 Bond Issue Series D (1993) with an interest rate of 4.875% and a par value of $20,000,000. The term bonds would have matured on July 4, 2004, and were redeemed on January 1, 2002. The general obligation bonds were issued at a premium of $425,280, and accrued interest of $38,089. After paying issuance costs of $102,780, the net proceeds were $20,525,589. The net proceeds from the issuance of the general obligation bonds were used to current refund the term bonds redeemed on January 1, 2002.

As a result of the current refunding, the County reduced its total debt service requirements by $714,372, which resulted in an economic gain (difference between the present value of the debt service payments on the old and new debt) of $708,166.

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, 2002, the County net general obligation debt was $57,596,083, (0.25% of taxable property), while the 6 percent limit was $1,374,788,069 and the 15 percent limit was $3,436,970,172.

The following tables and chart illustrate the existing debt service for the outstanding general obligation bonded debt currently paid by ad valorem taxes.

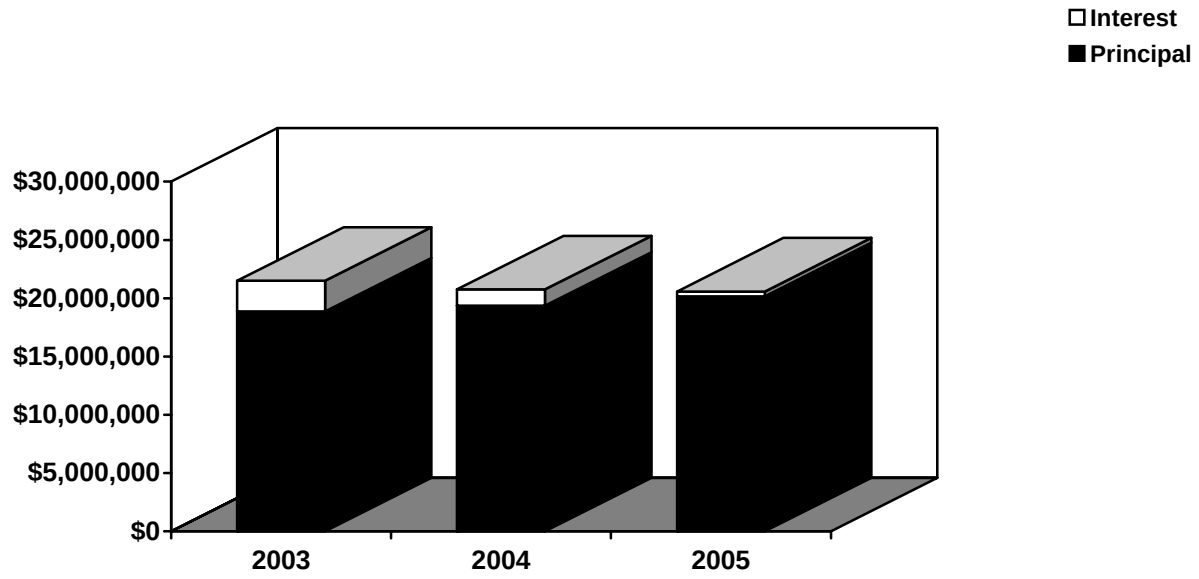
DEBT SERVICE REQUIREMENTS TO MATURITY
General Obligation Bonds
Maricopa County, Arizona
As of June 30, 2002

Year Ended June 30	Principal	Interest	Debt Service
2003	$ 18,855,000	$ 2,634,209	$ 21,489,209
2004	19,350,000	1,401,975	20,751,975
2005	20,165,000	403,300	20,568,300
TOTAL	$ 58,370,000	$ 4,439,484	$ 62,809,484

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2002

Bond Issue	Amount
1986 Bond Issue – Series D (1993)	$ 2,000,000
1992 Bond Issue – Refunding	950,000
1992 Bond Issue – Refunding	34,250,000
1994 Bond Issue – Refunding (1994A Tax Exempt)	335,000
1995 Bond Issue – Refunding	670,000
2001 Bond Issue – Refunding	20,165,000
TOTAL	$ 58,370,000

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.

Lease Revenue Bonds Year Ended June 30	Governmental Activities	Business Type Activities	Total Debt Service
2003	$ 17,818,047	$ 3,500,263	$ 21,318,310
2004	17,955,266	3,527,219	21,482,485
2005	8,807,477	1,730,183	10,537,660
2006	8,807,644	1,730,216	10,537,860
2007	8,813,766	1,731,419	10,545,185
2008 – 12	44,121,511	8,667,440	52,788,951
2013 – 16	35,226,301	6,920,025	42,146,326
Total principal and interest	$ 141,550,012	$ 27,806,765	$ 169,356,777
Amount representing interest	(37,195,012)	(7,306,765)	(44,501,777)
Total payable at June 30, 2002	$ 104,355,000	$ 20,500,000	$ 124,855,000

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.

Refunded and Refinanced Obligations – On June 5, 2002 the Stadium District issued $58,225,000 (par value) of Revenue Refunding Bonds, Series 2002 dated June 1, 2002 with an average interest rate of 5.23%. The Stadium District revenue bonds were issued at a premium of $3,115,977 and accrued interest of $32,634. The proceeds were used to prepay and redeem the following obligations and fund debt service reserves.

Net proceeds of $20,071,107 were used to prepay the 1993 Peoria IGA. Under the terms of an Intergovernmental Agreement (IGA) dated June 1, 1993, among the Stadium District, the City of Peoria (Peoria), and the City of Peoria Municipal Sports Complex Authority (Peoria Authority), the Authority issued revenue bonds to construct the Peoria Sports Complex. The District was obligated to Peoria from car rental surcharge revenues sufficient to pay the debt service on the Authority bonds. The Authority's bonds were issued at taxable rates, with remaining interest ranging from 6.75% to 7.70% and the outstanding principal was $18,375,000. All requirements under the IGA have been met and the liability has been removed from the government-wide financial statements.

Net proceeds of $8,522,524 were used to prepay the 1996 Mesa IGA. Under the terms of an IGA, dated April 1, 1996 between the Stadium District and the City of Mesa (Mesa), the Stadium District was

obligated to make payments to Mesa based on the Stadium District's net revenue from the car rental surcharge. Mesa in turn used the revenue to pay debt service on bonds issued by the City of Mesa Municipal Development Corporation, the proceeds of which were used to construct the Hohokam Stadium. The City of Mesa Municipal Development Corporation bonds were issued at a variable interest rate and were remarked on an annual basis. The outstanding principal was $8,350,000. All requirements under the IGA have been met and the liability has been removed from the government-wide financial statements.

Second Subordinate Capital Appreciation Net Revenue Bonds – Net proceeds of $7,838,344 were used to redeem and retire the outstanding principal and compound accreted value of the Stadium District's Second Subordinate Capital Appreciation Net Revenue Bonds, dated March 10, 1997. The interest rate on the bonds ranged from 6.26% to 8.77%. The bonds were called upon delivery of the 2002 Bonds, and the liability has been removed from the government-wide financial statements.

Senior Bonds – Net proceeds of $20,958,595 were used to advance refund $10,265,000 of outstanding Revenue Bonds Series 1993A Bonds (issued 1993) with interest rates 5.1% to 5.5%, to advance refund $1,375,000 of outstanding Revenue Bonds Series 1993B (issue 1993) with interest rates 4.7% to 4.75%, and to advance refund $8,565,000 of outstanding Revenue Bonds, Series 1996 Bonds (issue 1996) with interest rates of 5.0% to 5.75%. Net proceeds of $20,958,595 (after payment of underwriting fees, insurance, and other issuance costs) plus an additional $750,000 of Stadium District monies used to purchase U.S. Government securities. The securities were deposited in an irrevocable trust with an escrow agent to provide for all future debt service payments on the refunded bonds until the refunded bonds are called (repaid by trustee) on July 1, 2003 for the Series 1993 A, July 1, 2002, and July 1, 2003 for the Series 1993B and July 1, 2006 for the Series 1996. As a result, the total $20,205,000 refunded Series 1993A, Series 1993B and Series 1996 bonds are considered to be defeased and the liability for those bonds has been removed from the government-wide financial statements. Advance refunding the bonds was undertaken to reduce the Stadium District's total debt service payments by $92,509 and provided an economic gain (difference between the present values of the debt service payments on the old and new debt) of $66,672.

The following tables illustrate the existing debt service for the outstanding Stadium District Revenue Bonds.

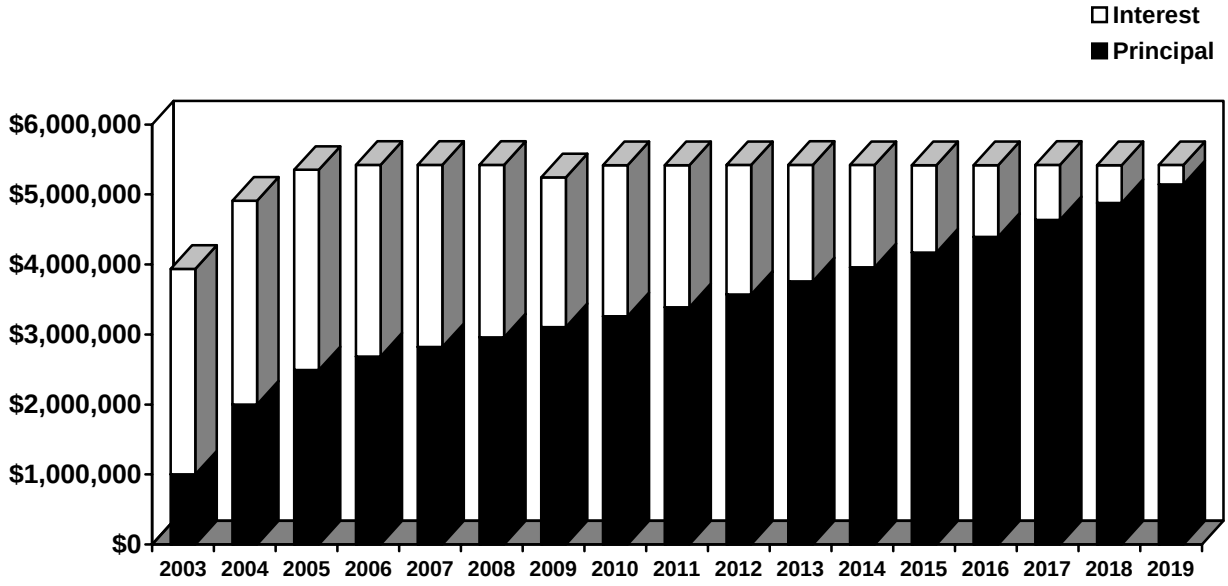
DEBT SERVICE REQUIREMENTS TO MATURITY
Stadium District Revenue Bonds
Maricopa County, Arizona
As of June 30, 2002

Year Ended June 30	Principal	Interest	Total Debt Service
2003	$ 1,000,000	$ 2,937,094	$ 3,937,094
2004	2,000,000	2,912,094	4,912,094
2005	2,490,000	2,862,094	5,352,094
2006	2,685,000	2,737,594	5,422,594
2007	2,820,000	2,603,344	5,423,344
2008	2,960,000	2,462,344	5,422,344
2009	3,105,000	2,314,344	5,419,344
2010	3,260,000	2,159,094	5,419,094
2011	3,390,000	2,028,694	5,418,694
2012	3,570,000	1,850,719	5,420,719
2013	3,760,000	1,663,294	5,423,294
2014	3,960,000	1,461,194	5,421,194
2015	4,170,000	1,248,344	5,418,344
2016	4,395,000	1,024,206	5,419,206
2017	4,635,000	787,975	5,422,975
2018	4,880,000	538,844	5,418,844
2019	5,145,000	276,544	5,421,544
TOTAL	$ 58,225,000	$ 31,867,813	$ 90,092,813

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2002

Bond Issue	Amount
Total Stadium District Revenue Bonds, Series 2002	$ 58,225,000

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, 2002

Bond Issue	Amount
Grandview Manor	$ 40,513
Queen Creek Water	113,801
Fairview Lane	7,532
East Fairview Lane	19,016
White Fence Farms	49,722
104th Place/University Drive	26,572
Central Avenue	137,360
Billings Street	3,791
Marquerite Drive	60,670
TOTAL	$ 458,977

Housing Department

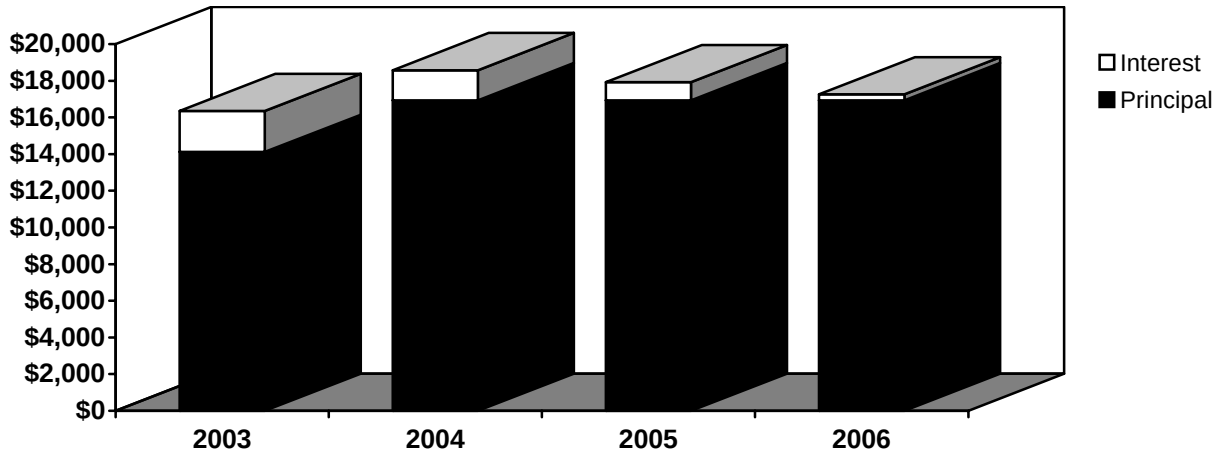
These bonds are due annually in varying principal and interest amounts, and are payable from Federal government subsidies.

The following illustrates the debt service for the outstanding Public Housing bonds, which are payable from Federal government subsidies.

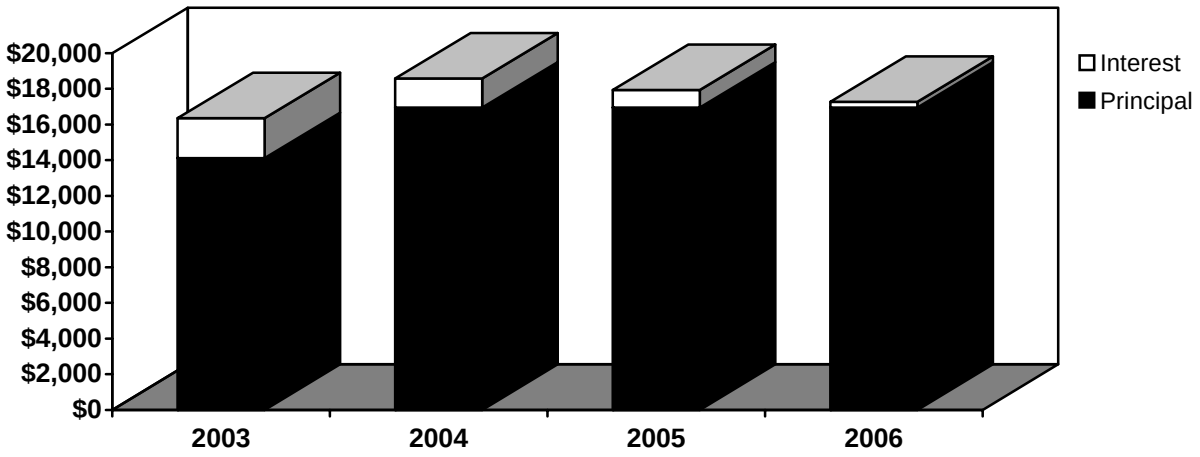
DEBT SERVICE REQUIREMENTS TO MATURITY
Housing Department Bonds
Maricopa County, Arizona
As of June 30, 2002

Year Ended June 30	Principal	Interest	Total Debt Service
2003	$ 14,114	$ 2,242	$ 16,356
2004	16,937	1,641	18,578
2005	16,937	985	17,922
2006	16,937	328	17,265
TOTAL	$ 64,925	$ 5,196	$ 70,121

DEBT SERVICE REQUIREMENTS
Housing Department Bonds



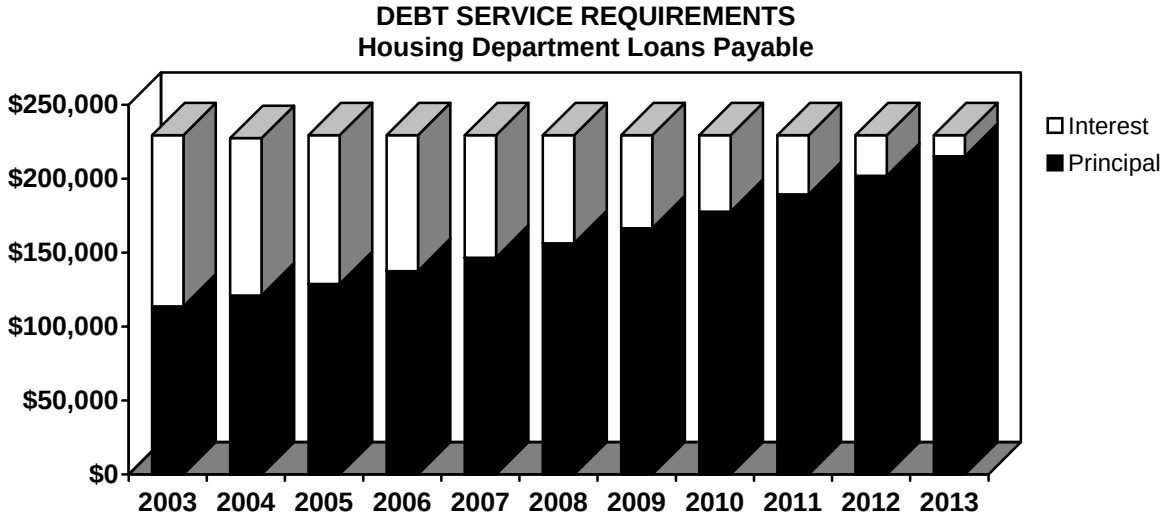
DEBT SERVICE REQUIREMENTS TO MATURITY
Housing Department Loans Payable
Maricopa County, Arizona
As of June 30, 2002



DEBT SERVICE REQUIREMENTS TO MATURITY
Housing Department Loans Payable
Maricopa County, Arizona
As of June 30, 2002

Year Ended June 30	Principal	Interest	Total Debt Service
2003	$ 113,612	$ 115,825	$ 229,437
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	$ 1,754,922	$ 766,881	$ 2,521,803

The Housing Department loans payable at June 30, 2002, 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 are 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, 2002

Year Ended June 30	Governmental Activities	Business-Type Activities	Total Debt Service
2003	$ 4,580,727	$ 1,463,190	$ 6,043,917
2004	4,482,260	1,464,254	5,946,514
2005	326,120	1,424,521	1,750,641
2006	326,695	1,427,114	1,753,809
2007	327,081	1,424,616	1,751,697
2008-12	1,096,668	6,302,710	7,399,378
2013-16	0	2,705,010	2,705,010
Total principal and interest	$ 11,139,551	$ 16,211,416	$ 27,350,966
Amount representing interest	(1,335,236)	(4,442,897)	(5,778,133)
Total payable at June 30, 2002	$ 9,804,315	$ 11,768,519	$ 21,572,834

SUMMARY OF PRINCIPAL AMOUNT OUTSTANDING BY ISSUE
As of June 30, 2002

Certificate of Participation Issues	Amount
Series 1993 Certificates of Participation	$ 790,000
Series 1994 Certificates of Participation	7,510,000
Series 1996 Certificates of Participation	1,726,834
Series 2000 Certificates of Participation	5,006,000
Series 2000 Certificates of Participation	6,540,000
TOTAL	$ 21,572,834

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, 2002.

Capital Leases Maricopa County, Arizona Fiscal Year Ended June 30, 2002	
2003	$ 5,418,806
2004	4,958,982
2005	4,449,210
2006	2,536,192
2007	993,578
2008 – 12	3,951,791
Total minimum lease payments	$ 22,308,560
Less: Amount representing interest	(2,866,184)
Present value of net minimum lease payments	$ 19,442,376

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 $3,278,464.

The future minimum payments required under the contracts at June 30, 2002, including interest varying from 4.50 to 5.82 percent, are as follows.

Installment Purchase Contracts Payable Maricopa County, Arizona Fiscal Year Ended June 30, 2002		
2003	$	555,306
2004		555,306
2005		555,306
2006		555,306
2007		555,306
2008		195,464
Total minimum lease payments	$	2,971,994
Less: Amount representing interest		(364,179)
Present value of net minimum lease payments	$	2,607,815

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.

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.

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
J.J. Kenny Repository
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

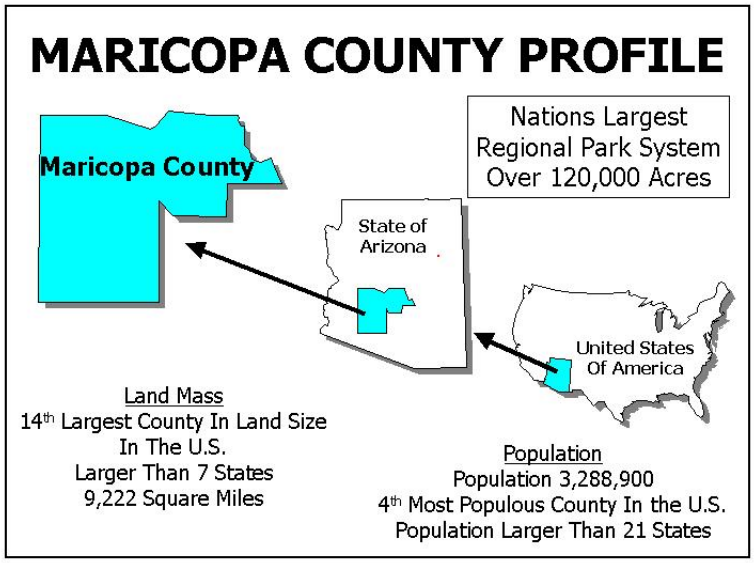
The County's goal is to maintain or improve its bond ratings. To that end, prudent financial management policies will be adhered to in all areas. The Chief Financial Officer shall be responsible for maintaining relationships with the rating agencies that currently assign ratings to the County's various 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.

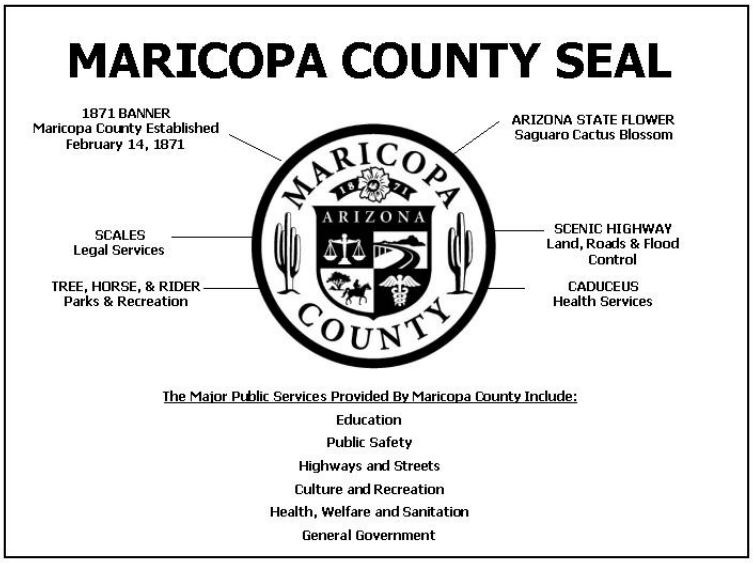
County At A Glance

Profile



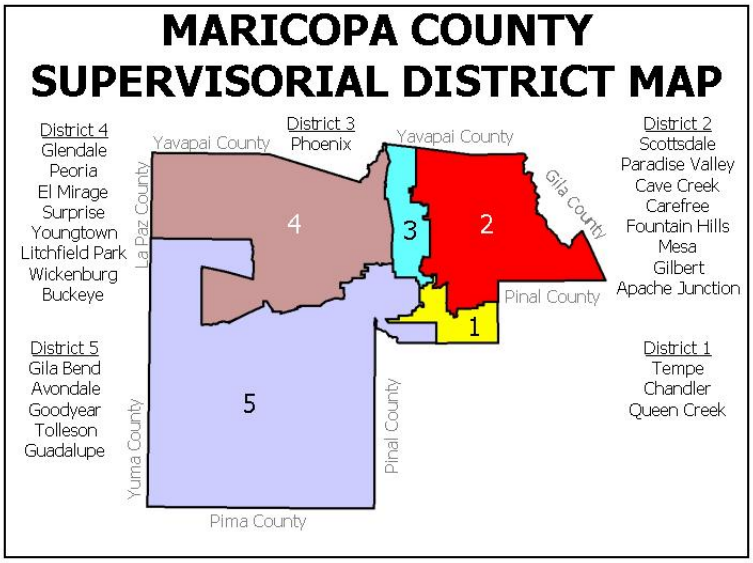
Maricopa County was created in 1871 and was named after the Maricopa Indian Tribe, which is known to have inhabited the area as early as 1775. Maricopa was the fifth county formed in Arizona. Today, more than half of the state's population resides in Maricopa County. In addition, Indian Reservations 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 9,226 square miles, 7,785 square miles are unincorporated versus 1,441 incorporated square miles. The County measures 132 miles from east to west and 103 miles from north to south. Within the boundaries are 9,124 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 is one of the fastest growing counties in the nation with a population of over 3.3 million the County faces many challenges. These challenges may be viewed through 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. The County seal shown on the chart above provides a glimpse of the major public services provided to its citizens.

As demonstrated on the Maricopa County Supervisorial District Map below, 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 occur. The County's boundaries have not changed since 1881.

	District 1	District 2	District 3	District 4	District 5
Supervisor	**Chairman, Fulton Brock**	**Don Stapley**	**Andrew Kunasek**	**Max W. Wilson**	**Mary Rose Wilcox**
Population	597,949	609,493	607,783	629,606	627,318
Incorporated Municipalities	Tempe Chandler Queen Creek	Scottsdale Paradise Valley Cave Creek Carefree Fountain Hills Mesa Gilbert Apache Junction	Phoenix	Glendale Peoria El Mirage Surprise Youngtown Litchfield Park Wickenburg Buckeye	Gila Bend Avondale Goodyear Tolleson Guadalupe

Maricopa County has the largest population of the 15 counties in the State of Arizona. Additionally, Maricopa County houses one of the largest cities 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 MONTHLY AVERAGE TEMPERATURES												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Avg. Temp. (F)	53	57	62	69	78	88	93	91	85	74	61	54
Avg. Max. Temp. (F)	66	71	76	85	94	104	106	104	98	88	75	66
Avg. Min. Temp. (F)	41	45	49	55	64	73	81	79	73	61	49	42

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 are listed below.

Maricopa County offers a broad range of community and cultural facilities and activities. Professional sports prosper in Maricopa County. Teams include the Phoenix Suns of the National Basketball Association; the Phoenix Mercury of the Women's National Basketball Association; the Arizona Diamondbacks of the National Baseball League; the Arizona Cardinals of the National Football League; the Phoenix Coyotes of the National Hockey League and the Arizona Rattlers of the Arena Football League. Maricopa County is home to many other professionals sports and events including outdoor soccer, the newly acquired lacrosse team, 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 Gold 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 and Sprint care racing, and the NASCAR Winston Cup race.

Maricopa County owns several baseball stadiums, including the 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 is expected to open 2006.

Maricopa County is also home to the nation's largest regional parks system measuring over 120,000 acres and there are 26 major hospitals within the County including the County-owned Maricopa Medical Center that offers the only regional burn center in the State of Arizona. Maricopa County's Libraries District offers a North Central Regional Library, Southeast Regional Library, Northwest Regional Library, 10 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.

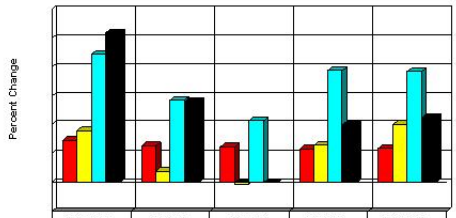
Economy

Maricopa County's economy is improving, but at a modest rate, according to many of the local economist. "It may take a few months before we are on the upward side of the business cycle." According to Elliott D. Pollack & Company. Now that the war in Iraq is over and front-page headlines are no longer focused on war and terrorism, the economy should begin expanding again.

Maricopa County's local corporations are willing to refocus on growing their companies, now that a major uncertainty has been removed. For instance, corporate and accounting scandals that sent investors fleeing from equity markets and CEOs fixated on financial and accounting issues rather than growing their companies. "The business confidence hasn't been there and consumers haven't totally bounced back," according to the Department of Economic Security, Research Administration. In addition, they stated that Arizona's businesses are reluctant to hire simply on the promise of an economic recovery. They want to see concrete evidence in the form of a steady supply of new orders.

According to local economist, Elliott D. Pollack & Company, factors that affect the County's current economic condition include population, wages and salaries employment, personal income and retail sales. The growth of these indicators is shown on the chart at right. Population continues to increase while local employment makes a slight come back and retail sales start to pick up after 2002.

MARICOPA COUNTY ACTUAL/FORECAST

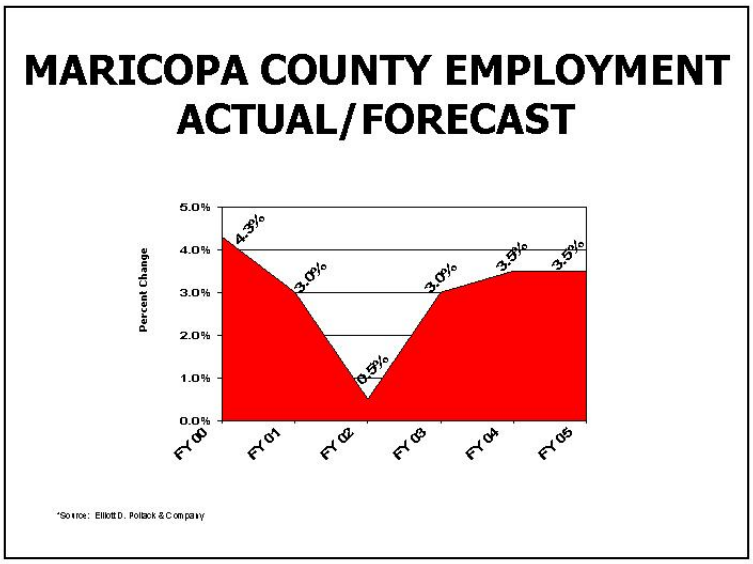


	2000	2001	2002	2003	2004
Population	2.90%	2.54%	2.48%	2.32%	2.36%
Employment	3.60%	0.80%	-0.10%	2.60%	4.00%
Personal Income	8.90%	5.70%	4.30%	7.80%	7.70%
Retail Sales	10.40%	5.60%	0.00%	4.00%	4.50%

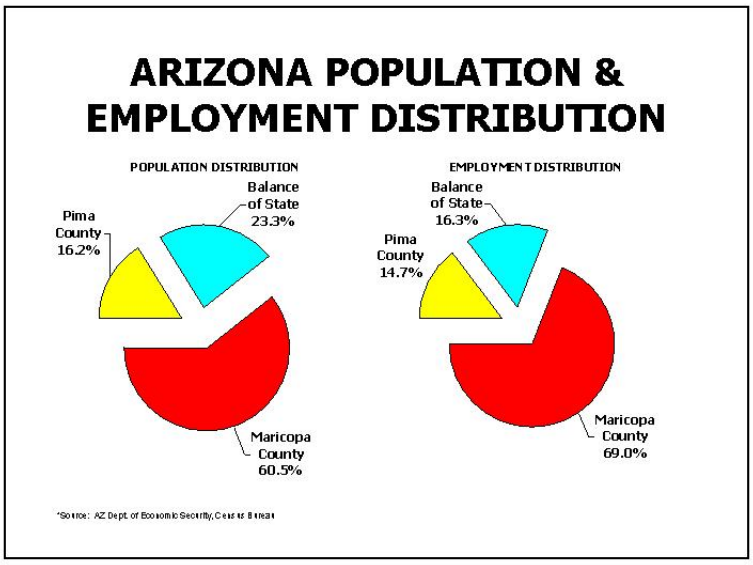
*Source: AZ Dept. of Economic Security, Elliott D. Pollack & Company

The key is growth in spending and economic output that is strong enough to virtually force the business community to increase hiring to meet the demand. Many corporate firms that are already based here are growing, which is contributing thousands more jobs. Forecast show that Arizona's economy will add more than 82,000 jobs in FY 03-04.

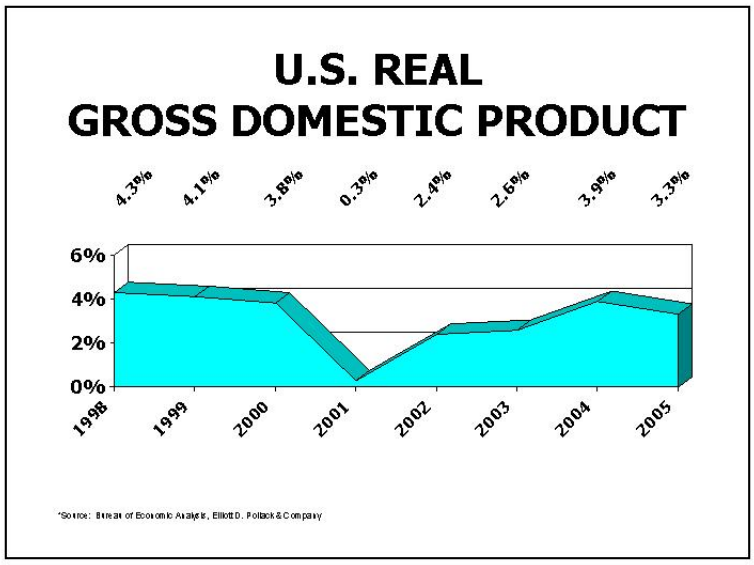
Maricopa County's employment growth year-over-year spiraled with the onset of the recession and the events of September 11th, as shown on the chart below. Although the County maintains a mix of employment as diversified as any county in the nation, 43% of all the manufacturing jobs are related to high-tech activity. Nationally, less than 15% of manufacturing is high-tech related. Maricopa County also depends heavily upon tourism, more so than the rest of the nation. Tourism and associated businesses, such as the hotel and travel industry, both remain below year-ago levels, indicating residual weakness in tourism.



According to the Arizona State University Center for Business Research, Maricopa County's annual population change is expected to hold nearly steady, as a slight decrease in net migration should be offset by an increase in net natural increase (births less deaths). The chart below 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).



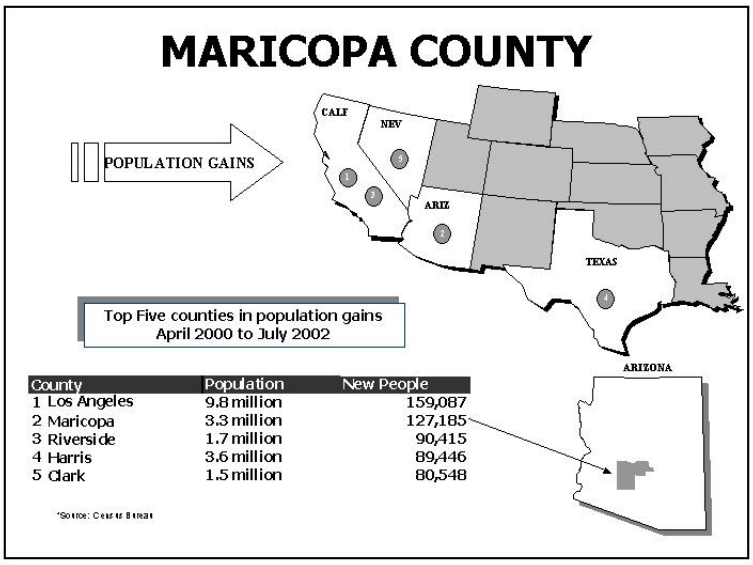
Real gross domestic product (GDP) represents the output of goods and services produced by labor and property in the United States. According to the Bureau of Economic Analysis in the second quarter of 2003, GDP increased 3.3 percent and in the third quarter GDP increased at an annual rate of 7.2 percent. The major contributors to the increase in real GDP in the third quarter were personal consumption expenditures, equipment and software, residential fixed investment, and exports. The chart at right demonstrates the impact that the events of September 11, 2001 combined with a national recession have on real GDP, and the slow improvement of the economy from year to year.



Other benefits of Maricopa County that are contributing factors of improving the economy include quality of life, cost of living, a skilled work force, good universities and a favorable business climate. Phoenix, a major city within Maricopa County, was ranked 2nd in the 5th annual "America's 50 Hottest Cities" report, published in the January 2003 issue of Expansion Management magazine. One major event coming to the valley is the International Genomics Consortium. Private and governmental sponsors provided 95 million dollars to the Transnational Genomics Research Institute (TGEN), which will provide a base of expertise and knowledge that will enhance the area's ability to develop and attract bioscience related companies. In addition, USAA obtained 500 acres in Phoenix for a regional office/customer-service center with the prospect for 15,000 employees within 10 years. The recent announcement that the NFL Super Bowl of 2008, a world-class event, was awarded to Arizona brings new revenues and job opportunities. Additionally, real estate in Maricopa County was at an all time high and residential permits for October in metro Phoenix soared by nearly 45%.

Population

According to the Arizona Department of Economic Security, Maricopa County's estimated population as of July 1, 2003 stands at 3,288,900. 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. 60% of Arizona's population resides in Maricopa County.



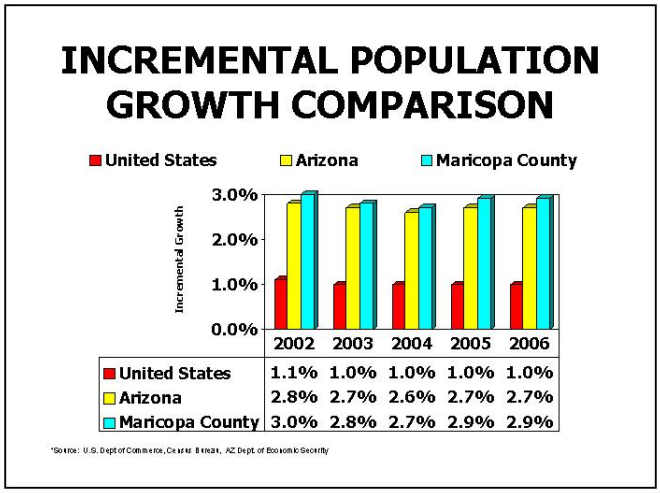
As reported by the U.S. Census Bureau, Maricopa County was second in the nation in gaining residence from April 2000 to July 2002. The chart at left illustrates the top five counties in population gains.

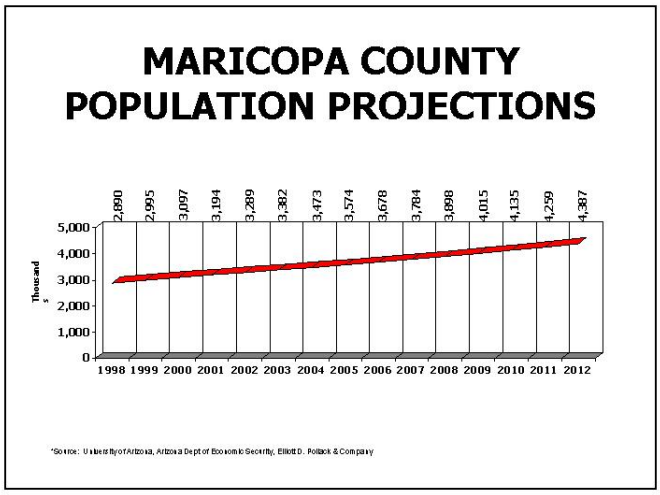
According to a statewide economic study prepared by Eller College of Business & Public Administration at the University of Arizona, they expect a population growth of 2.3% per year and employment to increase at a 2.9%

annual rate; the state's employment to population ratio will continue to increase.

That means that the county faces state-sized demands for needs as varied as roads, affordable housing, schools, parks and social services. The Phoenix-Mesa metro area has transformed into a very large and diversified economy, serving a region that transcends Arizona's borders.

The chart at right compares Maricopa County's incremental population growth to that of Arizona and the United States. The County's rate of growth shows a slowing trend, as does that of the United States and the State of Arizona. Maricopa County gained 102,035 citizens in the past year, reflecting a 3.2% increase in population.



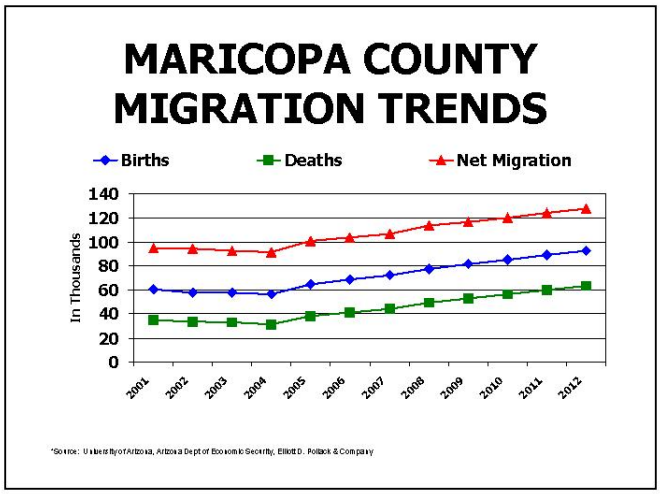


Maricopa County's actual population including projections through the year 2012 are displayed on the chart at left. Births, deaths and net migration constitute the three population growth components of Maricopa County. The County's growth reflects a national trend of population shifts to the Sunbelt states. Employment opportunity in Maricopa County is the most significant driver of explaining the high influx of people to the County.

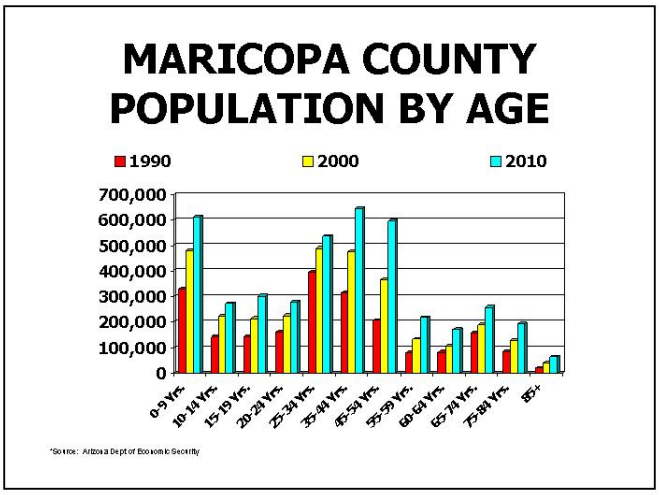
According to the economic consulting firm, Elliott D. Pollack & Company, the number of births in Maricopa County is expected to rise due to the increase in net migration, which is projected to rise over the next 10 years due to the increases in the national population and changes in the age structure of the population.

Net migration, as used within this document, represents the difference between 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 neighboring states, or more distant but populous states such as New York and Illinois.

The age mix of a population may affect revenues such as sales taxes (consumer spending), residential property taxes and vehicle license taxes due to the migration factor in population growth. The aging of Maricopa County affects both revenue and expenditure profiles.



As provided on the chart below, the largest portion of our current population lies in the 0-9 and 25-34 age groups. Significant growth is projected in the 35-44 and 45-54 age groups by 2010.

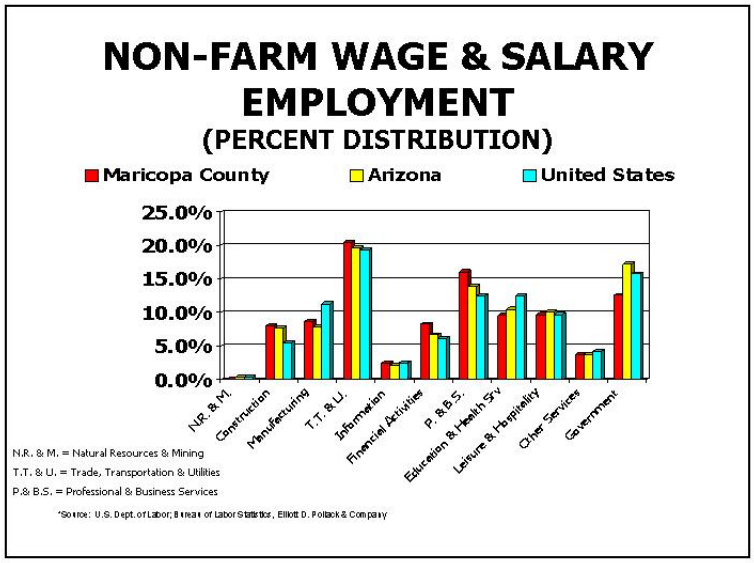


According to the U.S. Census Bureau, a comparison of estimated population by race for all persons over the age of 18 residing in Maricopa County shows distributions and growth as illustrated in the chart below. There was a significant increase (6.7%) Hispanic or Latino Origin population and the Non-Hispanic White population increased by 0.7%.

RACE	% AS OF JULY 1, 2001	% AS OF JULY 1, 2002	INCREASE/DECREASE
White Persons	**63.4%**	**64.1%**	**0.7%**
Persons of Hispanic or Latino Origin	**20.4%**	**27.1%**	**6.7%**
Other Origins	**9.8%**	**1.2%**	**-8.6%**
Black or African American Persons	**3.1%**	**3.6%**	**0.5%**
Asian Persons	**1.8%**	**2.3%**	**0.5%**
American Indian and Alaska Native Persons	**1.5%**	**1.6%**	**0.1%**

Employment

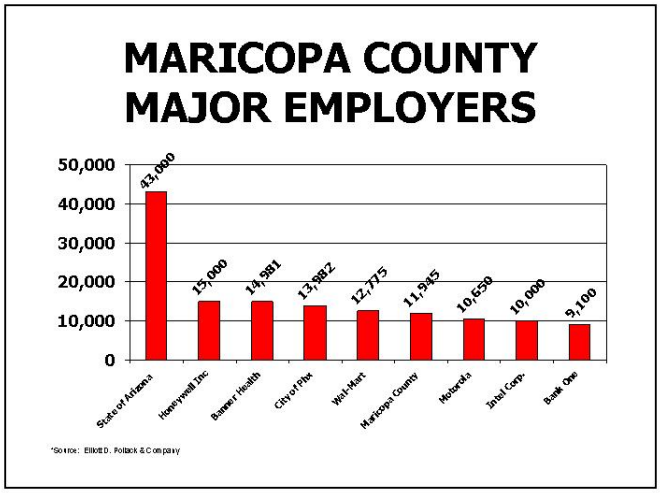
Maricopa County makes up 68.5% of the state's employment base. According to the July 2003 edition of *Arizona's Economy*, the number of employees on non-farm payrolls in Maricopa County as well as the State of Arizona increased 0.5% between January 1, 2002 and January 1, 2003.

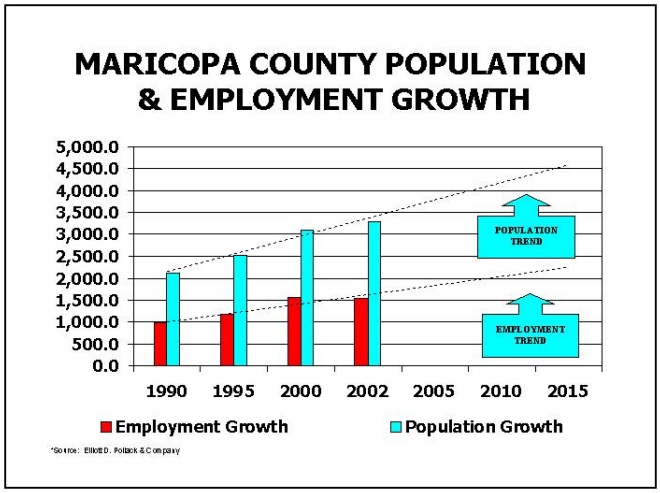


The chart at right compares the composition of Maricopa County's non-farm wage and salary employment to that of Arizona and the United States. The highest percent distribution is in Trade, Transportation, and Utilities, which was 19.4% in the United States, 19.6% in Arizona and 20.5% in Maricopa County. Whereas, the lowest percent distribution was in Natural Resources and Mining which was a low 0.4% in the United States and Arizona, and 0.1% in Maricopa County.

According to Elliott D. Pollack & Company of the major employers in Maricopa County, Maricopa County government is the 6th largest employer. Maricopa County employment figures are based upon actual number of regular employees.

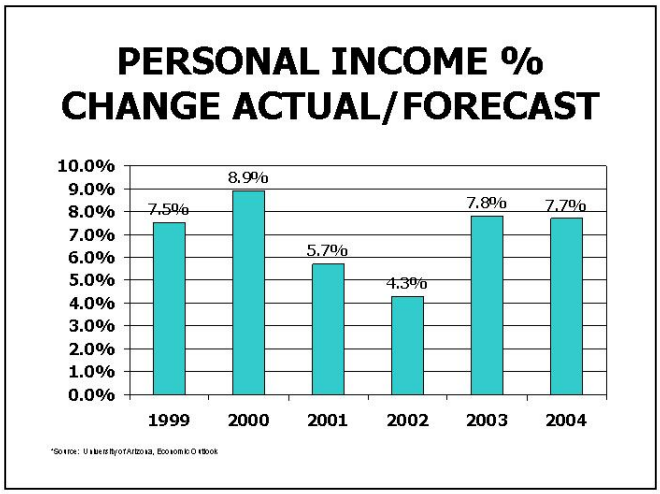
Employers with more than 9,000 employees working within Maricopa County are listed on the chart at right.



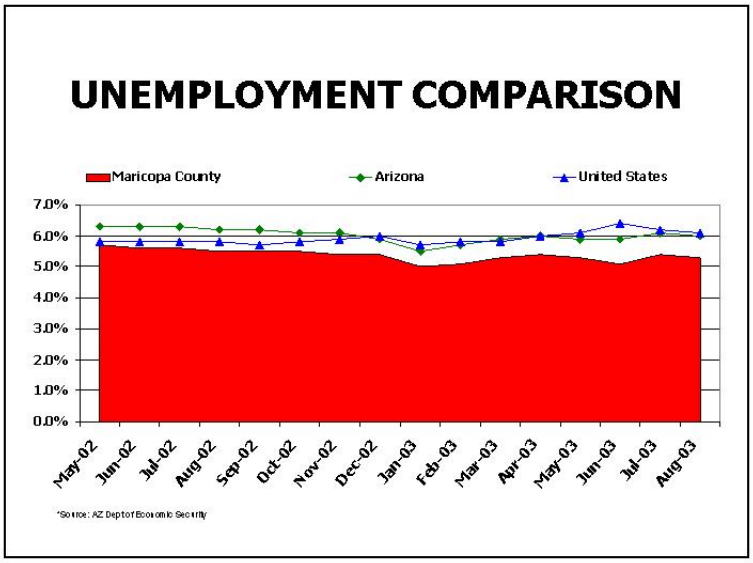


The trends in population and employment growth continue to increase, although at a slower rate than that of a decade ago.

The decrease in the rate of growth in personal income, as shown on the chart at right, stems from the current recession and events of September 11th according to the University of Arizona *Economic Outlook*. 2003 will usher in a recovery from the current downturn.

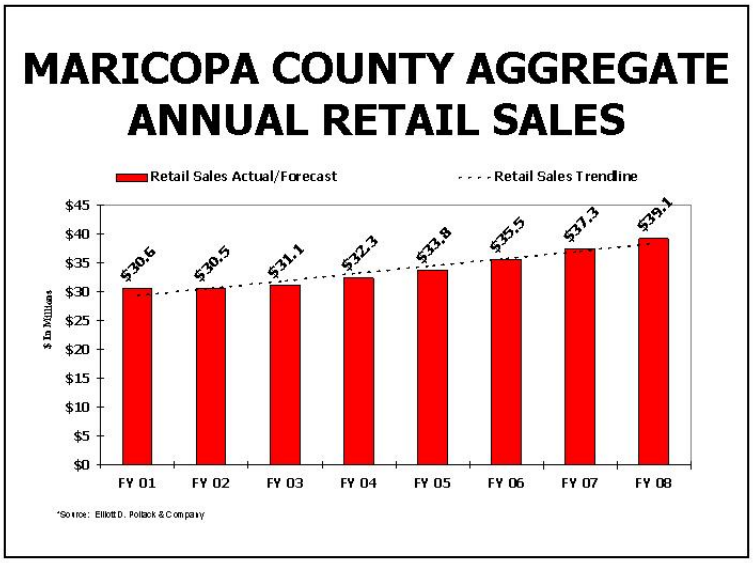


Since January 2003, Maricopa County's unemployment rate has fluctuated.between 5.0% and 5.4% as illustrated on the chart below. According to local economists, Arizona and Maricopa County's job market is recovering more slowly than expected. The Department of Economic Security had recently updated the economic forecast for the remainder of the year and 2004, and had trimmed the job growth estimate for 2003 from 1.7% to 1.2%, which equates to 10,000 fewer jobs than originally expected.



Retail Sales

Maricopa County's retail sales continue to expand at a greater rate than that of Arizona as a whole as indicated on the chart below. Maricopa County's retail sales represent nearly 70% of total retail sales in the state. According to Elliott D. Pollack & Company Maricopa County's annual retail sales growth from FY 2001-2002 is estimated to be approximately $0.6 million. Aggregate annual retail sales for Maricopa County are provided in the chart below. The year-over-year retail sales growth trendline shows moderate growth through FY 2007-08.



Construction And Real Estate Market

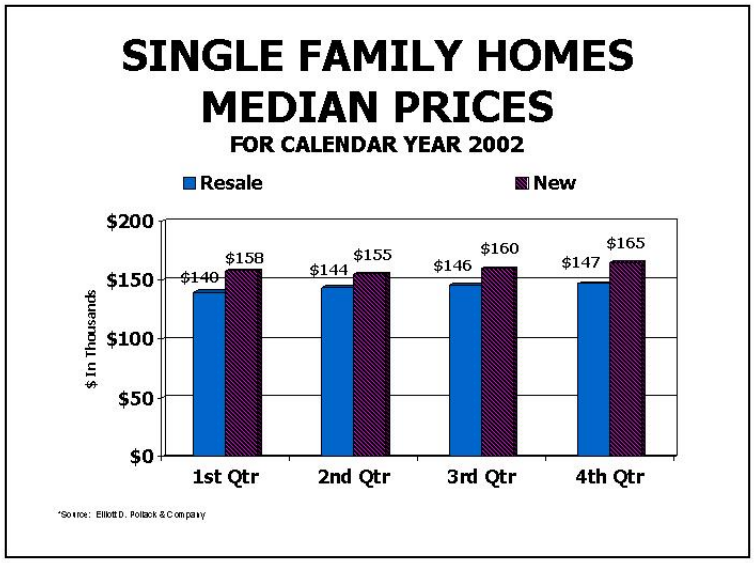
Maricopa County residents continue to benefit from low interest rates and affordable housing. The chart below indicates the affordability and availability of countywide housing. Maricopa County is part of the Arizona Affordable Housing Profile to determine the affordability of housing and efforts undertaken to produce new affordable units by community, county and statewide. One of the objectives, as explained in a March 2003 presentation by Elliott D. Pollack and Company, identified the "affordability gap" within Maricopa County. The "gap" is defined as the difference between the number of households within each income range and the number of housing units affordable to those households. Households with the "gap" pay more than 28% of their income toward shelter. 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.

MARICOPA COUNTY HOUSING FACTS AS OF DECEMBER 31, 2002

	Resale	New
Single Family Median Price	$147,000	$164.529
	Total County	**Unincorporated Areas**
Single Family Units Authorized	$36,875	5,302
	Inventory	**% Vacant**
Multi-Family Units Total	321,459	9.4%

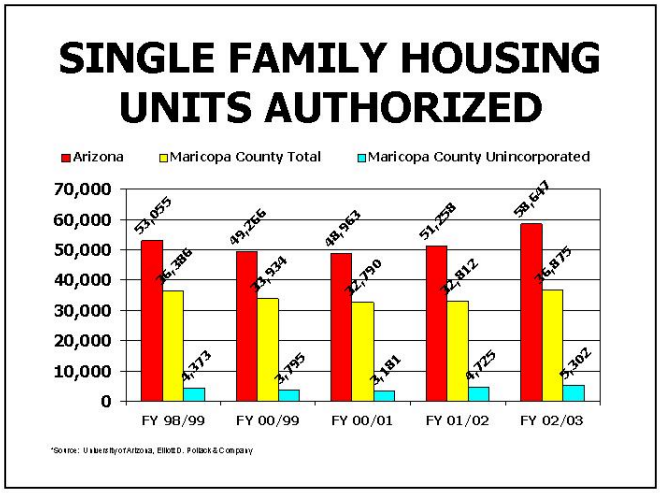
*Source: Elliott D. Pollack & Company

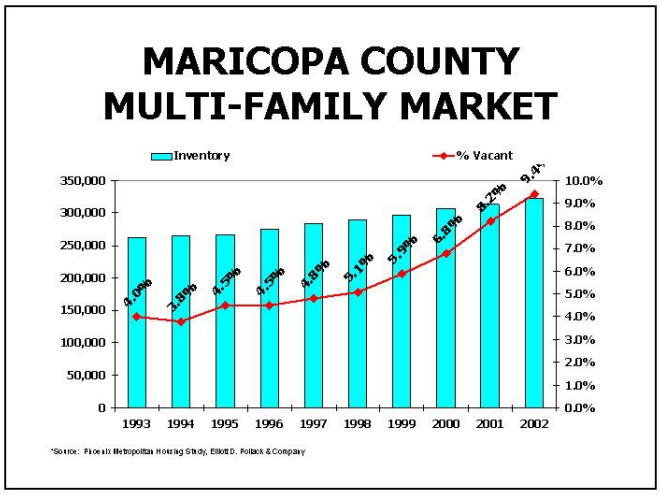
As indicated on the chart at right, single-family home resale and new (median prices) has increased by $10,000 since last year, an average of $1,750 per quarter. The increase in single-family home sales may be due to the low interest rates and the relative ease of obtaining a mortgage. It is now virtually certain that sales of both new and existing homes will hit new records in 2003. The existing trend in the greater Phoenix real estate market is expected to continue through 2004 according to Elliott D. Pollack and Company.



Maricopa County's housing permits continue to reach near record levels. As indicated on the chart below, of the 58,647 single-family housing units authorized in Arizona during FY 2002-03, 36,875 or 63% were authorized for Maricopa County. 5,302 County units or nearly 10% of Maricopa County's total single-family housing units were authorized for unincorporated areas.

This is an 11% increase of single-family units authorized for Maricopa County from last year's figures. Recent numbers also show that Maricopa County still has strong forward momentum in home sales, housing starts and house prices. Elliott D. Pollack and Company states "The housing market is expected to stay at a high level over the next couple of years which is surprising due to the fact that interest rates could increase over this period of time."





Multi-Family housing inventory grew by 1.3% during the year 2002, and the vacancy rate of 9.4% for 2002 is a 1.2% increase from last year. However, multi-family inventory is expected to decline this year as absorptions are expected to continue to be weak according to Elliott D. Pollack and Company. Between 1993 and 2002 multi-family unit inventories have increased by 22% and vacancy rates have increased by 5.4%. The chart at left shows the growth pattern. According to Grubb & Ellis 2003 Annual Report, many developers recognize the weak market and have put projects on hold until the economic recovery.

The supply of available office space through new construction, sublease and direct lease during 2002 continues to increase. A surplus of new buildings and the lack of demand put vacancy rates at 18.8%. Consequently, increasing vacancy rates indicate a future slowdown in construction and as a result slower growth in the property tax base as indicated by the chart at right.

MARICOPA COUNTY OFFICE MARKET

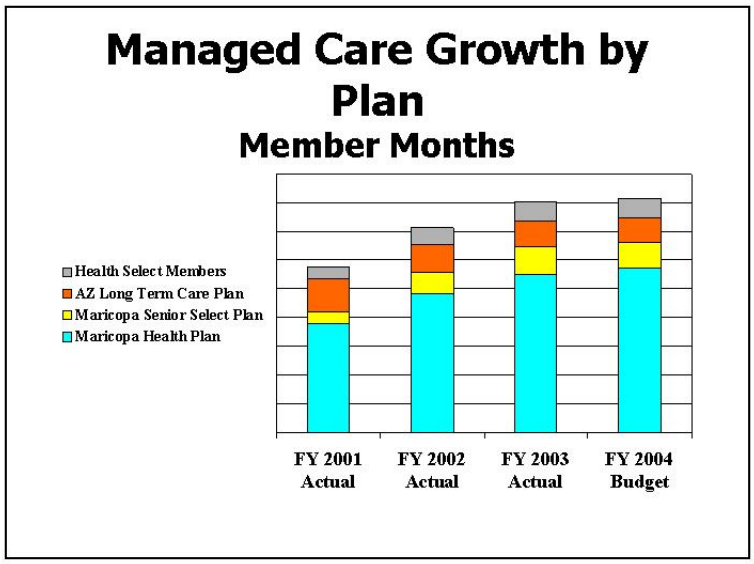
Year	Inventory	New Supply	Absorption	% Vacant
1998	47,145,237	1,839,268	1,836,760	9.5%
1999	49,879,228	4,181,330	3,632,354	10.0%
2000	52,456,482	2,618,765	3,068,284	9.9%
2001	57,480,257	5,023,775	1,535,151	16.0%
2002	59,785,848	2,282,876	707,037	18.8%

Health Care

For nearly 125 years, Maricopa Integrated Health System (MIHS) has been serving the health care needs of our community. From our modest roots in 1877 as a "pest house" providing care to tuberculosis patients, to today's fully integrated academic health system, MIHS has remained constant in its mission in the community – to provide quality health care in an environment of cultural sensitivity and compassion. Our network includes a Level 1 academic hospital, 11 family health care clinics located throughout the Valley, four health plans, over 250 physicians, and 4,000 employees. We serve everyone that walks through our doors with an emergent situation, regardless of lack of health insurance or socioeconomic situation.

In 2002, we provided approximately $620 million of health care services for our community, including nearly $80 million of uncompensated care.

We provide an extensive range unique of specialized services for our 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. MIHS 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. MIHS also plays a significant role in the Valley for patients with HIV/AIDS through its specialized clinic.



Through the four health plans that MIHS offers as seen in the chart above, – Maricopa Health Plan, an AHCCCS plan; Maricopa Long Term Care Plan, an AHCCCS plan; Maricopa Senior Select Plan, a Medicare + Choice Plan; and HealthSelect, a plan for County employees – we provide health care to approximately 68,000 members.

As with the past several years, extensive growth again defined MIHS during FY 2003. The chart at left shows a synopsis of the care and services we provided to our community.

MIHS also offers a separate pediatric emergency department staffed by board-certified pediatric emergency physicians, open 24 hours a day, seven days a week.

In addition to the growth in volume, MIHS expanded through the addition of life-saving equipment and physical facility growth. 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.

MIHS also plays a significant role in teaching and shaping the future physicians of our community. The health 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.

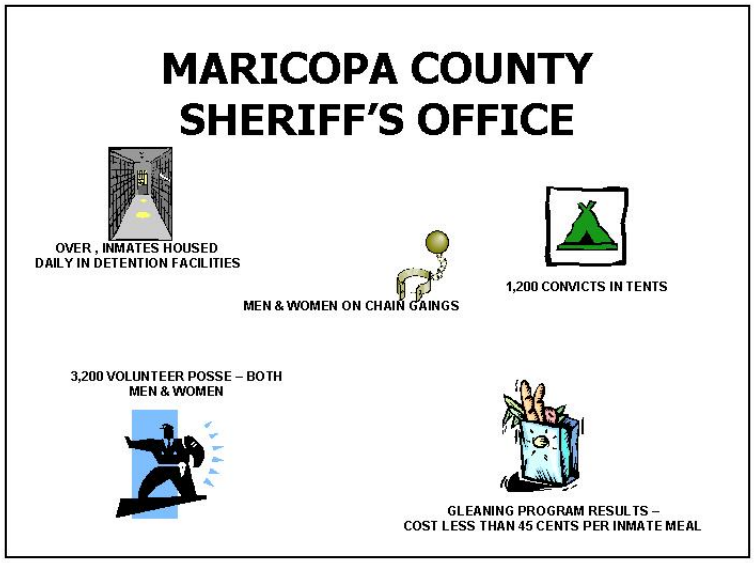
In Managing for Results, MIHS has set forth long-range strategic development and growth initiatives for FY 2003/04 including:

- Enrollment and retention strategies for heath plan membership
- Assessment and identification of opportunities to improve the financial performance of the delivery system through expense reduction, revenue enhancement, and more
- Continuous improvement of customer service throughout the health system
- Continue securing accreditation/compliance from the Residency Review Committee (RRC) joint commission on accreditation of health care organizations (JCAHO), and Center for Medicare and Medicare Services (CMS)
- Assessment of governance options to support the financial viability of MIHS and continue serving the community's health care needs
- Enhanced improvement of workplace environment and competitive wages and benefits

Criminal Justice

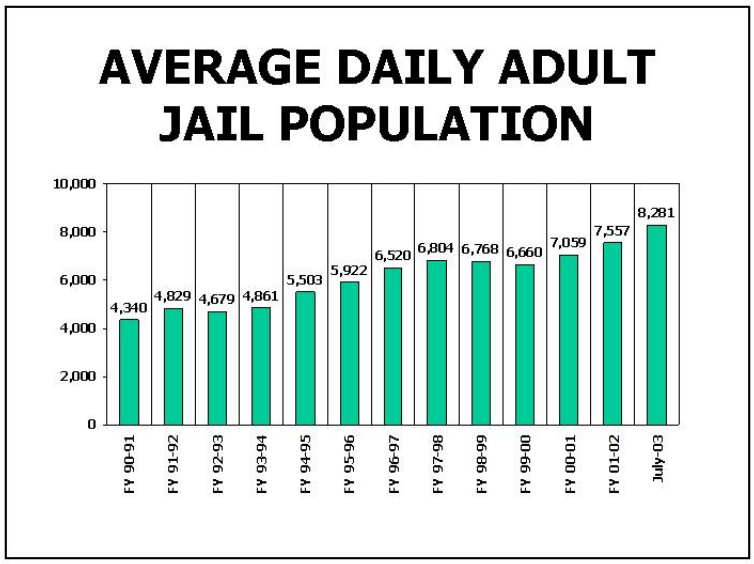
Sheriff's Office

The Maricopa County Sheriff's Office, a fully integrated law enforcement agency, 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 service. Maricopa County is committed to ensuring public safety. The Sheriff's Office houses one of the largest jail systems operated by a sheriff in the nation. Maricopa County's detention facilities housed an average of over 7,559 inmates daily. Last year the Sheriff's Office booked 115,860 adult inmates.



The Sheriff's Office houses 1,200 convicts in tents, both men and women. A gleaning program results in costs of less than 45 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.

A new food processing plant is planned to open containing 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 factory will reduce our current cost of less than 45 cents per meal significantly. The food factory will also have a new truck washing area to sanitize the distribution trucks used to move the food from the factory to the facilities. The area will also house a new laundry building, inmate library, canteen, property and evidence storage facilities and a central plant to power and support all these new facilities.



Adults make-up 95% of Maricopa County's inmate population, while juveniles comprise 5%. The average daily jail population for adult offenders is 7,559, which currently exceeds jail capacity of 5,200 by 31%.

Construction is underway for a new mid-rise high–security jail. This facility will contain 1,360 cells, including 144 special management cells for the close custody (Super Max) inmates. The facility will also house the new Central Intake facility, capable of handling 600 bookings every 12 hours, two Initial Appearance 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. The second new facility that the Sheriff's Office has planned is the Lower Buckeye Jail. This facility will have 1,867 cells. The facility will contain a juvenile remand facility, adult max sentenced facility, psychiatric facility and a dorm adult minimum facility. In addition, the facility will house a new Infirmary, medical clinic, Correctional Health Services Administration and Programs/Education Administration.

Notable programs introduced by the Maricopa County Sheriff's Office include:

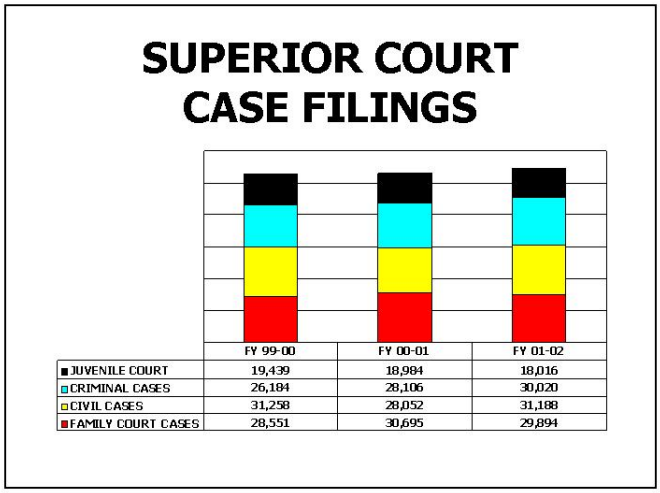
- Instituted Community Gleaning Program
- Girl Scouts Beyond Bars (first jail to initiate)
- Jail High School (Hard Knocks High)
- Job Placement Program (WIRC)
- Stripes Program (inmates assisting Elections Department)
- Adult Education Program
- Licensed Substance Abuse Program
- Female Chain Gang (first and only)
- Vacancy Sign (Sheriff pledges to always have room to book arrested individuals)

The Maricopa County's Attorney's Office shows a total increase in the adult felony crime rate of 4% or an additional 3,839 reported felonies between FY 1999-00 and FY 2001-02. Drug related offences comprise the greatest number of adult felony case filings, followed by driving under the influence, aggravated assault, burglary, and vehicular theft. The number of vehicular theft felony case filings increased nearly 34% from FY 1999-00 to FY 2001-02. The actual case defendant analysis for adult felony case filings is provided on the following page.

ADULT FELONY CASE FILINGS				
OFFENSE TYPE	FY 1999 -00	FY 2000-01	FY 2001-02	% CHANGE FY 2000 to 2002 (INCREASE/DECREASE)
Homicide	185	217	279	29%
Sexual Assault	111	91	90	-1%
Child Molestation	365	366	377	3%
Robbery	691	722	831	15%
Aggravated Assault	2,589	2,675	2,546	-5%
Burglary	1,699	1,629	1,738	7%
Arson	53	42	41	-2%
Vehicle Theft	1,401	1,619	2,167	34%
Driving Under the Influence	2,843	3,049	3,121	2%
Theft	936	840	860	2%
Drug Related	11,085	11,025	11,613	5%
Other Offenses	4,836	6,136	6,970	14%
TOTAL	26,794	28,411	30,633	4%

Superior Court

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.

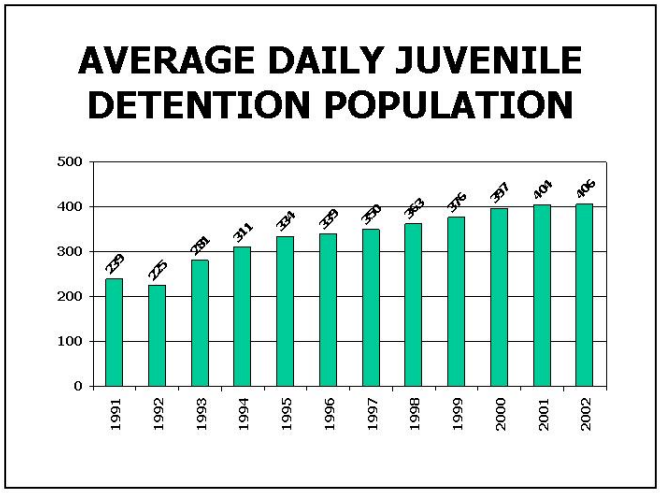


During FY 1999-00 114,407 cases were filed in Superior Court versus 119,277 cases filed in FY 2001-02 representing a 4.3% increase. Superior Court criminal cases increased 7% while juvenile court cases decreased 5%, and family court cases decreased by 3%.

Juvenile Probation

The Juvenile Court no longer has exclusive jurisdiction over the illegal acts of juveniles. After July 1997 juveniles 15 years and older accused of committing homicide, aggravated assault and other violent crime were charged as adults under the Juvenile Justice Reform Act. The Juvenile Probation Department administers community-based prevention programs.

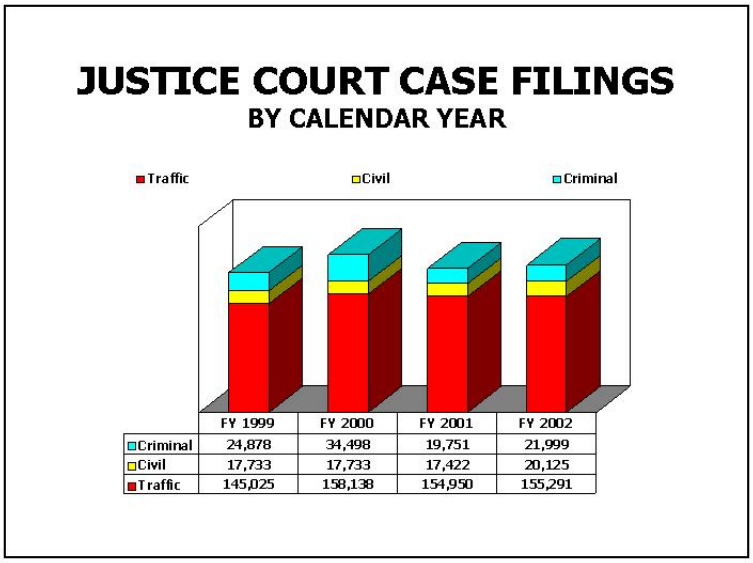
The average daily juvenile population increased by 0.5% from FY 2001 to FY 2002. However, this growth is lower than in previous



years. The increase from FY 2000 to FY 2001 was 2%. The slowing of growth may be due to the efforts of a multi-agency juvenile delinquency and adult recidivism prevention plan, which has shown promising results.

Justice Courts

Maricopa County's 23 Justice Courts are limited jurisdiction courts that process traffic and civil cases, and are responsible for criminal misdemeanors and felonies through preliminary hearing. Statistics regarding Justice Court case filings are demonstrated on the chart provided.



	FY 1999	FY 2000	FY 2001	FY 2002
Criminal	24,878	34,498	19,751	21,999
Civil	17,733	17,733	17,422	20,125
Traffic	145,025	158,138	154,950	155,291

Legislative Strategies

2003 Legislative Session

The First Regular Session of the 46th Legislature, the seventh longest regular session in state history, was also one of the most challenging ones in memory, but Maricopa County was able to accomplish a great deal, both offensively and defensively. Maricopa County's primary objectives going into the 2003 session were protecting state-shared revenues, minimizing to the extent possible state budget impacts on the county, and passing legislation relating to the county hospital and health system and all secondary bills.

Given the reality of an historic $1 billion state budget shortfall, Maricopa County strategically determined early on that sitting down and actively negotiating with House and Senate leadership and the Governor's Office on county budget impacts was the wisest strategy to help ensure the best "good government" outcome possible, under the circumstances, for county taxpayers. Tough, intense budget negotiations permeated every aspect of the 2003 Session. In the end, while the county was certainly greatly impacted by budget decisions made at the state house, those impacts were not as devastating as they could have been, largely because Maricopa County was proactive in negotiating the best outcome possible. As part of the Fiscal Year 2004 state budget passed by the Legislature, the following provisions were negotiated by Maricopa County:

- Eliminate previous Maricopa County responsibility to pay state private prison contracts cost
- Take over adult probation funding with the objective of funding it at appropriate levels
- Take over 100% of the Restoration to Competency program
- Engage in one-time purchase of state assets: Acquisition of (1) 32nd Street and Van Buren real property ($3 million) and (2) North Black Canyon State Building real property ($1.8 million)

- Counties to receive Federal "FMAP" (Federal Medical Assistance Percentages) Money from the state to reduce required county ALTCS contributions
- Counties to receive possible additional money from Department of Revenue enhanced collections of sales tax revenues, which would bring county net impacts down
- Maricopa County contribution payment of $5.4 million for state services
- Unwilling but required county participation in judicial collections provision which requires 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 (this provision has since wisely been repealed, however, during the 2nd Special Session, to end after one year).

With regard to the Maricopa County Board of Supervisors' legislative package, a number of bills were passed, including most importantly legislative authorization for Maricopa County to ask voters to allow the creation of a Special Health Care District to operate the Maricopa Integrated Health System. The legislation provided for taxing authority, bonding provisions, maintenance of effort requirements, limitations on facilities and additional powers for the district. Passage of this bill set up the process, with voter approval, to create a method of generating a dedicated revenue stream for capital, maintenance and operation, to help address the tremendous financial stresses on the Maricopa medical system. After four long years of discussion, study and opposition, introduction and passage of this legislation this year was considered crucial. Ultimately, this ballot measure went to Maricopa County voters in a November 4, 2003 special election and was decisively approved.

A number of other bills contained in the Board's legislative package were also passed and signed by the Governor, including authority to begin annexing small county islands; allowing the county to improve dog licensing and vaccination procedures; clarification of the county's ability to operate health clinics; authorizing the county to better contain costs for correctional health by increasing the amount that inmates are charged for health services and prescription drugs; and making necessary revisions to the statutes governing registered sanitarians. Also, Maricopa County provided a great deal of input into the development of a regional transportation plan. Because the current half-cent sales tax for transportation established by Maricopa County voters in 1985 will expire in 2005, it was important to set up a mechanism last session for extending the tax. A compromise bill was passed, crafted after long and intense negotiations between Maricopa County, cities, the Maricopa Association of Governments and the business community, which paved the way for an extension of the tax by allowing for the development of the new transportation plan with appropriate input and review by the Maricopa County Board of Supervisors.

2004 Legislative Session

Maricopa County's biggest challenge in the next legislative session will be to try to ensure that all of the agreements reached with regard to the state budget are maintained and additional cuts or cost-shifts are not visited upon the county. Clearly, given the state's on-going fiscal difficulties and the fact that legislators are relatively limited in what they can cut because so much of the budget is voter-protected or court-mandated, this will not be an easy task. The state could still be facing a deficit of anywhere from $500 million to $1.5 billion when legislators begin work on the FY 2005 budget during the next legislative session beginning January 12, 2004.

Additionally, since the Legislature authorized development of a new regional transportation plan last session, but withheld final authorization of an election, legislators, local governments, the business community, citizens and a wide variety of other stakeholders will discuss and review a final plan before the issue is placed on the ballot. This will be a major issue before the Legislature that must be taken up and resolved almost immediately after the start of the session if it is to be placed on a May 2004 election.

Elections, the redistricting process, and the state budget will continue to dominate the political landscape next year. Following a redrawing of congressional and legislative district lines by a five-member Citizens' Independent Redistricting Commission, lawsuits were brought to challenge the lines. The Legislature has appropriated additional funding during the 2nd Special Session to defend the voting maps in court, but this continues to be an extremely contentious partisan issue, and the outcome of the lawsuits could have

political ramifications for seats in congress and the state legislature for years to come. In addition, a lawsuit brought by legislative leadership pertaining to certain of the Governor's line item vetoes from the last session's budget bills have yet to be ruled upon by the Supreme Court.

Adding to the focus on state taxation and finance issues is the work of the Governor's Citizens Finance Review Committee. The 21-member panel (including Maricopa County's Administrative Officer David Smith) released in October a draft of 46 recommendations on simplifying the state tax code and broadening the tax base. The panel will review, revise and comment on these suggestions shortly, and final recommendations are expected to be presented to Governor Napolitano sometime in November.

The recommendations include, but are not limited to, reviving a statewide property tax, cutting property taxes for businesses but raising them for homes, ending sales-tax exemptions for many groups, eliminating a homeowner’s rebate, and imposing a tax on real estate sales. There are a number of other recommendations dealing with miscellaneous revenues (other than sales, income or property) as well. The Committee's goal is to “streamline and modernize an inefficient and out-of-date tax code,” and any recommendations deemed appropriate to pursue will be the object of much debate and will eventually require approval by the Legislature or by the voters. Some believe any new tax to raise revenues will have to be voted on by Arizona citizens, because passing such a tax out of the current Legislature, which requires a two-thirds majority vote, would be difficult to achieve.

There are expected to be quite a number of ballot propositions on next year's general election ballot in November, as well, dealing with military airport preservation, requiring all initiatives and referendums to identify a funding source, and making a constitutional change regarding technology transfer that would allow educational institutions to benefit from private technological advancements. There is also the possibility that a very polarizing citizens' initiative on requiring verification of an individual's immigration status before any state or local services are provided could make it to the ballot.

Planning for the next legislative session has already commenced. Development of next year's legislative package is in full swing, and key objectives will involve ensuring that an appropriate regional transportation plan is developed, staving off new or continued state budget cuts or cost-shifts that severely threaten the county’s fiscal stability, and working to ease unreasonable or antiquated costly mandates on the county.

Information Technology Strategies

Information Technology will champion Maricopa County into Information Age Government **by…**

Enhancing Business Models:

County Personal Services	On-Line Citizen Self-Sufficiency
Internal Department Services	Employee Self-Sufficiency
Paper / Phone-based Services	Electronic Government
Varying Technical Skills	Full Technology Literacy
Solid Department Boundaries	Flexible Public/Private Boundaries
8 x 5 Service	7 x 24 Service

Converting to A Digital Medium:

Silo-bound Paper Processes	Horizontal Digital Workflow & Forms
Paper Archiving	Electronic Document Image Archives
Videoconference Rooms	Desktop Video
Serial Comment & Approval	Concurrent Collaboration
Group Classroom Training	Real-time On-line / Video Training

Enabling A Mobile Workforce:

Limited Dial-up Services	Extensive Mobile Infrastructure
Discrete PDA/Pager/Cell Phone	Integrated Remote Device
Discrete Mail Systems	Integrated Voice, E-Mail & Publishing
Facsimile Machines	Internet-directed Retrieval & Printing

Increasing Efficiency:

Department Data Centers	Shared Service Bureaus
Insourced Technology Services	External Service Providers
Multiple Microcomputer Vendors	Consolidated Purchasing Portal

Integrating Systems:

Discrete E-mail / Web / GIS	Integrated Desktop Services
Discrete Resource Directories	Universal Resource Directory
Discrete Office Equipment	Networked Office Devices

IT Mission

The Mission of Information Technology 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.

IT Values

- The mission of Information Technology 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.
- We are dependable and follow through on commitments.
- We proactively make things happen and seek opportunities for improvement.
- We progressively innovate while maintaining a stable operating environment.
- We cooperate and work well with teammates, clients and business partners.
- We accept accountability to educate ourselves and maintain superior technical skills.

IT Strategic Goals

- County employees will have the flexibility to do their jobs from anywhere in the County at any time.
- The public and outside organizations will be able to obtain services and transact business electronically from any location at any time.
- Operational and strategic decision-makers will be able to readily and easily access information they need to make informed decisions.
- Streamlining business operations through the use of technology will reduce the cost and time to deliver services.
- Through countywide technology standardization, we will optimize the use of resources so that the information technology department strategic goals will be achieved.

The Highest Purpose of the Office of the Chief Information Officer

- Implement Best Information Technology Management Practices
- Maximize Investment of Information Technology for the Public
- Advance the e-Government Agenda
- Enhance Inter-Agency Communication & Collaboration

Managing For Results

Introduction

By the mid-1990's, Maricopa County had achieved solid success in managing its budget and finances and began to realize the fruits of its efforts. The public's confidence in Maricopa County's fiscal management was affirmed in 1998 by the overwhelming vote to approve a new sales tax for jail and juvenile detention facilities. That vote of confidence was again shown in 2002 when the citizens voted to extend the tax for an additional 20 years. Resources were available to invest in improving County services, but additional accountability was needed to ensure that these resources were efficiently and effectively used to achieve the needed results.

In 1998 after a review of "best practices" in the field of performance measurement and performance-based budgeting, the Office of Management and Budget (OMB) began to develop a proposal for strategic budgeting, in which strategic planning, budgeting and performance measures would be aligned in a unified process. These initial concepts came together in the Resource Accountability Project (RAP). A RAP steering committee was formed, and six pilot departments attempted to develop strategic plans with fully aligned performance measures. These initial efforts provided many valuable lessons and positioned the County to move forward.

In 2000 the County sought to broaden the RAP to include all departments. OMB retained an outside consulting firm to assist in this effort. The firm reviewed Maricopa County's progress to date, recommended improvements, and assisted in implementation. Based in part on the consultants' recommendations, the Resource Accountability Project evolved into "**Managing for Results**" – a fully integrated management system focused on achieving results for Maricopa County's citizens.
In the summer and fall of 2000, Maricopa County began to implement Managing for Results (MfR) by developing departmental strategic plans that integrated planning with budgeting and performance measurement. A sound strategic plan is a powerful tool for helping to make good business decisions and achieving department and countywide goals. An important milestone was the adoption of the Managing for Results Policy (see Attachments section) by the Maricopa County Board of Supervisors in September 2000. The policy confirmed the Board's support for Managing for Results by making it clear that participation would be a requirement for future funding.

Departments were provided with a Strategic Planning Resource Guide, along with extensive staff training that equipped them with the resources and tools needed to develop high-quality strategic plans that managers could actually use to help them manage their departments. The Resource Guide provided information and timelines for the County's move toward performance-based budgeting and the integration of results-oriented performance information in every employee's performance plan and performance evaluations.

By February 2001, most departments had completed their strategic planning documents. Each department's plan was reviewed and accepted by a corporate-level review team. The Corporate Review Team highlighted a broad scope of issues facing all lines of business in Maricopa County. The Maricopa County Board of Supervisors' planning process began with a review of those issues. The Board's discussion included whether or not these issues would impact the established budget priorities. The Board's planning process culminated in the adoption of a new County mission statement, and a set of corporate strategic priorities on February 21, 2001.

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 budgeting process. The Office of Management evaluated Fiscal year 2003-04 departmental funding requests based on the Board of Supervisors' strategic direction and budget goals, ensuring that requests aligned with departments' strategic plans. The financial cost accounting system was structured to parallel Programs, Activities, and Services (PAS) delineated within each department strategic plan. It became operational July 1, 2001 and was updated July 1,2003.

Beginning in the fall of 2001, departments have reported quarterly and annual performance measurement data and provided commentary on their progress. During the fiscal year 2003-04 budget preparation process, departments allocated their budget by Programs and Activities defined within their departmental strategic plans.

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:

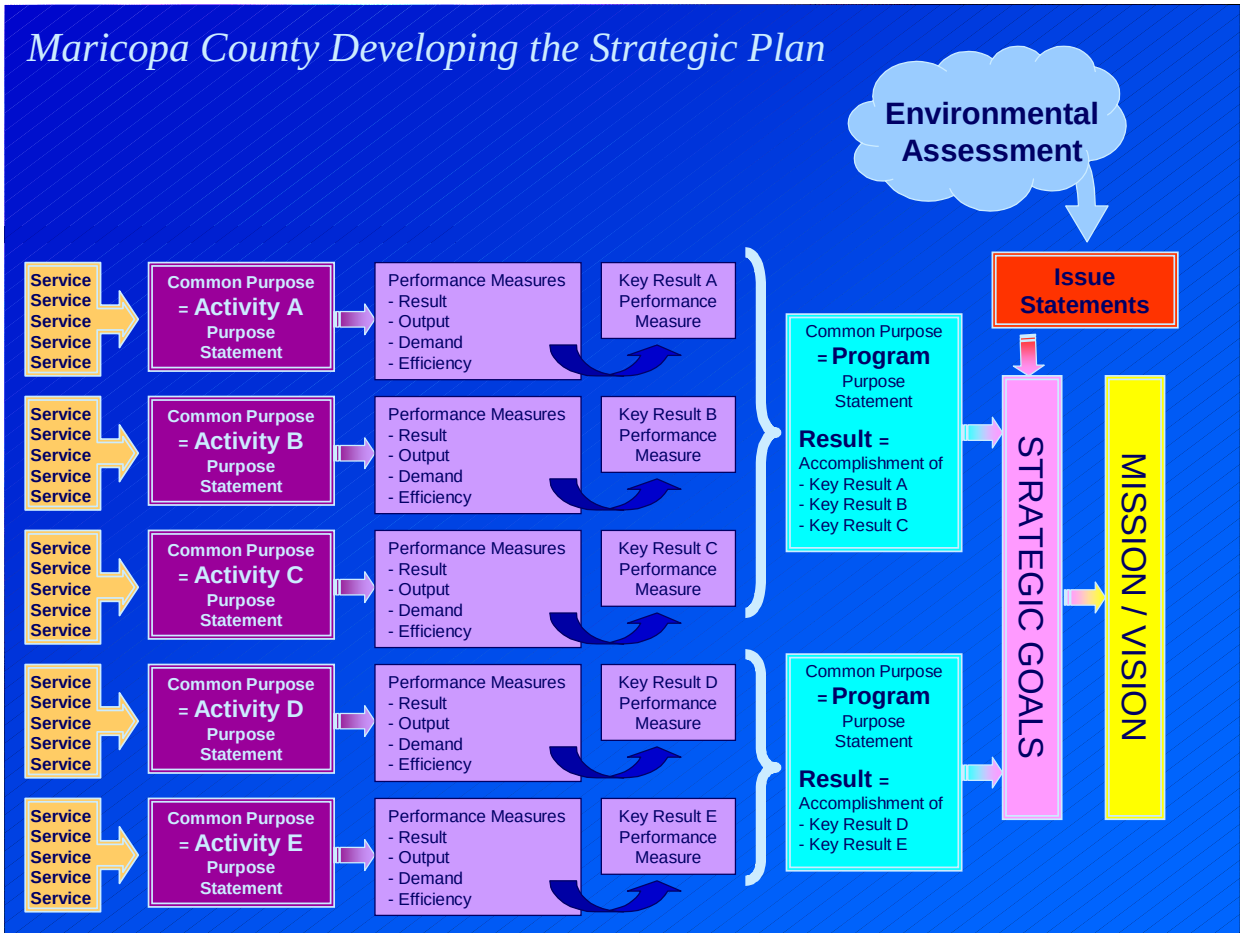
Through the Managing for Results system, Maricopa County has engaged in substantive planning and performance measurement. This comprehensive planning methodology supports the:

- 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 level, 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 or services or 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.

Maricopa County is currently converting to a new Human Resources Management System using PeopleSoft 8.8. This project, nicknamed the "Eagle Project", will be implemented in two phases. Phase One is expected to be completed in January of 2004 and will include all basic hiring and payroll features. Phase Two, expected to be finished by July of 2004 includes a number of e-business solutions that will put Maricopa County on the leading edge of Human Resource management practices. This new system will greatly improve the ability to capture our personnel cost and more accurately assign those cost to the appropriate Activity.

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 are 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 the projected results that 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. 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 2003-04 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 and Capital Projects
- 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. 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. 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 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 more favorable than last year's due to the anticipation of a slow but steady economic recovery, 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 an operating deficit beginning in FY 2005-06. The

Pessimistic scenario indicates that expenditures will exceed revenues in the General Fund beginning in Fiscal Year 2006-07. In the Most Likely scenario, annual General Fund revenue growth ranges from approximately 5.0% to 6.0% after FY 2004-05, while expenditures and fund transfers increase by approximately 5.0% annually beginning in FY 2005-06. In the Pessimistic scenario, General Fund revenue growth rates are lower, averaging just under 4.5% each year, while expenditure increases are higher, creating operating deficits that reach over $92 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 is entirely repaid by the end of Fiscal Year 2008-09.

Revenue

The Board of Supervisors adopted an overall flat combined property tax rate for FY 2003-04, and the forecast assumes continued reduction 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, while the Debt Service levy was reduced by $0.01 and the Library District levy was increased by $0.01. The Debt Service levy will be eliminated entirely in FY 2004-05, as the County will no longer have outstanding general obligation bonds. Also, the Library District levy will revert to $0.0421 in FY 2004-05. All other 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 2003-04 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 pay increases of 3.9% in FY 2003-04 to offset the impact of the ASRS contributions. Also, the base inflation rate is adjusted higher in FY 2004-05 and FY 2005-06 to catch up with market salary disparities created by the FY 2001-02 and FY 2002-03 freeze in salaries.

The forecast assumes the FY 2003-04 employer contribution rate to ASRS will continue for two years after which it is anticipated to increase two consecutive years until leveling off in FY 2007-08.

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 economic factors. The two sources of General Fund license and permit revenue are liquor licenses and fiber optic franchise permits.

Intergovernmental Revenue (Excluding State Shared Sales Tax and Vehicle License Tax): Intergovernmental revenue is projected to grow in line with inflation. 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 5.0% 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 in FY 2001-02 and FY 2002-03 due to special financing incentives. Both VLT forecast scenarios assume that fewer vehicle owners will register on a biennial basis, and that new vehicle sales will eventually slow beginning in FY 2004-05. 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 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 over the next four years. The forecast assumes no change in current miscellaneous fee rates.

Sale of Fixed Assets: No major property liquidations are anticipated through the forecast period. Minimal 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. The forecast assumes that Central Service transfers-in will increase with inflation.

Expenditure Assumption Detail

Wages & Salaries: Wages and salaries include the increase of 3.9% in FY 2003-04 to offset the impact of ASRS contributions. Future years' wages and salaries are projected to increase at the anticipated rates of inflation and population growth. For FY 2004-05 and 2005-06, an additional 0.5-1% is added to account for the lack of adjustments relative to the salary market in FY 2002-03 and FY 2004-05.

Employee Benefits: Fiscal Year 2003-04 forecasted benefit costs include the projected impact of increasing ASRS contributions, as well as anticipated increases in FY 2005-06 and FY 2007-08. 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 2003-04 budget of approximately $20 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: With the extension of the Jail Excise Tax, 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. Current estimated costs of operating new facilities are assumed to be phased in over four fiscal years starting in FY 2003-04.

Election Costs: The incremental cost of administering primary and general elections is cyclical in nature.

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. Sarn 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 new 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 the FY 2003-04 ALTCS contribution savings will be non-recurring and that the County's contribution level will return to pre-FY 2003-04 levels in FY 2004-05. 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

	Adopted FY 2003-04	2 FY 2004-05	3 FY 2005-06	4 FY 2006-07	5 FY 2007-08
Most Likely					
Sources of Funds:					
Revenue					
Property Taxes	$ 308,122,580	$ 332,581,479	$ 352,661,017	$ 370,695,613	$ 394,029,613
Tax Penalties & Interest	8,000,000	8,982,000	9,695,000	10,280,000	10,806,000
Licenses & Permits	428,970	1,179,414	1,209,327	1,240,001	1,271,454
Other Intergovernmental	7,610,981	7,271,807	8,219,845	7,708,501	8,711,607
Payments in Lieu of Taxes	6,929,684	7,723,833	7,873,792	8,027,499	8,185,049
State Shared Sales Tax	335,557,376	358,957,430	376,905,301	395,750,566	415,538,095
State Shared Vehicle License Tax	109,031,008	122,303,883	130,865,155	140,025,716	149,827,516
Other Charges for Services	19,633,244	20,050,332	20,620,780	21,221,240	21,821,714
Patient Service Revenue	52,848	42,278	31,709	21,139	10,570
Fines & Forfeits	10,838,123	10,922,500	11,002,500	11,082,500	11,162,500
Interest Earnings	12,008,440	5,664,145	5,983,093	6,286,563	6,745,696
Miscellaneous Revenue	3,888,497	2,272,504	2,324,453	2,093,662	1,864,145
Gain On Fixed Assets	50,000	50,000	50,000	50,000	50,000
Total Revenue	**$ 822,151,751**	**$ 878,001,605**	**$ 927,441,972**	**$ 974,483,001**	**$ 1,030,023,958**
Net Growth Rate	5.48%	6.79%	5.63%	5.07%	5.70%
Fund Transfers-In					
Disproportionate Share Match	$ 101,760,800	$ 101,760,800	$ 101,760,800	$ 101,760,800	$ 101,760,800
Central Service Allocation	9,327,320	9,560,000	9,800,000	10,050,000	10,300,000
Total Transfers In	**$ 111,088,120**	**$ 111,320,800**	**$ 111,560,800**	**$ 111,810,800**	**$ 112,060,800**
Total Sources	$ 933,239,871	$ 989,322,405	$ 1,039,002,772	$ 1,086,293,801	$ 1,142,084,758
Net Growth Rate	8.30%	6.01%	5.02%	4.55%	5.14%
Uses of Funds:					
Expenditures:					
Personal Services	$ 274,874,332	$ 301,461,692	$ 323,647,179	$ 342,621,871	$ 364,401,221
Supplies & Services	72,802,099	77,646,817	80,593,253	86,377,800	89,655,548
Capital Outlay	2,040,212	4,141,366	4,368,002	4,607,041	4,859,161
General Government	110,105,813	82,457,868	86,214,952	89,345,055	91,998,320
AHCCCS/ALTCS Contributions	155,884,986	174,816,077	183,193,992	192,128,123	201,655,712
Transfer Out to Detention Fund	120,866,924	133,176,164	141,243,961	150,036,595	155,482,350
Other Mandated Health Care	72,023,898	50,381,569	52,938,500	55,649,416	58,523,736
MIHS Subsidy	11,826,270	-	-	-	-
Disproportionate Share Match	101,760,800	101,760,800	101,760,800	101,760,800	101,760,800
Total Uses	$ 922,185,334	$ 925,842,353	$ 973,960,639	$ 1,022,526,701	$ 1,068,336,848
Net Growth Rate	20.26%	0.40%	5.20%	4.99%	4.48%
Projected Surplus/Deficit:	$ 11,054,537	$ 63,480,052	$ 65,042,133	$ 63,767,100	$ 73,747,910
Percent of Total Expenditures	1.20%	6.86%	6.68%	6.24%	6.90%
Fund Balance:					
Beginning Unreserved Balance	$ 283,879,931	$ 157,441,505	$ 177,195,887	$ 205,129,871	$ 237,482,071
Designation for Cash Flow	(104,441,505)	(107,300,000)	(113,800,000)	(119,600,000)	(127,100,000)
Designation for MIHS	(53,000,000)	-	-	-	-
Designation for Budget Stabilization	-	(69,895,887)	(91,329,871)	(102,252,670)	(106,833,685)
Designation for Capital Projects	-	-	-	-	-
Unreserved/Undesignated Balance	$ 126,438,426	$ (19,754,382)	$ (27,933,984)	$ (16,722,799)	$ 3,548,386
Net Surplus/Deficit	11,054,537	63,480,052	65,042,133	63,767,100	73,747,910
Appropriated Fund Balance	(137,492,963)	(43,725,670)	(37,108,149)	(31,414,900)	(33,853,900)
Ending Unres./Undesig. Fund Bal.	$ -	$ -	$ -	$ 15,629,401	$ 43,442,397
Ending Unreserved Fund Balance	$ 157,441,505	$ 177,195,887	$ 205,129,871	$ 237,482,071	$ 277,376,081

Transportation

	Adopted FY 2003-04	2 FY 2004-05	3 FY 2005-06	4 FY 2006-07	5 FY 2007-08
OPERATIONS (FUND 232)					
Most Likely					
Sources of Funds:					
Revenue					
Licenses & Permits	$ 1,400,000	$ 1,476,615	$ 1,557,423	$ 1,642,653	$ 1,732,547
Other Intergovernmental	93,380	95,715	98,107	100,560	103,074
State Shared Highway User Rev.	86,300,000	90,028,300	94,007,119	98,312,246	102,538,363
State Shared Vehicle License Taxes	7,500,000	8,025,000	8,586,750	9,187,823	9,830,970
Interest Earnings	500,000	480,169	426,163	446,549	466,805
Miscellaneous Revenue	60,000	61,500	63,038	64,613	66,229
Gain on Fixed Assets	230,000	235,750	241,644	247,685	253,877
Total Sources	$ 96,083,380	$ 100,403,048	$ 104,980,243	$ 110,002,129	$ 114,991,864
Net Growth Rate	8.70%	4.50%	4.56%	4.78%	4.54%
Uses of Funds:					
Expenditures					
Personal Services	$ 20,319,388	$ 21,399,064	$ 22,816,970	$ 23,764,156	$ 25,001,267
Supplies & Services	23,211,788	24,482,053	25,821,833	27,234,933	28,725,365
Capital Outlay	2,750,241	2,818,997	2,889,472	2,961,709	3,035,751
Total Expenditures	$ 46,281,417	$ 48,700,114	$ 51,528,275	$ 53,960,798	$ 56,762,383
Net Growth Rate	-3.01%	5.23%	5.81%	4.72%	5.19%
Fund Transfers Out					
Gen. Fund-Central Service Alloc.	$ 1,835,655	$ 1,979,877	$ 2,147,226	$ 2,304,806	$ 2,485,081
Debt Service Allocation	171,064	-	-	-	-
Capital Projects Fund	57,000,000	67,603,996	51,304,742	53,736,525	55,744,400
Total Transfers Out	$ 59,006,719	$ 69,583,873	$ 53,451,968	$ 56,041,331	$ 58,229,481
Total Uses	$ 105,288,136	$ 118,283,987	$ 104,980,243	$ 110,002,129	$ 114,991,864
Projected Surplus/Deficit:	$ (9,204,756)	$ (17,880,939)	$ -	$ -	$ -
Fund Balance:					
Beginning Unreserved Balance	$ 27,085,695	$ 17,880,939	$ -	$ -	$ -
Net Surplus/Deficit	(9,204,756)	(17,880,939)	-	-	-
Ending Balance	$ 17,880,939	$ -	$ -	$ -	$ -

Flood Control District

	Adopted FY 2003-04	2 FY 2004-05	3 FY 2005-06	4 FY 2006-07	5 FY 2007-08
OPERATIONS (FUND 991)					
Most Likely					
Sources of Funds:					
Revenue					
Property Taxes	$ 51,153,993	$ 54,614,513	$ 58,340,105	$ 61,516,948	$ 65,770,531
Licenses & Permits	1,800,700	1,812,104	1,866,467	1,922,461	1,980,135
Other Intergovernmental	16,554,000	14,844,619	15,215,734	15,596,128	15,986,031
Payments in Lieu of Taxes	137,612	162,649	166,715	170,883	175,155
Interest Earnings	391,606	962,677	1,020,861	1,071,489	1,136,943
Miscellaneous	5,954,832	15,197,759	15,577,703	15,967,146	16,366,324
Total Sources	$ 75,992,743	$ 87,594,321	$ 92,187,585	$ 96,245,054	$ 101,415,119
Net Growth Rate	6.98%	15.27%	5.24%	4.40%	5.37%
Uses of Funds:					
Expenditures:					
Personal Services	$ 10,598,890	$ 11,154,595	$ 11,896,616	$ 12,386,057	$ 13,029,558
Supplies & Services	13,265,576	10,010,816	10,456,047	10,921,079	11,406,794
Capital Outlay	804,650	487,636	509,324	531,976	555,636
Total Expenditures	$ 24,669,116	$ 21,653,047	$ 22,861,986	$ 23,839,112	$ 24,991,988
	14%	-12%	6%	4%	5%
Fund Transfers Out					
Gen. Fund-Central Service Alloc.	$ 1,136,127	$ 1,022,154	$ 1,106,203	$ 1,182,320	$ 1,270,485
Capital Projects Fund	54,000,000	65,116,358	67,719,395	70,723,622	74,652,646
Total Transfers Out	$ 55,136,127	$ 66,138,512	$ 68,825,599	$ 71,905,942	$ 75,923,131
Total Uses	$ 79,805,243	$ 87,791,559	$ 91,687,585	$ 95,745,054	$ 100,915,119
Projected Surplus/(Deficit):	$ (3,812,500)	$ (197,238)	$ 500,000	$ 500,000	$ 500,000
Fund Balance:					
Beginning Unreserved Balance	$ 19,809,738	$ 15,997,238	$ 15,800,000	$ 16,300,000	$ 16,800,000
Fund Balance Designations	(15,207,157)	(15,300,000)	(15,800,000)	(16,300,000)	(16,800,000)
Unreserved/Undesignated Balance	$ 4,602,581	$ 697,238	$ -	$ -	$ -
Net Surplus/Deficit	(3,812,500)	(197,238)	500,000	500,000	500,000
Ending Unres./Undesig. Fund Bal.	$ 790,081	$ 500,000	$ 500,000	$ 500,000	$ 500,000
Ending Unreserved Fund Balance	$ 15,997,238	$ 15,800,000	$ 16,300,000	$ 16,800,000	$ 17,300,000

Library District

	Adopted FY 2003-04	2 FY 2004-05	3 FY 2005-06	4 FY 2006-07	5 FY 2007-08
OPERATIONS (FUND 244)					
Most Likely					
Source of Funds:					
Revenue					
Property Taxes	$ 14,316,032	$ 12,269,035	$ 13,032,800	$ 13,692,160	$ 14,578,664
Other Intergovernmental	397,140	397,140	397,140	397,140	397,140
Payments in Lieu of Taxes	251,810	208,565	213,779	219,123	224,601
Fines & Forfeits	300,260	308,968	317,928	327,147	336,635
Interest Earnings	180,000	188,562	197,304	207,349	222,614
Miscellaneous	63,060	64,637	66,252	67,909	69,606
Total Sources	$ 15,508,302	$ 13,436,906	$ 14,225,203	$ 14,910,828	$ 15,829,260
Net Growth Rate	40.35%	-13.36%	5.87%	4.82%	6.16%
Uses of Funds:					
Expenditures					
Personal Services	$ 6,987,037	$ 7,238,219	$ 7,607,215	$ 7,810,217	$ 8,099,489
Supplies & Services	4,644,361	5,052,595	5,178,910	5,308,383	5,441,092
Capital Outlay	275,000	281,875	288,922	296,145	303,549
Total Expenditures	$ 11,906,398	$ 12,572,689	$ 13,075,047	$ 13,414,744	$ 13,844,130
Net Growth Rate	2.73%	5.60%	4.00%	2.60%	3.20%
Fund Transfers Out					
Gen. Fund-Central Service Alloc.	$ 680,066	$ 736,076	$ 784,624	$ 825,134	$ 872,834
Debt Service Allocation	1,322	-	-	-	-
Capital Projects Fund	-	-	-	-	-
Total Transfers Out	$ 681,388	$ 736,076	$ 784,624	$ 825,134	$ 872,834
Total Uses	$ 12,587,786	$ 13,308,766	$ 13,859,671	$ 14,239,879	$ 14,716,964
Projected Surplus/Deficit:	$ 2,920,516	$ 128,140	$ 365,532	$ 670,949	$ 1,112,296
Fund Balance:					
Beginning Unreserved Balance	$ 4,048,790	$ 6,969,306	$ 7,097,446	$ 7,462,978	$ 8,133,927
Fund Balance Designations	(3,118,634)	(2,600,000)	(2,700,000)	(2,800,000)	(2,900,000)
Unreserved/Undesignated Balance	$ 930,156	$ 4,369,306	$ 4,397,446	$ 4,662,978	$ 5,233,927
Net Surplus/Deficit	2,920,516	128,140	365,532	670,949	1,112,296
Ending Unres./Undesig. Fund Bal.	$ 3,850,672	$ 4,497,446	$ 4,762,978	$ 5,333,927	$ 6,346,224
Ending Unreserved Fund Balance	$ 6,969,306	$ 7,097,446	$ 7,462,978	$ 8,133,927	$ 9,246,224

Detention Fund – Operations

	Adopted FY 2003-04	2 FY 2004-05	3 FY 2005-06	4 FY 2006-07	5 FY 2007-08
OPERATIONS (Fund 255)					
Most Likely					
Sources of Funds					
Revenues:					
Jail Excise Tax	$ 100,839,314	$ 107,559,889	$ 113,583,243	$ 119,943,904	$ 126,660,762
Jail Per Diem & Miscellaneous	19,193,974	21,232,042	21,762,843	22,306,914	22,864,587
Interest Income	-	-	-	-	-
Total Revenues	$ 120,033,288	$ 128,791,931	$ 135,346,086	$ 142,250,818	$ 149,525,349
Fund Transfers In:					
Base Maintenance of Effort	$ 118,534,727	$ 133,176,164	$ 141,243,961	$ 150,036,595	$ 155,482,350
Above Base Maintenance of Effort	2,332,197	-	-	-	-
Total Transfers In	$ 120,866,924	$ 133,176,164	$ 141,243,961	$ 150,036,595	$ 155,482,350
Total sources	$ 240,900,212	$ 261,968,095	$ 276,590,047	$ 292,287,413	$ 305,007,699
Uses of Funds:					
Operating Expenditures - Existing Facilities					
Personal Services	$ 100,146,919	$ 105,921,900	$ 112,286,464	$ 116,286,111	$ 120,591,561
Supplies & Services	11,058,652	30,039,825	30,790,821	31,560,591	32,349,606
Capital Outlay	210,823	210,823	216,094	221,496	227,033
Subtotal - Current Operations	$ 111,416,394	$ 136,172,548	$ 143,293,378	$ 148,068,198	$ 153,168,200
Operating Expenditures - New Facilities	$ 18,000,000	$ 53,999,402	$ 68,991,013	$ 75,745,025	$ 81,114,560
Integ. Criminal Justice Info. System	$ 2,515,543	$ 3,727,375	$ 2,112,742	$ 2,173,140	$ 2,716,823
Non-Departmental/Contingencies	$ 30,744,331	$ 32,065,465	$ 32,828,778	$ 18,251,899	$ 8,675,612
(Includes Major Maintenance)					
Total Operating Expenditures	$ 162,676,268	$ 225,964,790	$ 247,225,911	$ 244,238,261	$ 245,675,196
Operating Surplus/(Deficit)	$ 78,223,944	$ 36,003,305	$ 29,364,136	$ 48,049,152	$ 59,332,503
Non-Recurring Expenditures					
ICJIS - Phase I	$ 4,720,794	$ 4,835,042	$ 1,049,111	$ 4,913,686	$ -
ICJIS - Phase II	-	-	-	-	-
ICJIS - Phase IIII	-	-	-	-	-
Subtotal ICJIS Non-Recurring	$ 4,720,794	$ 4,835,042	$ 1,049,111	$ 4,913,686	$ -
Appropriated Fund Balance	$ 56,732,437	$ 18,207,000	$ 47,562,000	$ 32,780,000	$ 11,980,000
Sub-Total Non-Recurring	$ 61,453,231	$ 23,042,042	$ 48,611,111	$ 37,693,686	$ 11,980,000
Transfer to Detention Capital Projects	$ 48,585,819	$ 12,961,265	$ -	$ -	$ 38,460,994
Total Non-Operating Expenditures	$ 110,039,050	$ 36,003,307	$ 48,611,111	$ 37,693,686	$ 50,440,994
Total Expenditures (Operating Plus Non-Operating)	$ 272,715,318	$ 261,968,097	$ 295,837,022	$ 281,931,947	$ 296,116,190
Total Projected Surplus/Deficit (Operating Plus Non-Operating)	$ (31,815,106)	$ (2)	$ (19,246,975)	$ 10,355,466	$ 8,891,509
Fund Balance:					
Beginning Fund Balance	$ 31,815,108	$ 2	$ -	$ (19,246,975)	$ (8,891,509)
Projected Surplus/Deficit	(31,815,106)	(2)	(19,246,975)	10,355,466	8,891,509
Ending Fund Balance	$ 2	$ -	$ (19,246,975)	$ (8,891,509)	$ -

Detention Fund – Capital Projects

FY 19	Adopted FY 2003-04	2 FY 2004-05	3 FY 2005-06	4 FY 2006-07	5 FY 2007-08
CAPITAL PROJECTS (Fund 455)					
Most Likely					
Sources of Funds:					
Transfer-In from Detention Operating F	$ 48,585,819	$ 12,961,265	$ 2,976,424	$ 10,355,466	$ 43,069,905
Total Sources	$ 48,585,819	$ 12,961,265	$ 2,976,424	$ 10,355,466	$ 43,069,905
Uses of Funds	$ 117,361,689	$ -	$ -	$ -	$ -
Projected Surplus/Deficit:	$ (68,775,870)	$ 12,961,265	$ 2,976,424	$ 10,355,466	$ 43,069,905
Unreserved Fund Balance:					
Beginning Balance	$ (587,190)	$ (69,363,060)	$ (56,401,795)	$ (53,425,371)	$ (43,069,905)
Net Surplus/Deficit	(68,775,870)	12,961,265	2,976,424	10,355,466	43,069,905
Ending Balance	$ (69,363,060)	$ (56,401,795)	$ (53,425,371)	$ (43,069,905)	$ -
Pessimistic					
Sources of Funds:					
Transfer-In from Detention Operating F	$ 48,585,819	$ 30,334,397	$ 2,976,424	$ -	$ 14,048,579
Total Sources	$ 48,585,819	$ 30,334,397	$ 2,976,424	$ -	$ 14,048,579
Uses of Funds	$ 117,361,689	$ -	$ -	$ -	$ -
Projected Surplus/Deficit:	$ (68,775,870)	$ 30,334,397	$ 2,976,424	$ -	$ 14,048,579
Unreserved Fund Balance:					
Beginning Balance	$ (587,190)	$ (69,363,060)	$ (39,028,663)	$ (36,052,239)	$ (36,052,239)
Net Surplus/Deficit	(68,775,870)	30,334,397	2,976,424	-	14,048,579
Ending Balance	$ (69,363,060)	$ (39,028,663)	$ (36,052,239)	$ (36,052,239)	$ (22,003,660)

Mandates

Introduction

Maricopa County faces major issues relating to the vast growth in and significant cost of providing mandated services. Mandates provide critical insights and justification of the County's use of funds. Disconcerting portions of the County's revenue sources are committed to satisfying unfunded mandates. Mandated services drive Maricopa County's strategic planning process, operating policies and financial structure.

Mandates, as defined for this study, are functions or services that meet constitutional, statutory or court-ordered requirements from either Federal or State entities. 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 2003-04 budget process, the Office of Management and Budget surveyed every County department in order to update the mandate study performed during FY 2002-03. County departments supplied all of the information contained herein. Mandate financials provided within this document do not include appropriated beginning fund balance, debt service, or eliminations. 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

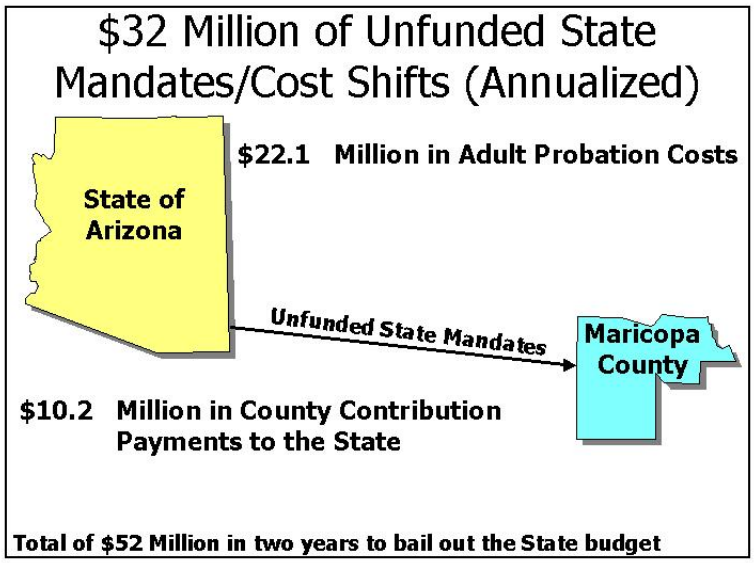
The 2003 Arizona Legislature focused upon solving one of the worst fiscal crises in state history by shifting mandated responsibilities to county taxpayers without appropriate funding.

In addition, Maricopa County faces more challenges due to the slow economic recovery. 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.

MARICOPA COUNTY POPULATION & EXPENDITURE GROWTH COMPARISON									
	FY 2000	FY 2001		FY 2002		FY 2003		FY 2004	
Population	3,099,000	3,194,200	3%	3,288,900	3%	3,381,900	3%	3,476,200	3%
Expenditures	1,842,000	2,025,000	10%	2,143,000	6%	2,464,000	15%	2,495,000	1%

Nearly $32 million of the state's budget shortfall that was shifted to Maricopa County this fiscal year as shown in the chart at right. $52 million has been shifted over a two-year period.



This FY 2003-04 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.

As demonstrated on the table below, $1,469,744,597 or 57.1% of the Maricopa County FY 2003-04 budget expenditures of $2,574,123,176 (not including appropriated beginning fund balance of $242,811,219, debt service of $35,017,173, and eliminations of $591,932,007) are committed to satisfying mandated services. In addition, $165,647,190 or 6.4% in administrative mandates provides essential support to mandated services. Consolidating budgeted mandates with administrative mandates total $1,635,391,787 or 63.5% of the FY 2003-04 budget. The remaining expenditures of $940,169,590 or 36.5% are non-mandate, and a vast majority of these expenditures are associated with the County Hospital

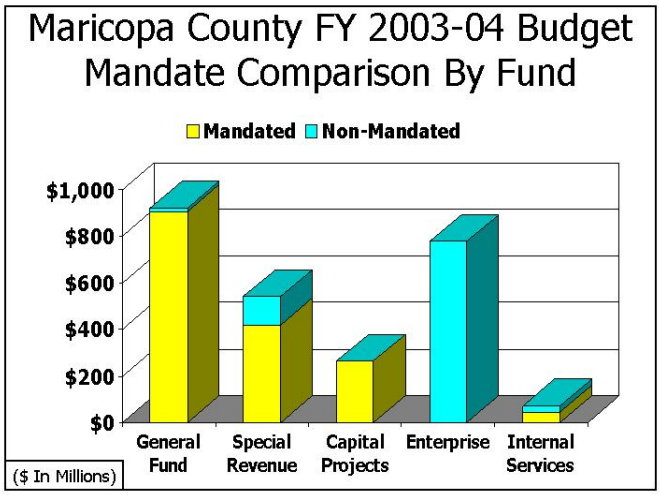
FY 2003-04 BUDGET EXPENDITURES

FUND	MANDATES	PERCENT OF BUDGET	ADMINISTRATIVE MANDATES	PERCENT OF BUDGET	NON-MANDATED	PERCENT OF BUDGET
General Fund	$ 786,674,356	30.6%	$ 119,937,870	4.7%	$ 15,065,932	0.6%
Special Revenue	418,728,440	16.3%	152,063	0.0%	121,885,696	4.7%
Capital Projects	264,243,081	10.3%	-	0.0%	407,135	0.0%
Enterprise	-	0.0%	-	0.0%	777,201,025	30.2%
Internal Service	98,720	0.0%	45,557,257	1.8%	25,609,802	1.0%
Total All Funds	$ 1,469,744,597	57.1%	$ 165,647,190	6.4%	$ 940,169,590	36.5%

The table below breaks-out FY 2003-04 consolidated mandates by fund as a percent of total mandates. Consolidated General Fund mandates of $906.6 million represents 55.4% of all mandated expenditures. Consolidated Special Revenue Fund mandates of $418.8 million represents 25.6% of all mandated expenditures. Consolidated Capital Projects Fund mandates of $264.2 million represents 16.2% of all mandated expenditures. Consolidated Internal Service Fund mandates of $45.6 million represents 2.8% of all mandated expenditures.

FY 2003-04 CONSOLIDATED MANDATES BY FUND

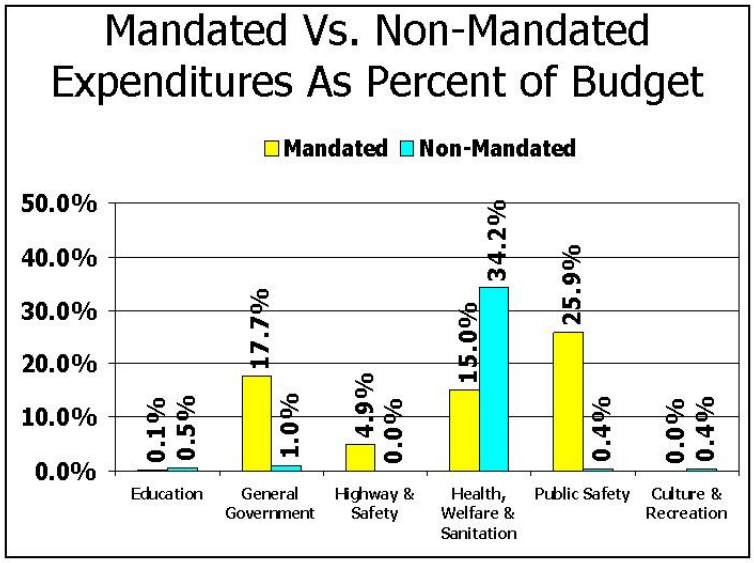
FUND	MANDATES	PERCENT OF TOTAL MANDATES
GENERAL FUND	$ 906,612,226	55.4%
SPECIAL REVENUE FUND	418,880,503	25.6%
CAPITAL PROJECTS FUND	264,243,081	16.2%
INTERNAL SERVICE FUND	45,655,977	2.8%



The chart at left shows the breakout of mandates and non-mandated expenditures by fund in the FY 2003-04 budget.

Expenditures and mandated 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. Therefore, Culture and Recreation is not seen in this document, except as an expenditure. The bulk of mandated expenditures fall in the areas of Public Safety, General Government and Health, Welfare and Sanitation.

Maricopa County FY 2003-04 mandated versus non-mandated expenditures as a percent of budget are shown on the chart at right. The expenditures are presented by category and include all funds.



FY 2003-04 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 2003-04 budget, including all funds, is comprised of 63.5% mandated services. The following tables below show budgeted expenditures versus mandated expenditures by expenditure category.

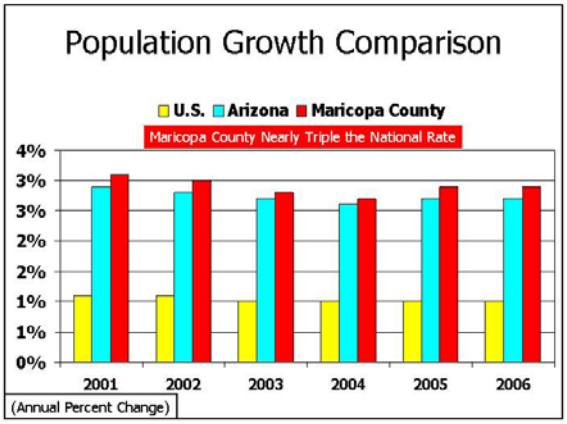
MANDATED EXPENDITURES BY CATEGORY AND TYPE FOR ALL FUNDS

Expenditure Category	Judicial Branch	Elected Officials	Appointed Departments	Special Districts	Totals
Education	$ -	$ 1,847,755.0	$ -	$ -	$ 1,847,755.0
General Government	-	35,489,622	419,848,268	-	455,337,890
Highways & Streets	-		125,745,364	-	125,745,364
Health Welfare & Sanitation	-		385,461,170	-	385,461,170
Public Safety	166,039,528	226,860,610	201,980,713	72,118,667	666,999,608
Totals	$ 166,039,528	$ 264,197,987	$ 1,133,035,515	$ 72,118,667	$ 1,635,391,787

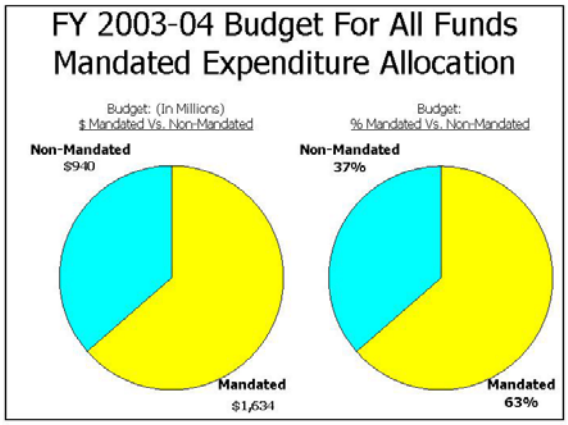
FY 2003-04 BUDGETED EXPENDITURES VS. MANDATED EXPENDITURES FOR ALL FUNDS

Expenditure Category	Budgeted Expenditures FY 2003-04	Mandated Expenditures FY 2003-04	% Mandates Of Total Expenditures	% Mandates Of Total Mandates
Education	$ 14,435,572	$ 1,847,755	0.1%	0.1%
Culture & Recreation	9,262,547	0	0.0%	0.0%
General Government	481,487,692	455,337,890	17.7%	27.8%
Highways & Streets	126,095,364	125,745,364	4.9%	7.7%
Health, Welfare & Sanitation	1,266,067,070	385,461,170	15.0%	23.6%
Public Safety	678,213,132	666,999,608	25.9%	40.8%
Totals	$ 2,575,561,377	$ 1,635,391,787	63.5%	100.0%

The chart at right compares 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 102 thousand or 3.2% during 2002 while the state's population increased more slowly, at 2.8%, and the nation's population increased by 1.1%. Growth of this magnitude requires additional resources to support infrastructure and provide a safety net for the welfare and protection of its citizens.



Maricopa County's budgeted expenditures decreased $279 million or 9.8% from FY 2002-03, and mandated expenditures alone decreased by $225 million or 12% over the same period of time. These decreases are due to capital projects being completed during this fiscal year.



The chart at left shows mandated dollar and percent splits for the FY 2003-04 expenditure budget.

FY 2003-04 General Fund Mandates

The FY 2003-04 General Fund budget totals $921,678,158, (excluding appropriated fund balances, eliminations and debt service). General Fund mandates total $906,612,226, or 98.4% of the General Fund budget. Maricopa County's General Fund budgeted expenditures increased $51,335,675 or 5.5% from FY 2002-03, and mandated expenditures increased by $55,482,983 or 6.1% over the same period of time. The significant growth in General Fund mandated expenditures within the FY 2003-04 budget placed heavy burdens upon management to ensure adequate funding. Expenditure allocations and reductions to expenditure budgets were necessary to meet new unfunded mandates while maintaining a minimum level of service on existing mandates.

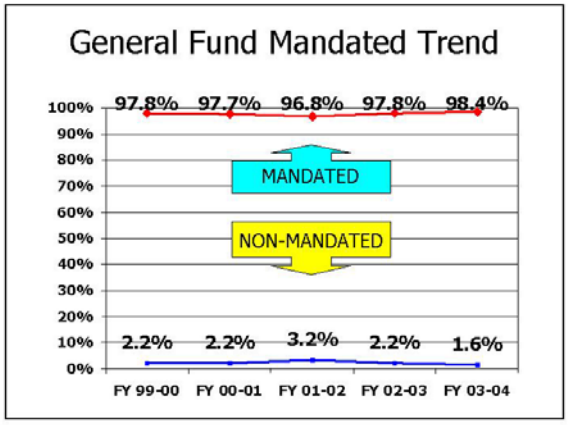
The following tables provide General Fund mandated expenditures by category and type, and a General Fund expenditure and mandate summary:

MANDATED GENERAL FUND EXPENDITURES BY CATEGORY AND TYPE

EXPENDITURE CATEGORY	JUDICIAL BRANCH	ELECTED OFFICIALS	APPOINTED DEPARTMENTS	SPECIAL DISTRICTS	TOTALS
Education	$ -	$ 1,847,755	$ -	$ -	$ 1,847,755
General Government	-	31,085,476	276,187,165	-	307,272,641
Highways & Streets	-	-	-	-	-
Health, Welfare & Sanitation	-	-	340,422,495	-	340,422,495
Public Safety	106,284,916	103,511,504	47,272,915	-	257,069,335
Totals	$ 106,284,916	$ 136,444,735	$ 663,882,575	$ -	$ 906,612,226

GENERAL FUND EXPENDITURE & MANDATE SUMMARY

	FY 2003-04 BUDGET EXPENDITURES	FY 2003-04 BUDGET MANDATES	% VARIANCE TOTAL BUDGET	FY 2003-04 BUDGET NON-MANDATED	% VARIANCE TOTAL BUDGET
Judicial Branch	$ 106,284,916	$ 106,284,916	11.5%	$ -	0.0%
Elected Officials	136,444,735	136,444,735	14.8%	-	0.0%
Appointed Departments	678,948,507	663,882,575	72.0%	15,065,932	1.6%
Totals	$ 921,678,158	$ 906,612,226	98.4%	$ 15,065,932	1.6%



The chart at left provides a breakout of the General Fund mandated and non-mandated expenditures over time. FY 2003-04 General Fund mandates represent 98.4% and non-mandated expenditures represent 1.6% of total General Fund expenditures budgeted.

General Fund mandates of $906.6 million equate to 35.2% of all funds budgeted for FY 2003-04; and total 55.4% of FY 2003-04 budgeted mandates for all funds.

General Fund non-mandated expenditures represent $15.06 million or 1.6% of the FY 2003-04 General Fund budget, as outlined on the table at right.

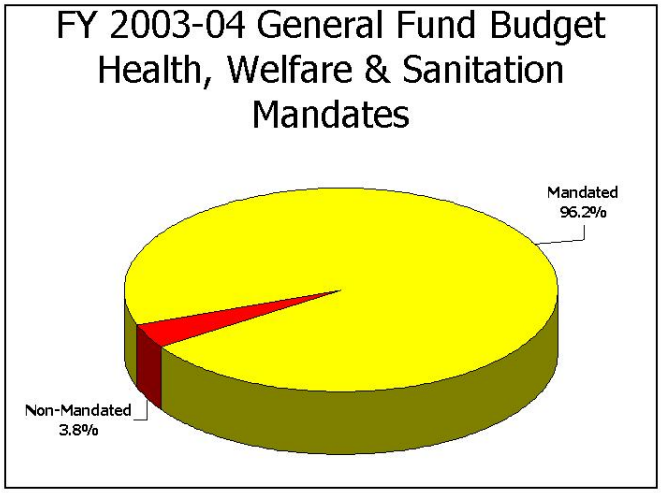
FY 2003-04 GENERAL FUND NON-MANDATED EXPENDITURES

	Non-Mandated Expenditures
General Government	$ 100,000
Health Care Mandates	12,506,059
Human Services	945,707
Parks & Recreation	1,514,166
Total	$ 15,065,932

Just over $12.5 million of FY 2003-04 General Fund non-mandated expenditures fall under Health Care Mandates and represent the Health Care Delivery System teaching program subsidize budgeted for FY 2003-04

General Fund Health, Welfare & Sanitation Mandates

The largest group of General Fund mandated activities fall under the category of Health, Welfare & Sanitation. $340.4 million or 37.5% of General Fund mandates fall in this category. Health Care Mandates make up the majority of non-mandated expenditures at $12.5 million for FY 2003-04



The breakout of mandates in the FY 2003-04 General Fund budget for Health, Welfare & Sanitation is shown on the chart at left. Of $353.8 million in total Health, Welfare & Sanitation General Fund expenditures, $340.4 million are mandated and $13.4 million are non-mandated.

100% of all General Fund expenditures in Animal Care & Control, Environmental Services, Medical Examiner, Public Health and Health Care Mandates departments are mandated. 96% of the Health Care Mandates department General Fund Expenditures are mandated, with the remaining 4% non-mandated.

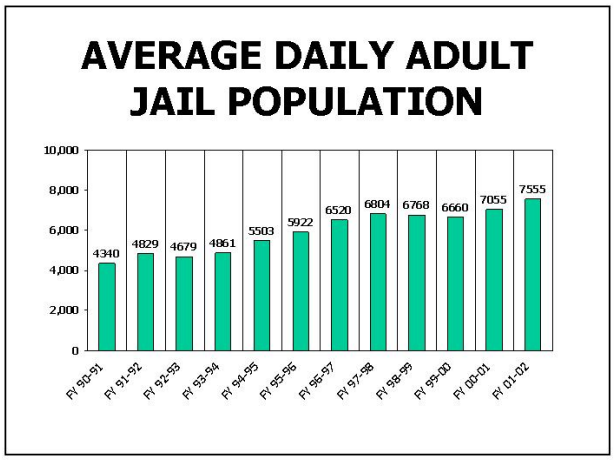
Maricopa County is responsible for the protection of the food and water supplies, the detection and abatement of environmentally transmitted disease and public health nuisances, and the institution of programs that control the release into the atmosphere of hazardous air pollutants. Maricopa County is required to provide for the indigent sick and general mental health of its indigent population. The County is mandated to provide for the safety of Maricopa County citizens by handling vicious dogs while enforcing rabies quarantine and vaccine requirements.

General Fund Public Safety Mandates

General Fund Public Safety mandates total $257.1 million or 28.3% of total General Fund mandates. 100% of all General Fund Public Safety expenditures in the FY 2003-04 budget are mandated. These expenditures provide for the safety of Maricopa County citizens while protecting their unalienable rights, and provide due process of law. The greatest resource used protects citizen rights and falls under the umbrella of the Criminal Justice System. Maricopa County funds prosecutors, defenders, the Judicial Branch, jails and policing activities, to name a few Criminal Justice activities.

General Fund Public Safety mandate expenditures are included in 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.

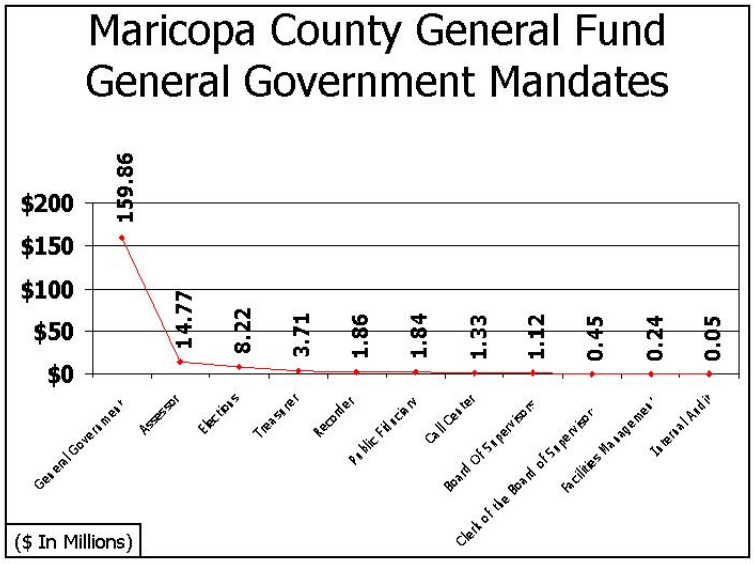
Maricopa County's population growth impacts public safety, particularly in the unincorporated areas of the County. General Fund Public Safety mandates represent 27.8% of the total FY 2003-04 General Fund budget and 28.3% of General Fund mandates. The chart at right shows the the average daily adult jail population in Maricopa County. Since 1991, Maricopa County's adult jail population has almost doubled.



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 the *General Government* department. *General Government* department expenditures benefit the County as a whole and do not relate to any particular department or program. Examples of these *General Government* department expenditures include: Major Maintenance, Debt Service, State of Arizona Budget Cuts, 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 conducting of schools in the unincorporated areas of Maricopa County. The department of Superintendent of Schools is the only department within the education category.

FY 2003-04 Mandates Excluding the General Fund

The rapid population growth as experienced 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 $728.9 million. The table below provides a breakout of these mandates.

Fund	Mandates	% Budget	Non-Mandated	% Budget
Special Revenue	$ 419,032,566	78.1%	$ 121,885,696	22.7%
Capital Projects	264,243,081	99.8%	407,135	0.2%
Enterprise	-	0.0%	777,201,025	100.0%
Internal Service	45,655,977	64.1%	25,609,802	35.9%
Totals	$ 728,931,624	28.3%	$ 925,103,658	35.9%

Mandate Study - Summary Schedules

Consolidated Mandates – Including All Funds

CONSOLIDATED MANDATES - INCLUDING ALL FUNDS BY CATEGORY				
Expenditure Category	**FY 2003-04 Budget**	**FY 2003-04 Mandates**	**$ Variance**	**% Variance**
Culture & Recreation	$ 9,262,547	$ -	$ 9,262,547	100.0%
Education	14,435,572	1,847,755	12,587,817	87.2%
General Government	481,487,692	455,337,890	26,149,802	5.4%
Highways & Streets	126,095,364	125,745,364	350,000	0.3%
Health, Welfare & Sanitation	1,266,067,070	385,461,170	880,605,900	69.6%
Public Safety	678,213,132	666,999,608	11,213,524	1.7%
Totals	$ 2,575,561,377	$ 1,635,391,787	$ 940,169,590	36.5%

CONSOLIDATED MANDATES - INCLUDING ALL FUNDS BY EXPENDITURE TYPE				
Expenditure Type	**FY 2003-04 Budget**	**FY 2003-04 Mandates**	**$ Variance**	**% Variance**
Judicial Branch	$ 166,039,528	$ 166,039,528	$ -	0.0%
Elected Officials	264,198,077	264,198,077	-	0.0%
Appointed Departments	2,064,261,530	1,133,035,515	931,226,015	45.1%
Special Districts	80,162,242	72,118,667	8,043,575	10.0%
Totals	$ 2,574,661,377	$ 1,635,391,787	$ 939,269,590	36.5%

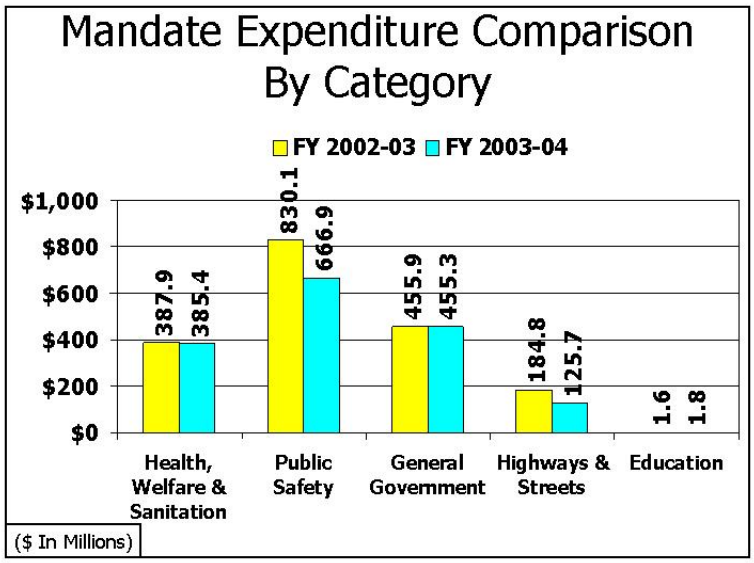
CONSOLIDATED MANDATES - BY FUND TYPE				
Expenditure Type	**FY 2003-04 Budget**	**FY 2003-04 Mandates**	**$ Variance**	**% Variance**
General Fund	$ 921,678,158	$ 906,612,226	$ 15,065,932	1.6%
Special Revenue Fund	540,766,199	418,880,503	121,885,696	22.5%
Capital Projects	264,650,216	264,243,081	407,135	0.2%
Enterprise	777,201,025	-	777,201,025	100.0%
Internal Service Fund	71,265,779	45,655,977	25,609,802	35.9%
Totals	$ 2,575,561,377	$ 1,635,391,787	$ 940,169,590	36.5%

FY 2003-04 BUDGETED MANDATES BY DEPARTMENT AND FUND

Department	General Fund	Special Revenue Funds	Capital Projects	Enterprise Funds	Internal Service Funds	Total Mandates
Judicial Branch						
Adult Probation	$ 36,360,604	$ 14,234,945	$ -	$ -	$ -	$ 50,595,549
Trial Courts	58,294,709	11,650,518	-	-	-	69,945,227
Juvenile Probation	11,629,603	33,087,751	781,398	-	-	45,498,752
Sub-Total	$ 106,284,916	$ 58,973,214	$ 781,398	$ -	$ -	$ 166,039,528
Elected Departments						
Assessor	$ 14,765,952	$ -	$ -	$ -	$ -	$ 14,765,952
Board of Supervisors	1,123,780	-	-	-	-	1,123,780
Clerk of the Board of Supervisors	450,169	-	-	-	-	450,169
Clerk of the Superior Court	21,246,745	7,721,621	-	-	-	28,968,366
Constables	1,613,814	-	-	-	-	1,613,814
County Attorney	43,404,402	11,131,793	-	-	-	54,536,195
Elections	8,219,888	-	-	-	-	8,219,888
Internal Audit	958,022	-	-	-	-	958,022
Recorder	1,859,996	4,404,146	-	-	-	6,264,142
Sheriff	37,246,543	102,790,411	1,705,371	-	-	141,742,325
Superintendent of Schools	1,847,755	-	-	-	-	1,847,755
Treasurer	3,707,669	-	-	-	-	3,707,669
Sub-Total	$ 136,444,735	$ 126,047,971	$ 1,705,371	$ -	$ -	$ 264,198,077
Appointed Departments						
Animal Care & Control	$ 304,041	$ 7,613,613	$ -	$ -	$ -	$ 7,917,654
Call Center	1,325,517	-	-	-	-	1,325,517
Chief Information Offficer	4,877,950	-	-	-	-	4,877,950
Communications	-	-	-	-	800,490	800,490
Coummunity Development	-	-	-	-	-	-
Contract Counsel	9,354,848	-	-	-	-	9,354,848
Correctional Health		21,837,046	156,499			21,993,545
County Administrative Officer	1,155,331	-	-	-	-	1,155,331
Criminal Justice Facilities Development		-	117,361,689	-	-	117,361,689
Emergency Management	152,182	1,352,369	-	-	-	1,504,551
Environmental Services	753,844	18,049,882	-	-	-	18,803,726
Equipment Services	-	-	-	-	8,171,022	8,171,022
Facilities Management	26,054,852	-	-	-	-	26,054,852
Finance	2,492,291	-	-	-	-	2,492,291
General Government	230,872,737	31,224,230	66,780,896	-	-	328,877,863
Health Care Delivery System	-	-	-	-	-	-
Health Care Mandates	328,989,895	4,500,000	-	-	-	333,489,895
Health Plans	-	-	-	-	-	-
Human Resources	2,741,834	-	-	-	-	2,741,834
Human Services	-	-	-	-	-	-
Integrated Criminal Justic Information System	-	7,236,337				7,236,337
Legal Defender	5,428,346	78,974	-	-	-	5,507,320
Library District	-	-	-	-	-	-
Management & Budget	1,566,112	-	-	-	-	1,566,112
Materials Management	1,244,722	-	-	-	834,991	2,079,713
Medical Examiner	3,881,203	-	-	-	-	3,881,203
Office of Legal Advocate	4,725,749	10,416	-	-	-	4,736,165
Parks & Recreation	-	-	-	-	-	-
Planning & Development		5,040,898	-	-	-	5,040,898
Public Defender	27,611,790	1,633,570	-	-	-	29,245,360
Public Fiduciary	1,841,113	-	-	-	-	1,841,113
Public Health	6,493,512	11,439,948	-	-	-	17,933,460
Research & Reporting	-	-	-	-	-	-
Risk Management	-	-	-	-	-	-
Solid Waste	-	3,435,232	-			3,435,232
Stadium District	-	-	-	-	-	-
Telecommunications	-	-	-	-	12,214,470	12,214,470
Total Compensation	2,014,706	-	-	-	23,635,004	25,649,710
Transportation	-	48,288,136	77,457,228	-	-	125,745,364
Sub-Total	$ 663,882,575	$ 161,740,651	$ 261,756,312	$ -	$ 45,655,977	$ 1,133,035,515
Special Districts						
Flood Control District	$ -	$ 72,118,667	$ -	$ -	$ -	$ 72,118,667
Sub-Total	$ -	$ 72,118,667	$ -	$ -	$ -	$ 72,118,667
TOTAL MANDATES	$ 906,612,226	$ 418,880,503	$ 264,243,081	$ -	$ 45,655,977	$ 1,635,391,787

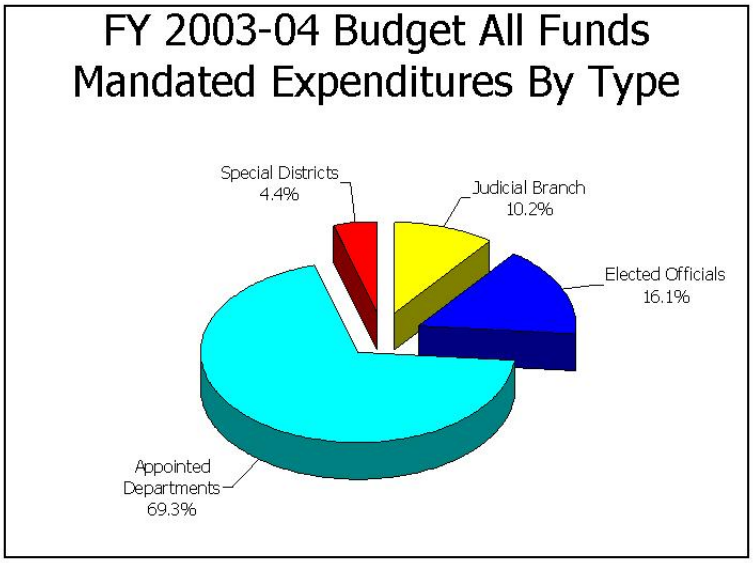
Departments with the greatest allocation of mandated dollars budgeted include General Government with $329 million, Health Care Mandates with $333 million, Capital Facilities Development with $117 million, Transportation with $125 million, the Sheriff's Office with $141 million, and the Flood Control District with $72 million.

The chart at right compares mandated FY 2002-03 budget expenditures for all funds, to those of FY 2003-04, by category. Mandates have decreased by over 14.9% from FY 2002-03. The largest decrease occurred in Public Safety, followed closely by Highways & Streets, Health, Welfare & Sanitation and General Government. Decreases in the Public Safety mandates were primarily due to infrastructure capital projects being completed. However, a majority of the departments within the Public Safety category showed increases in mandates year-over-year. Health, Welfare & Sanitation mandate decreases were due to slight decreases in nearly all of the departments that comprise the category.



FY 2003-04 MANDATED EXPENDITURES BY TYPE FOR ALL FUNDS

Mandate Type		Total Mandates
Judicial Branch	$	166,039,528
Elected Officials		264,198,077
Appointed Departments		1,133,035,515
Special Districts		72,118,667
Total	$	1,635,391,787



The chart at left provides mandated expenditures by type for all funds as a percent of total mandates.

FY 2003-04 BUDGET AND MANDATE COMPARISON BY CATEGORY FOR ALL FUNDS

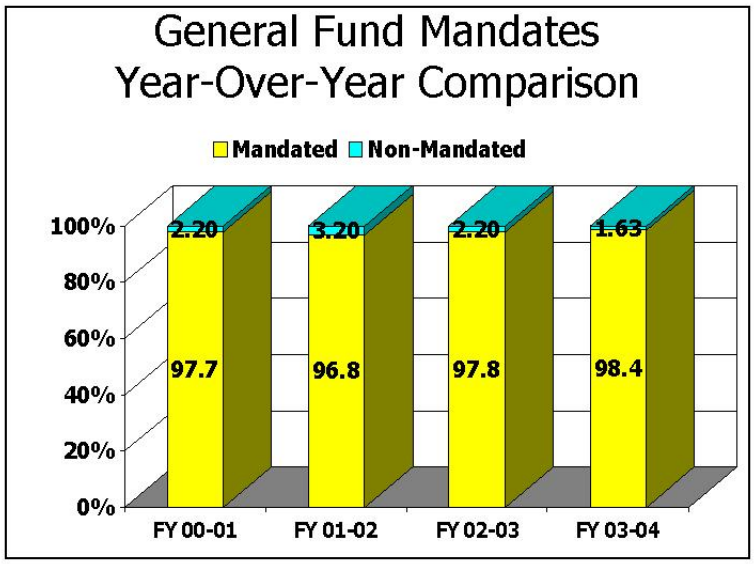
Expenditure Category	Budgeted Expenditures FY 2003-04	Mandated Expenditures FY 2003-04	Administrative Mandates FY 2003-04	Non-Mandated Expenditures FY 2003-04	% Mandates of Total Expenditures	% Consolidated Mandates of Total Mandates
Culture & Recreation						
Parks & Recreation	$ 6,794,631	$ -	$ -	$ 6,794,631	0.00%	0.00%
Stadium District	2,467,916	-	-	2,467,916	0.00%	0.00%
Culture & Recreation Total	$ 9,262,547	$ -	$ -	$ 9,262,547	0.00%	0.00%
Education						
Library District	$ 12,587,817	$ -	$ -	$ 12,587,817	0.00%	0.00%
Superintendent of Schools	1,847,755	1,847,755	-	-	0.07%	0.11%
Education Total	$ 14,435,572	$ 1,847,755	$ -	$ 12,587,817	0.07%	0.11%
General Government						
Assessor	$ 14,765,952	$ 14,765,952	$ -	$ -	0.57%	0.90%
Board of Supervisors	1,123,780	1,123,780	-	-	0.04%	0.07%
Call Center	1,325,517	1,325,517	-	-	0.05%	0.08%
Chief Information Officer	4,877,950	-	4,877,950	-	0.00%	0.30%
Clerk of the Board of Supervisors	450,169	450,169	-	-	0.02%	0.03%
Communications	800,490		800,490		0.00%	0.05%
County Administrative Officer	1,155,331	-	1,155,331	-	0.00%	0.07%
Elections	8,219,888	8,219,888	-	-	0.32%	0.50%
Equipment Services	8,171,022	98,720	8,072,302	-	0.00%	0.50%
Facilities Management	26,054,852	242,910	25,811,942	-	0.01%	1.58%
Finance	2,492,291		2,492,291	-	0.00%	0.15%
General Government	328,977,863	257,710,274	71,167,589	100,000	10.01%	19.99%
Human Resources	2,741,834	-	2,741,834	-	0.00%	0.17%
Internal Audit	958,022	49,400	908,622	-	0.00%	0.06%
Management & Budget	1,566,112	-	1,566,112	-	0.00%	0.10%
Materials Management	2,079,713	-	2,079,713	-	0.00%	0.13%
Public Fiduciary	1,841,113	1,841,113	-	-	0.07%	0.11%
Recorder	6,264,142	6,264,142	-	-	0.24%	0.38%
Research & Reporting	440,000	-	-	440,000	0.00%	0.00%
Risk Management	25,609,802	-	-	25,609,802	0.00%	0.00%
Telecommunications	12,214,470	-	12,214,470	-	0.00%	0.74%
Total Compensation	25,649,710	-	25,649,710	-	0.00%	1.56%
Treasurer	3,707,669	3,707,669	-	-	0.14%	0.23%
General Government Total	$ 481,487,692	$ 295,799,534	$ 159,538,356	$ 26,149,802	11.48%	27.67%
Highways & Streets						
Transportation	$ 126,095,364	$ 125,745,364	$ -	$ 350,000	4.88%	7.64%
Highways & Streets Total	$ 126,095,364	$ 125,745,364	$ -	$ 350,000	4.88%	7.64%
Health, Welfare & Sanitation						
Animal Care & Control	$ 7,917,654	$ 7,917,654	$ -	$ -	0.31%	0.48%
Community Development	15,857,672	-	-	15,857,672	0.00%	0.00%
Environmental Services	18,834,516	18,803,726	-	30,790	0.73%	1.14%
Health Care Delivery System	359,748,694	-	-	359,748,694	0.00%	0.00%
Health Care Mandates	345,995,954	329,908,397	3,581,498	12,506,059	12.81%	20.27%
Health Plans	418,509,967	-	-	418,509,967	0.00%	0.00%
Human Services	35,978,044	-	-	35,978,044	0.00%	0.00%
Medical Examiner	3,881,203	3,881,203	-		0.15%	0.24%
Public Health	55,008,134	15,406,124	2,527,336	37,074,674	0.60%	1.09%
Solid Waste	4,335,232	3,435,232	-	900,000	0.13%	0.21%
Health, Welfare & Sanitation Total	$ 1,266,067,070	$ 379,352,336	$ 6,108,834	$ 880,605,900	14.73%	23.42%
Public Safety						
Adult Probation	$ 50,595,549	$ 50,595,549	$ -	$ -	1.96%	3.07%
Clerk of the Superior Court	28,968,366	28,968,366	-	-	1.12%	1.76%
Constables	1,613,814	1,613,814	-	-	0.06%	0.10%
Contract Counsel	9,354,848	9,354,848	-	-	0.36%	0.57%
Correctional Health	21,993,545	21,993,545	-	-	0.85%	1.34%
County Attorney	54,536,195	54,536,195	-	-	2.12%	3.31%
Capital Facilities Development	117,361,689	117,361,689	-	-	4.56%	7.13%
Emergency Management	1,504,551	1,504,551	-	-	0.06%	0.09%
Flood Control District	80,162,242	72,118,667	-	8,043,575	2.80%	4.38%
Integrated Criminal Justice Information Sys	7,236,337	7,236,337	-	-	0.28%	0.44%
Juvenile Probation	45,498,752	45,498,752	-	-	1.77%	2.76%
Office of Legal Advocate	4,736,165	4,736,165	-	-	0.18%	0.29%
Legal Defender	5,507,320	5,507,320	-	-	0.21%	0.33%
Planning & Development	8,210,847	5,040,898	-	3,169,949	0.20%	0.31%
Public Defender	29,245,360	29,245,360	-	-	1.14%	1.78%
Sheriff	141,742,325	141,742,325	-	-	5.50%	8.61%
Trial Courts	69,945,227	69,945,227	-	-	2.72%	4.25%
Public Safety Total	$ 678,213,132	$ 666,999,608	$ -	$ 11,213,524	25.90%	40.53%
Grand Total	$ 2,575,561,377	$ 1,469,744,597	$ 165,647,190	$ 940,169,590	57.07%	100.00%

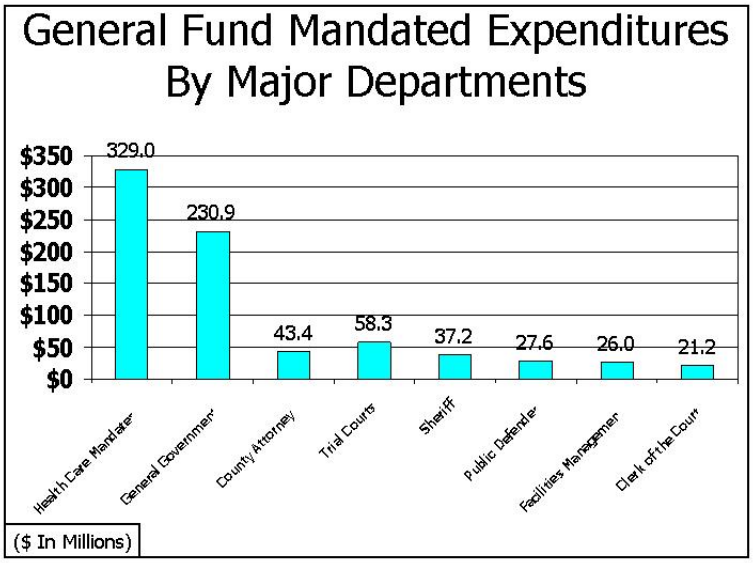
The table below compares year-over-year budget expenditures and year-over-year mandate expenditures for all funds. The total FY 2003-04 expenditure budget for all funds decreased by 9.8% from FY 2002-03, whereas mandates decreased by 11.5% over the same period of time.

Expenditure Category	Budget Expenditures FY 2002-03	Budget Expenditures FY 2003-04	% Budget Variance	Mandate Expenditures FY 2002-03	Mandate Expenditures FY 2003-04	% Mandate Variance
Culture & Recreation	$ 14,009,214	$ 9,262,547	$ (0)	$ -	$ -	0.0%
Education	15,356,136	14,435,572	-6.0%	1,651,193	1,847,755	11.9%
General Government	482,861,061	481,487,692	-0.3%	453,708,836	295,799,534	-34.8%
Highways & Streets	185,529,670	126,095,364	-32.0%	184,847,670	125,745,364	-32.0%
Health, Welfare & Sanitation	1,316,123,743	1,266,067,070	-3.8%	390,156,419	379,352,336	-2.8%
Public Safety	841,525,159	678,213,132	-19.4%	830,128,973	666,999,608	-19.7%
Totals	$ 2,855,404,983	$ 2,575,561,377	$ (0)	$ 1,860,493,091	$ 1,469,744,597	-21.0%

General Fund Mandates

The FY 2003-04 General Fund budget totals $921.7 million of which $906.6 or 98.4% is mandated. The chart at right compares year-over-year General Fund mandates and non-mandated budget expenditures.





FY 2003-04 General Fund mandated expenditures by major department are shown on the chart at left.

GENERAL FUND MANDATES FY 2003-04

GENERAL FUND BUDGETED MANDATES FY 2003-04 BY CATEGORY AND DEPARTMENT

	Mandates	Administrative Mandates	Consolidated Mandates
Education			
Superintendent of Schools	$ 1,847,755	$ -	$ 1,847,755
Sub-Total	$ 1,847,755	$ -	$ 1,847,755
General Government			
Assessor	$ 14,765,952	$ -	$ 14,765,952
Board of Supervisors	1,123,780	-	1,123,780
Call Center	1,325,517	-	1,325,517
Chief Information Officer	-	4,877,950	4,877,950
Clerk of the Board of Supervisors	450,169	-	450,169
County Administrative Officer	-	1,155,331	1,155,331
Elections	8,219,888	-	8,219,888
Facilities Management	242,910	25,811,942	26,054,852
Finance		2,492,291	2,492,291
General Government	159,857,211	71,015,526	230,872,737
Human Resources	-	2,741,834	2,741,834
Internal Audit	49,400	908,622	958,022
Management and Budget	-	1,566,112	1,566,112
Materials Management	-	1,244,722	1,244,722
Public Fiduciary	1,841,113	-	1,841,113
Recorder	1,859,996	-	1,859,996
Research & Reporting	-	-	-
Risk Management	-	-	-
Telecommunications		-	-
Total Compensation		2,014,706	2,014,706
Treasurer	3,707,669	-	3,707,669
Sub-Total	$ 193,443,605	$ 113,829,036	$ 307,272,641
Health, Welfare & Sanitation			
Animal Care & Control	$ 304,041	$ -	$ 304,041
Environmental Services	753,844		753,844
Health Care Mandates	325,408,397	3,581,498	328,989,895
Medical Examiner	3,881,203		3,881,203
Public Health	3,966,176	2,527,336	6,493,512
Sub-Total	$ 334,313,661	$ 6,108,834	$ 340,422,495
Public Safety			
Adult Probation	$ 36,360,604	$ -	$ 36,360,604
Clerk of the Superior Court	21,246,745	-	21,246,745
Constables	1,613,814	-	1,613,814
Contract Counsel	9,354,848	-	9,354,848
County Attorney	43,404,402	-	43,404,402
Emergency Management	152,182	-	152,182
Juvenile Probation	11,629,603	-	11,629,603
Legal Defender	5,428,346	-	5,428,346
Office of Legal Advocate	4,725,749	-	4,725,749
Public Defender	27,611,790	-	27,611,790
Sheriff	37,246,543	-	37,246,543
Trial Courts	58,294,709	-	58,294,709
Sub-Total	$ 257,069,335	$ -	$ 257,069,335
TOTAL GENERAL FUND MANDATES	$ 786,674,356	$ 119,937,870	$ 906,612,226

GENERAL FUND MANDATE COMPARISON

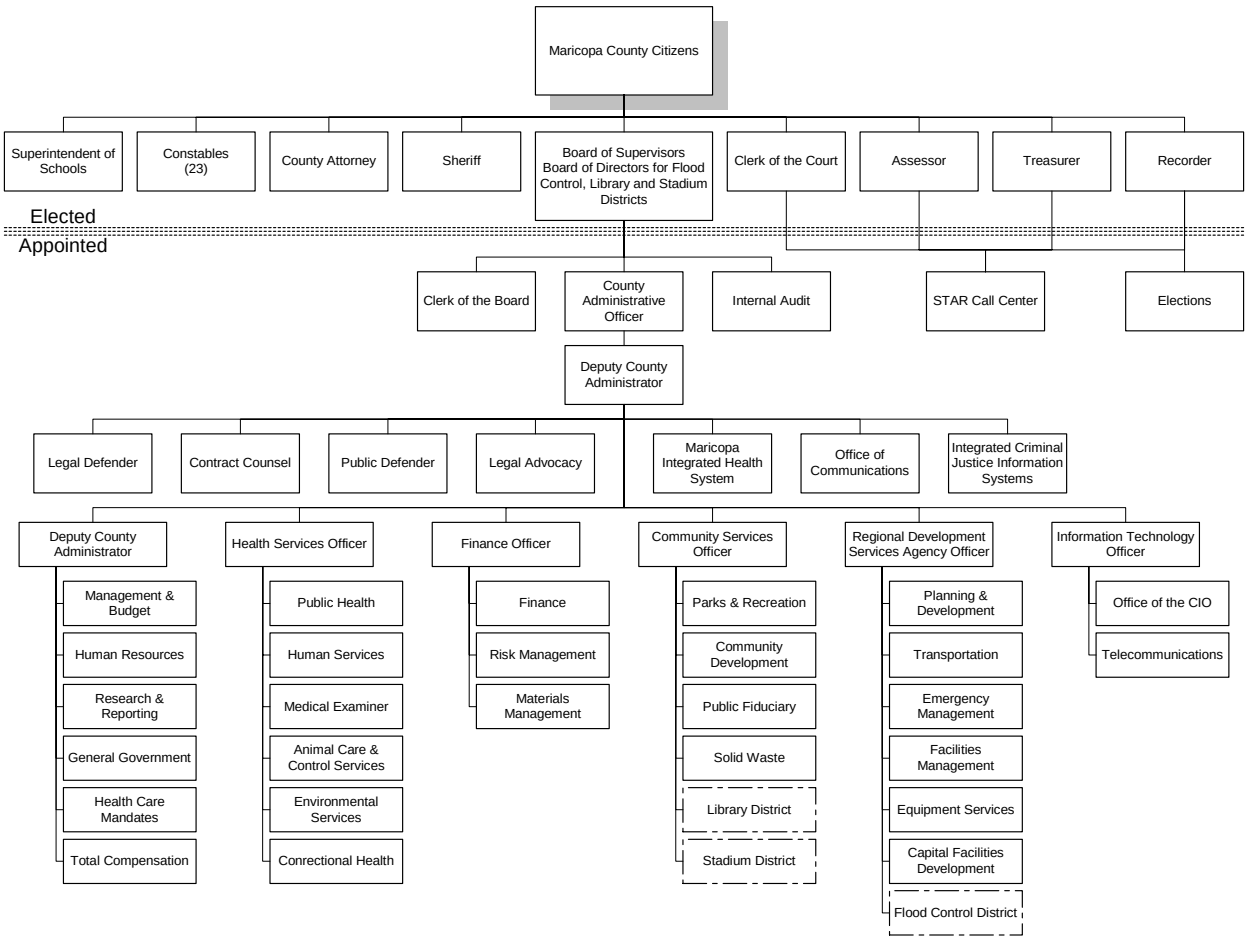
	General Fund Budgeted Mandates FY 2002-03	General Fund Budgeted Mandates FY 2003-04	$ Variance Increase (Decrease)	% Variance Increase (Decrease)
Judicial Branch				
Adult Probation	$ 14,210,964	$ 36,360,604	$ 22,149,640	155.9%
Juvenile Probation	11,608,350	11,629,603	21,253	0.2%
Trial Courts	55,806,575	58,294,709	2,488,134	4.5%
Sub-Total	$ 81,625,889	$ 106,284,916	$ 24,659,027	30.2%
Elected Officials				
Assessor	$ 14,791,846	$ 14,765,952	$ (25,894)	-0.2%
Board of Supervisors	1,186,825	1,123,780	(63,045)	-5.3%
Clerk of the Board of Supervisors	496,686	450,169	(46,517)	-9.4%
Clerk of the Superior Court	21,020,241	21,246,745	226,504	1.1%
Constables	1,573,243	1,613,814	40,571	2.6%
County Attorney	42,352,207	43,404,402	1,052,195	2.5%
Elections	10,135,373	8,219,888	(1,915,485)	-18.9%
Internal Audit	10,000	49,400	39,400	394.0%
Recorder	1,870,954	1,859,996	(10,958)	-0.6%
Sheriff	37,139,909	37,246,543	106,634	0.3%
Superintendent of Schools	1,651,193	1,847,755	196,562	11.9%
Treasurer	3,678,416	3,707,669	29,253	0.8%
Sub-Total	$ 135,906,893	$ 135,536,113	$ (370,780)	-0.3%
Appointed Departments				
Animal Care & Control	$ 304,041	$ 304,041	$ -	0.0%
Call Center	1,323,313	1,325,517	2,204	0.2%
Contract Counsel	5,411,936	9,354,848	3,942,912	72.9%
Emergency Management	77,108	152,182	75,074	97.4%
Environmental Services	737,332	753,844	16,512	2.2%
Facilities Management	-	242,910	242,910	0.0%
General Government	147,434,750	159,857,211	12,422,461	8.4%
Health Care Mandates	328,391,672	325,408,397	(2,983,275)	-0.9%
Legal Advocate	3,828,839	4,725,749	896,910	23.4%
Legal Defender	4,997,933	5,428,346	430,413	8.6%
Medical Examiner	3,888,275	3,881,203	(7,072)	-0.2%
Public Defender	27,216,686	27,611,790	395,104	1.5%
Public Fiduciary	1,820,125	1,841,113	20,988	1.2%
Public Health	3,922,024	3,966,176	44,152	1.1%
Sub-Total	$ 529,354,034	$ 544,853,327	$ 15,499,293	2.9%
Total Mandated Services	$ 748,386,776	$ 786,674,356	$ 38,287,580	5.1%
Percent of General Fund Expenditures	86.0%	58.9%		
Non-Mandated Services				
General Government	$ 3,065,433	$ 100,000	$ (2,965,433)	-96.7%
Health Care Mandates	13,140,300	-	(13,140,300)	-100.0%
Human Services	1,267,103	945,707	(321,396)	-25.4%
Parks & Recreation	1,740,404	1,514,166	(226,238)	-13.0%
Sub-Total	$ 19,213,240	$ 2,559,873	$ (16,653,367)	-86.7%
Total Non-Mandated Services	$ 19,213,240	$ 2,559,873	$ (16,653,367)	-86.7%
Percent of General Fund Expenditures	2.2%	0.3%		
Administrative Mandates				
Chief Information Officer	$ 5,263,577	$ 4,877,950	$ (385,627)	-7.3%
County Administrative Officer	1,458,476	1,155,331	(303,145)	-20.8%
Facilities Management	26,370,075	25,811,942	(558,133)	-2.1%
Finance	2,289,162	2,492,291	203,129	8.9%
General Government	52,342,146	71,015,526	18,673,380	35.7%
Health Care Mandates	3,716,338	2,152,324	(1,564,014)	-42.1%
Human Resources	3,844,842	2,741,834	(1,103,008)	-28.7%
Internal Audit	1,004,158	908,622	(95,536)	-9.5%
Management and Budget	1,587,360	1,566,112	(21,248)	-1.3%
Materials Management	1,380,984	1,244,722	(136,262)	-9.9%
Public Health	2,440,858	2,527,336	86,478	3.5%
Total Compensation	1,044,491	2,014,706	970,215	92.9%
Sub-Total	$ 102,742,467	$ 118,508,696	$ 15,766,229	15.3%
Total Administrative Mandates	$ 198,762,881	$ 118,508,696	$ (80,254,185)	-40.4%
Percent of General Fund Expenditures	11.8%	12.8%		
Grand Total General Fund Expenditures	$ 870,342,483	$ 907,742,925	$ 37,400,442	4.3%

Departmental Budget Schedules

Maricopa County Organization

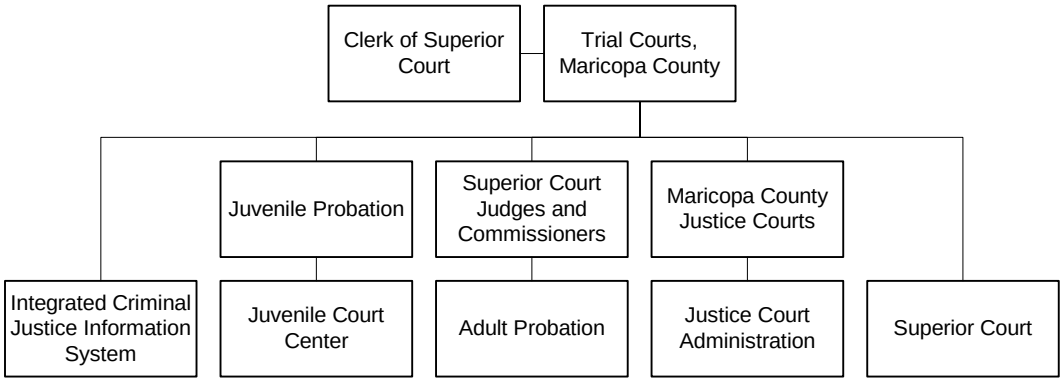
Maricopa County is organized according to its accountability to the citizens it serves. There are Elected Officials, Appointed Departments and Special Districts. There is also a Judicial Branch, which includes the new Trial Courts organization structure made up of Adult Probation, Justice Courts, Juvenile 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 serve 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 41 appointed departments, including 3 Special Districts, for which the County Board of Supervisors acts as the Board of Directors.

Countywide Organizational Chart

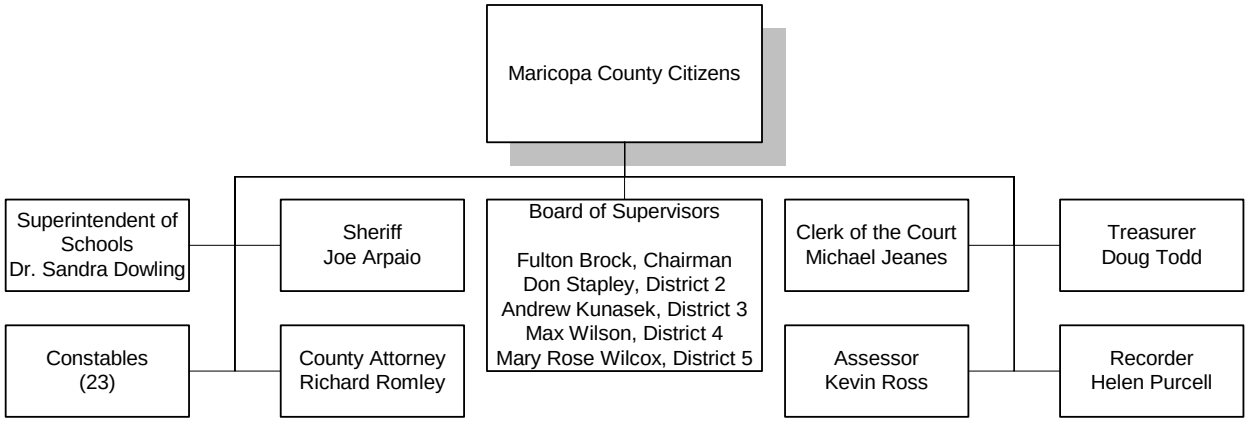


Countywide Organizational Chart (Continued)

Arizona Courts in Maricopa County



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.

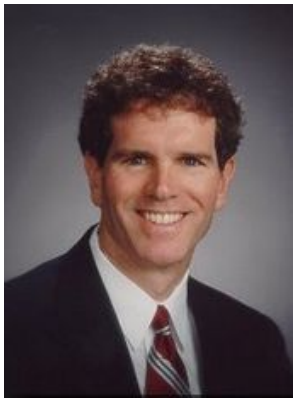
The board holds statutory and formal meetings that generally are scheduled twice each month on Wednesdays. Informal meetings generally are held on the Monday preceding the formal meetings. Although the adopted schedule can change, meetings are posted at least 24 hours in advance, in compliance with Arizona's 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)

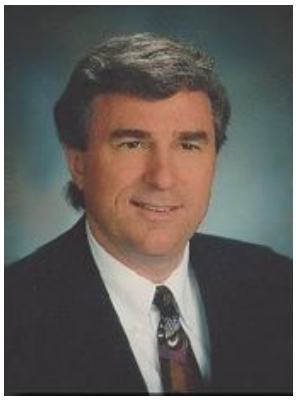
Elected Biographies

Fulton Brock, District 1 – Chairman



(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. 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

(Republican) Andrew Kunasek was appointed to the Board in September of 1997, and was subsequently elected by the constituency of District 3 to a two-year term in 1998 and a four-year term in 2000. Supervisor Kunasek served as the Chairman of the Board of Supervisors in 2000. Supervisor Kunasek is an Arizona native and earned a degree in management from Arizona State University. He owns interest in farming, citrus and cattle operations, and is president of Mercado Management, a land acquisition and real estate management company. Kunasek has 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 Delegate to the 1996 Republican National Convention. Kunasek, wife Kim and daughters Emily and Kathryn 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 Peeples 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. 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

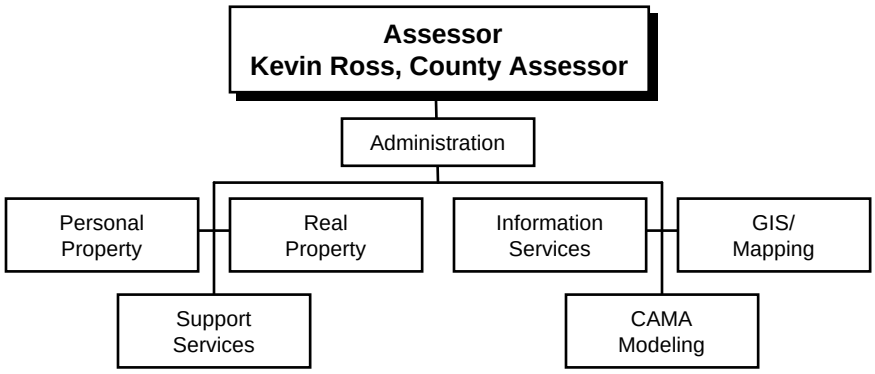
(Republican) was first elected School Superintendent in 1988. She was re-elected by a wide margin in 1992, 1996 & 2000. As Superintendent, her responsibilities include serving as fiscal agent for 40 school districts, providing educational programs, maintaining payroll services for 16,000 school district 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 ASU. In 1994, she received her doctorate degree in school finance and education law from NAU. Dr. Dowling and her husband Dennis live in Peoria. They have four children.

Doug Todd, Treasurer

(Republican) 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, Doug was born and grew up in Prescott. He moved to Tempe in 1947 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

- Maintaining an employee retention rate of at least 95% of quality, experienced employees exclusive of retirees.
- Fair and equitable valuation of property that continues to meet or exceed Department of Revenue guidelines.
- Quality customer service and information that annually “satisfies" at least 95% of the public and taxing jurisdictions based upon satisfaction surveys.
- To achieve timely and accurate identification of property owners that is updated within 45 days of a recorded change at least 95% of the time.
- Utilization and implementation of technology that allows our results to be efficient, timely, accurate and public service oriented based on annual internal and external satisfaction surveys showing continued improvement.
- New Construction being added to our system within 30 days of completion at least 99% of the time.

Issues

- A competitive market for quality employees will continue to create a problem of retaining qualified and experienced staff.
- The county's strong real estate industry will continue to stretch our resources in keeping up with new construction and property, splits, sales, appeals and other growth issues.

Assessor (Continued)

- Legislative changes, unfunded mandates, will continue to demand more resources, specifically staffing and technology.
- Technological advancements and opportunities will allow for more efficient work processes in every department and provide additional sources of analysis and information for the public.
- Budgetary constraints may limit our technological advancements and level of services available.
- Demographic shifts will create a larger population eligible for exemption benefits and a change in population and land use densities.
- Inter-operability of county and other government agencies will impact departments' abilities to achieve objectives.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
ASSESSOR
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
INFORMATION RESOURCE	$ 847,684	$ 150,053	$ -	$ 997,737	$ 133,669
PROPERTY ASSESSMENT	$ 9,671,370	$ 1,609,101	$ -	$ 11,280,471	$ -
ADMINISTRATIVE SERVICES PROG	$ 506,138	$ 110,740	$ -	$ 616,878	$ -
INFORMATION TECHNOLOGY PROGRAM	$ 1,626,621	$ 146,967	$ 97,278	$ 1,870,866	$ -
TOTAL	$ 12,651,813	$ 2,016,861	$ 97,278	$ 14,765,952	$ 133,669

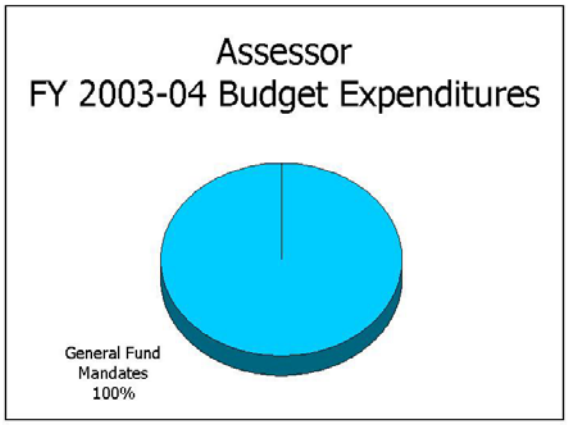
Mandate Consolidated Financial Data

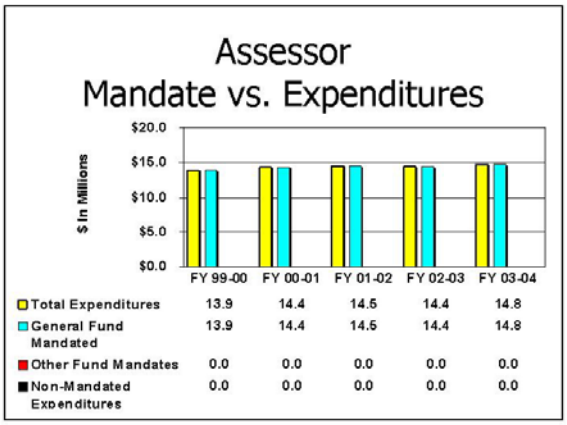
Total Department Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 13,921,894	$ 13,921,894
FY 2000-01 Actuals	$ 14,354,295	$ 14,354,295
FY 2001-02 Actuals	$ 14,494,126	$ 14,494,126
FY 2002-03 Actuals	$ 14,410,210	$ 14,410,210
FY 2003-04 Adopted Budget	$ 14,765,952	$ 14,765,952

Total Mandated Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 13,921,894	$ 13,921,894
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 Adopted Budget	$ 14,765,952	$ 14,765,952

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	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: 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. 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.

Assessor (Continued)

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.

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.

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

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

120 ASSESSOR

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 12,652,267	$ 2,016,407	$ 97,278	$ 14,765,952	$ 133,669
ALL FUNDS	$ 12,652,267	$ 2,016,407	$ 97,278	$ 14,765,952	$ 133,669

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
120 ASSESSOR
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
650 MISCELLANEOUS REVENUE	188,221	133,669	133,669	133,304	133,669	133,669	-	0%
Total Revenue	$ 188,221	$ 133,669	$ 133,669	$ 133,304	$ 133,669	$ 133,669	$ -	0%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 9,723,933	$ 9,952,268	$ 9,960,040	$ 9,682,106	$ 10,003,019	$ 10,003,019	$ (42,979)	0%
705 TEMPORARY PAY	175,129	97,600	127,435	121,510	127,435	127,435	-	0%
710 OVERTIME	33,032	30,000	30,000	25,206	30,000	30,000	-	0%
750 FRINGE BENEFITS	2,240,036	2,505,271	2,509,278	2,301,893	2,485,813	2,485,813	23,465	1%
790 OTHER PERSONNEL SERVICES	6,320	6,000	6,000	6,175	6,000	6,000	-	0%
Subtotal	$ 12,178,450	$ 12,591,139	$ 12,632,753	$ 12,136,890	$ 12,652,267	$ 12,652,267	$ (19,514)	0%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 389,869	$ 332,000	$ 331,759	$ 282,273	$ 295,646	$ 295,646	$ 36,113	11%
802 MEDICAL SUPPLIES	15,299	12,000	12,000	11,619	10,000	10,000	2,000	17%
803 FUEL	2,545	2,100	2,100	2,564	3,000	3,000	(900)	-43%
804 NON-CAPITAL EQUIPMENT	591	-	-	6,221	-	-	-	
812 OTHER SERVICES	525,695	485,999	453,283	387,474	395,000	395,000	58,283	13%
820 RENT & OPERATING LEASES	410,602	413,437	413,437	441,516	435,992	435,992	(22,555)	-5%
825 REPAIRS AND MAINTENANCE	151,106	168,200	168,200	155,549	150,000	150,000	18,200	11%
839 INTERNAL SERVICE CHARGES	40,221	45,807	45,807	37,569	35,717	35,717	10,090	22%
842 TRAVEL & EDUCATION	172,212	210,200	210,200	203,164	195,000	195,000	15,200	7%
843 POSTAGE/FREIGHT/SHIPPING	388,151	386,060	377,403	422,700	455,000	455,000	(77,597)	-21%
850 UTILITIES	37,818	39,996	39,996	37,332	41,052	41,052	(1,056)	-3%
Subtotal	$ 2,134,109	$ 2,095,799	$ 2,054,185	$ 1,987,981	$ 2,016,407	$ 2,016,407	$ 37,778	2%
CAPITAL OUTLAY								
950 DEBT SERVICE	$ 181,570	$ 104,908	$ 104,908	$ 135,871	$ 97,278	$ 97,278	$ 7,630	7%
Subtotal	$ 181,570	$ 104,908	$ 104,908	$ 135,871	$ 97,278	$ 97,278	$ 7,630	7%
Total Expenditures	$ 14,494,129	$ 14,791,846	$ 14,791,846	$ 14,260,742	$ 14,765,952	$ 14,765,952	$ 25,894	0%
Operating Balance (Rev. - Exp.)	$ (14,305,908)	$ (14,658,177)	$ (14,658,177)	$ (14,127,438)	$ (14,632,283)	$ (14,632,283)	$ 25,894	0%

Assessor (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 120 ASSESSOR	
Market Range Title	**FTE**
ADMIN & OPERATIONS MGR	1.0
ADMINISTRATIVE SPECIALIST	100.0
ADMIN/OFFICE SUPPORT	2.0
ADMIN/OFFICE SUPPORT SUPV	11.0
APPRAISER	133.0
APPRAISER SUPERVISOR	9.0
COMPUTER OPERATOR	4.0
DEVELOPER/PRGRMR ANALYST	13.0
DIRECTOR	1.0
ELECTED	1.0
ENGINEERING AIDE	15.0
FINANCIAL SUPERVISOR	1.0
FINAN/BUSINESS ANALYST	4.0
GOVT/COMMUN AFFAIRS OFCR	2.0
HR SPECIALIST	1.0
INFO CENTER MANAGER	3.0
INFO SYSTEMS MANAGER	1.0
INFO SYSTEMS PROJECT MGR	3.0
LAN ADMINISTRATOR (INACTIVE)	1.0
OPERATIONS MANAGER	4.0
PC SPECIALIST	4.0
SOFTWARE ENGINEER (INACTIVE)	1.0
SPECIALIZED MODELER	4.0
TECHNOLOGY ANALYST	1.0
TRAINING SPECIALIST	1.0
Total	**321.0**

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.

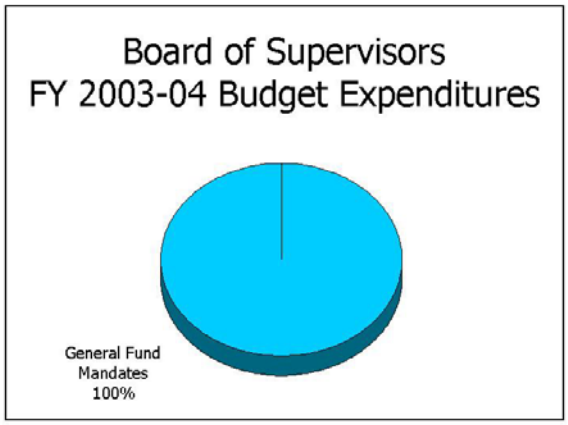
Mandate Consolidated Financial Data

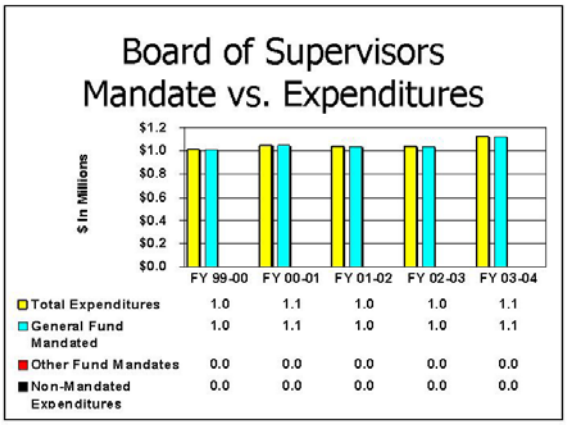
Total Department Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 1,017,517	$ 1,017,517
FY 2000-01 Actuals	$ 1,056,671	$ 1,056,671
FY 2001-02 Actuals	$ 1,041,302	$ 1,041,302
FY 2002-03 Actuals	$ 1,047,197	$ 1,047,197
FY 2003-04 Adopted Budget	$ 1,126,780	$ 1,126,780

Total Mandated Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 1,017,517	$ 1,017,517
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 Adopted Budget	$ 1,123,780	$ 1,123,780

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service or eliminations.

Board Of Supervisors (Continued)



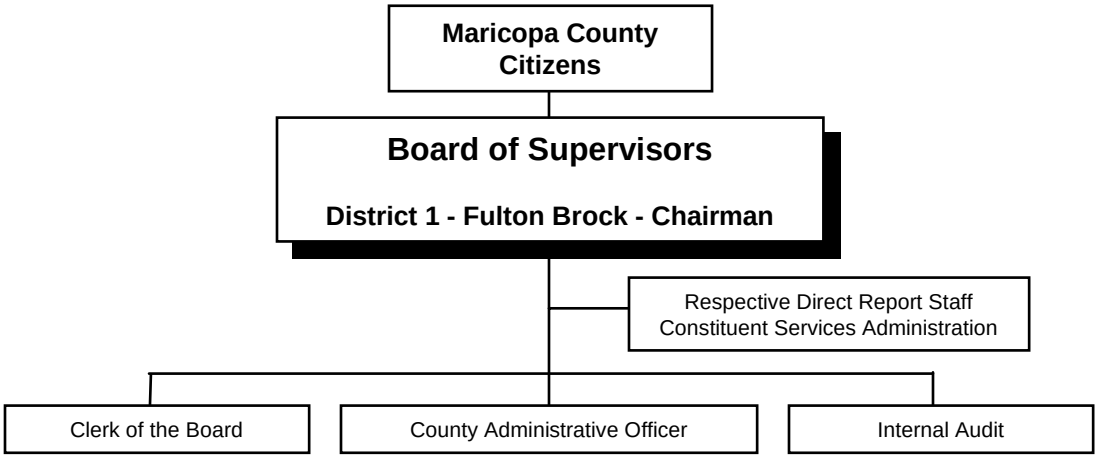


Mandate Information

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, 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.

District 1

Organizational Chart



Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
BOARD OF SUPERVISORS DIST 1
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ADMINISTRATIVE SERVICES PROG	$ 201,252	$ 19,964	$ 3,396	$ 224,612	$ -
UNALLOCATED/INDIRECT	$ 144	$ -	$ -	$ 144	$ -
TOTAL	$ 201,396	$ 19,964	$ 3,396	$ 224,756	$ -

District 1 (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

010 BOARD OF SUPERVISORS DIST 1

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 201,376	$ 19,984	$ 3,396	$ 224,756	$ -
ALL FUNDS	$ 201,376	$ 19,984	$ 3,396	$ 224,756	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
010 BOARD OF SUPERVISORS DIST 1
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 166,896	$ 178,113	$ 159,379	$ 165,567	$ 165,374	$ 165,374	$ (5,995)	-4%
705 TEMPORARY PAY	960	-	13,800	10,000	-	-	13,800	100%
750 FRINGE BENEFITS	36,978	37,434	35,043	35,895	38,859	36,002	(959)	-3%
790 OTHER PERSONNEL SERVICES	49	9,618	5,000	-	-	-	5,000	100%
Subtotal	$ 204,883	$ 225,165	$ 213,222	$ 211,462	$ 204,233	$ 201,376	$ 11,846	6%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 5,335	$ 3,700	$ 8,682	$ 8,319	$ 13,451	$ 7,427	$ 1,255	14%
812 OTHER SERVICES	1,130	1,600	2,865	2,727	3,865	2,300	565	20%
820 RENT & OPERATING LEASES	349	400	400	304	400	400	-	0%
825 REPAIRS AND MAINTENANCE	297	600	600	600	600	500	100	17%
830 INTERGOVERNMENTAL PAYMENTS	(10)	-	-	-	-	-	-	
839 INTERNAL SERVICE CHARGES	2,889	3,100	3,600	3,099	5,000	4,320	(720)	-20%
842 TRAVEL & EDUCATION	506	500	4,500	4,146	8,895	4,937	(437)	-10%
843 POSTAGE/FREIGHT/SHIPPING	121	100	100	63	1,000	100	-	0%
Subtotal	$ 10,617	$ 10,000	$ 20,747	$ 19,258	$ 33,211	$ 19,984	$ 763	4%
CAPITAL OUTLAY								
950 DEBT SERVICE	$ 1,002	$ 2,200	$ 3,396	$ 2,755	$ 3,396	$ 3,396	$ -	0%
Subtotal	$ 1,002	$ 2,200	$ 3,396	$ 2,755	$ 3,396	$ 3,396	$ -	0%
Total Expenditures	$ 216,502	$ 237,365	$ 237,365	$ 233,475	$ 240,840	$ 224,756	$ 12,609	5%
Operating Balance (Rev. - Exp.)	$ (216,502)	$ (237,365)	$ (237,365)	$ (233,475)	$ (240,840)	$ (224,756)	$ 12,609	5%

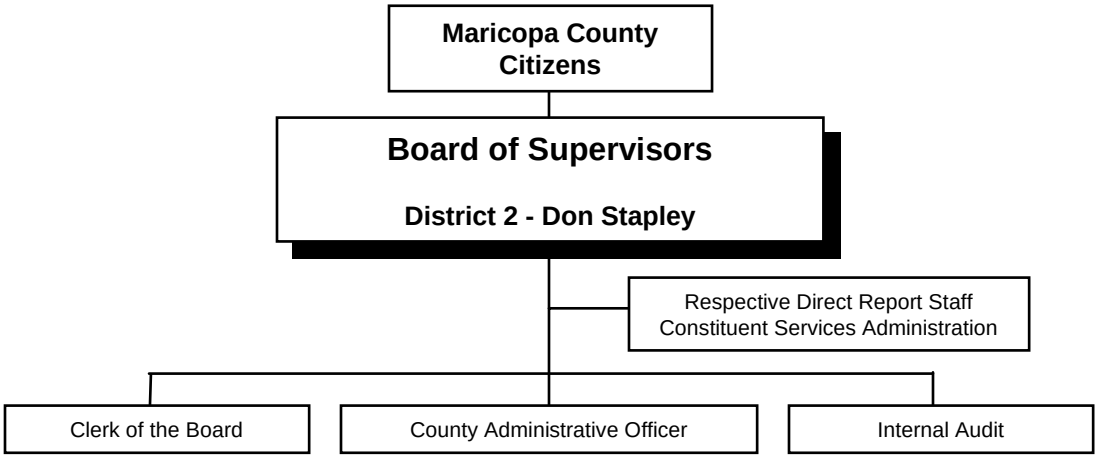
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
010 BOARD OF SUPERVISORS DIST 1

Market Range Title	FTE
ADMINISTRATOR	1.0
ELECTED	1.0
EXECUTIVE ASSISTANT	1.0
Total	**3.0**

District 2

Organizational Chart



Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
BOARD OF SUPERVISORS DIST 2
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ADMINISTRATIVE SERVICES PROG	$ 187,818	$ 34,179	$ 330	$ 222,327	$ -
UNALLOCATED/INDIRECT	$ 2,399	$ -	$ 30	$ 2,429	$ -
TOTAL	$ 190,217	$ 34,179	$ 360	$ 224,756	$ -

District 2 (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

020 BOARD OF SUPERVISORS DIST 2

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 190,217	$ 34,179	$ 360	$ 224,756	$ -
ALL FUNDS	$ 190,217	$ 34,179	$ 360	$ 224,756	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
020 BOARD OF SUPERVISORS DIST 2
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 151,739	$ 160,679	$ 155,201	$ 156,047	$ 155,796	$ 155,796	$ (595)	0%
705 TEMPORARY PAY	2,151	12,000	12,000	7,398	12,000	2,094	9,906	83%
750 FRINGE BENEFITS	31,382	35,632	35,625	33,629	38,505	32,327	3,298	9%
790 OTHER PERSONNEL SERVICES	38	-	-	-	-	-	-	
Subtotal	$ 185,310	$ 208,311	$ 202,826	$ 197,074	$ 206,301	$ 190,217	$ 12,609	6%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 2,470	$ 5,748	$ 10,830	$ 9,213	$ 11,000	$ 11,000	$ (170)	-2%
812 OTHER SERVICES	397	1,347	1,750	1,217	1,350	1,350	400	23%
820 RENT & OPERATING LEASES	235	645	645	455	645	645	-	0%
825 REPAIRS AND MAINTENANCE	-	120	120	120	120	120	-	0%
830 INTERGOVERNMENTAL PAYMENTS	(1,500)	-	-	(300)	-	-	-	
839 INTERNAL SERVICE CHARGES	6,914	9,200	9,200	7,798	9,200	9,200	-	0%
842 TRAVEL & EDUCATION	10,645	11,694	11,694	10,746	11,564	11,564	130	1%
843 POSTAGE/FREIGHT/SHIPPING	72	300	300	225	300	300	-	0%
Subtotal	$ 19,233	$ 29,054	$ 34,539	$ 29,474	$ 34,179	$ 34,179	$ 360	1%
CAPITAL OUTLAY								
950 DEBT SERVICE	$ -	$ -	$ -	$ 209	$ 360	$ 360	$ (360)	
Subtotal	$ -	$ -	$ -	$ 209	$ 360	$ 360	$ (360)	
Total Expenditures	$ 204,543	$ 237,365	$ 237,365	$ 226,757	$ 240,840	$ 224,756	$ 12,609	5%
Operating Balance (Rev. - Exp.)	$ (204,543)	$ (237,365)	$ (237,365)	$ (226,757)	$ (240,840)	$ (224,756)	$ 12,609	5%

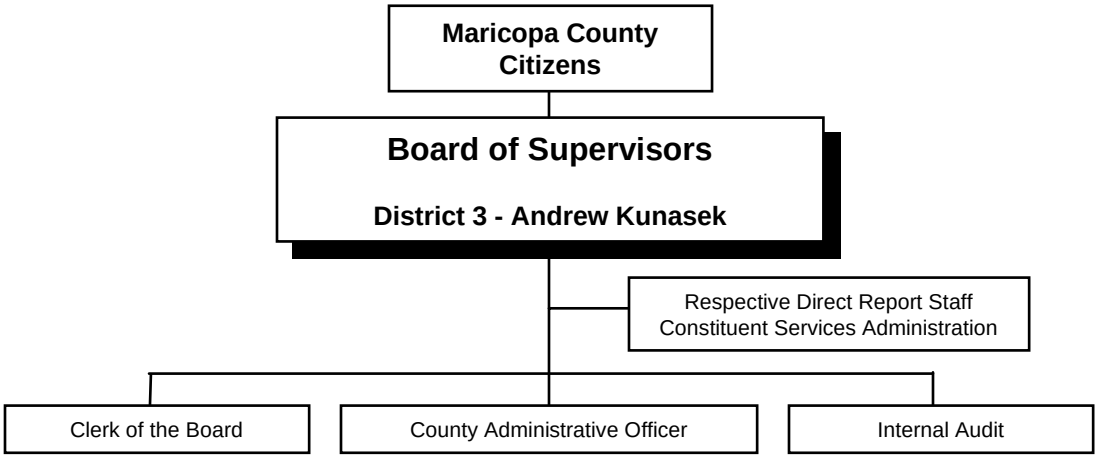
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
020 BOARD OF SUPERVISORS DIST 2

Market Range Title	FTE
ADMINISTRATOR	1.0
ELECTED	1.0
EXECUTIVE ASSISTANT	1.0
Total	**3.0**

District 3

Organizational Chart



Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
BOARD OF SUPERVISORS DIST 3
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ADMINISTRATIVE SERVICES PROG	$ 205,466	$ 18,551	$ 600	$ 224,617	$ -
UNALLOCATED/INDIRECT	$ 139	$ -	$ -	$ 139	$ -
TOTAL	$ 205,605	$ 18,551	$ 600	$ 224,756	$ -

District 3 (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

030 BOARD OF SUPERVISORS DIST 3

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 205,605	$ 18,551	$ 600	$ 224,756	$ -
ALL FUNDS	$ 205,605	$ 18,551	$ 600	$ 224,756	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
030 BOARD OF SUPERVISORS DIST 3
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 166,696	$ 175,139	$ 180,650	$ 170,427	$ 177,122	$ 177,122	$ 3,528	2%
705 TEMPORARY PAY	-	9,600	2,000	600	9,850	-	2,000	100%
750 FRINGE BENEFITS	30,242	34,336	34,240	29,924	31,393	28,483	5,757	17%
790 OTHER PERSONNEL SERVICES	-	3,930	-	-	-	-	-	
Subtotal	$ 196,938	$ 223,005	$ 216,890	$ 200,951	$ 218,365	$ 205,605	$ 11,285	5%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 3,023	$ 5,760	$ 8,580	$ 7,784	$ 8,580	$ 5,590	$ 2,990	35%
812 OTHER SERVICES	873	1,540	3,140	2,004	3,340	3,340	(200)	-6%
820 RENT & OPERATING LEASES	196	620	620	323	620	620	-	0%
825 REPAIRS AND MAINTENANCE	-	120	120	120	120	120	-	0%
830 INTERGOVERNMENTAL PAYMENTS	(131)	-	-	(95)	-	-	-	
839 INTERNAL SERVICE CHARGES	4,132	2,450	3,450	3,233	5,450	4,511	(1,061)	-31%
842 TRAVEL & EDUCATION	4,054	2,395	2,195	1,783	2,195	2,800	(605)	-28%
843 POSTAGE/FREIGHT/SHIPPING	1,038	675	1,570	949	1,570	1,570	-	0%
Subtotal	$ 13,185	$ 13,560	$ 19,675	$ 16,101	$ 21,875	$ 18,551	$ 1,124	6%
CAPITAL OUTLAY								
950 DEBT SERVICE	$ 342	$ 800	$ 800	$ 691	$ 600	$ 600	$ 200	25%
Subtotal	$ 342	$ 800	$ 800	$ 691	$ 600	$ 600	$ 200	25%
Total Expenditures	$ 210,465	$ 237,365	$ 237,365	$ 217,743	$ 240,840	$ 224,756	$ 12,609	5%
Operating Balance (Rev. - Exp.)	$ (210,465)	$ (237,365)	$ (237,365)	$ (217,743)	$ (240,840)	$ (224,756)	$ 12,609	5%

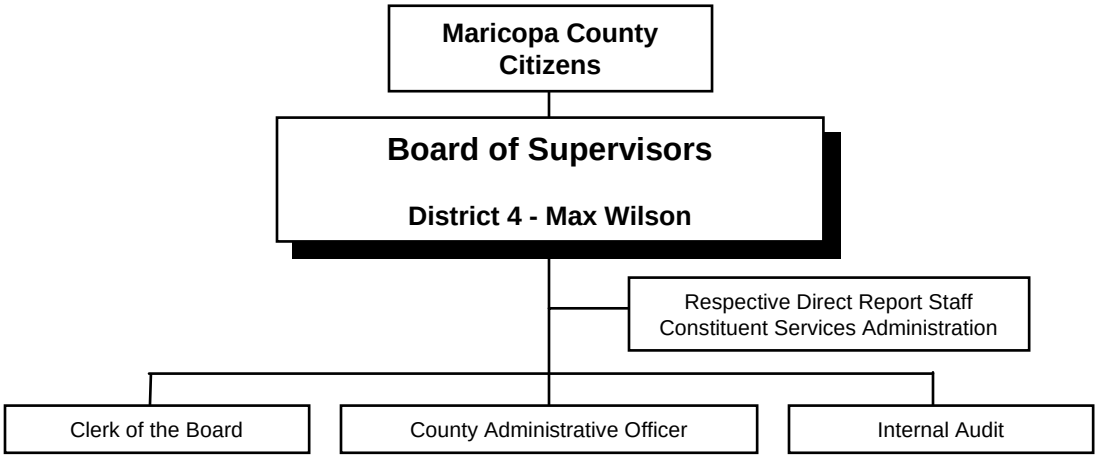
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
030 BOARD OF SUPERVISORS DIST 3

Market Range Title	FTE
ADMINISTRATOR	1.0
ELECTED	1.0
EXECUTIVE ASSISTANT	1.0
MANAGEMENT ASSISTANT	0.5
Total	**3.5**

District 4

Organizational Chart



Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
BOARD OF SUPERVISORS DIST 4
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ADMINISTRATIVE SERVICES PROG	$ 184,154	$ 34,708	$ -	$ 218,862	$ -
UNALLOCATED/INDIRECT	$ 5,894	$ -	$ -	$ 5,894	$ -
TOTAL	$ 190,048	$ 34,708	$ -	$ 224,756	$ -

District 4 (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

040 BOARD OF SUPERVISORS DIST 4

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 190,048	$ 34,708	$ -	$ 224,756	$ -
ALL FUNDS	$ 190,048	$ 34,708	$ -	$ 224,756	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
040 BOARD OF SUPERVISORS DIST 4
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 146,737	$ 160,096	$ 151,860	$ 144,807	$ 152,442	$ 152,442	$ (582)	0%
705 TEMPORARY PAY	6,435	12,500	9,900	5,400	9,900	5,300	4,600	46%
750 FRINGE BENEFITS	23,523	28,497	31,687	30,380	34,580	32,306	(619)	-2%
790 OTHER PERSONNEL SERVICES	-	8,097	-	-	-	-	-	
Subtotal	$ 176,695	$ 209,190	$ 193,447	$ 180,587	$ 196,922	$ 190,048	$ 3,399	2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 2,432	$ 14,955	$ 24,998	$ 21,776	$ 24,998	$ 16,338	$ 8,660	35%
812 OTHER SERVICES	98	2,500	8,000	7,178	8,000	8,000	-	0%
820 RENT & OPERATING LEASES	255	500	500	272	500	500	-	0%
825 REPAIRS AND MAINTENANCE	-	120	120	120	120	120	-	0%
830 INTERGOVERNMENTAL PAYMENTS	(78)	-	-	-	-	-	-	
839 INTERNAL SERVICE CHARGES	2,166	4,300	4,300	3,212	4,300	3,750	550	13%
842 TRAVEL & EDUCATION	1,812	4,900	4,900	4,763	4,900	4,900	-	0%
843 POSTAGE/FREIGHT/SHIPPING	271	900	1,100	618	1,100	1,100	-	0%
Subtotal	$ 6,956	$ 28,175	$ 43,918	$ 37,939	$ 43,918	$ 34,708	$ 9,210	21%
Total Expenditures	$ 183,651	$ 237,365	$ 237,365	$ 218,526	$ 240,840	$ 224,756	$ 12,609	5%
Operating Balance (Rev. - Exp.)	$ (183,651)	$ (237,365)	$ (237,365)	$ (218,526)	$ (240,840)	$ (224,756)	$ 12,609	5%

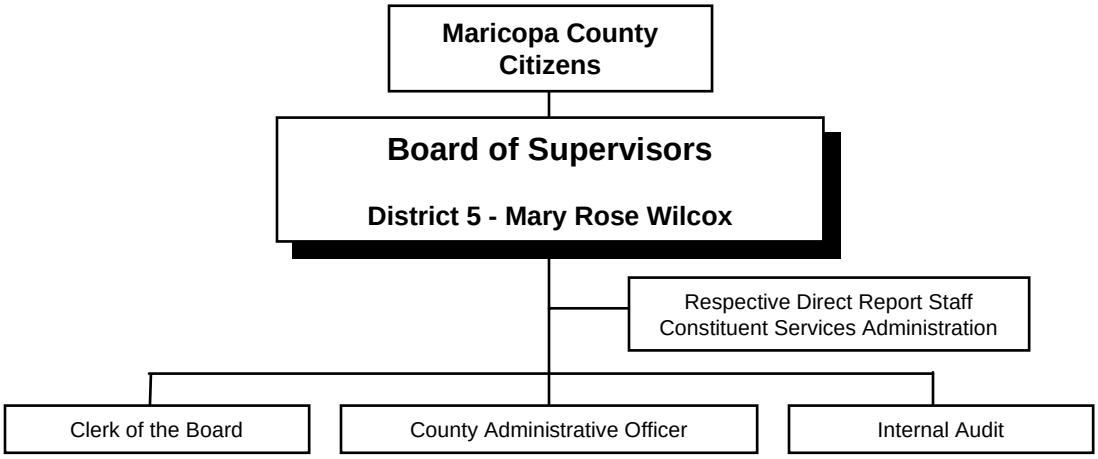
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
040 BOARD OF SUPERVISORS DIST 4

Market Range Title	FTE
ADMINISTRATOR	1.0
ELECTED	1.0
EXECUTIVE ASSISTANT	1.0
MANAGEMENT ASSISTANT	1.0
Total	**4.0**

District 5

Organizational Chart



Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
BOARD OF SUPERVISORS DIST 5
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ADMINISTRATIVE SERVICES PROG	$ 205,490	$ 14,992	$ -	$ 220,482	$ -
UNALLOCATED/INDIRECT	$ 4,274	$ -	$ -	$ 4,274	$ -
TOTAL	$ 209,764	$ 14,992	$ -	$ 224,756	$ -

District 5 (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

050 BOARD OF SUPERVISORS DIST 5

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 209,764	$ 14,992	$ -	$ 224,756	$ -
ALL FUNDS	$ 209,764	$ 14,992	$ -	$ 224,756	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
050 BOARD OF SUPERVISORS DIST 5
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 158,180	$ 159,366	$ 166,351	$ 172,357	$ 166,988	$ 166,988	$ (637)	0%
705 TEMPORARY PAY	15,074	18,000	10,290	6,332	16,794	3,970	6,320	61%
750 FRINGE BENEFITS	38,982	44,327	44,952	42,638	39,787	38,806	6,146	14%
Subtotal	$ 212,236	$ 221,693	$ 221,593	$ 221,327	$ 223,569	$ 209,764	$ 11,829	5%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 3,513	$ 3,000	$ 3,100	$ 2,249	$ 3,100	$ 3,000	$ 100	3%
812 OTHER SERVICES	786	3,310	2,510	2,165	2,510	1,600	910	36%
820 RENT & OPERATING LEASES	603	793	793	552	793	793	-	0%
825 REPAIRS AND MAINTENANCE	131	100	100	100	100	100	-	0%
839 INTERNAL SERVICE CHARGES	4,859	3,000	4,300	4,365	4,300	5,699	(1,399)	-33%
842 TRAVEL & EDUCATION	3,589	4,769	4,269	3,620	4,268	2,800	1,469	34%
843 POSTAGE/FREIGHT/SHIPPING	428	700	700	675	2,200	1,000	(300)	-43%
Subtotal	$ 13,909	$ 15,672	$ 15,772	$ 13,726	$ 17,271	$ 14,992	$ 780	5%
Total Expenditures	$ 226,145	$ 237,365	$ 237,365	$ 235,053	$ 240,840	$ 224,756	$ 12,609	5%
Operating Balance (Rev. - Exp.)	$ (226,145)	$ (237,365)	$ (237,365)	$ (235,053)	$ (240,840)	$ (224,756)	$ 12,609	5%

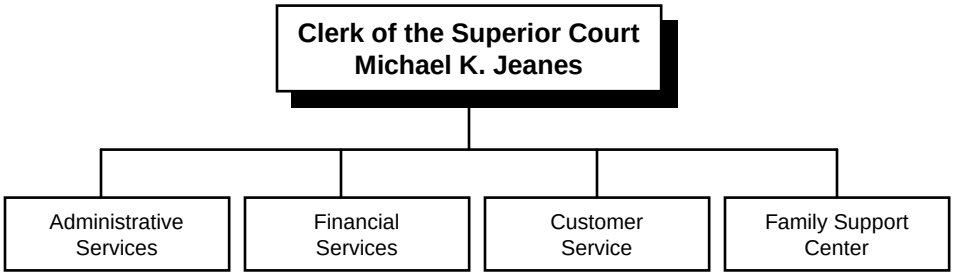
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
050 BOARD OF SUPERVISORS DIST 5

Market Range Title	FTE
ADMINISTRATOR	1.0
ELECTED	1.0
EXECUTIVE ASSISTANT	1.0
MANAGEMENT ASSISTANT	0.5
Total	**3.5**

Clerk Of The Superior Court

Organizational Chart



Mission

The mission of the Clerk of the Superior Court (COSC) is to provide court-related records management, financial, and family support services to the public, the legal community, and the Superior Court so they can have effective access to the legal process.

Vision

Meeting the needs of our customers before they ask.

Goals

- By July 2005 COSC will improve it's flexibility to adapt to change in order to meet customers' expectations/demands through improved productivity.
- Develop and implement a workforce plan to reduce turnover rate by 5% a year for the next 3 years
- Project plans are established for all COSC initiatives – 90% achieving target goals and are within 95% of targeted expenditures.
- COSC's tracking and reporting of statistics, financial and human resources are shared monthly/quarterly in order to address/resolve funding and priority issues to increase our effectiveness and efficiency.
- COSC as mandated fiduciary and record keeper of Court documents will determine laws, rules, and administrative orders governing public/private access to court information. Annually update COSC's policies and standards accordingly.

Issues

- Judicial and legislative changes, as well as customer expectations cause COSC's business practices to be rapidly changing which tax our ability to meet goals and mandated duties.
- Current economic situation challenges us to develop and retain a creative, skilled and knowledgeable workforce.
- Due to unstable fiscal economic situation the department is increasingly challenged to compete for limited County and State resources.
- Customer expectations for convenient, real time access to information require flexibility in business processes and related technologies.

Clerk Of The Superior Court (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
CLERK OF THE SUPERIOR COURT
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
COURT RECORDS	$ 19,498,079	$ 2,421,334	$ 358,804	$ 22,278,217	$ 6,940,725
FIDUCIARY SERVICES	$ 1,476,880	$ 294,300	$ -	$ 1,771,180	$ 16,161
PUBLIC SERVICES	$ 207,034	$ 18,888	$ -	$ 225,922	$ 1,200,000
ADMINISTRATIVE SERVICES PROG	$ 2,571,245	$ 269,090	$ -	$ 2,840,335	$ -
INFORMATION TECHNOLOGY PROGRAM	$ 1,529,660	$ 280,401	$ 42,650	$ 1,852,711	$ -
UNALLOCATED/INDIRECT	$ -	$ -	$ -	$ -	$ 4,018,660
TOTAL	$ 25,282,898	$ 3,284,013	$ 401,454	$ 28,968,365	$ 12,175,546

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of Juvenile minute entries generated within established time frame	N/A	N/A	95	99

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent Remittances processed within established time standards	52	N/A	78	96
Percent Deposits made within established time standards	94	N/A	98	99
Percent Reconciliations completed within established time standards	88	N/A	98	100

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.

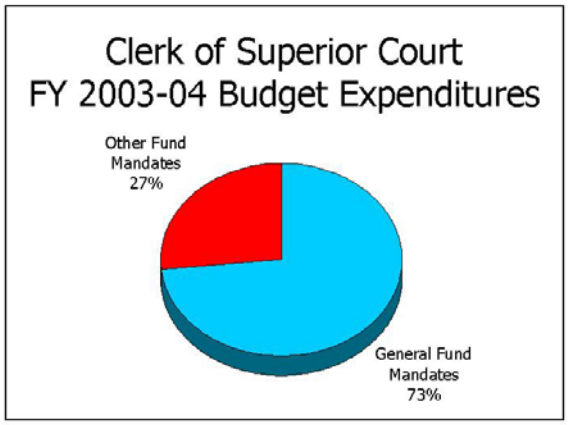
Key Results:	**FY 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent applications (notary, marriage and passports) completed within established time standards	N/A	N/A	100	100

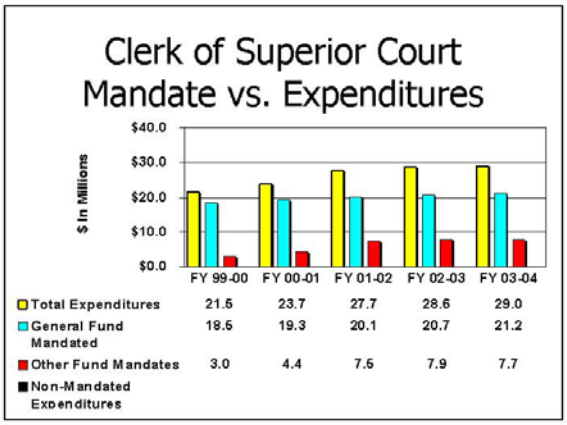
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 18,499,955	$ 3,049,554	$ 21,549,509
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 Adopted Budget	$ 21,246,745	$ 7,721,621	$ 28,968,366

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 18,499,955	$ 3,049,554	$ 21,549,509
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 Adopted Budget	$ 21,246,745	$ 7,721,621	$ 28,968,366

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 duties of Superior Court Clerks was 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 public 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, 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; keep 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; process passport application; and store exhibits for all court cases.

Clerk Of The Superior Court (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

160 CLERK OF THE SUPERIOR COURT

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 19,763,729	$ 1,440,365	$ 42,650	$ 21,246,744	$ 5,218,660
SPECIAL REVENUE	5,199,633	2,163,184	358,804	7,721,621	6,956,886
ALL FUNDS	$ 24,963,362	$ 3,603,549	$ 401,454	$ 28,968,365	$ 12,175,546

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
160 CLERK OF THE SUPERIOR COURT
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	$ 2,232,297	$ 2,567,634	$ 2,654,489	$ 675,655	$ 2,386,855	$ 500,000	$ (2,154,489)	-81%
620 OTHER INTERGOVERNMENTAL	587,740	1,216,287	1,216,287	1,572,710	995,000	2,090,633	874,346	72%
635 OTHER CHARGES FOR SERVICES	6,350,416	7,204,661	7,275,661	8,136,222	7,300,569	8,242,163	966,502	13%
637 FINES & FORFEITS	3,618,794	1,616,000	1,615,000	1,277,294	1,615,000	1,277,294	(337,706)	-21%
645 INTEREST EARNINGS	176,388	41,954	42,954	30,131	40,046	42,530	(424)	-1%
650 MISCELLANEOUS REVENUE	28,810	23,420	23,420	22,926	23,420	22,926	(494)	-2%
Total Revenue	$ 12,994,445	$ 12,669,956	$ 12,827,811	$ 11,714,937	$ 12,360,890	$ 12,175,546	$ (652,265)	-5%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 17,360,478	$ 19,180,043	$ 19,186,838	$ 18,759,631	$ 19,451,359	$ 19,340,848	$ (154,010)	-1%
705 TEMPORARY PAY	212,039	30,087	103,310	313,250	48,846	48,846	54,464	53%
710 OVERTIME	253,187	165,464	222,877	225,066	127,000	164,854	58,023	26%
750 FRINGE BENEFITS	4,171,274	5,064,697	5,093,937	4,953,185	5,334,695	5,315,998	(222,061)	-4%
790 OTHER PERSONNEL SERVICES	71,502	327,814	11,774	7,438	19,236	92,816	(81,042)	-688%
795 PERSONNEL SERVICES ALLOC OUT	(699,049)	(887,117)	(887,119)	(845,228)	(875,000)	(875,000)	(12,119)	-1%
796 PERSONNEL SERVICES ALLOC IN	699,049	837,117	827,117	802,922	875,000	875,000	(47,883)	-6%
Subtotal	$ 22,068,480	$ 24,718,105	$ 24,558,734	$ 24,216,264	$ 24,981,136	$ 24,963,362	$ (404,628)	-2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 947,774	$ 1,114,593	$ 1,367,600	$ 967,750	$ 1,083,789	$ 1,060,905	$ 306,695	22%
803 FUEL	9,292	1,200	28,800	13,745	11,700	11,700	17,100	59%
804 NON-CAPITAL EQUIPMENT	149,405	356,978	126,832	464,000	25,800	25,800	101,032	80%
810 LEGAL SERVICES	8,779	7,558	7,558	9,451	8,000	8,000	(442)	-6%
811 HEALTH CARE SERVICES	875	-	-	-	-	-	-	
812 OTHER SERVICES	1,160,568	2,210,102	1,519,865	1,889,361	1,758,127	1,525,002	(5,137)	0%
820 RENT & OPERATING LEASES	225,536	249,801	181,545	161,966	211,200	211,200	(29,655)	-16%
825 REPAIRS AND MAINTENANCE	401,994	211,687	271,342	219,305	224,051	214,572	56,770	21%
839 INTERNAL SERVICE CHARGES	210,743	107,460	107,460	123,866	147,700	127,700	(20,240)	-19%
842 TRAVEL & EDUCATION	82,544	74,330	109,196	49,840	97,170	81,770	27,426	25%
843 POSTAGE/FREIGHT/SHIPPING	345,425	300,685	302,685	339,685	336,900	336,900	(34,215)	-11%
845 SUPPORT AND CARE OF PERSONS	-	-	387,792	-	-	-	387,792	100%
850 UTILITIES	212	-	-	-	-	-	-	
Subtotal	$ 3,543,147	$ 4,634,394	$ 4,410,675	$ 4,238,970	$ 3,904,437	$ 3,603,549	$ 807,126	18%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	$ 90,150	$ -	$ 25,000	$ 25,000	$ -	$ -	$ 25,000	100%
920 CAPITAL EQUIPMENT	101,618	50,000	235,000	101,293	30,000	30,000	205,000	87%
930 VEHICLES & CONSTRUCTION EQUIP	4,975	-	-	-	-	-	-	
950 DEBT SERVICE	77,706	165,234	475,898	382,730	371,454	371,454	104,444	22%
Subtotal	$ 274,449	$ 215,234	$ 735,898	$ 509,023	$ 401,454	$ 401,454	$ 334,444	45%
Total Expenditures	$ 25,886,076	$ 29,567,733	$ 29,705,307	$ 28,964,257	$ 29,287,027	$ 28,968,365	$ 736,942	2%
Operating Balance (Rev. - Exp.)	$ (12,891,631)	$ (16,897,777)	$ (16,877,496)	$ (17,249,320)	$ (16,926,137)	$ (16,792,819)	$ 84,677	1%

Clerk Of The Superior Court (Continued)

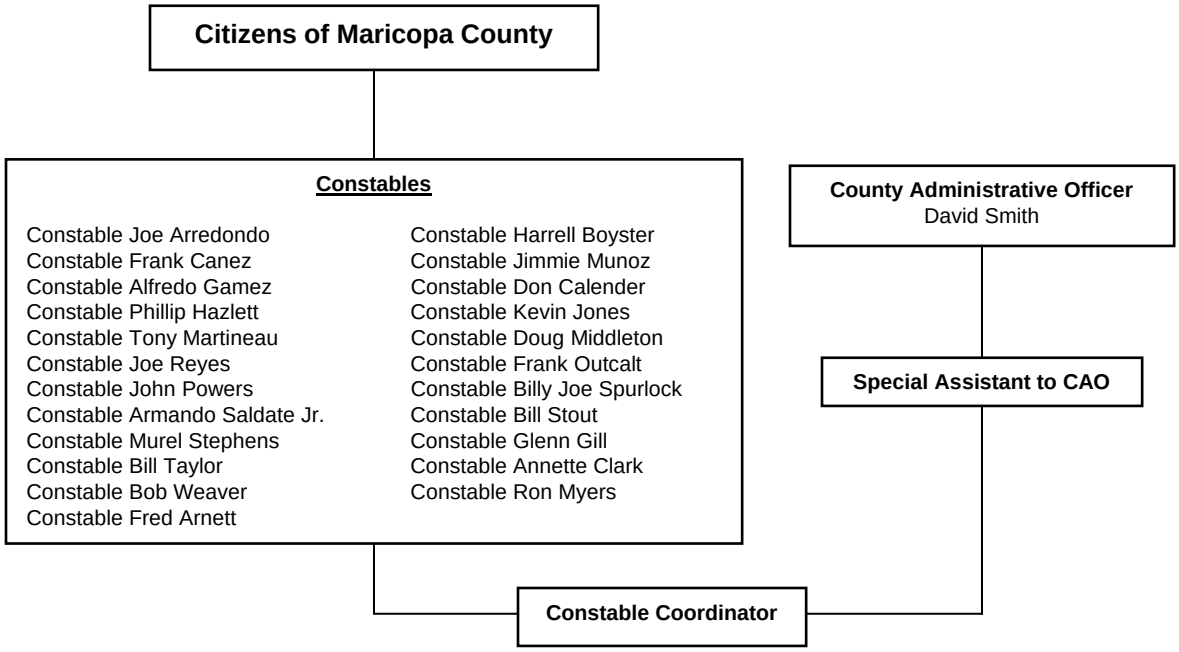
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
160 CLERK OF THE SUPERIOR COURT

Market Range Title	FTE
ACCOUNTANT	1.0
ACCOUNTING CLERK	36.0
ADMIN & OPERATIONS MGR	12.0
ADMINISTRATIVE SPECIALIST	22.0
ADMINISTRATOR	2.0
ADMIN/OFFICE SUPPORT	493.0
ADMIN/OFFICE SUPPORT SUPV	23.0
ADMIN/OPERATIONS SUPV	20.0
AUDITOR	1.0
CONFERENCE OFFICER	14.0
DATABASE ADMIN/ANALYST	1.0
DEPUTY DIRECTOR	4.0
DEVELOPER/PRGRMR ANALYST	5.0
ELECTED	1.0
FINANCIAL SUPERVISOR	1.0
FINAN/BUSINESS ANALYST	2.0
GENERAL MAINTENANCE TECH	2.0
GOVT/COMMUN AFFAIRS OFCR	2.0
HR GENERALIST	1.0
HR SPECIALIST	3.0
HR SUPERVISOR	2.0
INFO SYSTEMS MANAGER	2.0
INFO SYSTEMS PROJECT MGR	3.0
INFO SYSTEMS SUPERVISOR	3.0
MANAGEMENT ANALYST	2.0
PC SPECIALIST	9.0
PRGRM COORDINATION SPEC	1.0
PROGRAM MANAGER	1.0
TECH SUPPORT SPECIALIST	3.0
TECHNOLOGY ANALYST	2.0
TECHNOLOGY PRODUCT ADMIN	3.0
TELECOMMUNICATIONS TECH	1.0
TRADES SUPERVISOR	1.0
TRAINING SPECIALIST	5.0
Total	**684.0**

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 2005, all Writs of Restitution shall be served within 5 business days of issuance from the court.
- By calendar year end 2005, all Writs of Execution shall be served within 60 working days of issuance from the court.
- By FY 03, the Constables Administrator will certify that each Constable has received the AZ-POST mandated 24 hour Civil Process Training and will attend an additional eight hours of annual in-service training.

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

Constables (Continued)

- 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.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
CONSTABLES
TOTAL FUNDS

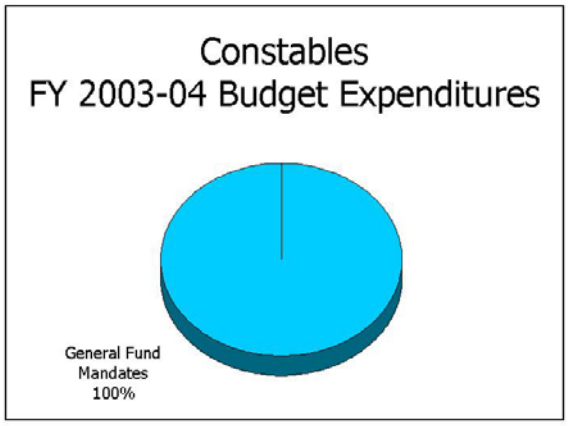
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SERVICE OF PROCESS	$ 1,513,804	$ 42,119	$ -	$ 1,555,923	$ 1,322,758
ADMINISTRATIVE SERVICES PROG	$ 39,333	$ 18,558	$ -	$ 57,891	$ -
TOTAL	$ 1,553,137	$ 60,677	$ -	$ 1,613,814	$ 1,322,758

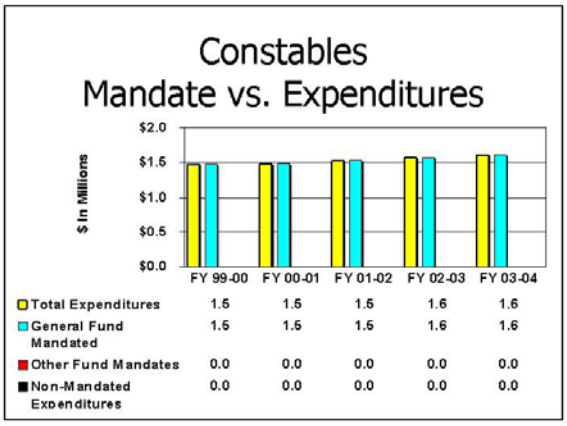
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 1,473,894	$ 1,473,894
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 Adopted Budget	$ 1,613,814	$ 1,613,814

Total Mandated Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 1,473,894	$ 1,473,894
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 Adopted Budget	$ 1,613,814	$ 1,613,814

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 2003-04 ADOPTED

250 CONSTABLES

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,553,137	$ 60,677	$ -	$ 1,613,814	$ 1,322,758
ALL FUNDS	$ 1,553,137	$ 60,677	$ -	$ 1,613,814	$ 1,322,758

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
250 CONSTABLES
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
635 OTHER CHARGES FOR SERVICES	$ 1,222,337	$ 1,100,000	$ 1,100,000	$ 1,322,758	$ 1,100,000	$ 1,322,758	$ 222,758	20%
650 MISCELLANEOUS REVENUE	(16)	-	-	-	-	-	-	
Total Revenue	$ 1,222,321	$ 1,100,000	$ 1,100,000	$ 1,322,758	$ 1,100,000	$ 1,322,758	$ 222,758	20%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,220,658	$ 1,229,061	$ 1,229,072	$ 1,224,126	$ 1,233,786	$ 1,288,157	$ (59,085)	-5%
705 TEMPORARY PAY	10,080	-	-	5,196	-	-	-	
750 FRINGE BENEFITS	231,114	252,376	252,301	243,874	261,025	264,980	(12,679)	-5%
790 OTHER PERSONNEL SERVICES	-	34,765	34,765	28,970	34,765	-	34,765	100%
Subtotal	$ 1,461,852	$ 1,516,202	$ 1,516,138	$ 1,502,166	$ 1,529,576	$ 1,553,137	$ (36,999)	-2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 4,749	$ 3,100	$ 3,085	$ 2,215	$ 3,085	$ 3,085	$ -	0%
803 FUEL	22,530	22,878	22,878	22,709	20,725	20,725	2,153	9%
812 OTHER SERVICES	2,103	1,079	1,079	2,616	1,079	1,079	-	0%
825 REPAIRS AND MAINTENANCE	2,000	1,000	1,000	415	1,000	1,000	-	0%
830 INTERGOVERNMENTAL PAYMENTS	(565)	-	-	-	-	-	-	
839 INTERNAL SERVICE CHARGES	24,833	21,919	21,919	24,083	16,793	27,644	(5,725)	-26%
842 TRAVEL & EDUCATION	17,517	7,065	7,144	15,162	7,144	7,144	-	0%
Subtotal	$ 73,167	$ 57,041	$ 57,105	$ 67,200	$ 49,826	$ 60,677	$ (3,572)	-6%
Total Expenditures	$ 1,535,019	$ 1,573,243	$ 1,573,243	$ 1,569,366	$ 1,579,402	$ 1,613,814	$ (40,571)	-3%
Operating Balance (Rev. - Exp.)	$ (312,698)	$ (473,243)	$ (473,243)	$ (246,608)	$ (479,402)	$ (291,056)	$ 182,187	38%

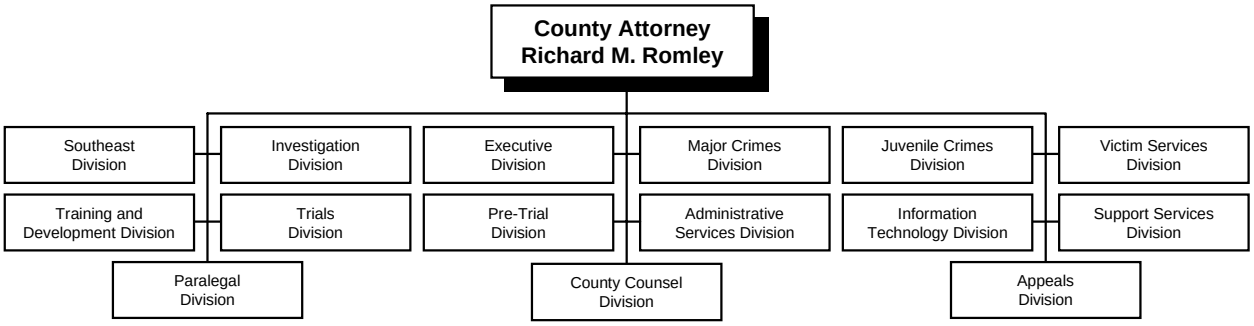
Constables (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 250 CONSTABLES	
Market Range Title	**FTE**
ELECTED	23.0
FINAN/BUSINESS ANALYST	1.0
LEGAL ORDER SERVER	6.0
Total	**30.0**

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

- By 2003, 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.
- 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; and analyze the need for enhanced victim services and community interaction 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 2003, 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.
- By 2002, ensure that access to the MCAO network, applications and data is secured in accordance with projected state and federal requirements.
- 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 2003, 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.

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 2003-04 ADOPTED
COUNTY ATTORNEY
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
CIVIL LEGAL SERVICES	$ 1,278,197	$ 240,427	$ 9,789	$ 1,528,413	$ -
COMMUNITY SERVICES	$ -	$ 1,348,632	$ -	$ 1,348,632	$ -
PROSECUTION	$ 38,689,298	$ 6,611,762	$ 543,530	$ 45,844,590	$ 10,488,382
EMPLOYEE TRNG AND DEVELOPMENT	$ 898,529	$ 36,500	$ -	$ 935,029	$ -
ADMINISTRATIVE SERVICES PROG	$ 2,559,261	$ 203,700	$ -	$ 2,762,961	$ 65,515
INFORMATION TECHNOLOGY PROGRAM	$ 1,601,856	$ 960,714	$ -	$ 2,562,570	$ -
TOTAL	$ 45,027,141	$ 9,401,735	$ 553,319	$ 54,982,195	$ 10,553,897

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of uncontested adoptions cases completed.	82.2	87.3	81	100
Percent of victim compensation claims completed.	60	94	84	85
Percent of sexually violent predator cases completed.	35.8	52	27.25	83

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of MCAO employees who received training.	88	64.2	60.37	75

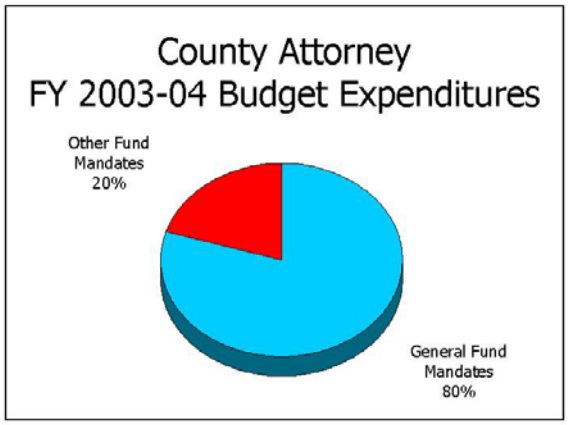
Mandate Consolidated Financial Data

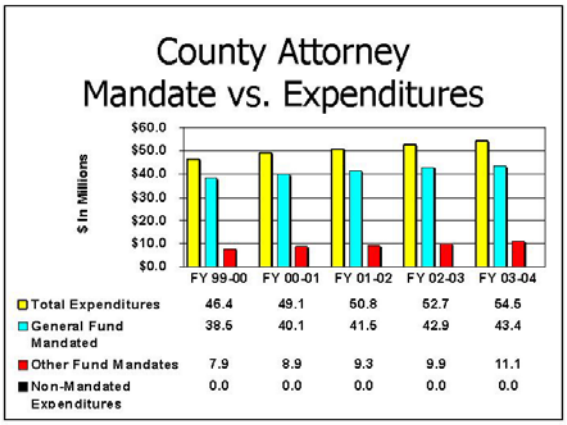
Total Department Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 38,492,972	$ 7,892,423	$ 46,385,395
FY 2000-01 Actuals	$ 40,119,027	$ 8,935,582	$ 49,054,609
FY 2001-02 Actuals	$ 41,507,122	$ 9,277,059	$ 50,784,181
FY 2002-03 Actuals	$ 42,880,245	$ 9,868,171	$ 52,748,416
FY 2003-04 Adopted Budget	$ 43,404,402	$ 11,131,793	$ 54,536,195

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 38,492,972	$ 7,892,423	$ 46,385,395
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 Adopted Budget	$ 43,404,402	$ 11,131,793	$ 54,536,195

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	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 informations. Inform victims about the progress of the cases and expected outcomes. 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.

County Attorney (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

COUNTY ATTORNEY

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 38,117,461	$ 5,479,622	$ 253,319	$ 43,850,402	$ 34,000
SPECIAL REVENUE	7,211,113	3,620,684	299,996	11,131,793	10,519,897
ALL FUNDS	$ 45,328,574	$ 9,100,306	$ 553,315	$ 54,982,195	$ 10,553,897

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE

COUNTY ATTORNEY
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	$ 6,999,941	$ 5,301,701	$ 5,907,196	$ 5,055,200	$ 6,332,989	$ 5,263,576	$ (643,620)	-11%
620 OTHER INTERGOVERNMENTAL	-	1,857,309	1,857,309	2,945,064	1,339,354	1,789,626	(67,683)	-4%
635 OTHER CHARGES FOR SERVICES	-	-	-	408,126	-	838,498	838,498	
637 FINES & FORFEITS	1,445,853	879,998	879,998	1,760,821	879,998	1,338,195	458,197	52%
645 INTEREST EARNINGS	221,559	-	-	26,608	-	40,000	40,000	
650 MISCELLANEOUS REVENUE	15,887	2,002,560	2,002,560	32,970	1,848,022	1,284,002	(718,558)	-36%
Total Revenue	$ 8,683,240	$ 10,041,568	$ 10,647,063	$ 10,228,789	$ 10,400,363	$ 10,553,897	$ (93,166)	-1%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 38,155,337	$ 39,958,786	$ 40,751,082	$ 40,494,263	$ 39,929,345	$ 40,088,820	$ 662,262	2%
705 TEMPORARY PAY	326,559	-	-	167,631	95,812	95,812	(95,812)	
710 OVERTIME	14,736	38,619	38,619	(140,631)	80,568	60,568	(21,949)	-57%
750 FRINGE BENEFITS	7,130,912	7,862,698	7,967,871	7,783,886	8,381,382	8,342,619	(374,748)	-5%
790 OTHER PERSONNEL SERVICES	82,321	2	-	(185,031)	8,705	1,376,774	(1,376,774)	
795 PERSONNEL SERVICES ALLOC OUT	(3,841,507)	(4,700,318)	(4,700,318)	(4,628,188)	(4,705,380)	(5,015,980)	315,662	7%
796 PERSONNEL SERVICES ALLOC IN	-	379,964	379,964	379,962	379,961	379,961	3	0%
Subtotal	$ 41,868,358	$ 43,539,751	$ 44,437,218	$ 43,871,893	$ 44,170,393	$ 45,328,574	$ (891,356)	-2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 1,235,502	$ 925,436	$ 891,135	$ 691,449	$ 816,857	$ 725,604	$ 165,531	19%
802 MEDICAL SUPPLIES	-	-	-	-	-	-	-	
803 FUEL	36,673	41,757	41,757	42,079	41,757	41,757	-	0%
804 NON-CAPITAL EQUIPMENT	121,144	50,000	20,835	4,591	-	-	20,835	100%
810 LEGAL SERVICES	1,209,993	341,623	337,268	897,366	334,672	334,672	2,596	1%
811 HEALTH CARE SERVICES	1,525,907	2,219,065	2,219,066	1,938,754	2,223,140	2,298,703	(79,637)	-4%
812 OTHER SERVICES	1,713,478	2,539,978	2,528,313	2,122,188	2,554,978	3,128,112	(599,799)	-24%
820 RENT & OPERATING LEASES	1,257,647	1,228,328	1,228,328	1,294,378	1,267,188	1,267,188	(38,860)	-3%
825 REPAIRS AND MAINTENANCE	246,288	300,071	299,371	272,801	299,371	270,171	29,200	10%
830 INTERGOVERNMENTAL PAYMENTS	552,515	431,983	305,893	421,164	460,447	460,447	(154,554)	-51%
839 INTERNAL SERVICE CHARGES	179,553	174,401	88,705	167,596	174,402	174,402	(85,697)	-97%
842 TRAVEL & EDUCATION	329,690	266,977	266,976	220,236	271,976	271,976	(5,000)	-2%
843 POSTAGE/FREIGHT/SHIPPING	156,234	128,675	128,675	129,894	128,675	123,776	4,899	4%
850 UTILITIES	7,450	3,498	3,498	6,627	3,498	3,498	-	0%
Subtotal	$ 8,572,074	$ 8,651,792	$ 8,359,820	$ 8,209,123	$ 8,576,961	$ 9,100,306	$ (740,486)	-9%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	$ 180,213	$ -	$ -	$ 160	$ -	$ -	$ -	
920 CAPITAL EQUIPMENT	20,995	199,998	199,998	-	199,998	199,998	-	0%
930 VEHICLES & CONSTRUCTION EQUIP	75,170	99,998	99,998	-	99,998	99,998	-	0%
950 DEBT SERVICE	68,789	255,860	255,860	268,896	253,319	253,319	2,541	1%
Subtotal	$ 345,167	$ 555,856	$ 555,856	$ 269,056	$ 553,315	$ 553,315	$ 2,541	0%
Total Expenditures	$ 50,785,599	$ 52,747,399	$ 53,352,894	$ 52,350,072	$ 53,300,669	$ 54,982,195	$ (1,629,301)	-3%
Operating Balance (Rev. - Exp.)	$ (42,102,359)	$ (42,705,831)	$ (42,705,831)	$ (42,121,283)	$ (42,900,306)	$ (44,428,298)	$ (1,722,467)	-4%

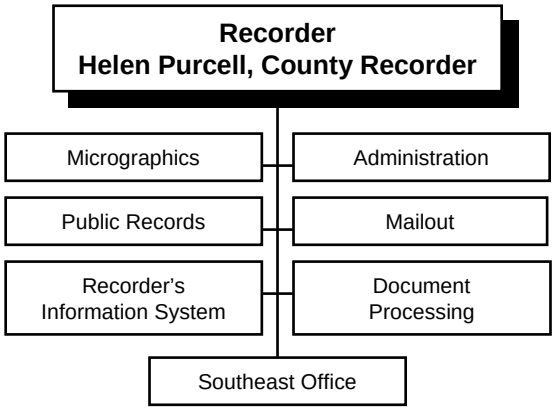
County Attorney (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 190 COUNTY ATTORNEY	
Market Range Title	**FTE**
ACCOUNTANT	1.0
ADMIN & OPERATIONS MGR	6.0
ADMINISTRATIVE SPECIALIST	13.0
ADMIN/OFFICE SUPPORT	162.5
ADMIN/OFFICE SUPPORT SUPV	18.0
ATTORNEY	327.0
AUDITOR	1.0
DEVELOPER/PRGRMR ANALYST	6.0
DIRECTOR	2.0
ELECTED	1.0
EXECUTIVE ASSISTANT	2.0
FINANCIAL MANAGER	1.0
FINANCIAL SUPERVISOR	1.0
GOVT/COMMUN AFFAIRS OFCR	1.0
HR GENERALIST	1.0
HR SUPERVISOR	1.0
INFO CENTER MANAGER	2.0
INFO SYSTEMS MANAGER	1.0
INFO SYSTEMS SUPERVISOR	1.0
INFO TECHNOL CONSULTANT	1.0
INVESTIGATOR	48.0
LEGAL ASSISTANT	86.0
LEGAL SECRETARY SUPV	32.0
LEGAL SUPPORT SPECIALIST	106.0
MANAGEMENT ANALYST	6.0
MANAGEMENT ASSISTANT	2.0
MEDIA ASSISTANT	3.0
PC SPECIALIST	8.0
PROGRAM COORDINATOR	2.0
SOCIAL WORKER (BS)	55.8
TECHNOLOGY ANALYST	3.0
TECHNOLOGY PRODUCT ADMIN	7.0
TRAINING SPECIALIST	7.0
Total	**915.3**

Recorder

Organizational Chart



Mission

The mission of the Recorders Office is to maintain a perpetual, comprehensive set of public records consisting of all documents appropriately presented for recording for the public so that any member of the public can readily access the information to conduct their personal and business activities with the assurance that, where appropriate, privacy will be protected and that their transactions were executed in accordance with the law.

Vision

Our Vision is to be the most productive recording office with the best customer service and the best solutions for recording documents and accessing public records.

Goals

- Increase the percentage of recording and retrieval of documents to 40% by 2004.
- 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.

Recorder (Continued)

- 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.
- 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 2003-04 ADOPTED
RECORDER
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
RECORDER'S PROGRAM	$ 1,330,687	$ 191,413	$ -	$ 1,522,100	$ -
ADMINISTRATIVE SERVICES PROG	$ 276,421	$ 21,000	$ -	$ 297,421	$ -
UNALLOCATED/INDIRECT	$ 1,885,546	$ 1,889,075	$ 670,000	$ 4,444,621	$ 13,736,600
TOTAL	$ 3,492,654	$ 2,101,488	$ 670,000	$ 6,264,142	$ 13,736,600

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 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
The average time to index a document	N/A	26.1	20.26	10
Average time to return documents	N/A	17.86	27.2	20
The percentage of daily CD Master Reports completed within three work days following presentation	N/A	N/A	94.6	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	N/A	99.88	99.89	99.5

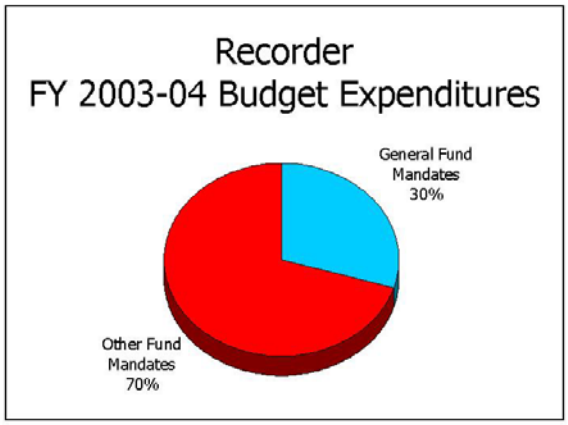
Recorder (Continued)

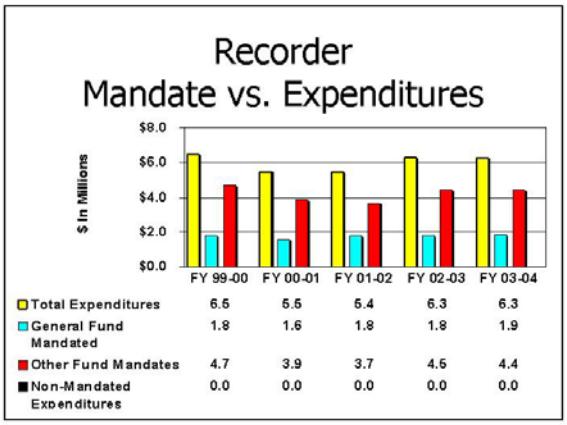
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 1,771,304	$ 4,703,406	$ 6,474,710
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 Adopted Budget	$ 1,859,996	$ 4,404,146	$ 6,264,142

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 1,771,304	$ 4,703,406	$ 6,474,710
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 Adopted Budget	$ 1,859,996	$ 4,404,146	$ 6,264,142

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 2003-04 ADOPTED

360 RECORDER

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,527,936	$ 332,060	$ -	$ 1,859,996	$ 9,003,600
SPECIAL REVENUE	1,887,484	1,846,662	670,000	4,404,146	4,733,000
ALL FUNDS	$ 3,415,420	$ 2,178,722	$ 670,000	$ 6,264,142	$ 13,736,600

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
360 RECORDER
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
635 OTHER CHARGES FOR SERVICES	$ 14,915,282	$ 10,773,800	$ 10,773,800	$ 15,325,621	$ 12,608,000	$ 12,608,000	$ 1,834,200	17%
645 INTEREST EARNINGS	138,317	111,588	111,588	78,784	125,000	125,000	13,412	12%
650 MISCELLANEOUS REVENUE	927,181	759,000	759,000	1,088,150	1,003,600	1,003,600	244,600	32%
Total Revenue	$ 15,980,780	$ 11,644,388	$ 11,644,388	$ 16,492,555	$ 13,736,600	$ 13,736,600	$ 2,092,212	18%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 2,378,329	$ 2,524,102	$ 2,572,093	$ 2,433,489	$ 2,595,798	$ 2,658,370	$ (86,277)	-3%
705 TEMPORARY PAY	114,591	7,684	7,684	61,479	13,259	13,259	(5,575)	-73%
710 OVERTIME	26,408	20,000	20,000	21,277	26,132	26,132	(6,132)	-31%
750 FRINGE BENEFITS	519,170	686,154	735,301	583,938	709,659	709,659	25,642	3%
790 OTHER PERSONNEL SERVICES	14,728	8,000	8,000	9,897	8,000	8,000	-	0%
Subtotal	$ 3,053,226	$ 3,245,940	$ 3,343,078	$ 3,110,080	$ 3,352,848	$ 3,415,420	$ (72,342)	-2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 1,016,202	$ 1,850,778	$ 1,788,387	$ 1,658,514	$ 729,700	$ 729,700	$ 1,058,687	59%
802 MEDICAL SUPPLIES	152	-	-	-	-	-	-	
804 NON-CAPITAL EQUIPMENT	132,896	160,000	160,000	125,604	452,000	452,000	(292,000)	-183%
812 OTHER SERVICES	603,249	638,207	615,092	633,347	567,320	567,320	47,772	8%
820 RENT & OPERATING LEASES	23,013	5,400	5,400	20,669	25,302	25,302	(19,902)	-369%
825 REPAIRS AND MAINTENANCE	84,833	108,750	108,750	85,776	82,600	82,600	26,150	24%
839 INTERNAL SERVICE CHARGES	17,845	11,400	11,400	10,948	12,000	12,000	(600)	-5%
842 TRAVEL & EDUCATION	30,871	69,850	69,850	61,457	121,500	121,500	(51,650)	-74%
843 POSTAGE/FREIGHT/SHIPPING	194,836	189,653	178,021	227,384	186,200	186,200	(8,179)	-5%
850 UTILITIES	734	1,500	1,500	1,975	2,100	2,100	(600)	-40%
Subtotal	$ 2,104,631	$ 3,035,538	$ 2,938,400	$ 2,825,674	$ 2,178,722	$ 2,178,722	$ 759,678	26%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	276,445	335,000	335,000	399,518	670,000	670,000	(335,000)	-100%
Subtotal	$ 276,445	$ 335,000	$ 335,000	$ 399,518	$ 670,000	$ 670,000	$ (335,000)	-100%
Total Expenditures	$ 5,434,302	$ 6,616,478	$ 6,616,478	$ 6,335,272	$ 6,201,570	$ 6,264,142	$ 352,336	5%
Operating Balance (Rev. - Exp.)	$ 10,546,478	$ 5,027,910	$ 5,027,910	$ 10,157,283	$ 7,535,030	$ 7,472,458	$ 2,444,548	49%

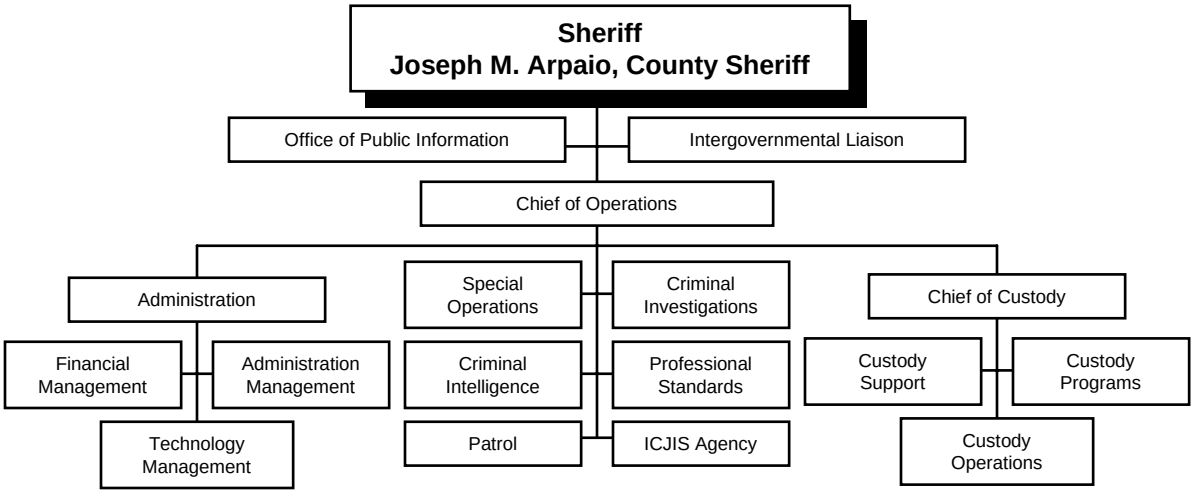
Recorder (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 360 RECORDER	
Market Range Title	**FTE**
ACCOUNTING CLERK	1.0
ADMIN & OPERATIONS MGR	2.0
ADMIN/OFFICE SUPPORT	34.3
ADMIN/OFFICE SUPPORT SUPV	6.0
COMPUTER OPERATOR	5.0
DATABASE ADMIN/ANALYST	1.0
DEVELOPER/PRGRMR ANALYST	7.0
DIRECTOR	1.0
ELECTED	1.0
EXECUTIVE ASSISTANT	1.0
INFO SYSTEMS MANAGER	1.0
INFO SYSTEMS PROJECT MGR	3.0
INFO SYSTEMS SUPERVISOR	3.0
PC SPECIALIST	1.0
TECHNOLOGY PRODUCT ADMIN	2.0
WEB SPECIALIST	1.0
Total	**70.3**

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 2004, the Maricopa County Sheriff's Office will achieve 100% staffing of current Detention positions and 85% of support staff positions, while maintaining Enforcement staff levels. Additionally, all required positions for opening the new jail will be hired, trained and ready to report according to established schedules.
- Based on baseline data to be available in Spring 2003, reduce the response time to Priority 1 calls over the next 2-5 years in areas served by the Maricopa County Sheriff's Office.
- Based on baseline data to be available in Spring 2003, gradually increase the clearance rate for crimes over the following three years through innovative investigation, enforcement and detention (jail intelligence and crimes unit) strategies using up-to-date technology. Within the next 2 fiscal years, the Maricopa County Sheriff's Office will reduce the number of person days away from work due to work-related injuries and illnesses from FY 2002 levels.
- 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 Maricopa County Sheriff's Office will increase recruitment and retention success percentages by increasing the competitiveness of its compensation and benefits packages for all classifications from FY 2002 levels so they become consistently within 10% of regional law enforcement average, to the extent that County funding is made available.

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.

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 Supreme Court's Ring vs. Death Row decision concerning reversing capital punishment sentences decided by single judges will be a significant burden to the detention fund budget.
- 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.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
SHERIFF
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ADMINISTRATIVE SERVICES PROG	$ 6,529,975	$ 438,669	$ -	$ 6,968,644	$ 106,011
CENTRALIZED MCSO OPERATIONS	$ 8,520,426	$ 1,122,672	$ -	$ 9,643,098	$ -
CUSTODY MANAGEMENT	$ 65,917,109	$ 16,676,948	$ 665,000	$ 83,259,057	$ 29,855,706
ENFORCEMENT	$ 37,599,488	$ 4,300,282	$ 1,271,935	$ 43,171,705	$ 8,198,993
UNALLOCATED/INDIRECT	$ (5,439,933)	$ 3,928,387	$ 211,367	$ (1,300,179)	$ 78,704
TOTAL	$ 113,127,065	$ 26,466,958	$ 2,148,302	$ 141,742,325	$ 38,239,414

Sheriff (Continued)

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of applicants hired	N/A	0.1	7.4	10.63
Percent of system availability (24x7)	N/A	N/A	99.5	98
Percent of recruits successfully completing the sworn basic training academy	N/A	70	70	70
Percent of detention recruits who graduate from the detention training academy	N/A	89.7	85	85

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of staff not assaulted while on duty	N/A	N/A	96	96
Percent of uses of force meeting standards for appropriateness	N/A	N/A	100	100

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of Enforcement Program Activities that are enhanced through the use of volunteer services (5 activities)	100	100	100	100

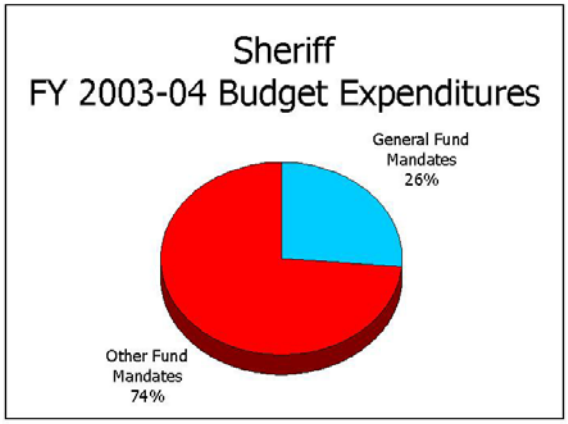
Sheriff (Continued)

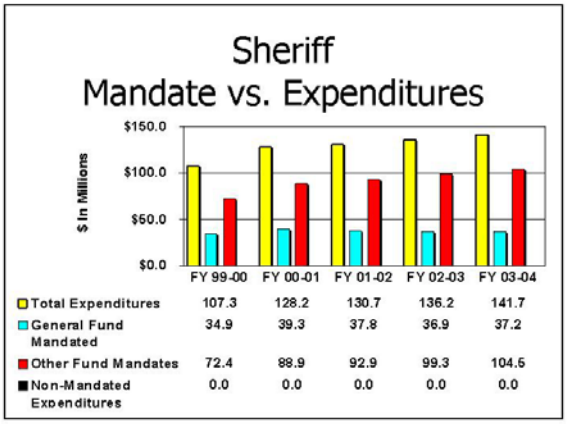
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 34,873,554	$ 72,446,126	$ -	$ 107,319,680
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 Adopted Budget	$ 37,246,543	$ 102,790,411	$ 1,705,371	$ 141,742,325

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 34,873,554	$ 72,446,126	$ -	$ 107,319,680
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 Adopted Budget	$ 37,246,543	$ 102,790,411	$ 1,705,371	$ 141,742,325

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 Judgement; 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, Tempe 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 judgement 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 2003-04 ADOPTED

500 SHERIFF

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 33,050,397	$ 3,923,022	$ 273,124	$ 37,246,543	$ 4,391,226
SPECIAL REVENUE	79,056,045	22,273,879	1,460,487	102,790,411	33,848,188
CAPITAL PROJECTS	1,302,237	403,134	-	1,705,371	-
ALL FUNDS	$ 113,408,679	$ 26,600,035	$ 1,733,611	$ 141,742,325	$ 38,239,414

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
500 SHERIFF
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
605 TAX PENALTIES & INTEREST	$ -	$ -	$ -	$ 84,933	$ 169,865	$ -	$ -	
610 LICENSES AND PERMITS	52,250	53,970	53,970	63,991	18,000	53,970	-	0%
615 GRANTS	3,789,194	6,706,367	6,577,715	5,846,905	6,560,116	5,332,116	(1,245,599)	-19%
620 OTHER INTERGOVERNMENTAL	20,349,067	17,934,302	18,062,938	22,834,087	19,209,096	23,052,767	4,989,829	28%
635 OTHER CHARGES FOR SERVICES	412,418	331,749	331,749	473,021	451,087	451,087	119,338	36%
638 PATIENT SERVICE REVENUE	70,207	68,896	68,896	54,795	62,761	62,761	(6,135)	-9%
637 FINES & FORFEITS	720	-	-	598	1,281	-	-	
645 INTEREST EARNINGS	111,541	47,200	47,200	61,171	78,641	78,641	31,441	67%
650 MISCELLANEOUS REVENUE	6,958,935	8,716,266	8,716,282	9,319,464	9,139,521	9,208,072	491,790	6%
Total Revenue	$ 31,744,332	$ 33,858,750	$ 33,858,750	$ 38,738,965	$ 35,690,368	$ 38,239,414	$ 4,380,664	13%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 84,515,463	$ 86,789,555	$ 86,430,694	$ 83,507,991	$ 87,364,808	$ 86,155,607	$ 275,087	0%
705 TEMPORARY PAY	522,735	608,274	579,203	374,198	579,708	579,708	(505)	0%
710 OVERTIME	1,199,641	1,387,403	1,963,043	1,689,515	1,770,162	1,718,673	244,370	12%
750 FRINGE BENEFITS	20,057,507	23,079,641	23,118,188	21,966,851	23,179,374	23,705,623	(587,435)	-3%
790 OTHER PERSONNEL SERVICES	1,888,540	1,874,629	2,157,669	2,010,701	1,659,640	1,883,916	273,753	13%
795 PERSONNEL SERVICES ALLOC OUT	(14,350,320)	(15,449,560)	(14,169,805)	(13,515,624)	(14,747,845)	(15,041,762)	871,957	6%
796 PERSONNEL SERVICES ALLOC IN	14,894,190	13,519,096	13,519,096	13,059,732	14,019,007	14,406,914	(887,818)	-7%
Subtotal	$ 108,727,756	$ 111,809,038	$ 113,598,088	$ 109,093,364	$ 113,824,854	$ 113,408,679	$ 189,409	0%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 10,395,557	$ 11,523,648	$ 10,866,307	$ 12,053,159	$ 11,885,034	$ 12,456,105	$ (1,589,798)	-15%
802 MEDICAL SUPPLIES	80,877	50,896	67,686	71,865	72,596	68,147	(461)	-1%
803 FUEL	1,253,893	1,131,858	1,140,396	1,374,999	1,119,891	1,354,750	(214,354)	-19%
804 NON-CAPITAL EQUIPMENT	614,174	430,492	514,333	577,880	162,451	112,185	402,148	78%
810 LEGAL SERVICES	104,672	64,360	81,861	61,768	81,861	89,003	(7,142)	-9%
811 HEALTH CARE SERVICES	24,999	209,432	271,271	184,040	239,705	268,333	2,938	1%
812 OTHER SERVICES	1,406,749	2,761,704	1,288,746	779,819	1,417,015	843,209	445,537	35%
820 RENT & OPERATING LEASES	1,957,179	2,629,694	2,970,537	2,703,643	2,979,778	2,979,777	(9,240)	0%
825 REPAIRS AND MAINTENANCE	1,668,782	1,523,605	1,528,794	1,811,095	1,542,947	1,587,511	(58,717)	-4%
830 INTERGOVERNMENTAL PAYMENTS	32,453	-	783,367	576,683	783,367	815,983	(32,616)	-4%
839 INTERNAL SERVICE CHARGES	3,576,876	3,465,860	3,490,956	3,544,544	4,260,626	4,260,626	(769,670)	-22%
842 TRAVEL & EDUCATION	963,318	693,228	750,742	1,027,536	760,414	935,835	(185,093)	-25%
843 POSTAGE/FREIGHT/SHIPPING	532,147	571,899	574,713	344,588	574,713	581,012	(6,299)	-1%
845 SUPPORT AND CARE OF PERSONS	21,592	-	-	5,016	-	-	-	
850 UTILITIES	377,392	294,545	331,628	199,074	331,628	247,559	84,069	25%
Subtotal	$ 23,010,660	$ 25,351,221	$ 24,661,337	$ 25,315,709	$ 26,212,026	$ 26,600,035	$ (1,938,698)	-8%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	$ 18,571	$ 1,819,782	$ 668,459	$ 67,044	$ 643,380	$ 643,380	$ 25,079	4%
920 CAPITAL EQUIPMENT	297,556	662,897	750,676	473,480	500,000	500,000	250,676	33%
930 VEHICLES & CONSTRUCTION EQUIP	151,160	136,048	100,427	201,232	150,355	150,355	(49,928)	-50%
950 DEBT SERVICE	1,213,229	450,910	450,910	548,076	439,875	439,876	11,034	2%
Subtotal	$ 1,680,516	$ 3,069,637	$ 1,970,472	$ 1,289,832	$ 1,733,610	$ 1,733,611	$ 236,861	12%
Total Expenditures	$ 133,418,932	$ 140,229,896	$ 140,229,897	$ 135,698,905	$ 141,770,490	$ 141,742,325	$ (1,512,428)	-1%
Operating Balance (Rev. - Exp.)	$ (101,674,600)	$ (106,371,146)	$ (106,371,147)	$ (96,959,940)	$ (106,080,122)	$ (103,502,911)	$ 2,868,236	3%

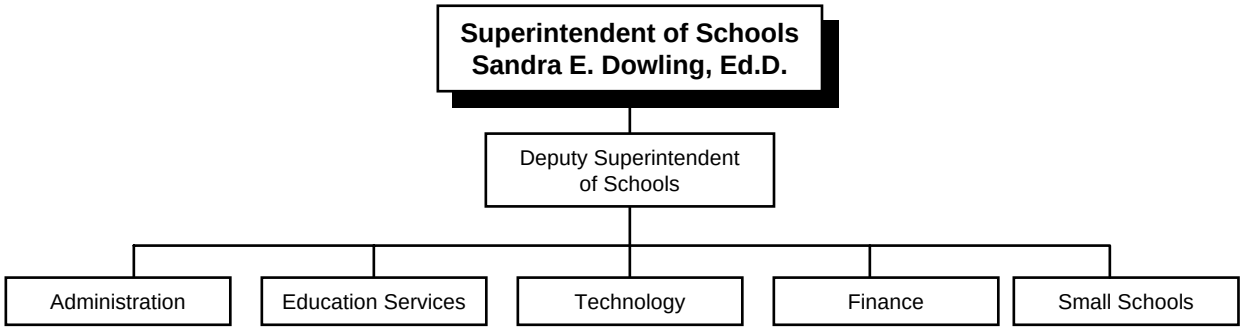
Sheriff (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 500 SHERIFF	
Market Range Title	**FTE**
ACCOUNTANT	8.0
ACCOUNTING CLERK	13.0
ADMIN & OPERATIONS MGR	22.3
ADMINISTRATIVE SPECIALIST	190.0
ADMINISTRATOR	6.0
ADMIN/OFFICE SUPPORT	11.0
ADMIN/OFFICE SUPPORT SUPV	20.0
ADMIN/OPERATIONS SUPV	15.0
CHAPLAIN	3.0
COMPUTER OPERATOR	12.0
COUNSELING SUPERVISOR	10.0
COUNSELOR	21.0
CRIME LAB SPECIALIST	18.0
CRIME LAB SUPERVISOR	7.0
DATABASE ADMIN/ANALYST	1.0
DEPUTY DIRECTOR	12.0
DETENTION OFCR SUPERVISOR	138.0
DETENTION OFFICER	1025.0
DETENTION OFFICER MANAGER	9.0
DIETITIAN	1.0
DIRECTOR	3.0
EDUCATOR	9.0
ELECTED	1.0
ENGINEER	1.0
FOOD SERVICE SUPERVISOR	18.0
FOOD SERVICE WORKER	43.0
GENERAL LABORER	14.0
GENERAL MAINTENANCE SUPV	1.0
GOVT/COMMUN AFFAIRS OFCR	1.0
HR SUPERVISOR	2.0
INFO SYSTEMS PROJECT MGR	2.0
INFO SYSTEMS SUPERVISOR	5.0
INFO TECHNOL CONSULTANT	1.0
INVESTIGATOR	10.0
LAN ADMINISTRATOR (INACTIVE)	2.0
LAW ENFORCEMENT MANAGER	19.0
LAW ENFORCEMENT OFFICER	556.0
LAW ENFORCEMENT SUPV	109.5
LEGAL ASSISTANT	5.0
LIBRARIAN	1.0
MANAGEMENT ANALYST	1.0
MATERIALS HANDLING SPEC	10.0
MECHANIC	5.0
MEDIA SPECIALIST	1.0
PC SPECIALIST	11.0
PILOT	2.0
POLYGRAPH EXAMINER	3.0
PROGRAM COORDINATOR	4.0
PROGRAM MANAGER	1.0
PROGRAM SUPERVISOR	7.0
PSYCHOLOGIST	2.0
TELECOMMUNICATIONS OPTR	36.0
TELECOMMUNICATIONS SUPV	1.0
TELECOMMUNICATIONS TECH	5.0
TELECOMMUNICTNS OPTR SUPV	4.0
TRAINING SPECIALIST	1.0
UNDETERMINED	54.0
WEB DEVELOPER (INACTIVE)	1.0
Total	**2494.8**

Superintendent Of Schools

Organizational Chart



Mission

The Mission of the Maricopa County Superintendent of Schools (MCSOS) 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 June 2004 each employee's performance plan will be aligned with the MCSOS mission and include an individual growth plan, resulting in a 15% increase in employee satisfaction ratings on internal employee surveys.
- By December 2004 MCSOS will develop a written comprehensive technology plan that will identify current and future school district and internal technology needs.
- By December 2004 MCSOS will develop and implement a public relations strategy that will provide to the community, school district, and other government agencies, an awareness of programs and services available through MCSOS.
- By January 2006 MCSOS will develop and implement a Local Education Service Agency (LESA) that will support the educational and administrative needs of school districts and charter schools.
- By July 2005 MCSOS will develop a training course catalog and a Local Education Service Agency (LESA) training program to provide school district and charter school personnel with information necessary to serve the needs of their staff and students.
- By July 2004 MCSOS will enhance internal operations through staff development and support to ensure that school districts receive correct information necessary to serve the needs of their staff and students.
- By December 2005 MCSOS will begin implementation of new school district business software and have all districts converted.

Superintendent Of Schools (Continued)

Issues

- Without qualified staff and state of the art systems, we can not deliver support and direction needed by the school districts.
- Poor internal communications and lack of adequate training, leads to low morale, perceived pay inequities, and lack of understanding of their role in fulfilling department mission and goals.
- Lack of community and school districts awareness of the services available through the County Superintendent of Schools' office, result in students not receiving the full benefits of the educational opportunities available to them.
- Long and short-term planning may be difficult due to Legislative changes that impact educational programs.
- Obsolescence of current school district business software will result in the department being unable to meet statutory requirements.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
SUPERINTENDENT OF SCHOOLS
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
EDUCATION	$ 1,244,681	$ 110,265	$ -	$ 1,354,946	$ -
ADMINISTRATIVE SERVICES PROG	$ 467,169	$ 25,640	$ -	$ 492,809	$ -
UNALLOCATED/INDIRECT	$ -	$ -	$ -	$ -	$ 153,050
TOTAL	$ 1,711,850	$ 135,905	$ -	$ 1,847,755	$ 153,050

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of Home School families who report good/excellent service on the annual survey	N/A	N/A	88.9	90
Percent of customers who report good/excellent service on annual district support survey	75	94	94.2	95

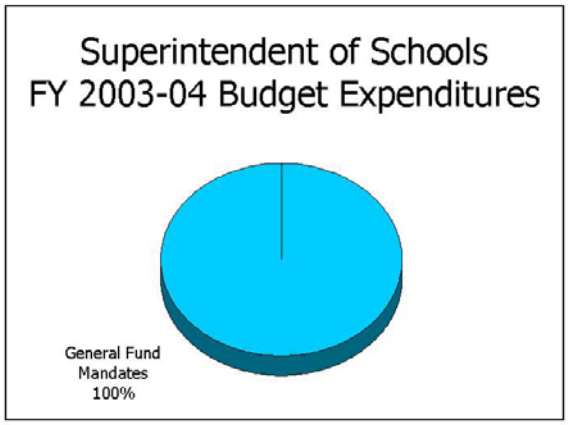
Superintendent Of Schools (Continued)

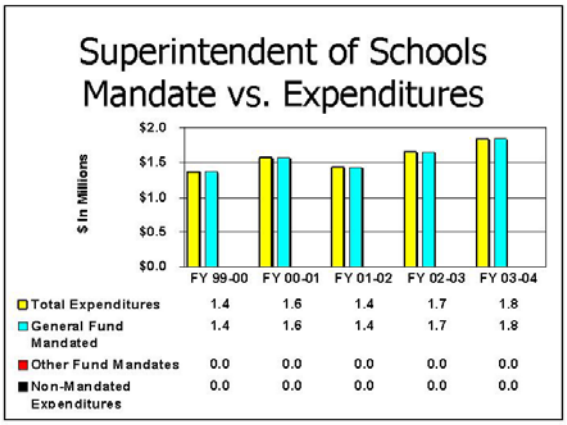
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 1,372,766	$ 1,372,766
FY 2000-01 Actuals	$ 1,573,130	$ 1,573,130
FY 2001-02 Actuals	$ 1,435,236	$ 1,435,236
FY 2002-03 Actuals	$ 1,657,474	$ 1,657,474
FY 2003-04 Adopted Budget	$ 1,847,755	$ 1,847,755

Total Mandated Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 1,372,766	$ 1,372,766
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 Adopted Budget	$ 1,847,755	$ 1,847,755

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 2003-04 ADOPTED

370 SUPERINTENDENT OF SCHOOLS

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,711,850	$ 135,905	$ -	$ 1,847,755	$ 153,050
ALL FUNDS	$ 1,711,850	$ 135,905	$ -	$ 1,847,755	$ 153,050

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
370 SUPERINTENDENT OF SCHOOLS
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
620 OTHER INTERGOVERNMENTAL	$ 72,249	$ 118,050	$ 118,050	$ 118,000	$ 118,050	$ 118,050	$ -	0%
635 OTHER CHARGES FOR SERVICES	43,086	35,000	35,000	50,363	35,000	35,000	-	0%
650 MISCELLANEOUS REVENUE	98	-	-	167	-	-	-	
Total Revenue	$ 115,433	$ 153,050	$ 153,050	$ 168,530	$ 153,050	$ 153,050	$ -	0%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,044,009	$ 1,202,638	$ 1,205,931	$ 1,195,786	$ 1,345,828	$ 1,345,828	$ (139,897)	-12%
705 TEMPORARY PAY	16,471	21,336	21,336	28,968	21,000	21,000	336	2%
710 OVERTIME	278	-	-	1,427	-	-	-	
750 FRINGE BENEFITS	225,848	283,687	280,378	266,660	339,622	339,622	(59,244)	-21%
790 OTHER PERSONNEL SERVICES	5,250	4,494	4,510	5,139	5,400	5,400	(890)	-20%
796 PERSONNEL SERVICES ALLOC IN	204,380	204,380	204,380	204,380	-	-	204,380	100%
Subtotal	$ 1,496,236	$ 1,716,535	$ 1,716,535	$ 1,702,360	$ 1,711,850	$ 1,711,850	$ 4,685	0%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 33,491	$ 29,852	$ 29,852	$ 31,488	$ 33,800	$ 33,800	$ (3,948)	-13%
803 FUEL	(2)	-	-	1,462	2,880	2,880	(2,880)	
804 NON-CAPITAL EQUIPMENT	-	750	750	750	-	-	750	100%
812 OTHER SERVICES	10,308	13,216	13,216	11,958	9,000	9,000	4,216	32%
820 RENT & OPERATING LEASES	4,700	5,400	5,400	2,700	6,225	6,225	(825)	-15%
825 REPAIRS AND MAINTENANCE	46,254	45,000	45,000	55,554	50,000	50,000	(5,000)	-11%
839 INTERNAL SERVICE CHARGES	14,248	21,570	21,570	17,257	9,000	9,000	12,570	58%
842 TRAVEL & EDUCATION	16,823	10,000	10,000	12,795	14,000	14,000	(4,000)	-40%
843 POSTAGE/FREIGHT/SHIPPING	11,301	10,400	10,400	10,894	11,000	11,000	(600)	-6%
Subtotal	$ 137,123	$ 136,188	$ 136,188	$ 144,858	$ 135,905	$ 135,905	$ 283	0%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	$ 6,257	$ -	$ -	$ 2,000	$ -	$ -	$ -	
930 VEHICLES & CONSTRUCTION EQUIP	-	-	-	18,677	-	-	-	
950 DEBT SERVICE	-	2,850	2,850	-	-	-	2,850	100%
Subtotal	$ 6,257	$ 2,850	$ 2,850	$ 20,677	$ -	$ -	$ 2,850	100%
Total Expenditures	$ 1,639,616	$ 1,855,573	$ 1,855,573	$ 1,867,895	$ 1,847,755	$ 1,847,755	$ 7,818	0%
Operating Balance (Rev. - Exp.)	$ (1,524,183)	$ (1,702,523)	$ (1,702,523)	$ (1,699,365)	$ (1,694,705)	$ (1,694,705)	$ 7,818	0%

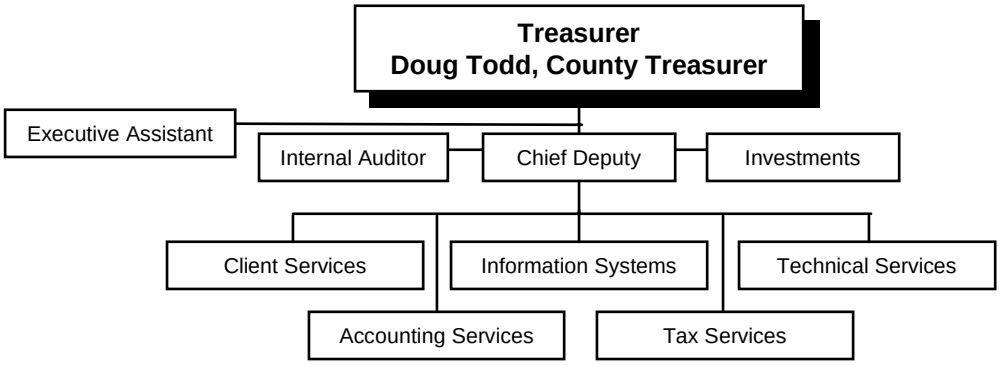
Superintendent Of Schools (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 370 SUPERINTENDENT OF SCHOOLS	
Market Range Title	**FTE**
ACCOUNTING CLERK	5.0
ADMIN & OPERATIONS MGR	1.0
ADMINISTRATIVE SPECIALIST	8.0
ADMIN/OFFICE SUPPORT	3.0
ADMIN/OPERATIONS SUPV	1.0
DEVELOPER/PRGRMR ANALYST	2.0
DIRECTOR	1.0
ELECTED	1.0
EXECUTIVE ASSISTANT	1.0
FINANCIAL SUPERVISOR	2.0
FINAN/BUSINESS ANALYST	1.0
INFO SYSTEMS MANAGER	1.0
PC SPECIALIST	1.0
PROGRAM COORDINATOR	1.0
PROGRAM SUPERVISOR	2.0
TECHNOLOGY ANALYST	1.0
TECHNOLOGY PRODUCT ADMIN	1.0
Total	**33.0**

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 2005, the Treasurer will excel in customer service using technological advances to provide taxpayers with access to all tax information via the INTERNET
- By FY 2005, the Treasurer will improve and refine all tax collection and revenue apportionment functions by upgrading software related to these procedures.
- Per House Bill 2428 Legislation, by FY 2004, the Treasurer will have fully integrated all 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

Issues

- Continuous population growth of Maricopa County will result in increased service demands for the Treasurer by county property owners.
- Commercial and residential parcel count growth within Maricopa County will require more efficient methods of property tax payment processing by the Treasurer.
- The Treasurer's Office operating from one, non-central location in the county is challenged to find more efficient/convenient methods of servicing customers.
- House Bill 2428 Legislation, that will merge Unsecured Personal Property with Secured Property activities in FY 2004, 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.

Treasurer (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
TREASURER
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ACCOUNTING PROGRAM	$ 278,170	$ -	$ -	$ 278,170	$ -
PROPERTY TAX PROGRAM	$ 1,002,114	$ 3,000	$ -	$ 1,005,114	$ -
ADMINISTRATIVE SERVICES PROG	$ 833,456	$ 857,638	$ -	$ 1,691,094	$ -
INFORMATION TECHNOLOGY PROGRAM	$ 541,246	$ 102,500	$ -	$ 643,746	$ -
UNALLOCATED/INDIRECT	$ 86,374	$ -	$ 3,171	$ 89,545	$ 5,686
TOTAL	$ 2,741,360	$ 963,138	$ 3,171	$ 3,707,669	$ 5,686

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 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	97.15	96.8	96.4	97
Month-end Closings - Percent time month-end balance/close by due date	100	100	100	100

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Payments Posted - Percent of Levy collected	97.15	96.8	96.4	97
Percent of levy collected by LockBox (LB) facility	39.68	37.95	38.94	35
Percent of Tax Bills Correctly Mailed	N/A	N/A	95.33	90
Back Tax Sale - Percent of BTX Collected	45.26	49.78	49.78	45

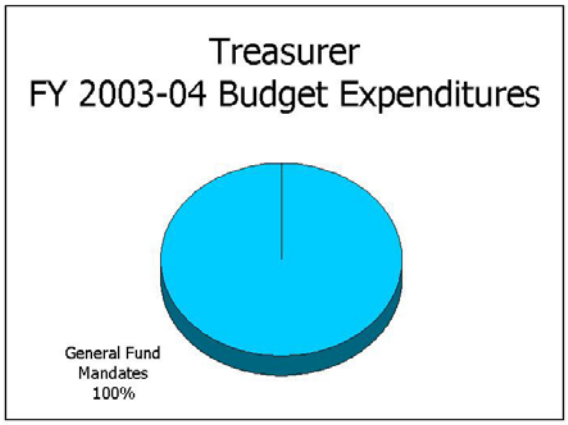
Treasurer (Continued)

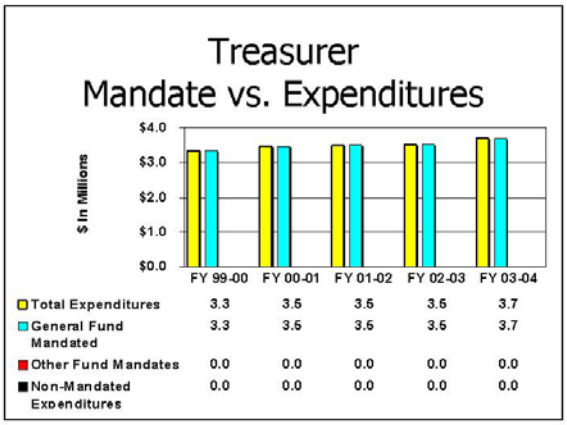
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 3,336,300	$ 3,336,300
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 Adopted Budget	$ 3,707,669	$ 3,707,669

Total Mandated Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 3,336,300	$ 3,336,300
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 Adopted Budget	$ 3,707,669	$ 3,707,669

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service or eliminations.





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.

Treasurer (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

430 TREASURER

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 2,857,177	$ 847,321	$ 3,171	$ 3,707,669	$ 5,686
ALL FUNDS	$ 2,857,177	$ 847,321	$ 3,171	$ 3,707,669	$ 5,686

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
430 TREASURER
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
635 OTHER CHARGES FOR SERVICES	$ 5,945	$ 5,686	$ 5,686	$ 5,514	$ 5,686	$ 5,686	$ -	0%
650 MISCELLANEOUS REVENUE	20	-	-	-	-	-	-	
Total Revenue	$ 5,965	$ 5,686	$ 5,686	$ 5,514	$ 5,686	$ 5,686	$ -	0%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 2,161,630	$ 2,249,600	$ 2,249,609	$ 2,162,380	$ 2,258,705	$ 2,258,705	$ (9,096)	0%
705 TEMPORARY PAY	12,339	5,500	5,500	16,678	22,578	22,578	(17,078)	-311%
710 OVERTIME	8,787	1,530	1,530	8,881	8,530	8,530	(7,000)	-458%
750 FRINGE BENEFITS	445,565	535,178	535,183	490,983	567,364	567,364	(32,181)	-6%
790 OTHER PERSONNEL SERVICES	800	-	-	1,426	-	-	-	
Subtotal	$ 2,629,121	$ 2,791,808	$ 2,791,822	$ 2,680,348	$ 2,857,177	$ 2,857,177	$ (65,355)	-2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 94,901	$ 111,500	$ 111,486	$ 72,999	$ 90,000	$ 90,000	$ 21,486	19%
803 FUEL	203	300	300	235	300	300	-	0%
810 LEGAL SERVICES	(4,173)	-	-	(3,969)	-	-	-	
812 OTHER SERVICES	314,749	322,670	322,670	222,057	289,071	289,071	33,599	10%
820 RENT & OPERATING LEASES	75,594	81,238	81,238	87,764	80,000	80,000	1,238	2%
825 REPAIRS AND MAINTENANCE	150,395	132,500	132,500	115,690	132,500	132,500	-	0%
839 INTERNAL SERVICE CHARGES	10,438	14,000	14,000	35,635	15,000	15,000	(1,000)	-7%
842 TRAVEL & EDUCATION	34,182	35,000	35,000	15,762	35,000	35,000	-	0%
843 POSTAGE/FREIGHT/SHIPPING	198,900	188,000	188,000	241,052	203,450	203,450	(15,450)	-8%
850 UTILITIES	1,260	1,400	1,400	1,027	2,000	2,000	(600)	-43%
Subtotal	$ 876,449	$ 886,608	$ 886,594	$ 788,252	$ 847,321	$ 847,321	$ 39,273	4%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	$ -	$ -	$ -	$ 20,000	$ -	$ -	$ -	
950 DEBT SERVICE	-	-	-	1,854	3,171	3,171	(3,171)	
Subtotal	$ -	$ -	$ -	$ 21,854	$ 3,171	$ 3,171	$ (3,171)	
Total Expenditures	$ 3,505,570	$ 3,678,416	$ 3,678,416	$ 3,490,454	$ 3,707,669	$ 3,707,669	$ (29,253)	-1%
Operating Balance (Rev. - Exp.)	$ (3,499,605)	$ (3,672,730)	$ (3,672,730)	$ (3,484,940)	$ (3,701,983)	$ (3,701,983)	$ (29,253)	-1%

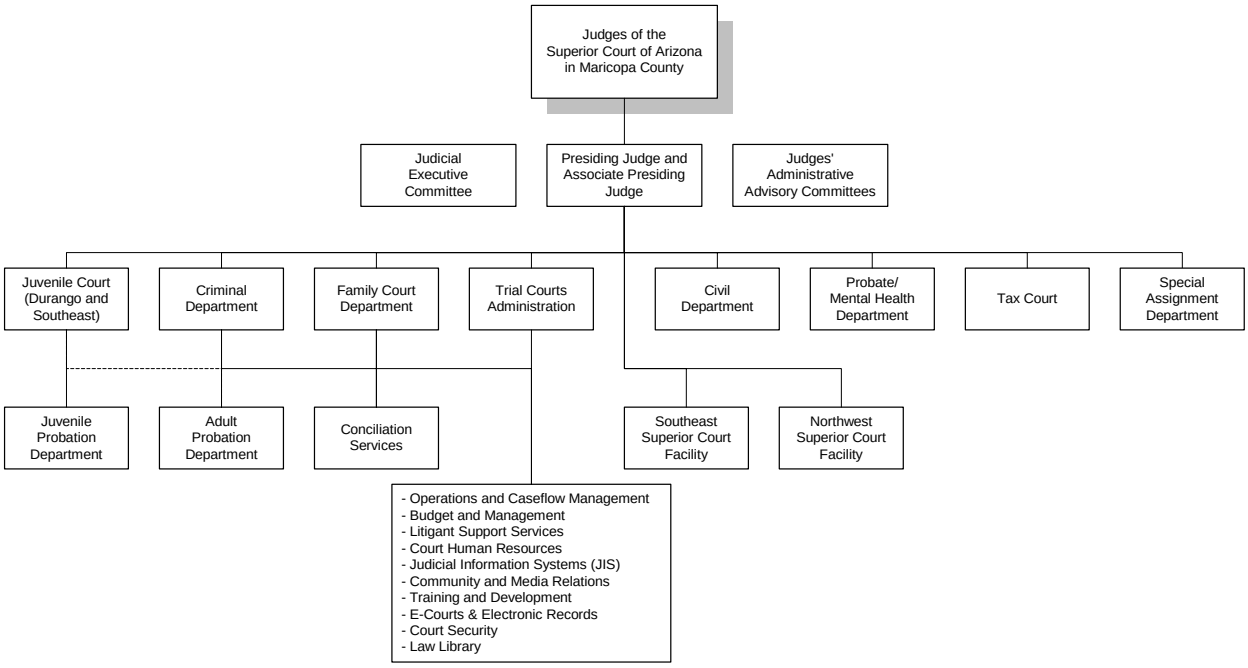
Treasurer (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 430 TREASURER	
Market Range Title	**FTE**
ACCOUNTANT	2.0
ACCOUNTING CLERK	4.0
ADMIN & OPERATIONS MGR	4.0
ADMINISTRATIVE SPECIALIST	8.0
ADMIN/OFFICE SUPPORT	5.0
ADMIN/OFFICE SUPPORT SUPV	1.0
AUDITOR	1.0
COMPUTER OPERATOR	1.0
DEPUTY DIRECTOR	1.0
DEVELOPER/PRGRMR ANALYST	5.0
DIRECTOR	1.0
ELECTED	1.0
EXECUTIVE ASSISTANT	1.0
FINAN/BUSINESS ANALYST	2.0
HR SPECIALIST	2.0
INFO SYSTEMS MANAGER	1.0
INFO SYSTEMS SUPERVISOR	2.0
OPERATIONS MANAGER	4.0
PUBLIC SVC REPRESENTATIVE	17.0
TECHNOLOGY ANALYST	1.0
Total	**64.0**

Judicial Branch

Judicial Organizational 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 3.3 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 36 court commissioners staff the Court. All judicial officers are lawyers. Judges are appointed by the Governor 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. Court commissioners and hearing officers are appointed by the Court's presiding judge.

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 and hearing officers 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: Trail 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, Conciliation Services and the Law Library. The Court operates its own Judicial Personnel Merit System, working in close harmony with the County of Maricopa.

Court Judges – Biographies

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.

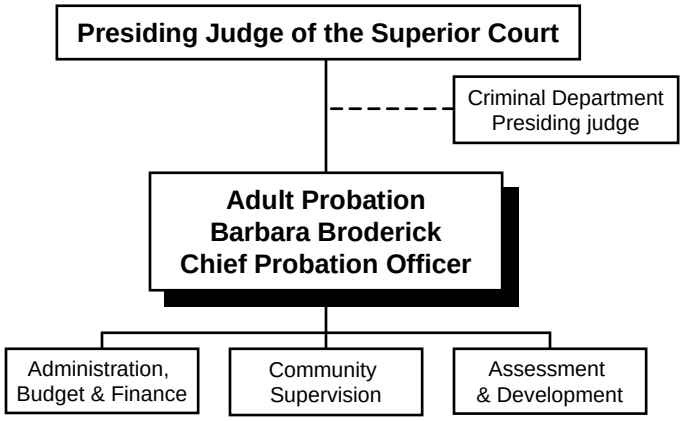
Judge	Div	Judge	Div	Judge	Div
Cates, Jeffrey S	1	Dairman, Dennis W	32	Downie, Margaret H **(d)**	63
Gottsfield, Robert L	2	Jarrett, Barbara M	33	Ronan, Emmet J	64
Gerst, Stephen A	3	McVey, Michael R	34	Rayes, Douglas L	65
Scott, Linda K **(c)**	4	Araneta, Louis A	35	Gama, Joe R	66
O'Toole, Thomas W	5	Baca, Anna Maria	36	Donahoe, Gary	67
O'Melia, Michael J	6	Ishikawa, Brian K	37	Barton, Janet	68
Albrecht, Rebecca A	7	Davis, Norman J	38	Budoff, Robert	69
Forman, John F	8	Aceto, Mark F	39	Hyatt, Carey	70
Galati, Frank T	9	Jones, Michael D	40	Santana, Mark	71
Reinstein, Ronald S	10	Hoag, Marion J	41	Trebesch, Dean	72
Hilliard, Ruth H	11	Keppel, James H	42	McNally, Colleen	73
Schneider, Barry C	12	Akers, Linda A	43	Steinle, Roland	74
Sargeant, William	13	McClennen, Crane	44	Ditsworth, John	75
Hotham, Jeffrey A	14	Ballinger, Eddward P **(e)**	45	Buttrick, John	76
Wilkinson, Michael O	15	Obergillig, Robert H	46	Harrison, Cari	77
Armstrong, Mark W **(f)**	16	Reinstein, Peter C	47	Stephens, Sherry	78
Fields, Kenneth L	17	Talamante, David M	48	Klein, Andrew	79
Franks, Pamela J	18	Hicks, Bethany G	49	Sanders, Teresa	80
Cole, David R	19	Gaines, F Pendleton	50	Trujillo, Richard	81
Dunevant, Thomas	20	Burke, Edward O	51	Udall, David	82
Martin Gregory H	21	Holt, Cathy M	52	Contes, Connie	83
Katz, Paul A **(h)**	22	Verdin, Maria	53	Blakey, A Craig	84
Sheldon, Steven D	23	Willrich, Penny	54	Miles, Linda	85
Campbell, Colin F **(a)**	24	Anderson, Arthur T	55	Mahoney, Margaret	86
Arellano, Silvia R	25	Heilman, Joseph B	56	Houser, Robert C	87
Mangum, J Kenneth	26	Willett, Eileen S	57	Chavez, Harriett E	88
Schwartz, Johathan H	27	Fenzel, Alfred M	58	Grant, Larry	89
Hauser, Brian R	28	Padish, James E	59	Foster, George H	90
Mundell, Barbara A **(b) (g)**	29	O'Connor, Karen L	60	Swann, Peter B	91
Yarnell, Michael A	30	Granville, Warren J	61		
Topf, William L	31	Gaylord, John M	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

Justice of the Peace	Precinct	Justice of the Peace	Precinct
G Michael Osterfeld	Buckeye	Jacqueline McVay	Northeast Phoenix
C Steven McMurry	Central Phoenix	Barbara Watkins	Northwest Phoenix
Ronald D. Johnson	Chandler	Lex E Anderson	Peoria
R Wayne Johnson	East Mesa	Ginger Jarvis	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
Jerry Ashton	North Valley		

Adult Probation

Organizational Chart



Mission

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.

Vision

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

Goals

- The Maricopa County Adult Probation Department (MCAPD) will enhance public safety by: - Reducing the number of probationers committed to the Department of Corrections to 2 out of every 10 by the end of fiscal year 2005. - Reducing the number of probationers convicted of a new felony offense by 2% by the end of fiscal year 2005. (In fiscal year 2002, baselines established at 28% -- 3 out of every 10 -- for probationers committed to the Department of Corrections and 10.6% for probationers with new felony convictions)
- By fiscal year 2005, employee resignations from MCAPD because of pay (51% - as of September 2000) will be reduced to the Maricopa County average (34% - as of September 2000).
- By fiscal year 2004, MCAPD will improve case processing as evidenced by: - Maintaining a 98%, or better, on-time rate for submitting presentence and combination reports. - A 10% increase in the rate of successful completions from probation. - A 10% increase in the rate of restitution collected.

Adult Probation (Continued)

- MCAPD will provide excellence in customer service as evidenced by a measurable increase in the number of customers who report increasing satisfaction. - By 2005, 67% of victims will be satisfied with services provided by MCAPD. - By 2005, 67% of offenders will be satisfied with services provided by MCAPD. - By 2005, 75% of criminal court judges will be satisfied with services provided by MCAPD. - By fiscal year 2005, the number of staff satisfied with MCAPD will improve by 5%. - By fiscal year 2005, the percentage of community partners satisfied with MCAPD will be maintained at levels established during FY 2002. - By fiscal year 2005, the percentage of criminal justice partners satisfied with MCAPD will be maintained at levels established during FY 2002.
- By fiscal year 2004, 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. - A 10% increase in the number of targeted agencies that are interconnected with Adult Probation. - The department maintaining technology standards and replacement schedules recommended by the County Chief Information Officer in order to remain capable of participating in integration projects (e.g. Integrated Criminal Justice Information System).

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 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.

Adult Probation (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
ADULT PROBATION
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
BEHAVIORAL CHANGE	$ 9,044,633	$ 2,305,943	$ 29,808	$ 11,380,384	$ 14,234,945
COMMUNITY JUSTICE	$ 31,640,627	$ 3,032,258	$ 67,500	$ 34,740,385	$ -
ADMINISTRATIVE SERVICES PROG	$ 3,016,438	$ 99,534	$ -	$ 3,115,972	$ -
INFORMATION TECHNOLOGY PROGRAM	$ 1,330,765	$ 28,043	$ -	$ 1,358,808	$ -
TOTAL	$ 45,032,463	$ 5,465,778	$ 97,308	$ 50,595,549	$ 14,234,945

Key Performance Measures

Program Name: BEHAVIORAL CHANGE PROGRAM

Program Purpose: The purpose of the Behavioral Change Program is to provide education and treatment to probationers so that they can remain law-abiding and successfully complete probation.

Key Results:	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of probationers who successfully completed education/treatment classes operated by MCAPD.	60	51	59	60
Percent of probationers terminated from probation who successfully completed MCAPD operated education/treatment classes and are not committed to the Department of Corrections.	N/A	90	91.3	90

Program Name: COMMUNITY JUSTICE

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of probationers performing required community service hours who are meeting or exceeding monthly obligations	54	38	30	45
Percent of probationers who successfully complete probation.	62	61	58	60
Percent of opted-in victims receiving services who are satisfied with services.	49	54	50	55
Percent of probationers who are compliant paying restitution	55	48.2	65	65

Adult Probation (Continued)

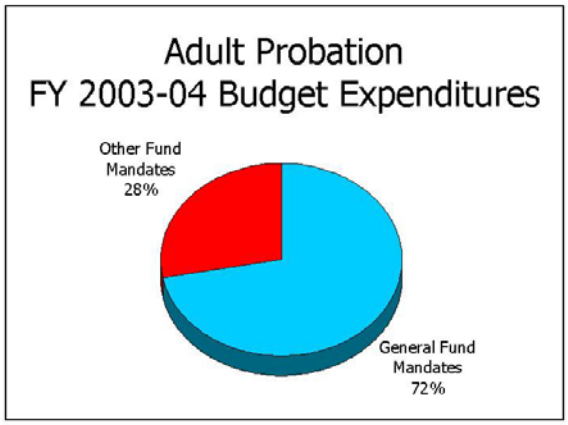
Mandate Consolidated Financial Data

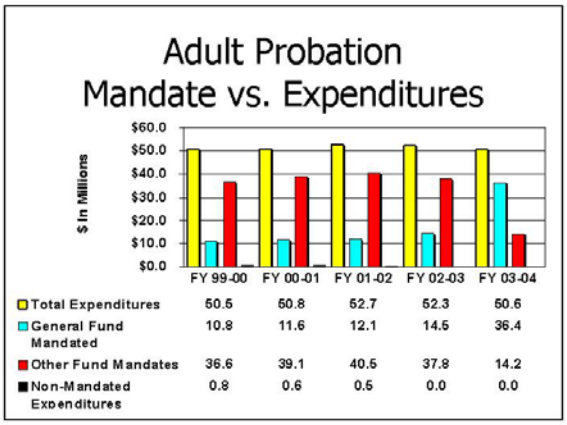
Total Department Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 10,834,886	$ 39,618,900	$ 50,453,786
FY 2000-01 Actuals	$ 11,619,113	$ 39,165,557	$ 50,784,670
FY 2001-02 Actuals	$ 12,094,117	$ 40,556,800	$ 52,650,917
FY 2002-03 Actuals	$ 14,521,960	$ 37,826,109	$ 52,348,069
FY 2003-04 Adopted Budget	$ 36,360,604	$ 14,234,945	$ 50,595,549

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 10,834,886	$ 39,618,900	$ 50,453,786
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 Adopted Budget	$ 36,360,604	$ 14,234,945	$ 50,595,549

Total Non-Mandated Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 19,851	$ 56,643	$ 76,494
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 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	Total
FY 1999-00 Actuals	$ 267,489	$ 3,008,717	$ 3,276,206
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 Adopted Budget	$ 1,395,116	$ 883,780	$ 2,278,896

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	Total
FY 1999-00 Actuals	$ 567,064	$ 8,562,119	$ 9,129,183
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 Adopted Budget	$ 7,135,551	$ 777,571	$ 7,913,122

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	Total
FY 1999-00 Actuals	$ 11,609	$ 125,714	$ 137,323
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 Adopted Budget	$ 185,000	$ -	$ 185,000

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	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. *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, all felons will be required to submit to DNA testing.**

Adult Probation (Continued)

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	Total
FY 1999-00 Actuals	$ 25,273	$ 1,617,381	$ 1,642,654
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 Adopted Budget	$ 200,000	$ 2,064,111	$ 2,264,111

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	Total
FY 1999-00 Actuals	$ 92,179	$ 383,646	$ 475,825
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 Adopted Budget	$ 565,410	$ 109,421	$ 674,831

Adult Probation (Continued)

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.

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	Total
FY 1999-00 Actuals	$ 93,189	$ 844,799	$ 937,988
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 Adopted Budget	$ 89,675	$ 938,348	$ 1,028,023

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	Total
FY 1999-00 Actuals	$ 5,512,076	$ 18,787,651	$ 24,299,727
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 Adopted Budget	$ 21,323,370	$ 5,253,739	$ 26,577,109

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	Total
FY 1999-00 Actuals	$ 88,827	$ 1,215,625	$ 1,304,452
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 Adopted Budget	$ 513,658	$ 465,456	$ 979,114

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	Total
FY 1999-00 Actuals	$ 3,418,922	$ 3,567,665	$ 6,986,587
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 Adopted Budget	$ 3,619,845	$ 2,960,566	$ 6,580,411

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	Total
FY 1999-00 Actuals	$ 283,036	$ 489,326	$ 772,362
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 Adopted Budget	$ 695,205	$ 519,397	$ 1,214,602

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	Total
FY 1999-00 Actuals	$ 329,456	$ 269,112	$ 598,568
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 Adopted Budget	$ 487,774	$ 212,556	$ 700,330

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	Total
FY 1999-00 Actuals	$ -	$ -	$ -
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 Adopted Budget	$ 150,000	$ 50,000	$ 200,000

Adult Probation (Continued)

TITLE	Mandatory Payment to Arizona State
AUTHORITY	Public Finances (Laws 2002, Chapter 328, H.B. 2708, General Appropriations (Laws 2002, Chapter 327, H.B. 2706
HISTORY/ BACKGROUND	During the 2002 legislative session, the legislature agreed that for public safety reasons juvenile and adult probation supervision should not be cut beyond those cuts already imposed in FY 2002. However, the legislature also decided that the state would reduce its percentage of probation state aid to Maricopa and Pima counties by transferring a portion of current state funding to the counties. The net affect of this "shift" is to require the two urban counties to pay a slightly higher percentage of the total cost of probation operations.
MANDATE DESCRIPTION	During fiscal year 2002-03, a total of $2,388,198 is to be paid to the Administrative Office of the Courts in quarterly payment of $597,049.50 by August 22, 2002, October 1, 2002, January 1, 2003, and April 1, 2003.

Mandatory Payment to State of Arizona	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ -	$ -	$ -
FY 2002-03 Actuals	$ 1,907,297	$ 480,901	$ 2,388,198
FY 2003-04 Adopted Budget	$ -	$ -	$ -

Adult Probation (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

110 ADULT PROBATION

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 32,323,725	$ 3,939,571	$ 97,308	$ 36,360,604	$ -
SPECIAL REVENUE	11,247,858	2,987,087	-	14,234,945	14,234,945
ALL FUNDS	$ 43,571,583	$ 6,926,658	$ 97,308	$ 50,595,549	$ 14,234,945

EXPENDITURES AND REVENUE BY DEPARTMENT & OBJECT CODE
110 ADULT PROBATION
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	$ 30,733,773	$ 33,189,126	$ 31,575,341	$ 30,106,944	$ 30,283,349	$ 6,014,945	$ (25,560,396)	-81%
635 OTHER CHARGES FOR SERVICES	7,726,927	8,622,305	8,622,305	7,656,382	7,257,000	8,040,000	(582,305)	-7%
637 FINES & FORFEITS	548,833	120,000	120,000	124,812	130,000	125,000	5,000	4%
645 INTEREST EARNINGS	162,646	42,136	42,136	66,156	100,000	40,000	(2,136)	-5%
Total Revenue	$ 39,172,179	$ 41,973,567	$ 40,359,782	$ 37,954,294	$ 37,785,349	$ 14,234,945	$ (26,124,837)	-65%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 38,062,122	$ 38,929,114	$ 36,355,148	$ 36,272,588	$ 35,712,408	$ 35,883,499	$ 471,649	1%
705 TEMPORARY PAY	783,174	80,712	80,712	145,305	164,740	164,740	(84,028)	-104%
710 OVERTIME	100,731	41,352	41,352	100,896	117,310	117,310	(75,958)	-184%
750 FRINGE BENEFITS	8,251,065	9,199,017	8,793,501	8,646,319	9,404,334	9,447,336	(653,835)	-7%
790 OTHER PERSONNEL SERVICES	351,186	2,174,819	3,123,446	317,385	432,896	346,896	2,776,550	89%
795 PERSONNEL SERVICES ALLOC OUT	(1,235)	(40,000)	(40,000)	(141)	(280,000)	(24,268,404)	24,228,404	60571%
796 PERSONNEL SERVICES ALLOC IN	15,490	122,551	122,551	72,855	-	21,880,206	(21,757,655)	-17754%
Subtotal	$ 47,562,533	$ 50,507,565	$ 48,476,710	$ 45,555,206	$ 45,551,688	$ 43,571,583	$ 4,905,127	10%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 507,752	$ 296,000	$ 533,583	$ 342,721	$ 370,000	370,000	163,583	31%
802 MEDICAL SUPPLIES	5,560	5,000	5,000	5,560	5,000	5,000	-	0%
803 FUEL	15,113	17,325	-	19,450	2,933	2,933	(2,933)	
804 NON-CAPITAL EQUIPMENT	109,002	-	195,510	32,288	50,000	50,000	145,510	74%
810 LEGAL SERVICES	53,021	70,024	60,019	38,794	48,000	48,000	12,019	20%
811 HEALTH CARE SERVICES	151,671	25,000	252,321	138,633	177,588	177,592	74,729	30%
812 OTHER SERVICES	1,984,658	768,535	1,181,996	1,473,784	1,794,568	1,794,568	(612,572)	-52%
820 RENT & OPERATING LEASES	818,513	862,225	892,008	901,372	895,000	895,000	(2,992)	0%
825 REPAIRS AND MAINTENANCE	300,220	213,575	290,760	207,817	232,000	232,000	58,760	20%
830 INTERGOVERNMENTAL PAYMENTS	537	2,519,525	2,519,525	2,388,958	2,388,200	2,388,200	131,325	5%
839 INTERNAL SERVICE CHARGES	617,647	531,343	523,934	643,201	578,365	578,365	(54,431)	-10%
842 TRAVEL & EDUCATION	327,155	140,314	380,512	264,830	250,000	250,000	130,512	34%
843 POSTAGE/FREIGHT/SHIPPING	90,974	56,558	53,950	70,246	60,000	60,000	(6,050)	-11%
845 SUPPORT AND CARE OF PERSONS	90,832	65,000	64,865	90,282	75,000	75,000	(10,135)	-16%
850 UTILITIES	50	-	-	106	-	-	-	
Subtotal	$ 5,072,705	$ 5,570,424	$ 6,953,983	$ 6,618,043	$ 6,926,654	$ 6,926,658	$ 27,325	0%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	$ 149	$ -	$ -	$ -	$ -	$ -	$ -	
920 CAPITAL EQUIPMENT	-	-	33,511	33,511	-	-	33,511	100%
950 DEBT SERVICE	-	106,542	106,542	91,899	97,308	97,308	9,234	9%
Subtotal	$ 149	$ 106,542	$ 140,053	$ 125,410	$ 97,308	$ 97,308	$ 42,745	31%
Total Expenditures	$ 52,635,387	$ 56,184,531	$ 55,570,746	$ 52,298,659	$ 52,575,650	$ 50,595,549	$ 4,975,197	9%
Operating Balance (Rev. - Exp.)	$ (13,463,208)	$ (14,210,964)	$ (15,210,964)	$ (14,344,365)	$ (14,790,301)	$ (36,360,604)	$ (21,149,640)	-139%

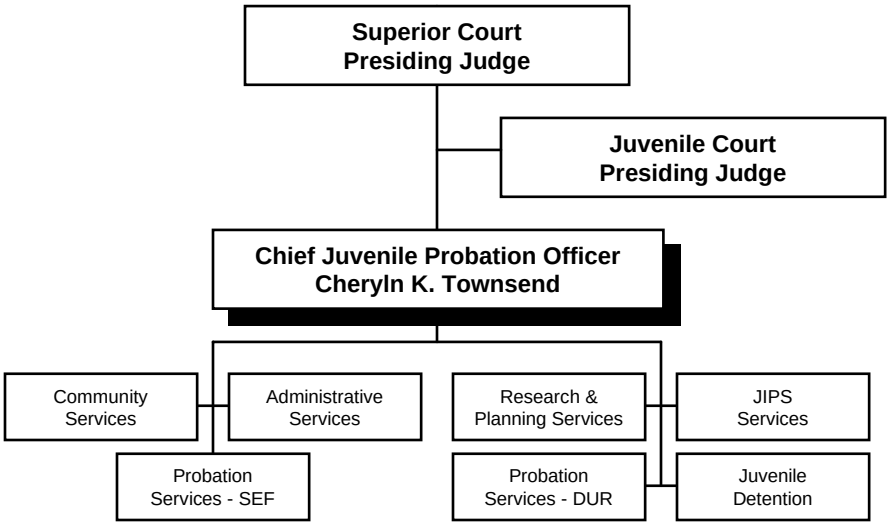
Adult Probation (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 110 ADULT PROBATION	
Market Range Title	**FTE**
ADMIN & OPERATIONS MGR	7.0
ADMINISTRATIVE SPECIALIST	36.0
ADMIN/OFFICE SUPPORT	114.5
ADMIN/OFFICE SUPPORT SUPV	7.0
ADMIN/OPERATIONS SUPV	17.0
CMNTY/INSTNL SUPVSN OFCR	102.0
COMMUNITY SVCS SPECIALIST	50.0
COUNSELING SUPERVISOR	4.0
COUNSELOR	36.0
DATABASE ADMIN/ANALYST	1.0
DEPUTY DIRECTOR	3.0
DEVELOPER/PRGRMR ANALYST	3.0
DIRECTOR	1.0
DISPATCHER	16.0
EDUCATOR	6.0
FINANCIAL MANAGER	1.0
FINANCIAL SUPERVISOR	2.0
FINAN/BUSINESS ANALYST	1.0
GENERAL MAINTENANCE TECH	2.0
HR GENERALIST	2.0
HR SPECIALIST	2.0
HR SUPERVISOR	1.0
INFO SYSTEMS MANAGER	1.0
INFO SYSTEMS SUPERVISOR	2.0
LEGAL ASSISTANT	1.0
MANAGEMENT ANALYST	3.0
MANAGEMENT ASSISTANT	1.0
MATERIALS HANDLING SPEC	4.0
PC SPECIALIST	12.0
PROBATION OFFICER	539.5
PROBATION OFFICER SUPV	64.0
PROGRAM COORDINATOR	17.0
PROGRAM SUPERVISOR	5.0
SOCIAL WORKER (BS)	1.0
TECH SUPPORT SPECIALIST	1.0
TECHNOLOGY ANALYST	2.0
TECHNOLOGY PRODUCT ADMIN	1.0
TELECOMMUNICTNS OPTR SUPV	1.0
TRAINING SPECIALIST	1.0
UNDETERMINED	1.0
Total	**1072.0**

Juvenile Probation

Organizational Chart



Mission

The Mission of the Maricopa County Juvenile Probation Department 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

- At each step of involvement wit the Probation Department where over-representation or differential treatment is noted, starting in FY 2002, we will institute training programs and/or services to reverse the trend
- We will recruit and fund staff positions that, by FY 2003 result in the following retention rates: 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, 2003.
- Analyze and evaluate current and projected client service needs by June, 2002. By February 2003, a departmental plan will be developed in conjunction with other governmental and community based agencies that will identify a continuum of service delivery options. By June 30, 2004 we will have implemented at least 50% of the continuum in alignment with available research and “Best Practice.”
- Eighty five percent of our employees will be satisfied or very satisfied with their employment at MCJPD by FY 2004
- Eighty percent of our employees will feel safer on the job as a result of training and equipment that is provided to them by FY 2004. All staff will complete required training for safety equipment and tools that are assigned to them.

Juvenile Probation (Continued)

Issues

- The need to recruit 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.
- Communities perceive that there is little or no connection between their lives and "The Justice System". This creates a situation of reduced community support and approval of our efforts.
- Maricopa County is the fastest growing county in the USA. The impact on the probation department has been unprecedented growth an decentralization resulting in staff feeling separated and isolated from each other and lacking purpose.
- Research results leading toward better diagnostics and treatment, political forces, and other forces combine to create a situation in which our personnel require more and more specialized knowledge.
- The over-representation of minorities throughout the juvenile justice system results in resentment, hostility, and distrust of our Department.
- Other political and legislative agendas require resources from our department and impact our ability to focus on our identified goals and priorities.
- Treatment funding is not going to rise to the level needed to properly serve our juvenile population. Our department is challenged to do more with less.
- The demand for resources devoted to employee safety has increased in response to changes in the Arizona Code of Judicial Administration. Our department must revise current policies, develop and implement new policies and provide training and tools needed to support a continuum of safety for all employees.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
JUVENILE PROBATION
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
COMMUNITY JUSTICE	$ 21,265,585	$ 2,016,594	$ -	$ 23,282,179	$ 16,828,082
DETENTION PROGRAM	$ 11,724,883	$ 1,120,994	$ -	$ 12,845,877	$ 544,090
RESIDENTIAL TREATMENT CENTER	$ -	$ 2,109,067	$ -	$ 2,109,067	$ -
OPERATIONAL SUPPORT PROGRAM	$ 1,250,880	$ 672	$ -	$ 1,251,552	$ -
ADMINISTRATIVE SERVICES PROG	$ 2,060,681	$ 2,032,736	$ -	$ 4,093,417	$ -
INFORMATION TECHNOLOGY PROGRAM	$ 1,101,766	$ 636,200	$ 178,694	$ 1,916,660	$ -
UNALLOCATED/INDIRECT	$ -	$ -	$ -	$ -	$ -
TOTAL	$ 37,403,795	$ 7,916,263	$ 178,694	$ 45,498,752	$ 17,372,172

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of juveniles completing probation successfully	89	91.7	89.3	90
Percent of juveniles who complete programs without re-offending	N/A	79.02	77.8	78
Percent of Maricopa County residents who are Juvenile Probation Department volunteers	N/A	N/A	.0005	0
Percent of juveniles successfully completing diversion programs	N/A	80.7	76.8	79

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of detainees requiring Class I Incident Reports	N/A	3.1	3.6	3.5
Percent of detainees completing cognitive skills programs	N/A	60.5	61.8	68

Juvenile Probation (Continued)

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.

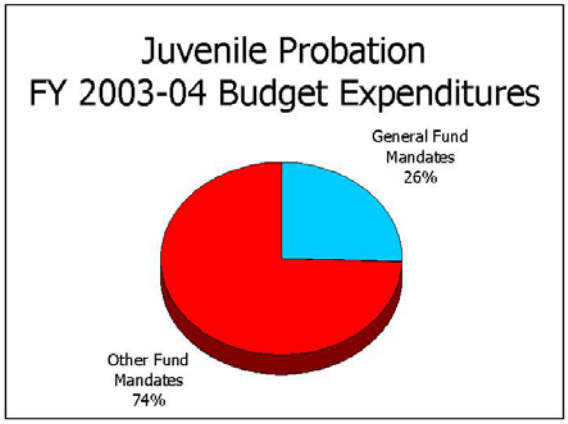
Key Results:	**FY 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent of employees who report they feel safe in doing their job	N/A	71	78	80
Amount of revenue collected from Probation and Diversion Fees	N/A	1,199,531	1,198,565	1,200,000

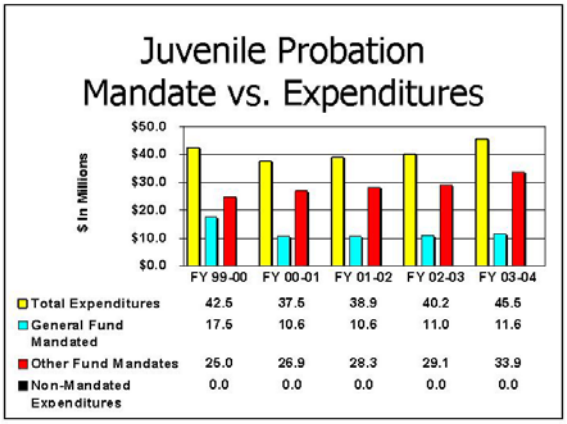
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 17,538,982	$ 24,955,845	$ -	$ 42,494,827
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 Adopted Budget	$ 11,629,603	$ 33,087,751	$ 781,398	$ 45,498,752

Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 17,538,982	$ 24,955,845	$ -	$ 42,494,827
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 Adopted Budget	$ 11,629,603	$ 33,087,751	$ 781,398	$ 45,498,752

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	Total
FY 1999-00 Actuals	$ 1,099,238	$ 4,450,762	$ -	$ 5,550,000
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 Adopted Budget	$ 2,019,652	$ 5,765,825		$ 7,785,477

Probation Services	General Fund	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 6,496,986	$ 7,070,617	$ -	$ 13,567,603
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 Adopted Budget	$ 6,180,130	$ 5,309,996	$ -	$ 11,490,126

Juvenile Probation (Continued)

Juvenile Detention Center	General Fund	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 1,534	$ 12,464,294	$ -	$ 12,465,828
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 Adopted Budget	$ 74,568	$ 15,424,623	$ 781,398	$ 16,280,589

Research and Planning Services (RAPS)	General Fund	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 1,176,896	$ 506,433	$ -	$ 1,683,329
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 Adopted Budget	$ 1,102,546	$ 238,686	$ -	$ 1,341,232

Executive Services	General Fund	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 289,806	$ 109,176	$ -	$ 398,982
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 Adopted Budget	$ 249,277	$ 164,245	$ -	$ 413,522

Administrative Services	General Fund	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 481,564	$ 354,563	$ -	$ 836,127
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 Adopted Budget	$ 2,003,430	$ 1,887,966	$ -	$ 3,891,396

JIPS	General Fund	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ -	$ -	$ -	$ -
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 Adopted Budget		$ 4,296,410	$ -	$ 4,296,410

Juvenile Probation (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

270 JUVENILE PROBATION

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 9,455,250	$ 2,030,588	$ 143,765	$ 11,629,603	$ 18,000
SPECIAL REVENUE	27,335,959	5,721,971	29,821	33,087,751	17,354,172
CAPITAL PROJECTS	612,586	163,704	5,108	781,398	-
ALL FUNDS	$ 37,403,795	$ 7,916,263	$ 178,694	$ 45,498,752	$ 17,372,172

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
270 JUVENILE PROBATION
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	$ 13,670,868	$ 17,852,661	$ 18,077,822	$ 14,782,513	$ 15,544,747	$ 16,245,747	$ (1,832,075)	-10%
620 OTHER INTERGOVERNMENTAL	-	18,000	18,000	-	9,999	9,999	(8,001)	-44%
635 OTHER CHARGES FOR SERVICES	1,153,823	1,169,904	1,169,904	1,078,045	1,177,905	1,106,426	(63,478)	-5%
645 INTEREST EARNINGS	74,193	-	-	14,768	-	-	-	
650 MISCELLANEOUS REVENUE	11,120	50,000	50,000	7,263	50,000	10,000	(40,000)	-80%
680 TRANSFERS IN	1,863	-	-	-	-	-	-	
Total Revenue	$ 14,911,867	$ 19,090,565	$ 19,315,726	$ 15,882,589	$ 16,782,651	$ 17,372,172	$ (1,943,554)	-10%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 26,387,262	$ 29,602,730	$ 28,668,074	$ 26,406,699	$ 27,964,597	$ 27,976,974	$ 691,100	2%
705 TEMPORARY PAY	946,097	1,061,202	1,060,307	911,814	971,418	971,418	88,889	8%
710 OVERTIME	201,503	183,630	183,630	173,116	171,996	171,996	11,634	6%
750 FRINGE BENEFITS	5,967,184	7,257,369	7,048,290	6,291,376	7,346,276	7,293,683	(245,393)	-3%
790 OTHER PERSONNEL SERVICES	383,763	462,029	422,098	397,895	354,876	354,876	67,222	16%
795 PERSONNEL SERVICES ALLOC OUT	(904,029)	(2,785,514)	(1,600,953)	(984,001)	(1,580,733)	(1,578,036)	(22,917)	-1%
796 PERSONNEL SERVICES ALLOC IN	903,112	1,546,543	2,158,031	1,502,373	2,215,581	2,212,884	(54,853)	-3%
Subtotal	$ 33,884,892	$ 37,327,989	$ 37,939,477	$ 34,699,272	$ 37,444,011	$ 37,403,795	$ 535,682	1%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 1,762,347	$ 4,324,718	$ 3,498,997	$ 1,025,854	$ 1,638,087	$ 2,339,088	$ 1,159,909	33%
802 MEDICAL SUPPLIES	8,435	11,504	11,168	2,885	2,504	2,504	8,664	78%
803 FUEL	29,094	36,419	36,419	33,653	32,416	32,416	4,003	11%
804 NON-CAPITAL EQUIPMENT	172,266	-	89,000	5,558	10,931	10,931	78,069	88%
810 LEGAL SERVICES	4,080	5,680	3,676	3,705	4,800	4,800	(1,124)	-31%
811 HEALTH CARE SERVICES	172,515	71,850	172,846	123,300	5,600	5,600	167,246	97%
812 OTHER SERVICES	1,932,593	1,609,672	2,102,616	657,115	3,222,402	3,298,930	(1,196,314)	-57%
820 RENT & OPERATING LEASES	355,813	365,943	510,995	381,127	448,990	448,990	62,005	12%
825 REPAIRS AND MAINTENANCE	198,598	176,955	165,587	147,754	218,778	218,778	(53,191)	-32%
830 INTERGOVERNMENTAL PAYMENTS	300,698	668,600	1,008,600	1,946,472	913,488	913,488	95,112	9%
839 INTERNAL SERVICE CHARGES	291,995	361,598	397,326	294,217	275,059	275,059	122,267	31%
842 TRAVEL & EDUCATION	364,650	448,913	446,957	256,203	249,300	218,036	228,921	51%
843 POSTAGE/FREIGHT/SHIPPING	94,522	118,000	123,664	134,868	134,143	134,143	(10,479)	-8%
850 UTILITIES	12,214	4,482	17,082	2,988	13,500	13,500	3,582	21%
880 TRANSFERS OUT	1,863	-	-	-	-	-	-	
890 LOSS ON FIXED ASSETS	1	-	-	-	-	-	-	
Subtotal	$ 5,701,684	$ 8,204,334	$ 8,584,933	$ 5,015,699	$ 7,169,998	$ 7,916,263	$ 668,670	8%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	$ -	$ 766,926	$ -	$ -	$ -	$ -	$ -	
920 CAPITAL EQUIPMENT	5,000	-	-	-	-	-	-	
930 VEHICLES & CONSTRUCTION EQUIP	(18,800)	113,000	113,000	-	-	-	113,000	100%
950 DEBT SERVICE	1,628	160,061	160,061	84,214	178,694	178,694	(18,633)	-12%
Subtotal	$ (12,172)	$ 1,039,987	$ 273,061	$ 84,214	$ 178,694	$ 178,694	$ 94,367	35%
Total Expenditures	$ 39,574,404	$ 46,572,310	$ 46,797,471	$ 39,799,185	$ 44,792,703	$ 45,498,752	$ 1,298,719	3%
Operating Balance (Rev. - Exp.)	$ (24,662,537)	$ (27,481,745)	$ (27,481,745)	$ (23,916,596)	$ (28,010,052)	$ (28,126,580)	$ (644,835)	-2%

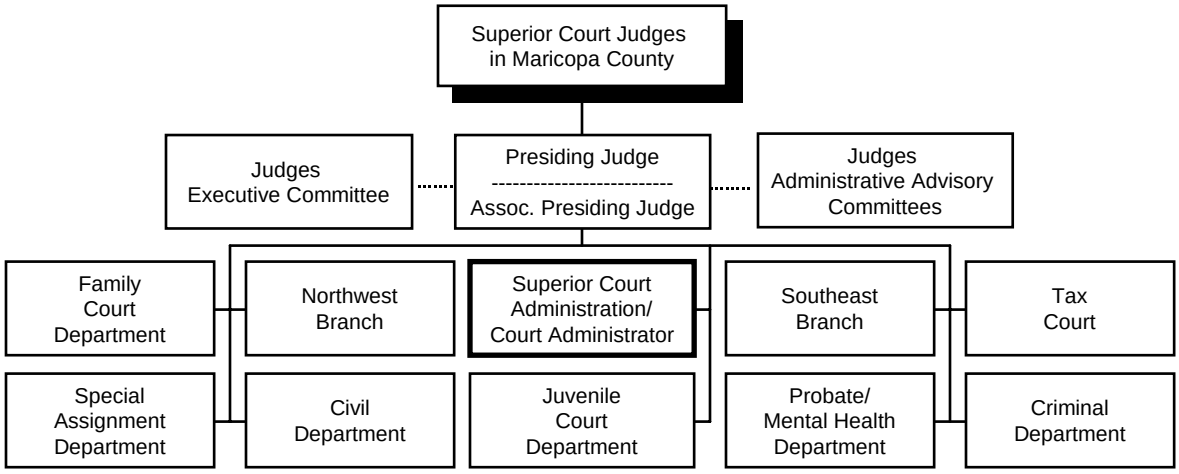
Juvenile Probation (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 270 JUVENILE PROBATION	
Market Range Title	**FTE**
ACCOUNTANT	1.0
ACCOUNTING CLERK	2.0
ADMIN & OPERATIONS MGR	5.0
ADMINISTRATIVE SPECIALIST	9.0
ADMIN/OFFICE SUPPORT	61.0
ADMIN/OFFICE SUPPORT SUPV	1.0
ADMIN/OPERATIONS SUPV	18.0
APPLIC/SYS PROGRMING MGR (INACTIVE)	2.0
COMPUTER OPERATOR	1.0
COUNSELOR	4.5
DEPUTY DIRECTOR	4.0
DETENTION OFFICER	271.0
DEVELOPER/PRGRMR ANALYST	3.0
DIRECTOR	1.0
FINANCIAL SUPERVISOR	2.0
FINAN/BUSINESS ANALYST	1.0
GENERAL LABORER	11.0
GRAPHIC EQUIPMENT TECH	1.0
HR GENERALIST	1.0
INFO SYSTEMS MANAGER	1.0
INFO SYSTEMS SUPERVISOR	1.0
LAN ADMINISTRATOR (INACTIVE)	1.0
MATERIALS HANDLING SPEC	4.0
PC SPECIALIST	6.0
PROBATION OFFICER	369.0
PROBATION OFFICER SUPV	42.0
PROGRAM COORDINATOR	3.0
PSYCHOLOGIST	1.0
PURCHASING SPECIALIST	2.0
SOFTWARE ENGINEER (INACTIVE)	2.0
TECHNOLOGY ANALYST	1.0
Total	**832.5**

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 December 2003, the Court will provide speedy and fair justice in case processing as follows: -95% of cases shall be disposed in compliance with established trial court and limited jurisdiction court standards.
- To prevent delay in judicial decisions, by December 2003, 90% of needs assessments and evaluative reports will be made to judges within guidelines adopted by the court.
- Families will experience sustainable resolution of their issues through earlier assessment, more individualized, appropriate decision-making, and coordinated use of available resources and court services as evidenced by: 70% cases referred to alternative dispute resolution (ADR) will be resolved by ADR.
- Convenience and understanding of court processes, while maintaining the efficiency and quality of court services.

Trial Courts (Continued)

- By July 2003, the court and justice agencies will make informed decisions using timely, accurate and comprehensive information provided through an integrated management information system. -100% of information systems with integrated databases by December 2003. -100% of targeted justice and law enforcement business processes that share data by December 2002.

Issues

- Delays in case processing negatively impact the purposes of the Court: 1. To do individual justice in individual cases. 2. To appear to do justice. 3. To provide a forum for the resolution of legal disputes. 4. To protect individuals from the arbitrary use of government power. 5. To provide a formal record of legal status. 6. To deter criminal behavior. 7. To rehabilitate persons convicted of crime. 8. To separate convicted persons from society. 9. 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 2003-04 ADOPTED
TRIAL COURTS
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ADMINISTRATIVE SERVICES PROG	$ 564,642	$ 126,095	$ -	$ 690,737	$ 1,345,441
CASE MANAGEMENT	$ 16,939,269	$ 3,782,851	$ -	$ 20,722,119	$ 25,294,297
COURT INFORMATION SERVICES	$ 564,642	$ 126,095	$ -	$ 690,737	$ -
COURT OPERATIONS SUPPORT	$ 12,139,809	$ 2,711,043	$ -	$ 14,850,852	$ -
EARLY ASSESSMENT, ADR, SCREENING AND MEDIATION PROGRAMS	$ 2,823,211	$ 630,475	$ -	$ 3,453,687	$ -
INFORMATION TECHNOLOGY PROGRAM	$ 1,411,606	$ 315,238	$ 871,496	$ 2,598,339	$ -
PRE-ADJUDICATION PROGRAM	$ 3,387,854	$ 756,570	$ -	$ 4,144,424	$ -
TRIAL DELIVERY	$ 18,633,196	$ 4,161,136	$ -	$ 22,794,331	$ 269,088
TOTAL	$ 56,464,229	$ 12,609,502	$ 871,496	$ 69,945,227	$ 26,908,827

Key Performance Measures

Program Name: CASE MANAGEMENT

Program Purpose: The purpose of the Case Management program is to provide caseflow 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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of criminal cases resolved within established trial court standards.	77	83	84	90
Percent of civil cases resolved within established trial court standards.	74	71	91	90
Percent of Family Court cases (pre-decree) resolved within established trial court standards.	85	85	85	92
Percent of Juvenile Dependency cases (pre-finding) resolved within established statutory standards.	N/A	N/A	76	90
Percent of DUI cases resolved within established limited jurisdiction court standards.	N/A	56.7	54.5	80

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of monies (revenues) collected in relation to the total amounts assessed in Justice Courts.	N/A	N/A	92	95

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 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent cases referred to ADR reach resolution through ADR services provided.	N/A	65	56.7	80

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 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 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

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 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent judges receiving Judicial Performance Review (JPR) with a minimum 80 percent approval rating.	N/A	93	96	95
Percent of jurors reporting for service that are sent to a courtroom.	64	80	91	95

Trial Courts (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 51,693,000	$ 7,303,894	$ 58,996,894
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 Adopted Budget	$ 58,294,709	$ 11,650,518	$ 69,945,227

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 51,693,000	$ 7,303,894	$ 58,996,894
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 Adopted Budget	$ 58,294,709	$ 11,650,518	$ 69,945,227

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service or eliminations.

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.

Trial Courts (Continued)

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.
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	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). 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.

Trial Courts (Continued)

The Superior Court Presiding Judge may appoint Justices of the Peace Pro Tempore with approval of the Board of Supervisors. Justices Pro Tempore are entitled to compensation as set for elected Justices in the precincts in which they serve. The County must pay the cost of their salaries plus facilities, staff, and supplies. Justices of the Peace are required to keep civil and criminal dockets.

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

800 TRIAL COURTS

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 47,870,083	$ 9,834,326	$ 590,300	$ 58,294,709	$ 13,551,699
SPECIAL REVENUE	8,594,146	2,775,176	281,196	11,650,518	13,357,128
ALL FUNDS	$ 56,464,229	$ 12,609,502	$ 871,496	$ 69,945,227	$ 26,908,827

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
800 TRIAL COURTS
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	$ 3,266,975	$ 2,559,931	$ 2,512,688	$ 3,077,818	$ 2,950,189	$ 2,957,927	$ 445,239	18%
620 OTHER INTERGOVERNMENTAL	2,064,330	2,199,904	2,164,908	1,925,989	2,157,287	2,258,492	93,584	4%
635 OTHER CHARGES FOR SERVICES	8,642,064	8,953,351	8,953,351	8,649,549	11,262,579	11,097,997	2,144,646	24%
637 FINES & FORFEITS	9,770,291	9,636,891	9,671,887	9,525,554	9,671,890	10,168,900	497,013	5%
645 INTEREST EARNINGS	172,988	71,618	71,618	(572)	53,962	49,333	(22,285)	-31%
650 MISCELLANEOUS REVENUE	280,263	570,077	570,077	434,205	438,621	376,178	(193,899)	-34%
Total Revenue	$ 24,196,911	$ 23,991,772	$ 23,944,529	$ 23,612,543	$ 26,534,528	$ 26,908,827	$ 2,964,298	12%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 42,756,811	$ 43,814,795	$ 43,932,561	$ 44,331,116	$ 44,405,507	$ 45,015,456	$ (1,082,895)	-2%
705 TEMPORARY PAY	869,538	438,902	368,580	577,019	239,795	239,795	128,785	35%
710 OVERTIME	198,048	35,687	124,417	79,443	98,002	98,002	26,415	21%
750 FRINGE BENEFITS	8,099,301	9,109,468	9,541,073	9,262,040	10,276,930	10,219,623	(678,550)	-7%
790 OTHER PERSONNEL SERVICES	190,648	1,167,208	868,926	381,916	1,196,323	957,243	(88,317)	-10%
795 PERSONNEL SERVICES ALLOC OUT	(671,222)	(1,201,140)	(1,170,412)	(561,297)	(826,940)	(747,080)	(423,332)	-36%
796 PERSONNEL SERVICES ALLOC IN	653,535	1,125,592	1,250,262	515,024	961,190	681,190	569,072	46%
Subtotal	$ 52,096,659	$ 54,490,512	$ 54,915,407	$ 54,585,261	$ 56,350,807	$ 56,464,229	$ (1,548,822)	-3%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 3,217,694	$ 2,586,155	$ 2,482,937	$ 2,213,122	$ 2,341,616	$ 2,660,798	$ (177,861)	-7%
803 FUEL	2,943	1,260	2,650	2,113	2,967	2,967	(317)	-12%
804 NON-CAPITAL EQUIPMENT	184,937	184,057	94,584	25,100	7,379	12,979	81,605	86%
810 LEGAL SERVICES	4,326,023	3,939,557	3,307,888	3,331,755	2,831,690	2,831,716	476,172	14%
811 HEALTH CARE SERVICES	360,775	283,956	341,200	255,980	316,000	316,000	25,200	7%
812 OTHER SERVICES	853,907	1,021,004	1,147,172	758,134	1,580,949	1,424,148	(276,976)	-24%
820 RENT & OPERATING LEASES	3,192,968	3,106,940	3,153,810	3,143,584	3,079,111	3,079,116	74,694	2%
825 REPAIRS AND MAINTENANCE	479,220	548,792	574,626	719,350	774,765	774,783	(200,157)	-35%
839 INTERNAL SERVICE CHARGES	733,459	554,315	489,856	616,087	759,123	759,123	(269,267)	-55%
842 TRAVEL & EDUCATION	297,696	366,080	370,851	181,308	342,468	327,711	43,140	12%
843 POSTAGE/FREIGHT/SHIPPING	441,990	460,562	468,348	443,373	418,033	420,161	48,187	10%
850 UTILITIES	34,146	10,000	10,000	4,551	-	-	10,000	100%
Subtotal	$ 14,125,758	$ 13,062,678	$ 12,443,922	$ 11,694,457	$ 12,454,101	$ 12,609,502	$ (165,580)	-1%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	$ 4,150	$ -	$ -	$ -	$ -	$ -	$ -	
920 CAPITAL EQUIPMENT	131,450	226,898	372,898	60,945	86,000	-	372,898	100%
950 DEBT SERVICE	162,895	722,386	672,286	687,530	871,496	871,496	(199,210)	-30%
Subtotal	$ 298,495	$ 949,284	$ 1,045,184	$ 748,475	$ 957,496	$ 871,496	$ 173,688	17%
Total Expenditures	$ 66,520,912	$ 68,502,474	$ 68,404,513	$ 67,028,193	$ 69,762,404	$ 69,945,227	$ (1,540,714)	-2%
Operating Balance (Rev. - Exp.)	$ (42,324,001)	$ (44,510,702)	$ (44,459,984)	$ (43,415,650)	$ (43,227,876)	$ (43,036,400)	$ 1,423,584	3%

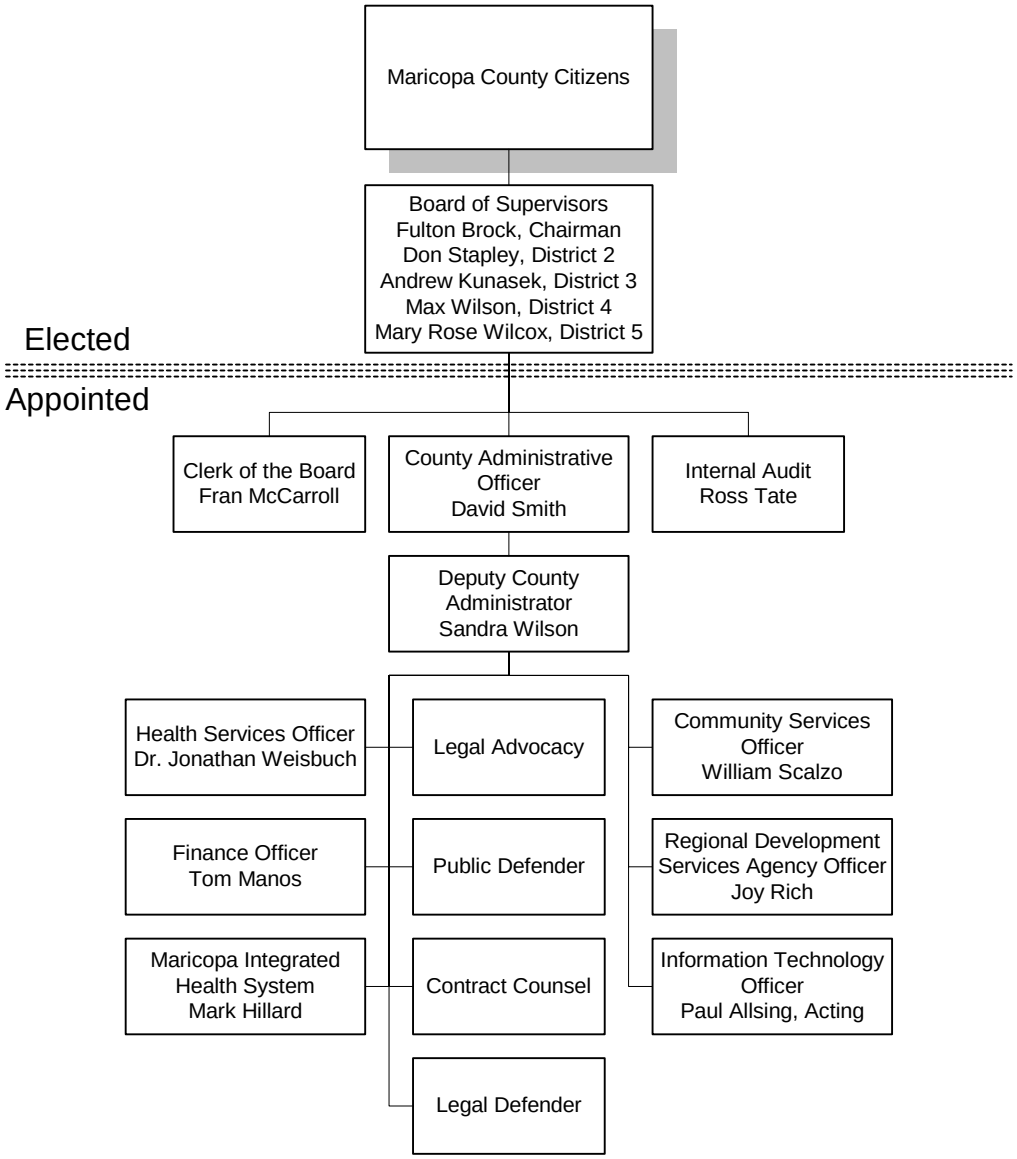
Trial Courts (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 800 TRIAL COURTS	
Market Range Title	**FTE**
ACCOUNTANT	5.0
ADMIN & OPERATIONS MGR	4.0
ADMINISTRATIVE SPECIALIST	214.5
ADMIN/OFFICE SUPPORT	402.3
ADMIN/OFFICE SUPPORT SUPV	85.0
ADMIN/OPERATIONS SUPV	15.0
COMPUTER OPERATOR	5.0
COUNSELOR	33.0
COURT COMMISSIONER	34.0
DATABASE ADMIN/ANALYST	1.0
DEPUTY DIRECTOR	8.0
DEVELOPER/PRGRMR ANALYST	11.0
DIRECTOR	3.0
EXECUTIVE ASSISTANT	5.0
FACILITIES SVCS OFCR SUPV	6.0
FACILITIES SVCS OFFICER	112.5
FINANCIAL MANAGER	1.0
FINAN/BUSINESS ANALYST	7.0
GENERAL MAINTENANCE TECH	1.0
GOVT/COMMUN AFFAIRS OFCR	2.0
GRAPHIC EQUIPMENT TECH	4.0
HR GENERALIST	5.0
HR SPECIALIST	1.0
HR SUPERVISOR	1.0
INFO CENTER MANAGER	2.0
INFO SYSTEMS MANAGER	1.0
INFO SYSTEMS PROJECT MGR	3.0
INFO SYSTEMS SUPERVISOR	1.0
INTERPRETER	21.0
JUSTICE OF THE PEACE	25.0
LEGAL ASSISTANT	9.0
LEGAL SECRETARY SUPV	1.0
LEGAL SUPPORT SPECIALIST	78.0
LIBRARY MANAGER	1.0
LIBRARY SUPERVISOR	6.0
MANAGEMENT ANALYST	2.0
MATERIALS HANDLING SPEC	1.0
OPERATIONS MANAGER	1.0
PC SPECIALIST	6.0
PROBATION OFFICER	35.0
PROBATION OFFICER SUPV	5.0
PURCHASING SPECIALIST	1.0
PURCHASING SUPERVISOR	1.0
SOCIAL WORKER (BS)	4.0
SUPERIOR COURT JUDGE	91.0
TECHNOLOGY ANALYST	4.0
TECHNOLOGY PRODUCT ADMIN	3.0
TRAINING SPECIALIST	4.0
UNDETERMINED	4.0
Total	**1276.3**

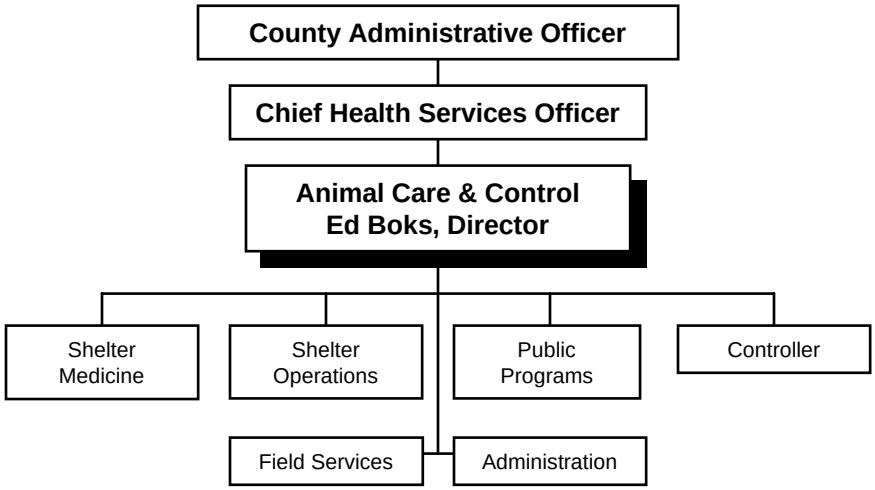
Appointed

Organizational Chart



Animal Care & Control

Organizational Chart



Mission

The mission of the Animal Care & Control 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

- Achieve a "no kill" environment by FY2007 (euthanasia rate of 3 adoptable animals per human population of 1,000).
- Achieve and maintain AC&C personnel vacancy rate at less than or equal to the average County vacancy rate by FY2004.
- Increase customer satisfaction by 5% by FY 2005 based on the FY 2000 AC&C customer service survey.
- Design, develop and implement a humane education program to decrease the return rate of adopted animals by 5% by FY 2005.
- Design, develop and implement an animal cruelty ordinance that will enable AC&C to handle all aspects of cruelty issues by FY 2005.
- Increase alternative funding to 5% of total AC&C revenue by 2005.
- Maintain current 2-week turnaround for dog license issuance. (turnaround defined as time between Maricopa County receiving license renewal and issuance of dog license)

Animal Care & Control (Continued)

- Facilitate and serve as liaison with Maricopa County officials and Friends of Animal Care & Control (non-profit 501(c) 3) to generate plans and build new animal care centers by FY2008.

Issues

- Due to the demand for quality pet adoption, licensing, and contractual field services with the cities and towns, there is substantial pressure on Animal Care & Control to provide high quality, cost-effective and timely animal care and control services.
- Citizens and animal advocacy groups have indicated that they welcome opportunities to support progressive AC&C programs involving animal welfare issues. However, a substantial number of valley residents are unaware of these issues and the action Animal Care and Control takes in addressing them. Therefore, Animal Care and Control will continue to be viewed as a refuge for unwanted animals and criticized for destroying adoptable animals.
- The rapid population growth in Maricopa County drives rapid animal growth. This coupled with the national trend toward "no-kill " animal care programs increases the scope and requirements of all aspects of AC&C humane education programs.
- Special revenues are not keeping pace with expenditures. Therefore, AC&C will increasingly depend on grants and donations as alternative funding sources to enhance the scope and delivery of Public Programs.
- High employee turnover rates will lead to lower productivity, impaired working relations with departments, and lower quality of service.
- Due to customer complaints on the timeframe for receiving dog licenses, there is significant pressure on the licensing department of Animal Care and Control to increase its ability to issue licenses in a timely manner.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
ANIMAL CARE & CONTROL
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
CUSTOMER SERVICE PROGRAM	$ 151,865	$ 816,727	$ -	$ 968,592	$ 3,321,355
FIELD SERVICES PROGRAM	$ 1,852,926	$ 633,978	$ 49,000	$ 2,535,904	$ 2,235,175
SHELTERING AND ADOPTION PROG	$ 2,844,950	$ 1,196,153	$ -	$ 4,041,103	$ 2,426,901
ADMINISTRATIVE SERVICES PROG	$ 476,790	$ 202,062	$ -	$ 678,852	$ -
INFORMATION TECHNOLOGY PROGRAM	$ 41,459	$ -	$ -	$ 41,459	$ -
TOTAL	$ 5,367,990	$ 2,848,920	$ 49,000	$ 8,265,910	$ 7,983,431

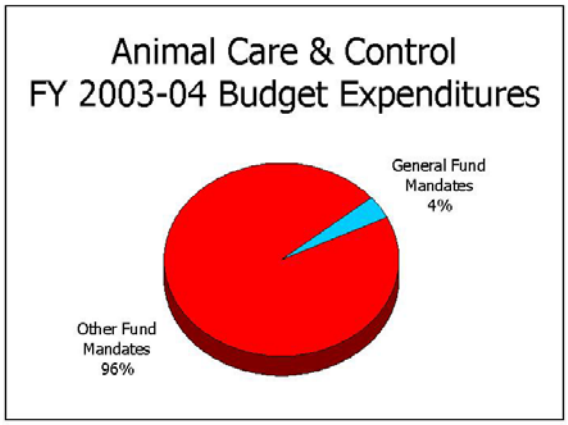
Animal Care & Control (Continued)

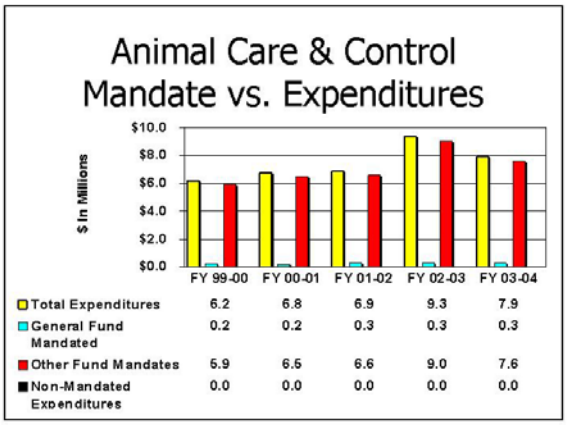
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 243,938	$ 5,944,584	$ 6,188,522
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 Adopted Budget	$ 304,041	$ 7,613,613	$ 7,917,654

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 243,938	$ 5,944,584	$ 6,188,522
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 Adopted Budget	$ 304,041	$ 7,613,613	$ 7,917,654

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service or eliminations.





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 Control Services is mandated to (1) provide dog licensing, durable dog tags, and enforce the laws and ordinances that govern anti-rabies vaccinations, (2) humanely shelter and, if necessary, euthanize unwanted dogs and cats, and to provide an opportunity for citizens to reclaim and/or adopt pets, (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 & Control (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

790 ANIMAL CARE & CONTROL

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 304,041	$ -	$ -	$ 304,041	$ -
SPECIAL REVENUE	5,063,949	2,848,920	49,000	7,961,869	7,983,431
ALL FUNDS	$ 5,367,990	$ 2,848,920	$ 49,000	$ 8,265,910	$ 7,983,431

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
790 ANIMAL CARE & CONTROL
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
610 LICENSES AND PERMITS	$ 3,532,430	$ 4,117,352	$ 4,117,352	$ 4,037,135	$ 4,163,345	$ 3,850,000	$ (267,352)	-6%
615 GRANTS	-	-	-	-	-	89,438	89,438	
620 OTHER INTERGOVERNMENTAL	1,895,141	2,373,643	2,373,643	2,255,506	2,373,643	2,224,643	(149,000)	-6%
635 OTHER CHARGES FOR SERVICES	1,296,536	1,518,600	1,518,600	1,591,636	1,693,872	1,550,000	31,400	2%
637 FINES & FORFEITS	7,543	7,064	7,064	15,931	10,532	10,532	3,468	49%
645 INTEREST EARNINGS	(28,628)	-	-	(4,966)	-	-	-	
650 MISCELLANEOUS REVENUE	270,268	258,818	258,818	277,259	260,000	258,818	-	0%
680 TRANSFERS IN	-	1,488,277	1,488,277	1,488,277	-	-	(1,488,277)	-100%
Total Revenue	$ 6,973,290	$ 9,763,754	$ 9,763,754	$ 9,660,778	$ 8,501,392	$ 7,983,431	$ (1,780,323)	-18%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 3,417,728	$ 3,492,510	$ 3,814,952	$ 3,395,295	$ 3,766,590	$ 3,937,921	$ (122,969)	-3%
705 TEMPORARY PAY	121,416	14,997	14,997	180,002	42,245	42,245	(27,248)	-182%
710 OVERTIME	139,963	51,514	51,043	126,084	47,289	47,289	3,754	7%
750 FRINGE BENEFITS	929,056	919,418	990,135	922,545	1,339,631	1,353,754	(363,619)	-37%
790 OTHER PERSONNEL SERVICES	19,644	523,314	176,478	22,651	16,781	16,781	159,697	90%
795 PERSONNEL SERVICES ALLOC OUT	(407,046)	(486,370)	(486,370)	(426,357)	(426,797)	(467,189)	(19,181)	-4%
796 PERSONNEL SERVICES ALLOC IN	352,143	426,358	380,506	426,358	304,041	437,189	(56,683)	-15%
Subtotal	$ 4,572,904	$ 4,941,741	$ 4,941,741	$ 4,646,578	$ 5,089,780	$ 5,367,990	$ (426,249)	-9%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 262,988	$ 211,820	$ 211,820	$ 336,915	$ 212,978	$ 189,978	$ 21,842	10%
802 MEDICAL SUPPLIES	200,440	237,195	237,195	354,315	291,342	433,637	(196,442)	-83%
803 FUEL	75,383	82,785	82,785	77,395	81,799	81,799	986	1%
804 NON-CAPITAL EQUIPMENT	-	-	-	-	-	4,395	(4,395)	
810 LEGAL SERVICES	111	-	-	-	-	-	-	
811 HEALTH CARE SERVICES	18,846	13,072	13,072	22,962	10,476	10,476	2,596	20%
812 OTHER SERVICES	296,347	918,330	918,330	661,248	861,513	841,513	76,817	8%
820 RENT & OPERATING LEASES	9,189	24,667	24,667	24,666	19,468	19,468	5,199	21%
825 REPAIRS AND MAINTENANCE	34,523	47,412	47,412	44,673	47,248	47,248	164	0%
839 INTERNAL SERVICE CHARGES	161,464	423,381	423,381	488,231	393,592	453,592	(30,211)	-7%
842 TRAVEL & EDUCATION	6,876	3,347	3,347	11,454	2,547	2,547	800	24%
843 POSTAGE/FREIGHT/SHIPPING	123,152	25,490	25,490	18,196	25,116	25,116	374	1%
850 UTILITIES	139,453	160,204	160,204	120,324	150,561	150,561	9,643	6%
880 TRANSFERS OUT	1,091,606	1,974,100	1,974,100	1,974,100	648,590	588,590	1,385,510	70%
Subtotal	$ 2,420,378	$ 4,121,803	$ 4,121,803	$ 4,134,479	$ 2,745,230	$ 2,848,920	$ 1,272,883	31%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	$ -	$ 160,000	$ 160,000	$ 170,000	$ -	$ -	$ 160,000	100%
930 VEHICLES & CONSTRUCTION EQUIP	42,258	126,385	126,385	164,230	49,000	49,000	77,385	61%
Subtotal	$ 42,258	$ 286,385	$ 286,385	$ 334,230	$ 49,000	$ 49,000	$ 237,385	83%
Total Expenditures	$ 7,035,540	$ 9,349,929	$ 9,349,929	$ 9,115,287	$ 7,884,010	$ 8,265,910	$ 1,084,019	12%
Operating Balance (Rev. - Exp.)	$ (62,250)	$ 413,825	$ 413,825	$ 545,491	$ 617,382	$ (282,479)	$ (696,304)	-168%

Animal Care & Control (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 790 ANIMAL CARE & CONTROL	
Market Range Title	**FTE**
ACCOUNTING CLERK	1.0
ADMIN & OPERATIONS MGR	1.0
ADMIN/OFFICE SUPPORT	1.5
ADMIN/OFFICE SUPPORT SUPV	3.0
ADMIN/OPERATIONS SUPV	5.0
ANIMAL CARE/CONTROL OFCR	66.0
ANIMAL CARE/CTL OFCR MGR	4.0
ANIMAL CARE/CTL OFCR SUPV	2.0
CALL CTR REPRESENTATIVE	5.0
DIRECTOR	1.0
DISPATCHER	5.0
EXECUTIVE ASSISTANT	1.0
FINANCIAL SUPERVISOR	1.0
GENERAL MAINTENANCE TECH	1.0
GOVT/COMMUN AFFAIRS OFCR	1.0
HR SPECIALIST	1.0
HR SUPERVISOR	1.0
PC SPECIALIST	1.0
PROGRAM COORDINATOR	2.0
PROGRAM MANAGER	2.0
PUBLIC SVC REPRESENTATIVE	22.0
UNDETERMINED	1.0
VETERINARIAN	3.0
VETERINARIAN TECHNICIAN	9.0
Total	**140.5**

Appropriated Fund Balance

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

480 APPROPRIATED FUND BALANCE

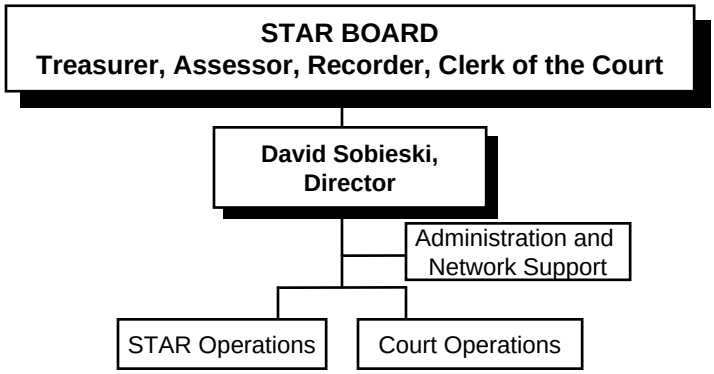
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 5,000,000	$ 93,697,963	$ 38,795,000	$ 137,492,963	$ 1,237,500
SPECIAL REVENUE	-	102,330,256	2,988,000	105,318,256	-
ALL FUNDS	$ 5,000,000	$ 196,028,219	$ 41,783,000	$ 242,811,219	$ 1,237,500

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
480 APPROPRIATED FUND BALANCE
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
645 INTEREST EARNINGS	$ 9,698	$ -	$ -	$ -	$ -	$ -	$ -	
650 MISCELLANEOUS REVENUE	1,000,900	-	-	4,510	1,237,500	1,237,500	1,237,500	
Total Revenue	$ 1,010,598	$ -	$ -	$ 4,510	$ 1,237,500	$ 1,237,500	$ 1,237,500	
EXPENDITURES								
PERSONAL SERVICES								
705 TEMPORARY PAY	(1,064)	-	-	-	-	-	-	
710 OVERTIME	(394)	-	-	-	-	-	-	
750 FRINGE BENEFITS	(112)	-	-	-	-	-	-	
790 OTHER PERSONNEL SERVICES	(4)	-	-	-	-	5,000,000	(5,000,000)	
795 PERSONNEL SERVICES ALLOC OUT	681	-	-	-	-	-	-	
796 PERSONNEL SERVICES ALLOC IN	-	-	-	21,100	-	-	-	
Subtotal	$ (893)	$ -	$ -	$ 21,100	$ -	$ 5,000,000	$ (5,000,000)	
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 499,688	$ 10,097,692	$ 10,097,692	$ 3,295,334	$ -	$ -	$ 10,097,692	100%
804 NON-CAPITAL EQUIPMENT	31,150	-	-	495,000	-	-	-	
812 OTHER SERVICES	1,089,795	51,986,815	51,646,815	4,484,303	134,105,386	139,909,923	(88,263,108)	-171%
820 RENT & OPERATING LEASES	-	750,000	750,000	300,000	-	-	750,000	100%
825 REPAIRS AND MAINTENANCE	1,063,632	-	-	211,733	-	-	-	
830 INTERGOVERNMENTAL PAYMENTS	65,489	-	-	-	-	-	-	
839 INTERNAL SERVICE CHARGES	131,952	-	-	-	-	-	-	
842 TRAVEL & EDUCATION	2,980	-	-	-	-	-	-	
843 POSTAGE/FREIGHT/SHIPPING	-	12,029	12,029	-	-	-	12,029	100%
880 TRANSFERS OUT	-	134,984,712	134,984,712	134,984,712	56,118,296	56,118,296	78,866,416	58%
890 LOSS ON FIXED ASSETS	15,773	-	-	-	-	-	-	
Subtotal	$ 2,900,459	$ 197,831,248	$ 197,491,248	$ 143,771,082	$ 190,223,682	$ 196,028,219	$ 1,463,029	1%
CAPITAL OUTLAY								
910 LAND	$ -	$ -	$ -	$ -	$ 30,000,000	$ 30,000,000	$ (30,000,000)	
915 BUILDINGS AND IMPROVEMENTS	5,874,304	12,595,000	12,595,000	10,326,497	11,783,000	11,783,000	812,000	6%
920 CAPITAL EQUIPMENT	1,209,375	8,934,204	9,274,204	340,000	-	-	9,274,204	100%
930 VEHICLES & CONSTRUCTION EQUIP	330,493	-	-	-	-	-	-	
940 INFRASTRUCTURE	-	1,000,000	1,000,000	500,000	-	-	1,000,000	100%
950 DEBT SERVICE	1,492,497	44,880	44,880	-	-	-	44,880	100%
Subtotal	$ 8,906,669	$ 22,574,084	$ 22,914,084	$ 11,166,497	$ 41,783,000	$ 41,783,000	$ (18,868,916)	-82%
Total Expenditures	$ 11,806,235	$ 220,405,332	$ 220,405,332	$ 154,958,679	$ 232,006,682	$ 242,811,219	$ (22,405,887)	-10%
Operating Balance (Rev. - Exp.)	$ (10,795,637)	$ (220,405,332)	$ (220,405,332)	$ (154,954,169)	$ (230,769,182)	$ (241,573,719)	$ (21,168,387)	-10%

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 2004, 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 2004, 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 2003-04 ADOPTED
CALL CENTER
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
STAR CENTER	$ 903,374	$ 220,147	$ -	$ 1,123,521	$ -
ADMINISTRATIVE SERVICES PROG	$ 201,996	$ -	$ -	$ 201,996	$ -
TOTAL	$ 1,105,370	$ 220,147	$ -	$ 1,325,517	$ -

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.

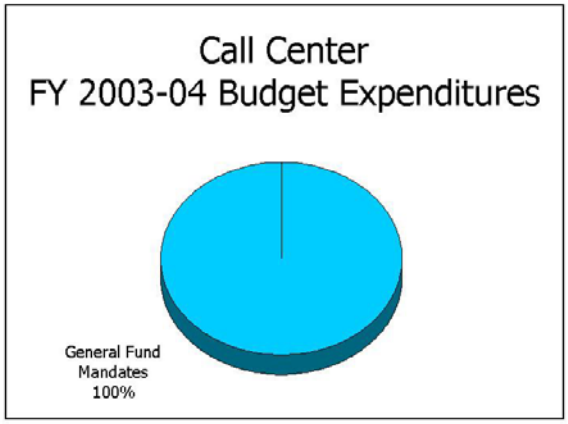
Key Results:	**FY 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent of calls answered within 30 seconds	N/A	61	75	75
Percent of requested documents mailed within 24 hours	N/A	100	100	100

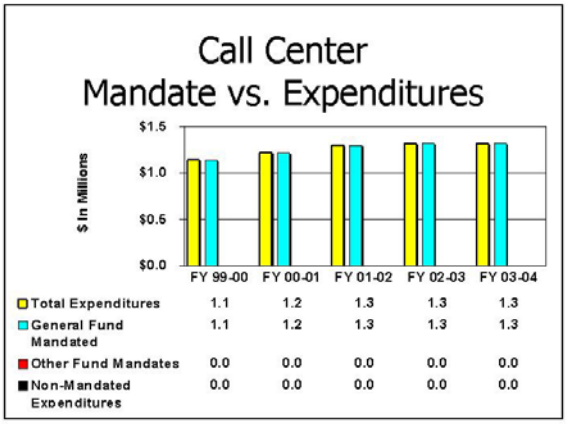
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 1,148,984	$ 1,148,984
FY 2000-01 Actuals	$ 1,221,730	$ 1,221,730
FY 2001-02 Actuals	$ 1,301,396	$ 1,301,396
FY 2002-03 Actuals	$ 1,323,313	$ 1,323,313
FY 2003-04 Adopted Budget	$ 1,325,517	$ 1,325,517

Total Mandated Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 1,148,984	$ 1,148,984
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	$ 1,323,313
FY 2003-04 Adopted Budget	$ 1,325,517	$ 1,325,517

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service or eliminations.





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.

Call Center (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

140 CALL CENTER

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,081,190	$ 244,327	$ -	$ 1,325,517	$ -
ALL FUNDS	$ 1,081,190	$ 244,327	$ -	$ 1,325,517	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
140 CALL CENTER
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 793,559	$ 826,239	$ 822,836	$ 818,305	$ 832,699	$ 832,699	$ (9,863)	-1%
705 TEMPORARY PAY	45,213	54,472	54,472	38,310	51,694	37,694	16,778	31%
710 OVERTIME	3,112	2,600	2,600	5,462	1,939	1,939	661	25%
750 FRINGE BENEFITS	194,298	207,406	210,807	200,497	209,929	208,858	1,949	1%
790 OTHER PERSONNEL SERVICES	3,973	-	2	2,071	-	-	2	100%
Subtotal	$ 1,040,155	$ 1,090,717	$ 1,090,717	$ 1,064,645	$ 1,096,261	$ 1,081,190	$ 9,527	1%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 11,779	$ 9,000	$ 9,000	$ 7,884	$ 9,000	$ 9,000	$ -	0%
803 FUEL	127	-	-	-	-	-	-	
812 OTHER SERVICES	45,981	60,750	60,750	67,745	60,750	59,901	849	1%
820 RENT & OPERATING LEASES	149,323	155,655	155,655	166,600	152,728	168,648	(12,993)	-8%
825 REPAIRS AND MAINTENANCE	244	1,048	1,048	680	1,048	1,048	-	0%
839 INTERNAL SERVICE CHARGES	13,280	4,377	4,377	10,762	4,377	4,377	-	0%
842 TRAVEL & EDUCATION	1,561	1,266	1,266	836	1,266	1,266	-	0%
843 POSTAGE/FREIGHT/SHIPPING	25	500	500	256	87	87	413	83%
Subtotal	$ 222,320	$ 232,596	$ 232,596	$ 254,763	$ 229,256	$ 244,327	$ (11,731)	-5%
Total Expenditures	$ 1,262,475	$ 1,323,313	$ 1,323,313	$ 1,319,408	$ 1,325,517	$ 1,325,517	$ (2,204)	0%
Operating Balance (Rev. - Exp.)	$ (1,262,475)	$ (1,323,313)	$ (1,323,313)	$ (1,319,408)	$ (1,325,517)	$ (1,325,517)	$ (2,204)	0%

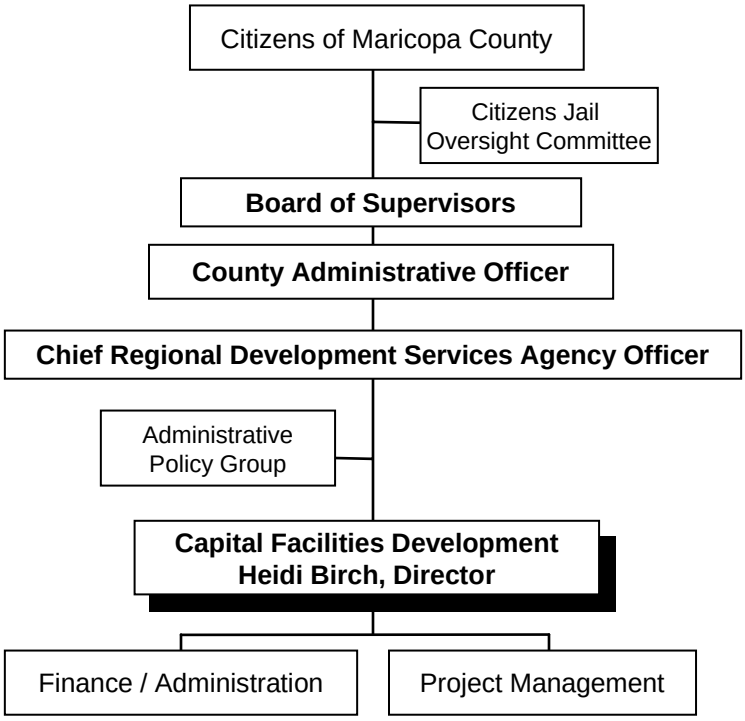
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
140 CALL CENTER

Market Range Title	FTE
ADMIN/OFFICE SUPPORT SUPV	2.0
CALL CTR REPRESENTATIVE	27.0
DIRECTOR	1.0
EXECUTIVE ASSISTANT	1.0
TECHNOLOGY PRODUCT ADMIN	1.0
TRAINING SPECIALIST	1.0
Total	**33.0**

Capital Facilities Development

Organizational Chart



Mission

The mission of the Capital Facilities Development Department is to deliver large, fiscally responsible capital facilities so that county departments may successfully achieve their missions in an efficient, enjoyable, and stimulating environment.

Vision

We will collaboratively, efficiently, and innovatively convert capital funds into needed capital facilities. We will be responsive to our customers while being fiscally prudent.

Goals

- Develop procedures by the end of Fiscal Year 2003 in conjunction with the Facilities Management Department to identify project roles and responsibilities and to improve coordination efforts during the design, construction, and subsequent operation of new facilities.
- Design all new major facilities on schedule and within budget in cooperation with the customer and other county departments.
- Construct and furnish all new major facilities on schedule and within budget, using appropriate delivery methods.

Capital Facilities Development (Continued)

Issues

- Construction prices and labor availability will vary each year, which could have an impact on schedule and budget.
- The Board of Supervisors and County Executive Management will remain stable and supportive allowing the department to maintain a stable set of priorities and constant direction.
- The ability to efficiently work within the City of Phoenix will remain difficult and problematic requiring an extraordinary amount of department time, effort and money to maintain schedules related to the City's archaic planning and permitting process.
- Relationships with internal County departments will remain positive and strong minimizing potential costly design, construction and schedule changes.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
CAPITAL FACILITIES DEVELOPMENT
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
BUILDING CONSTRUCTION	$ 705,897	$ 336,326	$ 117,361,689	$ 118,403,912	$ -
ADMINISTRATIVE SERVICES PROG	$ 21,284	$ -	$ -	$ 21,284	$ -
UNALLOCATED/INDIRECT	$ -	$ -	$ -	$ -	$ 48,585,819
TOTAL	$ 727,181	$ 336,326	$ 117,361,689	$ 118,425,196	$ 48,585,819

Key Performance Measures

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
100 percent of buildings delivered within 100 percent or less of the budget	100	100	100	100

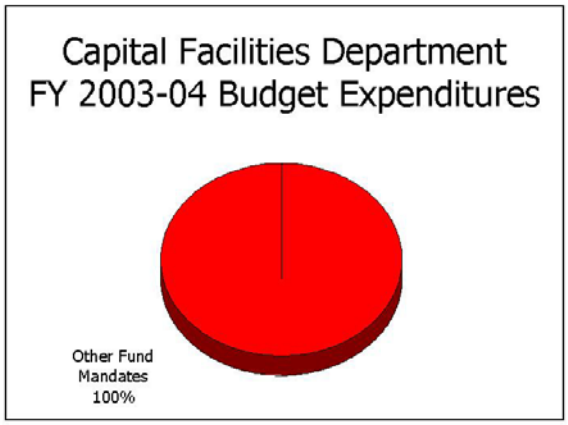
Capital Facilities Development (Continued)

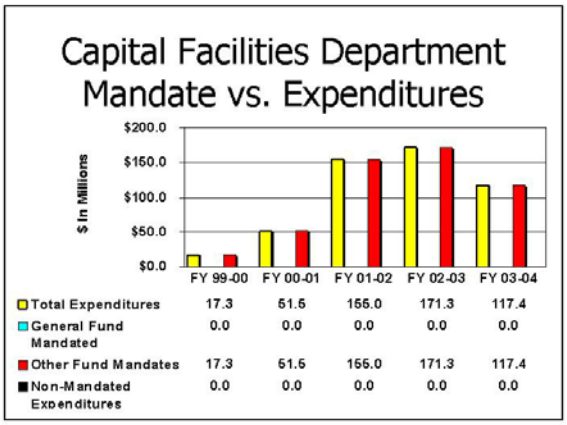
Mandate Consolidated Financial Data

Total Department Expenditures	Capital Projects	Total
FY 1999-00 Actuals	$ 17,293,055	$ 17,293,055
FY 2000-01 Actuals	$ 51,548,659	$ 51,548,659
FY 2001-02 Actuals	$ 154,960,729	$ 154,960,729
FY 2002-03 Actuals	$ 171,303,896	$ 171,303,896
FY 2003-04 Adopted Budget	$ 117,361,689	$ 117,361,689

Total Mandated Expenditures	Capital Projects	Total
FY 1999-00 Actuals	$ 17,293,055	$ 17,293,055
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 Adopted Budget	$ 117,361,689	$ 117,361,689

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service or eliminations.





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	Capital Projects	Total
FY 1999-00 Actuals	$ 17,293,055	$ 17,293,055
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 Adopted Budget	$ 117,361,689	$ 117,361,689

Capital Facilities Development (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED
400 CAPITAL FACILITIES DEVELOPMENT

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
CAPITAL PROJECTS	$ 727,181	$ 336,326	$ 117,361,689	$ 118,425,196	$ 48,585,819
ALL FUNDS	$ 727,181	$ 336,326	$ 117,361,689	$ 118,425,196	$ 48,585,819

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
400 CAPITAL FACILITIES DEVELOPMENT
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
680 TRANSFERS IN	$ 84,726,011	$ 98,138,712	$ 98,138,712	$ 98,138,712	$ 48,585,819	$ 48,585,819	$ (49,552,893)	-50%
Total Revenue	$ 84,726,011	$ 98,138,712	$ 98,138,712	$ 98,138,712	$ 48,585,819	$ 48,585,819	$ (49,552,893)	-50%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 461,973	$ 509,599	$ 509,599	$ 436,680	$ 606,540	$ 631,776	$ (122,177)	-24%
705 TEMPORARY PAY	11,306	24,173	24,173	7,151	24,173	24,173	-	0%
710 OVERTIME	-	-	-	250	-	-	-	
750 FRINGE BENEFITS	74,004	99,926	99,926	78,567	100,832	100,832	(906)	-1%
790 OTHER PERSONNEL SERVICES	150	-	-	75	-	-	-	
795 PERSONNEL SERVICES ALLOC OUT	(206,618)	(686,856)	(686,856)	-	(110,798)	(110,798)	(576,058)	-84%
796 PERSONNEL SERVICES ALLOC IN	(54,412)	53,158	53,158	82,072	75,838	81,198	(28,040)	-53%
Subtotal	$ 286,403	$ -	$ -	$ 604,795	$ 696,585	$ 727,181	$ (727,181)	
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 11,266	$ -	$ -	$ 19,744	$ 38,005	$ 7,409	$ (7,409)	
803 FUEL	121	-	-	268	1,500	1,500	(1,500)	
804 NON-CAPITAL EQUIPMENT	-	-	-	-	1,500	1,500	(1,500)	
810 LEGAL SERVICES	(7,539)	-	-	-	19,397	19,397	(19,397)	
812 OTHER SERVICES	95	-	-	1,191	1,500	1,500	(1,500)	
820 RENT & OPERATING LEASES	-	-	-	101,184	-	149,212	(149,212)	
839 INTERNAL SERVICE CHARGES	32,354	-	-	131,428	96,730	152,808	(152,808)	
842 TRAVEL & EDUCATION	696	-	-	875	2,000	2,000	(2,000)	
843 POSTAGE/FREIGHT/SHIPPING	35	-	-	44	1,000	1,000	(1,000)	
Subtotal	$ 37,028	$ -	$ -	$ 254,734	$ 217,710	$ 336,326	$ (336,326)	
CAPITAL OUTLAY								
910 LAND	$ 53,545	$ -	$ -	$ -	$ -	$ -	$ -	
915 BUILDINGS AND IMPROVEMENTS	150,365,530	249,325,795	249,325,795	178,949,271	124,436,391	117,361,689	131,964,106	53%
940 INFRASTRUCTURE	340,033	-	-	-	-	-	-	
Subtotal	$ 150,759,108	$ 249,325,795	$ 249,325,795	$ 178,949,271	$ 124,436,391	$ 117,361,689	$ 131,964,106	53%
Total Expenditures	$ 151,082,539	$ 249,325,795	$ 249,325,795	$ 179,808,800	$ 125,350,686	$ 118,425,196	$ 130,900,599	53%
Operating Balance (Rev. - Exp.)	$ (66,356,528)	$ (151,187,083)	$ (151,187,083)	$ (81,670,088)	$ (76,764,867)	$ (69,839,377)	$ 81,347,706	54%

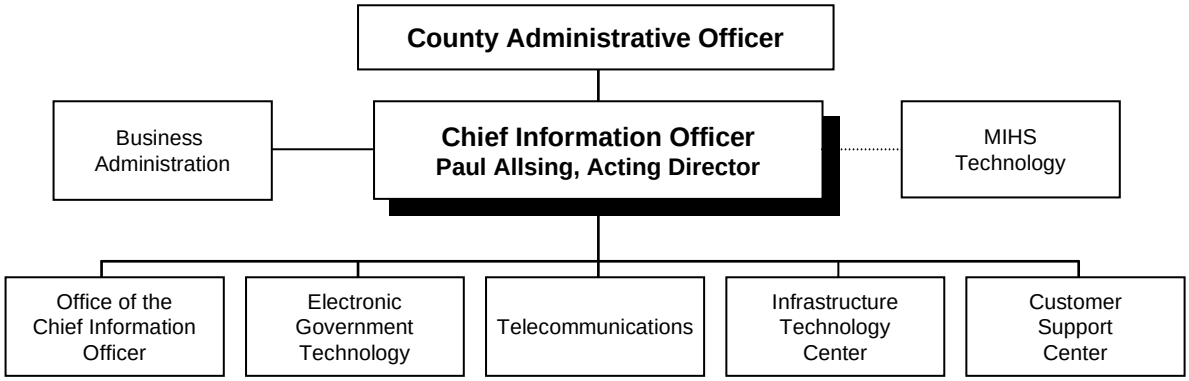
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
400 CAPITAL FACILITIES DEVELOPMENT

Market Range Title	FTE
DIRECTOR	1.0
EXECUTIVE ASSISTANT	1.0
FINANCIAL SUPERVISOR	1.0
FINAN/BUSINESS ANALYST	1.0
PROJECT MANAGER	4.0
Total	**8.0**

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 flexibility to do their jobs from anywhere in the County at any time by July 2005.
- The Public and outside organizations will be able to obtain services and transact business electronically from any location at any time by July 2006.
- Operational and strategic decision-makers will be able to readily and easily access information they need to make informed decisions by July 2005.
- The cost and time to deliver services will be reduced by streamlining business operations through the use of technology by July 2006.
- Through countywide technology standardization, we will optimize the use of resources so that the information technology department strategic goals will be achieved by July 2003.

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.
- 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.

Chief Information Officer (Continued)

- 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.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
CHIEF INFORMATION OFFICER
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
INFO TECHNOLOGY APPLICATION	$ 776,363	$ 219,948	$ -	$ 996,311	$ -
INFO TECHNOLOGY MANAGEMENT	$ 351,004	$ 9,279	$ -	$ 360,283	$ -
ADMINISTRATIVE SERVICES PROG	$ 478,773	$ 22,227	$ -	$ 501,000	$ -
INFORMATION TECHNOLOGY PROGRAM	$ 2,034,519	$ 839,452	$ 142,776	$ 3,016,747	$ -
UNALLOCATED/INDIRECT	$ 1,109	$ -	$ 2,500	$ 3,609	$ -
TOTAL	$ 3,641,768	$ 1,090,906	$ 145,276	$ 4,877,950	$ -

Key Performance Measures

Program Name: INFORMATION TECHNOLOGY APPLICATION PROGRAM

Program Purpose: The purpose of the IT Application Program is to provide Countywide solutions on behalf of administrative departments so that they can meet their goals and deliver maximum benefit from their technology investments.

Key Results:	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent Customers Satisfied with Budget & MFR Applications Development Service Request Outcome.	N/A	100	100	100
Percent Customers Satisfied with Financial Applications Development Service Request Outcome.	N/A	83	80	85
Percent Customers Satisfied with HR Applications Development Service Request Outcome.	N/A	85.7	92	92

Chief Information Officer (Continued)

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.

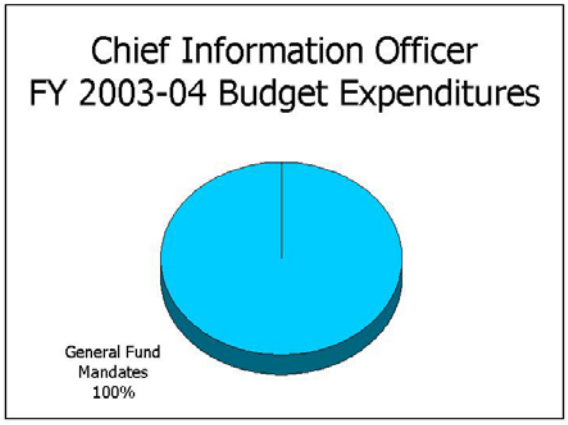
Key Results:	**FY 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent of time we complete work orders to our customers' satisfaction and within our committed time frames	N/A	98.24	97.75	95

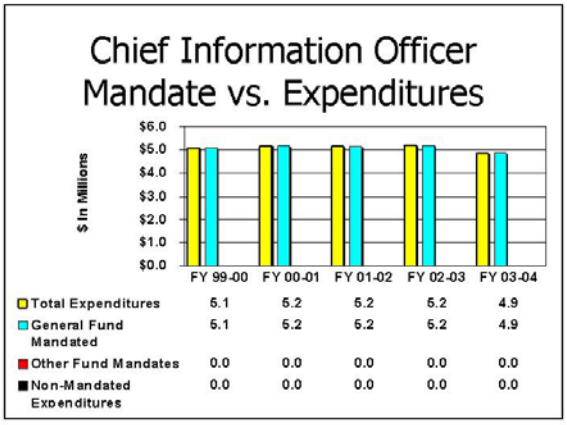
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 5,072,766	$ 5,072,766
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 Adopted Budget	$ 4,877,950	$ 4,877,950

Total Administrative Mandates	General Fund	Total
FY 1999-00 Actuals	$ 5,072,766	$ 5,072,766
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 Adopted Budget	$ 4,877,950	$ 4,877,950

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 2003-04 ADOPTED

410 CHIEF INFORMATION OFFICER

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 3,641,768	$ 1,090,906	$ 145,276	$ 4,877,950	$ -
ALL FUNDS	$ 3,641,768	$ 1,090,906	$ 145,276	$ 4,877,950	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
410 CHIEF INFORMATION OFFICER
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 3,478,510	$ 3,408,622	$ 3,629,366	$ 3,591,097	$ 3,439,638	$ 3,232,595	$ 396,771	11%
705 TEMPORARY PAY	(16,050)	5,573	5,574	4,355	5,574	5,574	-	0%
710 OVERTIME	3,862	8,700	8,700	8,033	8,700	8,700	-	0%
750 FRINGE BENEFITS	601,200	637,577	668,293	679,914	675,934	634,881	33,412	5%
790 OTHER PERSONNEL SERVICES	16,051	18,780	18,780	17,163	17,555	95,938	(77,158)	-411%
795 PERSONNEL SERVICES ALLOC OUT	(325,945)	(312,879)	(564,340)	(686,809)	(335,920)	(335,920)	(228,420)	-40%
796 PERSONNEL SERVICES ALLOC IN	78,383	78,383	78,383	78,383	-	-	78,383	100%
Subtotal	$ 3,836,011	$ 3,844,756	$ 3,844,756	$ 3,692,136	$ 3,811,481	$ 3,641,768	$ 202,988	5%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 931,374	$ 947,503	$ 922,329	$ 750,000	$ 918,580	$ 832,533	$ 89,796	10%
804 NON-CAPITAL EQUIPMENT	27,566	70,013	70,013	28,001	45,500	25,000	45,013	64%
812 OTHER SERVICES	130,679	23,536	23,529	21,800	22,728	74,728	(51,199)	-218%
820 RENT & OPERATING LEASES	9,141	8,428	8,426	6,671	6,975	6,975	1,451	17%
825 REPAIRS AND MAINTENANCE	90,686	96,419	96,418	77,199	94,707	87,430	8,988	9%
839 INTERNAL SERVICE CHARGES	25,477	31,175	31,180	41,998	31,180	28,540	2,640	8%
842 TRAVEL & EDUCATION	28,396	35,499	35,500	11,601	35,500	35,500	-	0%
843 POSTAGE/FREIGHT/SHIPPING	309	199	200	1,000	200	200	-	0%
Subtotal	$ 1,243,628	$ 1,212,772	$ 1,187,595	$ 938,270	$ 1,155,370	$ 1,090,906	$ 96,689	8%
CAPITAL OUTLAY								
950 DEBT SERVICE	$ 156,269	$ 284,432	$ 309,609	$ 192,539	$ 303,220	$ 145,276	$ 164,333	53%
Subtotal	$ 156,269	$ 284,432	$ 309,609	$ 192,539	$ 316,933	$ 145,276	$ 164,333	53%
Total Expenditures	$ 5,235,908	$ 5,341,960	$ 5,341,960	$ 4,822,945	$ 5,283,784	$ 4,877,950	$ 464,010	9%
Operating Balance (Rev. - Exp.)	$ (5,235,908)	$ (5,341,960)	$ (5,341,960)	$ (4,822,945)	$ (5,283,784)	$ (4,877,950)	$ 464,010	9%

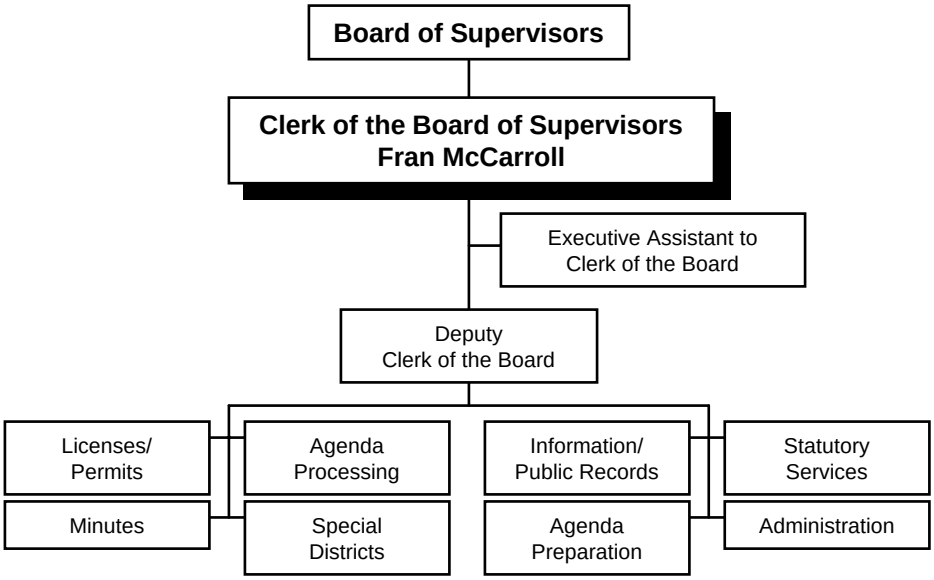
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
410 CHIEF INFORMATION OFFICER

Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	2.0
CHIEF OFFICER	1.0
COMPUTER OPERATOR	5.0
DATABASE ADMIN/ANALYST	2.0
DEPUTY DIRECTOR	1.0
DEVELOPER/PRGRMR ANALYST	14.0
FINANCIAL SUPERVISOR	1.0
INFO SYSTEMS SUPERVISOR	8.0
INFO TECHNOL CONSULTANT	5.5
PC SPECIALIST	7.0
TECH SUPPORT SPECIALIST	1.0
TECHNOLOGY ANALYST	5.0
TECHNOLOGY PRODUCT ADMIN	8.0
Total	**60.5**

Clerk Of The Board Of Supervisors

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 2003, 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 2003, 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 2003, 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.)

Clerk Of The Board Of Supervisors (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 the use of Agenda Central by departments has resulted in a decrease in the use of agenda related paper; and a decrease in department requests (phone and e-mail) for agenda information has resulted in more efficient and expeditious processing of the agenda.
- 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.
- An increase in technology use has lead to an increase in efficiencies in processing within the Clerk's Office. Many documents are sent to the office electronically and inserted into various documents thus eliminating the need to retype and format the information.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
CLERK OF THE BOARD
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
INFORMATION RESOURCES	$ 113,517	$ 19,039	$ -	$ 132,556	$ -
STATUTORY SERVICES	$ 17,338	$ 34,050	$ -	$ 51,388	$ -
ADMINISTRATIVE SERVICES PROG	$ 60,988	$ 10,510	$ -	$ 71,498	$ -
UNALLOCATED/INDIRECT	$ 13,624	$ -	$ -	$ 13,624	$ -
TOTAL	$ 376,984	$ 73,185	$ -	$ 450,169	$ -

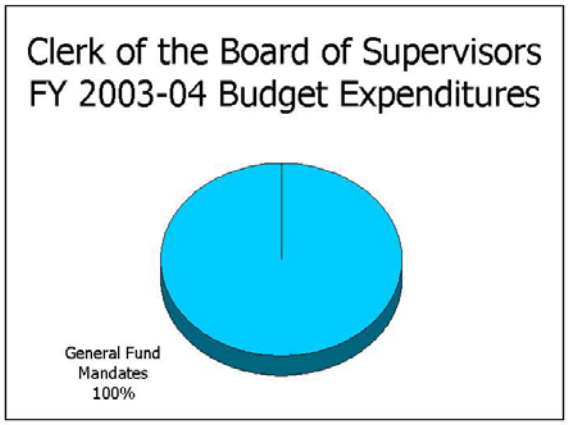
Clerk Of The Board Of Supervisors (Continued)

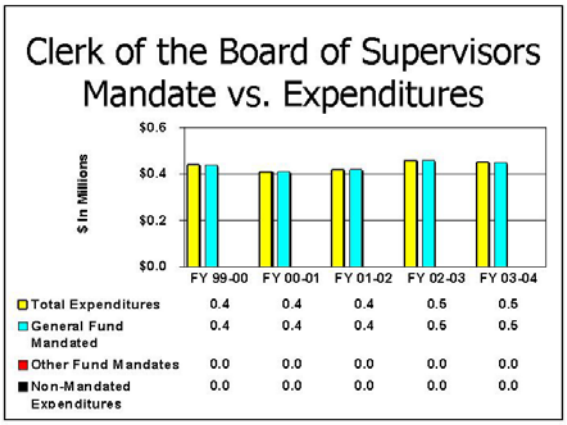
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 446,157	$ 446,157
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 Adopted Budget	$ 450,169	$ 450,169

Total Mandated Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 446,157	$ 446,157
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 Adopted Budget	$ 450,169	$ 450,169

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service or eliminations.





Clerk Of The Board Of Supervisors (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, 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, 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.

Clerk Of The Board Of Supervisors (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

060 CLERK OF THE BOARD

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 376,979	$ 73,190	$ -	$ 450,169	$ -
ALL FUNDS	$ 376,979	$ 73,190	$ -	$ 450,169	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
060 CLERK OF THE BOARD
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
610 LICENSES AND PERMITS	$ 15	$ -	$ -	$ -	$ -	$ -	$ -	
Total Revenue	$ 15	$ -	$ -	$ -	$ -	$ -	$ -	
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 292,621	$ 310,789	$ 338,820	$ 326,561	$ 341,292	$ 307,735	$ 31,085	9%
705 TEMPORARY PAY	9,377	7,000	7,025	6,269	3,468	12,433	(5,408)	-77%
750 FRINGE BENEFITS	55,325	55,983	59,294	58,297	62,776	56,811	2,483	4%
790 OTHER PERSONNEL SERVICES	88	7,255	-	-	-	-	-	
Subtotal	$ 357,411	$ 381,027	$ 405,139	$ 391,127	$ 407,536	$ 376,979	$ 28,160	7%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 14,073	$ 13,888	$ 12,570	$ 11,770	$ 13,475	$ 7,500	$ 5,070	40%
810 LEGAL SERVICES	14,304	28,000	19,038	15,704	19,038	15,000	4,038	21%
812 OTHER SERVICES	37,035	55,617	42,000	41,523	42,000	36,500	5,500	13%
820 RENT & OPERATING LEASES	2,415	8,750	8,250	7,435	8,250	7,500	750	9%
825 REPAIRS AND MAINTENANCE	(375)	1,539	839	839	1,239	1,000	(161)	-19%
839 INTERNAL SERVICE CHARGES	1,267	3,845	3,830	3,521	3,830	3,090	740	19%
842 TRAVEL & EDUCATION	917	3,100	3,300	2,663	3,100	1,100	2,200	67%
843 POSTAGE/FREIGHT/SHIPPING	672	920	1,720	1,019	1,720	1,500	220	13%
Subtotal	$ 70,308	$ 115,659	$ 91,547	$ 84,474	$ 92,652	$ 73,190	$ 18,357	20%
Total Expenditures	$ 427,719	$ 496,686	$ 496,686	$ 475,601	$ 500,188	$ 450,169	$ 46,517	9%
Operating Balance (Rev. - Exp.)	$ (427,704)	$ (496,686)	$ (496,686)	$ (475,601)	$ (500,188)	$ (450,169)	$ 46,517	9%

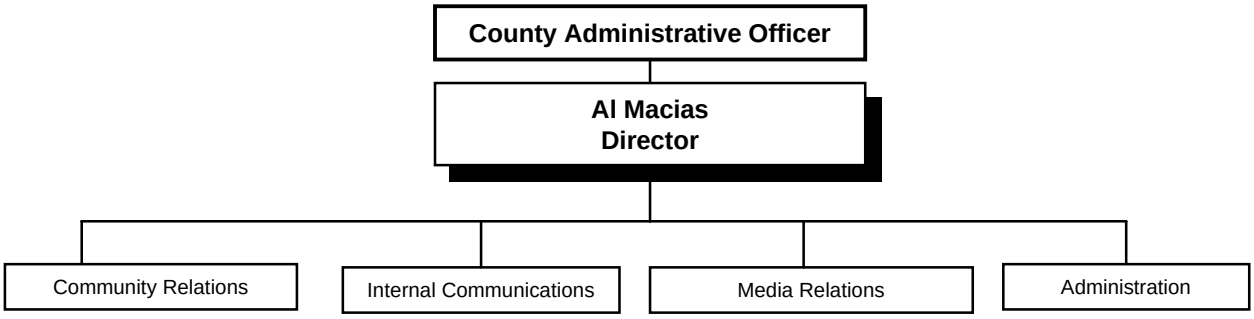
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
060 CLERK OF THE BOARD

Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	2.0
ADMINISTRATOR	1.0
ADMIN/OFFICE SUPPORT	1.0
DIRECTOR	1.0
FINAN/BUSINESS ANALYST	1.0
PUBLIC SVC REPRESENTATIVE	1.0
Total	**7.0**

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.
- 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).
- By January 2005, the Office of Communications will create at least four new methods of sharing information with elected leaders and employees.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
COMMUNICATIONS
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
COMMUNICATIONS	$ 444,007	$ 161,736	$ -	$ 605,743	$ 800,490
ADMINISTRATIVE SERVICES PROG	$ 42,943	$ 46,949	$ -	$ 89,892	$ -
UNALLOCATED/INDIRECT	$ 19,173	$ -	$ 5,633	$ 24,806	$ -
TOTAL	$ 506,123	$ 208,685	$ 5,633	$ 720,441	$ 800,490

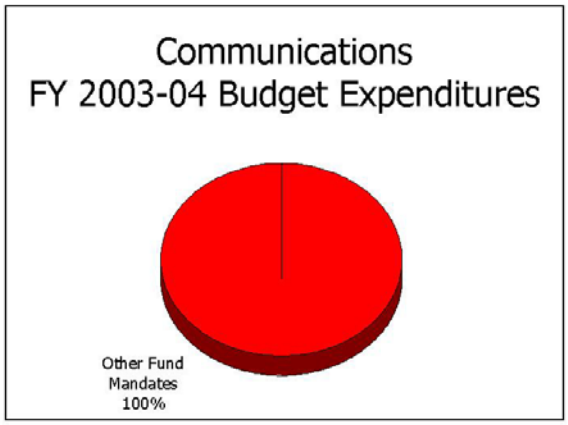
Communications (Continued)

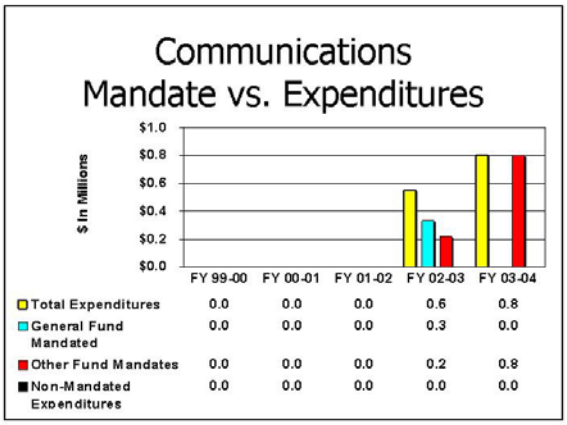
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Internal Service	Total
FY 1999-00 Actuals	N/A	N/A	N/A
FY 2000-01 Actuals	N/A	N/A	N/A
FY 2001-02 Actuals	N/A	N/A	N/A
FY 2002-03 Actuals	$ 331,078	$ 224,104	$ 555,182
FY 2003-04 Adopted Budget	$ -	$ 800,490	$ 800,490

Total Administrative Mandates	General Fund	Internal Service	Total
FY 1999-00 Actuals	N/A	N/A	N/A
FY 2000-01 Actuals	N/A	N/A	N/A
FY 2001-02 Actuals	N/A	N/A	N/A
FY 2002-03 Actuals	$ 331,078	$ 224,104	$ 555,182
FY 2003-04 Adopted Budget	$ -	$ 800,490	$ 800,490

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 2003-04 ADOPTED

710 COMMUNICATIONS

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
INTERNAL SERVICE	$ 482,263	$ 208,685	$ 29,493	$ 720,441	$ 800,490
ALL FUNDS	$ 482,263	$ 208,685	$ 29,493	$ 720,441	$ 800,490

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
710 COMMUNICATIONS
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
636 INTERNAL SERVICE CHARGES	$ -	$ -	$ 800,490	$ 798,946	$ 800,490	$ 800,490	$ -	0%
Total Revenue	$ -	$ -	$ 800,490	$ 798,946	$ 800,490	$ 800,490	$ -	0%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ -	$ -	$ 203,401	$ 171,580	$ 402,401	$ 408,713	$ (205,312)	-101%
705 TEMPORARY PAY	-	-	-	3,459	-	-	-	
750 FRINGE BENEFITS	-	-	44,411	37,585	84,547	84,547	(40,136)	-90%
790 OTHER PERSONNEL SERVICES	-	-	4,536	3,194	12,860	12,860	(8,324)	-184%
795 PERSONNEL SERVICES ALLOC OUT	-	-	-	-	(23,857)	(23,857)	23,857	
Subtotal	$ -	$ -	$ 252,348	$ 215,818	$ 475,951	$ 482,263	$ (229,915)	-91%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ -	$ -	$ 6,000	$ 5,047	$ 24,350	$ 13,665	$ (7,665)	-128%
812 OTHER SERVICES	-	-	443,953	448,981	196,000	149,736	294,217	66%
820 RENT & OPERATING LEASES	-	-	42,696	35,580	42,696	13,284	29,412	69%
825 REPAIRS AND MAINTENANCE	-	-	20,000	16,666	20,000	20,000	-	0%
839 INTERNAL SERVICE CHARGES	-	-	500	2,640	500	500	-	0%
842 TRAVEL & EDUCATION	-	-	5,000	4,168	10,000	10,000	(5,000)	-100%
843 POSTAGE/FREIGHT/SHIPPING	-	-	500	416	1,500	1,500	(1,000)	-200%
Subtotal	$ -	$ -	$ 518,649	$ 513,498	$ 295,046	$ 208,685	$ 309,964	60%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	$ -	$ -	$ 29,493	$ 24,577	$ 29,493	$ 29,493	$ -	0%
Subtotal	$ -	$ -	$ 29,493	$ 24,577	$ 29,493	$ 29,493	$ -	0%
Total Expenditures	$ -	$ -	$ 800,490	$ 753,893	$ 800,490	$ 720,441	$ 80,049	10%
Operating Balance (Rev. - Exp.)	$ -	$ -	$ -	$ 45,053	$ -	$ 80,049	$ 80,049	

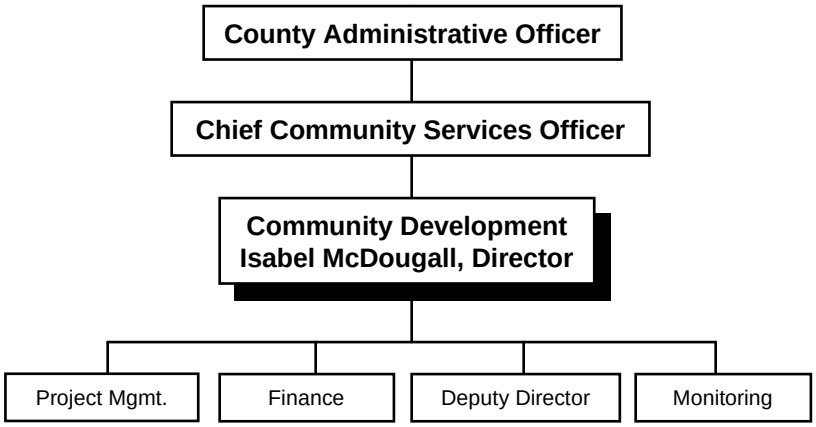
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
710 COMMUNICATIONS

Market Range Title	FTE
DIRECTOR	1.0
FINAN/BUSINESS ANALYST	0.5
GOVT/COMMUN AFFAIRS OFCR	2.0
MEDIA ASSISTANT	1.0
MEDIA SPECIALIST	3.5
Total	**8.0**

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

- Develop capacity to meet an increased demand for administrative services generated from population growth and anticipated new HUD grant requirements with a reduction in funding for such administrative services.
- Maintain compliance with all HUD CDBG and HOME Program grant requirements each year.

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 results in an increase 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.
- Expanding County-required non-grant tasks impacts Community Development's ability to administer HUD grants.

Community Development (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
COMMUNITY DEVELOPMENT
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
COMMUNITY DEV. BLOCK GRANT	$ -	$ 6,370,463	$ -	$ 6,370,463	$ 6,789,100
HOME	$ -	$ 8,800,000	$ -	$ 8,800,000	$ 9,068,572
UNALLOCATED/INDIRECT	$ 665,984	$ 21,225	$ -	$ 687,209	$ -
TOTAL	$ 665,984	$ 15,191,688	$ -	$ 15,857,672	$ 15,857,672

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of dollars spent versus dollars awarded for sub-recipient projects	N/A	N/A	47	50

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of dollars spent versus dollars awarded for housing stock preservation and expansion	N/A	N/A	46	50

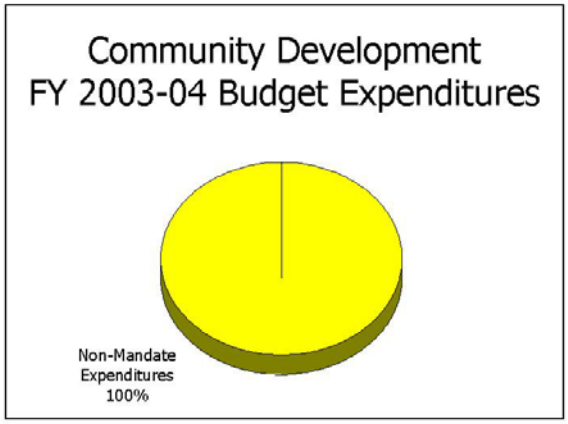
Community Development (Continued)

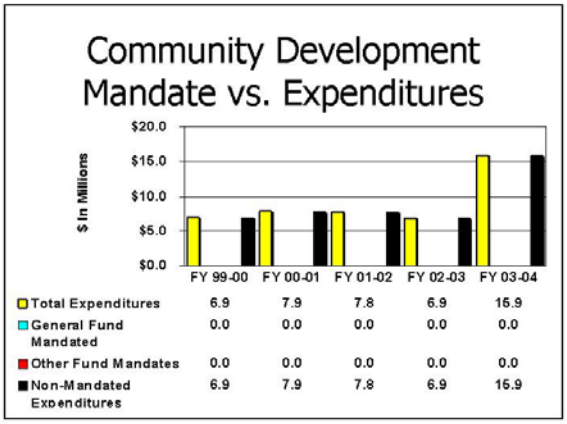
Mandate Consolidated Financial Data

Total Department Expenditures	Special Revenue	Total
FY 1999-00 Actuals	$ 6,946,804	$ 6,946,804
FY 2000-01 Actuals	$ 7,862,319	$ 7,862,319
FY 2001-02 Actuals	$ 7,755,494	$ 7,755,494
FY 2002-03 Actuals	$ 6,896,916	$ 6,896,916
FY 2003-04 Adopted Budget	$ 15,857,672	$ 15,857,672

Total Non-Mandated Expenditures	Special Revenue	Total
FY 1999-00 Actuals	$ 6,946,804	$ 6,946,804
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 Adopted Budget	$ 15,857,672	$ 15,857,672

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 2003-04 ADOPTED

170 COMMUNITY DEVELOPMENT

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	588,329	15,269,343	-	15,857,672	15,857,672
ALL FUNDS	$ 588,329	$ 15,269,343	$ -	$ 15,857,672	$ 15,857,672

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
170 COMMUNITY DEVELOPMENT
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	$ 7,753,205	$ 15,861,375	$ 15,861,375	$ 12,653,550	$ 15,749,886	$ 15,857,672	$ (3,703)	0%
Total Revenue	$ 7,753,205	$ 15,861,375	$ 15,861,375	$ 12,653,550	$ 15,749,886	$ 15,857,672	$ (3,703)	0%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 468,365	$ 476,733	$ 465,332	$ 451,366	$ 442,633	$ 462,470	$ 2,862	1%
705 TEMPORARY PAY	-	9,900	9,900	7,422	11,575	11,575	(1,675)	-17%
750 FRINGE BENEFITS	93,867	104,640	103,485	96,369	114,286	114,284	(10,799)	-10%
790 OTHER PERSONNEL SERVICES	8,272	-	-	-	-	-	-	
795 PERSONNEL SERVICES ALLOC OUT	(5,733)	(222,486)	(222,486)	(222,486)	(222,480)	(268,572)	46,086	21%
796 PERSONNEL SERVICES ALLOC IN	-	222,486	222,486	222,486	222,480	268,572	(46,086)	-21%
Subtotal	$ 564,771	$ 591,273	$ 578,717	$ 555,157	$ 568,494	$ 588,329	$ (9,612)	-2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 13,741	$ 17,500	$ 17,500	$ 16,198	$ 13,000	$ 19,000	$ (1,500)	-9%
802 MEDICAL SUPPLIES	187	-	-	-	-	-	-	
803 FUEL	974	1,300	1,300	1,164	983	983	317	24%
804 NON-CAPITAL EQUIPMENT	-	15,000	15,000	15,000	15,297	15,320	(320)	-2%
810 LEGAL SERVICES	-	1,000	1,000	749	1,000	1,000	-	0%
812 OTHER SERVICES	127,100	126,568	139,124	139,123	50,000	150,000	(10,876)	-8%
820 RENT & OPERATING LEASES	94,893	82,817	82,817	81,546	84,671	84,671	(1,854)	-2%
825 REPAIRS AND MAINTENANCE	1,687	3,000	3,000	2,121	3,000	3,000	-	0%
830 INTERGOVERNMENTAL PAYMENTS	6,903,481	14,950,000	14,950,000	11,749,317	14,950,000	14,930,142	19,858	0%
839 INTERNAL SERVICE CHARGES	19,221	28,928	28,928	26,451	23,366	32,216	(3,288)	-11%
842 TRAVEL & EDUCATION	3,078	9,000	9,000	6,988	9,000	9,000	-	0%
843 POSTAGE/FREIGHT/SHIPPING	858	1,000	1,000	747	1,000	2,786	(1,786)	-179%
880 TRANSFERS OUT	30,214	33,989	33,989	33,989	30,075	21,225	12,764	38%
Subtotal	$ 7,195,434	$ 15,270,102	$ 15,282,658	$ 12,073,393	$ 15,181,392	$ 15,269,343	$ 13,315	0%
CAPITAL OUTLAY								
930 VEHICLES & CONSTRUCTION EQUIP	$ -	$ -	$ -	$ 25,000	$ -	$ -	$ -	
Subtotal	$ -	$ -	$ -	$ 25,000	$ -	$ -	$ -	
Total Expenditures	$ 7,760,205	$ 15,861,375	$ 15,861,375	$ 12,653,550	$ 15,749,886	$ 15,857,672	$ 3,703	0%
Operating Balance (Rev. - Exp.)	$ (7,000)	$ -	$ -	$ -	$ -	$ -	$ -	

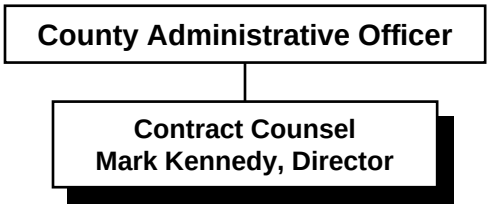
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
170 COMMUNITY DEVELOPMENT

Market Range Title	FTE
ACCOUNTING CLERK	1.0
ADMINISTRATIVE SPECIALIST	1.0
DEPUTY DIRECTOR	1.0
DIRECTOR	1.0
EXECUTIVE ASSISTANT	1.0
FINANCIAL SUPERVISOR	1.0
PROJECT MANAGER	3.0
Total	**9.0**

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

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

Goals

- Implementation of customer service satisfaction index by June 2003.
- Implementation of better controls to detect improper billing by vendors.

Issues

- Contesting of unauthorized claims made against Maricopa County.
- Criminal Rules of Procedure need revision so that public monies are not used to fund the defense of cases in which only privately retained lawyers have appeared.
- Rules of Criminal Procedure revisions so that Maricopa County has actual notice of a request that its monies be used to fund the defense of cases in which only privately retained lawyers have appeared.
- The rapid increase in population and increased emphasis on law enforcement will increase the number of indigent defendants, resulting in more cases for the office.
- The Office of Contract Counsel is severely under budgeted to process the volume of cases that is expected of the department without creating a deficit.

Contract Counsel (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
CONTRACT COUNSEL
TOTAL FUNDS

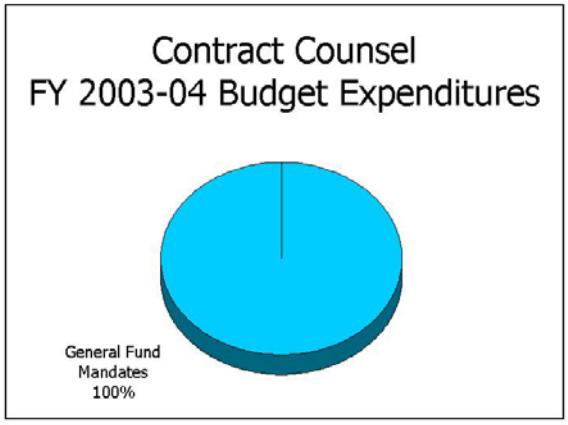
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ADULT CIVIL REPRESENTATION	$ -	$ 206,437	$ -	$ 206,437	$ -
ADULT FELONY REPRESENTATION	$ -	$ 2,797,978	$ -	$ 2,797,978	$ 56,447
ADULT MISDEMNR REPRESENTATION	$ -	$ 28,665	$ -	$ 28,665	$ -
APPELLATE REPRESENTATION	$ -	$ 944,455	$ -	$ 944,455	$ 5,582
DEPENDENCY REPRESENTATION	$ -	$ 3,480,743	$ -	$ 3,480,743	$ -
JUVENILE CIVIL REPRESENTATION	$ -	$ 195,546	$ -	$ 195,546	$ -
JUV DELINQ/INCORR REPRESENTN	$ -	$ 1,310,121	$ -	$ 1,310,121	$ -
MENTAL HEALTH REPRESENTATION	$ -	$ 7,000	$ -	$ 7,000	$ -
ADMINISTRATIVE SERVICES PROG	$ 336,900	$ 41,591	$ 5,412	$ 383,903	$ -
TOTAL	$ 336,900	$ 9,012,536	$ 5,412	$ 9,354,848	$ 62,029

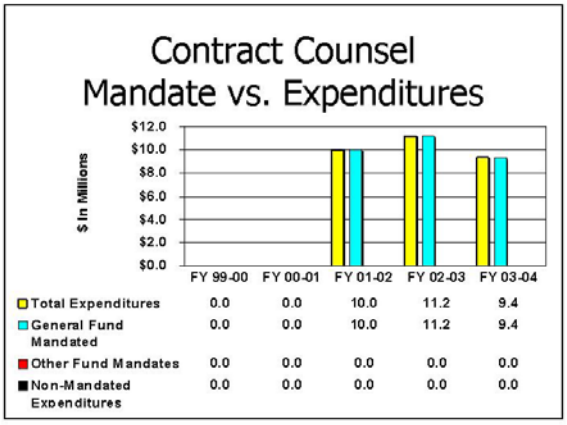
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1999-00 Actuals	N/A	N/A
FY 2000-01 Actuals	N/A	N/A
FY 2001-02 Actuals	$ 10,024,889	$ 10,024,889
FY 2002-03 Actuals	$ 11,174,563	$ 11,174,563
FY 2003-04 Adopted Budget	$ 9,354,848	$ 9,354,848

Total Mandated Expenditures	General Fund	Total
FY 1999-00 Actuals	N/A	N/A
FY 2000-01 Actuals	N/A	N/A
FY 2001-02 Actuals	$ 10,024,889	$ 10,024,889
FY 2002-03 Actuals	$ 11,174,563	$ 11,174,563
FY 2003-04 Adopted Budget	$ 9,354,848	$ 9,354,848

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 Incorrigible 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).

Contract Counsel (Continued)

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.

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED
560 CONTRACT COUNSEL

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 336,900	$ 9,012,536	$ 5,412	$ 9,354,848	$ 62,029
ALL FUNDS	$ 336,900	$ 9,012,536	$ 5,412	$ 9,354,848	$ 62,029

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
560 CONTRACT COUNSEL
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
620 OTHER INTERGOVERNMENTAL	$ 24,630	$ 164,627	$ 164,627	$ 41,158	$ 164,627	$ 41,158	$ (123,469)	-75%
635 OTHER CHARGES FOR SERVICES	137,903	83,482	83,482	20,871	83,482	20,871	(62,611)	-75%
Total Revenue	$ 162,533	$ 248,109	$ 248,109	$ 62,029	$ 248,109	$ 62,029	$ (186,080)	-75%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 248,593	$ 288,266	$ 288,263	$ 286,411	$ 289,363	$ 289,363	$ (1,100)	0%
705 TEMPORARY PAY	3,291	-	-	-	-	-	-	
710 OVERTIME	2,830	-	-	249	-	-	-	
750 FRINGE BENEFITS	62,719	69,276	63,825	53,692	47,537	47,537	16,288	26%
790 OTHER PERSONNEL SERVICES	-	-	5,454	200	5,454	-	5,454	100%
Subtotal	$ 317,433	$ 357,542	$ 357,542	$ 340,552	$ 342,354	$ 336,900	$ 20,642	6%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ (47,452)	$ 11,241	$ 11,241	$ 18,756	$ 11,241	$ 11,241	$ -	0%
803 FUEL	181	-	-	-	-	-	-	
804 NON-CAPITAL EQUIPMENT	1,164	-	-	-	-	-	-	
810 LEGAL SERVICES	7,948,388	4,963,099	4,769,791	8,910,501	4,619,969	8,970,945	(4,201,154)	-88%
811 HEALTH CARE SERVICES	-	-	-	861	-	-	-	
812 OTHER SERVICES	15,496	-	-	26,369	5,000	5,000	(5,000)	
820 RENT & OPERATING LEASES	17,729	15,580	15,580	19,615	23,425	23,425	(7,845)	-50%
825 REPAIRS AND MAINTENANCE	-	384	384	69	200	200	184	48%
839 INTERNAL SERVICE CHARGES	508	597	597	404	225	225	372	62%
842 TRAVEL & EDUCATION	810	-	-	(157)	-	-	-	
843 POSTAGE/FREIGHT/SHIPPING	1,698	3,050	3,050	1,531	1,500	1,500	1,550	51%
Subtotal	$ 7,938,522	$ 4,993,951	$ 4,800,643	$ 8,977,949	$ 4,661,560	$ 9,012,536	$ (4,211,893)	-88%
CAPITAL OUTLAY								
950 DEBT SERVICE	$ -	$ -	$ -	$ -	$ 5,412	$ 5,412	$ (5,412)	
Subtotal	$ -	$ -	$ -	$ -	$ 5,412	$ 5,412	$ (5,412)	
Total Expenditures	$ 8,255,955	$ 5,351,493	$ 5,158,185	$ 9,318,501	$ 5,009,326	$ 9,354,848	$ (4,196,663)	-81%
Operating Balance (Rev. - Exp.)	$ (8,093,422)	$ (5,103,384)	$ (4,910,076)	$ (9,256,472)	$ (4,761,217)	$ (9,292,819)	$ (4,382,743)	-89%

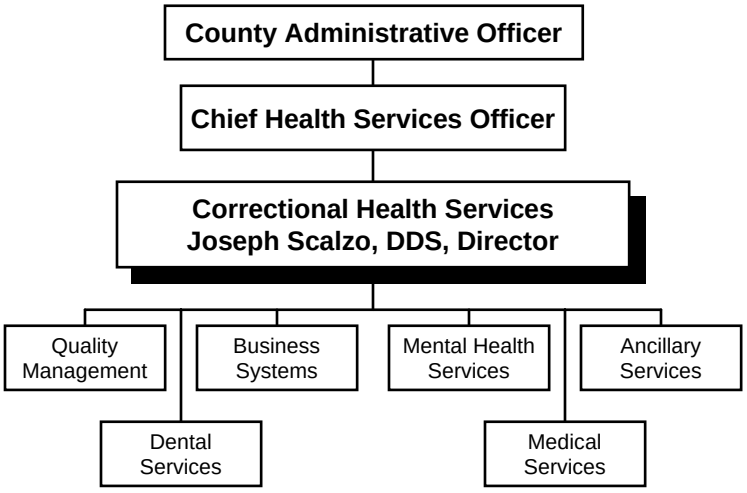
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
560 CONTRACT COUNSEL

Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	3.0
ADMIN/OFFICE SUPPORT SUPV	1.0
DIRECTOR	0.5
LEGAL ASSISTANT	1.0
LEGAL SUPPORT SPECIALIST	1.0
SOCIAL WORKER (BS)	0.8
Total	**7.3**

Correctional Health

Organizational Chart



Mission

The mission of the Correctional Health Services (CHS) Department 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 redesign it's work force and improve employee moral by maintaining a filled rate of 95% of budgeted positions, on the average, per month and by retaining 88% of all new hires for at least 6 months from the date of their hire.
- CHS will annually achieve and maintain a community standard of care in a correctional setting, as defined by the National Commission on Correctional Health Care (NCCHC).
- CHS will achieve efficiencies by demonstrating enhanced accountability for resources through the implementation of an automated information system and an Electronic Health Records System in the new Lower Buckeye Jail.
- CHS will protect the communities health & safety by providing leadership to establish continuity of care for inmates who are seriously mentally ill, have communicable diseases and/or are pregnant as they are released from jail.
- CHS will control costs of specialty health care services and hospitalizations through the use of effective utilization management guidelines and resource allocation practices.

Correctional Health (Continued)

Issues

- Increasing inmate litigation will drain CHS and County resources in the form of cash awards, increased staff time preparing and attending depositions and trials, cost of legal representation and additional litigation. This negativity impacts CHS's quality of care, public image and the ability to recruit and retain staff.
- The shortage of health care personnel and our inability to competitively recruit and retain quality clinical personnel will increase financial/legal risks, adversely affecting moral and the delivery of quality results.
- The transition from a capped outside services cost to fee-for-service will necessitate use of new utilization management and other "managed-care" functions, drive the implementation of physician/provider guidelines and require expanded data collection and analysis capability, effecting an unknown level of savings and requiring an unknown business investment cost.
- Lack of automation and IT results in poor decision making, poor data mining, poor performance measuring, inability to defend use of resources, lack of effective internal and external communication, lower staff moral due to inefficiencies and antiquated systems
- The Department is receiving a proportionately increasing share of County dollars, which will increase accountability for use of resources and diminish our image.
- Decreasing community mental health services and increasing use of criminalization for the mentally ill will continue to increase the number of incarcerated SMI's and cost associated with staffing, acuity, level of care, medications, advocacy and risk management.
- Inadequate facilities, equipment and trained detention officers, along with an increase in inmate population, will result in an increase in the delay of treatment, an increase in the risk of an adverse outcome and diminished staff moral.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
CORRECTIONAL HEALTH
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ADULT/REMANDED JUV INMATE TRTM	$ 6,569,921	$ 3,044,943	$ 422,948	$ 10,037,812	$ 515,290
HEALTH CARE MANAGEMENT	$ 919,976	$ 3,034,274	$ -	$ 3,954,250	$ -
INMATE ASSESSMENT	$ 4,831,119	$ 2,520,619	$ 422,948	$ 7,774,686	$ 544,096
ADMINISTRATIVE SERVICES PROG	$ 974,621	$ 241,461	$ 14,250	$ 1,230,332	$ -
INFORMATION TECHNOLOGY PROGRAM	$ 46,951	$ -	$ -	$ 46,951	$ -
TOTAL	$ 13,342,588	$ 8,841,297	$ 860,146	$ 23,044,031	$ 1,059,386

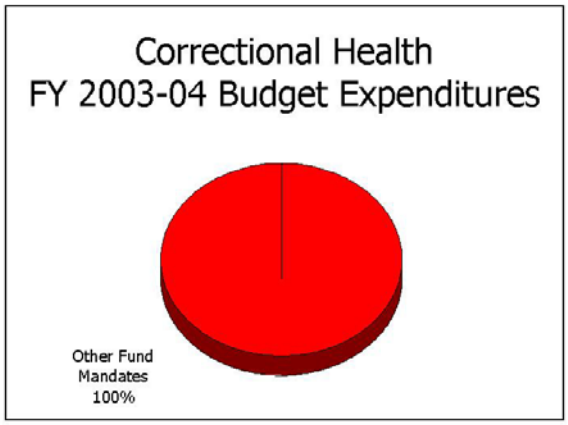
Correctional Health (Continued)

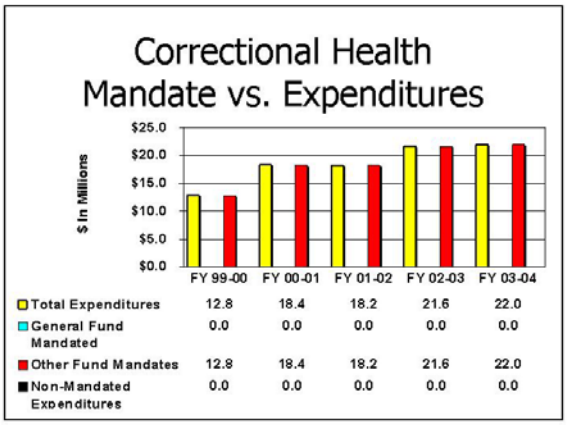
Mandate Consolidated Financial Data

Total Department Expenditures	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 12,848,307	$ -	$ 12,848,307
FY 2000-01 Actuals	$ 18,356,743	$ -	$ 18,356,743
FY 2001-02 Actuals	$ 18,230,886	$ -	$ 18,230,886
FY 2002-03 Actuals	$ 21,489,017	$ 121,603	$ 21,610,620
FY 2003-04 Adopted Budget	$ 21,837,046	$ 156,499	$ 21,993,545

Total Mandated Expenditures	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 12,848,307	$ -	$ 12,848,307
FY 2000-01 Actuals	$ 18,356,743	$ -	$ 18,356,743
FY 2001-02 Actuals	$ 18,230,886	$ -	$ 18,230,886
FY 2002-03 Actuals	$ 21,489,017	$ 121,603	$ 21,610,620
FY 2003-04 Adopted Budget	$ 21,837,046	$ 156,499	$ 21,993,545

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).

Correctional Health (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

260 CORRECTIONAL HEALTH

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	$ 13,186,089	$ 8,841,297	$ 860,146	$ 22,887,532	$ 1,059,386
CAPITAL PROJECTS	156,499	-	-	156,499	-
ALL FUNDS	$ 13,342,588	$ 8,841,297	$ 860,146	$ 23,044,031	$ 1,059,386

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
260 CORRECTIONAL HEALTH
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	$ 76,945	$ 1,047,152	$ 1,047,152	$ 705,926	$ 65,150	$ 1,050,486	$ 3,334	0%
620 OTHER INTERGOVERNMENTAL	520	-	-	440	-	500	500	
635 OTHER CHARGES FOR SERVICES	5,943	8,900	8,900	4,127	8,900	7,100	(1,800)	-20%
645 INTEREST EARNINGS	378	-	-	(29)	-	-	-	
650 MISCELLANEOUS REVENUE	1,353	-	-	2,008	-	1,300	1,300	
Total Revenue	$ 85,139	$ 1,056,052	$ 1,056,052	$ 712,472	$ 74,050	$ 1,059,386	$ 3,334	0%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 6,352,205	$ 8,546,644	$ 9,783,771	$ 8,923,843	$ 10,377,444	$ 10,305,359	$ (521,588)	-5%
705 TEMPORARY PAY	851,574	815,131	472,723	575,928	597,863	597,863	(125,140)	-26%
710 OVERTIME	598,610	499,997	428,835	628,283	447,051	447,051	(18,216)	-4%
750 FRINGE BENEFITS	1,493,706	1,861,403	1,813,480	1,888,623	1,314,750	1,386,835	426,645	24%
790 OTHER PERSONNEL SERVICES	386,554	397,052	619,892	314,023	590,593	590,593	29,299	5%
795 PERSONNEL SERVICES ALLOC OUT	(79,202)	(250,563)	(65,150)	(102,367)	(148,343)	(148,343)	83,193	128%
796 PERSONNEL SERVICES ALLOC IN	105,636	-	124,194	186,015	111,307	163,230	(39,036)	-31%
Subtotal	$ 9,709,083	$ 11,869,664	$ 13,177,745	$ 12,414,348	$ 13,290,665	$ 13,342,588	$ (164,843)	-1%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 144,268	$ 110,534	$ 73,172	$ 89,411	$ 45,450	$ 45,450	$ 27,722	38%
802 MEDICAL SUPPLIES	1,973,583	1,930,003	1,821,500	2,767,691	1,844,719	2,214,719	(393,219)	-22%
803 FUEL	2,634	2,500	2,500	2,556	2,800	2,800	(300)	-12%
804 NON-CAPITAL EQUIPMENT	13,158	136,598	91,091	39,876	31,465	73,331	17,760	19%
810 LEGAL SERVICES	-	-	34,372	-	-	-	34,372	100%
811 HEALTH CARE SERVICES	5,734,059	2,830,003	3,242,435	4,562,982	3,174,857	3,479,437	(237,002)	-7%
812 OTHER SERVICES	394,910	170,001	150,550	191,540	135,978	152,951	(2,401)	-2%
820 RENT & OPERATING LEASES	3,914	29,992	35,800	30,397	31,316	31,316	4,484	13%
825 REPAIRS AND MAINTENANCE	40,624	146,522	19,150	20,923	7,000	7,000	12,150	63%
830 INTERGOVERNMENTAL PAYMENTS	-	-	-	-	-	-	-	
839 INTERNAL SERVICE CHARGES	484,127	1,864,084	1,850,348	1,851,548	2,778,882	2,778,882	(928,534)	-50%
842 TRAVEL & EDUCATION	24,525	49,998	65,098	33,436	26,311	41,411	23,687	36%
843 POSTAGE/FREIGHT/SHIPPING	3,340	3,300	2,500	3,678	2,500	2,500	-	0%
845 SUPPORT AND CARE OF PERSONS	-	-	-	-	-	-	-	
850 UTILITIES	25,508	21,500	15,450	21,278	11,500	11,500	3,950	26%
Subtotal	$ 8,844,650	$ 7,295,035	$ 7,403,966	$ 9,615,316	$ 8,092,778	$ 8,841,297	$ (1,437,331)	-19%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	$ -	$ 194,783	$ -	$ -	$ -	$ -	$ -	
940 INFRASTRUCTURE	-	636,000	845,896	600,000	-	845,896	-	0%
950 DEBT SERVICE	7,907	13,778	20,046	19,043	14,250	14,250	5,796	29%
Subtotal	$ 7,907	$ 844,561	$ 865,942	$ 619,043	$ 14,250	$ 860,146	$ 5,796	1%
Total Expenditures	$ 18,561,640	$ 20,009,260	$ 21,447,653	$ 22,648,707	$ 21,397,693	$ 23,044,031	$ (1,596,378)	-7%
Operating Balance (Rev. - Exp.)	$ (18,476,501)	$ (18,953,208)	$ (20,391,601)	$ (21,936,235)	$ (21,323,643)	$ (21,984,645)	$ (1,593,044)	-8%

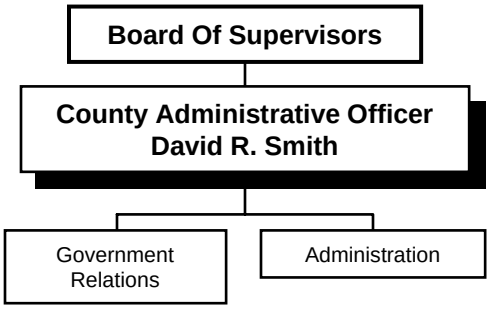
Correctional Health (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 260 CORRECTIONAL HEALTH	
Market Range Title	**FTE**
ADMINISTRATIVE SPECIALIST	8.0
ADMIN/OFFICE SUPPORT	11.0
ADMIN/OPERATIONS SUPV	4.0
CONTRACT ADMINISTRATOR	1.0
COUNSELING SUPERVISOR	2.0
COUNSELOR	18.8
DATABASE ADMIN/ANALYST	1.0
DENTAL ASSISTANT	3.0
DENTIST	1.0
DIRECTOR	1.0
FINANCIAL SUPERVISOR	1.0
HR GENERALIST	1.0
HR SPECIALIST	1.0
HR SUPERVISOR	1.0
LICENSED PRACTICAL NURSE	31.8
MANAGING PHYSICIAN	1.0
MATERIALS HANDLING SPEC	2.0
MEDICAL AIDE	11.0
MEDICAL ASSISTANT	42.0
NURSE	56.2
NURSE PRACT/PHYS ASST	12.0
NURSING SUPERVISOR	3.0
PHARMACIST	4.0
PHARMACY MANAGER	1.0
PHARMACY TECHNICIAN	6.0
PHYSICIAN	7.0
PSYCHOLOGIST	3.0
RADIOLOGIC TECHNOLOGIST	1.0
TECHNOLOGY ANALYST	1.0
TRAINING SPECIALIST	1.0
UNDETERMINED	7.0
UNIT SECRETARY	18.0
Total	**262.8**

County Administrative Officer

Organizational Chart



Mission

The mission of the County Administrative Office (CAO) 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

- Assist in organizing a successful and innovative 2004 NACo conference in Maricopa County by June 2003.
- Provide regional leadership in critical public areas in a fiscally responsible manner.
- Advance proposals for the homeless campus to complete fundraising pledges from public and private sectors, sufficient to begin construction of the campus by June 2003.
- Advance a "transformative services agenda" of largely quality of life services improvements. These include securing a Maddie's grant or other resources to begin a five-year process toward a "no kill" community of adoptable companion animals in the county and work with public and environmental health to continue to control communicable or environmentally induced diseases. Create plans for controls and reductions of the incidences of these diseases.
- Healthy community and solvent health care system. A. Work with MIHS management to implement their FY 2003 performance plan, especially with regard to increased cash collections. B. Complete an MIHS strategic plan for implementation by June 2003.
- Develop regional strategies by FY 2002 for reducing juvenile delinquency, and then show a 25% reduction in violent crimes and a 10% reduction in non-violent crimes in targeted areas during a five-year period ending in FY 2004.

County Administrative Officer (Continued)

- Conduct an evaluation of which Maricopa County justice sanctions, services, and programs that effectively discourage repeat offenses by FY 2004. With this understanding, realize a 2% reduction in felony offender recidivism rates for each subsequent year.
- Determine what additional progress needs to be made to most efficiently administer active criminal cases without diminishing effectiveness, by FY 2002 and then: — Close as many cases as are opened each month by FY 2003; — Clear 90% of cases within 180 days by FY 2003; — Clear 99% of cases within 180 days by FY 2006.
- Draft a county crime prevention plan and secure public and community support for its implementation. Help secure funding of high efficacy initiatives for FY 2003-2004.

Issues

- Three thousand felonies, 36,000 juvenile delinquency referrals, and over 8,000 persons in the county jail, plus over 23,000 persons on probation represent a huge criminal justices services challenge, both in terms of crime victims, justice system coordination, and costs. Case processing efficiencies have vastly improved. an integrated justice information system is in progress. Finally, adult and juvenile crime reduction/prevention strategies are needed to slowdown the trendlines. The 60,000-75,000 persons above, or about 2% of the overall county population, are to be targeted for crime prevention strategy.
- MIHS has major financial challenges due to falling market share, a heavy burden of uncompensated care, and the need for capital reinvestment.
- Criminal justice and related capital projects all need to be delivered on time and within budget, and coordinated and funded with staffing and other operational needs.
- The rising costs of administering justice will require CAO and OMB to partner with criminal justice agencies identifying management strategies around effectiveness and processes.
- Certain community-enhancing projects such as an integrated services homeless campus, establishing a "no-kill" community of adoptable companion animals, and acquiring additional open space land for recreational and trail use are important to our community's quality of life.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
COUNTY ADMINISTRATIVE OFFICER
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
COUNTY ADMINISTRATIVE OFFICE	$ 203,240	$ -	$ -	$ 203,240	$ -
GOVERNMENT RELATIONS	$ 175,034	$ 261,114	$ -	$ 436,148	$ -
JUSTICE SYSTEM COORDINATION	$ 126,226	$ -	$ -	$ 126,226	$ -
OMBUDSMAN	$ 135,600	$ -	$ -	$ 135,600	$ -
ADMINISTRATIVE SERVICES PROG	$ 202,005	$ 50,694	$ -	$ 252,699	$ -
UNALLOCATED/INDIRECT	$ 1,400	$ -	$ -	$ 1,400	$ -
TOTAL	$ 843,505	$ 311,808	$ -	$ 1,155,313	$ -

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of targeted bills passed, favorably amended or defeated: low, medium, or high difficulty	100	92.5	91	90
Percent of grant dollars achieved vs. applied for	83	85	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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of requests responded to in a timely manner	100	100	100	100

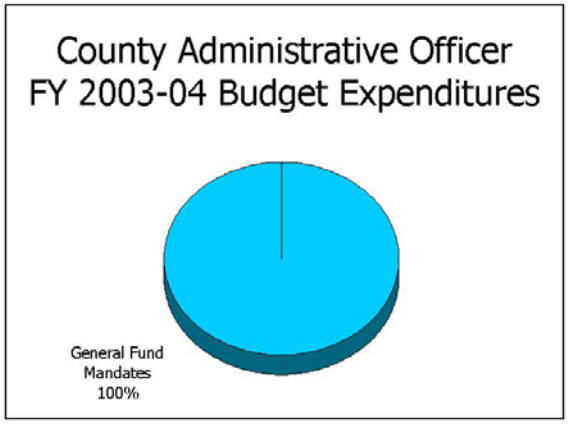
County Administrative Officer (Continued)

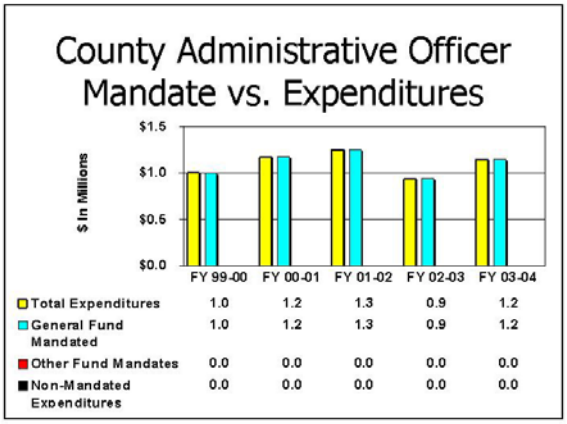
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 1,003,941	$ 1,003,941
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 Adopted Budget	$ 1,155,331	$ 1,155,331

Total Administrative Mandates	General Fund	Total
FY 1999-00 Actuals	$ 1,003,941	$ 1,003,941
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 Adopted Budget	$ 1,155,331	$ 1,155,331

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 2003-04 ADOPTED

200 COUNTY ADMINISTRATIVE OFFICER

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 843,521	$ 311,792	$ -	$ 1,155,313	$ -
ALL FUNDS	$ 843,521	$ 311,792	$ -	$ 1,155,313	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
200 COUNTY ADMINISTRATIVE OFFICER
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 786,886	$ 817,245	$ 744,839	$ 810,721	$ 741,544	$ 741,544	$ 3,295	0%
705 TEMPORARY PAY	8,228	19,400	19,400	21,846	12,437	7,554	11,846	61%
710 OVERTIME	-	-	-	-	-	-	-	
750 FRINGE BENEFITS	137,659	164,660	146,467	159,486	152,661	152,287	(5,820)	-4%
790 OTHER PERSONNEL SERVICES	354	76	-	289	-	-	-	
795 PERSONNEL SERVICES ALLOC OUT	-	-	(135,441)	(135,441)	-	(57,864)	(77,577)	-57%
796 PERSONNEL SERVICES ALLOC IN	-	196,260	134,913	149,849	-	-	134,913	100%
Subtotal	$ 933,127	$ 1,197,641	$ 910,178	$ 1,006,750	$ 906,642	$ 843,521	$ 66,657	7%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 6,819	$ 15,784	$ 15,784	$ 8,000	$ 15,784	$ 11,362	$ 4,422	28%
803 FUEL	12	-	-	-	-	-	-	
804 NON-CAPITAL EQUIPMENT	1,045	1,756	1,756	-	1,756	800	956	54%
812 OTHER SERVICES	299,698	313,056	313,056	238,265	324,544	272,391	40,665	13%
825 REPAIRS AND MAINTENANCE	-	1,546	1,546	500	1,546	1,546	-	0%
839 INTERNAL SERVICE CHARGES	7,253	15,915	15,915	8,001	18,348	14,258	1,657	10%
842 TRAVEL & EDUCATION	4,501	15,979	15,979	8,000	14,579	10,953	5,026	31%
843 POSTAGE/FREIGHT/SHIPPING	797	241	241	238	482	482	(241)	-100%
Subtotal	$ 320,125	$ 364,277	$ 364,277	$ 263,004	$ 377,039	$ 311,792	$ 52,485	14%
Total Expenditures	$ 1,253,252	$ 1,561,918	$ 1,274,455	$ 1,269,754	$ 1,283,681	$ 1,155,313	$ 119,142	9%
Operating Balance (Rev. - Exp.)	$ (1,253,252)	$ (1,561,918)	$ (1,274,455)	$ (1,269,754)	$ (1,283,681)	$ (1,155,313)	$ 119,142	9%

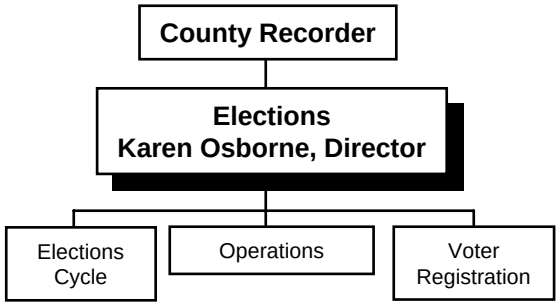
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
200 COUNTY ADMINISTRATIVE OFFICER

Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	2.0
ADMINISTRATOR	1.0
ADMIN/OFFICE SUPPORT	1.0
CHIEF OFFICER	1.0
DIRECTOR	1.0
EXECUTIVE ASSISTANT	1.0
GOVT/COMMUN AFFAIRS OFCR	2.0
HR GENERALIST	1.0
MANAGEMENT ASSISTANT	1.0
UNDETERMINED	1.0
Total	**12.0**

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 2003-04 ADOPTED
ELECTIONS
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ELECTIONS	$ 1,775,407	$ 3,461,123	$ -	$ 5,236,530	$ -
VOTER REGISTRATION	$ 659,093	$ 801,951	$ -	$ 1,461,044	$ -
ADMINISTRATIVE SERVICES PROG	$ 913,654	$ -	$ -	$ 913,654	$ -
UNALLOCATED/INDIRECT	$ -	$ 608,660	$ -	$ 608,660	$ 2,163,480
TOTAL	$ 3,348,154	$ 4,871,734	$ -	$ 8,219,888	$ 2,163,480

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 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percentage of deliveries of supplies and equipment delivered to the correct precinct	N/A	100	100	100
Fines levied as a percentage of active political committees	N/A	6.96	0.88	0
The percentage of ballots returned for which an incorrect ballot selection was issued	N/A	100	99.97	99.5
Percentage of elections not postponed because of improper boundaries	N/A	100	100	100
Reduction in the number of complaints about polls per vote cast at polls	N/A	0.01	0.02	0.02
Percentage of board worker positions filled one week out from election	N/A	98.45	97.21	98
Percentage increase in the number of voter registration cards collected at events	N/A	N/A	124,758	50,000
Percentage of cost for ballots reprinted	N/A	N/A	3.04	5
The percentage of special ballots processed in time to meet the statutory deadline	N/A	100	100	100

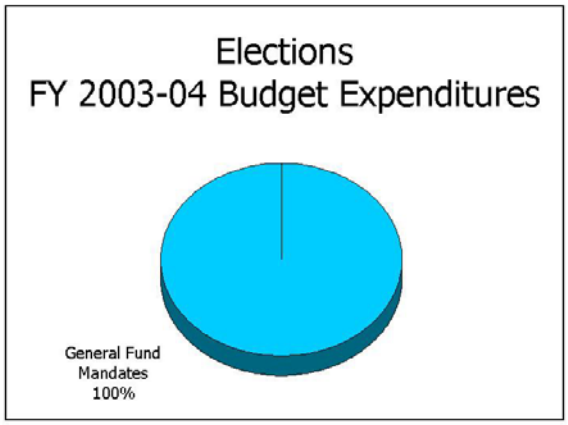
Elections (Continued)

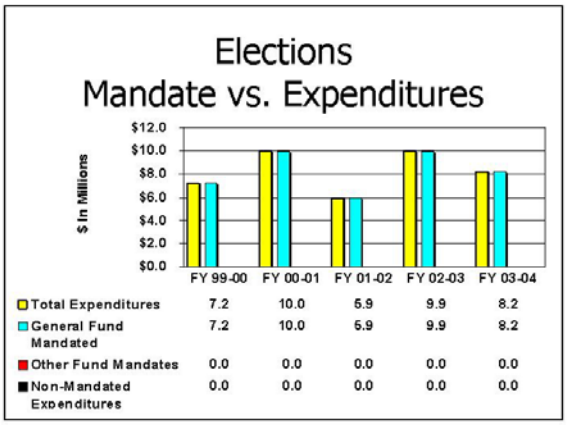
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 7,237,078	$ 7,237,078
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 Adopted Budget	$ 8,219,888	$ 8,219,888

Total Mandated Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 7,237,078	$ 7,237,078
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 Adopted Budget	$ 8,219,888	$ 8,219,888

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service or eliminations.





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.

Elections (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

210 ELECTIONS

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 3,199,625	$ 5,020,263	$ -	$ 8,219,888	$ 2,163,480
ALL FUNDS	$ 3,199,625	$ 5,020,263	$ -	$ 8,219,888	$ 2,163,480

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
210 ELECTIONS
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
620 OTHER INTERGOVERNMENTAL	$ 1,611,039	$ 2,067,500	$ 2,067,500	$ 2,053,125	$ 775,000	$ 2,145,980	$ 78,480	4%
635 OTHER CHARGES FOR SERVICES	12,766	-	-	903	-	-	-	
637 FINES & FORFEITS	16,434	2,500	2,500	15,640	2,500	2,500	-	0%
650 MISCELLANEOUS REVENUE	12,290	15,000	15,000	15,332	15,000	15,000	-	0%
Total Revenue	$ 1,652,529	$ 2,085,000	$ 2,085,000	$ 2,085,000	$ 792,500	$ 2,163,480	$ 78,480	4%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,890,724	$ 1,910,393	$ 1,913,514	$ 1,881,584	$ 1,941,270	$ 1,941,270	$ (27,756)	-1%
705 TEMPORARY PAY	79,145	843,358	843,358	639,722	466,023	466,023	377,335	45%
710 OVERTIME	94,557	507,546	507,546	438,730	170,994	170,994	336,552	66%
750 FRINGE BENEFITS	464,027	674,679	687,835	636,282	621,338	621,338	66,497	10%
790 OTHER PERSONNEL SERVICES	15,797	-	-	28,992	-	-	-	
796 PERSONNEL SERVICES ALLOC IN	58	-	-	-	-	-	-	
Subtotal	$ 2,544,308	$ 3,935,976	$ 3,952,253	$ 3,625,310	$ 3,199,625	$ 3,199,625	$ 752,628	19%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 217,157	$ 26,471	$ 84,638	$ 58,591	$ 186,270	$ 186,270	$ (101,632)	-120%
802 MEDICAL SUPPLIES	66	-	-	-	-	-	-	
803 FUEL	3,146	9,750	9,750	6,469	2,500	2,500	7,250	74%
804 NON-CAPITAL EQUIPMENT	6,141	-	-	1,557	-	-	-	
810 LEGAL SERVICES	11,446	4,800	4,800	4,984	3,000	3,000	1,800	38%
812 OTHER SERVICES	1,862,118	4,495,324	4,422,000	4,794,090	3,081,051	3,492,045	929,955	21%
820 RENT & OPERATING LEASES	452,413	810,428	805,432	737,315	630,575	630,575	174,857	22%
825 REPAIRS AND MAINTENANCE	13,089	-	-	13,022	5,000	5,000	(5,000)	
839 INTERNAL SERVICE CHARGES	62,636	40,124	44,000	80,834	30,000	30,000	14,000	32%
842 TRAVEL & EDUCATION	33,602	61,600	61,600	55,828	42,250	42,250	19,350	31%
843 POSTAGE/FREIGHT/SHIPPING	555,691	743,400	743,400	674,424	624,123	624,123	119,277	16%
850 UTILITIES	13,950	7,500	7,500	9,095	4,500	4,500	3,000	40%
Subtotal	$ 3,231,455	$ 6,199,397	$ 6,183,120	$ 6,436,209	$ 4,609,269	$ 5,020,263	$ 1,162,857	19%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	$ 161,846	$ -	$ -	$ -	$ -	$ -	$ -	
Subtotal	$ 161,846	$ -	$ -	$ -	$ -	$ -	$ -	
Total Expenditures	$ 5,937,609	$ 10,135,373	$ 10,135,373	$ 10,061,519	$ 7,808,894	$ 8,219,888	$ 1,915,485	19%
Operating Balance (Rev. - Exp.)	$ (4,285,080)	$ (8,050,373)	$ (8,050,373)	$ (7,976,519)	$ (7,016,394)	$ (6,056,408)	$ 1,993,965	25%

Elections (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 210 ELECTIONS	
Market Range Title	**FTE**
ADMINISTRATIVE SPECIALIST	9.0
ADMINISTRATOR	1.0
ADMIN/OFFICE SUPPORT	20.0
ADMIN/OFFICE SUPPORT SUPV	5.0
ADMIN/OPERATIONS SUPV	4.0
DEPUTY DIRECTOR	1.0
DIRECTOR	1.0
ENGINEERING AIDE	2.0
EXECUTIVE ASSISTANT	2.0
FINAN/BUSINESS ANALYST	2.0
GENERAL MAINTENANCE SUPV	1.0
HR SPECIALIST	1.0
INFO SYSTEMS SUPERVISOR	1.0
MATERIALS HANDLING SPEC	2.0
PUBLIC SVC REPRESENTATIVE	2.0
Total	**54.0**

Eliminations

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

980 ELIMINATIONS

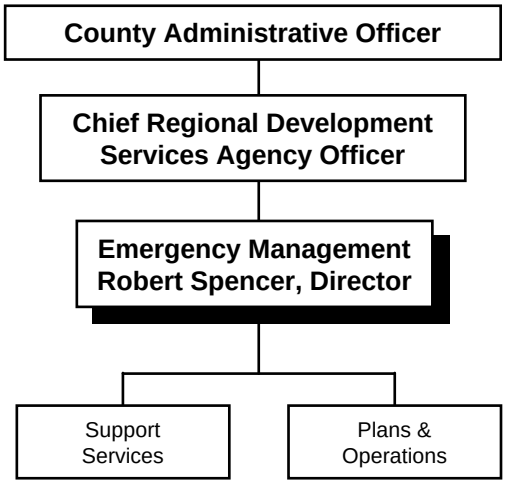
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ELIMINATIONS	$ -	$ (386,903,746)	$ -	$ (386,903,746)	$ (386,903,746)
ALL FUNDS	$ -	$ (386,903,746)	$ -	$ (386,903,746)	$ (386,903,746)

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
980 ELIMINATIONS
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
635 OTHER CHARGES FOR SERVICES	$ (6,012,113)	$ (2,600,000)	$ (2,600,000)	$ (2,600,000)	$ (16,495,079)	$ (16,495,079)	$ (13,895,079)	-534%
636 INTERNAL SERVICE CHARGES	(41,443,255)	(45,633,576)	(46,434,066)	(47,244,690)	(48,767,622)	(47,407,631)	(973,565)	-2%
638 PATIENT SERVICE REVENUE	(12,340,631)	(15,063,816)	(15,063,816)	(15,063,816)	(17,981,026)	(17,981,026)	(2,917,210)	-19%
680 TRANSFERS IN	(309,408,986)	(406,032,678)	(406,032,678)	(406,032,678)	(305,108,146)	(305,020,010)	101,012,668	25%
Total Revenue	$ (369,204,985)	$ (469,330,070)	$ (470,130,560)	$ (470,941,184)	$ (388,351,873)	$ (386,903,746)	$ 83,226,814	18%
EXPENDITURES								
SUPPLIES & SERVICES								
811 HEALTH CARE SERVICES	$ (12,340,631)	$ (15,063,816)	$ (15,063,816)	$ (15,063,816)	$ (17,981,026)	$ (17,981,026)	$ 2,917,210	19%
812 OTHER SERVICES	(6,012,113)	(2,600,000)	(2,600,000)	(2,600,000)	(16,495,079)	(16,495,079)	13,895,079	534%
839 INTERNAL SERVICE CHARGES	(41,443,255)	(45,633,576)	(46,434,066)	(47,244,690)	(48,767,622)	(47,407,631)	973,565	2%
880 TRANSFERS OUT	(309,408,986)	(406,032,678)	(406,032,678)	(406,032,678)	(305,108,146)	(305,020,010)	(101,012,668)	-25%
Subtotal	$ (369,204,985)	$ (469,330,070)	$ (470,130,560)	$ (470,941,184)	$ (388,351,873)	$ (386,903,746)	$ (83,226,814)	-18%
Total Expenditures	$ (369,204,985)	$ (469,330,070)	$ (470,130,560)	$ (470,941,184)	$ (388,351,873)	$ (386,903,746)	$ (83,226,814)	-18%

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, repair and upgrade critical emergency communication systems 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 November 2004, or later if the target date is amended by the Federal Emergency Management Agency (FEMA), develop the Maricopa County Disaster Mitigation Plan. The plan will be multi-jurisdictional and will include all cities and towns in the county that desire to participate.
- By June 2003, develop career paths focusing on training, education, and experience, along with appropriate salary levels, for all non-exempt department employees.
- By June 2006, meet or exceed the applicable standards of National Fire Protection Association (NFPA) 1600 for emergency management and achieve nationally recognized departmental accreditation.
- By June 2003, conduct a hazard analysis for 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.

Emergency Management (Continued)

- By June 2003, ensure that the Maricopa County Emergency Operations Plan has been updated to incorporate all appropriate information regarding federal, state, county, and municipal assets available to respond to a terrorist event. By the end of each fiscal year in which funds are alloted 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.

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.
- Increased populations within hazard-prone areas make it necessary to develop better methods of alerting the population of impending disasters.
- 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.
- As the field of emergency management evolves, adhering to newly established standards and achieving nationally recognized accreditation will become increasingly difficult.
- 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 defense 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.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
EMERGENCY MANAGEMENT
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
MITIGATION	$ 25,436	$ -	$ -	$ 25,436	$ -
PREPAREDNESS	$ 395,694	$ 580,675	$ 50,000	$ 1,026,369	$ 1,184,956
RESPONSE AND RECOVERY	$ 50,346	$ -	$ -	$ 50,346	$ -
ADMINISTRATIVE SERVICES PROG	$ 324,597	$ 77,803	$ -	$ 402,400	$ -
TOTAL	$ 796,073	$ 658,478	$ 50,000	$ 1,504,551	$ 1,184,956

Emergency Management (Continued)

Key Performance Measures

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of county and city/town emergency operations plans updated within the past four years.	72	72	80	80
Percent of items evaluated in Palo Verde Nuclear Generating Station exercise that meet or exceed Federal Emergency Management Agency (FEMA) standards.	100	N/A	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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of days 24-hour-a-day response and recovery capability was maintained.	100	100	100	100

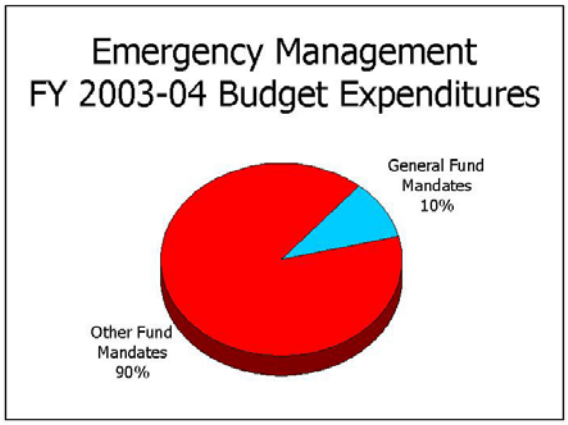
Mandate Consolidated Financial Data

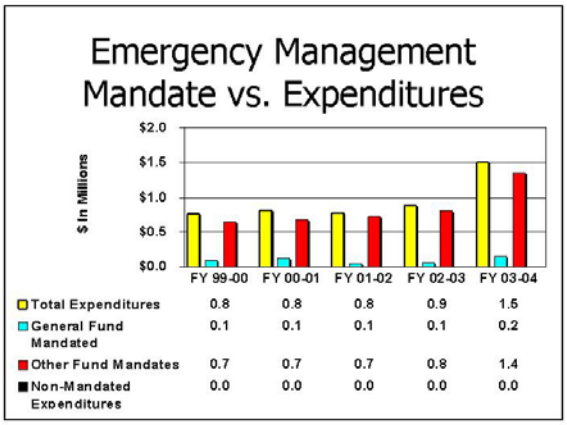
Total Department Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 109,715	$ 655,606	$ 765,321
FY 2000-01 Actuals	$ 136,354	$ 680,223	$ 816,577
FY 2001-02 Actuals	$ 59,182	$ 726,732	$ 785,914
FY 2002-03 Actuals	$ 65,898	$ 816,618	$ 882,516
FY 2003-04 Adopted Budget	$ 152,182	$ 1,352,369	$ 1,504,551

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 109,715	$ 655,606	$ 765,321
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 Adopted Budget	$ 152,182	$ 1,352,369	$ 1,504,551

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 2003-04 ADOPTED

150 EMERGENCY MANAGEMENT

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 131,340	$ 20,842	$ -	$ 152,182	$ -
SPECIAL REVENUE	681,696	620,673	50,000	1,352,369	1,184,956
ALL FUNDS	$ 813,036	$ 641,515	$ 50,000	$ 1,504,551	$ 1,184,956

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
150 EMERGENCY MANAGEMENT
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	$ 86,816	$ 452,276	$ 452,274	$ 376,929	$ 972,071	$ 972,071	$ 519,797	115%
620 OTHER INTERGOVERNMENTAL	642,762	212,886	212,885	656,019	337,698	212,885	-	0%
635 OTHER CHARGES FOR SERVICES	-	1,497	1,500	-	-	-	(1,500)	-100%
645 INTEREST EARNINGS	22,326	-	-	15,000	-	-	-	
650 MISCELLANEOUS REVENUE	98	-	-	-	-	-	-	
Total Revenue	$ 752,002	$ 666,659	$ 666,659	$ 1,047,948	$ 1,309,769	$ 1,184,956	$ 518,297	78%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 542,774	$ 547,715	$ 547,714	$ 526,382	$ 524,308	$ 524,308	$ 23,406	4%
710 OVERTIME	-	14,000	14,000	3,585	-	-	14,000	100%
750 FRINGE BENEFITS	110,433	120,298	120,293	120,102	133,959	133,959	(13,666)	-11%
790 OTHER PERSONNEL SERVICES	47,534	29,999	29,999	20,844	23,493	98,567	(68,568)	-229%
795 PERSONNEL SERVICES ALLOC OUT	-	49,994	-	-	-	-	-	
796 PERSONNEL SERVICES ALLOC IN	3,114	-	49,994	56,012	55,869	56,202	(6,208)	-12%
Subtotal	$ 703,855	$ 762,006	$ 762,000	$ 726,925	$ 737,629	$ 813,036	$ (51,036)	-7%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 45,315	$ 183,489	$ 153,546	$ 43,339	$ 2,462	$ 2,462	$ 151,084	98%
803 FUEL	1,056	1,042	1,042	957	1,036	1,036	6	1%
804 NON-CAPITAL EQUIPMENT	9,347	88,853	85,958	5,626	127,600	127,600	(41,642)	-48%
810 LEGAL SERVICES	-	2,000	1,666	434	-	-	1,666	100%
812 OTHER SERVICES	1,691	5,998	5,151	3,142	491,401	491,068	(485,917)	-9433%
820 RENT & OPERATING LEASES	1,348	3,396	2,827	-	-	-	2,827	100%
825 REPAIRS AND MAINTENANCE	3,956	25,500	21,249	2,939	3,000	3,000	18,249	86%
839 INTERNAL SERVICE CHARGES	7,087	20,364	21,813	15,049	11,987	11,987	9,826	45%
842 TRAVEL & EDUCATION	10,468	28,383	26,904	12,158	2,760	2,760	24,144	90%
843 POSTAGE/FREIGHT/SHIPPING	1,312	-	20	4,136	1,602	1,602	(1,582)	-7910%
850 UTILITIES	481	22,859	21,714	7,247	-	-	21,714	100%
Subtotal	$ 82,061	$ 381,884	$ 341,890	$ 95,027	$ 641,848	$ 641,515	$ (299,625)	-88%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	$ -	$ 20,000	$ 60,000	$ 59,512	$ 25,000	$ 25,000	$ 35,000	58%
940 INFRASTRUCTURE	-	-	-	-	25,000	25,000	(25,000)	
Subtotal	$ -	$ 20,000	$ 60,000	$ 59,512	$ 50,000	$ 50,000	$ 10,000	17%
Total Expenditures	$ 785,916	$ 1,163,890	$ 1,163,890	$ 881,464	$ 1,429,477	$ 1,504,551	$ (340,661)	-29%
Operating Balance (Rev. - Exp.)	$ (33,914)	$ (497,231)	$ (497,231)	$ 166,484	$ (119,708)	$ (319,595)	$ 177,636	36%

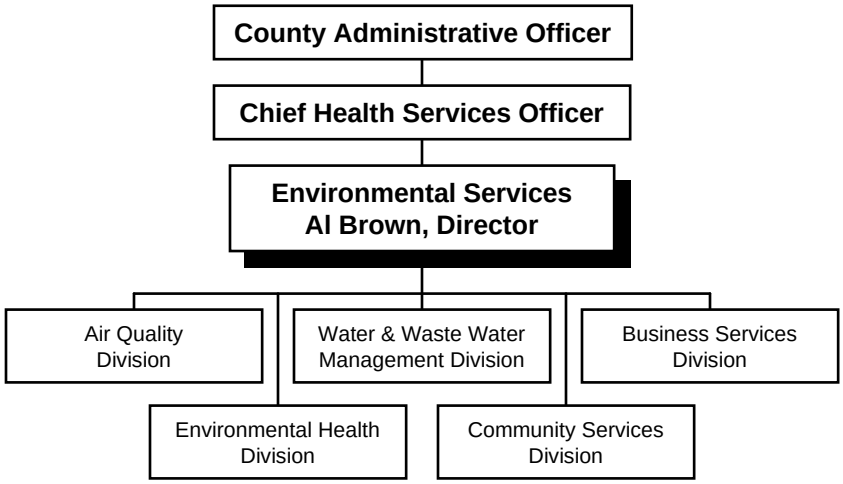
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
150 EMERGENCY MANAGEMENT

Market Range Title	FTE
ADMIN/OFFICE SUPPORT	3.0
DEVELOPER/PRGRMR ANALYST	1.0
DIRECTOR	1.0
FINAN/BUSINESS ANALYST	1.0
OPERATIONS MANAGER	1.0
PLANNER	6.0
PRGRM COORDINATION SPEC	1.0
Total	**14.0**

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 they can be confident that they 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.
- Quarter1 Planning and analysis for the Public Health Clinic/Environmental Services building and 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.
- Incorporating rapid change in technology challenges the Environmental Services Department's ability to sustain technological capacity development.
- 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.

Environmental Services (Continued)

- Pressures of turnover and recruitment challenge the Environmental Services Department's ability to maintain a qualified workforce.
- The administrative and political effects of new countywide policies, elected official turnover, and possible organizational change test the Environmental Services Department's ability to smoothly implement its programs.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
ENVIRONMENTAL SERVICES
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
AIR QUALITY PROGRAM	$ 3,720,942	$ 477,142	$ 133,000	$ 4,331,084	$ 1,211,589
BUSINESS SERVICES PROGRAM	$ 1,018,703	$ 1,365,638	$ -	$ 2,384,341	$ 14,563,574
COMMUNITY SERVICES	$ 1,280,129	$ 1,220,660	$ -	$ 2,500,789	$ 2,248,575
ENVIRONMENTAL HEALTH SERVICES	$ 5,364,095	$ 430,869	$ 225,700	$ 6,020,664	$ 433,819
WATER AND WASTE MANAGEMENT	$ 2,121,486	$ 172,657	$ -	$ 2,294,143	$ -
ADMINISTRATIVE SERVICES PROG	$ 657,223	$ -	$ 58,397	$ 715,620	$ -
UNALLOCATED/INDIRECT	$ -	$ 587,876	$ -	$ 587,876	$ -
TOTAL	$ 14,162,578	$ 4,254,842	$ 417,097	$ 18,834,517	$ 18,457,557

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of Air Quality Industrial Source Permits in compliance with Air Quality Regulations	81.99	73.96	71.04	85
Percentage of Air Quality Industrial Sources in compliance	81.99	73.96	71.18	85

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of increase for Environmental Health Permits	1	8.3	-3.42	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 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Number of businesses/citizens receiving assistance	2,275	1,754	2,066	2,100

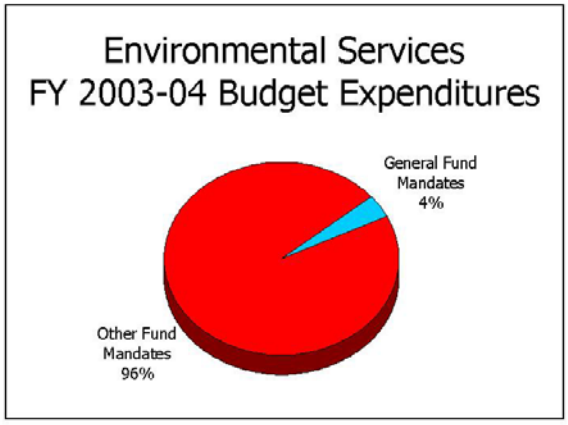
Mandate Consolidated Financial Data

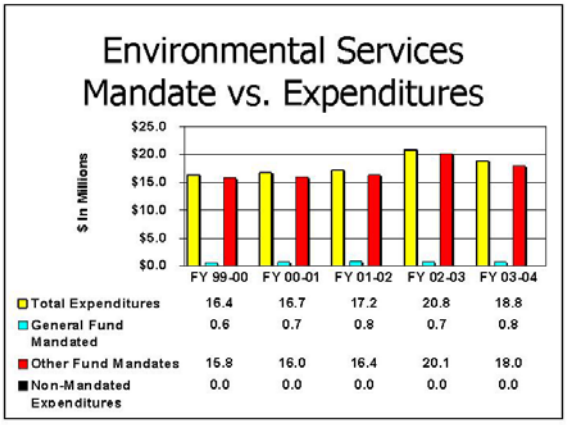
Total Department Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 641,352	$ 15,751,856	$ 16,393,208
FY 2000-01 Actuals	$ 677,647	$ 16,002,734	$ 16,680,381
FY 2001-02 Actuals	$ 783,013	$ 16,442,936	$ 17,225,949
FY 2002-03 Actuals	$ 666,056	$ 20,136,514	$ 20,802,570
FY 2003-04 Adopted Budget	$ 753,844	$ 18,080,672	$ 18,834,516

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 641,352	$ 15,750,510	$ 16,391,862
FY 2000-01 Actuals	$ 677,647	$ 16,001,780	$ 16,679,426
FY 2001-02 Actuals	$ 783,013	$ 16,431,976	$ 17,214,988
FY 2002-03 Actuals	$ 666,056	$ 20,119,123	$ 20,785,180
FY 2003-04 Adopted Budget	$ 753,844	$ 18,049,882	$ 18,803,726

Total Non-Mandated Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ 1,347	$ 1,347
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 Adopted Budget	$ -	$ 30,790	$ 30,790

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 Program	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 60,881	$ 357,027	$ 417,908
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 Adopted Budget	$ 23,912	$ 524,142	$ 548,054

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	Total
FY 1999-00 Actuals	$ 580,471	$ 7,779,090	$ 8,359,560
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 Adopted Budget	$ 729,932	$ 8,759,936	$ 9,489,868

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	Total
FY 1999-00 Actuals	$ -	$ 5,506,482	$ 5,506,482
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 Adopted Budget	$ -	$ 6,679,948	$ 6,679,948

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.

Environmental Services (Continued)

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.

MANDATE DESCRIPTION

Reduce traffic impacts on air pollution by monitoring compliance of employers and schools in the development, implementation, and maintenance of a Trip Reduction Program. Provide technical assistance to small businesses to aid compliance with the State Comprehensive Air Quality Act and the Clean Air Act Amendments of 1990.

Trip Reduction Program	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ 994,969	$ 994,969
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 Adopted Budget	$ -	$ 961,033	$ 961,033

TEA21 Grant-Trip Reduction Program	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ 1,114,288	$ 1,114,288
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 Adopted Budget	$ -	$ 1,155,613	$ 1,155,613

Environmental Services (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

880 ENVIRONMENTAL SERVICES

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 613,821	$ 140,023	$ -	$ 753,844	$ -
SPECIAL REVENUE	13,548,756	4,114,819	417,097	18,080,672	18,457,557
ALL FUNDS	$ 14,162,577	$ 4,254,842	$ 417,097	$ 18,834,516	$ 18,457,557

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
880 ENVIRONMENTAL SERVICES
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
610 LICENSES AND PERMITS	$ 11,685,575	$ 11,731,766	$ 11,615,847	$ 11,965,847	$ 11,292,000	$ 12,270,574	$ 654,727	6%
615 GRANTS	3,475,426	3,719,080	3,742,049	3,401,827	3,823,792	3,893,983	151,934	4%
635 OTHER CHARGES FOR SERVICES	475,212	472,000	483,856	533,057	550,000	550,000	66,144	14%
637 FINES & FORFEITS	630,339	506,000	541,167	742,225	750,000	750,000	208,833	39%
645 INTEREST EARNINGS	233,549	-	-	84,642	50,000	60,000	60,000	
650 MISCELLANEOUS REVENUE	907,262	1,009,000	1,077,896	985,540	933,000	933,000	(144,896)	-13%
Total Revenue	$ 17,407,363	$ 17,437,846	$ 17,460,815	$ 17,713,138	$ 17,398,792	$ 18,457,557	$ 996,742	6%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 10,010,169	$ 10,205,172	$ 10,327,886	$ 10,520,832	$ 10,488,200	$ 10,844,416	$ (516,530)	-5%
705 TEMPORARY PAY	55,012	65,698	58,786	112,423	70,991	87,427	(28,641)	-49%
710 OVERTIME	24,321	22,014	26,214	71,400	25,000	35,000	(8,786)	-34%
750 FRINGE BENEFITS	2,103,382	2,344,928	2,392,712	2,266,696	2,474,809	2,957,126	(564,414)	-24%
790 OTHER PERSONNEL SERVICES	61,720	16,604	(301,292)	38,340	-	30,621	(331,913)	-110%
795 PERSONNEL SERVICES ALLOC OUT	(11,983)	-	-	-	(553,064)	(270,679)	270,679	
796 PERSONNEL SERVICES ALLOC IN	7,331	214,332	227,345	227,345	435,036	478,666	(251,321)	-111%
Subtotal	$ 12,249,952	$ 12,868,748	$ 12,731,651	$ 13,237,036	$ 12,940,972	$ 14,162,577	$ (1,430,926)	-11%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 472,321	$ 655,195	$ 649,261	$ 515,223	$ 484,058	$ 492,212	$ 157,049	24%
802 MEDICAL SUPPLIES	3,034	5,200	5,200	1,526	200	200	5,000	96%
803 FUEL	49,391	56,041	63,263	58,600	69,254	69,668	(6,405)	-10%
804 NON-CAPITAL EQUIPMENT	64,808	72,480	43,640	43,496	-	21,834	21,806	50%
810 LEGAL SERVICES	1,757	-	-	69	-	-	-	
811 HEALTH CARE SERVICES	7,065	5,000	4,958	11,380	5,500	5,500	(542)	-11%
812 OTHER SERVICES	1,646,926	1,881,443	2,073,496	1,670,633	1,660,860	1,187,977	885,519	43%
820 RENT & OPERATING LEASES	900,840	943,982	986,664	986,665	1,009,604	1,009,604	(22,940)	-2%
825 REPAIRS AND MAINTENANCE	47,164	70,202	78,113	30,651	50,887	50,888	27,225	35%
839 INTERNAL SERVICE CHARGES	789,282	338,025	348,576	666,787	462,485	592,485	(243,909)	-70%
842 TRAVEL & EDUCATION	192,284	173,786	179,022	180,184	193,042	195,342	(16,320)	-9%
843 POSTAGE/FREIGHT/SHIPPING	73,398	13,000	30,891	82,585	32,256	33,256	(2,365)	-8%
845 SUPPORT AND CARE OF PERSONS	-	16,785	16,785	-	-	-	16,785	100%
850 UTILITIES	7,463	4,528	4,528	8,008	8,000	8,000	(3,472)	-77%
880 TRANSFERS OUT	524,569	3,065,725	3,065,725	3,065,725	717,877	587,876	2,477,849	81%
Subtotal	$ 4,780,302	$ 7,301,392	$ 7,550,122	$ 7,321,532	$ 4,694,023	$ 4,254,842	$ 3,295,280	44%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	$ 2,838	$ -	$ -	$ -	$ -	$ -	$ -	
920 CAPITAL EQUIPMENT	123,843	-	7,983	71,640	133,000	133,000	(125,017)	-1566%
930 VEHICLES & CONSTRUCTION EQUIP	81,227	219,900	314,066	338,801	-	225,700	88,366	28%
950 DEBT SERVICE	7,400	58,397	58,397	58,397	58,397	58,397	-	0%
Subtotal	$ 215,308	$ 278,297	$ 380,446	$ 468,838	$ 191,397	$ 417,097	$ (36,651)	-10%
Total Expenditures	$ 17,245,562	$ 20,448,437	$ 20,662,219	$ 21,027,406	$ 17,826,392	$ 18,834,516	$ 1,827,703	9%
Operating Balance (Rev. - Exp.)	$ 161,801	$ (3,010,591)	$ (3,201,404)	$ (3,314,268)	$ (427,600)	$ (376,959)	$ 2,824,445	88%

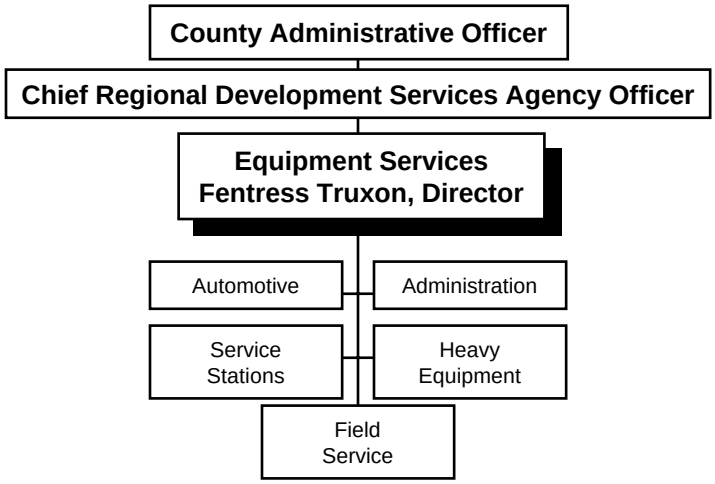
Environmental Services (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 880 ENVIRONMENTAL SERVICES	
Market Range Title	**FTE**
ADMIN & OPERATIONS MGR	2.0
ADMINISTRATIVE SPECIALIST	35.1
ADMIN/OFFICE SUPPORT	15.0
ADMIN/OPERATIONS SUPV	8.3
APPLIC/SYS PROGRMING MGR (INACTIVE)	1.0
CHEMICAL APPLICATNS TECH	9.0
CHEMIST	1.0
DEVELOPER/PRGRMR ANALYST	3.0
DIRECTOR	1.0
ENGINEER	25.0
ENGINEERING MANAGER	2.0
ENGINEERING SUPERVISOR	5.0
ENGINEERING TECHNICIAN	3.0
ENVIRONMENTAL SPCLST SUPV	4.0
ENVIRONMENTAL SPECIALIST	119.8
EXECUTIVE ASSISTANT	1.0
FINANCIAL SUPERVISOR	1.0
GENERAL MAINTENANCE TECH	7.0
GOVT/COMMUN AFFAIRS OFCR	1.0
HELP DESK MANAGER (INACTIVE)	1.0
INFO SYSTEMS SUPERVISOR	1.0
LAN ADMINISTRATOR (INACTIVE)	1.0
OPERATIONS MANAGER	1.0
PC SPECIALIST	1.0
PLANNER	9.0
PLANNING SUPERVISOR	2.0
PRGRM COORDINATION SPEC	15.0
PROGRAM COORDINATOR	1.0
PUBLIC SVC REPRESENTATIVE	2.0
TECHNICAL PROGRAM SUPV	1.0
UNDETERMINED	2.0
WEB DEVELOPER (INACTIVE)	1.0
Total	**282.1**

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

- Continue to monitor all new and existing safety and environmental regulations to provide 100% compliance, zero violations and no fines through 2008.
- Continue to provide current computerized, communication media, and technology through 2008 to maintain a minimum of 96% fleet availability in accordance with industry standards.
- Increase the number of alternative fueled vehicles to 75% of the total number of on-road vehicles by year 2006 through purchases of OEM alternative fuel vehicles or use of bio-diesel.
- Increase operational efficiency by maintaining inventory accuracy at a minimum of 90% by 2005.
- Continue to maintain a 95% customer satisfaction rating for overall department performance through 2008.

Issues

- State and or federal environmental, safety, and transportation laws will be enacted that could increase expenditures for personnel, equipment, and capital assets at the Equipment Services Department.

Equipment Services (Continued)

- Technological advances in computer, information and communications technology will impact personnel to acquire new skills and impact the Department to continually invest and upgrade automotive diagnostic equipment, management software, and systems to deliver efficient and cost effective services.
- The ever-increasing cost of fuel and the use of credit cards to purchase fuel will increase cost to the County and possibly distort the demand for County vehicle fuel.
- The increase in County fleet size, aging rental pool vehicles, type, variety, complexity of equipment means the development of unique private and public partnerships, flexible and more efficient work force and innovative management systems to find new ways of doing things with less resources / no budget increase, without compromising safety or the quality of service expected.
- Construction of new jail and juvenile facilities at the Durango complex, Heavy Equipment customers using Durango more as a base station, and the future growth patterns toward the west, northwest, and southwest means that the Equipment Services Department will need a new Durango Headquarters facility as stated in the Vision 2020 plan, and possibly increasing the capacity of satellite locations.
- The change in demographics, increase in the valley population and its encroaching development will make it harder to attract, train, retain, and motivate the highly technically skilled work force needed at Equipment Services.
- Customer demand for instant, real time, internet type convenient service impacts the Equipment Services Department to implement 24 hour 7 day service at the customer's site in order to provide fleet availability that meets or exceeds the industry standards.
- Non-compliance with state mandates for alternative fueled vehicles could result in legal sanctions. The lack of funding, lack of fueling facilities to accommodate future growth patterns, and lack of engine technology could impact compliance with the mandates.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
EQUIPMENT SERVICES
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
FLEET MANAGEMENT	$ 1,510,935	$ 4,629,240	$ 33,000	$ 6,173,175	$ 8,241,381
ADMINISTRATIVE SERVICES PROG	$ 1,104,416	$ 57,885	$ -	$ 1,162,301	$ -
INFORMATION TECHNOLOGY PROGRAM	$ 36,550	$ -	$ -	$ 36,550	$ -
UNALLOCATED/INDIRECT	$ 66,563	$ 702,481	$ 29,952	$ 798,996	$ 90,210
TOTAL	$ 2,718,464	$ 5,389,606	$ 62,952	$ 8,171,022	$ 8,331,591

Equipment Services (Continued)

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 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent fleet availability	96.73	95.7	95.62	96
Percent of total fleet replacement vehicle purchased	100	98.49	112.06	99
Percent preventative maintenance services due that were completed	70.5	65.2	59.82	75
Percent fuel cost saving from county procurement of gasoline as compared to retail	N/A	N/A	8.54	6
Percent alternative fueled vehicles in county fleet	17.37	22.1	21.96	30

Mandate Consolidated Financial Data

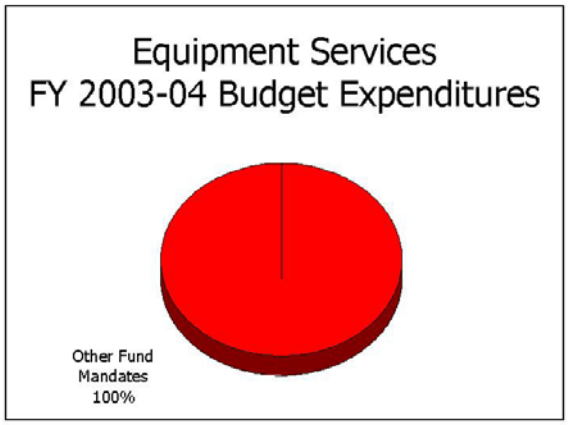
Total Department Expenditures		Internal Service		Total
FY 1999-00 Actuals	$	8,434,021	$	8,434,021
FY 2000-01 Actuals	$	9,451,951	$	9,451,951
FY 2001-02 Actuals	$	9,030,607	$	9,030,607
FY 2002-03 Actuals	$	9,683,882	$	9,683,882
FY 2003-04 Adopted Budget	$	8,171,022	$	8,171,022

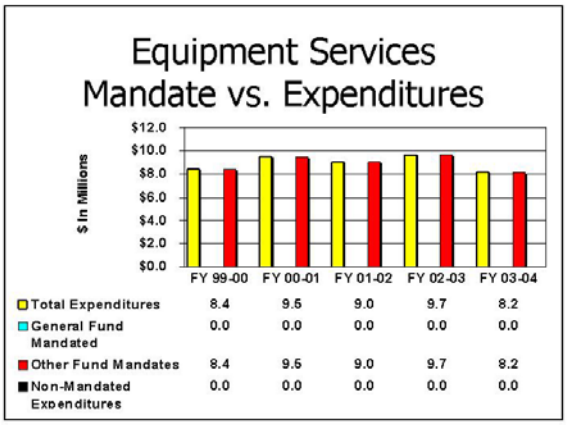
Total Mandated Expenditures		Internal Service		Total
FY 1999-00 Actuals	$	45,900	$	45,900
FY 2000-01 Actuals	$	630,158	$	630,158
FY 2001-02 Actuals	$	112,485	$	112,485
FY 2002-03 Actuals	$	67,440	$	67,440
FY 2003-04 Adopted Budget	$	98,720	$	98,720

Total Administrative Mandates		Internal Service		Total
FY 1999-00 Actuals	$	8,388,121	$	8,388,121
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 Adopted Budget	$	8,072,302	$	8,072,302

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		Internal Service		Total
FY 1999-00 Actuals	$	45,900	$	45,900
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 Adopted Budget	$	98,720	$	98,720

Equipment Services (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

740 EQUIPMENT SERVICES

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
INTERNAL SERVICE	$ 2,616,756	$ 5,467,714	$ 86,552	$ 8,171,022	$ 8,331,591
ALL FUNDS	$ 2,616,756	$ 5,467,714	$ 86,552	$ 8,171,022	$ 8,331,591

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
740 EQUIPMENT SERVICES
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	$ 13,800	$ -	$ -	$ -	$ -	$ -	$ -	
620 OTHER INTERGOVERNMENTAL	-	-	-	-	-	515,906	515,906	
636 INTERNAL SERVICE CHARGES	8,126,045	8,697,619	8,697,619	8,755,959	8,697,619	7,815,685	(881,934)	-10%
645 INTEREST EARNINGS	-	-	-	(13,893)	-	-	-	
650 MISCELLANEOUS REVENUE	546,108	502,381	502,381	352,636	502,381	-	(502,381)	-100%
651 GAIN ON FIXED ASSETS	15,155	-	-	-	-	-	-	
652 PROCEEDS OF FINANCING	-	-	-	52,062	-	-	-	
Total Revenue	$ 8,701,108	$ 9,200,000	$ 9,200,000	$ 9,146,764	$ 9,200,000	$ 8,331,591	$ (868,409)	-9%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 2,032,966	$ 2,147,899	$ 2,128,746	$ 2,012,407	$ 2,139,771	$ 1,831,992	$ 296,754	14%
705 TEMPORARY PAY	16,806	22,580	26,580	27,963	26,580	26,580	-	0%
710 OVERTIME	49,927	105,000	120,148	85,528	80,000	80,000	40,148	33%
750 FRINGE BENEFITS	498,201	586,660	586,666	562,303	707,882	630,402	(43,736)	-7%
790 OTHER PERSONNEL SERVICES	6,547	-	-	3,437	-	-	-	
796 PERSONNEL SERVICES ALLOC IN	15,900	60,978	60,978	26,183	46,300	47,782	13,196	22%
Subtotal	$ 2,620,347	$ 2,923,117	$ 2,923,118	$ 2,717,821	$ 3,000,533	$ 2,616,756	$ 306,362	10%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 4,379,481	$ 3,982,965	$ 3,982,967	$ 4,049,674	$ 4,161,548	$ 4,159,868	$ (176,901)	-4%
803 FUEL	6,257	49,010	49,010	37,954	10,000	10,000	39,010	80%
804 NON-CAPITAL EQUIPMENT	18,200	40,700	40,700	38,655	43,000	10,000	30,700	75%
811 HEALTH CARE SERVICES	830	-	-	-	-	-	-	
812 OTHER SERVICES	126,452	109,535	109,535	143,919	126,549	125,067	(15,532)	-14%
820 RENT & OPERATING LEASES	6,807	20,000	20,000	36,539	67,288	67,288	(47,288)	-236%
825 REPAIRS AND MAINTENANCE	942,777	925,659	925,656	907,785	610,488	380,505	545,151	59%
839 INTERNAL SERVICE CHARGES	145,527	156,833	156,833	155,797	111,694	119,645	37,188	24%
842 TRAVEL & EDUCATION	17,097	23,000	23,000	25,094	21,656	20,736	2,264	10%
843 POSTAGE/FREIGHT/SHIPPING	891	1,200	1,200	3,171	7,500	4,500	(3,300)	-275%
850 UTILITIES	81,403	95,000	95,000	86,374	88,000	88,000	7,000	7%
880 TRANSFERS OUT	667,740	491,717	491,717	491,717	482,105	482,105	9,612	2%
Subtotal	$ 6,393,462	$ 5,895,619	$ 5,895,618	$ 5,976,679	$ 5,729,828	$ 5,467,714	$ 427,904	7%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	$ -	$ 30,000	$ 30,000	$ 22,500	$ 30,000	$ 18,000	$ 12,000	40%
920 CAPITAL EQUIPMENT	-	15,500	15,500	11,624	15,000	15,000	500	3%
930 VEHICLES & CONSTRUCTION EQUIP	28,842	27,104	27,104	20,326	273,600	23,600	3,504	13%
950 DEBT SERVICE	58,922	31,706	31,706	26,620	29,952	29,952	1,754	6%
Subtotal	$ 87,764	$ 104,310	$ 104,310	$ 81,070	$ 348,552	$ 86,552	$ 17,758	17%
Total Expenditures	$ 9,101,573	$ 8,923,046	$ 8,923,046	$ 8,775,570	$ 9,078,913	$ 8,171,022	$ 752,024	8%
Operating Balance (Rev. - Exp.)	$ (400,465)	$ 276,954	$ 276,954	$ 371,194	$ 121,087	$ 160,569	$ (116,385)	-42%

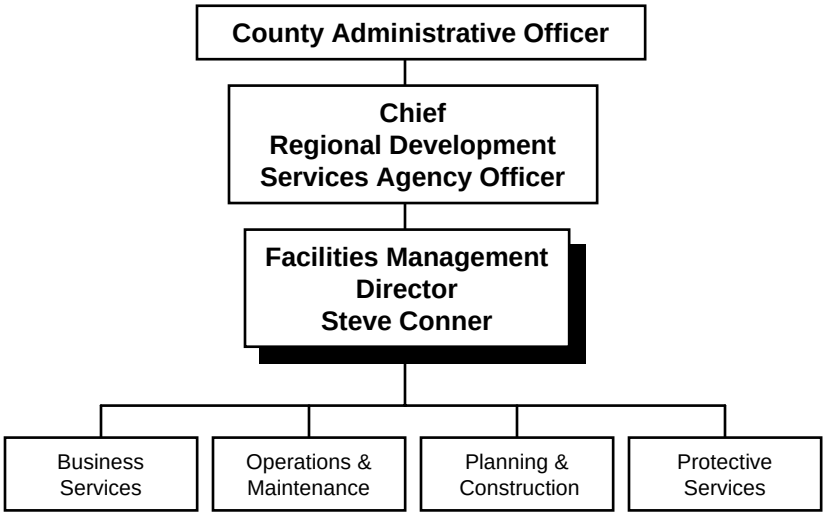
Equipment Services (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 740 EQUIPMENT SERVICES	
Market Range Title	**FTE**
ACCOUNTING CLERK	1.0
ADMINISTRATOR	1.0
ADMIN/OFFICE SUPPORT	2.0
DIRECTOR	1.0
EXECUTIVE ASSISTANT	1.0
GENERAL LABORER	2.0
MATERIALS HANDLING SPEC	3.0
MECHANIC	33.0
PROGRAM COORDINATOR	1.0
PUBLIC SVC REPRESENTATIVE	3.0
PUBLIC SVC SUPERVISOR	1.0
PURCHASING SUPERVISOR	2.0
TECH SUPPORT SPECIALIST	1.0
TRADES SUPERVISOR	2.0
Total	**54.0**

Facilities Management

Organizational Chart



Mission

The mission of the Facilities Management Department 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 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.
- Develop procedures by the end of fiscal year 2003, in conjunction with the Capital Facilities Development Department to identify project roles, responsibilities, and improve coordination efforts during the design, construction for the subsequent operation of new facilities.
- Develop a Building Inventory System that reports existing condition, replacement cost, remaining useful life, code deficiencies, deferred maintenance, accounts for current and planned projects, indicates what investment is required to maintain or improve current condition and prioritizes Building System projects by end of Fiscal Year 2005.
- Develop a County Master Plan addressing needs, growth and incorporating all County departments master plans in conjunction with the Building Inventory System to develop a strategic and comprehensive Capital Improvement Plan by end of Fiscal Year 2005.

Issues

- Construction prices and labor availability will vary each year that could impact the ability to meet schedules and remain within budget without comprising the original scope.

Facilities Management (Continued)

- The Board of Supervisors and County Executive Management will be supportive of an integrated Building Inventory System and Capital Improvement Plan maximizing the County's continued investment in its building assets to avoid further deterioration.
- Utility cost and consumption are increasing rapidly and will have an adverse effect on the Facility Management Department operating budget if not adequately funded.
- An increase in environmental and regulatory demands will cause County facilities and real estate parcels to become non-compliant
- As new County facilities comprising 2 million square feet are completed and added to the Building System Inventory adequate personnel and funding must be secured to operate and maintain the facilities thus protecting the new County asset and preventing deterioration.
- Continued high levels crime and threats to employee safety will have a detrimental impact in maintaining safe and secure work environments for County personnel.
- Because pay and benefits are less than those of other facility and security related organizations, the department will experience difficulty in recruiting and retaining a qualified workforce that adversely impacts the ability to maintain and secure new facilities and increase costs associated with training and outsourcing activities.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
FACILITIES MANAGEMENT
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
BUILDING CONSTRUCTION & RENOV	$ 866,598	$ 431,216	$ -	$ 1,297,814	$ -
BLDG OPERATIONS & MAINTENANCE	$ 4,457,828	$ 16,256,870	$ -	$ 20,714,698	$ -
PLANNING	$ 162,149	$ 59,907	$ -	$ 222,056	$ -
PROTECTIVE SERVICES	$ 2,150,190	$ 70,566	$ -	$ 2,220,756	$ -
ADMINISTRATIVE SERVICES PROG	$ 829,965	$ 423,163	$ -	$ 1,253,128	$ 78,000
INFORMATION TECHNOLOGY PROGRAM	$ 230,760	$ 104,319	$ 11,323	$ 346,402	$ -
TOTAL	$ 8,697,490	$ 17,346,041	$ 11,323	$ 26,054,854	$ 78,000

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 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent of utility consumption reduced	1	2.3	-4.7	1
Percent of maintenance work orders completed	N/A	N/A	98	96

Facilities Management (Continued)

Program Name: BUILDING RENOVATION AND MINOR CONSTRUCTION

Program Purpose: The purpose of the Building Renovation and Minor Construction Program is to provide efficient County facilities to appointed and elected departments so that they can accomplish their missions in a cost-efficient and productive environment.

Key Results:	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of designs delivered within or less than the project design budget	N/A	N/A	100	100
Percent of major maintenance work completed on time and on budget	N/A	N/A	90	100

Program Name: PLANNING

Program Purpose: The purpose of the Planning program is to provide facility planning services to appointed and elected departments so that County properties are utilized to their maximum potential.

Key Results:	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of master plan projects delivered	N/A	N/A	100	100
Percent of space plans delivered	N/A	N/A	100	100

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 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.	1	5	6	6

Facilities Management (Continued)

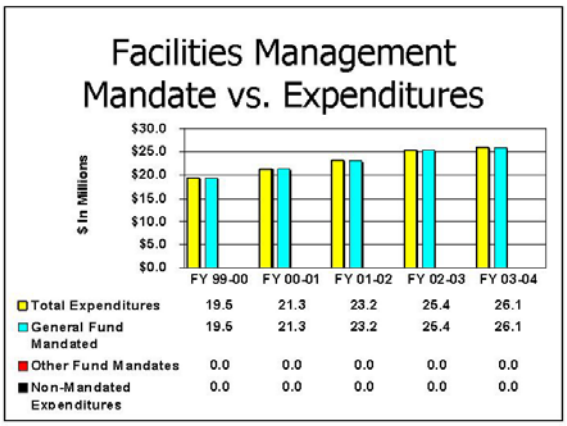
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 19,461,633	$ 19,461,633
FY 2000-01 Actuals	$ 21,326,680	$ 21,326,680
FY 2001-02 Actuals	$ 23,242,525	$ 23,242,525
FY 2002-03 Actuals	$ 25,445,013	$ 25,445,013
FY 2003-04 Adopted Budget	$ 26,054,852	$ 26,054,852

Total Mandated Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 567,086	$ 567,086
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 Adopted Budget	$ 242,910	$ 242,910

Total Administrative Mandates	General Fund	Total
FY 1999-00 Actuals	$ 18,894,547	$ 18,894,547
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 Adopted Budget	$ 25,811,942	$ 25,811,942

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service or eliminations.



Facilities Management (Continued)

Mandate Information

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	Total
FY 1999-00 Actuals	$ 567,086	$ 567,086
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 Adopted Budget	$ 242,910	$ 242,910

Facilities Management (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

700 FACILITIES MANAGEMENT

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 8,697,488	$ 17,346,041	$ 11,323	$ 26,054,852	$ 78,000
ALL FUNDS	$ 8,697,488	$ 17,346,041	$ 11,323	$ 26,054,852	$ 78,000

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
700 FACILITIES MANAGEMENT
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
650 MISCELLANEOUS REVENUE	$ 912,974	$ 78,000	$ 78,000	$ 136,246	$ 78,000	$ 78,000	$ -	0%
Total Revenue	$ 912,974	$ 78,000	$ 78,000	$ 136,246	$ 78,000	$ 78,000	$ -	0%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 7,040,781	$ 7,565,046	$ 7,689,533	$ 7,213,262	$ 7,608,297	$ 7,496,549	$ 192,984	3%
705 TEMPORARY PAY	65,094	2,346	48,758	57,027	15,142	15,142	33,616	69%
710 OVERTIME	190,148	155,970	162,980	263,722	162,714	139,442	23,538	14%
750 FRINGE BENEFITS	1,812,960	2,094,858	2,126,828	2,110,035	1,964,692	1,937,595	189,233	9%
790 OTHER PERSONNEL SERVICES	204,302	388,968	201,939	213,132	437,707	196,772	5,167	3%
795 PERSONNEL SERVICES ALLOC OUT	(1,030,608)	(1,207,777)	(1,219,768)	(1,129,049)	(1,142,710)	(1,093,451)	(126,317)	-10%
796 PERSONNEL SERVICES ALLOC IN	(11,222)	-	-	(334)	-	5,439	(5,439)	
Subtotal	$ 8,271,455	$ 8,999,411	$ 9,010,270	$ 8,727,795	$ 9,045,842	$ 8,697,488	$ 312,782	3%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 1,704,946	$ 1,528,821	$ 1,570,481	$ 1,463,444	$ 1,813,434	$ 1,661,081	$ (90,600)	-6%
802 MEDICAL SUPPLIES	1	3,200	1,625	954	3,200	479	1,146	71%
803 FUEL	41,990	52,402	52,434	42,143	52,113	52,113	321	1%
804 NON-CAPITAL EQUIPMENT	48,632	20,600	30,846	39,655	-	-	30,846	100%
810 LEGAL SERVICES	-	-	-	447	-	-	-	
811 HEALTH CARE SERVICES	2,472	-	6,600	5,055	7,100	3,763	2,837	43%
812 OTHER SERVICES	157,787	74,250	237,457	221,745	87,628	87,628	149,829	63%
820 RENT & OPERATING LEASES	251,303	267,200	265,769	261,492	31,769	31,769	234,000	88%
825 REPAIRS AND MAINTENANCE	3,922,211	4,987,492	4,698,766	4,498,434	4,919,006	3,969,087	729,679	16%
830 INTERGOVERNMENTAL PAYMENTS	1	-	-	-	-	-	-	
839 INTERNAL SERVICE CHARGES	50,160	50,927	69,747	63,603	68,332	68,332	1,415	2%
842 TRAVEL & EDUCATION	47,347	35,500	35,003	27,704	34,400	28,579	6,424	18%
843 POSTAGE/FREIGHT/SHIPPING	356,087	342,940	362,400	342,752	361,900	343,900	18,500	5%
845 SUPPORT AND CARE OF PERSONS	510	-	-	-	-	-	-	
850 UTILITIES	8,083,843	9,119,771	9,634,610	8,827,038	11,174,310	11,099,310	(1,464,700)	-15%
Subtotal	$ 14,667,290	$ 16,483,103	$ 16,965,738	$ 15,794,466	$ 18,553,192	$ 17,346,041	$ (380,303)	-2%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	$ 34	$ -	$ -	$ -	$ -	$ -	$ -	
920 CAPITAL EQUIPMENT	23,329	29,000	19,500	-	-	-	19,500	100%
930 VEHICLES & CONSTRUCTION EQUIP	27,379	120,000	120,000	226,048	120,000	-	120,000	100%
950 DEBT SERVICE	1,645	495,317	11,323	9,155	11,323	11,323	-	0%
Subtotal	$ 52,387	$ 644,317	$ 150,823	$ 235,203	$ 131,323	$ 11,323	$ 139,500	92%
Total Expenditures	$ 22,991,132	$ 26,126,831	$ 26,126,831	$ 24,757,464	$ 27,730,357	$ 26,054,852	$ 71,979	0%
Operating Balance (Rev. - Exp.)	$ (22,078,158)	$ (26,048,831)	$ (26,048,831)	$ (24,621,218)	$ (27,652,357)	$ (25,976,852)	$ 71,979	0%

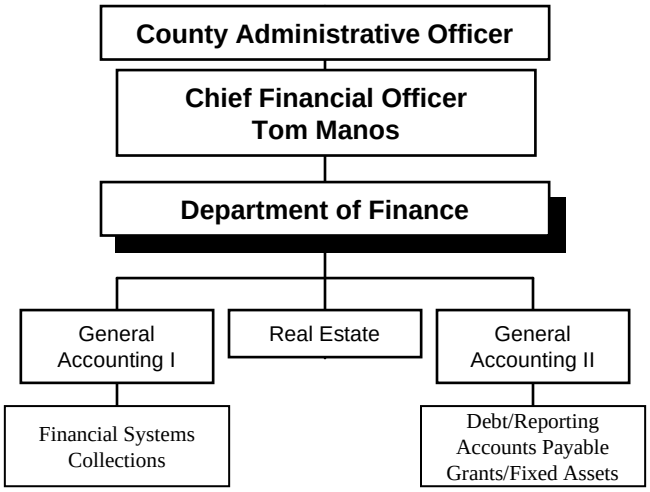
Facilities Management (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 700 FACILITIES MANAGEMENT	
Market Range Title	**FTE**
ACCOUNTANT	1.0
ACCOUNTING CLERK	3.0
ADMINISTRATIVE SPECIALIST	12.0
ADMIN/OFFICE SUPPORT	5.0
ADMIN/OPERATIONS SUPV	1.0
ARCHITECT	3.0
CHIEF OFFICER	1.0
CONTRACT ADMIN SUPERVISOR	1.0
CONTRACT ADMINISTRATOR	2.0
DEVELOPER/PRGRMR ANALYST	1.0
DIRECTOR	1.0
DISPATCHER	2.0
ELECTRONIC TECHNICIAN	3.0
ENGINEER	14.0
ENGINEERING AIDE	10.0
ENGINEERING MANAGER	1.0
EXECUTIVE ASSISTANT	1.0
FACILITIES SVCS OFCR SUPV	3.0
FACILITIES SVCS OFFICER	64.0
FINANCIAL MANAGER	1.0
FINANCIAL SUPERVISOR	2.0
GENERAL LABORER	24.0
GENERAL MAINTENANCE TECH	16.0
HR GENERALIST	1.0
HR SPECIALIST	1.0
OPERATIONS MANAGER	3.0
PC SPECIALIST	1.0
PLANNER	3.0
PRGRM COORDINATION SPEC	1.0
TECHNOLOGY ANALYST	1.0
TELECOMMUNICATNS ANALYST	1.0
TRADES SPECIALIST	46.0
TRADES SUPERVISOR	7.0
Total	**237.0**

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

- We will develop procedures and implement processes including new financial reporting standards that support Managing For Results to proactively address the demand for government accountability by June, 2004.
- We will obtain a satisfaction rating of 5.5 or above for all management practices within our department as measured annually by the employee satisfaction survey by February, 2005
- We will improve our customers ability to manage results through enhancement and full utilization of our existing financial system, which will provide customized real time information by July, 2004.
- We will develop and implement new strategies to enhance all collection activities, through the creation of a gain-sharing program within Finance and a review of potential opportunities to centralize collections Countywide, by June 2006.
- By July 2005, we will research and identify under-performing income leases that are associated with non-critical real estate assets and recommend and implement alternative uses to enhance real estate generated revenue.

Issues

- The demand for increased governmental accountability impacts the reporting of financial and operational results.

Finance (Continued)

- Increased demand for governmental services (internal and external) through technology results in a need for our department to provide services that meet customer expectations.
- Limited cash resources and expenditure limitation constraints will impact the management of a comprehensive capital financing plan.
- Limited funding for municipal and non-profit organizations will increase the demand for use of non-critical county real estate assets.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
FINANCE
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
FINANCIAL REPORTING	$ 542,874	$ 204,022	$ -	$ 746,896	$ -
FINANCIAL SERVICES	$ 1,416,304	$ 98,052	$ 6,000	$ 1,520,356	$ -
REAL ESTATE	$ 280,691	$ 3,482	$ -	$ 284,173	$ -
ADMINISTRATIVE SERVICES PROG	$ (191,212)	$ -	$ -	$ (191,212)	$ -
UNALLOCATED/INDIRECT	$ -	$ -	$ -	$ -	$ 10,371,396
TOTAL	$ 2,048,657	$ 305,556	$ 6,000	$ 2,360,213	$ 10,371,396

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 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent of customers who indicate our reports facilitate informed decision-making.	N/A	N/A	93	95
Percent of customers satisfied with the Advantage financial information provided on Report.Web.	N/A	85	95	100
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.	N/A	85	96	100

Finance (Continued)

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 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent of payments processed within the established turnaround time.	80	88.75	95	95
Percent of customers satisfied with the debt related services.	N/A	44	96	95
Percent of customers satisfied regarding the processing of various non-payment transactions.	N/A	88	100	95
Percent of new accounts processed.	100	100	100	100
Percent of accounts that are active and paying	N/A	N/A	53	50
Percent of total active accounts sent to private collection agency.	N/A	N/A	82	85

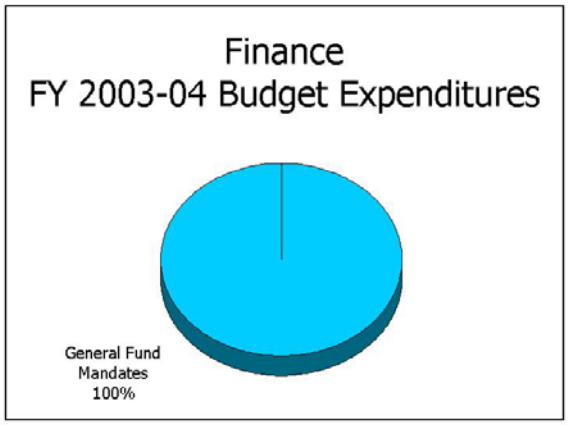
Mandate Consolidated Financial Data

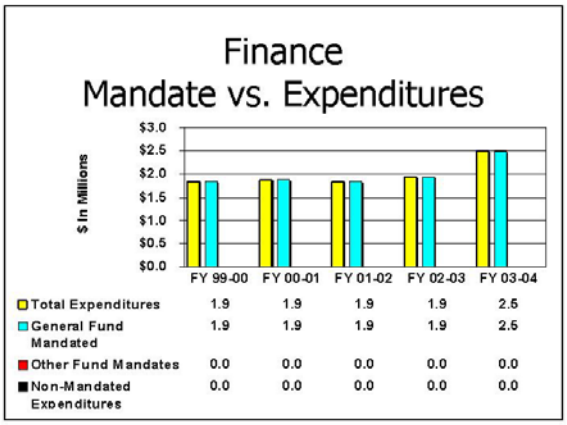
Total Department Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 1,857,842	$ 1,857,842
FY 2000-01 Actuals	$ 1,881,276	$ 1,881,276
FY 2001-02 Actuals	$ 1,859,183	$ 1,859,183
FY 2002-03 Actuals	$ 1,940,507	$ 1,940,507
FY 2003-04 Adopted Budget	$ 2,492,291	$ 2,492,291

Total Administrative Mandates	General Fund	Total
FY 1999-00 Actuals	$ 1,857,842	$ 1,857,842
FY 2000-01 Actuals	$ 1,881,276	$ 1,881,276
FY 2001-02 Actuals	$ 1,859,183	$ 1,859,183
FY 2002-03 Actuals	$ 1,940,507	$ 1,940,507
FY 2003-04 Adopted Budget	$ 2,492,291	$ 2,492,291

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 © 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 © Issuance of the Expenditure Limitations Report; IRS Guidelines - Reporting requirements for Form 1099; 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.

Finance (Continued)

MANDATE DESCRIPTION

The Finance Department shall maintain the County's public records in the most efficient and cost effective manner; The Finance Department shall prepare the Comprehensive Annual Financial Report (CAFR) and Expenditure Limitation Reports; The Finance Department shall monitor all real estate services to include sales and leases of County Real Estate; The Finance Department shall report annual Form 1099 information to the IRS; The Finance Department shall set the tax rates for the County, cities, schools and special districts

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

180 FINANCE

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 2,050,960	$ 303,253	$ 6,000	$ 2,360,213	$ 10,371,396
ALL FUNDS	$ 2,050,960	$ 303,253	$ 6,000	$ 2,360,213	$ 10,371,396

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
180 FINANCE
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
620 OTHER INTERGOVERNMENTAL	-	-	-	-	-	88,136	88,136	
650 MISCELLANEOUS REVENUE	1,081,064	1,081,054	1,081,054	1,081,054	-	955,940	(125,114)	-12%
680 TRANSFERS IN	8,568,448	7,866,687	7,866,687	7,866,687	10,503,603	9,327,320	1,460,633	19%
Total Revenue	$ 9,649,512	$ 8,947,741	$ 8,947,741	$ 8,947,741	$ 10,503,603	$ 10,371,396	$ 1,423,655	16%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,810,146	$ 1,960,972	$ 1,955,326	$ 1,857,783	$ 1,909,005	$ 1,691,150	$ 264,176	14%
705 TEMPORARY PAY	38,330	38,938	37,964	40,452	98,807	98,807	(60,843)	-160%
710 OVERTIME	2,213	6,401	5,825	2,910	-	-	5,825	100%
750 FRINGE BENEFITS	395,942	412,889	420,086	404,287	447,194	447,194	(27,108)	-6%
790 OTHER PERSONNEL SERVICES	4,298	2,815	2,814	2,815	-	-	2,814	100%
795 PERSONNEL SERVICES ALLOC OUT	(74,819)	(197,320)	(197,320)	(184,321)	(186,191)	(186,191)	(11,129)	-6%
796 PERSONNEL SERVICES ALLOC IN	-	41,125	41,125	30,841	-	-	41,125	100%
Subtotal	$ 2,176,110	$ 2,265,820	$ 2,265,820	$ 2,154,767	$ 2,268,815	$ 2,050,960	$ 214,860	9%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 19,860	$ 20,078	$ 20,078	$ 21,869	$ 25,813	$ 15,813	$ 4,265	21%
802 MEDICAL SUPPLIES	8	-	-	-	-	-	-	
803 FUEL	-	-	-	-	500	500	(500)	
804 NON-CAPITAL EQUIPMENT	-	2,000	2,000	1,084	-	-	2,000	100%
810 LEGAL SERVICES	9	-	-	162	600	600	(600)	
812 OTHER SERVICES	129,025	145,455	145,455	121,304	182,346	218,758	(73,303)	-50%
820 RENT & OPERATING LEASES	-	14,500	14,500	10,872	13,200	13,200	1,300	9%
825 REPAIRS AND MAINTENANCE	7,060	6,854	6,854	8,050	7,200	7,200	(346)	-5%
839 INTERNAL SERVICE CHARGES	6,817	19,842	19,842	9,519	6,873	6,873	12,969	65%
842 TRAVEL & EDUCATION	23,911	20,200	20,200	12,567	6,885	3,749	16,451	81%
843 POSTAGE/FREIGHT/SHIPPING	28,843	31,700	31,700	61,288	37,560	36,560	(4,860)	-15%
850 UTILITIES	(326)	-	-	19	-	-	-	
890 LOSS ON FIXED ASSETS	-	-	-	814	-	-	-	
Subtotal	$ 215,207	$ 260,629	$ 260,629	$ 247,548	$ 280,977	$ 303,253	$ (42,624)	-16%
CAPITAL OUTLAY								
950 DEBT SERVICE	$ 3,285	$ 5,957	$ 5,957	$ 5,981	$ 6,000	$ 6,000	$ (43)	-1%
Subtotal	$ 3,285	$ 5,957	$ 5,957	$ 5,981	$ 6,000	$ 6,000	$ (43)	-1%
Total Expenditures	$ 2,394,602	$ 2,532,406	$ 2,532,406	$ 2,408,296	$ 2,555,792	$ 2,360,213	$ 172,193	7%
Operating Balance (Rev. - Exp.)	$ 7,254,910	$ 6,415,335	$ 6,415,335	$ 6,539,445	$ 7,947,811	$ 8,011,183	$ 1,595,848	25%

Finance (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 180 FINANCE	
Market Range Title	**FTE**
ACCOUNTING CLERK	9.0
ADMINISTRATIVE SPECIALIST	5.0
ADMINISTRATOR	0.5
ADMIN/OFFICE SUPPORT	6.0
ADMIN/OPERATIONS SUPV	1.0
CHIEF OFFICER	1.0
DATABASE ADMIN/ANALYST	1.0
DEPUTY DIRECTOR	2.0
FINANCIAL SUPERVISOR	4.0
FINAN/BUSINESS ANALYST	12.0
MANAGEMENT ANALYST	3.0
UNDETERMINED	3.0
Total	**47.5**

General Government

Mandate Consolidated Financial Data

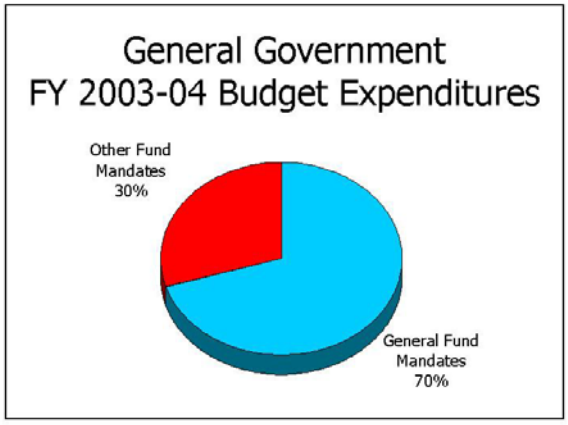
Total Department Expenditures	General Fund	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 195,550,350	$ 112,142,944	$ 8,471,146	$ 316,164,440
FY 2000-01 Actuals	$ 237,254,651	$ 110,528,803	$ 77,976,362	$ 425,759,816
FY 2001-02 Actuals	$ 128,461,664	$ 110,540,249	$ 27,290,093	$ 266,292,006
FY 2002-03 Actuals	$ 158,948,267	$ 21,677,255	$ 14,376,283	$ 195,001,805
FY 2003-04 Adopted Budget	$ 230,972,737	$ 31,224,230	$ 66,780,896	$ 328,977,863

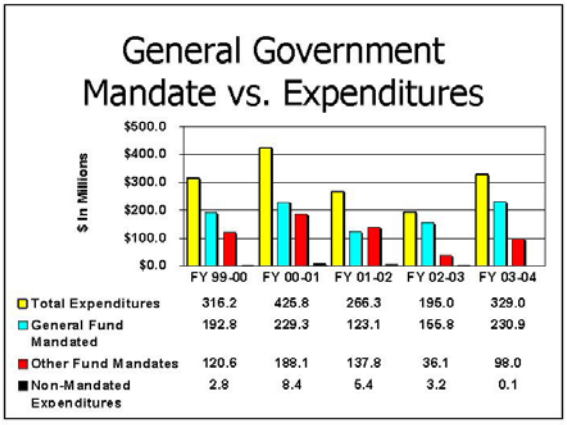
Total Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 175,506,839	$ -	$ -	$ 175,506,839
FY 2000-01 Actuals	$ 135,372,021	$ -	$ -	$ 135,372,021
FY 2001-02 Actuals	$ 123,079,120	$ 110,540,249	$ 27,290,093	$ 260,909,462
FY 2002-03 Actuals	$ 136,713,545	$ 21,525,193	$ 14,376,283	$ 172,615,021
FY 2003-04 Adopted Budget	$ 159,857,211	$ 31,072,167	$ 66,780,896	$ 257,710,274

Total Administrative Mandates	General Fund	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 17,246,820	$ 112,142,944	$ 8,471,146	$ 137,860,910
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 Adopted Budget*	$ 71,015,526	$ 152,063	$ -	$ 71,167,589

Total Non-Mandated Expenditures	General Fund	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 2,796,691	$ -	$ -	$ 2,796,691
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 Adopted Budget	$ 100,000	$ -	$ -	$ 100,000

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 2003-04 ADOPTED

470 GENERAL GOVERNMENT

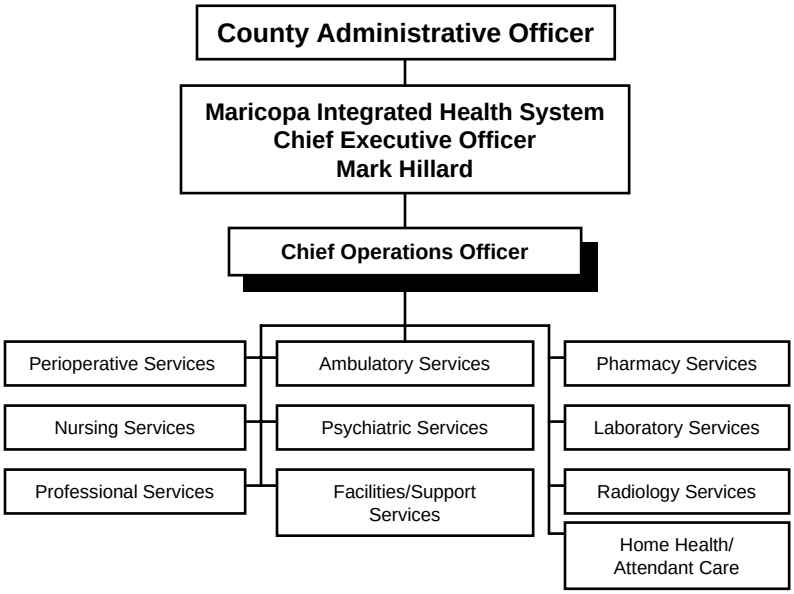
Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 27,028,148	$ 184,763,392	$ 19,181,197	$ 230,972,737	$ 782,315,420
SPECIAL REVENUE	2,990,168	28,135,434	4,102,100	35,227,702	226,011,238
DEBT SERVICE	-	-	29,892,079	29,892,079	25,845,073
CAPITAL PROJECTS	-	-	66,780,896	66,780,896	8,541,680
ALL FUNDS	$ 30,018,316	$ 212,898,826	$ 119,956,272	$ 362,873,414	$ 1,042,713,411

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
470 GENERAL GOVERNMENT
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
601 PROPERTY TAXES	$ 269,603,741	$ 297,515,250	$ 297,515,250	$ 294,665,109	$ 330,104,970	$ 330,104,970	$ 32,589,720	11%
605 TAX PENALTIES & INTEREST	9,831,777	8,000,000	8,000,000	11,290,038	8,000,000	8,000,000	-	0%
606 SALES TAXES	98,177,716	101,691,796	101,691,796	98,517,288	100,839,314	100,839,314	(852,482)	-1%
610 LICENSES AND PERMITS	363,556	375,000	375,000	109,509	375,000	375,000	-	0%
615 GRANTS	8,700,138	17,766,301	17,766,301	17,766,301	-	-	(17,766,301)	-100%
620 OTHER INTERGOVERNMENTAL	249,773	249,772	249,772	533,505	249,772	249,772	-	0%
621 PAYMENTS IN LIEU OF TAXES	9,135,589	7,288,990	7,288,990	6,613,903	7,285,857	7,285,857	(3,133)	0%
625 STATE SHARED SALES TAX	325,728,202	335,423,506	330,132,558	330,594,444	335,557,376	335,557,376	5,424,818	2%
630 STATE SHARED VEHICLE LICENSE	99,372,045	101,980,938	101,980,938	104,215,979	109,031,008	109,031,008	7,050,070	7%
635 OTHER CHARGES FOR SERVICES	3,001,852	2,149,933	2,149,933	2,912,358	2,065,000	2,065,000	(84,933)	-4%
637 FINES & FORFEITS	37,900	-	-	9,000	-	-	-	
645 INTEREST EARNINGS	24,389,431	19,416,188	19,416,188	17,550,539	15,678,002	15,678,002	(3,738,186)	-19%
650 MISCELLANEOUS REVENUE	1,252,659	10,596,068	10,162,570	10,322,386	4,230,000	4,230,000	(5,932,570)	-58%
651 GAIN ON FIXED ASSETS	-	50,000	50,000	-	50,000	50,000	-	0%
652 PROCEEDS OF FINANCING	20,487,500	-	-	-	-	-	-	
680 TRANSFERS IN	104,993,606	179,358,539	179,358,539	179,358,539	129,247,112	129,247,112	(50,111,427)	-28%
Total Revenue	$ 975,325,485	$ 1,081,862,281	$ 1,076,137,835	$ 1,074,458,898	$ 1,042,713,411	$ 1,042,713,411	$ (33,424,424)	-3%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ -	$ 70,553	$ 76,773	$ -	$ -	$ -	$ 76,773	100%
705 TEMPORARY PAY	1,251	-	-	-	-	-	-	
710 OVERTIME	3,572	-	-	-	408,571	408,571	(408,571)	
750 FRINGE BENEFITS	4,095	12,109	13,174	-	11,527,680	11,527,680	(11,514,506)	-87403%
790 OTHER PERSONNEL SERVICES	-	8,209,060	2,472,435	-	17,848,452	17,848,452	(15,376,017)	-622%
795 PERSONNEL SERVICES ALLOC OUT	(64,955)	-	-	-	-	-	-	
796 PERSONNEL SERVICES ALLOC IN	32,345	34,834	34,834	-	233,613	233,613	(198,779)	-571%
Subtotal	$ (23,692)	$ 8,326,556	$ 2,597,216	$ -	$ 30,018,316	$ 30,018,316	$ (27,421,100)	-1056%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 319,896	$ 50,000	$ 50,000	$ 2,731	$ 50,000	$ 50,000	$ -	0%
804 NON-CAPITAL EQUIPMENT	65,286	-	-	11,173	-	-	-	
810 LEGAL SERVICES	2,141,084	3,300,000	3,400,000	2,862,650	3,300,000	3,300,000	100,000	3%
812 OTHER SERVICES	2,881,072	38,353,977	35,176,829	3,548,037	56,231,796	62,583,791	(27,406,962)	-78%
820 RENT & OPERATING LEASES	969,903	12,780	164,843	164,141	164,843	164,843	-	0%
825 REPAIRS AND MAINTENANCE	4,940,804	200,000	200,000	2,784,970	-	-	200,000	100%
830 INTERGOVERNMENTAL PAYMENTS	1,817,108	4,145,554	4,186,779	2,959,910	36,930,509	8,471,780	(4,285,001)	-102%
839 INTERNAL SERVICE CHARGES	5,022,063	14,856,873	15,294,826	15,542,493	15,361,488	15,361,488	(66,662)	0%
842 TRAVEL & EDUCATION	890,514	1,500,000	1,500,000	1,502,439	1,500,000	1,500,000	-	0%
843 POSTAGE/FREIGHT/SHIPPING	202,045	450,000	450,000	300,000	200,000	200,000	250,000	56%
845 SUPPORT AND CARE OF PERSONS	196,123	498,392	498,392	400,000	400,000	400,000	98,392	20%
880 TRANSFERS OUT	188,162,973	138,633,225	138,633,225	138,633,225	120,866,924	120,866,924	17,766,301	13%
890 LOSS ON FIXED ASSETS	(15,773)	-	-	-	-	-	-	
Subtotal	$ 207,593,098	$ 202,000,801	$ 199,554,894	$ 168,711,769	$ 235,005,560	$ 212,898,826	$ (13,343,932)	-7%
CAPITAL OUTLAY								
910 LAND	$ 11,000	$ -	$ -	$ 460,530	$ -	$ -	$ -	
915 BUILDINGS AND IMPROVEMENTS	31,065,630	123,210,961	123,210,961	27,215,391	78,437,709	78,437,709	44,773,252	36%
920 CAPITAL EQUIPMENT	164,924	-	-	-	-	-	-	
930 VEHICLES & CONSTRUCTION EQUIP	3,258,573	3,691,649	3,691,649	3,322,515	3,322,484	3,322,484	369,165	10%
950 DEBT SERVICE	66,408,539	46,033,554	46,033,554	45,156,354	38,196,079	38,196,079	7,837,475	17%
Subtotal	$ 100,908,666	$ 172,936,164	$ 172,936,164	$ 76,154,790	$ 119,956,272	$ 119,956,272	$ 52,979,892	31%
Total Expenditures	$ 308,478,072	$ 383,263,521	$ 375,088,274	$ 244,866,559	$ 384,980,148	$ 362,873,414	$ 12,214,860	3%
Operating Balance (Rev. - Exp.)	$ 666,847,413	$ 698,598,760	$ 701,049,561	$ 829,592,339	$ 657,733,263	$ 679,839,997	$ (21,209,564)	-3%

Health Care Delivery System

Organizational Chart



Mission

The mission of Maricopa Integrated Health System (MIHS) is to provide quality, customer oriented health care services, medical education and research for patients and health plan members so they can improve their health status in a cost efficient manner.

Vision

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

Goals

- By June 2003, generate sufficient cash flow through revenue development and operational efficiencies to provide MIHS funding required to meet our customers' service needs and avoid subsidy by the County. Achieve a cash balance of $33 million as of June 30, 2003. Achieve improvement in AR days to 75 days or less per industry standards.
- By June 2003, attract and retain qualified employees through improvements in work place environment and maintaining competitive wages and benefits. Maintain an annual voluntary turnover rate less than that experienced by the Arizona Hospital and Health Care Association members. Achieve improvement in employee satisfaction survey results by 5 basis points.
- On an ongoing basis, assess governance options which will serve to support the financial viability of MIHS and offer recommendations to the Board of Supervisors to clarify the structure and role of the health system in meeting the community's health care needs.
- By July 2007, subject to availability of capital funding, implement MIHS master plan capital projects to ensure the provision of appropriate and adequate facilities to meet current and future customer health care needs.

Health Care Delivery System (Continued)

- By June 2005, improve MIHS customer service by providing customer-oriented accessibility, availability and continuity of care as measured by patient satisfaction survey results. Attain and sustain a composite score of 7.25 for each of the following four MIHS business components; Family Health Centers, Emergency Department, Comprehensive Health Center, and Maricopa Medical Center. Reduce Maricopa Health Plan disenrollment rate by 10%.
- On an ongoing basis, continue to secure accreditation/compliance from the Residency Review Committee (RRC), Joint Commission on Accreditation of Health care Organizations (JCAHO), and Centers for Medicare and Medicaid Services (CMS).
- On an ongoing basis, develop and implement strategies to enroll and retain health plan membership at a profitable margin to meet/exceed composite health plan earnings projections to support the provision of health care programs and services to MIHS customers.
- By June 2005, assess and identify opportunities to improve the financial performance of the delivery system through expense reduction, revenue enhancement, improved cash flow, product line analysis and enhancement of operational efficiency. Achieve a 10% improvement in operating margin by June 30, 2003.

Issues

- Failure to attract and retain qualified and skilled staff will lead to service reduction, higher costs, and customer dissatisfaction.
- Inadequate physical facilities across the health system are compromising our ability to meet the needs and expectations of our current patient, provider and employee base, and will severely limit our ability to attract and retain new patients, providers and employees.
- Changes in health care policy, rapidly rising costs, declining profitability, work force shortages and competitive marketplace forces necessitate reevaluation of our MIHS governance structure and role in providing health care to the community we serve.
- Availability and distribution of Information is becoming increasingly important given that more data is being gathered but not necessarily configured as information. Without configured information, the system will be unable to provide care at the lowest cost and greatest outcome.
- Loss of Graduate Medical Education accreditation would result in loss of faculty, increased cost of care, and reduction in funding, resulting in a negative impact on patient care.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
HEALTHCARE DELIVERY SYSTEM
TOTAL FUNDS

Program	Personnel Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
Adult Health	$ 37,224,565	$ 20,410,898	$ 242,652	$ 57,878,115	$ 138,038,285
Behavioral Health	$ 13,360,708	$ 1,497,078	$ 298,085	$ 15,155,871	$ 14,954,511
Children's Health	$ 9,446,380	$ 3,256,551	$ -	$ 12,702,931	$ 32,822,494
Healthcare Support	$ 74,592,611	$ 137,870,437	$ 12,384,595	$ 224,847,643	$ 112,049,740
Home Health	$ 16,100,392	$ 308,759	$ -	$ 16,409,151	$ 21,255,481
Medical Education	$ 9,949,137	$ 10,142,845	$ -	$ 20,091,982	$ 3,960,831
Women's Specialty Health	$ 11,141,546	$ 1,521,455	$ -	$ 12,663,001	$ 36,958,920
Total	$ 171,815,339	$ 175,008,023	$ 12,925,332	$ 359,748,694	$ 360,040,262

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent Adult Emergency Department expenses to revenue	N/A	23.98	32.05	35.36
Percent Adult inpatient expenses to revenue	N/A	47.89	37.81	37.46
Percent Adult outpatient expenses to revenue	N/A	92.21	67.43	57.21

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent Behavioral health inpatient expenses to revenue	N/A	41.06	34	35.19

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent Children's outpatient expense to revenue	N/A	65.99	69.61	39.98
Percent Children's emergency expenses to revenue	N/A	34.58	29.93	35.43
Percent Children's inpatient expenses to revenue	N/A	41.68	40.24	39.09

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 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent Clinical Support Services expenses to revenue	N/A	38.8	36.54	33.16

Program Name: HOME HEALTH

Program Purpose: The purpose of the Home Health Program is to provide medical services to patients so they can receive home based health care in a customer oriented and cost effective manner.

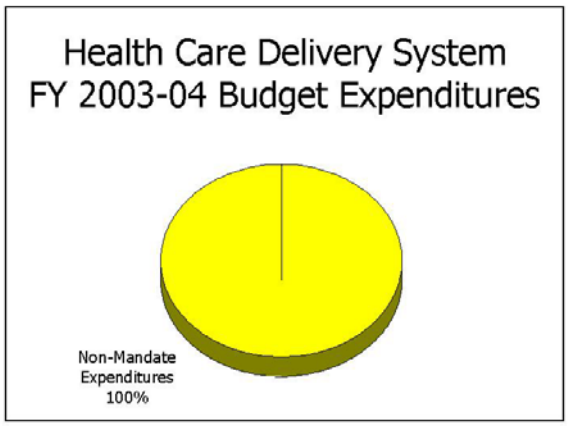
Key Results:	**FY 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent Home health expenses to revenue	N/A	93.11	87.81	88.76

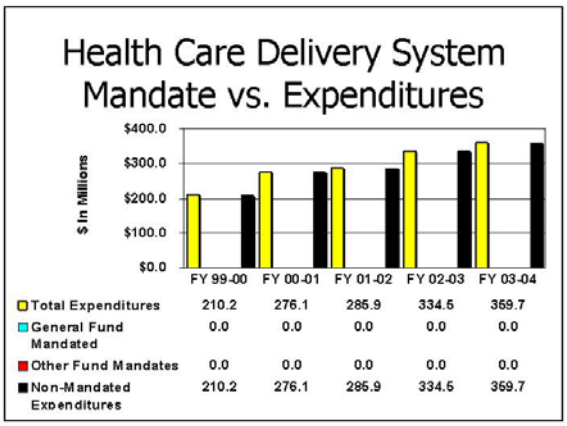
Mandate Consolidated Financial Data

Total Department Expenditures	Enterprise Funds	Total
FY 1999-00 Actuals	$ 210,226,940	$ 210,226,940
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 Adopted Budget	$ 359,748,694	$ 359,748,694

Total Non-Mandated Expenditures	Enterprise Funds	Total
FY 1999-00 Actuals	$ 210,226,940	$ 210,226,940
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 Adopted Budget	$ 359,748,694	$ 359,748,694

NOTE: Mandate financials do not include appropriated beginning fund balance or debt service.





Health Care Delivery System (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

900 HEALTH CARE DELIVERY SYSTEM

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ENTERPRISE	$ 171,815,339	$ 267,425,010	$ 12,925,332	$ 452,165,681	$ 452,457,249
ELIMINATIONS	-	(92,416,987)	-	(92,416,987)	(92,416,987)
ALL FUNDS	$ 171,815,339	$ 175,008,023	$ 12,925,332	$ 359,748,694	$ 360,040,262

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
900 HEALTH CARE DELIVERY SYSTEM
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	$ 3,978,333	$ 3,784,279	$ 3,784,279	$ 5,737,001	$ 4,525,488	$ 4,525,488	$ 741,209	20%
620 OTHER INTERGOVERNMENTAL	85,857,558	105,963,200	105,963,200	101,760,800	101,760,800	101,760,800	(4,202,400)	-4%
638 PATIENT SERVICE REVENUE	158,777,810	261,864,447	261,864,447	239,719,622	243,755,504	243,755,504	(18,108,943)	-7%
645 INTEREST EARNINGS	149,537	-	-	41,079	-	-	-	
650 MISCELLANEOUS REVENUE	1,568,721	2,412,026	2,412,026	2,296,360	2,143,123	2,143,123	(268,903)	-11%
680 TRANSFERS IN	24,396,734	15,196,062	15,196,062	15,196,062	8,874,663	7,855,347	(7,340,715)	-48%
Total Revenue	$ 274,728,693	$ 389,220,014	$ 389,220,014	$ 364,750,924	$ 361,059,578	$ 360,040,262	$ (29,179,752)	-7%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 86,429,846	$ 117,454,342	$ 117,454,342	$ 117,447,230	$ 120,371,450	$ 120,371,450	$ (2,917,108)	-2%
710 OVERTIME	6,664,445	6,941,142	6,941,142	9,691,480	9,687,509	9,687,509	(2,746,367)	-40%
750 FRINGE BENEFITS	17,923,218	25,595,575	25,595,575	25,371,414	31,643,614	31,643,614	(6,048,039)	-24%
790 OTHER PERSONNEL SERVICES	2,214,032	3,211,792	3,211,792	3,336,550	10,109,766	10,109,766	(6,897,974)	-215%
795 PERSONNEL SERVICES ALLOC OUT	-	(3,071,810)	(3,071,810)	-	-	-	(3,071,810)	-100%
796 PERSONNEL SERVICES ALLOC IN	961	-	-	-	-	3,000	(3,000)	
Subtotal	$ 113,232,502	$ 150,131,041	$ 150,131,041	$ 155,846,674	$ 171,812,339	$ 171,815,339	$ (21,684,298)	-14%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 4,626,707	$ 7,898,999	$ 7,898,999	$ 8,117,420	$ 5,626,819	$ 5,867,319	$ 2,031,680	26%
802 MEDICAL SUPPLIES	33,013,571	47,685,107	47,685,107	42,637,068	45,727,945	45,729,077	1,956,030	4%
803 FUEL	-	-	-	-	43,894	43,894	(43,894)	
804 NON-CAPITAL EQUIPMENT	-	144,260	144,260	144,260	714,025	1,302,218	(1,157,958)	-803%
810 LEGAL SERVICES	52,078	-	-	-	-	-	-	
811 HEALTH CARE SERVICES	7,014,865	71,074,191	71,074,191	34,668,907	30,262,844	30,262,844	40,811,347	57%
812 OTHER SERVICES	14,451,683	11,483,689	11,483,689	13,323,938	9,037,355	9,037,355	2,446,334	21%
820 RENT & OPERATING LEASES	1,871,441	2,194,705	2,194,705	2,501,153	2,284,985	2,284,985	(90,280)	-4%
825 REPAIRS AND MAINTENANCE	3,162,464	3,842,772	3,842,772	5,213,619	5,515,952	5,515,952	(1,673,180)	-44%
830 INTERGOVERNMENTAL PAYMENTS	19,178	16,867	16,867	37,390	37,390	37,390	(20,523)	-122%
839 INTERNAL SERVICE CHARGES	3,212,902	7,180,900	7,180,900	6,525,483	5,564,540	6,329,942	850,958	12%
842 TRAVEL & EDUCATION	474,789	607,127	607,127	491,949	637,109	637,109	(29,982)	-5%
843 POSTAGE/FREIGHT/SHIPPING	421,531	509,547	509,547	889,159	1,131,451	1,131,451	(621,904)	-122%
845 SUPPORT AND CARE OF PERSONS	508,269	(12,725,269)	(12,725,269)	(13,342,861)	(19,354,363)	(19,354,363)	6,629,094	52%
850 UTILITIES	3,609,160	5,207,025	5,207,025	4,305,674	4,334,361	4,334,361	872,664	17%
855 INTEREST EXPENSE	4,208,885	8,300,201	8,300,201	2,107,112	2,215,630	2,215,630	6,084,571	73%
865 DEPRECIATION	8,515,989	-	-	183,696	183,696	183,696	(183,696)	
880 TRANSFERS OUT	86,349,229	79,607,667	79,607,667	79,607,667	80,214,565	79,449,163	158,504	0%
Subtotal	$ 171,512,741	$ 233,027,788	$ 233,027,788	$ 187,411,634	$ 174,178,198	$ 175,008,023	$ 58,019,765	25%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	$ -	$ 3,994,200	$ 3,994,200	$ 2,665,484	$ 3,812,500	$ 3,615,000	$ 379,200	9%
920 CAPITAL EQUIPMENT	-	2,729,927	2,729,927	2,729,927	9,274,246	5,504,191	(2,774,264)	-102%
930 VEHICLES & CONSTRUCTION EQUIP	21,407	35,000	35,000	35,000	314	20,000	15,000	43%
950 DEBT SERVICE	1,087,629	-	-	5,604,271	1,982,127	3,786,141	(3,786,141)	
Subtotal	$ 1,109,036	$ 6,759,127	$ 6,759,127	$ 11,034,682	$ 15,069,187	$ 12,925,332	$ (6,166,205)	-91%
Total Expenditures	$ 285,854,279	$ 389,917,956	$ 389,917,956	$ 354,292,990	$ 361,059,724	$ 359,748,694	$ 30,169,262	8%
Operating Balance (Rev. - Exp.)	$ (11,125,586)	$ (697,942)	$ (697,942)	$ 10,457,934	$ (146)	$ 291,568	$ 989,510	142%

Health Care Delivery System (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
900 HEALTH CARE DELIVERY SYSTEM

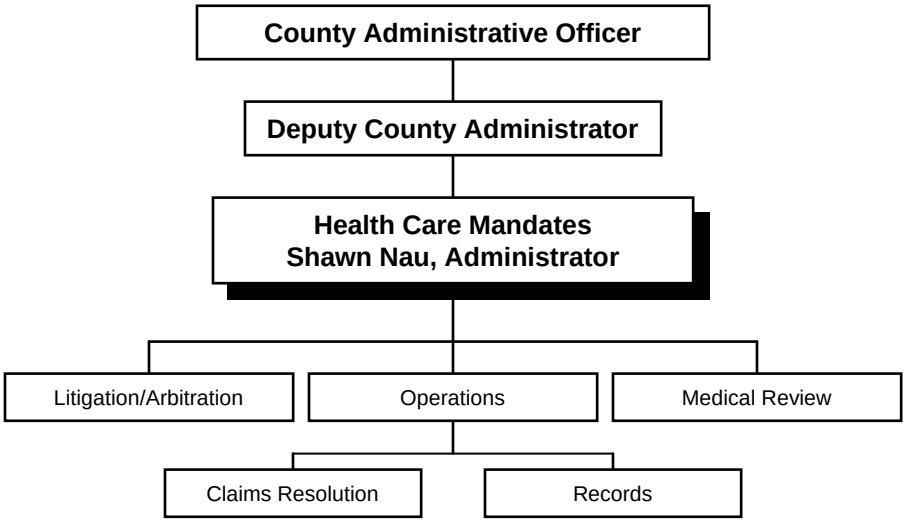
Market Range Title	FTE
ACCOUNTANT	1.0
ACCOUNTING CLERK	47.1
ADMIN & OPERATIONS MGR	5.8
ADMINISTRATIVE SPECIALIST	126.9
ADMIN/OFFICE SUPPORT	265.9
ADMIN/OFFICE SUPPORT SUPV	19.4
ADMIN/OPERATIONS SUPV	2.4
CHAPLAIN	1.0
	0.6
COMPUTER OPERATOR	3.2
CONTRACT ADMINISTRATOR	4.5
COOK	12.0
COUNSELING SUPERVISOR	0.8
DATABASE ADMIN/ANALYST	5.8
DENTAL ASSISTANT	21.5
DENTIST	11.2
DEPUTY DIRECTOR	0.8
DIETITIAN	5.2
DISPATCHER	3.2
DRIVER-MEDICAL	22.5
ELECTRONIC TECHNICIAN	4.4
EXECUTIVE ASSISTANT	2.0
FACILITIES SVCS OFCR SUPV	2.2
FACILITIES SVCS OFFICER	28.7
FINANCIAL MANAGER	3.4
FINANCIAL SUPERVISOR	6.1
FOOD SERVICE SUPERVISOR	3.1
FOOD SERVICE WORKER	38.1
GENERAL LABORER	134.8
GENERAL MAINTENANCE SUPV	4.4
GENERAL MAINTENANCE TECH	22.3
HEALTHCARE ADMINISTRATOR	2.8
HEALTHCARE DIRECTOR	23.2
HEALTHCARE MANAGER	12.0
HEALTHCARE REGISTRAR	4.2
HEALTHCARE SPECIALIST	5.5
HEALTHCARE SUPERVISOR	16.4
HR GENERALIST	2.2
HR SPECIALIST	3.2
HR SUPERVISOR	0.8
INFECTION CONTROL SPEC	2.5
INTERIOR DESIGNER	0.9
INTERPRETER	6.8
LABORATORY SUPERVISOR	4.4
LIBRARIAN	0.9
LIBRARY SUPERVISOR	2.4
LICENSED PRACTICAL NURSE	60.2
MANAGEMENT ANALYST	1.0
MANAGEMENT ASSISTANT	1.4
MANAGING PHYSICIAN	4.0
MATERIALS HANDLING SPEC	13.2
MEDIA ASSISTANT	1.4
MEDICAL AIDE	730.6
MEDICAL ASSISTANT	244.0
MEDICAL RECORDS CODER	13.0
MEDICAL RECORDS SUPV	4.9
MEDICAL TECHNICIAN	41.0
MEDICAL TECHNOLOGIST	53.0
MEDICAL TRANSCRIPTIONIST	15.3

Health Care Delivery System (Continued)

Market Range Title	FTE
NURSE	691.4
NURSE-ADVANCED PRACTICE	8.4
NURSING DIRECTOR	4.3
NURSING MANAGER	18.2
NURSING SUPERVISOR	54.1
OPERATIONS MANAGER	0.9
PC SPECIALIST	0.9
PHARMACIST	44.4
PHARMACY MANAGER	2.1
PHARMACY SUPERVISOR	1.1
PHARMACY TECHNICIAN	49.9
PROGRAM COORDINATOR	6.5
PROGRAM COORDINATOR - RN	47.2
PUBLIC SVC REPRESENTATIVE	1.5
PUBLIC SVC SUPERVISOR	1.0
PURCHASING SPECIALIST	4.8
PURCHASING SUPERVISOR	0.5
RADIOLOGIC TECHNOLOGIST	73.4
RADIOLOGY SUPERVISOR	2.1
REHABILITATION THERAPIST	14.4
RESIDENT	194.9
RESPIRATORY TECHNICIAN	17.1
RESPIRATORY THERAPIST	14.3
SCRUB TECHNICIAN	25.5
SOCIAL WORKER (BS)	32.6
TECHNOLOGY ANALYST	1.3
TECHNOLOGY PRODUCT ADMIN	1.4
TELECOMMUNICATIONS TECH	1.3
TRADES SPECIALIST	12.9
TRADES SUPERVISOR	2.5
TRAINING SPECIALIST	6.6
UNDETERMINED	39.0
UNIT SECRETARY	70.8
Total	**3528.3**

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 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.
- 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.
- By December 31, 2002, improve overall department employee satisfaction score by 10 basis points over FY01 score and maintain the improved score each year for the next three years thereafter.
- By July 1, 2002, identify claims paid by Maricopa County to healthcare providers from which Maricopa County's responsibility has now been relieved; and by June 30, 2007, recover at least 75% of those expenditures.
- By January 2007, have all applicable documents scanned, and implement litigation support systems that enable the sharing of information between internal and external customers, the tracking of physical case files, and the timely access to scanned images of critical documents.

Health Care Mandates (Continued)

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.
- An economic downturn during a time of on-going population growth may result in an increase in correctional health claims as unemployment and crime rates escalate requiring Healthcare Mandates to intensify its risk management role to minimize financial obligations and to support Maricopa County's need to reduce expenditures.
- A work environment with unpredictable demands, shifting priorities, and whose ultimate goal is to conclude all outstanding indigent health care responsibilities as efficiently and effectively as possible, challenges the Heath Care Mandates Department's capacity to retain, develop and motivate its employees.
- Maricopa County has paid for medical claims for which other sources subsequently became responsible, thus allowing the opportunity for the county to recover claims payments previously made.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
HEALTH CARE MANDATES
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ANCILLARY FD CLAIMS PROCESSING	$ -	$ 26,927,327	$ -	$ 26,927,327	$ 52,848
STATE WITHHOLDING	$ -	$ 293,125,190	$ -	$ 293,125,190	$ 101,760,800
PRE-AHCCCS LIABILITY MGMT	$ 991,658	$ 24,397,375	$ 28,716	$ 25,417,749	$ -
ADMINISTRATIVE SERVICES PROG	$ 494,922	$ 30,766	$ -	$ 525,688	$ -
TOTAL	$ 1,486,580	$ 344,480,658	$ 28,716	$ 345,995,954	$ 101,813,648

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of full billed charges paid in ancillary fund claims processing activity	N/A	19.59	25.1	25

Health Care Mandates (Continued)

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of full billed charges paid in claims resolution activity	N/A	N/A	1.16	4
Percent of full billed charges paid in litigation activity	19.43	N/A	0	5

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of state withholdings authorized	N/A	100	100	100
Percent increase in payments authorized over previous fiscal year in state mental health programs activity	N/A	17.1	3.25	10
Percent of MIHS Management team incentive objectives achieved	N/A	N/A	66	50

Health Care Mandates (Continued)

Mandate Consolidated Financial Data

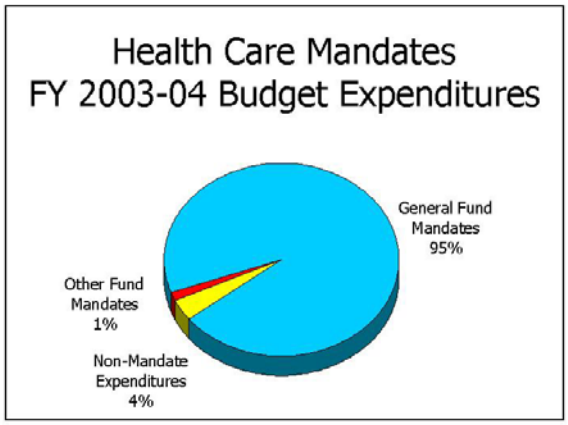
Total Department Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 219,988,340	$ -	$ 219,988,340
FY 2000-01 Actuals	$ 211,706,179	$ 1,500,000	$ 213,206,179
FY 2001-02 Actuals	$ 259,434,988	$ 2,548,621	$ 261,983,609
FY 2002-03 Actuals	$ 291,157,330	$ 4,325,630	$ 295,482,960
FY 2003-04 Adopted Budget	$ 341,495,954	$ 4,500,000	$ 345,995,954

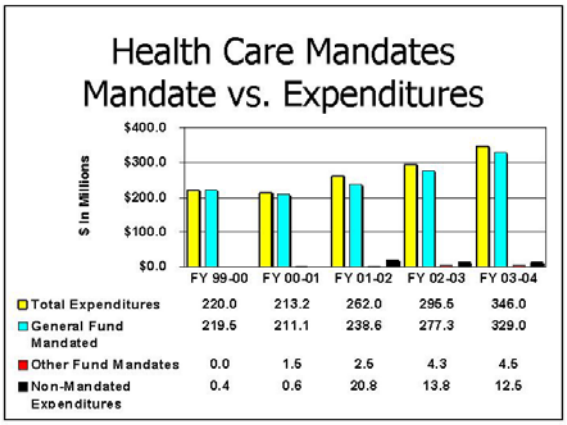
Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 219,414,798	$ -	$ 219,414,798
FY 2000-01 Actuals	$ 209,162,332	$ 1,500,000	$ 210,662,332
FY 2001-02 Actuals	$ 233,449,714	$ 2,548,621	$ 235,998,335
FY 2002-03 Actuals	$ 273,543,209	$ 4,325,630	$ 277,868,839
FY 2003-04 Adopted Budget	$ 325,408,397	$ 4,500,000	$ 329,908,397

Total Administrative Mandates	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 124,262	$ -	$ 124,262
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 Adopted Budget	$ 3,581,498	$ -	$ 3,581,498

Total Non-Mandated Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 449,280	$ -	$ 449,280
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 Adopted Budget	$ 12,506,059	$ -	$ 12,506,059

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	Total
FY 1999-00 Actuals	$ 39,009,236	$ -	$ 39,009,236
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 Adopted Budget	$ 45,477,486	$ -	$ 45,477,486

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	Total
FY 1999-00 Actuals	$ 88,952,734	$ -	$ 88,952,734
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 Adopted Budget	$ 110,407,500	$ -	$ 110,407,500

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 it's Intergovernmental Agreement (IGA) with the Arizona Department of Health Services (ADHS).

General Mental Health	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 4,856,580	$ -	$ 4,856,580
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 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	Total
FY 1999-00 Actuals	$ 23,687,369	$ -	$ 23,687,369
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 Adopted Budget	$ 28,490,000	$ -	$ 28,490,000

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	Total
FY 1999-00 Actuals	$ 301,161	$ -	$ 301,161
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 Adopted Budget	$ 180,463	$ -	$ 180,463

Sail Grant		Special Revenue	Total
FY 1999-00 Actuals	$ 449,280	$ -	$ 449,280
FY 2000-01 Actuals	$ 627,348	$ -	$ 627,348
FY 2001-02 Actuals	$ 686,463	$ -	$ 686,463
FY 2002-03 Actuals	$ 686,463	$ -	$ 686,463
FY 2003-04 Adopted Budget	$ 679,789	$ -	$ 679,789

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	Total
FY 1999-00 Actuals	$ 12,878	$ -	$ 12,878
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 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 Arizona Counties are responsible for the medical care of indigents. Although the creation of AHCCCS diverted much of that responsibility, the County has 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 are submitted to the Department of Medical Eligibility. For a variety of reasons, many claims are 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 will assume responsibility for emergent services for eligible enrollees for a period up to 48 hours prior to County notification of eligibility. Services rendered before the restrictive period are the responsibility of the County.

Pre-AHCCCS Hospital Settlements	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 3,416,609	$ -	$ 3,416,609
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 Adopted Budget	$ 24,164,844	$ -	$ 24,164,844

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. 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	Total
FY 1999-00 Actuals	$ 31,835	$ -	$ 31,835
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 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	Total
FY 1999-00 Actuals	$ 3,650,596	$ -	$ 3,650,596
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 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	Total
FY 1999-00 Actuals*	$ -	$ -	$ -
FY 2000-01 Actuals*	$ -	$ -	$ -
FY 2001-02 Actuals	$ 405,840	$ -	$ 405,840
FY 2002-03 Actuals	$ 258,329	$ -	$ 258,329
FY 2003-04 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	Total
FY 1999-00 Actuals	$ -	$ -	$ -
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 Adopted Budget	$ -	$ 4,500,000	$ 4,500,000

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	Total
FY 1999-00 Actuals*	$ -	$ -	$ -
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 Adopted Budget	$ 5,500,000	$ -	$ 5,500,000

* Contract Counsel incurred some expenses

Health Care Mandates (Continued)

Disproportionate Share	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 55,495,800	$ -	$ 55,495,800
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 Adopted Budget	$ 101,760,800	$ -	$ 101,760,800

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

390 HEALTH CARE MANDATES

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,409,485	$ 340,057,753	$ 28,716	$ 341,495,954	$ 101,813,648
SPECIAL REVENUE	-	4,500,000	-	4,500,000	-
ALL FUNDS	$ 1,409,485	$ 344,557,753	$ 28,716	$ 345,995,954	$ 101,813,648

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
390 HEALTH CARE MANDATES
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
638 PATIENT SERVICE REVENUE	$ 66,046	$ 52,848	$ 52,848	$ 57,444	$ 52,848	$ 52,848	$ -	0%
650 MISCELLANEOUS REVENUE	-	-	-	119,489	-	-	-	
680 TRANSFERS IN	85,857,558	101,760,800	101,760,800	101,760,800	101,760,800	101,760,800	-	0%
Total Revenue	$ 85,923,604	$ 101,813,648	$ 101,813,648	$ 101,937,733	$ 101,813,648	$ 101,813,648	$ -	0%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,218,137	$ 1,084,775	$ 1,084,775	$ 1,197,787	$ 1,149,214	$ 1,149,214	$ (64,439)	-6%
705 TEMPORARY PAY	8,421	8,436	8,436	8,040	-	-	8,436	100%
710 OVERTIME	4,700	3,000	3,000	5,182	-	-	3,000	100%
750 FRINGE BENEFITS	339,511	289,351	289,351	343,709	260,271	260,271	29,080	10%
790 OTHER PERSONNEL SERVICES	3,191	-	-	406	-	-	-	
795 PERSONNEL SERVICES ALLOC OUT	(150,969)	(203,618)	(203,618)	(164,492)	-	-	(203,618)	-100%
796 PERSONNEL SERVICES ALLOC IN	57,304	-	-	-	-	-	-	
Subtotal	$ 1,480,295	$ 1,181,944	$ 1,181,944	$ 1,390,632	$ 1,409,485	$ 1,409,485	$ (227,541)	-19%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 48,369	$ 68,448	$ 68,448	$ 66,646	$ 67,048	$ 67,048	$ 1,400	2%
803 FUEL	-	-	-	12	-	-	-	
804 NON-CAPITAL EQUIPMENT	1,872	-	-	19,004	-	-	-	
810 LEGAL SERVICES	3,106,007	18,775,000	18,775,000	3,025,392	19,174,844	19,174,844	(399,844)	-2%
811 HEALTH CARE SERVICES	3,412,312	8,720,000	8,720,000	6,663,816	9,820,000	10,220,000	(1,500,000)	-17%
812 OTHER SERVICES	1,657,242	8,042,135	8,042,135	2,055,747	1,949,407	1,949,407	6,092,728	76%
820 RENT & OPERATING LEASES	160,064	26,047	26,047	12,380	10,332	10,332	15,715	60%
825 REPAIRS AND MAINTENANCE	5,803	6,000	6,000	2,823	17,441	17,441	(11,441)	-191%
830 INTERGOVERNMENTAL PAYMENTS	224,931,987	293,021,477	293,021,477	299,631,597	307,839,727	296,785,190	(3,763,713)	-1%
839 INTERNAL SERVICE CHARGES	15,720	200,605	200,605	200,521	8,058	188,858	11,747	6%
842 TRAVEL & EDUCATION	1,354	2,000	2,000	2,816	1,900	1,900	100	5%
843 POSTAGE/FREIGHT/SHIPPING	44,867	30,000	30,000	11,188	4,000	4,000	26,000	87%
845 SUPPORT AND CARE OF PERSONS	99,958	68,649	68,649	74,295	84,774	84,774	(16,125)	-23%
850 UTILITIES	607	-	-	-	-	-	-	
880 TRANSFERS OUT	25,083,197	17,374,663	17,374,663	17,374,663	17,547,989	16,053,959	1,320,704	8%
Subtotal	$ 258,569,359	$ 346,335,024	$ 346,335,024	$ 329,140,900	$ 356,525,520	$ 344,557,753	$ 1,777,271	1%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	$ 29,990	$ -	$ -	$ 993	$ -	$ -	$ -	
950 DEBT SERVICE	-	-	-	25,266	28,716	28,716	(28,716)	
Subtotal	$ 29,990	$ -	$ -	$ 26,259	$ 28,716	$ 28,716	$ (28,716)	
Total Expenditures	$ 260,079,644	$ 347,516,968	$ 347,516,968	$ 330,557,791	$ 357,963,721	$ 345,995,954	$ 1,521,014	0%
Operating Balance (Rev. - Exp.)	$ (174,156,040)	$ (245,703,320)	$ (245,703,320)	$ (228,620,058)	$ (256,150,073)	$ (244,182,306)	$ 1,521,014	1%

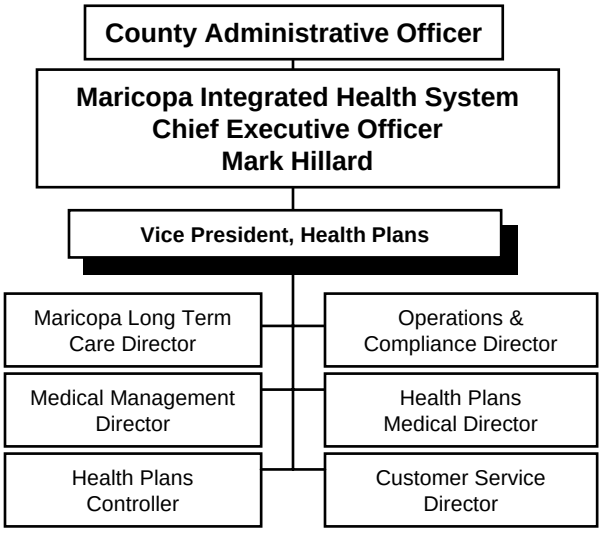
Health Care Mandates (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 390 HEALTH CARE MANDATES	
Market Range Title	**FTE**
ADMIN & OPERATIONS MGR	1.0
ADMINISTRATIVE SPECIALIST	7.0
ADMIN/OFFICE SUPPORT	9.0
ADMIN/OPERATIONS SUPV	1.0
DEVELOPER/PRGRMR ANALYST	1.0
DIRECTOR	1.0
FINAN/BUSINESS ANALYST	1.0
GOVT/COMMUN AFFAIRS OFCR	1.0
HR SPECIALIST	1.0
PROGRAM COORDINATOR - RN	2.0
UNDETERMINED	6.0
Total	**31.0**

Health Plans

Organizational Chart



Mission

The mission of Maricopa Integrated Health System (MIHS) is to provide quality, customer oriented health care services, medical education and research for patients and health plan members so they can improve their health status in a cost efficient manner.

Vision

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

Goals

- By June 2003, generate sufficient cash flow through revenue development and operational efficiencies to provide MIHS funding required to meet our customers' service needs and avoid subsidy by the County. Achieve a cash balance of $33 million as of June 30, 2003. Achieve improvement in AR days to 75 days or less per industry standards.
- By June 2003, attract and retain qualified employees through improvements in work place environment and maintaining competitive wages and benefits. Maintain an annual voluntary turnover rate less than that experienced by the Arizona Hospital and Health Care Association members. Achieve improvement in employee satisfaction survey results by 5 basis points.
- On an ongoing basis, assess governance options which will serve to support the financial viability of MIHS and offer recommendations to the Board of Supervisors to clarify the structure and role of the health system in meeting the community's health care needs.
- By July 2007, subject to availability of capital funding, implement MIHS master plan capital projects to ensure the provision of appropriate and adequate facilities to meet current and future customer health care needs.

Health Plans (Continued)

- By June 2005, improve MIHS customer service by providing customer-oriented accessibility, availability and continuity of care as measured by patient satisfaction survey results. Attain and sustain a composite score of 7.25 for each of the following four MIHS business components; Family Health Centers, Emergency Department, Comprehensive Health Center, and Maricopa Medical Center. Reduce Maricopa Health Plan disenrollment rate by 10%.
- On an ongoing basis, continue to secure accreditation/compliance from the Residency Review Committee (RRC), Joint Commission on Accreditation of Health care Organizations (JCAHO), and Centers for Medicare and Medicaid Services (CMS).
- On an ongoing basis, develop and implement strategies to enroll and retain health plan membership at a profitable margin to meet/exceed composite health plan earnings projections to support the provision of health care programs and services to MIHS customers.
- By June 2005, assess and identify opportunities to improve the financial performance of the delivery system through expense reduction, revenue enhancement, improved cash flow, product line analysis and enhancement of operational efficiency. Achieve a 10% improvement in operating margin by June 30, 2003.

Issues

- Failure to attract and retain qualified and skilled staff will lead to service reduction, higher costs, and customer dissatisfaction.
- Inadequate physical facilities across the health system are compromising our ability to meet the needs and expectations of our current patient, provider and employee base, and will severely limit our ability to attract and retain new patients, providers and employees.
- Changes in health care policy, rapidly rising costs, declining profitability, work force shortages and competitive marketplace forces necessitate reevaluation of our MIHS governance structure and role in providing health care to the community we serve.
- Availability and distribution of Information is becoming increasingly important given that more data is being gathered but not necessarily configured as information. Without configured information, the system will be unable to provide care at the lowest cost and greatest outcome.
- Loss of Graduate Medical Education accreditation would result in loss of faculty, increased cost of care, and reduction in funding, resulting in a negative impact on patient care.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
HEALTH PLANS
TOTAL FUNDS

Program	Personnel Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
Health Plans	$ 22,074,106	$ 417,533,798	$ 458,496	$ 440,066,400	$ 439,784,407
Total	$ 22,074,106	$ 417,533,798	$ 458,496	$ 440,066,400	$ 439,784,407

Health Plans (Continued)

Mandate Consolidated Financial Data

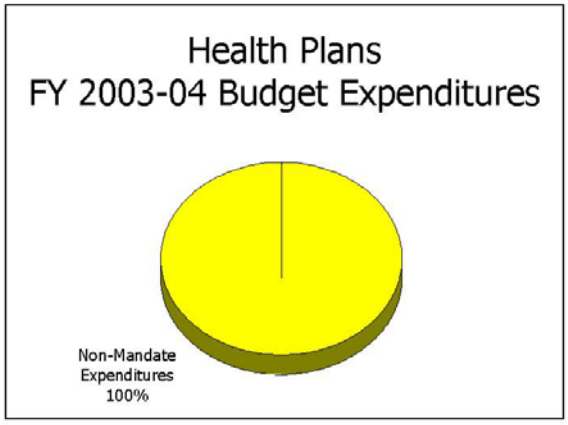
Total Department Expenditures	Special Revenue	Enterprise Funds	Total
FY 1999-00 Actuals	$ 1,513,060	$ 353,462,841	$ 354,975,901
FY 2000-01 Actuals	$ 1,587,220	$ 351,037,221	$ 352,624,441
FY 2001-02 Actuals	$ 1,860,224	$ 399,648,196	$ 401,508,420
FY 2002-03 Actuals	$ 1,889,242	$ 412,907,438	$ 414,796,680
FY 2003-04 Adopted Budget	$ 1,957,636	$ 416,552,331	$ 418,509,967

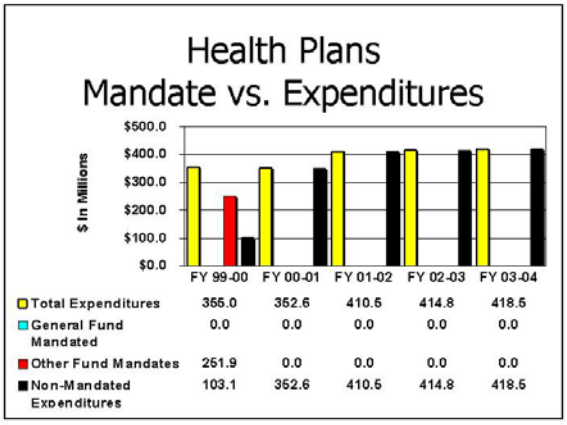
Total Mandated Expenditures	Special Revenue	Enterprise Funds	Total
FY 1999-00 Actuals	$ -	$ 251,899,129	$ 251,899,129
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ -	$ -	$ -
FY 2002-03 Actuals	$ -	$ -	$ -
FY 2003-04 Adopted Budget	$ -	$ -	$ -

Total Non-Mandated Expenditures	Special Revenue	Enterprise Funds	Total
FY 1999-00 Actuals	$ 1,513,060	$ 101,563,712	$ 103,076,772
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 Adopted Budget	$ 1,957,636	$ 416,552,331	$ 418,509,967

Arizona Long Term Care System (ALTCS)	Special Revenue	Enterprise Funds	Total
FY 1999-00 Actuals	$ -	$ 251,899,129	$ 251,899,129
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ -	$ -	$ -
FY 2002-03 Actuals	$ -	$ -	$ -
FY 2003-04 Adopted Budget	$ -	$ -	$ -

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service or eliminations.





Health Plans (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

600 HEALTH PLANS

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	$ 1,807,405	$ 150,231	$ -	$ 1,957,636	$ 1,957,636
ENTERPRISE	20,266,701	417,383,567	458,496	438,108,764	437,826,771
ALL FUNDS	$ 22,074,106	$ 417,533,798	$ 458,496	$ 440,066,400	$ 439,784,407

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
600 HEALTH PLANS
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	$ 915,060	$ 1,126,000	$ 1,126,000	$ 1,271,000	$ 1,277,847	$ 1,277,847	$ 151,847	13%
620 OTHER INTERGOVERNMENTAL	3,555,752	4,364,399	4,364,399	-	-	-	(4,364,399)	-100%
638 PATIENT SERVICE REVENUE	339,685,187	419,261,074	419,261,074	430,319,000	427,996,607	427,996,607	8,735,533	2%
645 INTEREST EARNINGS	6,051,162	4,808,808	4,808,808	3,070,000	2,311,341	2,311,341	(2,497,467)	-52%
650 MISCELLANEOUS REVENUE	62,866	-	-	-	-	-	-	
680 TRANSFERS IN	686,463	2,178,601	2,178,601	2,178,601	1,857,723	8,198,612	6,020,011	276%
Total Revenue	$ 350,956,490	$ 431,738,882	$ 431,738,882	$ 436,838,601	$ 433,443,518	$ 439,784,407	$ 8,045,525	2%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 13,249,933	$ 13,043,682	$ 13,043,682	$ -	$ 18,564,784	$ 18,560,345	$ (5,516,663)	-42%
710 OVERTIME	11,369	3,389	3,389	-	-	-	3,389	100%
750 FRINGE BENEFITS	1,316,047	2,857,226	2,857,226	-	3,433,677	3,508,443	(651,217)	-23%
795 PERSONNEL SERVICES ALLOC OUT	-	(6,289,823)	(6,289,823)	-	(11,063,003)	(11,069,675)	4,779,852	76%
796 PERSONNEL SERVICES ALLOC IN	-	9,148,912	9,148,912	-	11,063,003	11,074,993	(1,926,081)	-21%
Subtotal	$ 14,577,349	$ 18,763,386	$ 18,763,386	$ -	$ 21,998,461	$ 22,074,106	$ (3,310,720)	-18%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 782,794	$ 615,504	$ 615,504	$ 27,008,092	$ 1,157,539	$ 1,157,539	$ (542,035)	-88%
802 MEDICAL SUPPLIES	894,069	991,170	991,170	-	1,236,257	1,236,257	(245,087)	-25%
803 FUEL	842	-	-	-	-	799	(799)	
804 NON-CAPITAL EQUIPMENT	4,185,752	5,376,160	5,376,160	-	4,271,755	4,271,755	1,104,405	21%
811 HEALTH CARE SERVICES	130,042,661	159,962,684	159,962,684	207,712,000	176,063,175	176,063,175	(16,100,491)	-10%
812 OTHER SERVICES	22,686,673	29,468,470	29,468,470	5,872,000	33,616,450	33,616,450	(4,147,980)	-14%
820 RENT & OPERATING LEASES	825,179	1,242,600	1,242,600	-	1,036,262	1,036,262	206,338	17%
825 REPAIRS AND MAINTENANCE	5,916	4,680	4,680	-	6,075	6,075	(1,395)	-30%
830 INTERGOVERNMENTAL PAYMENTS	4,908	-	-	-	-	-	-	
839 INTERNAL SERVICE CHARGES	459,188	450,564	450,564	-	779,867	295,152	155,412	34%
842 TRAVEL & EDUCATION	196,585	269,785	269,785	-	269,193	269,193	592	0%
843 POSTAGE/FREIGHT/SHIPPING	37,349	27,305	27,305	-	264,384	264,384	(237,079)	-868%
845 SUPPORT AND CARE OF PERSONS	154,777,612	185,499,208	185,499,208	179,375,000	175,073,815	175,073,815	10,425,393	6%
850 UTILITIES	1,235	-	-	-	1,885	1,885	(1,885)	
865 DEPRECIATION	96,573	-	-	-	-	-	-	
880 TRANSFERS OUT	111,891	23,649,168	23,649,168	23,649,168	17,184,335	24,241,057	(591,889)	-3%
Subtotal	$ 315,109,227	$ 407,557,298	$ 407,557,298	$ 443,616,260	$ 410,960,992	$ 417,533,798	$ (9,976,500)	-2%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	$ -	$ 3,100,000	$ 3,100,000	$ 1,686,494	$ 458,496	$ 458,496	$ 2,641,504	85%
Subtotal	$ -	$ 3,100,000	$ 3,100,000	$ 1,686,494	$ 458,496	$ 458,496	$ 2,641,504	85%
Total Expenditures	$ 329,686,576	$ 429,420,684	$ 429,420,684	$ 445,302,754	$ 433,417,949	$ 440,066,400	$ (10,645,716)	-2%
Operating Balance (Rev. - Exp.)	$ 21,269,914	$ 2,318,198	$ 2,318,198	$ (8,464,153)	$ 25,569	$ (281,993)	$ (2,600,191)	-112%

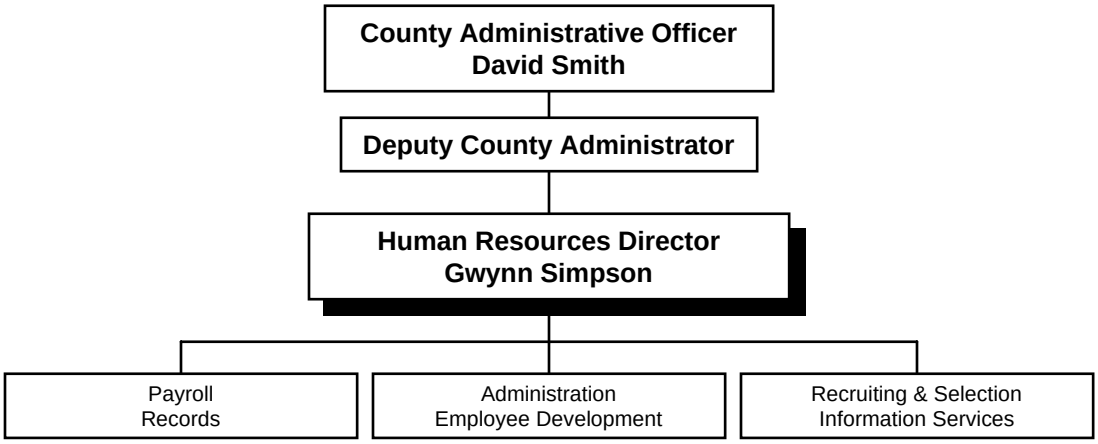
Health Plans (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 600 HEALTH PLANS	
Market Range Title	**FTE**
ACCOUNTANT	3.0
ADMINISTRATIVE SPECIALIST	12.0
ADMIN/OFFICE SUPPORT	21.2
ADMIN/OFFICE SUPPORT SUPV	3.0
CLAIMS PROCESSOR	22.0
CLAIMS SPECIALIST	5.0
COUNSELING SUPERVISOR	5.0
DATABASE ADMIN/ANALYST	1.0
DEPUTY DIRECTOR	1.0
EXECUTIVE ASSISTANT	1.0
FINANCIAL SUPERVISOR	1.0
FINAN/BUSINESS ANALYST	2.0
GENERAL MAINTENANCE TECH	1.0
HEALTHCARE DIRECTOR	4.8
HEALTHCARE MANAGER	6.0
MEDICAL SERVICES MANAGER	1.0
NURSE	7.0
NURSING SUPERVISOR	1.0
PHARMACY TECHNICIAN	1.0
PRGM COORD - NURSE SUPV	4.0
PROGRAM COORDINATOR	16.0
PROGRAM COORDINATOR - RN	30.1
PROGRAMMER/ANALYST	3.0
PUBLIC SVC REPRESENTATIVE	74.5
PUBLIC SVC SUPERVISOR	2.8
SOCIAL WORKER (BS)	186.0
Total	**415.4**

Human Resources

Organizational Chart



Mission

The mission of the Maricopa County Human Resources Department is to provide leadership and human resources systems and programs to officials, departments, and agencies so that they can achieve their business goals.

Vision

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

Goals

- By June 2002, our internal customers will report that Human Resources' services and delivery methods have been redefined and redesigned so that they meet the emerging business needs of their department/agency.
- By 2002, the Human Resources Department will have implemented a responsive, flexible, and competitive total compensation and benefits program, managed within available resources, so that the number of employees leaving voluntarily due to compensation issues is reduced.
- By December 2003, the Human Resources Department will demonstrate corporate leadership through performance consulting and innovative transactional support as indicated by results achieved, customer reporting, and active partnership in departmental strategic and business planning.

Issues

- Changes in case law will increase exposure to liability and will cause greater demand for more sophisticated internal investigations into employee misconduct, and will increase demand/need for more information to departments.

Human Resources (Continued)

- As department's human resource needs are redefined through their participation in Managing for Results, there will be fewer demands for transactional processing and greater demands for expert consulting.
- Adoption of Managing for Results will require rethinking and redesign of the policies, procedures, programs and tools needed to integrate Managing for Results fully through all levels of the organization.
- The organization will require leadership from Human Resources to assure consistency in the delivery of HR services and programs to help departments achieve their goals.
- Changes in the workforce and the County's business environment will make it increasingly challenging to offer a comprehensive, competitive total compensation package that attracts and retains a high performing diverse workforce.
- Changes in the workforce and the County's business environment are creating more pressure to change workplace practices, offer a different array of services and respond in a more customized manner.
- As departments implement Managing for Results they will demand faster more accurate data and information, which will also increase demands for more cost effectiveness and paperless process workplace solutions.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
HUMAN RESOURCES
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
EMPLOYEE DEVELOPMENT	$ 561,616	$ 12,252	$ -	$ 573,868	$ -
EMPLOYMENT SERVICES	$ 749,336	$ 19,958	$ -	$ 769,294	$ -
PAYROLL & RECORDS MANAGEMENT	$ 711,099	$ 14,839	$ -	$ 725,938	$ 25,511
ADMINISTRATIVE SERVICES PROG	$ 511,494	$ 161,240	$ -	$ 672,734	$ -
TOTAL	$ 2,533,545	$ 208,289	$ -	$ 2,741,834	$ 25,511

Human Resources (Continued)

Key Performance Measures

Program Name: BUSINESS PERFORMANCE

Program Purpose: The purpose of the Business Performance Program is to provide consultation, education, policy direction and a performance management system to departments so they can increase employee and organizational performance.

Key Results:	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of employees reporting content and course materials helped them understand the topic.	N/A	N/A	97	95
Percent of clients who report that performance and/or employee satisfaction was improved as a result of the consulting service	N/A	N/A	100	65
Percent retreat participants reporting learned new concepts that will be used to achieve superior business results.	N/A	N/A	100	75

Program Name: WORKFORCE PLANNING

Program Purpose: The purpose of the Workforce Planning Program is to provide information, consultation, and hiring services to department management so that they can make workforce decisions and to attract and retain the staff they need to achieve their business results.

Key Results:	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of turnover within the first six months of the initial probationary period.	N/A	N/A	12	11

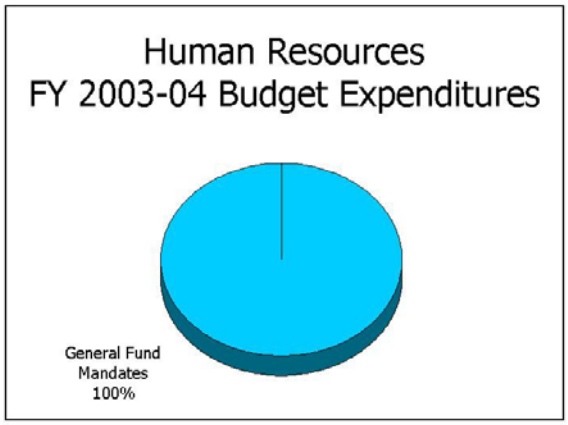
Mandate Consolidated Financial Data

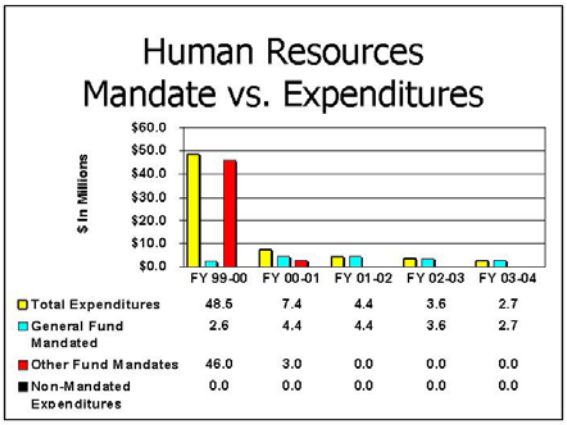
Total Department Expenditures	General Fund	Internal Service	Total
FY 1999-00 Actuals	$ 2,559,925	$ 45,978,739	$ 48,538,664
FY 2000-01 Actuals	$ 4,429,680	$ 2,965,867	$ 7,395,547
FY 2001-02 Actuals	$ 4,416,912	$ -	$ 4,416,912
FY 2002-03 Actuals	$ 3,568,317	$ -	$ 3,568,317
FY 2003-04 Adopted Budget	$ 2,741,834	$ -	$ 2,741,834

Total Administrative Mandates	General Fund	Internal Service	Total
FY 1999-00 Actuals	$ 2,559,925	$ 45,978,739	$ 48,538,664
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 Adopted Budget	$ 2,741,834	$ -	$ 2,741,834

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 2003-04 ADOPTED

310 HUMAN RESOURCES

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 2,533,545	$ 208,289	$ -	$ 2,741,834	$ 25,511
ALL FUNDS	$ 2,533,545	$ 208,289	$ -	$ 2,741,834	$ 25,511

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
310 HUMAN RESOURCES
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
635 OTHER CHARGES FOR SERVICES	$ 29,362	$ 25,000	$ 25,000	$ 30,701	$ 24,211	$ 24,211	$ (789)	-3%
650 MISCELLANEOUS REVENUE	79,224	90,511	90,511	64,076	1,300	1,300	(89,211)	-99%
Total Revenue	$ 108,586	$ 115,511	$ 115,511	$ 94,777	$ 25,511	$ 25,511	$ (90,000)	-78%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,908,370	$ 1,960,820	$ 2,003,019	$ 1,971,165	$ 2,615,035	$ 1,979,475	$ 23,544	1%
705 TEMPORARY PAY	23,411	10,500	2,840	42,596	86,760	107,737	(104,897)	-3694%
710 OVERTIME	1,892	1,500	345	2,178	8,845	8,845	(8,500)	-2464%
750 FRINGE BENEFITS	379,958	438,303	445,886	496,434	608,744	467,345	(21,459)	-5%
790 OTHER PERSONNEL SERVICES	174	-	6,114	9,915	17,200	16,369	(10,255)	-168%
795 PERSONNEL SERVICES ALLOC OUT	-	-	-	(366)	-	(46,226)	46,226	
796 PERSONNEL SERVICES ALLOC IN	-	170,145	170,145	155,966	-	-	170,145	100%
Subtotal	$ 2,313,805	$ 2,581,268	$ 2,628,349	$ 2,677,888	$ 3,336,584	$ 2,533,545	$ 94,804	4%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ (42,015)	$ 186,370	$ 185,442	$ 70,821	$ 87,000	$ 81,024	$ 104,418	56%
803 FUEL	29	-	-	-	673	-	-	
804 NON-CAPITAL EQUIPMENT	271	11,024	2,403	-	8,000	-	2,403	100%
810 LEGAL SERVICES	11,546	27,000	27,000	44,878	42,000	42,000	(15,000)	-56%
812 OTHER SERVICES	264,371	137,659	99,199	114,022	226,518	2,307	96,892	98%
820 RENT & OPERATING LEASES	19,477	29,776	29,776	-	34,000	27,776	2,000	7%
825 REPAIRS AND MAINTENANCE	6,193	380	380	7,144	14,050	4,430	(4,050)	-1066%
830 INTERGOVERNMENTAL PAYMENTS	(1)	3,000	3,000	-	-	-	3,000	100%
839 INTERNAL SERVICE CHARGES	28,680	36,163	36,163	26,178	35,204	28,623	7,540	21%
842 TRAVEL & EDUCATION	20,599	24,016	24,944	4,795	25,000	8,113	16,831	67%
843 POSTAGE/FREIGHT/SHIPPING	26,165	11,678	11,678	12,190	14,944	14,016	(2,338)	-20%
Subtotal	$ 335,315	$ 467,066	$ 419,985	$ 280,028	$ 487,389	$ 208,289	$ 211,696	50%
Total Expenditures	$ 2,649,120	$ 3,048,334	$ 3,048,334	$ 2,957,916	$ 3,823,973	$ 2,741,834	$ 306,500	10%
Operating Balance (Rev. - Exp.)	$ (2,540,534)	$ (2,932,823)	$ (2,932,823)	$ (2,863,139)	$ (3,798,462)	$ (2,716,323)	$ 216,500	7%

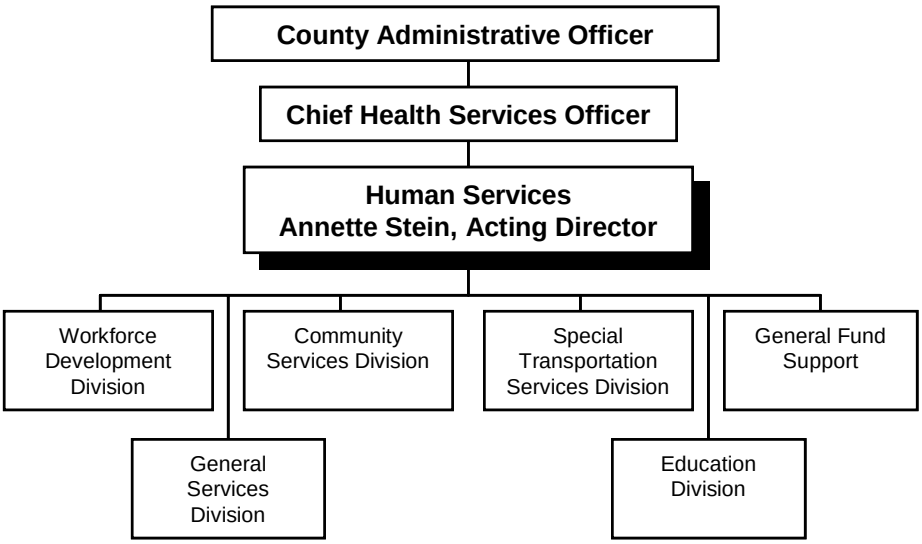
Human Resources (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 310 HUMAN RESOURCES	
Market Range Title	**FTE**
ADMINISTRATIVE SPECIALIST	11.0
ADMINISTRATOR	1.0
ADMIN/OFFICE SUPPORT	11.0
ADMIN/OFFICE SUPPORT SUPV	1.0
DATABASE ADMIN/ANALYST	1.0
DEVELOPER/PRGRMR ANALYST	1.0
DIRECTOR	1.0
FINAN/BUSINESS ANALYST	1.0
HR GENERALIST	12.0
HR MANAGER	2.0
HR SUPERVISOR	4.0
PUBLIC SVC REPRESENTATIVE	3.0
PUBLIC SVC SUPERVISOR	1.0
TECHNOLOGY PRODUCT ADMIN	1.0
Total	**51.0**

Human Services

Organizational Chart



Mission

The mission of the Human Services 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 2005, HSD will meet or exceed all contract performance standards established by all external funding agencies.
- By June 2005, HSD will have met or exceeded an established performance target of reducing employee annual turnover to 10% or less.

Issues

- Added responsibility is being placed on local government to fund and design human service programs and there are continued efforts to promote the integration of faith-based and for-profit organizations into the delivery of such programs. These factors create greater competition for funds.
- The demand and need for the services provided by the Human Services Department is increasing due to population growth and economic decline, however our general fund appropriation and other grant funding has been stagnant or declining.
- 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.

Human Services (Continued)

- There is a trend in education reform to mandate the assessment of children's progress towards specific learning outcomes as evidence of program effectiveness. Additionally, there are mounting pressures to expand Head Start as a full-day/year-round program without additional funding. Together, these issues will limit the number of families served by the department and compromise our ability to offer comprehensive services.
- The number of individuals seeking employment or re-employment has significantly increased due to the decline in the economy, however our workforce development resources have not increased.
- The increasing lack of affordable and accessible public transportation throughout Maricopa County will result in greater public demand for the Department's limited/dwindling transportation assistance resources.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
HUMAN SERVICES
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
COMMUNITY SERVICES	$ 329,981	$ 4,236,506	$ -	$ 4,566,487	$ 4,798,113
EDUCATION	$ 9,190,297	$ 7,693,991	$ 110,000	$ 16,994,288	$ 17,856,293
SPECIAL TRANSPORTATION SERVICE	$ 1,901,560	$ 2,336,400	$ 600,000	$ 4,837,960	$ 5,083,356
WORKFORCE DEVELOPMENT	$ 2,273,472	$ 4,668,961	$ -	$ 6,942,433	$ 7,294,575
ADMINISTRATIVE SERVICES PROG	$ 1,025,951	$ 945,707	$ -	$ 1,971,658	$ -
INFORMATION TECHNOLOGY PROGRAM	$ 447,991	$ -	$ 410,500	$ 858,491	$ -
TOTAL	$ 15,169,252	$ 19,881,565	$ 1,120,500	$ 36,171,317	$ 35,032,337

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of households provided eviction prevention rent/mortgage assistance who do not become homeless based on 30-day follow-up.	N/A	N/A	95	55
Percent of low-income home weatherization program recipients who rate services as satisfactory or better.	N/A	93	99	75
Percent of low-income households who demonstrate an improved level of self-sufficiency following intervention.	N/A	N/A	34	50

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of 4-year-old children enrolled > 120 calendar days who demonstrate a minimum of 10 percent increase on the Developmental Assessment by the end of the school year.	N/A	88.12	91.4	75
Percent of families enrolled > 90 days that are linked with a medical home.	N/A	N/A	92.73	81
Percent of families enrolled > 90 days who sought social services and received needed services.	N/A	N/A	81.07	72
Percent of families who were satisfied with the social services received.	N/A	N/A	94.05	82

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of customer satisfaction.	N/A	90	87	85
Percent of clients provided employment transportation that remains employed for at least 90 days.	N/A	68	86.53	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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent Customer (job seeker) satisfaction rate	N/A	72	90	75
Percent of employer satisfaction.	N/A	88.4	88	75
Percent skill attainment for youth 14 – 18.	N/A	N/A	89	80

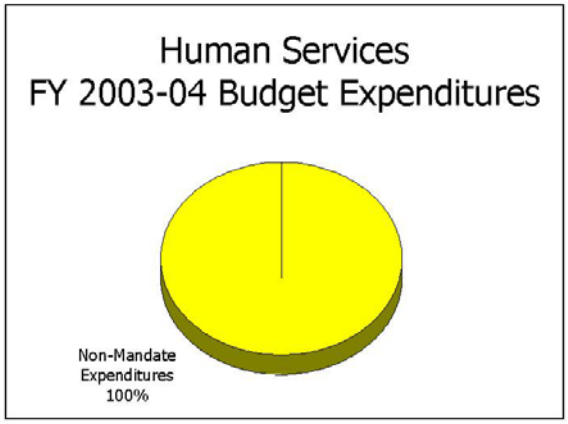
Human Services (Continued)

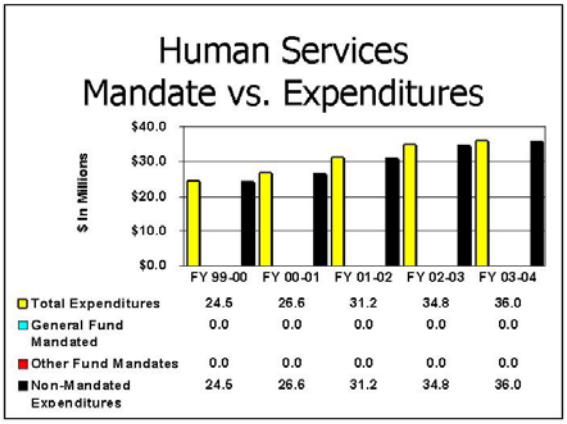
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 1,302,873	$ 23,150,226	$ 24,453,099
FY 2000-01 Actuals	$ 1,310,528	$ 25,339,400	$ 26,649,928
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 Adopted Budget	$ 945,707	$ 35,032,337	$ 35,978,044

Total Non-Mandated Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 1,302,873	$ 23,150,226	$ 24,453,099
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 Adopted Budget	$ 945,707	$ 35,032,337	$ 35,978,044

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 2003-04 ADOPTED

220 HUMAN SERVICES

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 193,273	$ 945,707	$ -	$ 1,138,980	$ -
SPECIAL REVENUE	13,389,970	20,521,867	1,120,500	35,032,337	35,032,337
ALL FUNDS	$ 13,583,243	$ 21,467,574	$ 1,120,500	$ 36,171,317	$ 35,032,337

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
220 HUMAN SERVICES
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	$ 29,766,052	$ 29,599,739	$ 29,599,739	$ 33,574,809	$ 34,050,497	$ 35,032,337	$ 5,432,598	18%
620 OTHER INTERGOVERNMENTAL	18,568	-	-	27,175	-	-	-	
645 INTEREST EARNINGS	-	-	-	(14,444)	-	-	-	
650 MISCELLANEOUS REVENUE	22,315	-	-	58,237	-	-	-	
Total Revenue	$ 29,806,935	$ 29,599,739	$ 29,599,739	$ 33,645,777	$ 34,050,497	$ 35,032,337	$ 5,432,598	18%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 8,561,607	$ 8,859,844	$ 8,929,920	$ 9,371,098	$ 9,749,227	$ 10,190,356	$ (1,260,436)	-14%
705 TEMPORARY PAY	126,674	195,000	155,000	143,234	170,000	170,000	(15,000)	-10%
710 OVERTIME	4,013	-	-	7,351	6,000	6,000	(6,000)	
750 FRINGE BENEFITS	2,129,567	2,489,365	2,533,849	2,370,105	2,532,214	3,168,887	(635,038)	-25%
790 OTHER PERSONNEL SERVICES	26,954	-	40,000	50,263	45,000	45,000	(5,000)	-13%
795 PERSONNEL SERVICES ALLOC OUT	(39,411)	(66,459)	(66,459)	(66,476)	-	(216,412)	149,953	226%
796 PERSONNEL SERVICES ALLOC IN	41,053	66,461	66,461	66,461	-	219,412	(152,951)	-230%
Subtotal	$ 10,850,457	$ 11,544,211	$ 11,658,771	$ 11,942,036	$ 12,502,441	$ 13,583,243	$ (1,924,472)	-17%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 1,719,534	$ 2,819,517	$ 2,006,423	$ 1,900,913	$ 2,244,400	$ 2,152,149	$ (145,726)	-7%
802 MEDICAL SUPPLIES	18,591	15,000	15,000	19,201	25,000	25,000	(10,000)	-67%
803 FUEL	10,860	16,000	16,000	28,926	66,500	66,500	(50,500)	-316%
804 NON-CAPITAL EQUIPMENT	77,744	233,252	233,250	85,483	202,300	202,300	30,950	13%
810 LEGAL SERVICES	6,011	6,000	6,000	5,769	7,200	7,200	(1,200)	-20%
811 HEALTH CARE SERVICES	105,520	10,000	10,000	66,346	50,000	50,000	(40,000)	-400%
812 OTHER SERVICES	15,368,455	12,689,586	13,290,540	17,586,109	16,704,246	16,301,180	(3,010,640)	-23%
820 RENT & OPERATING LEASES	797,841	1,062,538	1,160,120	1,160,121	825,105	825,105	335,015	29%
825 REPAIRS AND MAINTENANCE	431,018	507,000	507,000	59,834	137,200	87,200	419,800	83%
839 INTERNAL SERVICE CHARGES	832,922	901,100	901,100	901,100	922,538	922,538	(21,438)	-2%
842 TRAVEL & EDUCATION	295,218	230,838	230,838	279,391	399,000	399,000	(168,162)	-73%
843 POSTAGE/FREIGHT/SHIPPING	37,211	17,100	17,100	24,466	20,300	20,300	(3,200)	-19%
845 SUPPORT AND CARE OF PERSONS	47,696	40,000	40,000	43,022	26,500	26,500	13,500	34%
850 UTILITIES	36,415	28,700	28,700	42,532	62,800	62,800	(34,100)	-119%
880 TRANSFERS OUT	-	-	-	-	-	319,802	(319,802)	
Subtotal	$ 19,785,036	$ 18,576,631	$ 18,462,071	$ 22,203,213	$ 21,693,089	$ 21,467,574	$ (3,005,503)	-16%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	$ (66,532)	$ 225,000	$ 225,000	$ 75,000	$ 20,000	$ 20,000	$ 205,000	91%
920 CAPITAL EQUIPMENT	191,595	21,000	21,000	131,673	440,500	440,500	(419,500)	-1998%
930 VEHICLES & CONSTRUCTION EQUIP	437,173	500,000	500,000	560,961	660,000	660,000	(160,000)	-32%
Subtotal	$ 562,236	$ 746,000	$ 746,000	$ 767,634	$ 1,120,500	$ 1,120,500	$ (374,500)	-50%
Total Expenditures	$ 31,197,729	$ 30,866,842	$ 30,866,842	$ 34,912,883	$ 35,316,030	$ 36,171,317	$ (5,304,475)	-17%
Operating Balance (Rev. - Exp.)	$ (1,390,794)	$ (1,267,103)	$ (1,267,103)	$ (1,267,106)	$ (1,265,533)	$ (1,138,980)	$ 128,123	10%

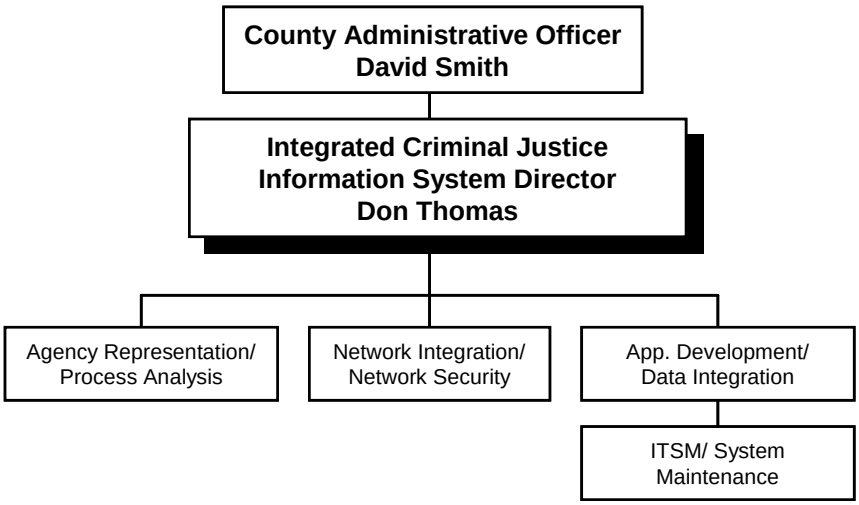
Human Services (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 220 HUMAN SERVICES	
Market Range Title	**FTE**
ACCOUNTANT	2.0
ACCOUNTING CLERK	4.0
ADMIN & OPERATIONS MGR	1.0
ADMINISTRATIVE SPECIALIST	9.0
ADMIN/OFFICE SUPPORT	86.0
ADMIN/OFFICE SUPPORT SUPV	1.0
ADMIN/OPERATIONS SUPV	5.0
COMMUNITY SVCS SPECIALIST	31.0
CONTRACT ADMINISTRATOR	2.0
DATABASE ADMIN/ANALYST	2.0
DEPUTY DIRECTOR	3.0
DIETITIAN	1.0
DIRECTOR	1.0
DISPATCHER	5.0
EDUCATOR	109.0
EXECUTIVE ASSISTANT	1.0
FINANCIAL SUPERVISOR	2.0
FINAN/BUSINESS ANALYST	4.0
GENERAL LABORER	4.0
GOVT/COMMUN AFFAIRS OFCR	2.0
HR SPECIALIST	3.0
HR SUPERVISOR	1.0
INFO CENTER MANAGER	1.0
MANAGEMENT ANALYST	1.0
MANAGEMENT ASSISTANT	1.0
NURSE	1.0
PC SPECIALIST	1.0
PROGRAM COORDINATOR	27.0
PROGRAM MANAGER	4.0
PROGRAM SUPERVISOR	14.0
PUBLIC SVC REPRESENTATIVE	27.0
TECHNOLOGY PRODUCT ADMIN	3.0
TRAINING SPECIALIST	9.0
Total	**368.0**

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

- Strategic Goal 1: By December 2002, ICJIS will develop and implement a system whereby participating justice and law enforcement county agencies will be able to electronically exchange information for the purpose of reducing data entry associated with increasing work loads through the elimination of redundant data entry.

Integrated Criminal Justice Information System (Continued)

- Strategic Goal 2: By December 2004, 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.
- Strategic Goal 3: By December 2004, ICJIS will provide the information links necessary for criminal justice departments to develop and implement management information systems, including the accused-in-process (AIP) central index 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, complete information regarding individual cases and case processing.
- Failure to develop an integrated criminal justice integration system will result in decreased system integrity, public safety concerns, and slower processing of criminal cases.
- Federal and state mandates place increased demands for accountability and service.
- The public places growing expectations on the criminal justice system to provide increased public safety.
- Information technology provides the unique opportunity to rethink and reengineer current justice and law enforcement processes that are manual, inefficient, and in need of improved performance through work process automation.
- Decision support capability is lacking in the current system, negatively impacting the ability to predict, observe trends, and to make accurate forecasts regarding the justice and law enforcement environment.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
INTEGRATED CRIMINAL JUST INFO
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
INTEGRATION SYS & INFO DIST	$ 2,115,767	$ 4,628,273	$ 492,297	$ 7,236,337	$ -
TOTAL	$ 2,115,767	$ 4,628,273	$ 492,297	$ 7,236,337	$ -

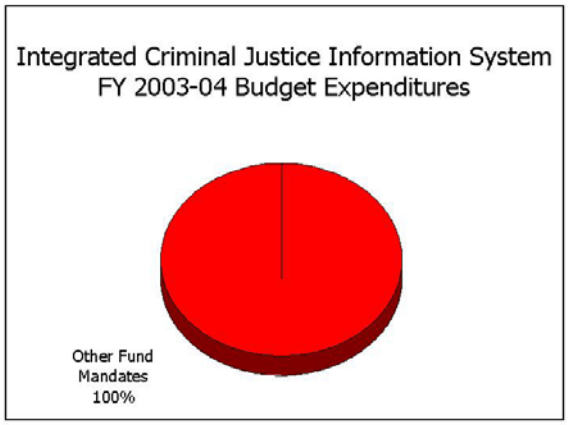
Integrated Criminal Justice Information System (Continued)

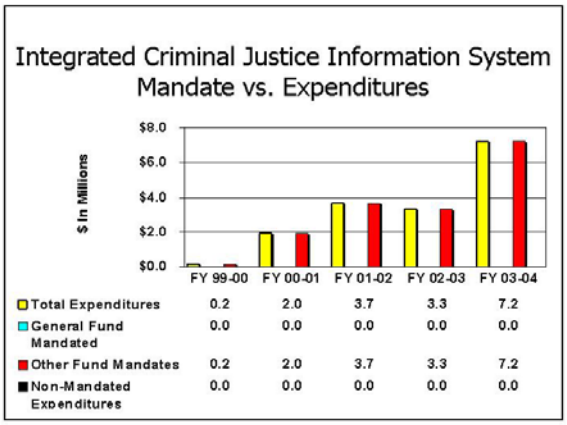
Mandate Consolidated Financial Data

Total Department Expenditures	Special Revenue	Total
FY 1999-00 Actuals	$ 157,910	$ 157,910
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 Adopted Budget	$ 7,236,337	$ 7,236,337

Total Mandated Expenditures	Special Revenue	Total
FY 1999-00 Actuals	$ 157,910	$ 157,910
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 Adopted Budget	$ 7,236,337	$ 7,236,337

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service or eliminations.





Mandate Information

TITLE	Integration Of Criminal Justice Information Systems
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.
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 2003-04 ADOPTED

420 INTEGRATED CRIMINAL JUST INFO

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	$ 2,115,767	$ 4,634,021	$ 486,549	$ 7,236,337	$ -
ALL FUNDS	$ 2,115,767	$ 4,634,021	$ 486,549	$ 7,236,337	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
420 INTEGRATED CRIMINAL JUST INFO
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,011,390	$ 1,065,190	$ 1,072,661	$ 1,122,124	$ 1,647,463	$ 1,647,463	$ (574,802)	-54%
705 TEMPORARY PAY	34,485	-	6,439	4,787	-	-	6,439	100%
750 FRINGE BENEFITS	156,483	166,781	168,029	176,385	284,242	284,242	(116,213)	-69%
790 OTHER PERSONNEL SERVICES	196,257	-	-	-	-	-	-	
795 PERSONNEL SERVICES ALLOC OUT	(121)	(18,545)	(19,709)	(19,704)	(691,155)	(691,155)	671,446	3407%
796 PERSONNEL SERVICES ALLOC IN	-	204,059	204,059	155,295	875,217	875,217	(671,158)	-329%
Subtotal	$ 1,398,494	$ 1,417,485	$ 1,431,479	$ 1,438,887	$ 2,115,767	$ 2,115,767	$ (684,288)	-48%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 678,882	$ 1,604,003	$ 1,256,867	$ 252,447	$ 2,395,035	$ 2,395,035	$ (1,138,168)	-91%
804 NON-CAPITAL EQUIPMENT	9,330	-	-	46,800	35,000	35,000	(35,000)	
812 OTHER SERVICES	541,396	876,770	1,171,430	873,662	1,517,310	1,517,310	(345,880)	-30%
820 RENT & OPERATING LEASES	56,950	42,851	61,803	67,775	70,816	70,816	(9,013)	-15%
825 REPAIRS AND MAINTENANCE	19,945	206,000	167,924	171,825	369,512	369,512	(201,588)	-120%
839 INTERNAL SERVICE CHARGES	32,323	33,625	31,741	78,341	51,848	51,848	(20,107)	-63%
842 TRAVEL & EDUCATION	129,473	84,000	107,500	85,197	194,500	194,500	(87,000)	-81%
Subtotal	$ 1,468,299	$ 2,847,249	$ 2,797,265	$ 1,576,047	$ 4,634,021	$ 4,634,021	$ (1,836,756)	-66%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	$ 785,304	$ 165,000	$ 222,905	$ 266,925	$ 308,000	$ 308,000	$ (85,095)	-38%
950 DEBT SERVICE	4,493	112,164	90,249	79,512	178,549	178,549	(88,300)	-98%
Subtotal	$ 789,797	$ 277,164	$ 313,154	$ 346,437	$ 486,549	$ 486,549	$ (173,395)	-55%
Total Expenditures	$ 3,656,590	$ 4,541,898	$ 4,541,898	$ 3,361,371	$ 7,236,337	$ 7,236,337	$ (2,694,439)	-59%
Operating Balance (Rev. - Exp.)	$ (3,656,590)	$ (4,541,898)	$ (4,541,898)	$ (3,361,371)	$ (7,236,337)	$ (7,236,337)	$ (2,694,439)	-59%

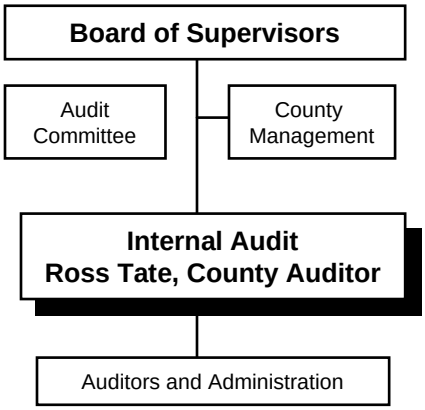
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
420 INTEGRATED CRIMINAL JUST INFO

Market Range Title	FTE
DEVELOPER/PRGRMR ANALYST	2.0
DIRECTOR	1.0
FINAN/BUSINESS ANALYST	1.0
INFO SYSTEMS PROJECT MGR	1.0
TECHNOLOGY ANALYST	8.0
TECHNOLOGY PRODUCT ADMIN	1.0
UNDETERMINED	8.0
Total	**22.0**

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

- By 2005, Internal Audit will dedicate at least 10% of department audit hours to proactive educational activities in order to further strengthen the County's internal control environment.
- By 2005, in order to provide our customers with a quality product, and meet the growing challenges of advancing technology and diversified County operations, Internal Audit will provide a more attractive employee environment and retain high-quality employees by: a. Offering a professional environment of customer-oriented teamwork in achieving our mission; b. Increasing professional development resources to $1,500 per FTE; c. Improve office workstation technology to a 3-year replacement cycle.
- By 2005, Internal Audit will strive for excellence within the profession and increase customer confidence by: a. Earning a NACO award annually b. Earning two professional audit awards (Knighton, NALGA, IIA, AGA, etc.) c. Having at least 25% of staff in leadership positions within professional organizations d. Publishing two external articles on audit topics e. Providing online audit and control information to both internal and external customers, increasing Web-site visits each year.
- By 2005, Internal Audit will annually verify 35% of key MfR performance measures throughout County operations.
- Internal Audit is currently surveying our primary customers (BOS, County Management, departments, and Audit Committee) to identify, report, and prioritize new audit services that are perceived to be needed. We will implement 25% of these services that are consistent with our strategic plan by FY05 (contingent upon available funding).

Internal Audit (Continued)

- By June 2005, Internal Audit will satisfy the need for providing objective information by; a. Making 90% of issued audit reports available to the public on-line; b. Continue publishing at least one Financial Condition Report; c. Continue publishing at least one Service Effort and Accomplishment Report.
- By 2005, Internal Audit staff will better meet its customers' service demands by: a. Obtaining the training and equipment necessary to utilize Computer Assisted Audit Techniques (CAATs) on 50% of audit projects; b. Continuously monitor 20% of the County's financial transactions.

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.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
INTERNAL AUDIT
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
AUDIT SERVICES	$ 575,725	$ 16,436	$ -	$ 592,161	$ -
MANAGEMENT SERVICES	$ 308,636	$ 5,817	$ -	$ 314,453	$ -
ADMINISTRATIVE SERVICES PROG	$ 39,800	$ 1,768	$ -	$ 41,568	$ -
UNALLOCATED/INDIRECT	$ 7,494	$ 450	$ 1,896	$ 9,840	$ 75
TOTAL	$ 931,655	$ 24,471	$ 1,896	$ 958,022	$ 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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of IA recommendations concurred with by clients.	99	96.3	99.8	90
Percent of IA recommendations implemented within three years after the report has been issued.	N/A	96.43	90	90
Percent satisfaction rating from BOS and County Mgmt with audit reports	89	97.5	84	90
Economic impact of audit work.	4,900,000	5,329,804	1,544,000	2,000,000

Internal Audit (Continued)

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 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent satisfaction rating from customers indicating educational efforts (newsletters, courses, etc.) help them do their job more effectively	N/A	90	90	90
Percent overall approval rating by the Board of Supervisors and key County management of Internal Audit's strategic information reports.	N/A	97.75	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

Mandate Consolidated Financial Data

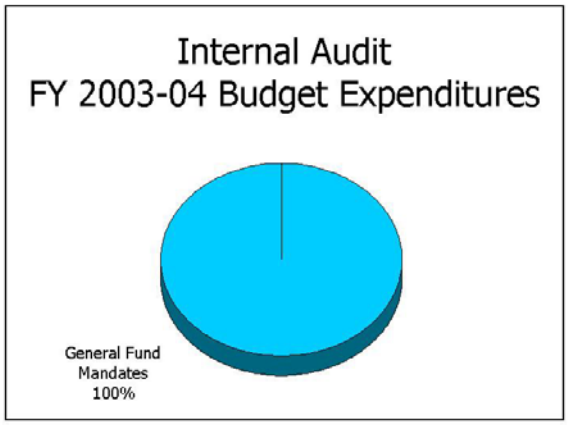
Total Department Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 795,525	$ 795,525
FY 2000-01 Actuals	$ 842,862	$ 842,862
FY 2001-02 Actuals	$ 967,480	$ 967,480
FY 2002-03 Actuals	$ 999,417	$ 999,417
FY 2003-04 Adopted Budget	$ 958,022	$ 958,022

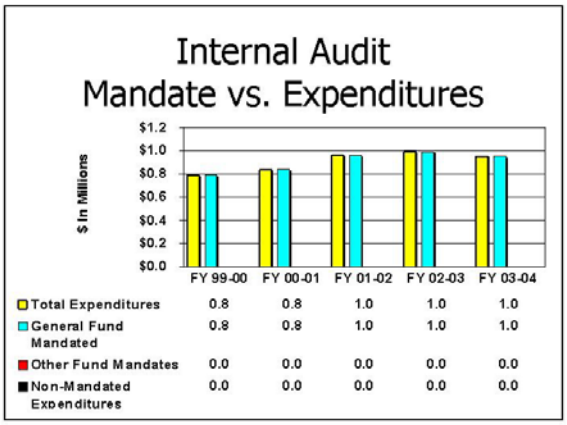
Total Mandated Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 15,260	$ 15,260
FY 2000-01 Actuals	$ 15,767	$ 15,767
FY 2001-02 Actuals	$ 36,679	$ 36,679
FY 2002-03 Actuals	$ 45,189	$ 45,189
FY 2003-04 Adopted Budget	$ 49,400	$ 49,400

Total Administrative Mandates	General Fund	Total
FY 1999-00 Actuals	$ 780,265	$ 780,265
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 Adopted Budget	$ 908,622	$ 908,622

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	Total
FY 1999-00 Actuals	$ 15,260	$ 15,260
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 Adopted Budget	$ 12,000	$ 12,000

Internal Audit (Continued)

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	Total
FY 1999-00 Actuals	$ -	$ -
FY 2000-01 Actuals	$ -	$ -
FY 2001-02 Actuals	$ 21,397	$ 21,397
FY 2002-03 Actuals	$ 32,256	$ 32,256
FY 2003-04 Adopted Budget	$ 37,400	$ 37,400

Internal Audit (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED
230 INTERNAL AUDIT

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 931,656	$ 24,470	$ 1,896	$ 958,022	$ 75
ALL FUNDS	$ 931,656	$ 24,470	$ 1,896	$ 958,022	$ 75

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
230 INTERNAL AUDIT
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
650 MISCELLANEOUS REVENUE	$ 921	$ 75	$ 75	$ 170	$ 75	$ 75	$ -	0%
Total Revenue	$ 921	$ 75	$ 75	$ 170	$ 75	$ 75	$ -	0%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 799,691	$ 823,961	$ 826,593	$ 805,765	$ 823,110	$ 782,175	$ 44,418	5%
705 TEMPORARY PAY	1,820	1,990	1,990	988	1,990	1,990	-	0%
750 FRINGE BENEFITS	150,613	172,638	170,019	162,424	168,098	159,491	10,528	6%
795 PERSONNEL SERVICES ALLOC OUT	(15,282)	(12,000)	(12,000)	(9,001)	(12,000)	(12,000)	-	0%
Subtotal	$ 936,842	$ 986,589	$ 986,602	$ 960,176	$ 981,198	$ 931,656	$ 54,946	6%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 5,080	$ 6,250	$ 6,237	$ 4,954	$ 5,000	$ 5,000	$ 1,237	20%
812 OTHER SERVICES	6,134	3,839	3,839	3,080	2,069	2,069	1,770	46%
820 RENT & OPERATING LEASES	1,824	1,800	1,800	2,066	2,070	2,070	(270)	-15%
825 REPAIRS AND MAINTENANCE	-	500	500	375	150	150	350	70%
839 INTERNAL SERVICE CHARGES	5,211	5,496	5,496	4,502	6,000	6,000	(504)	-9%
842 TRAVEL & EDUCATION	12,186	9,481	9,481	6,039	9,081	9,081	400	4%
843 POSTAGE/FREIGHT/SHIPPING	203	203	203	165	100	100	103	51%
Subtotal	$ 30,638	$ 27,569	$ 27,556	$ 21,181	$ 24,470	$ 24,470	$ 3,086	11%
CAPITAL OUTLAY								
950 DEBT SERVICE	$ -	$ -	$ -	$ 960	$ 1,896	$ 1,896	$ (1,896)	
Subtotal	$ -	$ -	$ -	$ 960	$ 1,896	$ 1,896	$ (1,896)	
Total Expenditures	$ 967,480	$ 1,014,158	$ 1,014,158	$ 982,317	$ 1,007,564	$ 958,022	$ 56,136	6%
Operating Balance (Rev. - Exp.)	$ (966,559)	$ (1,014,083)	$ (1,014,083)	$ (982,147)	$ (1,007,489)	$ (957,947)	$ 56,136	6%

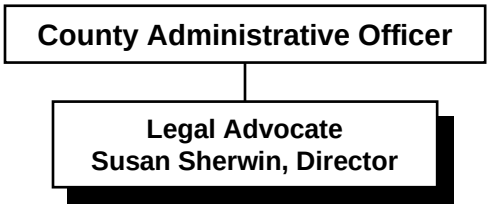
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
230 INTERNAL AUDIT

Market Range Title	FTE
ADMIN & OPERATIONS MGR	1.0
AUDITING SUPERVISOR	4.0
AUDITOR	9.1
DIRECTOR	1.0
Total	**15.1**

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

- Within the next five years, the OLA Juvenile Dependency unit will accept 100% of demand without compromising quality, in response to the Court's request that complex Dependency cases are handled by OLA.
- Within the next three years, OLA capital attorneys will accept 100% of demand, with "demand" being defined as all cases referred from PD and LD, less those which constitute an actual legal conflict.
- Within the next two years, OLA will identify funding opportunities that will be utilized to hire an additional attorney solely devoted to Drug Court, in response to a recent mandate from the Court.
- Within the next five years, OLA will collaborate with mental health evaluators to establish true "SVP" standards, and work within the legal system to place additional pre-trial protections in the law which will ensure due process and prevent clients from being inappropriately labeled as "sexually violent persons."
- Within the next five years, OLA will work to influence systemic changes that will facilitate more expedient treatment of SVP clients in the state hospital, so that clients can be released more quickly, thereby reducing state expenditures.

Issues

- The Court's continued emphasis on moving cases ever more quickly will result in less time and fewer resources available to assist clients, which will compromise the quality of legal representation, increase staff stress, and potentially increase staff turnover.
- Compensation in some job classes is not competitive with other employers, resulting in fewer qualified applicants for available positions and diminished morale.
- 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.

Legal Advocate (Continued)

- An insufficient number of County parking spaces near downtown jails and courts entail walking distances of up to one mile and uncontrollable private parking expenses, which are causing concerns about employees with health issues who transport heavy legal files in 100 degree heat, and adversely impacting OLA's budget.
- 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.
- Existing office space is occupied beyond capacity, which is crowding existing staff, impeding ability to add new staff, and interfering with efficient file management.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
LEGAL ADVOCATE
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ADULT FELONY REPRESENTATION	$ 1,843,692	$ 337,740	$ 9,640	$ 2,191,072	$ 127,180
APPELLATE REPRESENTATION	$ 407,537	$ 156,078	$ 2,356	$ 565,971	$ -
DEPENDENCY REPRESENTATION	$ 1,082,853	$ 145,096	$ 9,159	$ 1,237,108	$ -
MENTAL HEALTH REPRESENTATION	$ 254,073	$ 111,316	$ 2,410	$ 367,799	$ -
ADMINISTRATIVE SERVICES PROG	$ 314,019	$ 56,983	$ -	$ 371,002	$ -
UNALLOCATED/INDIRECT	$ -	$ -	$ 3,213	$ 3,213	$ -
TOTAL	$ 3,902,174	$ 807,213	$ 26,778	$ 4,736,165	$ 127,180

Key Performance Measures

Program Name: CIVIL REPRESENTATION PROGRAM

Program Purpose: The purpose of the Civil Representation Program is to provide legal representation to assigned indigent persons in civil matters so that their legal interests are protected.

Key Results:	**FY 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent of cases which have a permanency plan established within one year after case opening	N/A	N/A	95	98
Percent of clients found "non SVP" or the case is dismissed	N/A	N/A	0	0

Legal Advocate (Continued)

Program Name: CRIMINAL DEFENSE PROGRAM

Program Purpose: The purpose of the Criminal Defense Program is to provide quality legal defense services to assigned indigent clients charged with criminal offenses so that they can obtain the most favorable result possible.

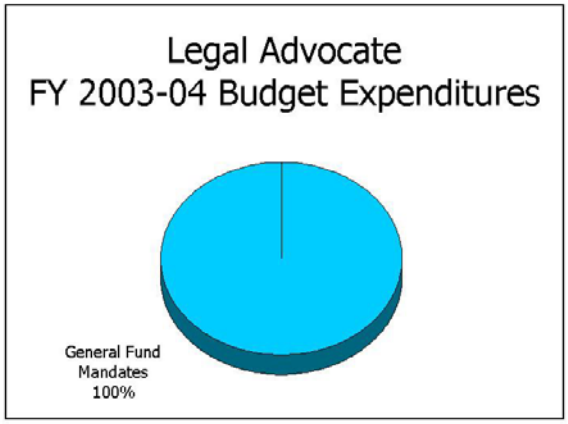
Key Results:	**FY 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent of cases closed with disposition less than original charge	N/A	N/A	90	90
Percent of appeals briefs completed without a written motion to extend	N/A	N/A	90	85

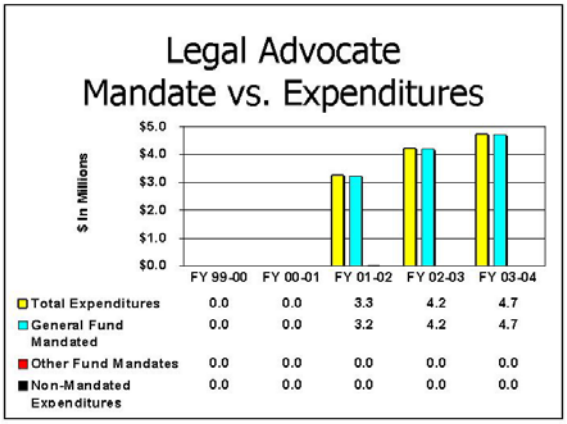
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	N/A	N/A	N/A
FY 2000-01 Actuals	N/A	N/A	N/A
FY 2001-02 Actuals	$ 3,241,271	$ 25,442	$ 3,266,713
FY 2002-03 Actuals	$ 4,206,313	$ 13,537	$ 4,219,850
FY 2003-04 Adopted Budget	$ 4,725,749	$ 10,416	$ 4,736,165

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	N/A	N/A	N/A
FY 2000-01 Actuals	N/A	N/A	N/A
FY 2001-02 Actuals	$ 3,241,271	$ 25,442	$ 3,266,713
FY 2002-03 Actuals	$ 4,206,313	$ 13,537	$ 4,219,850
FY 2003-04 Adopted Budget	$ 4,725,749	$ 10,416	$ 4,736,165

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 Incorrigible 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).

Legal Advocate (Continued)

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.

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

550 LEGAL ADVOCATE

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 4,087,936	$ 611,035	$ 26,778	$ 4,725,749	$ 116,764
SPECIAL REVENUE	-	10,416	-	10,416	10,416
ALL FUNDS	$ 4,087,936	$ 621,451	$ 26,778	$ 4,736,165	$ 127,180

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
550 LEGAL ADVOCATE
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	$ (25,442)	$ 14,842	$ 14,842	$ 10,563	$ 10,416	$ 10,416	$ (4,426)	-30%
620 OTHER INTERGOVERNMENTAL	-	36,000	-	-	-	-	-	
635 OTHER CHARGES FOR SERVICES	37,342	-	36,000	26,520	130,000	116,764	80,764	224%
650 MISCELLANEOUS REVENUE	3	-	-	-	-	-	-	
Total Revenue	$ 11,903	$ 50,842	$ 50,842	$ 37,083	$ 140,416	$ 127,180	$ 76,338	150%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 2,200,119	$ 2,552,947	$ 2,887,208	$ 2,725,969	$ 3,086,744	$ 3,071,589	$ (184,381)	-6%
705 TEMPORARY PAY	41,601	-	84,073	94,160	-	15,155	68,918	82%
710 OVERTIME	41	10	-	2,955	-	-	-	
750 FRINGE BENEFITS	359,188	482,858	553,230	497,639	568,677	568,677	(15,447)	-3%
790 OTHER PERSONNEL SERVICES	1,409	-	1,687	5,088	5,000	415,715	(414,028)	-24542%
796 PERSONNEL SERVICES ALLOC IN	60,443	75,285	77,243	77,242	16,800	16,800	60,443	78%
Subtotal	$ 2,662,801	$ 3,111,100	$ 3,603,441	$ 3,403,053	$ 3,677,221	$ 4,087,936	$ (484,495)	-13%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 80,962	$ 47,599	$ 52,868	$ 44,951	$ 35,000	$ 35,000	$ 17,868	34%
803 FUEL	-	1,500	-	-	-	-	-	
804 NON-CAPITAL EQUIPMENT	-	690	1,127	400	-	-	1,127	100%
810 LEGAL SERVICES	206,453	379,642	232,454	325,692	212,565	212,565	19,889	9%
812 OTHER SERVICES	21,394	16,203	12,552	14,949	23,610	23,610	(11,058)	-88%
820 RENT & OPERATING LEASES	241,216	282,666	249,940	319,495	281,342	281,342	(31,402)	-13%
825 REPAIRS AND MAINTENANCE	395	-	2,167	1,019	250	250	1,917	88%
839 INTERNAL SERVICE CHARGES	13,313	11,092	11,405	11,193	11,428	11,428	(23)	0%
842 TRAVEL & EDUCATION	44,200	43,775	68,417	71,696	51,916	51,916	16,501	24%
843 POSTAGE/FREIGHT/SHIPPING	4,864	2,000	1,991	5,964	5,340	5,340	(3,349)	-168%
Subtotal	$ 612,797	$ 785,167	$ 632,921	$ 795,359	$ 621,451	$ 621,451	$ 11,470	2%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	$ -	$ -	$ 2,021	$ -	$ -	$ -	$ 2,021	100%
950 DEBT SERVICE	-	7,857	9,759	9,120	26,778	26,778	(17,019)	-174%
Subtotal	$ -	$ 7,857	$ 11,780	$ 9,120	$ 26,778	$ 26,778	$ (14,998)	-127%
Total Expenditures	$ 3,275,598	$ 3,904,124	$ 4,248,142	$ 4,207,532	$ 4,325,450	$ 4,736,165	$ (488,023)	-11%
Operating Balance (Rev. - Exp.)	$ (3,263,695)	$ (3,853,282)	$ (4,197,300)	$ (4,170,449)	$ (4,185,034)	$ (4,608,985)	$ (411,685)	-10%

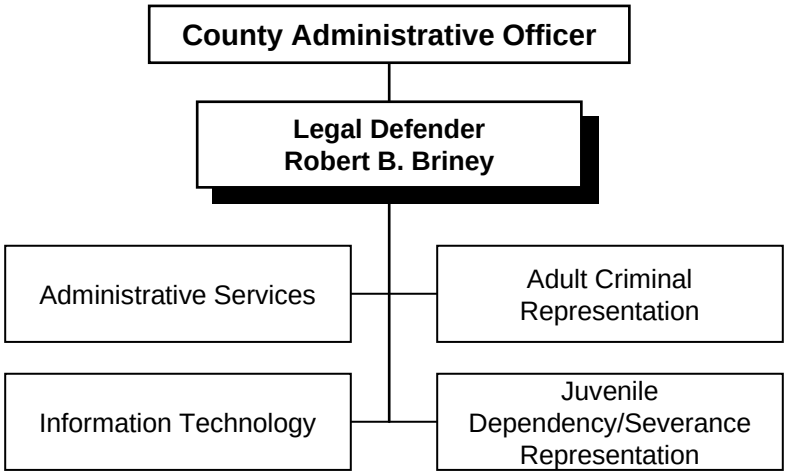
Legal Advocate (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 550 LEGAL ADVOCATE	
Market Range Title	**FTE**
ADMINISTRATIVE SPECIALIST	4.0
ADMIN/OFFICE SUPPORT	2.0
ATTORNEY	28.0
DEPUTY DIRECTOR	1.0
DIRECTOR	1.0
EXECUTIVE ASSISTANT	1.0
FINAN/BUSINESS ANALYST	1.0
INVESTIGATOR	2.5
LEGAL ASSISTANT	2.0
LEGAL SUPPORT SPECIALIST	7.0
MITIGATION SVCS REP	2.0
SOCIAL WORKER (BS)	9.0
Total	**60.5**

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 October 1, 2003, the goal of the Office of the Legal Defender is to establish in conjunction with the other indigent defense offices a case weighting and counting system and develop mechanisms that will enable the Offices to set and maintain appropriate caseload and performance standards.
- By July 1, 2003, the goal of the Office of the Legal Defender is to resolve to disposition 90% of all felony cases, except first-degree murder cases, within 180 days of arraignment or case assignment with no reduction in the quality of legal representation.
- By July 1, 2003, the goal of Indigent Representation is to 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

- A recent U.S. Supreme Court decision and accompanying legislative changes, pending election results, and new or pending procedural court rule changes will significantly impact current caseloads/workloads; timely delivery of services and cost per case.

Legal Defender (Continued)

- 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 relocation of the Indigent Defense Offices to one location will require additional and reallocation of resources to adequately provide office/parking space and equipment to permit the staff to accomplish their duties in an efficient and effective manner.
- The County's pay and benefits will need to keep pace with those of the private sector if the Office hopes to be able to hire qualified applicants and avoid an increase in turnover.
- The recent economic downturn, rapid increase in population and continued emphasis on law enforcement will increase the number of indigent defendants, resulting in more cases for the office.
- Rapid changes in technology and increased sharing of case information within the system will increase administrative efficiencies and reduce duplication of data entry.
- The War on Terrorism will require additional resources devoted to security issues, loss of productivity time to our staff serving as Reservists and to staff through planned and unplanned building evacuations and a possible increase in the number of clients.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
LEGAL DEFENDER
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ADULT FELONY REPRESENTATION	$ 3,708,746	$ 309,047	$ -	$ 4,017,793	$ 62,674
DEPENDENCY REPRESENTATION	$ 944,822	$ 41,850	$ -	$ 986,672	$ -
ADMINISTRATIVE SERVICES PROG	$ 380,732	$ 36,000	$ -	$ 416,732	$ 36,000
INFORMATION TECHNOLOGY PROGRAM	$ 65,733	$ -	$ 20,390	$ 86,123	$ -
TOTAL	$ 5,100,033	$ 386,897	$ 20,390	$ 5,507,320	$ 98,674

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 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent of Cases with Disposition Less than Original Charge	N/A	N/A	88.24	88

Legal Defender (Continued)

Program Name: NON-CRIMINAL REPRESENTATION PROGRAM

Program Purpose: The purpose of the Non-Criminal Representation Program is to provide legal representation to assigned indigent person in juvenile court on issues involving their parental rights so they can obtain the most favorable resolution of their cases under the circumstances.

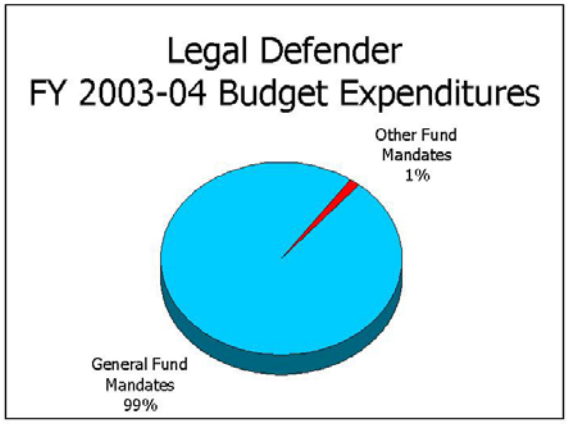
Key Results:	**FY 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent of dependency cases dismissed	N/A	N/A	22.14	22.14

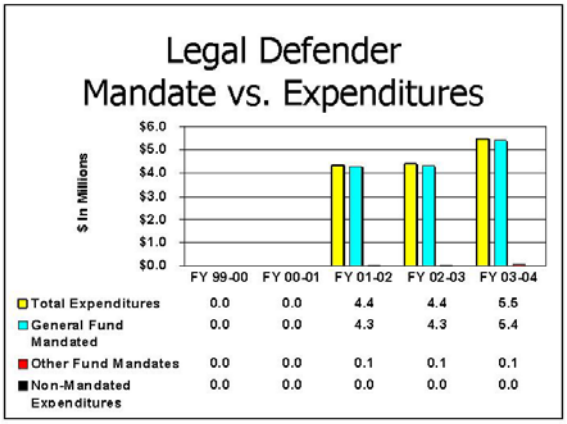
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ 4,293,040	$ 62,508	$ 4,355,548
FY 2002-03 Actuals	$ 4,329,456	$ 67,770	$ 4,397,226
FY 2003-04 Adopted Budget	$ 5,428,346	$ 78,974	$ 5,507,320

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ 4,293,040	$ 62,508	$ 4,355,548
FY 2002-03 Actuals	$ 4,329,456	$ 67,770	$ 4,397,226
FY 2003-04 Adopted Budget	$ 5,428,346	$ 78,974	$ 5,507,320

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.

Administrative Services Program	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ 527,647	$ 27,508	$ 555,154
FY 2002-03 Actuals	$ 322,174	$ 37,064	$ 359,238
FY 2003-04 Adopted Budget	$ 380,732	$ 36,000	$ 416,732

Legal Defender (Continued)

Information Technology Program	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ -	$ -	$ -
FY 2002-03 Actuals	$ 58,425	$ -	$ 58,425
FY 2003-04 Adopted Budget	$ 86,123	$ -	$ 86,123

Adult Felony Representation Program	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ 2,880,256	$ 35,000	$ 2,915,256
FY 2002-03 Actuals	$ 3,082,149	$ 30,706	$ 3,112,856
FY 2003-04 Adopted Budget	$ 3,974,819	$ 42,974	$ 4,017,793

Dependency Representation Program	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ 885,138	$ -	$ 885,138
FY 2002-03 Actuals	$ 866,707	$ -	$ 866,707
FY 2003-04 Adopted Budget	$ 986,672	$ -	$ 986,672

Legal Defender (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

540 LEGAL DEFENDER

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 5,057,059	$ 350,897	$ 20,390	$ 5,428,346	$ 19,700
SPECIAL REVENUE	42,974	36,000	-	78,974	78,974
ALL FUNDS	$ 5,100,033	$ 386,897	$ 20,390	$ 5,507,320	$ 98,674

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
540 LEGAL DEFENDER
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	$ 26,069	$ 80,000	$ 80,000	$ 47,389	$ 77,428	$ 36,000	$ (44,000)	-55%
620 OTHER INTERGOVERNMENTAL	39,200	24,500	24,500	60,300	24,500	62,674	38,174	156%
635 OTHER CHARGES FOR SERVICES	14,700	-	-	-	-	-	-	
645 INTEREST EARNINGS	-	-	-	143	-	-	-	
Total Revenue	$ 79,969	$ 104,500	$ 104,500	$ 107,832	$ 101,928	$ 98,674	$ (5,826)	-6%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 3,305,346	$ 3,426,317	$ 3,695,496	$ 3,539,319	$ 3,716,087	$ 3,717,633	$ (22,137)	-1%
705 TEMPORARY PAY	181,280	123,500	213,656	248,859	213,656	213,656	-	0%
710 OVERTIME	232	-	-	-	-	-	-	
750 FRINGE BENEFITS	611,604	668,441	726,151	690,891	751,481	751,481	(25,330)	-3%
790 OTHER PERSONNEL SERVICES	6,229	120,515	29,671	12,141	6,550	417,263	(387,592)	-1306%
Subtotal	$ 4,104,691	$ 4,338,773	$ 4,664,974	$ 4,491,210	$ 4,687,774	$ 5,100,033	$ (435,059)	-9%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 68,391	$ 79,202	$ 79,202	$ 44,034	$ 44,000	$ 44,000	$ 35,202	44%
803 FUEL	2,252	1,812	1,280	1,811	2,000	2,000	(720)	-56%
804 NON-CAPITAL EQUIPMENT	1,455	24,830	36,580	11,692	-	-	36,580	100%
810 LEGAL SERVICES	442,774	507,364	166,501	178,844	212,729	212,729	(46,228)	-28%
812 OTHER SERVICES	23,514	32,338	35,500	34,013	29,000	29,000	6,500	18%
820 RENT & OPERATING LEASES	12,406	15,500	15,500	12,511	17,500	17,500	(2,000)	-13%
825 REPAIRS AND MAINTENANCE	1,683	1,500	1,500	1,242	2,050	2,050	(550)	-37%
839 INTERNAL SERVICE CHARGES	7,950	6,918	7,200	8,978	9,318	9,318	(2,118)	-29%
842 TRAVEL & EDUCATION	45,184	61,839	61,839	44,469	63,800	63,800	(1,961)	-3%
843 POSTAGE/FREIGHT/SHIPPING	13,110	7,500	7,500	6,786	6,500	6,500	1,000	13%
Subtotal	$ 618,719	$ 738,803	$ 412,602	$ 344,380	$ 386,897	$ 386,897	$ 25,705	6%
CAPITAL OUTLAY								
950 DEBT SERVICE	$ -	$ 357	$ 357	$ 5,060	$ 20,390	$ 20,390	$ (20,033)	-5611%
Subtotal	$ -	$ 357	$ 357	$ 5,060	$ 20,390	$ 20,390	$ (20,033)	-5611%
Total Expenditures	$ 4,723,410	$ 5,077,933	$ 5,077,933	$ 4,840,650	$ 5,095,061	$ 5,507,320	$ (429,387)	-8%
Operating Balance (Rev. - Exp.)	$ (4,643,441)	$ (4,973,433)	$ (4,973,433)	$ (4,732,818)	$ (4,993,133)	$ (5,408,646)	$ (435,213)	-9%

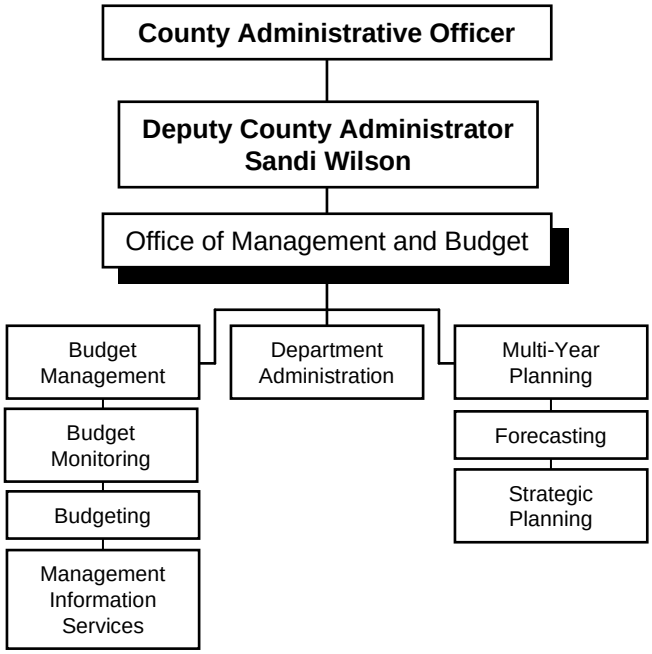
Legal Defender (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 540 LEGAL DEFENDER	
Market Range Title	**FTE**
ADMIN & OPERATIONS MGR	1.0
ADMINISTRATIVE SPECIALIST	2.0
ADMIN/OFFICE SUPPORT	9.0
ADMIN/OFFICE SUPPORT SUPV	2.0
ATTORNEY	35.8
DIRECTOR	1.0
INVESTIGATOR	6.0
LAN ADMINISTRATOR (INACTIVE)	1.0
LEGAL ASSISTANT	1.0
LEGAL ORDER SERVER	1.0
LEGAL SECRETARY SUPV	1.0
LEGAL SUPPORT SPECIALIST	5.0
MANAGEMENT ASSISTANT	1.0
MITIGATION SVCS REP	2.0
PUBLIC SVC REPRESENTATIVE	2.0
SOCIAL WORKER (BS)	4.0
Total	**74.8**

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 2003 and beyond, develop and maintain a level of expertise and credibility through analysis, financial reports, and trending that will lead to OMB policy changes that limit future general fund budget subsidies to the Health System at or below the FY 2003 level.
- By June 30, 2003, develop a Fiscal Emergency Action Plan incorporating the 10-year forecast, population trends, and legislation to ensure that the budget maintains structural balance. The plan is to be reviewed annually and updated as needed as part of the budget process.
- Managing for Results will be implemented to a stage where OMB can make meaningful budget recommendations tied to service levels and results, as evidenced by 25% of departments conforming to Managing for Results (MfR) guidelines for P/A/S and Performance Measurements by the start of FY 2004; 50% by FY 2005; 75% by FY 2006; and 100% by FY 2007.

Management & Budget (Continued)

- By September 1 of each year (2003, 2004, 2005), OMB will submit policy recommendations to the Board of Supervisors 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.

Issues

- Absent a jail tax extension, OMB will be forced to make severe service cut and property tax increase recommendations to the Board of Supervisors.
- The State of Arizona budget crisis has introduced great fiscal uncertainty and has taken our financial self-reliance strategies away from County government.
- Rising health system subsidy costs and State and court mandated health care costs will make it increasingly difficult for OMB to make budget recommendations for all other County programs at current revenue and expenditure limits.
- 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.
- Judicial mandates affecting speedy trials and re-trying capital cases will require OMB to analyze issues with criminal justice agencies to identify management strategies that will increase effectiveness and streamline processes within limited resources.
- 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.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
MANAGEMENT & BUDGET
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
BUDGET MANAGEMENT	$ 1,328,185	$ 69,100	$ 5,645	$ 1,402,930	$ -
MULTI-YEAR PLANNING PROGRAM	$ 88,874	$ -	$ -	$ 88,874	$ -
ADMINISTRATIVE SERVICES PROG	$ 74,308	$ -	$ -	$ 74,308	$ -
TOTAL	$ 1,491,367	$ 69,100	$ 5,645	$ 1,566,112	$ -

Management & Budget (Continued)

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 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent of departments that stay within approved (by fund type) FY budget allocations.	100	98.5	98.4	100

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 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent of forecasts (most likely scenario) within 10 percent of actual	100	100	100	100

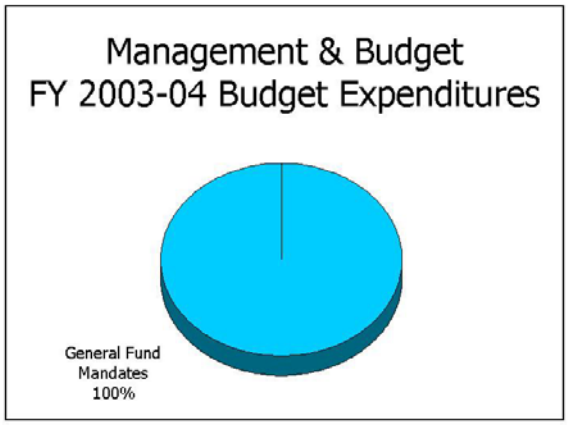
Mandate Consolidated Financial Data

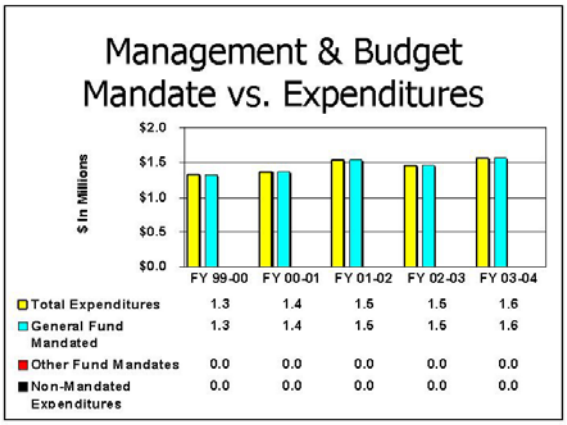
Total Department Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 1,337,623	$ 1,337,623
FY 2000-01 Actuals	$ 1,372,435	$ 1,372,435
FY 2001-02 Actuals	$ 1,545,124	$ 1,545,124
FY 2002-03 Actuals	$ 1,463,898	$ 1,463,898
FY 2003-04 Adopted Budget	$ 1,566,112	$ 1,566,112

Total Administrative Mandates	General Fund	Total
FY 1999-00 Actuals	$ 1,337,623	$ 1,337,623
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 Adopted Budget	$ 1,566,112	$ 1,566,112

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 2003-04 ADOPTED

490 MANAGEMENT & BUDGET

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,491,367	$ 69,100	$ 5,645	$ 1,566,112	$ -
ALL FUNDS	$ 1,491,367	$ 69,100	$ 5,645	$ 1,566,112	$ -

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
490 MANAGEMENT & BUDGET
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 965,236	$ 1,033,332	$ 1,204,195	$ 1,014,623	$ 1,258,354	$ 1,156,237	$ 47,958	4%
705 TEMPORARY PAY	31,158	-	-	3,240	-	-	-	
750 FRINGE BENEFITS	171,190	192,164	223,049	176,432	237,443	217,083	5,966	3%
790 OTHER PERSONNEL SERVICES	13,677	-	26,965	-	87,986	36,450	(9,485)	-35%
795 PERSONNEL SERVICES ALLOC OUT	-	-	(157,490)	-	(57,845)	(57,845)	(99,645)	-63%
796 PERSONNEL SERVICES ALLOC IN	220,984	370,000	338,412	375,259	139,442	139,442	198,970	59%
Subtotal	$ 1,402,245	$ 1,595,496	$ 1,635,131	$ 1,569,554	$ 1,665,380	$ 1,491,367	$ 143,764	9%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 27,690	$ 37,496	$ 39,896	$ 40,483	$ 40,000	$ 40,000	$ (104)	0%
804 NON-CAPITAL EQUIPMENT	-	-	32,000	26,083	8,000	8,000	24,000	75%
810 LEGAL SERVICES	3	-	-	-	-	-	-	
812 OTHER SERVICES	83,255	80,868	2,000	83,325	2,000	2,000	-	0%
820 RENT & OPERATING LEASES	-	-	-	-	8,100	8,100	(8,100)	
825 REPAIRS AND MAINTENANCE	91	1,000	1,000	498	1,000	1,000	-	0%
839 INTERNAL SERVICE CHARGES	17,783	22,000	24,500	17,238	9,000	9,000	15,500	63%
842 TRAVEL & EDUCATION	13,376	-	-	237	500	500	(500)	
843 POSTAGE/FREIGHT/SHIPPING	681	500	500	821	500	500	-	0%
Subtotal	$ 142,879	$ 141,864	$ 99,896	$ 168,685	$ 69,100	$ 69,100	$ 30,796	31%
CAPITAL OUTLAY								
950 DEBT SERVICE	$ -	$ -	$ 2,333	$ -	$ 5,645	$ 5,645	$ (3,312)	-142%
Subtotal	$ -	$ -	$ 2,333	$ -	$ 5,645	$ 5,645	$ (3,312)	-142%
Total Expenditures	$ 1,545,124	$ 1,737,360	$ 1,737,360	$ 1,738,239	$ 1,740,125	$ 1,566,112	$ 171,248	10%
Operating Balance (Rev. - Exp.)	$ (1,545,124)	$ (1,737,360)	$ (1,737,360)	$ (1,738,239)	$ (1,740,125)	$ (1,566,112)	$ 171,248	10%

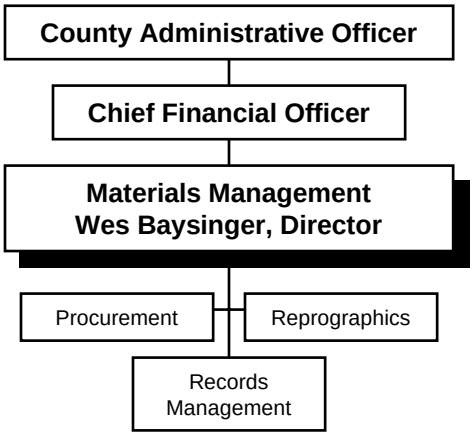
Management & Budget (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 490 MANAGEMENT & BUDGET	
Market Range Title	**FTE**
ADMINISTRATIVE SPECIALIST	2.0
BUDGET ANALYST	9.0
BUDGET SUPERVISOR	5.0
CHIEF OFFICER	1.0
DEPUTY DIRECTOR	2.0
MANAGEMENT ANALYST	1.0
Total	**20.0**

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.
- Establish a graphics communication operation responsive to changing client needs while remaining the lowest cost alternative by June 2004.
- Establish a communications infrastructure to convey knowledge and values between Materials Management and its clients by June 2004.
- Materials Management will implement processes to facilitate change and successfully transition to E-Procurement and subsequently E-Government by June 2003.
- Recruit and retain knowledge workers at an annual attrition rate equal to or less than 10%.
- Increase partnerships with other governmental entities to leverage resources and buying power that support our clients' ability to achieve their goals.

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.

Materials Management (Continued)

- 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.
- 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 2003-04 ADOPTED
MATERIALS MANAGEMENT
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
BUSINESS SERVICES	$ 738,800	$ 359,328	$ 46,709	$ 1,144,837	$ 1,010,775
CONSULTING	$ 447,331	$ -	$ -	$ 447,331	$ -
SYSTEMS AND SUPPORT	$ 207,520	$ 846	$ -	$ 208,366	$ -
ADMINISTRATIVE SERVICES PROG	$ 185,548	$ 43,604	$ -	$ 229,152	$ 20,000
UNALLOCATED/INDIRECT	$ -	$ 50,027	$ -	$ 50,027	$ -
TOTAL	$ 1,579,199	$ 453,805	$ 46,709	$ 2,079,713	$ 1,030,775

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of clients satisfied with Graphic Communications Manufactured Products.	N/A	98.8	86	86

Materials Management (Continued)

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.

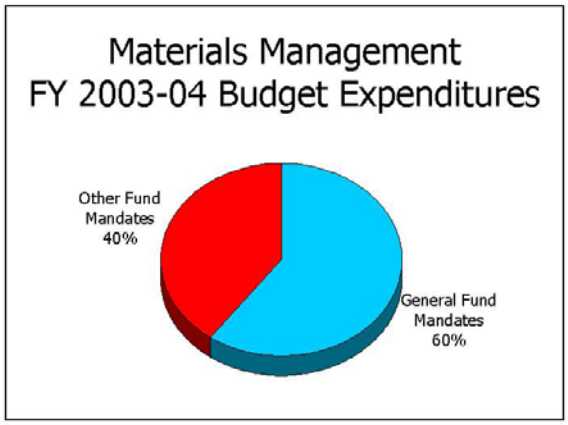
Key Results:	**FY 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent of clients satisfied with Graphic Communications consulting results.	N/A	99.9	86	86
Percent of clients satisfied with Procurement consulting services.	N/A	83.3	86	86
Percent of clients satisfied with Records Management consulting results.	N/A	77	86	86

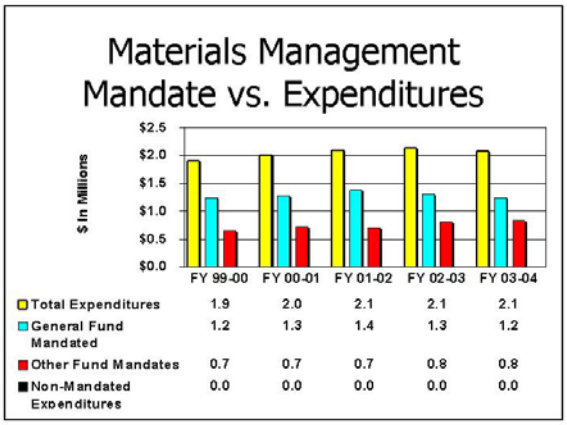
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Internal Service	Total
FY 1999-00 Actuals	$ 1,249,299	$ 657,488	$ 1,906,787
FY 2000-01 Actuals	$ 1,291,013	$ 724,113	$ 2,015,126
FY 2001-02 Actuals	$ 1,383,196	$ 719,019	$ 2,102,215
FY 2002-03 Actuals	$ 1,327,975	$ 819,668	$ 2,147,643
FY 2003-04 Adopted Budget	$ 1,244,722	$ 834,991	$ 2,079,713

Total Administrative Mandates	General Fund	Internal Service	Total
FY 1999-00 Actuals	$ 1,249,299	$ 657,488	$ 1,906,787
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 Adopted Budget	$ 1,244,722	$ 834,991	$ 2,079,713

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 2003-04 ADOPTED

730 MATERIALS MANAGEMENT

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,183,034	$ 61,688	$ -	$ 1,244,722	$ 127,000
INTERNAL SERVICE	409,768	378,514	46,709	834,991	903,775
ALL FUNDS	$ 1,592,802	$ 440,202	$ 46,709	$ 2,079,713	$ 1,030,775

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
730 MATERIALS MANAGEMENT
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
636 INTERNAL SERVICE CHARGES	$ 1,104,788	$ 900,000	$ 900,000	$ 1,096,063	$ 900,000	$ 900,000	$ -	0%
650 MISCELLANEOUS REVENUE	101,149	80,775	80,775	93,052	80,775	130,775	50,000	62%
Total Revenue	$ 1,205,937	$ 980,775	$ 980,775	$ 1,189,115	$ 980,775	$ 1,030,775	$ 50,000	5%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,398,053	$ 1,439,544	$ 1,439,670	$ 1,409,857	$ 1,439,355	$ 1,335,303	$ 104,367	7%
705 TEMPORARY PAY	-	4,350	4,225	7,644	4,225	-	4,225	100%
710 OVERTIME	774	5,066	5,076	3,491	5,076	4,076	1,000	20%
750 FRINGE BENEFITS	291,049	316,899	316,888	305,767	341,645	306,581	10,307	3%
795 PERSONNEL SERVICES ALLOC OUT	-	(53,158)	(53,158)	(52,606)	(53,158)	(53,158)	-	0%
Subtotal	$ 1,689,876	$ 1,712,701	$ 1,712,701	$ 1,674,153	$ 1,737,143	$ 1,592,802	$ 119,899	7%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 254,541	$ 253,978	$ 253,978	$ 249,613	$ 253,978	$ 228,218	$ 25,760	10%
802 MEDICAL SUPPLIES	27	-	-	-	-	-	-	
803 FUEL	275	300	300	257	300	300	-	0%
804 NON-CAPITAL EQUIPMENT	744	25,000	25,000	17,702	20,647	18,741	6,259	25%
812 OTHER SERVICES	36,318	50,468	50,468	45,469	50,468	43,299	7,169	14%
825 REPAIRS AND MAINTENANCE	50,046	95,000	95,000	96,588	95,000	93,500	1,500	2%
839 INTERNAL SERVICE CHARGES	5,614	9,710	9,710	6,142	9,710	7,528	2,182	22%
842 TRAVEL & EDUCATION	5,330	4,832	4,832	6,669	4,832	4,057	775	16%
843 POSTAGE/FREIGHT/SHIPPING	20,889	5,000	5,000	6,109	5,000	5,000	-	0%
880 TRANSFERS OUT	17,665	38,089	38,089	38,089	39,559	39,559	(1,470)	-4%
Subtotal	$ 391,449	$ 482,377	$ 482,377	$ 466,638	$ 479,494	$ 440,202	$ 42,175	9%
CAPITAL OUTLAY								
950 DEBT SERVICE	$ 3,223	$ 46,709	$ 46,709	$ 49,686	$ 46,709	$ 46,709	$ -	0%
Subtotal	$ 3,223	$ 46,709	$ 46,709	$ 49,686	$ 46,709	$ 46,709	$ -	0%
Total Expenditures	$ 2,084,548	$ 2,241,787	$ 2,241,787	$ 2,190,477	$ 2,263,346	$ 2,079,713	$ 162,074	7%
Operating Balance (Rev. - Exp.)	$ (878,611)	$ (1,261,012)	$ (1,261,012)	$ (1,001,362)	$ (1,282,571)	$ (1,048,938)	$ 212,074	17%

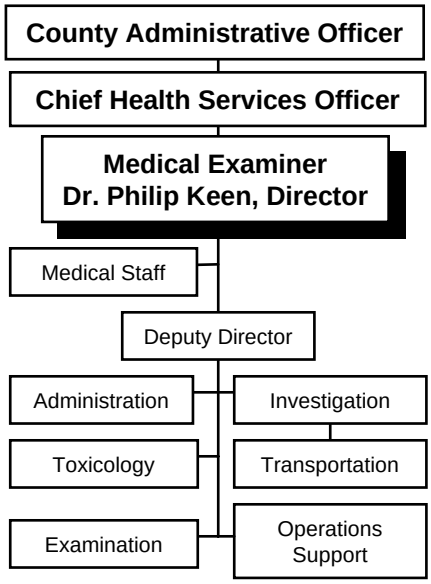
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
730 MATERIALS MANAGEMENT

Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	6.0
ADMIN/OPERATIONS SUPV	2.0
CONTRACT ADMINISTRATOR	2.0
DEPUTY DIRECTOR	1.0
DEVELOPER/PRGRMR ANALYST	1.0
DIRECTOR	1.0
FINANCIAL SUPERVISOR	1.0
GRAPHIC EQUIPMENT TECH	7.0
HR SPECIALIST	1.0
PC SPECIALIST	1.0
PROGRAM COORDINATOR	2.0
PURCHASING SPECIALIST	7.0
PURCHASING SUPERVISOR	3.0
TECHNOLOGY ANALYST	1.0
Total	**36.0**

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

- Improve service to families and other agencies by completing cases within established timeframes by FY 2005, i.e., 90% of cases closed in 45 days and 100% in 90 days.
- Secure sufficient staff by FY 05 to provide examination, laboratory, transcription and office support for the increased number of doctors and to make the most effective use of the education, training and skills of employees in order to achieve Goal #1.
- Reduce turnover to 10% or less and retain experienced staff by bringing salaries to job market levels and increase skills and abilities among staff through training and the development of career ladders to retain the most skilled and versatile employees by FY 2006.
- Acquire new desktop information technology to provide the public greater access to information and reports by FY 04.

Medical Examiner (Continued)

- Acquire additional resources to bring department operations up to acceptable standards to efficiently process the current caseload and meet established timeframes for case closure (Goal #1), e.g., seeking federal grant for DNA lab in FY 04 in order to expand laboratory services to include DNA analyses of samples primarily on homicide cases.
- Apply for certification from the National Association of Medical Examiners (NAMES), Society of Forensic Toxicologists (SOFT), and complete requirements to gain approval for a Forensic Pathology Fellowship program from the Accreditation Council for Graduate Medical Education (ACGME) by FY 05.
- Seek grant funding in FY 04 for a Training Coordinator to develop education programs for medical, emergency, and law enforcement personnel and a program for at-risk youth.

Issues

- Significant growth in the population of Maricopa County will result in a rising death rate and a proportional increase in the Medical Examiner caseload in the next five years.
- High turnover and understaffing will result in decreased productivity, lost work time, higher costs, an inefficient use of resources, and impede our ability to attain a reliable timely closure of cases by 2005.
- The move to the new facility will allow overall positive changes in the internal culture and working environment of the department.
- The increasing demand for training and educational opportunities from other agencies, such as law enforcement and medical providers, will cause increases in workload and greater time demands to be placed on the Medical Examiners and other employees to provide training sessions to other agencies in the next five years.
- Heightened public interest in the forensic sciences and substance abuse awareness will create increasing demands from social agencies and individuals for the Office of the Medical Examiner to provide educational opportunities for at-risk groups and the public in general in the next five years which will result in more work and time taken in preparing and presenting public education programs.
- New technology will allow our office to link with other ME/Coroner offices and other outside agencies to more easily share information on cases, medical and forensic findings, identify at-risk patterns, potential problem resolutions, and to electronically distribute reports in the next two to five years.
- A trace evidence laboratory and DNA laboratory will become the norm for ME/Coroner offices which will result in the need to expand laboratory services into these areas within the next five years.
- Legal requirements of court cases, particularly homicide prosecutions, will require that the Office of the Medical Examiner seek appropriate certifications to demonstrate that we are meeting the higher legal standards.
- Approval of a forensic pathology fellowship would greatly alleviate the recruiting difficulties and high turnover in Medical Examiner positions experienced in the past by allowing our office to provide forensic pathology training to potential new medical examiners.

Medical Examiner (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
MEDICAL EXAMINER
TOTAL FUNDS

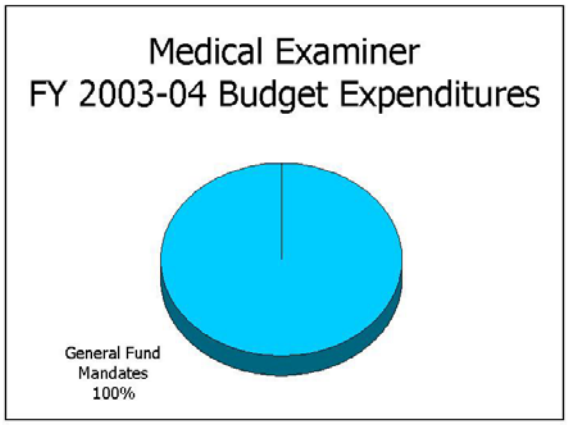
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
MEDICAL EXAMINERS	$ 3,310,433	$ 329,389	$ 125,177	$ 3,764,999	$ 567,614
ADMINISTRATIVE SERVICES PROG	$ 239,451	$ 70,874	$ 13,493	$ 323,818	$ -
TOTAL	$ 3,549,884	$ 400,263	$ 138,670	$ 4,088,817	$ 567,614

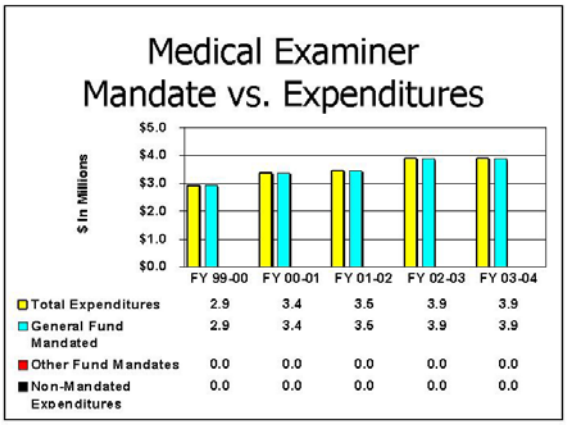
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 2,939,906	$ 2,939,906
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 Adopted Budget	$ 3,881,203	$ 3,881,203

Total Mandated Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 2,939,906	$ 2,939,906
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 Adopted Budget	$ 3,881,203	$ 3,881,203

NOTE: Mandate financials do not include appropriated beginning fund balance, debt service or eliminations.





Medical Examiner (Continued)

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 2003-04 ADOPTED

290 MEDICAL EXAMINER

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 3,365,394	$ 371,902	$ 143,907	$ 3,881,203	$ 360,000
SPECIAL REVENUE	181,667	20,147	5,800	207,614	207,614
ALL FUNDS	$ 3,547,061	$ 392,049	$ 149,707	$ 4,088,817	$ 567,614

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
290 MEDICAL EXAMINER
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	$ -	$ -	$ -	$ -	$ -	$ 207,614	$ 207,614	
620 OTHER INTERGOVERNMENTAL	-	60,000	60,000	-	-	60,000	-	0%
635 OTHER CHARGES FOR SERVICES	407,829	360,000	360,000	285,418	360,000	300,000	(60,000)	-17%
650 MISCELLANEOUS REVENUE	(454)	-	-	-	-	-	-	
Total Revenue	$ 407,375	$ 420,000	$ 420,000	$ 285,418	$ 360,000	$ 567,614	$ 147,614	35%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 2,362,020	$ 2,663,932	$ 2,798,889	$ 2,744,369	$ 2,848,044	$ 2,819,242	$ (20,353)	-1%
705 TEMPORARY PAY	74,606	68,748	68,748	105,171	68,748	68,748	-	0%
710 OVERTIME	36,517	11,700	11,700	42,256	11,700	11,700	-	0%
750 FRINGE BENEFITS	489,907	596,963	600,559	516,711	623,794	623,663	(23,104)	-4%
790 OTHER PERSONNEL SERVICES	31,996	23,708	23,708	28,187	23,708	23,708	-	0%
795 PERSONNEL SERVICES ALLOC OUT	-	-	-	(175,501)	(210,600)	(23,696)	23,696	
796 PERSONNEL SERVICES ALLOC IN	-	-	-	-	-	23,696	(23,696)	
Subtotal	$ 2,995,046	$ 3,365,051	$ 3,503,604	$ 3,261,193	$ 3,365,394	$ 3,547,061	$ (43,457)	-1%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 70,044	$ 48,060	$ 57,460	$ 100,866	$ 58,387	$ 66,137	$ (8,677)	-15%
802 MEDICAL SUPPLIES	196,105	163,181	163,181	171,274	159,181	164,181	(1,000)	-1%
803 FUEL	10,473	10,583	11,215	9,010	10,363	10,363	852	8%
804 NON-CAPITAL EQUIPMENT	15,235	3,474	3,475	8,805	3,453	7,650	(4,175)	-120%
811 HEALTH CARE SERVICES	55,150	63,000	63,000	56,962	61,000	61,000	2,000	3%
812 OTHER SERVICES	22,635	37,251	26,531	36,987	24,531	24,531	2,000	8%
820 RENT & OPERATING LEASES	9,593	8,000	8,000	6,665	8,000	8,000	-	0%
825 REPAIRS AND MAINTENANCE	43,514	29,797	29,798	30,995	29,797	29,797	1	0%
839 INTERNAL SERVICE CHARGES	6,328	4,101	5,920	8,768	6,453	6,453	(533)	-9%
842 TRAVEL & EDUCATION	21,118	1,132	-	8,583	-	3,200	(3,200)	
843 POSTAGE/FREIGHT/SHIPPING	7,603	6,000	6,000	5,986	6,000	6,000	-	0%
850 UTILITIES	4,751	4,738	4,737	7,393	4,737	4,737	-	0%
Subtotal	$ 462,549	$ 379,317	$ 379,317	$ 452,294	$ 371,902	$ 392,049	$ (12,732)	-3%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	$ 6,550	$ -	$ -	$ -	$ -	$ 5,800	$ (5,800)	
950 DEBT SERVICE	76,829	143,907	143,907	138,479	143,907	143,907	-	0%
Subtotal	$ 83,379	$ 143,907	$ 143,907	$ 138,479	$ 143,907	$ 149,707	$ (5,800)	-4%
Total Expenditures	$ 3,540,974	$ 3,888,275	$ 4,026,828	$ 3,851,966	$ 3,881,203	$ 4,088,817	$ (61,989)	-2%
Operating Balance (Rev. - Exp.)	$ (3,133,599)	$ (3,468,275)	$ (3,606,828)	$ (3,566,548)	$ (3,521,203)	$ (3,521,203)	$ 85,625	2%

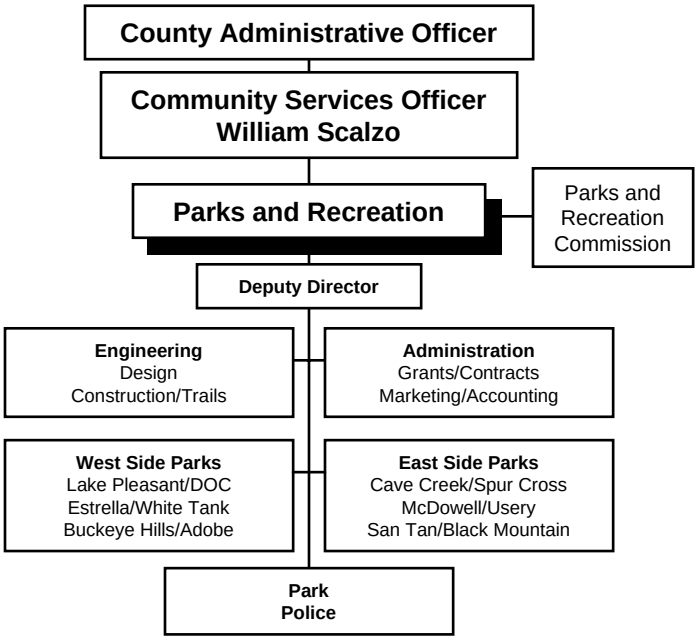
Medical Examiner (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 290 MEDICAL EXAMINER	
Market Range Title	**FTE**
ADMIN & OPERATIONS MGR	1.0
ADMINISTRATIVE SPECIALIST	10.0
ADMIN/OFFICE SUPPORT	5.0
ADMIN/OFFICE SUPPORT SUPV	1.0
ADMIN/OPERATIONS SUPV	3.0
CHEMIST	4.0
CRIME LAB SPECIALIST	8.0
DEPUTY DIRECTOR	1.0
DIRECTOR	1.0
DRIVER-MEDICAL	4.0
EXECUTIVE ASSISTANT	1.0
HR SPECIALIST	1.0
INVESTIGATOR	8.0
LABORATORY MANAGER	1.0
LABORATORY SUPERVISOR	1.0
MEDICAL TECHNICIAN	1.0
MEDICAL TECHNOLOGIST	2.0
PC SPECIALIST	1.0
PHYSICIAN	10.0
UNDETERMINED	1.0
Total	**65.0**

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 2004 we will increase community involvement and awareness through improved marketing and education programs in order to increase park attendance, revenues and funding
- By July 2003 we will increase overall employee satisfaction to 5.35 and maintain it above 5.25 through 2004-05 and reduce the turnover rate to the county average by providing staff incentives, competitive wages and advancement opportunities within the department, which will result in a workforce motivated to serve our customers.
- By July 2005 we will begin creation of buffer zones through acquisition of identified land and park planning to isolate park use areas from the effect of off-park development to preserve a positive park experience.
- By July 2006 we will identify and fund the additional needed facilities and operational costs for each park for the next five years.

Parks & Recreation (Continued)

- By July 2006, 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 third party.

Issues

- Increased urban encroachment on our county parks will create a negative experience for many park visitors and potential loss of park land.
- The continuing population growth and changing demographics of our customers will cause the existing park facilities to be inadequate for the public's needs.
- Competition from the outside job market affects how the department retains, promotes or hires staff.
- Non-competitive pay and limited advancement opportunities have a negative impact on morale, which can lead to poor customer service.
- The external trend of a recessed economy will impact county resources and increase competition for funding of parks against the demand for mandated services.
- Current resources and funding sources cannot keep pace with growing demand and will result in loss of staff, facility repair and services provided.
- Changes in legislation could significantly affect operations and resource allocations.
- A lack of awareness of park services and benefits results in under-funding and under-utilization.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
PARKS & RECREATION
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
PARK ED & RECREATION PRGM	$ 1,562,549	$ 408,928	$ 43,320	$ 2,014,797	$ 3,999,955
PARK SUPPORT	$ 1,772,881	$ 1,311,290	$ 559,118	$ 3,643,289	$ 585,000
ADMINISTRATIVE SERVICES PROG	$ 679,094	$ 140,405	$ -	$ 819,499	$ -
INFORMATION TECHNOLOGY PROGRAM	$ 15,000	$ -	$ -	$ 15,000	$ -
UNALLOCATED/INDIRECT	$ 204,850	$ (14,000)	$ -	$ 190,850	$ (15,600)
TOTAL	$ 4,234,374	$ 1,846,623	$ 602,438	$ 6,683,435	$ 4,569,355

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of park visitors who attend a program	1.2	7.21	5	10

Parks & Recreation (Continued)

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 1,334,263	$ 3,523,441	$ 4,857,704
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 Adopted Budget	$ 1,514,166	$ 5,280,465	$ 6,794,631

Total Non-Mandated Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 1,334,263	$ 3,523,441	$ 4,857,704
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 Adopted Budget	$ 1,514,166	$ 5,280,465	$ 6,794,631

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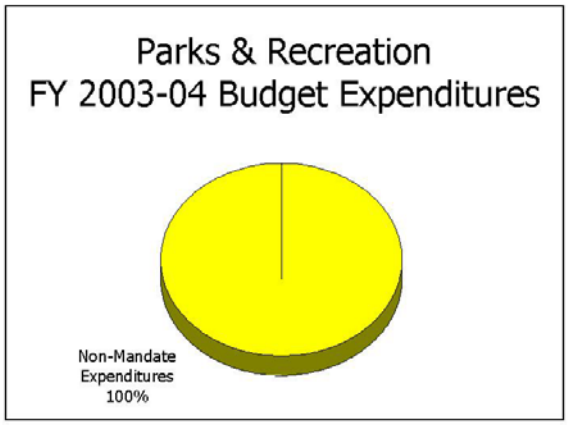
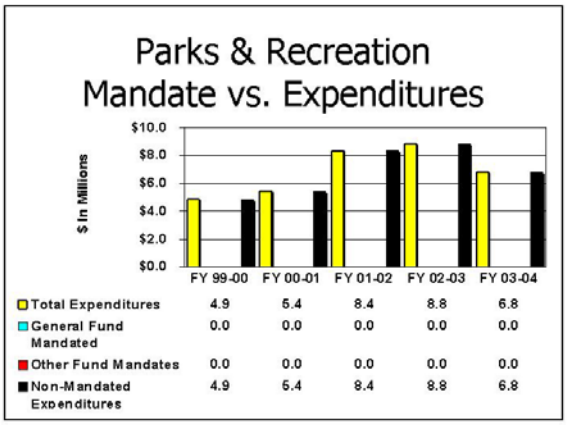




Parks & Recreation (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

300 PARKS & RECREATION

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,069,980	$ 444,186	$ -	$ 1,514,166	$ -
SPECIAL REVENUE	3,164,394	1,495,633	526,242	5,186,269	4,586,355
ELIMINATIONS	-	(17,000)	-	(17,000)	(17,000)
ALL FUNDS	$ 4,234,374	$ 1,922,819	$ 526,242	$ 6,683,435	$ 4,569,355

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
300 PARKS & RECREATION
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	$ 948	$ 128,391	$ 128,391	$ 92,758	$ 168,470	$ 168,470	$ 40,079	31%
620 OTHER INTERGOVERNMENTAL	557,599	375,000	401,952	410,000	470,000	470,000	68,048	17%
635 OTHER CHARGES FOR SERVICES	2,559,319	2,671,800	2,606,800	2,710,695	2,584,800	2,584,800	(22,000)	-1%
637 FINES & FORFEITS	2,833	-	-	50	-	-	-	
645 INTEREST EARNINGS	333,767	223,000	213,000	160,093	201,400	201,400	(11,600)	-5%
650 MISCELLANEOUS REVENUE	1,176,080	1,021,676	1,069,724	653,575	1,136,685	1,144,685	74,961	7%
680 TRANSFERS IN	150,000	-	-	-	-	-	-	
Total Revenue	$ 4,780,546	$ 4,419,867	$ 4,419,867	$ 4,027,171	$ 4,561,355	$ 4,569,355	$ 149,488	3%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 2,942,717	$ 3,088,608	$ 3,096,509	$ 3,092,732	$ 3,134,094	$ 3,139,679	$ (43,170)	-1%
705 TEMPORARY PAY	61,678	85,000	78,568	83,559	64,000	64,000	14,568	19%
710 OVERTIME	17,873	8,000	8,000	4,604	5,700	5,700	2,300	29%
750 FRINGE BENEFITS	762,567	1,012,575	993,265	892,037	1,174,259	1,104,154	(110,889)	-11%
790 OTHER PERSONNEL SERVICES	15,098	12,382	30,223	10,285	29,920	-	30,223	100%
795 PERSONNEL SERVICES ALLOC OUT	(627,318)	(599,339)	(599,339)	(525,692)	(560,441)	(560,441)	(38,898)	-6%
796 PERSONNEL SERVICES ALLOC IN	550,074	566,422	566,422	521,581	481,282	481,282	85,140	15%
Subtotal	$ 3,722,689	$ 4,173,648	$ 4,173,648	$ 4,079,106	$ 4,328,814	$ 4,234,374	$ (60,726)	-1%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 288,449	$ 432,037	$ 439,542	$ 363,664	$ 586,674	$ 597,691	$ (158,149)	-36%
802 MEDICAL SUPPLIES	496	1,000	1,000	812	650	650	350	35%
803 FUEL	94,208	91,837	91,837	100,883	104,772	104,772	(12,935)	-14%
804 NON-CAPITAL EQUIPMENT	21,812	20,600	20,600	22,632	24,888	24,888	(4,288)	-21%
810 LEGAL SERVICES	60,803	-	-	-	-	-	-	
811 HEALTH CARE SERVICES	450	-	-	450	-	-	-	
812 OTHER SERVICES	152,643	577,167	580,167	57,407	510,603	471,799	108,368	19%
820 RENT & OPERATING LEASES	29,362	21,915	21,915	26,751	27,148	27,148	(5,233)	-24%
825 REPAIRS AND MAINTENANCE	70,920	169,686	173,186	94,323	171,560	171,560	1,626	1%
830 INTERGOVERNMENTAL PAYMENTS	2,601	1,000	1,000	62,268	64,000	64,000	(63,000)	-6300%
839 INTERNAL SERVICE CHARGES	177,037	187,132	187,132	116,718	121,901	121,901	65,231	35%
842 TRAVEL & EDUCATION	20,115	17,905	17,900	13,115	23,644	23,644	(5,744)	-32%
843 POSTAGE/FREIGHT/SHIPPING	6,803	3,300	3,300	2,746	3,100	3,100	200	6%
850 UTILITIES	396,679	273,300	259,300	197,314	251,300	251,300	8,000	3%
880 TRANSFERS OUT	121,533	98,019	98,019	98,019	43,366	60,366	37,653	38%
Subtotal	$ 1,443,911	$ 1,894,898	$ 1,894,898	$ 1,157,102	$ 1,933,606	$ 1,922,819	$ (27,921)	-1%
CAPITAL OUTLAY								
910 LAND	$ -	$ -	$ 250,000	$ -	$ -	$ -	$ 250,000	100%
915 BUILDINGS AND IMPROVEMENTS	2,580,524	2,779,990	2,803,322	3,234,486	487,922	412,922	2,390,400	85%
920 CAPITAL EQUIPMENT	18,322	477,000	112,668	30,000	71,500	41,500	71,168	63%
930 VEHICLES & CONSTRUCTION EQUIP	127,098	106,500	197,500	194,821	41,820	71,820	125,680	64%
Subtotal	$ 2,725,944	$ 3,363,490	$ 3,363,490	$ 3,459,307	$ 601,242	$ 526,242	$ 2,837,248	84%
Total Expenditures	$ 7,892,544	$ 9,432,036	$ 9,432,036	$ 8,695,515	$ 6,863,662	$ 6,683,435	$ 2,748,601	29%
Operating Balance (Rev. - Exp.)	$ (3,111,998)	$ (5,012,169)	$ (5,012,169)	$ (4,668,344)	$ (2,302,307)	$ (2,114,080)	$ 2,898,089	58%

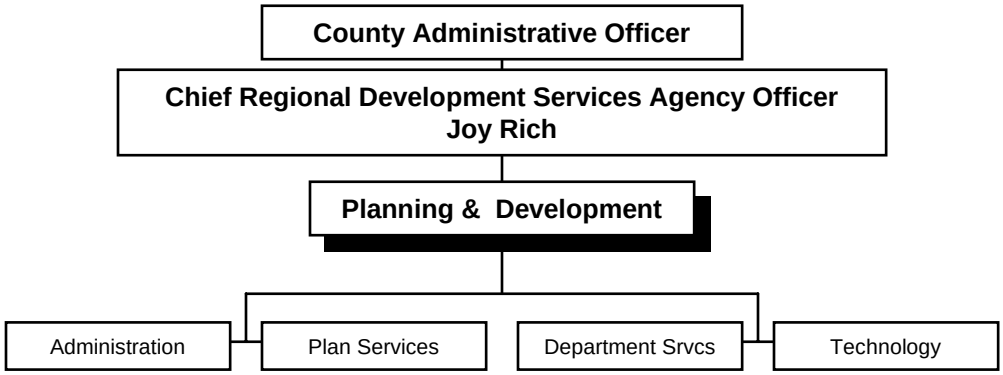
Parks & Recreation (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 300 PARKS & RECREATION	
Market Range Title	**FTE**
ACCOUNTANT	1.0
ACCOUNTING CLERK	1.0
ADMIN & OPERATIONS MGR	2.0
ADMINISTRATIVE SPECIALIST	4.0
ADMINISTRATOR	1.0
ADMIN/OFFICE SUPPORT	7.0
ADMIN/OPERATIONS SUPV	9.0
CHIEF OFFICER	1.0
CONTRACT ADMINISTRATOR	1.0
DEPUTY DIRECTOR	1.0
EDUCATOR	10.0
ENGINEERING AIDE	2.0
ENGINEERING SUPERVISOR	1.0
EXECUTIVE ASSISTANT	1.0
FINANCIAL SUPERVISOR	1.0
GENERAL LABORER	21.0
GENERAL MAINTENANCE SUPV	1.0
GENERAL MAINTENANCE TECH	8.0
GOVT/COMMUN AFFAIRS OFCR	2.0
HR SPECIALIST	1.0
LAW ENFORCEMENT MANAGER	1.0
PARK POLICE OFFICER	15.0
PARK POLICE SUPERVISOR	3.0
PUBLIC SVC REPRESENTATIVE	3.0
TRADES SPECIALIST	5.0
TRADES SUPERVISOR	1.0
Total	**104.0**

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

- Complete One Stop Shop (OSS) implementation (including all reengineering efforts and technology deployment) during FY 2005/2006.
- Develop, implement and maintain a comprehensive training program for the department, market competitive job descriptions, compensation, performance evaluations and career ladder plans by the end of FY 2003/2004.
- Within the County expenditure limitation, obtain annual budget expenditure authorizations in accordance with revenues and service expectations through FY 2005/2006.
- Update and maintain an integrated technology plan over the next 5 years.
- Coordinate with the CIO to assure department participation in County-wide IT initiatives to ensure progress of IT Roadmap and OSS technology deployment

Issues

- The department is not meeting customer expectations resulting in a negative work environment and county image.
- The lack of competitive pay, benefits, and training results in high staff turnover.
- Existing circumstance of not obtaining spending authorizations equal to expected revenue make it impossible for the department to meet established service delivery expectations.

Planning & Development (Continued)

- The department's incomplete implementation of technology deployment results in inefficiencies.
- Uncertain changes in statutes and technology combined with current operational limitations inhibits the department's effectiveness.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
PLANNING & DEVELOPMENT
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ONE STOP SHOP	$ 3,919,085	$ 249,307	$ -	$ 4,168,392	$ 10,381,444
ADMINISTRATIVE SERVICES PROG	$ 1,957,458	$ 11,562	$ -	$ 1,969,020	$ -
INFORMATION TECHNOLOGY PROGRAM	$ 536,011	$ 75,709	$ -	$ 611,720	$ -
UNALLOCATED/INDIRECT	$ 6,000	$ 1,285,307	$ 170,408	$ 1,461,715	$ 296,556
TOTAL	$ 6,418,554	$ 1,621,885	$ 170,408	$ 8,210,847	$ 10,678,000

Mandate Consolidated Financial Data

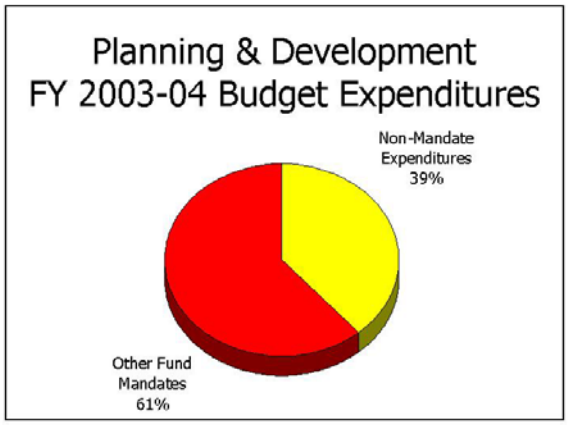
Total Department Expenditures	Special Revenue	Total
FY 1999-00 Actuals	$ 6,134,795	$ 6,134,795
FY 2000-01 Actuals	$ 6,856,925	$ 6,856,925
FY 2001-02 Actuals	$ 6,787,741	$ 6,787,741
FY 2002-03 Actuals	$ 7,686,397	$ 7,686,397
FY 2003-04 Adopted Budget	$ 8,210,847	$ 8,210,847

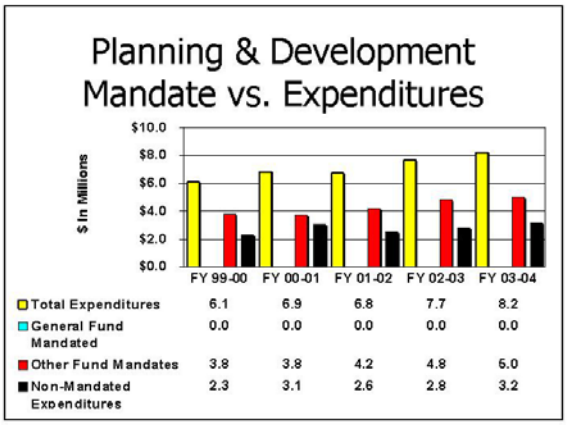
Total Mandated Expenditures	Special Revenue	Total
FY 1999-00 Actuals	$ 3,815,842	$ 3,815,842
FY 2000-01 Actuals	$ 3,782,557	$ 3,782,557
FY 2001-02 Actuals	$ 4,222,810	$ 4,222,810
FY 2002-03 Actuals	$ 4,845,070	$ 4,845,070
FY 2003-04 Adopted Budget	$ 5,040,898	$ 5,040,898

Total Non-Mandated Expenditures	Special Revenue	Total
FY 1999-00 Actuals	$ 2,318,953	$ 2,318,953
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 Adopted Budget	$ 3,169,949	$ 3,169,949

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.
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	Special Revenue	Total
FY 1999-00 Actuals	$ 2,125,424	$ 2,125,424
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 Adopted Budget	$ 2,824,779	$ 2,824,779

Planning & Development (Continued)

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.

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 Uniform Building Code, must determine the suitability of alternative materials and construction and interpret the provisions of the Code.

Building Construction and Inspection	Special Revenue	Total
FY 1999-00 Actuals	$ 904,354	$ 904,354
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 Adopted Budget	$ 1,383,258	$ 1,383,258

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 Maricopa County Zoning Ordinance was adopted in 1960. 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	Special Revenue	Total
FY 1999-00 Actuals	$ 511,323	$ 511,323
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 Adopted Budget	$ 606,274	$ 606,274

Planning & Development (Continued)

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	Special Revenue	Total
FY 1999-00 Actuals	$ 274,741	$ 274,741
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 Adopted Budget	$ 226,587	$ 226,587

Planning & Development (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

440 PLANNING & DEVELOPMENT

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	$ 6,116,949	$ 1,923,490	$ 170,408	$ 8,210,847	$ 10,678,000
ALL FUNDS	$ 6,116,949	$ 1,923,490	$ 170,408	$ 8,210,847	$ 10,678,000

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
440 PLANNING & DEVELOPMENT
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
610 LICENSES AND PERMITS	$ 7,260,850	$ 6,184,000	$ 6,184,000	$ 10,232,739	$ 6,184,000	$ 8,184,000	$ 2,000,000	32%
635 OTHER CHARGES FOR SERVICES	2,422,957	1,884,000	1,884,000	2,230,334	1,872,000	2,072,000	188,000	10%
637 FINES & FORFEITS	9,290	3,000	3,000	2,596	3,000	3,000	-	0%
645 INTEREST EARNINGS	314,732	155,000	155,000	309,506	155,000	155,000	-	0%
650 MISCELLANEOUS REVENUE	15,773	264,000	264,000	25,741	264,000	264,000	-	0%
Total Revenue	$ 10,023,602	$ 8,490,000	$ 8,490,000	$ 12,800,916	$ 8,478,000	$ 10,678,000	$ 2,188,000	26%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 3,803,914	$ 3,990,269	$ 4,526,121	$ 3,977,758	$ 4,515,656	$ 4,802,164	$ (276,043)	-6%
705 TEMPORARY PAY	9,338	-	-	4,480	-	-	-	
710 OVERTIME	4,507	11,186	11,183	11,577	12,727	12,727	(1,544)	-14%
750 FRINGE BENEFITS	841,295	944,978	1,086,145	920,426	1,331,261	1,347,806	(261,661)	-24%
790 OTHER PERSONNEL SERVICES	13,028	729,890	-	366,574	-	-	-	
795 PERSONNEL SERVICES ALLOC OUT	-	-	-	(10,294)	(15,000)	(51,748)	51,748	
796 PERSONNEL SERVICES ALLOC IN	2,798	2,270	2,270	-	6,000	6,000	(3,730)	-164%
Subtotal	$ 4,674,880	$ 5,678,593	$ 5,625,719	$ 5,270,521	$ 5,850,644	$ 6,116,949	$ (491,230)	-9%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 187,982	$ 677,700	$ 449,050	$ 430,832	$ 192,849	$ 192,849	$ 256,201	57%
803 FUEL	43,460	33,734	33,734	40,657	35,010	35,010	(1,276)	-4%
804 NON-CAPITAL EQUIPMENT	-	4,400	8,050	3,300	-	-	8,050	100%
810 LEGAL SERVICES	13,530	13,500	13,500	15,423	8,500	8,500	5,000	37%
812 OTHER SERVICES	372,876	205,752	430,752	257,655	186,429	223,177	207,575	48%
820 RENT & OPERATING LEASES	630,427	627,258	680,132	653,523	638,066	654,251	25,881	4%
825 REPAIRS AND MAINTENANCE	44,475	122,000	122,000	113,484	58,941	58,941	63,059	52%
839 INTERNAL SERVICE CHARGES	80,706	432,205	432,205	416,197	263,170	405,771	26,434	6%
842 TRAVEL & EDUCATION	38,274	33,000	33,000	42,536	90,879	90,879	(57,879)	-175%
843 POSTAGE/FREIGHT/SHIPPING	14,777	5,500	5,500	9,920	-	-	5,500	100%
880 TRANSFERS OUT	643,705	257,541	257,541	257,541	412,898	254,112	3,429	1%
Subtotal	$ 2,070,212	$ 2,412,590	$ 2,465,464	$ 2,241,068	$ 1,886,742	$ 1,923,490	$ 541,974	22%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	$ 24,502	$ 308,600	$ 70,000	$ 32,708	$ -	$ -	$ 70,000	100%
930 VEHICLES & CONSTRUCTION EQUIP	-	-	238,600	216,496	-	-	238,600	100%
950 DEBT SERVICE	18,144	73,085	73,085	73,081	170,408	170,408	(97,323)	-133%
Subtotal	$ 42,646	$ 381,685	$ 381,685	$ 322,285	$ 170,408	$ 170,408	$ 211,277	55%
Total Expenditures	$ 6,787,738	$ 8,472,868	$ 8,472,868	$ 7,833,874	$ 7,907,794	$ 8,210,847	$ 262,021	3%
Operating Balance (Rev. - Exp.)	$ 3,235,864	$ 17,132	$ 17,132	$ 4,967,042	$ 570,206	$ 2,467,153	$ 2,450,021	14301%

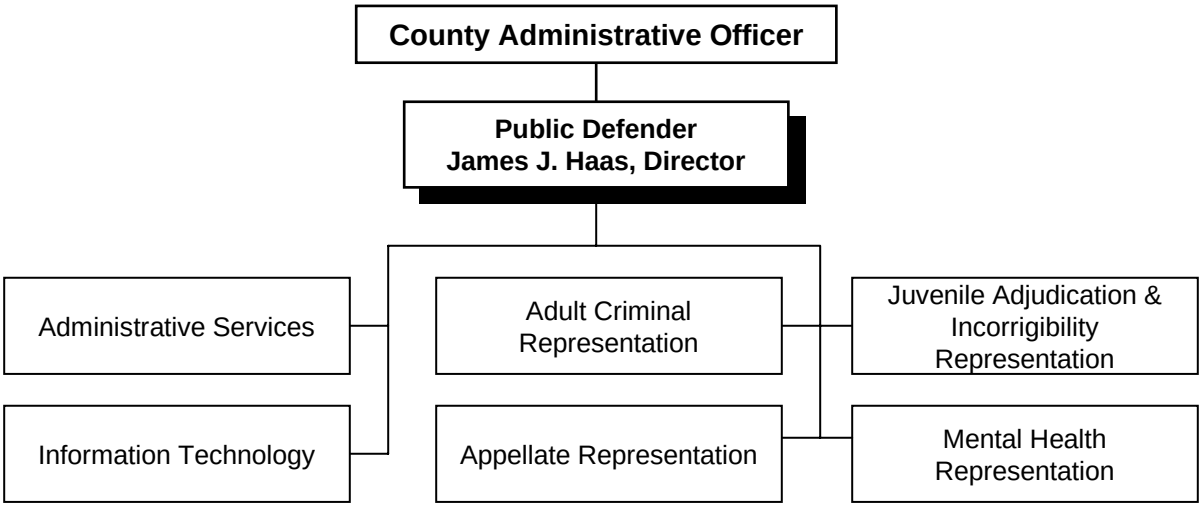
Planning & Development (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 440 PLANNING & DEVELOPMENT	
Market Range Title	**FTE**
ADMINISTRATIVE SPECIALIST	5.0
ADMIN/OFFICE SUPPORT	7.0
ADMIN/OPERATIONS SUPV	2.0
DEPUTY DIRECTOR	1.0
DEVELOPER/PRGRMR ANALYST	5.0
DIRECTOR	1.0
ENGINEER	1.0
ENGINEERING TECHNICIAN	5.0
EXECUTIVE ASSISTANT	1.0
FINANCIAL SUPERVISOR	1.0
HR SPECIALIST	1.0
INFO CENTER MANAGER	1.0
INFO SYSTEMS SUPERVISOR	1.0
INSPECTION SUPERVISOR	4.0
INSPECTOR	24.0
OPERATIONS MANAGER	2.0
PC SPECIALIST	1.0
PLANNER	9.0
PLANNING SUPERVISOR	4.0
PUBLIC SVC REPRESENTATIVE	39.0
PUBLIC SVC SUPERVISOR	5.0
TECHNOLOGY ANALYST	3.0
TECHNOLOGY PRODUCT ADMIN	1.0
TRAINING SPECIALIST	1.0
Total	**125.0**

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 1, 2003, the goal of the Public Defender's Office is to establish a case weighting and counting system and develop mechanisms that will enable the Offices to set and maintain appropriate caseload and performance standards.
- By July 1, 2003, the goal of the Public Defender's Office is to 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, 2003, the goal of the Public Defender's Office is to maintain quality representation as measured by the established benchmarks.
- By July 1, 2003, the goal of the Public Defender's Office is to 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

- Recently approved legislation and new court rules have the potential to seriously impact current caseloads/workloads and timeliness, which could adversely affect the average cost per case.

Public Defender (Continued)

- 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, a multiple phased relocation of the Office, and locating 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.
- The County's pay and benefits have not kept pace with the private sector, resulting in low morale, increased turnover and fewer qualified applicants.
- The recent economic down-turn, 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 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.
- Rapid changes in technology and increased sharing of case information within the system will increase administrative efficiencies and reduce duplication of data entry.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
PUBLIC DEFENDER
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ADULT FELONY REPRESENTATION	$ 17,483,179	$ 2,403,821	$ -	$ 19,887,000	$ 1,354,762
ADULT MISDEMNR REPRESENTATION	$ 122,662	$ 74,409	$ -	$ 197,071	$ -
APPELLATE REPRESENTATION	$ 2,060,271	$ 827,778	$ -	$ 2,888,049	$ -
JUV DELINQ/INCORR REPRESENTN	$ 3,016,267	$ 434,269	$ -	$ 3,450,536	$ -
MENTAL HEALTH REPRESENTATION	$ 544,295	$ 46,564	$ -	$ 590,859	$ -
ADMINISTRATIVE SERVICES PROG	$ 1,153,221	$ 625,383	$ -	$ 1,778,604	$ 330,808
INFORMATION TECHNOLOGY PROGRAM	$ 309,202	$ 286	$ 143,753	$ 453,241	$ -
TOTAL	$ 24,689,097	$ 4,412,510	$ 143,753	$ 29,245,360	$ 1,685,570

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 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent of Appeals Briefs Completed Within 45-Day Due Date	N/A	56.36	67.34	67.34
Percent of Felony Cases with Disposition Less than Original Charge	N/A	87.2	88.2	88.2

Public Defender (Continued)

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.

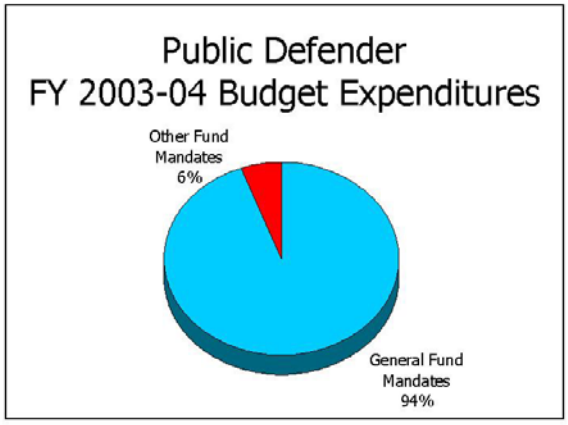
Key Results:	**FY 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent of Superior Court Mental Health Matters Concluded Within 30 Days	N/A	N/A	100	100
Percent of Cases with a Disposition Less Than the Original Charge	N/A	80.3	84.3	84.3

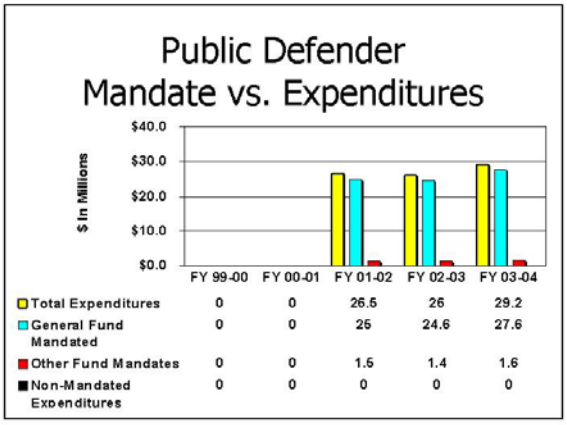
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ 24,971,550	$ 1,526,408	$ 26,497,958
FY 2002-03 Actuals	$ 24,582,052	$ 1,443,231	$ 26,025,284
FY 2003-04 Adopted Budget	$ 27,611,790	$ 1,633,570	$ 29,245,360

Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ 24,971,550	$ 1,526,408	$ 26,497,958
FY 2002-03 Actuals	$ 24,582,052	$ 1,443,231	$ 26,025,284
FY 2003-04 Adopted Budget	$ 27,611,790	$ 1,633,570	$ 29,245,360

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 Incorrigible 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).

Public Defender (Continued)

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.

Administrative Services Program	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ 1,048,969	$ 373,830	$ 1,422,799
FY 2002-03 Actuals	$ 892,829	$ 314,830	$ 1,207,659
FY 2003-04 Adopted Budget	$ 1,447,796	$ 330,808	$ 1,778,604

Information Technology Program	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ 398,030	$ -	$ 398,030
FY 2002-03 Actuals	$ 320,597	$ -	$ 320,597
FY 2003-04 Adopted Budget	$ 453,241	$ -	$ 453,241

Appellate Representation Program	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ 2,305,074	$ -	$ 2,305,074
FY 2002-03 Actuals	$ 2,643,579	$ -	$ 2,643,579
FY 2003-04 Adopted Budget	$ 2,888,049	$ -	$ 2,888,049

Adult Felony Representation Program	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ 17,140,503	$ 1,152,578	$ 18,293,081
FY 2002-03 Actuals	$ 16,824,577	$ 1,128,402	$ 17,952,978
FY 2003-04 Adopted Budget	$ 18,584,238	$ 1,302,762	$ 19,887,000

Adult Misdemeanor Program	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ -	$ -	$ -
FY 2002-03 Actuals	$ -	$ -	$ -
FY 2003-04 Adopted Budget	$ 197,071	$ -	$ 197,071

Juvenile Delinquency & Incorrigibility Program	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ 3,590,203	$ -	$ 3,590,203
FY 2002-03 Actuals	$ 3,396,525	$ -	$ 3,396,525
FY 2003-04 Adopted Budget	$ 3,450,536	$ -	$ 3,450,536

Public Defender (Continued)

Mental Health Representation Program	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
FY 2001-02 Actuals	$ 488,771	$ -	$ 488,771
FY 2002-03 Actuals	$ 503,946	$ -	$ 503,946
FY 2003-04 Adopted Budget	$ 590,859	$ -	$ 590,859

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

520 PUBLIC DEFENDER

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 23,442,796	$ 4,025,241	$ 143,753	$ 27,611,790	$ 52,000
SPECIAL REVENUE	1,392,671	240,899	-	1,633,570	1,633,570
ALL FUNDS	$ 24,835,467	$ 4,266,140	$ 143,753	$ 29,245,360	$ 1,685,570

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
520 PUBLIC DEFENDER
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	$ 1,227,583	$ 1,109,299	$ 1,109,299	$ 693,165	$ 1,613,768	$ 719,782	$ (389,517)	-35%
620 OTHER INTERGOVERNMENTAL	312,216	552,130	552,130	406,181	99,548	413,188	(138,942)	-25%
635 OTHER CHARGES FOR SERVICES	91,773	2,090	2,090	550,607	1,592	543,600	541,510	25910%
645 INTEREST EARNINGS	1,026	-	-	-	-	-	-	
650 MISCELLANEOUS REVENUE	2,517	9,000	9,000	11,301	9,000	9,000	-	0%
Total Revenue	$ 1,635,115	$ 1,672,519	$ 1,672,519	$ 1,661,254	$ 1,723,908	$ 1,685,570	$ 13,051	1%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 19,691,378	$ 19,798,180	$ 19,807,788	$ 20,092,443	$ 20,102,297	$ 20,152,151	$ (344,363)	-2%
705 TEMPORARY PAY	202,787	147,471	147,471	186,354	147,471	147,471	-	0%
750 FRINGE BENEFITS	3,605,709	3,965,759	3,949,607	3,879,533	4,100,295	4,100,295	(150,688)	-4%
790 OTHER PERSONNEL SERVICES	23,856	23,196	29,738	24,060	25,137	435,550	(405,812)	-1365%
795 PERSONNEL SERVICES ALLOC OUT	(129)	-	-	-	-	-	-	
Subtotal	$ 23,523,601	$ 23,934,606	$ 23,934,604	$ 24,182,390	$ 24,375,200	$ 24,835,467	$ (900,863)	-4%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 253,088	$ 303,628	$ 313,096	$ 307,718	$ 312,000	$ 312,000	$ 1,096	0%
803 FUEL	9,396	10,728	10,727	10,465	12,000	12,000	(1,273)	-12%
804 NON-CAPITAL EQUIPMENT	39,961	76,581	76,580	1,992	-	-	76,580	100%
810 LEGAL SERVICES	1,634,472	1,623,599	1,623,599	1,534,349	1,528,741	1,528,741	94,858	6%
811 HEALTH CARE SERVICES	61	-	-	10,000	13,000	13,000	(13,000)	
812 OTHER SERVICES	112,039	424,501	424,501	114,082	167,923	135,314	289,187	68%
820 RENT & OPERATING LEASES	1,772,965	1,992,053	1,992,051	1,834,928	1,887,000	1,887,000	105,051	5%
825 REPAIRS AND MAINTENANCE	16,428	20,345	20,345	48,506	55,000	55,000	(34,655)	-170%
839 INTERNAL SERVICE CHARGES	62,148	99,695	90,234	68,064	80,500	80,500	9,734	11%
842 TRAVEL & EDUCATION	258,766	244,796	244,796	248,550	213,728	207,585	37,211	15%
843 POSTAGE/FREIGHT/SHIPPING	29,477	35,000	35,000	30,954	35,000	35,000	-	0%
850 UTILITIES	-	391	390	-	-	-	390	100%
Subtotal	$ 4,188,801	$ 4,831,317	$ 4,831,319	$ 4,209,608	$ 4,304,892	$ 4,266,140	$ 565,179	12%
CAPITAL OUTLAY								
950 DEBT SERVICE	$ -	$ 22,142	$ 22,142	$ 22,000	$ 143,753	$ 143,753	$ (121,611)	-549%
Subtotal	$ -	$ 22,142	$ 22,142	$ 22,000	$ 143,753	$ 143,753	$ (121,611)	-549%
Total Expenditures	$ 27,712,402	$ 28,788,065	$ 28,788,065	$ 28,413,998	$ 28,823,845	$ 29,245,360	$ (457,295)	-2%
Operating Balance (Rev. - Exp.)	$ (26,077,287)	$ (27,115,546)	$ (27,115,546)	$ (26,752,744)	$ (27,099,937)	$ (27,559,790)	$ (444,244)	-2%

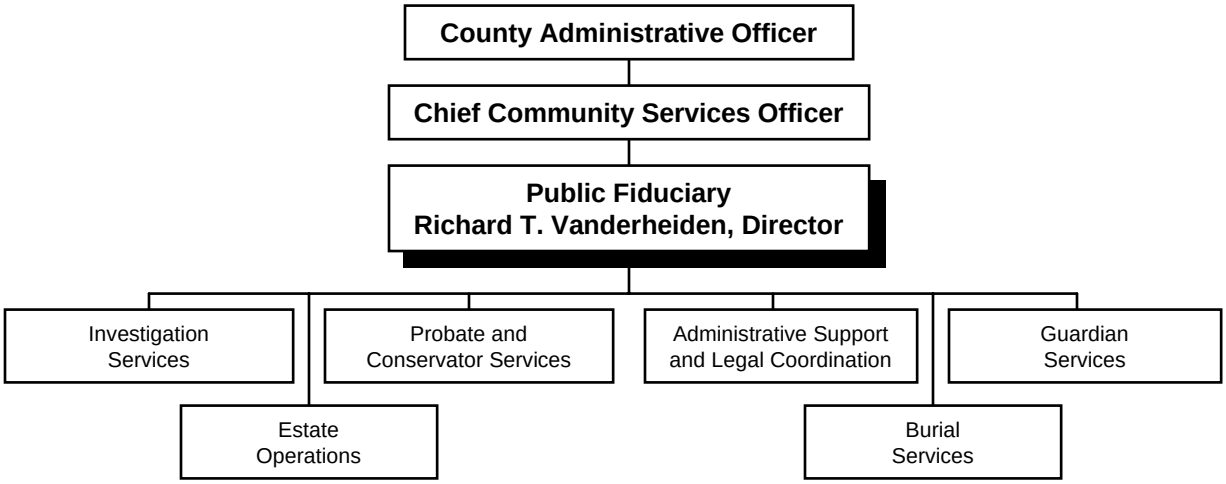
Public Defender (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 520 PUBLIC DEFENDER	
Market Range Title	**FTE**
ADMINISTRATIVE SPECIALIST	5.0
ADMINISTRATOR	1.0
ADMIN/OFFICE SUPPORT	44.0
ADMIN/OFFICE SUPPORT SUPV	2.0
ADMIN/OPERATIONS SUPV	1.0
ATTORNEY	227.3
DEVELOPER/PRGRMR ANALYST	2.0
DIRECTOR	1.0
FINAN/BUSINESS ANALYST	1.0
HR SPECIALIST	2.0
INFO SYSTEMS MANAGER	1.0
INVESTIGATOR	33.0
LAN ADMINISTRATOR (INACTIVE)	1.0
LEGAL ASSISTANT	22.0
LEGAL ASSISTANT SUPV	2.0
LEGAL ORDER SERVER	1.0
LEGAL SECRETARY SUPV	8.0
LEGAL SUPPORT SPECIALIST	54.0
MANAGEMENT ANALYST	1.0
MITIGATION SVCS REP	11.0
PC SPECIALIST	3.0
PUBLIC SVC REPRESENTATIVE	5.0
PUBLIC SVC SUPERVISOR	1.0
TRAINING SPECIALIST	1.0
Total	**430.3**

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

- We will develop and implement a comprehensive fiduciary case management plan as measured by the plan being used by other jurisdictions as a model by December 1, 2004.
- We will develop and implement a new employee orientation and continuing education program for all public fiduciary personnel by June 30, 2003 as measured by an employee satisfaction survey approval rating of 85%.
- By June 30, 2004 the MCPF education and public relations plan will be administered to clarify the fiduciaries role in the community to enhance an understanding of the services available as demonstrated by a 2% increase in the annual external customer satisfaction survey baseline 2002 - 2003.

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.

Public Fiduciary (Continued)

- The lack of understanding or acceptance by other agencies and the Court of the Public Fiduciary's role often results in time consuming interference and unnecessary court appointments which result in an increased caseload and court reporting and impedes our ability to adequately serve those in need.
- To reduce County exposure to risk and provide accountability for services delivered, existing management information systems must be enhanced to improve data collection, data management and data reporting.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
PUBLIC FIDUCIARY
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
BURIAL SERVICES PROGRAM	$ 75,782	$ 25,201	$ -	$ 100,983	$ -
FIDUCIARY SERVICES PROGRAM	$ 1,329,635	$ 166,347	$ -	$ 1,495,982	$ 650,000
INVESTIGATION SERVICES PROGRAM	$ 51,172	$ 25,201	$ -	$ 76,373	$ -
ADMINISTRATIVE SERVICES PROG	$ 104,842	$ 48,137	$ -	$ 152,979	$ -
UNALLOCATED/INDIRECT	$ -	$ -	$ 14,796	$ 14,796	$ -
TOTAL	$ 1,561,431	$ 264,886	$ 14,796	$ 1,841,113	$ 650,000

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of indigent burial determinations made within five business days.	90	94	93	94

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of annual Guardian reports filed with the Court on time.	99	99	99	96
Percent of inventories filed with the Court on time.	86	93	96	92
Percent of Court accountings filed with the Court on time.	99	100	100	96

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.

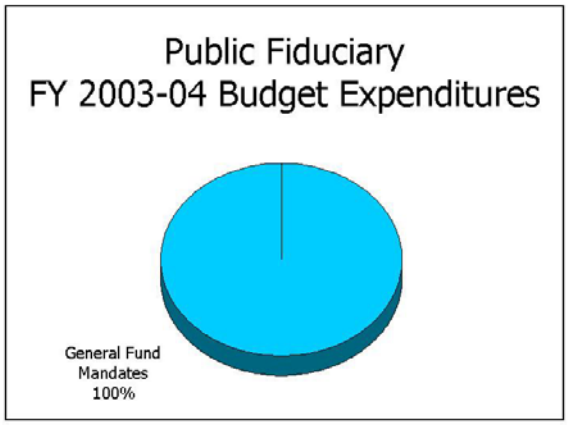
Key Results:	**FY 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent of timeliness in filing mental health mandated reports and Court ordered reports.	96	100	100	96
Percent of cases resulting in a recommendation for protective action.	N/A	56	44	45

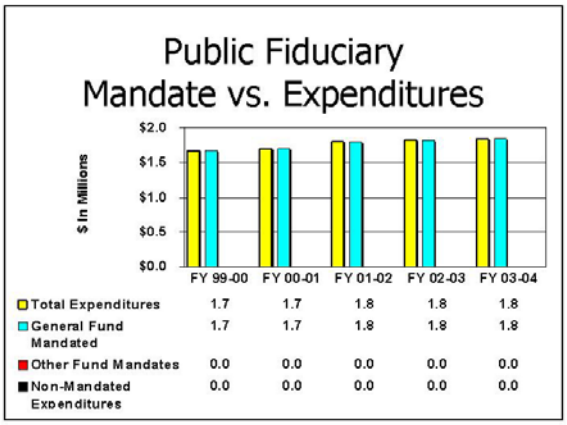
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 1,677,515	$ 1,677,515
FY 2000-01 Actuals	$ 1,703,933	$ 1,703,933
FY 2001-02 Actuals	$ 1,809,435	$ 1,809,435
FY 2002-03 Actuals	$ 1,820,125	$ 1,820,125
FY 2003-04 Adopted Budget	$ 1,841,113	$ 1,841,113

Total Mandated Expenditures	General Fund	Total
FY 1999-00 Actuals	$ 1,677,515	$ 1,677,515
FY 2000-01 Actuals	$ 1,703,933	$ 1,703,933
FY 2001-02 Actuals	$ 1,809,435	$ 1,809,435
FY 2002-03 Actuals	$ 1,820,125	$ 1,820,125
FY 2003-04 Adopted Budget	$ 1,841,113	$ 1,841,113

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 5607 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 trusts. The Office of the Public Fiduciary was established by statute in 1975 and expanded in the 1995 legislative session with the passing of SB 1273. The Public Fiduciary will be expected to provide guardianship for those who are determined to be incompetent to stand trial.

MANDATE DESCRIPTION The Public Fiduciary is appointed for those persons or decedents' estates in need of guardianship, conservatorship or public administration and for whom there is no person or corporation qualified and willing to act in such capacity.

Office of the Public Fiduciary	General Fund	Total
FY 1999-00 Actuals	$ 1,584,050	$ 1,584,050
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 Adopted Budget	$ 1,775,231	$ 1,775,231

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	Total
FY 1999-00 Actuals	$ 93,465	$ 93,465
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 Adopted Budget	$ 65,882	$ 65,882

Public Fiduciary (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED
340 PUBLIC FIDUCIARY

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,574,285	$ 252,032	$ 14,796	$ 1,841,113	$ 650,000
ALL FUNDS	$ 1,574,285	$ 252,032	$ 14,796	$ 1,841,113	$ 650,000

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
340 PUBLIC FIDUCIARY
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
635 OTHER CHARGES FOR SERVICES	$ 850,336	$ 850,000	$ 850,000	$ 613,263	$ 850,000	$ 650,000	$ (200,000)	-24%
Total Revenue	$ 850,336	$ 850,000	$ 850,000	$ 613,263	$ 850,000	$ 650,000	$ (200,000)	-24%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,267,628	$ 1,281,651	$ 1,281,645	$ 1,285,730	$ 1,260,526	$ 1,260,526	$ 21,119	2%
705 TEMPORARY PAY	38,573	151	151	41,565	31,000	31,000	(30,849)	-20430%
750 FRINGE BENEFITS	264,829	289,608	289,610	269,759	282,759	282,759	6,851	2%
Subtotal	$ 1,571,030	$ 1,571,410	$ 1,571,406	$ 1,597,054	$ 1,574,285	$ 1,574,285	$ (2,879)	0%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 22,933	$ 18,004	$ 18,008	$ 10,801	$ 18,127	$ 15,455	$ 2,553	14%
802 MEDICAL SUPPLIES	119	-	-	-	-	-	-	
803 FUEL	2,224	2,500	2,500	1,958	2,500	2,500	-	0%
812 OTHER SERVICES	5,039	6,500	6,500	6,738	5,025	5,025	1,475	23%
820 RENT & OPERATING LEASES	180,622	192,535	192,535	191,238	196,779	199,451	(6,916)	-4%
825 REPAIRS AND MAINTENANCE	48	2,000	2,000	87	3,000	3,000	(1,000)	-50%
839 INTERNAL SERVICE CHARGES	11,216	11,276	11,276	11,040	12,201	12,201	(925)	-8%
842 TRAVEL & EDUCATION	8,873	8,500	8,500	7,302	7,000	7,000	1,500	18%
843 POSTAGE/FREIGHT/SHIPPING	7,255	7,400	7,400	6,900	7,400	7,400	-	0%
Subtotal	$ 238,329	$ 248,715	$ 248,719	$ 236,064	$ 252,032	$ 252,032	$ (3,313)	-1%
CAPITAL OUTLAY								
950 DEBT SERVICE	$ 72	$ -	$ -	$ 864	$ 14,796	$ 14,796	$ (14,796)	
Subtotal	$ 72	$ -	$ -	$ 864	$ 14,796	$ 14,796	$ (14,796)	
Total Expenditures	$ 1,809,431	$ 1,820,125	$ 1,820,125	$ 1,833,982	$ 1,841,113	$ 1,841,113	$ (20,988)	-1%
Operating Balance (Rev. - Exp.)	$ (959,095)	$ (970,125)	$ (970,125)	$ (1,220,719)	$ (991,113)	$ (1,191,113)	$ (220,988)	-23%

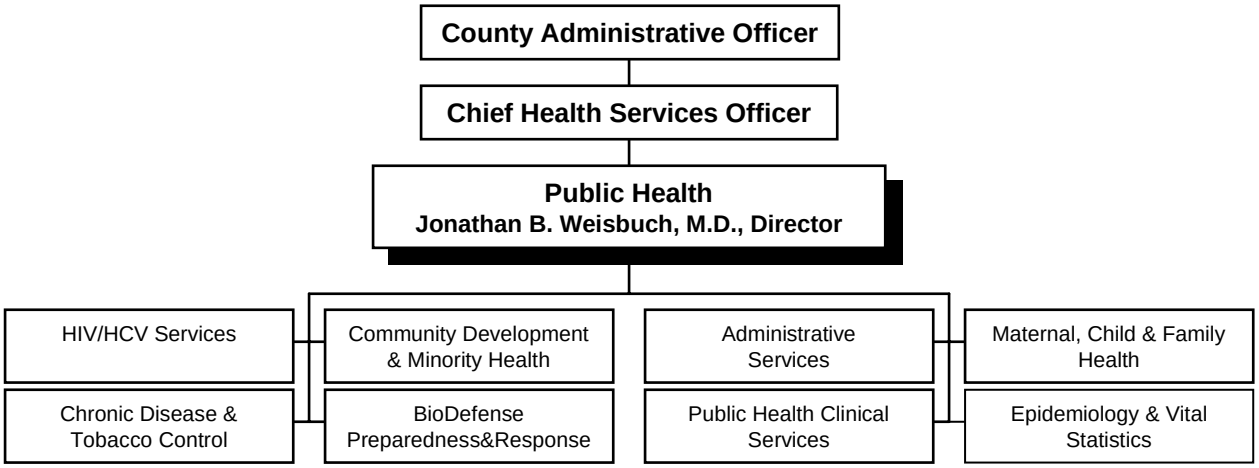
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
340 PUBLIC FIDUCIARY

Market Range Title	FTE
ACCOUNTING CLERK	4.0
ADMIN/OFFICE SUPPORT	3.0
ADMIN/OFFICE SUPPORT SUPV	1.0
DEPUTY DIRECTOR	1.0
DIRECTOR	1.0
FINANCIAL SUPERVISOR	1.0
FINAN/BUSINESS ANALYST	10.0
LEGAL SUPPORT SPECIALIST	2.0
PROGRAM COORDINATOR	1.0
PROGRAM SUPERVISOR	2.0
SOCIAL WORKER (BS)	7.0
TECHNOLOGY ANALYST	1.0
Total	**34.0**

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 2005.
- Identify and implement, within the Department, a quality improvement protocol (e.g. BEECN) by June, 2005 to improve the efficiency, effectiveness and quality of public health services.
- Add $2,000,000 in new or expanded grant awards, contracts, and allowable fees by June, 2005 to maintain existing programs and develop new programs to meet the increasing demand for public health services.
- Establish four quality public health facilities (an administration building, a new Public Health clinic, and two regional sites in Avondale and Surprise) by June, 2006 to ensure client service needs are met in safe, efficient and regionally located working environments.
- Develop and fully implement a Department-wide communication plan by June, 2005 to ensure that the various publics that make up Maricopa County recognize the importance and responsibilities of Public Health programs.

Public Health (Continued)

- Develop, by June, 2005, 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, and developing and sustaining the ability of the HHS workforce to respond as needed in an emergency.
- Promote a Public Health culture by June, 2004 to enhance and support employee training, compensation strategies, recognition, career development, and committee involvement so the Department may effectively recruit and retain a quality workforce.
- Develop, promote, and maintain opportunities for internships and collaborative education with academia, community partners, other County departments, and the Arizona Department of Health Services by June, 2005. Goal will be achieved by implementing an educational program to train staff and students in Public Health nursing and other needed fields (as identified by a needs assessment).
- Identify successful public health models and potential funding sources for health promotion and disease prevention and control programs, including chronic diseases, which will be the basis for implementing a strategic initiative for prevention programs by June, 2004.
- Develop a user friendly and efficient system that facilitates community involvement in Public Health planning and implementation by June, 2005.
- Lower the risk of communicable and chronic disease in Maricopa County for food borne illnesses, sexually transmitted diseases, infectious diseases, public health threats, and other significant community health problems by June, 2005. Increase the adult tobacco cessation class enrollments by 20% to reduce the risk of diseases related to smoking by June, 2005.

Issues

- Increased Demand for Public Health Services – 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.
- Bioterrorism/Major Emergencies – In the event of a major public health emergency, current resources and Public Health workforce preparedness levels will not be sufficient to properly respond to such an event and still be able to concurrently carry out many of the regular and critical operations of the Department.
- Staff Development - Lack of educational opportunities for aspiring and current public health professionals is limiting the public health resources of the future.
- Staff Recruitment and Retention – Poor working conditions, inadequate compensation, and limited training and advancement opportunities within Public Health make it difficult to recruit and retain high quality employees.
- Public Health Facilities – Public Health facilities are old, 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.
- Impact of Chronic Diseases - Chronic diseases are increasingly becoming an essential part of public health practice. Health promotion and chronic disease prevention programs and activities are usually assigned lesser value than curative services, which in turn negatively impacts the Department's efforts to acquire positions and funding commitment.
- Community Collaboration - Effective Public Health programming requires community involvement and collaboration. Community engagement processes are inconsistent across programs and disconnected from Department decision-making and governance structures.

Public Health (Continued)

- Public Image/Community Support - The public and community leaders are uncertain about the role and functions of Public Health, and are many times unaware of Public Health services and programs and the value provided by them to the community.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
PUBLIC HEALTH
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
BIO DEFENSE PREPAREDNESS	$ 1,374,116	$ 1,094,379	$ 122,156	$ 2,590,651	$ 2,262,716
COMMUNITY DEVELOPMENT	$ 423,691	$ 242,216	$ -	$ 665,907	$ 528,449
HIV/HCV SERVICES	$ 1,069,455	$ 7,032,335	$ -	$ 8,101,790	$ 8,101,790
FAMILY HEALTH	$ 2,290,874	$ 799,908	$ 494	$ 3,091,276	$ 2,456,488
HEALTH RELATED DATA	$ 1,644,734	$ 989,088	$ 26,212	$ 2,660,034	$ 2,096,837
CHRONIC DISEASE & TOBACCO CONT	$ 2,925,896	$ 3,881,620	$ -	$ 6,807,516	$ 6,639,806
HEALTHCARE FOR HOMELESS INDVDL	$ 1,467,690	$ 606,960	$ -	$ 2,074,650	$ 2,074,650
INFECT DISEASE CNTRL & TREATMT	$ 4,162,412	$ 7,290,812	$ 7,696	$ 11,460,920	$ 8,850,267
IMMUNIZATION SERVICES	$ 1,776,749	$ 4,380,380	$ -	$ 6,157,129	$ 5,160,537
NUTRITION	$ 5,302,682	$ 2,212,088	$ 621	$ 7,515,391	$ 6,956,701
ORAL HEALTH	$ 317,070	$ 138,809	$ -	$ 455,879	$ 387,502
ADMINISTRATIVE SERVICES PROG	$ 1,581,720	$ 1,264,639	$ -	$ 2,846,359	$ 2,719,399
INFORMATION TECHNOLOGY PROGRAM	$ 362,632	$ 218,000	$ -	$ 580,632	$ -
TOTAL	$ 24,699,721	$ 30,151,234	$ 157,179	$ 55,008,134	$ 48,235,142

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
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	N/A	60	12

Public Health (Continued)

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percentage of students participating in the P.L.A.Y. activity who receive the President's Physical Activity Award.	N/A	N/A	8.7	7
Car seats inspected and distributed	843	1,294	2,716	700

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 and respond to catastrophic events.

Key Results:	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Number of grants facilitated by Community Development with Community-Based Organizations and Health Coalitions	N/A	N/A	5	4
Percent of HIV Prevention Community Planning Group members supporting the direction of the plan	90	92	92	92
Percent of Executive Committee members who indicate they are satisfied with Planning Council Support's performance of administrative duties	N/A	80	96	75

Public Health (Continued)

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of pregnancy clients who, at delivery, had received 6 or more prenatal care visits	78	77	78	70
Percent of babies referred from the Newborn Intensive Care Unit that receive a home visit	80	88	66	80
Percent of lead hazard referrals who receive at least one home visit	95	98	100	95
Community members reached with prevention and intervention services	2,796	2,055	1,319	400
Percent of clients that improve in post-intervention evaluations	85	85	81	70
Percent of Coalition members who report that there is progress towards implementation of plan goals.	75	70	70	70
Percent of women with abnormal cancer screening (Pap test) findings referred for colposcopy	42	48	49	45
Percent of clients returning for annual re-screening for breast and cervical cancer	36	52	50	50

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of data requests filled	N/A	N/A	100	95
Number of certified copies issued	219,702	225,224	217,686	225,000

Public Health (Continued)

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of homeless in Phoenix metropolitan area seen at least once at clinic	43	38	51	42

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of all Title I funded clients who access primary medical care	92	94	94	94
Percent of clients who said that their HIV test result was explained clearly and simply	97	100	100	95
Percent increase in HIV risk knowledge as measured by pre/post test	48	60	89	75

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of children 0-2 years old receiving full complement of immunizations	44	43	31	44
Percent improvement in scores on immunization knowledge (as measured in pre/post tests)	20	11	28	10
Percent increase in mean immunization completion rate after intervention	16	4	9	10

Public Health (Continued)

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of general health surveillance reports investigated	50	45	42	45
Percent of investigated individuals who receive HIV prevention education	82	83	86	85
Cost savings on lab tests	4,801,329	4,925,772	5,137,744	4,767,745
Percent savings over wholesale price: Rifampin 300 mg	76	77	72	78
Cost savings for treating congenital syphilis cases before the birth of the infant	2,058,000	2,642,000	2,254,000	1,800,000
Percent of TB suspects/cases who receive intervention	95	94	100	95
Percent of refugees entering Maricopa County who complete health screening	91	77	90	85
Clinic appointment show rate for clients seen in Hansen's Clinic	85	86	68	75

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 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	52	53	40	40
Value of food draft redemption within Maricopa County	36,849,161	N/A	46,510,724	47,229,301

Public Health (Continued)

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Amount of money saved by preventing tooth decay	474,512	942,686	1,485,093	507,840
Percent attendee satisfaction with oral health tobacco use training session	N/A	90	97	80
Percent of children with urgent oral health conditions (pain and/or infection) whose families are contacted and referred for dental appointments	N/A	N/A	100	80

Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 4,830,212	$ 26,105,789	$ 30,936,001
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 Adopted Budget	$ 6,493,512	$ 48,514,622	$ 55,008,134

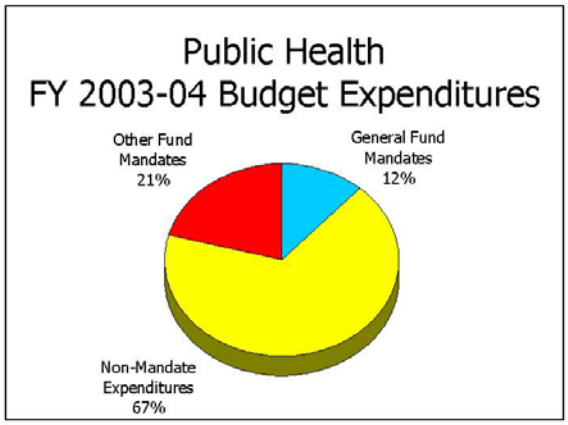
Total Mandated Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 2,793,743	$ 5,215,750	$ 8,009,493
FY 2000-01 Actuals	$ 3,246,906	$ 5,408,555	$ 8,655,461
FY 2001-02 Actuals	$ 3,211,999	$ 8,675,915	$ 11,887,914
FY 2002-03 Actuals	$ 3,830,692	$ 11,255,412	$ 15,086,104
FY 2003-04 Adopted Budget	$ 3,966,176	$ 11,439,948	$ 15,406,124

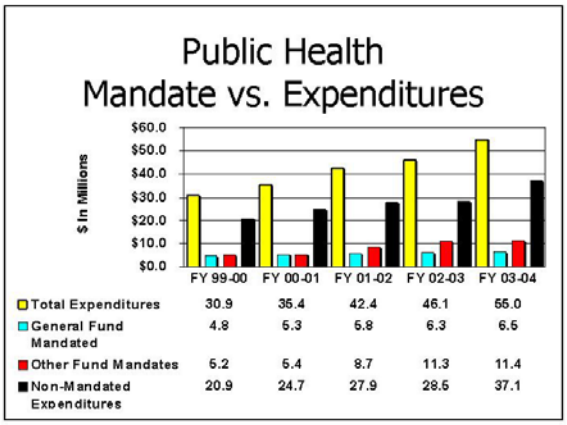
Total Administrative Mandates	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 2,036,469	$ -	$ 2,036,469
FY 2000-01 Actuals	$ 2,070,361	$ -	$ 2,070,361
FY 2001-02 Actuals	$ 2,615,344	$ -	$ 2,615,344
FY 2002-03 Actuals	$ 2,502,787	$ -	$ 2,502,787
FY 2003-04 Adopted Budget	$ 2,527,336	$ -	$ 2,527,336

Total Non-Mandated Expenditures	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ -	$ 20,890,039	$ 20,890,039
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 Adopted Budget	$ -	$ 37,074,674	$ 37,074,674

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.

Public Health (Continued)

MANDATE DESCRIPTION

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.

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).

Control and Treatment of Contagious Diseases	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 1,263,694	$ 1,663,657	$ 2,927,351
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 Adopted Budget	$ 1,525,230	$ 2,540,414	$ 4,065,644

Public Health (Continued)

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	Total
FY 1999-00 Actuals	$ -	$ 1,598,015	$ 1,598,015
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 Adopted Budget	$ -	$ 2,074,650	$ 2,074,650

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.

Public Health (Continued)

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	Total
FY 1999-00 Actuals	$ -	$ 1,210,788	$ 1,210,788
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 Adopted Budget	$ -	$ 2,041,347	$ 2,041,347

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	Total
FY 1999-00 Actuals	$ 557,432	$ -	$ 557,432
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 Adopted Budget	$ 614,200	$ -	$ 614,200

Public Health (Continued)

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.
MANDATE DESCRIPTION	Provide free immunization to children (birth to age 18), receive reports of contagious diseases, investigate reports of contagious diseases, organize and evaluate data related to contagious diseases, track the health statistics of the County, and publish related reports. For each child immunized by Public Health Services, they must inform ADHS of the provider's name, business address and telephone number, the child's name, address, social security number, gender, date of birth, and mother's maiden name.

Immunization and Investigation, and Reporting	General Fund	Special Revenue	Total
FY 1999-00 Actuals	$ 972,617	$ 743,290	$ 1,715,907
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 Adopted Budget	$ 1,826,746	$ 4,783,537	$ 6,610,283

Public Health (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

860 PUBLIC HEALTH

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 5,362,105	$ 1,121,642	$ 9,765	$ 6,493,512	$ -
SPECIAL REVENUE	19,663,718	28,703,490	147,414	48,514,622	48,235,142
ALL FUNDS	$ 25,025,823	$ 29,825,132	$ 157,179	$ 55,008,134	$ 48,235,142

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
860 PUBLIC HEALTH
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	$ 25,867,082	$ 28,378,102	$ 31,155,929	$ 31,499,436	$ 33,431,400	$ 33,169,330	$ 2,013,401	6%
620 OTHER INTERGOVERNMENTAL	7,595,808	6,017,446	6,261,147	11,928,221	11,587,927	11,587,927	5,326,780	85%
635 OTHER CHARGES FOR SERVICES	1,166,335	71,400	168,400	1,613,880	2,043,687	2,099,175	1,930,775	1147%
638 PATIENT SERVICE REVENUE	1,158,063	2,750,768	3,184,266	1,271,458	1,331,710	1,331,710	(1,852,556)	-58%
645 INTEREST EARNINGS	105,764	-	-	26,454	-	-	-	
650 MISCELLANEOUS REVENUE	19,603	-	-	19,627	2,000	2,000	2,000	
680 TRANSFERS IN	28,303	45,000	45,000	45,000	45,000	45,000	-	0%
Total Revenue	$ 35,940,958	$ 37,262,716	$ 40,814,742	$ 46,404,076	$ 48,441,724	$ 48,235,142	$ 7,420,400	18%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 13,694,174	$ 15,827,707	$ 19,183,204	$ 17,821,826	$ 18,844,184	$ 19,036,289	$ 146,915	1%
705 TEMPORARY PAY	356,753	710,989	514,750	915,191	506,794	506,794	7,956	2%
710 OVERTIME	68,964	14,588	14,588	131,473	43,151	43,151	(28,563)	-196%
750 FRINGE BENEFITS	3,223,773	4,060,584	4,178,071	3,979,280	5,087,250	5,147,847	(969,776)	-23%
790 OTHER PERSONNEL SERVICES	118,429	546,394	356,513	245,356	202,160	243,410	113,103	32%
795 PERSONNEL SERVICES ALLOC OUT	(124,806)	(115,791)	(128,804)	(285,739)	(86,571)	(136,919)	8,115	6%
796 PERSONNEL SERVICES ALLOC IN	135,506	163,190	163,190	390,258	777,580	185,251	(22,061)	-14%
Subtotal	$ 17,472,793	$ 21,207,661	$ 24,281,512	$ 23,197,645	$ 25,374,548	$ 25,025,823	$ (744,311)	-3%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ (608,698)	$ 8,219,470	$ 9,283,777	$ 8,417,512	$ 7,991,930	$ 7,818,507	$ 1,465,270	16%
802 MEDICAL SUPPLIES	9,278,148	1,098,164	1,050,327	8,245,322	6,436,730	6,431,790	(5,381,463)	-512%
803 FUEL	11,597	11,550	11,550	10,301	12,500	11,150	400	3%
804 NON-CAPITAL EQUIPMENT	221,412	174,090	228,090	263,291	165,868	375,953	(147,863)	-65%
810 LEGAL SERVICES	36,314	6,052	6,050	5,817	6,550	6,550	(500)	-8%
811 HEALTH CARE SERVICES	980,798	917,823	796,883	884,515	927,218	962,018	(165,135)	-21%
812 OTHER SERVICES	11,340,724	7,790,712	7,028,029	6,889,175	9,107,813	8,998,695	(1,970,666)	-28%
820 RENT & OPERATING LEASES	1,052,883	1,312,109	1,312,109	1,323,808	1,499,266	1,443,943	(131,834)	-10%
825 REPAIRS AND MAINTENANCE	81,681	182,573	182,573	173,834	186,246	186,246	(3,673)	-2%
830 INTERGOVERNMENTAL PAYMENTS	167,433	712,864	756,550	732,634	606,184	582,672	173,878	23%
839 INTERNAL SERVICE CHARGES	194,104	202,290	188,848	210,444	368,704	509,704	(320,856)	-170%
842 TRAVEL & EDUCATION	360,027	436,246	475,727	481,917	734,698	716,808	(241,081)	-51%
843 POSTAGE/FREIGHT/SHIPPING	65,101	88,569	89,568	65,919	87,114	102,114	(12,546)	-14%
845 SUPPORT AND CARE OF PERSONS	14,851	88,713	49,852	49,399	142,838	142,838	(92,986)	-187%
850 UTILITIES	59,668	45,411	45,411	56,264	77,086	77,086	(31,675)	-70%
880 TRANSFERS OUT	1,772,427	1,373,501	1,373,501	1,373,501	1,193,612	1,459,058	(85,557)	-6%
Subtotal	$ 25,028,470	$ 22,660,137	$ 22,878,845	$ 29,183,653	$ 29,544,357	$ 29,825,132	$ (6,946,287)	-30%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	$ 35,973	$ -	$ 35,963	$ 35,963	$ -	$ -	$ 35,963	100%
930 VEHICLES & CONSTRUCTION EQUIP	-	25,000	25,000	25,000	24,500	115,000	(90,000)	-360%
950 DEBT SERVICE	558	10,617	10,617	12,923	42,179	42,179	(31,562)	-297%
Subtotal	$ 36,531	$ 35,617	$ 71,580	$ 73,886	$ 66,679	$ 157,179	$ (85,599)	-120%
Total Expenditures	$ 42,537,794	$ 43,903,415	$ 47,231,937	$ 52,455,184	$ 54,985,584	$ 55,008,134	$ (7,776,197)	-16%
Operating Balance (Rev. - Exp.)	$ (6,596,836)	$ (6,640,699)	$ (6,417,195)	$ (6,051,108)	$ (6,543,860)	$ (6,772,992)	$ (355,797)	-6%

Public Health (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION : FY 2003-04 ADOPTED
860 PUBLIC HEALTH

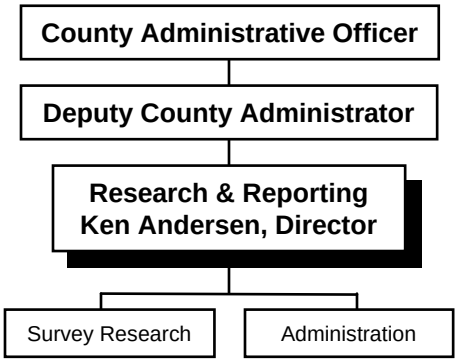
Market Range Title	FTE
ACCOUNTANT	1.0
ACCOUNTING CLERK	1.0
ADMIN & OPERATIONS MGR	1.0
ADMINISTRATIVE SPECIALIST	39.7
ADMINISTRATOR	6.0
ADMIN/OFFICE SUPPORT	73.4
ADMIN/OFFICE SUPPORT SUPV	3.0
ADMIN/OPERATIONS SUPV	10.2
CHIEF OFFICER	1.0
COMMUNITY SVCS SPECIALIST	17.0
CONTRACT ADMINISTRATOR	3.0
COUNSELING SUPERVISOR	4.0
DENTAL HYGIENIST	1.0
DEPUTY DIRECTOR	1.0
DEVELOPER/PRGRMR ANALYST	0.7
DIETITIAN	6.0
DRIVER-MEDICAL	2.0
EPIDEMIOLOGIST	7.8
EXECUTIVE ASSISTANT	1.0
FACILITIES SVCS OFFICER	2.0
FINANCIAL SUPERVISOR	3.0
FINAN/BUSINESS ANALYST	3.0
GENERAL MAINTENANCE TECH	1.0
GOVT/COMMUN AFFAIRS OFCR	1.0
HEALTH EDUCATOR	37.2
HEALTH SERVICES AIDE	95.2
HR GENERALIST	2.0
HR SPECIALIST	3.0
HR SUPERVISOR	1.0
INFECTION CONTROL SPEC	19.0
INFO SYSTEMS SUPERVISOR	1.0
LABORATORY SUPERVISOR	1.0
LAN ADMINISTRATOR (INACTIVE)	2.0
LICENSED PRACTICAL NURSE	7.0
MANAGEMENT ANALYST	6.5
MANAGEMENT ASSISTANT	1.0
MANAGING PHYSICIAN	3.0
MEDICAL ASSISTANT	3.0
MEDICAL TECHNICIAN	3.0
MEDICAL TECHNOLOGIST	6.0
NURSE	39.4
NURSE PRACT/PHYS ASST	6.5
NURSING MANAGER	4.0
NURSING SUPERVISOR	4.7
PC SPECIALIST	2.0
PHARMACIST	1.0
PHARMACY ASSISTANT	2.0
PHARMACY TECHNICIAN	1.0
PHYSICIAN	1.1
PROGRAM COORDINATOR	11.5
PROGRAM COORDINATOR - RN	1.0
PROGRAM MANAGER	6.5
PROGRAM SUPERVISOR	24.7

Public Health (Continued)

Market Range Title	FTE
PURCHASING SUPERVISOR	1.0
RADIOLOGIC TECHNOLOGIST	2.0
SOCIAL WORKER (BS)	14.0
SOFTWARE ENGINEER (INACTIVE)	1.0
TELECOMMUNICATIONS TECH	1.0
TRAINING SPECIALIST	2.0
UNDETERMINED	35.3
Total	**542.4**

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 January, 2002 we will establish a mechanism to identify and document county management's expectations of Research & Reporting; and, determine the number and types of external studies that could be accommodated to defray administrative costs for the upcoming fiscal year.
- By January, 2002 we will establish a partnership with HR and OMB to investigate the need for and feasibility of establishing a pool of temporary telephone interviewer/clerical staff.
- County management will incorporate employee and customer satisfaction survey data into their Managing for Results (MfR) plans by FY03.

Issues

- The demand for services, both internally and externally, will continue to be unpredictable which adversely affects Research & Reporting's ability to plan and to manage.
- Current low unemployment rate, the temporary nature of the telephone interviewer position, technological and public relation challenges of the position adversely affects the ability of Research & Reporting to attract and retain a competent pool of skilled on-call employees.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
RESEARCH & REPORTING
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
RESEARCH AND REPORTING	$ 307,935	$ 132,065	$ -	$ 440,000	$ 440,000
TOTAL	$ 307,935	$ 132,065	$ -	$ 440,000	$ 440,000

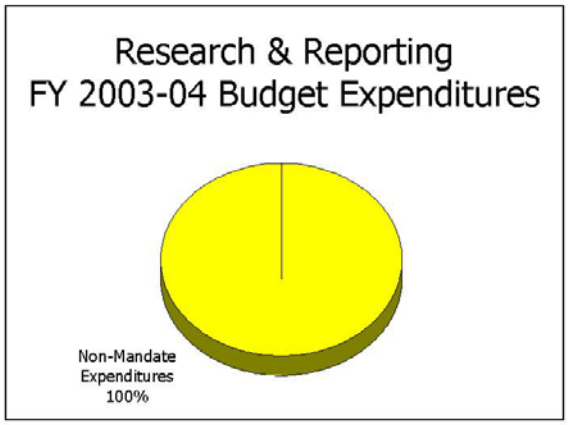
Research & Reporting (Continued)

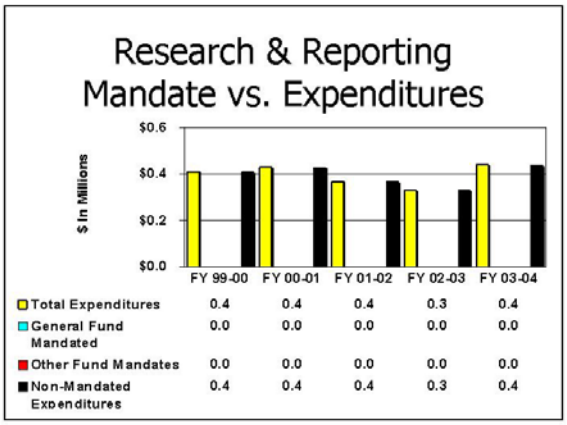
Mandate Consolidated Financial Data

Total Department Expenditures	Special Revenue	Total
FY 1999-00 Actuals	$ 418,215	$ 418,215
FY 2000-01 Actuals	$ 437,512	$ 437,512
FY 2001-02 Actuals	$ 375,189	$ 375,189
FY 2002-03 Actuals	$ 337,558	$ 337,558
FY 2003-04 Adopted Budget	$ 440,000	$ 440,000

Total Non-Mandated Expenditures	Special Revenue	Total
FY 1999-00 Actuals	$ 418,215	$ 418,215
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 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 2003-04 ADOPTED

460 RESEARCH & REPORTING

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	$ 307,935	$ 132,065	$ -	$ 440,000	$ 440,000
ALL FUNDS	$ 307,935	$ 132,065	$ -	$ 440,000	$ 440,000

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
460 RESEARCH & REPORTING
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
645 INTEREST EARNINGS	$ 3,008	$ -	$ -	$ (17)	$ -	$ -	$ -	
650 MISCELLANEOUS REVENUE	355,979	440,000	440,000	358,000	440,000	440,000	-	0%
Total Revenue	$ 358,987	$ 440,000	$ 440,000	$ 357,983	$ 440,000	$ 440,000	$ -	0%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 133,759	$ 156,324	$ 156,324	$ 125,060	$ 173,383	$ 197,901	$ (41,577)	-27%
705 TEMPORARY PAY	28,507	60,000	60,000	21,768	64,000	121,108	(61,108)	-102%
750 FRINGE BENEFITS	43,217	52,385	52,385	40,030	58,275	67,969	(15,584)	-30%
790 OTHER PERSONNEL SERVICES	3,512	2,999	2,999	4,004	5,000	5,000	(2,001)	-67%
795 PERSONNEL SERVICES ALLOC OUT	-	-	-	-	-	(84,043)	84,043	
Subtotal	$ 208,995	$ 271,708	$ 271,708	$ 190,862	$ 300,658	$ 307,935	$ (36,227)	-13%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 5,108	$ 6,570	$ 6,570	$ 3,463	$ 5,378	$ 5,378	$ 1,192	18%
802 MEDICAL SUPPLIES	394	-	-	-	-	-	-	
804 NON-CAPITAL EQUIPMENT	538	5,002	5,002	-	5,000	5,000	2	0%
812 OTHER SERVICES	110	3,356	3,356	-	-	-	3,356	100%
820 RENT & OPERATING LEASES	64,061	69,600	69,600	74,662	71,772	71,772	(2,172)	-3%
825 REPAIRS AND MAINTENANCE	-	1,500	1,500	-	1,500	1,500	-	0%
839 INTERNAL SERVICE CHARGES	93,791	12,388	12,388	10,244	9,890	10,290	2,098	17%
842 TRAVEL & EDUCATION	1,138	2,500	2,500	364	3,000	3,000	(500)	-20%
843 POSTAGE/FREIGHT/SHIPPING	5	2,397	2,397	3	2,000	2,000	397	17%
880 TRANSFERS OUT	157,436	71,601	71,601	71,601	33,525	33,125	38,476	54%
Subtotal	$ 322,581	$ 174,914	$ 174,914	$ 160,337	$ 132,065	$ 132,065	$ 42,849	24%
Total Expenditures	$ 531,576	$ 446,622	$ 446,622	$ 351,199	$ 432,723	$ 440,000	$ 6,622	1%
Operating Balance (Rev. - Exp.)	$ (172,589)	$ (6,622)	$ (6,622)	$ 6,784	$ 7,277	$ -	$ 6,622	100%

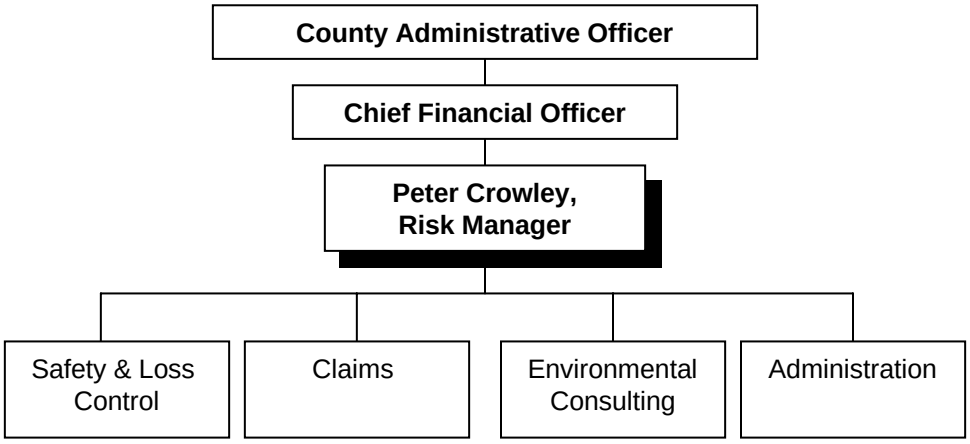
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
460 RESEARCH & REPORTING

Market Range Title	FTE
ADMIN/OFFICE SUPPORT SUPV	3.0
CALL CTR REPRESENTATIVE	3.8
DIRECTOR	1.0
PROGRAM COORDINATOR	1.0
Total	**8.8**

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.

Risk Management (Continued)

- 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.
- 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 2003-04 ADOPTED
RISK MANAGEMENT
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
CLAIMS RESOLUTION/LIT MGT PROG	$ 230,202	$ 23,496,253	$ -	$ 23,726,455	$ -
ENVIRONMENTAL MANAGEMENT PROG	$ 139,512	$ 405,760	$ -	$ 545,272	$ -
RISK MGMT SELF-INSURANCE PROG	$ 130,822	$ 371,194	$ 20,000	$ 522,016	$ 26,686,121
SAFETY MANAGEMENT PROGRAM	$ 435,684	$ 62,094	$ -	$ 497,778	$ -
ADMINISTRATIVE SERVICES PROG	$ 318,281	$ -	$ -	$ 318,281	$ -
TOTAL	$ 1,254,501	$ 24,335,301	$ 20,000	$ 25,609,802	$ 26,686,121

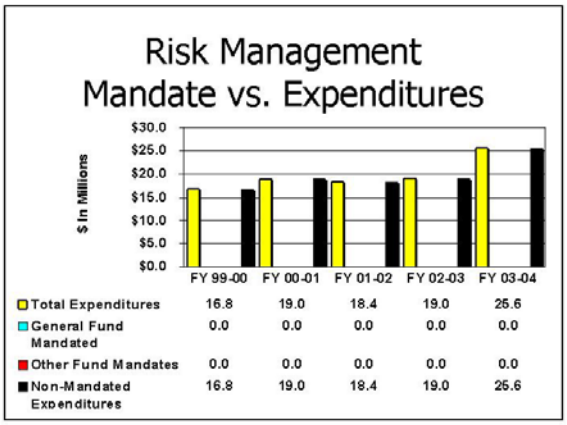
Mandate Consolidated Financial Data

Total Department Expenditures	Internal Service	Total
FY 1999-00 Actuals	$ 16,766,871	$ 16,766,871
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 Adopted Budget	$ 25,609,802	$ 25,609,802

Total Non-Mandated Expenditures	Internal Service	Total
FY 1999-00 Actuals	$ 16,766,871	$ 16,766,871
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 Adopted Budget	$ 25,609,802	$ 25,609,802

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 2003-04 ADOPTED

750 RISK MANAGEMENT

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
INTERNAL SERVICE	$ 1,254,501	$ 24,335,301	$ 20,000	$ 25,609,802	$ 26,686,121
ALL FUNDS	$ 1,254,501	$ 24,335,301	$ 20,000	$ 25,609,802	$ 26,686,121

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
750 RISK MANAGEMENT
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
636 INTERNAL SERVICE CHARGES	$ 19,083,214	$ 23,343,430	$ 23,343,430	$ 23,440,537	$ 25,676,986	$ 25,676,986	$ 2,333,556	10%
645 INTEREST EARNINGS	853,766	1,156,954	1,156,954	775,693	1,009,135	1,009,135	(147,819)	-13%
650 MISCELLANEOUS REVENUE	338,164	-	-	-	-	-	-	
Total Revenue	$ 20,275,144	$ 24,500,384	$ 24,500,384	$ 24,216,230	$ 26,686,121	$ 26,686,121	$ 2,185,737	9%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 931,522	$ 955,620	$ 924,878	$ 936,020	$ 937,012	$ 976,930	$ (52,052)	-6%
705 TEMPORARY PAY	-	-	22,500	12,499	12,500	-	22,500	100%
710 OVERTIME	150	151	6,505	3,311	4,000	-	6,505	100%
750 FRINGE BENEFITS	176,733	189,579	191,467	193,136	278,933	277,571	(86,104)	-45%
790 OTHER PERSONNEL SERVICES	500	-	-	-	-	-	-	
Subtotal	$ 1,108,905	$ 1,145,350	$ 1,145,350	$ 1,144,966	$ 1,232,445	$ 1,254,501	$ (109,151)	-10%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 49,139	$ 51,000	$ 51,000	$ 45,905	$ 51,000	$ 28,121	$ 22,879	45%
803 FUEL	2,079	2,400	2,400	2,356	2,259	2,259	141	6%
804 NON-CAPITAL EQUIPMENT	-	10,000	10,000	8,477	10,000	1,000	9,000	90%
810 LEGAL SERVICES	3,158,312	3,189,635	3,189,635	3,348,383	2,896,858	2,896,858	292,777	9%
812 OTHER SERVICES	13,388,522	17,099,121	17,099,121	16,667,647	19,817,744	19,664,572	(2,565,451)	-15%
820 RENT & OPERATING LEASES	11,451	16,100	16,100	22,919	16,100	15,600	500	3%
825 REPAIRS AND MAINTENANCE	240	2,950	2,950	2,457	2,950	750	2,200	75%
830 INTERGOVERNMENTAL PAYMENTS	207,606	175,000	175,000	160,713	175,000	175,000	-	0%
839 INTERNAL SERVICE CHARGES	1,428,813	1,518,102	1,518,102	1,679,504	1,415,990	1,415,990	102,112	7%
842 TRAVEL & EDUCATION	8,431	32,384	32,384	27,889	32,095	9,500	22,884	71%
843 POSTAGE/FREIGHT/SHIPPING	1,032	2,750	2,750	2,493	2,750	2,525	225	8%
850 UTILITIES	-	10,000	10,000	8,332	10,000	500	9,500	95%
880 TRANSFERS OUT	84,002	123,591	123,591	123,591	122,626	122,626	965	1%
Subtotal	$ 18,339,627	$ 22,233,033	$ 22,233,033	$ 22,100,666	$ 24,555,372	$ 24,335,301	$ (2,102,268)	-9%
CAPITAL OUTLAY								
910 LAND	$ 1,038	$ -	$ -	$ -	$ -	$ -	$ -	
920 CAPITAL EQUIPMENT	-	17,500	17,500	14,582	17,500	17,500	-	0%
950 DEBT SERVICE	-	2,500	2,500	2,496	2,500	2,500	-	0%
Subtotal	$ 1,038	$ 20,000	$ 20,000	$ 17,078	$ 20,000	$ 20,000	$ -	0%
Total Expenditures	$ 19,449,570	$ 23,398,383	$ 23,398,383	$ 23,262,710	$ 25,807,817	$ 25,609,802	$ (2,211,419)	-9%
Operating Balance (Rev. - Exp.)	$ 825,574	$ 1,102,001	$ 1,102,001	$ 953,520	$ 878,304	$ 1,076,319	$ (25,682)	-2%

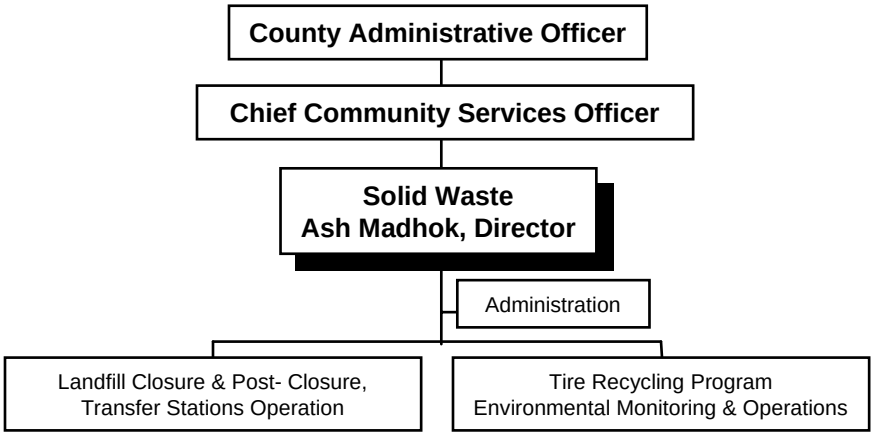
Risk Management (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 750 RISK MANAGEMENT	
Market Range Title	**FTE**
ADMINISTRATIVE SPECIALIST	3.0
ADMIN/OFFICE SUPPORT	1.0
DIRECTOR	1.0
ENGINEER	2.0
FINANCIAL SUPERVISOR	1.0
FINAN/BUSINESS ANALYST	3.0
RISK MGMT SUPERVISOR	2.0
SAFETY REPRESENTATIVE	6.0
Total	**19.0**

Solid Waste

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 ever expanding role.

Goals

- By 2005, develop and implement an Illegal dumping clean-up program.
- By 2005, develop and implement a Household Hazardous Waste Program to protect the environment from contamination.

Issues

- An increase in the illegal dumping of household hazardous wastes into landfills is resulting in greater public health risks and potential environmental pollution.
- 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 lack of an illegal dumping cleanup program is contributing to the increase in illegal dumping.

Solid Waste (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
SOLID WASTE
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ENVIRONMENTAL WASTE MANAGEMENT	$ 274,267	$ 2,743,270	$ 205,100	$ 3,222,637	$ 3,435,232
WASTE DISPOSAL MANAGEMENT	$ 354,754	$ 228,681	$ -	$ 583,435	$ -
ADMINISTRATIVE SERVICES PROG	$ 23,898	$ 36,968	$ -	$ 60,866	$ -
UNALLOCATED/INDIRECT	$ -	$ 464,085	$ 4,209	$ 468,294	$ 650,000
TOTAL	$ 652,919	$ 3,473,004	$ 209,309	$ 4,335,232	$ 4,085,232

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of tire tonnage processed by acceptable recycling methods.	46	48	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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent customers satisfied	95	86	90	90
Percent of groundwater well tests completed.	150	95	100	100

Solid Waste (Continued)

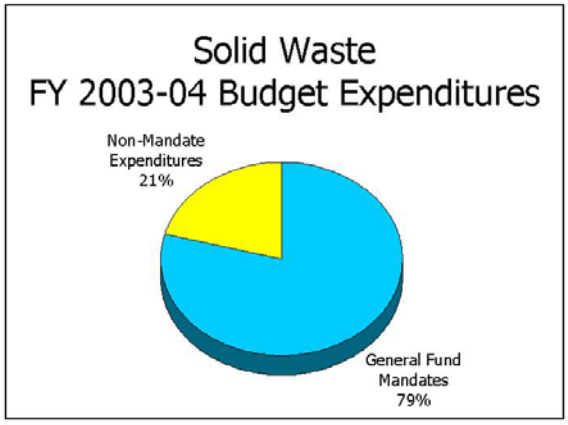
Mandate Consolidated Financial Data

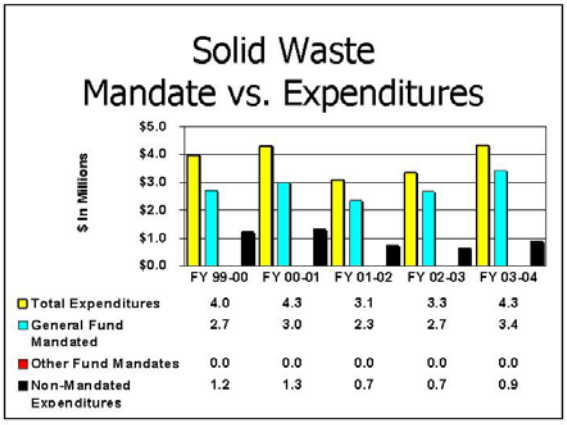
Total Department Expenditures	Special Revenue	Enterprise Funds	Total
FY 1999-00 Actuals	$ 2,727,649	$ 1,236,444	$ 3,964,093
FY 2000-01 Actuals	$ 2,994,897	$ 1,333,771	$ 4,328,668
FY 2001-02 Actuals	$ 2,349,862	$ 745,428	$ 3,095,290
FY 2002-03 Actuals	$ 2,679,414	$ 653,853	$ 3,333,267
FY 2003-04 Adopted Budget	$ 3,435,232	$ 900,000	$ 4,335,232

Total Mandated Expenditures	Special Revenue	Enterprise Funds	Total
FY 1999-00 Actuals	$ 2,727,649	$ -	$ 2,727,649
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 Adopted Budget	$ 3,435,232	$ -	$ 3,435,232

Total Non-Mandated Expenditures	Special Revenue	Enterprise Funds	Total
FY 1999-00 Actuals	$ -	$ 1,236,444	$ 1,236,444
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 Adopted Budget	$ -	$ 900,000	$ 900,000

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	Special Revenue	Enterprise Funds	Total
FY 1999-00 Actuals	$ 2,727,649	$ -	$ 2,727,649
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 Adopted Budget	$ 3,435,232	$ -	$ 3,435,232

Solid Waste (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

670 SOLID WASTE

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	$ 347,239	$ 2,882,893	$ 205,100	$ 3,435,232	$ 3,435,232
ENTERPRISE	305,682	590,109	4,209	900,000	650,000
ALL FUNDS	$ 652,921	$ 3,473,002	$ 209,309	$ 4,335,232	$ 4,085,232

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
670 SOLID WASTE
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
615 GRANTS	$ (3,612)	$ -	$ -	$ -	$ -	$ -	$ -	
620 OTHER INTERGOVERNMENTAL	3,525,884	3,300,000	3,300,000	3,663,073	3,300,000	3,300,000	-	0%
635 OTHER CHARGES FOR SERVICES	44,861	40,648	40,648	63,791	-	30,000	(10,648)	-26%
645 INTEREST EARNINGS	762,189	940,050	940,050	470,899	760,050	725,232	(214,818)	-23%
650 MISCELLANEOUS REVENUE	160,260	-	-	130,871	30,000	30,000	30,000	
652 PROCEEDS OF FINANCING	(18,000)	-	-	(5,200)	-	-	-	
Total Revenue	$ 4,471,582	$ 4,280,698	$ 4,280,698	$ 4,323,434	$ 4,090,050	$ 4,085,232	$ (195,466)	-5%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 325,747	$ 345,837	$ 340,870	$ 355,167	$ 400,063	$ 407,809	$ (66,939)	-20%
705 TEMPORARY PAY	28,794	32,900	37,978	26,123	90,000	90,000	(52,022)	-137%
710 OVERTIME	6,977	11,251	11,251	5,723	20,000	20,000	(8,749)	-78%
750 FRINGE BENEFITS	96,886	95,972	95,862	95,628	136,043	135,112	(39,250)	-41%
790 OTHER PERSONNEL SERVICES	315	-	-	143	-	-	-	
795 PERSONNEL SERVICES ALLOC OUT	-	(35,298)	(35,298)	-	(36,298)	-	(35,298)	-100%
796 PERSONNEL SERVICES ALLOC IN	2,856	-	-	763	-	-	-	
Subtotal	$ 461,575	$ 450,662	$ 450,663	$ 483,547	$ 609,808	$ 652,921	$ (202,258)	-45%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 16,941	$ 8,613	$ 8,612	$ 11,945	$ 9,000	$ 9,000	$ (388)	-5%
803 FUEL	20,017	17,531	17,531	22,983	28,000	28,000	(10,469)	-60%
810 LEGAL SERVICES	2,537	2,364	2,364	792	2,000	2,000	364	15%
812 OTHER SERVICES	1,603,860	3,130,217	3,130,217	2,128,997	2,795,263	2,946,231	183,986	6%
820 RENT & OPERATING LEASES	41,628	51,000	25,000	49,118	51,000	51,000	(26,000)	-104%
825 REPAIRS AND MAINTENANCE	-	3,500	29,500	1,514	14,711	6,468	23,032	78%
839 INTERNAL SERVICE CHARGES	496,901	230,128	230,127	230,128	228,686	237,686	(7,559)	-3%
842 TRAVEL & EDUCATION	179	270	270	88	4,000	4,000	(3,730)	-1381%
843 POSTAGE/FREIGHT/SHIPPING	513	585	585	455	1,500	1,500	(915)	-156%
850 UTILITIES	14,893	8,162	8,163	8,568	10,000	10,000	(1,837)	-23%
880 TRANSFERS OUT	421,168	268,547	268,547	268,547	186,117	177,117	91,430	34%
Subtotal	$ 2,618,637	$ 3,720,917	$ 3,720,916	$ 2,723,135	$ 3,330,277	$ 3,473,002	$ 247,914	7%
CAPITAL OUTLAY								
930 VEHICLES & CONSTRUCTION EQUIP	$ -	$ -	$ -	$ -	$ 205,100	$ 205,100	$ (205,100)	
950 DEBT SERVICE	14,136	-	-	5,688	4,209	4,209	(4,209)	
Subtotal	$ 14,136	$ -	$ -	$ 5,688	$ 209,309	$ 209,309	$ (209,309)	
Total Expenditures	$ 3,094,348	$ 4,171,579	$ 4,171,579	$ 3,212,370	$ 4,149,394	$ 4,335,232	$ (163,653)	-4%
Operating Balance (Rev. - Exp.)	$ 1,377,234	$ 109,119	$ 109,119	$ 1,111,064	$ (59,344)	$ (250,000)	$ (359,119)	-329%

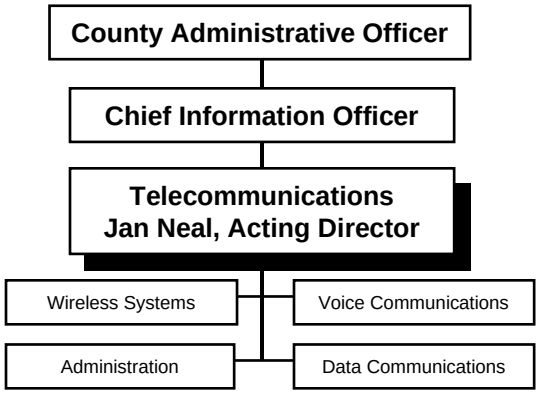
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
670 SOLID WASTE

Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	2.0
DIRECTOR	1.0
EQUIPMENT OPERATOR	1.0
GENERAL MAINTENANCE SUPV	1.0
GENERAL MAINTENANCE TECH	3.0
PUBLIC SVC REPRESENTATIVE	5.0
Total	**13.0**

Telecommunications

Organizational Chart



Mission

The Mission of the Telecommunications 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

Telecommunications will champion Maricopa County into Information-Age Government

Goals

- County employees will have the flexibility to do their jobs from anywhere in the County at any time by July 2005.
- The Public and outside organizations will be able to obtain services and transact business electronically from any location at any time by July 2006.
- Operational and strategic decision-makers will be able to readily and easily access information they need to make informed decisions by July 2005.
- The cost and time to deliver services will be reduced by streamlining business operations through the use of technology by July 2006.
- Through countywide technology standardization, we will optimize the use of resources so that the information technology department strategic goals will be achieved by July 2003.

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.
- 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.

Telecommunications (Continued)

- 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.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
TELECOMMUNICATIONS
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
INFO TECHNOLOGY INFRASTRUCTURE	$ 2,242,651	$ 9,065,096	$ 112,896	$ 11,420,643	$ 12,713,482
ADMINISTRATIVE SERVICES PROG	$ 409,805	$ 382,198	$ 1,824	$ 793,827	$ -
UNALLOCATED/INDIRECT	$ -	$ -	$ -	$ -	$ 10,000
TOTAL	$ 2,652,456	$ 9,447,294	$ 114,720	$ 12,214,470	$ 12,723,482

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of time we complete work orders to our customers' satisfaction and within our committed time frames	N/A	98.24	97.75	95

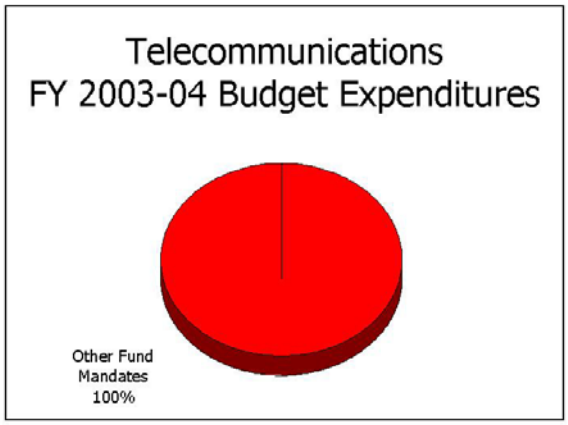
Telecommunications (Continued)

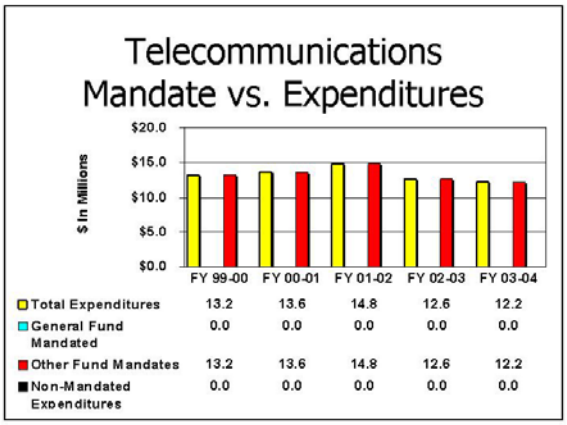
Mandate Consolidated Financial Data

Total Department Expenditures	Internal Service	Total
FY 1999-00 Actuals	$ 13,162,553	$ 13,162,553
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 Adopted Budget	$ 12,214,470	$ 12,214,470

Total Administrative Mandates	Internal Service	Total
FY 1999-00 Actuals	$ 13,162,553	$ 13,162,553
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 Adopted Budget	$ 12,214,470	$ 12,214,470

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 2003-04 ADOPTED

760 TELECOMMUNICATIONS

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
INTERNAL SERVICE	$ 2,649,576	$ 9,450,174	$ 114,720	$ 12,214,470	$ 12,723,482
ALL FUNDS	$ 2,649,576	$ 9,450,174	$ 114,720	$ 12,214,470	$ 12,723,482

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
760 TELECOMMUNICATIONS
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
620 OTHER INTERGOVERNMENTAL	$ 859,540	$ 499,012	$ 499,012	$ 665,661	$ 499,012	$ 499,012	$ -	0%
635 OTHER CHARGES FOR SERVICES	1,365	-	-	651	-	-	-	
636 INTERNAL SERVICE CHARGES	13,129,208	12,692,527	12,692,527	13,250,292	12,692,527	12,214,470	(478,057)	-4%
645 INTEREST EARNINGS	1	-	-	(7,518)	-	-	-	
650 MISCELLANEOUS REVENUE	146,191	10,000	10,000	30,214	10,000	10,000	-	0%
Total Revenue	$ 14,136,305	$ 13,201,539	$ 13,201,539	$ 13,939,300	$ 13,201,539	$ 12,723,482	$ (478,057)	-4%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 1,969,566	$ 2,018,893	$ 2,096,953	$ 1,869,199	$ 2,101,326	$ 2,148,739	$ (51,786)	-2%
705 TEMPORARY PAY	43,699	30,000	30,000	8,160	25,000	10,000	20,000	67%
710 OVERTIME	50,244	78,319	78,319	51,757	48,000	48,000	30,319	39%
750 FRINGE BENEFITS	397,594	430,413	443,425	417,961	443,619	442,837	588	0%
790 OTHER PERSONNEL SERVICES	33,350	31,580	31,576	34,056	-	-	31,576	100%
795 PERSONNEL SERVICES ALLOC OUT	(504)	-	-	-	-	-	-	
796 PERSONNEL SERVICES ALLOC IN	-	17,012	17,012	12,757	-	-	17,012	100%
Subtotal	$ 2,493,949	$ 2,606,217	$ 2,697,285	$ 2,393,890	$ 2,617,945	$ 2,649,576	$ 47,709	2%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 598,674	$ 1,125,176	$ 1,125,176	$ 495,195	$ 287,945	$ 140,000	$ 985,176	88%
803 FUEL	13,150	15,837	15,837	17,052	15,000	15,000	837	5%
804 NON-CAPITAL EQUIPMENT	6,963	-	-	-	-	-	-	
812 OTHER SERVICES	479,157	347,539	347,539	629,338	616,630	556,630	(209,091)	-60%
820 RENT & OPERATING LEASES	1,747,163	1,706,271	1,706,271	1,543,149	1,670,427	1,670,427	35,844	2%
825 REPAIRS AND MAINTENANCE	1,544,572	1,354,876	1,263,807	1,427,177	1,630,850	1,535,850	(272,043)	-22%
830 INTERGOVERNMENTAL PAYMENTS	12,999	-	-	2,548	-	-	-	
839 INTERNAL SERVICE CHARGES	85,041	124,722	124,722	117,416	92,290	104,462	20,260	16%
842 TRAVEL & EDUCATION	56,143	43,000	43,000	37,549	43,000	43,000	-	0%
843 POSTAGE/FREIGHT/SHIPPING	6,969	2,000	2,000	3,642	10,000	10,000	(8,000)	-400%
850 UTILITIES	5,375,287	4,704,598	4,704,598	4,586,796	4,827,842	4,784,242	(79,644)	-2%
865 DEPRECIATION	(40,422)	-	-	-	306,000	306,000	(306,000)	
880 TRANSFERS OUT	342,061	239,768	239,768	239,768	293,563	284,563	(44,795)	-19%
890 LOSS ON FIXED ASSETS	(445,418)	-	-	-	-	-	-	
Subtotal	$ 9,782,339	$ 9,663,787	$ 9,572,718	$ 9,099,630	$ 9,793,547	$ 9,450,174	$ 122,544	1%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	$ 1,306,378	$ 455,000	$ 455,001	$ 455,001	$ 416,736	$ -	$ 455,001	100%
950 DEBT SERVICE	51,651	150,216	150,216	150,217	114,720	114,720	35,496	24%
Subtotal	$ 1,358,029	$ 605,216	$ 605,217	$ 605,218	$ 531,456	$ 114,720	$ 490,497	81%
Total Expenditures	$ 13,634,317	$ 12,875,220	$ 12,875,220	$ 12,098,738	$ 12,942,948	$ 12,214,470	$ 660,750	5%
Operating Balance (Rev. - Exp.)	$ 501,988	$ 326,319	$ 326,319	$ 1,840,562	$ 258,591	$ 509,012	$ 182,693	56%

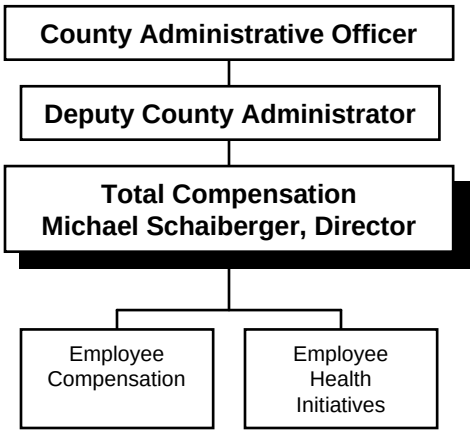
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
760 TELECOMMUNICATIONS

Market Range Title	FTE
ACCOUNTING CLERK	3.0
ADMIN/OPERATIONS SUPV	1.0
DIRECTOR	1.0
INFO TECHNOL CONSULTANT	1.0
TECHNOLOGY ANALYST	1.0
TELECOMMUNICATIONS SUPV	5.0
TELECOMMUNICATIONS TECH	20.0
TELECOMMUNICATNS ANALYST	10.0
Total	**42.0**

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, 2005, reduce Maricopa County Government's voluntary turnover rate to a rate equal to or below the average of the Phoenix metropolitan area.
- By June 30, 2005, increase Maricopa County employee satisfaction with pay by 2% over the FY02 level as measured by the annual employee satisfaction survey.
- By June 30, 2005, increase Maricopa County employee satisfaction with benefits by 2% over the FY02 level as measured by the annual employee satisfaction survey.
- By June 30, 2005, automate all major Total Compensation related processes and services to better meet the business needs of Maricopa County.
- Over the next three 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.

Total Compensation (Continued)

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.
- 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.
- 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.
- The current paper-based system utilized by Total Compensation does not always provide departments the timely access to accurate compensation data and/or information necessary to effectively manage their budget.
- 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 2003-04 ADOPTED
TOTAL COMPENSATION
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
EMPLOYEE COMPENSATION	$ 354,785	$ 18,487	$ -	$ 373,272	$ -
EMPLOYEE HEALTH INITIATIVES	$ 868,890	$ 24,204,472	$ -	$ 25,073,362	$ 23,650,004
ADMINISTRATIVE SERVICES PROG	$ 200,572	$ 2,504	$ -	$ 203,076	$ -
TOTAL	$ 1,424,247	$ 24,225,463	$ -	$ 25,649,710	$ 23,650,004

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of employees voluntarily leaving employment who report pay as the primary reason for leaving Maricopa County	N/A	N/A	21	21

Total Compensation (Continued)

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.

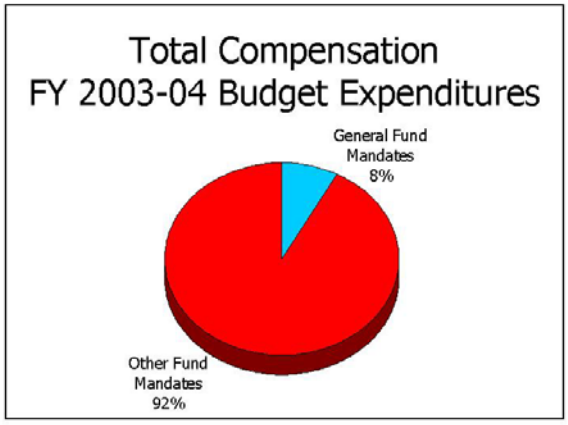
Key Results:	**FY 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent of employees voluntarily leaving employment who report benefits as the primary reason for leaving Maricopa County	N/A	N/A	1	1

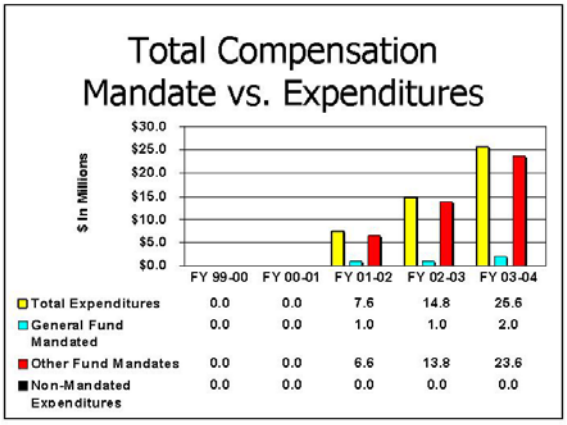
Mandate Consolidated Financial Data

Total Department Expenditures	General Fund	Internal Service	Total
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
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 Adopted Budget	$ 2,014,706	$ 23,635,004	$ 25,649,710

Total Administrative Mandates	General Fund	Internal Service	Total
FY 1999-00 Actuals	$ -	$ -	$ -
FY 2000-01 Actuals	$ -	$ -	$ -
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 Adopted Budget	$ 2,014,706	$ 23,635,004	$ 25,649,710

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 2003-04 ADOPTED
350 TOTAL COMPENSATION

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
GENERAL FUND	$ 1,424,247	$ 590,459	$ -	$ 2,014,706	$ 15,000
INTERNAL SERVICE	-	23,635,004	-	23,635,004	23,635,004
ALL FUNDS	$ 1,424,247	$ 24,225,463	$ -	$ 25,649,710	$ 23,650,004

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
350 TOTAL COMPENSATION
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
635 OTHER CHARGES FOR SERVICES	$ 6,757,728	$ 6,833,576	$ 6,833,576	$ 12,244,848	$ 23,535,004	$ 23,535,004	$ 16,701,428	244%
645 INTEREST EARNINGS	322,409	-	-	87,926	100,000	100,000	100,000	
650 MISCELLANEOUS REVENUE	53,934	10,000	10,000	20,170	15,000	15,000	5,000	50%
Total Revenue	$ 7,134,071	$ 6,843,576	$ 6,843,576	$ 12,352,944	$ 23,650,004	$ 23,650,004	$ 16,806,428	246%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 544,888	$ 651,628	$ 666,330	$ 632,583	$ 871,237	$ 1,171,487	$ (505,157)	-76%
705 TEMPORARY PAY	10,404	4,500	4,500	1,875	4,500	4,500	-	0%
710 OVERTIME	2,372	-	-	-	-	-	-	
750 FRINGE BENEFITS	642,381	666,681	670,648	660,605	180,055	234,419	436,229	65%
790 OTHER PERSONNEL SERVICES	16,978	-	19,732	56,168	13,841	13,841	5,891	30%
796 PERSONNEL SERVICES ALLOC IN	198,645	266,055	266,055	226,730	-	-	266,055	100%
Subtotal	$ 1,415,668	$ 1,588,864	$ 1,627,265	$ 1,577,961	$ 1,069,633	$ 1,424,247	$ 203,018	12%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 119,130	$ 207,010	$ 211,909	$ 170,590	$ 210,595	$ 212,595	$ (686)	0%
803 FUEL	673	673	673	673	-	673	-	0%
804 NON-CAPITAL EQUIPMENT	476	476	476	476	-	476	-	0%
810 LEGAL SERVICES	-	-	-	429	-	-	-	
811 HEALTH CARE SERVICES	-	-	-	4,563,479	-	-	-	
812 OTHER SERVICES	6,750,502	8,124,698	8,121,338	8,459,856	20,772,561	23,936,936	(15,815,598)	-195%
820 RENT & OPERATING LEASES	4,224	4,224	7,584	8,605	3,360	7,584	-	0%
825 REPAIRS AND MAINTENANCE	2,920	2,920	2,920	2,874	237	2,857	63	2%
839 INTERNAL SERVICE CHARGES	19,864	25,540	25,540	28,959	26,271	49,277	(23,737)	-93%
842 TRAVEL & EDUCATION	3,069	4,337	4,337	4,092	2,450	5,587	(1,250)	-29%
843 POSTAGE/FREIGHT/SHIPPING	1,988	9,478	9,478	9,655	8,550	9,478	-	0%
Subtotal	$ 6,902,846	$ 8,379,356	$ 8,384,255	$ 13,249,688	$ 21,024,024	$ 24,225,463	$ (15,841,208)	-189%
CAPITAL OUTLAY								
920 CAPITAL EQUIPMENT	$ 10,258	$ -	$ -	$ -	$ -	$ -	$ -	
Subtotal	$ 10,258	$ -	$ -	$ -	$ -	$ -	$ -	
Total Expenditures	$ 8,328,772	$ 9,968,220	$ 10,011,520	$ 14,827,649	$ 22,093,657	$ 25,649,710	$ (15,638,190)	-156%
Operating Balance (Rev. - Exp.)	$ (1,194,701)	$ (3,124,644)	$ (3,167,944)	$ (2,474,705)	$ 1,556,347	$ (1,999,706)	$ 1,168,238	37%

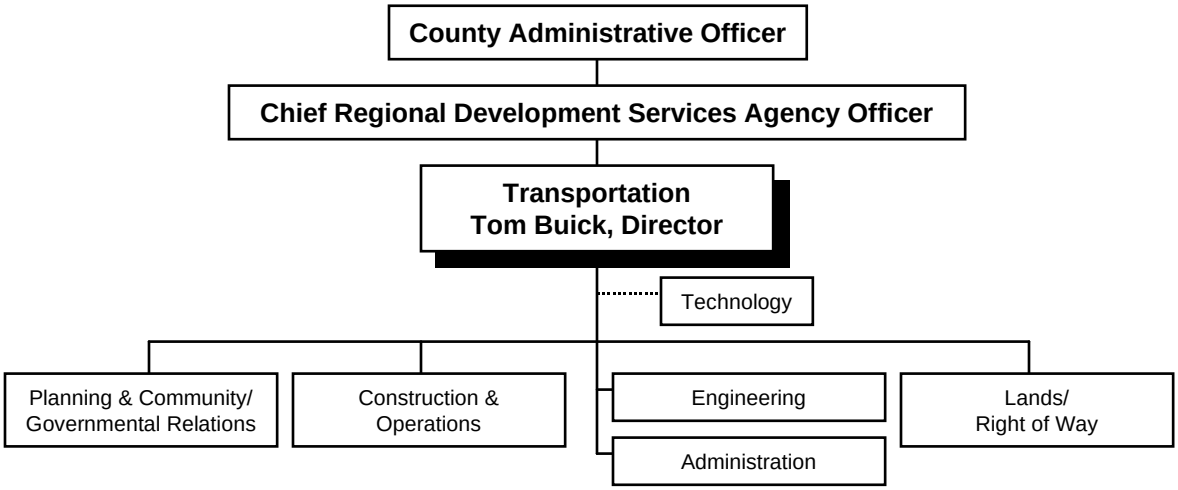
Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
350 TOTAL COMPENSATION

Market Range Title	FTE
ACCOUNTANT	1.0
ADMINISTRATIVE SPECIALIST	4.0
COUNSELOR	1.0
DATABASE ADMIN/ANALYST	1.0
ERGONOMIST	3.0
GOVT/COMMUN AFFAIRS OFCR	1.0
HEALTH EDUCATOR	1.0
HR GENERALIST	8.0
HR MANAGER	3.0
PUBLIC SVC REPRESENTATIVE	2.0
Total	**25.0**

Transportation

Organizational Chart



Mission

The Mission of the Maricopa County 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 2003, MCDOT will align strategies and structures towards the development of a regional transportation district that will be responsible and accountable for the development and operation of a regional transportation system, which is integrated with land use and the environment.
- 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 increase positive community perception and awareness of services and opportunities for public participation in decision-making processes to achieve a 2% increase in customer satisfaction and institutional recognition each year for the next five years as measured by Customer Satisfaction and targeted project stakeholder surveys.
- MCDOT will reduce the FY 2001 documented backlog of transportation projects by 10% every year for the next five years through innovative operational and financial strategies.
- By 2003, MCDOT will attract and retain qualified, diverse and adequately compensated employees by ensuring the overall Employee Satisfaction Survey score is above 5.5.

Transportation (Continued)

Issues

- Our existing regional transportation system is fragmented among multiple jurisdictions resulting in discontinuous infrastructure that is not meeting our customers' needs or anticipated state and federal mandates.
- 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.
- The current economic and social conditions are extremely competitive which result in difficulty in attracting and retaining a sufficient number of qualified and adequately compensated employees.
- The demands of regulatory compliance are becoming increasingly stringent and complex, thereby impeding our ability to develop projects in a timely manner, control costs, and deliver services when needed.
- Failure to keep up and implement rapid changes in technology will adversely affect effectiveness and efficiency of all business practices, operations, and personnel.
- Lack of commitment to increase MCDOT's image and public involvement will result in loss of customer support and potential future revenues.
- The anticipated decrease in Highway User Revenue Funds will challenge the department to be more creative in the development of transportation infrastructure solutions.
- If higher standards for asset management and accountability are not met, the department could experience repercussions in the form of decreased revenues.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
TRANSPORTATION
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
BUILD ROADS AND BRIDGES	$ 6,355,063	$ 2,475,407	$ 72,390,766	$ 81,221,236	$ 20,821,267
MANAGE TRAFFIC	$ 1,677,056	$ 2,747,505	$ 80,000	$ 4,504,561	$ 350,000
MAINTAIN ROADS AND BRIDGES	$ 10,666,482	$ 14,389,438	$ 1,974,141	$ 27,030,061	$ 30,000
SUPPORT TRANSPORTATION SYSTEMS	$ 2,628,326	$ 2,818,416	$ 72,215	$ 5,518,957	$ 1,796,682
ADMINISTRATIVE SERVICES PROG	$ 1,503,420	$ 2,723,422	$ -	$ 4,226,842	$ 94,235,698
INFORMATION TECHNOLOGY PROGRAM	$ 1,686,456	$ 1,330,845	$ 576,406	$ 3,593,707	$ 6,000
TOTAL	$ 24,516,803	$ 26,485,033	$ 75,093,528	$ 126,095,364	$ 117,239,647

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent Particulate Matter (PM-10) roads that have been paved per County Air Quality regulations for dust suppression/mitigation	24	38	26.2	80
Percent of lane miles completed that were planned for new or improved roadway construction (excluding PM 10 roads)	N/A	58	60	80
Percent of bridges completed that were planned for new or improved construction	N/A	N/A	67	80
Percent of utility relocation permits completed without delays	100	100	120	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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of total road mileage with pavement condition rating of "good" or better	99	98	98	95
Percent of bridges with sufficiency rating of "good" of better	N/A	81	72	80

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 2001 Actual**	**FY 2002 Actual**	**FY 2003 Actual**	**FY 2004 Projected**
Percent of MCDOT projects that go to bid and are eligible for partnerships and have partnerships in place	N/A	N/A	74	67
Percent increase in customer satisfaction and institutional recognition	N/A	N/A	78	2.5

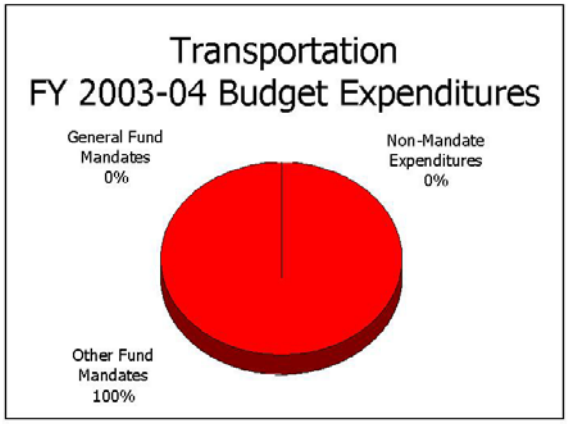
Mandate Consolidated Financial Data

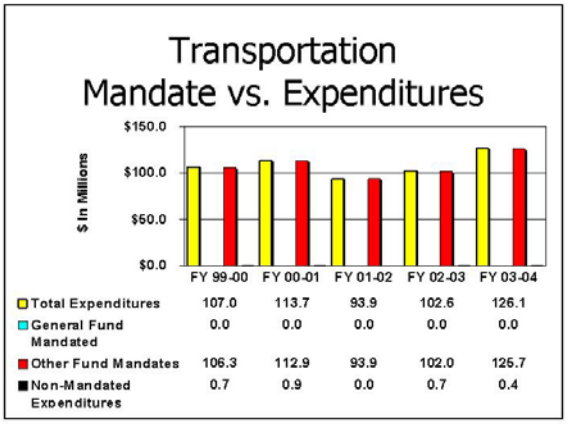
Total Department Expenditures	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 107,010,536	$ -	$ 107,010,536
FY 2000-01 Actuals	$ 113,738,686	$ -	$ 113,738,686
FY 2001-02 Actuals	$ 45,239,435	$ 48,684,801	$ 93,924,236
FY 2002-03 Actuals	$ 46,476,736	$ 56,164,787	$ 102,641,523
FY 2003-04 Adopted Budget	$ 48,638,136	$ 77,457,228	$ 126,095,364

Total Mandated Expenditures	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 106,345,337	$ -	$ 106,345,337
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 Adopted Budget	$ 48,288,136	$ 77,457,228	$ 125,745,364

Total Non-Mandated Expenditures	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 665,199	$ -	$ 665,199
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 Adopted Budget	$ 350,000	$ -	$ 350,000

NOTE: Mandate financials do not include appropriated beginning fund balance or debt service.





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.
MANDATE DESCRIPTION	The Constitution and state statues authorize the County to operate a transportation system. They further provide a dedicated and restricted source of funding, HURF. Historically, the County has interpreted state law as a mandate 1) to provide safe, effective, and high quality public roadways and 2) limiting non-road related activities consistent with limitations on the use of HURF. MCDOT's combined operations and five-year Capital Improvement Programs reflect these priorities. In carrying out these programs, MCDOT is guided by a vision to provide the right transportation system, at the right time, and at the right cost. State law also directs counties to perform integrated, comprehensive planning including consideration of transportation and other elements such as land use. The County's Comprehensive Plan and Transportation System Plan (TSP) address this mandate. MCDOT is on schedule to address the specific action items in the Comprehensive Plan and TSP in a 5-year period following adoption of the plans.

Transportation (Continued)

Federal transportation and environmental law requires planning processes that include public involvement, impact evaluation (environmental, social, economic, cultural resources, etc.), and impact mitigation. It also provides guidance on transportation system management, MCDOT believes these Federal requirements are fundamentally good practices that contribute to quality projects and better service to the public. MCDOT incorporates all of these into standard practices for project planning and system evaluation. Standard MCDDOT planning processes involves public participation, analysis of potential impacts, and mitigation of impacts to the extent feasible. MCDOT has developed 4 management systems patterned after systems outlined in the Federal Intermodal Surface Transportation Efficiency Act of 1991 (reauthorized in 1998 as TEA-21): 1) the Congestion Management System, 2) the Safety Management System, 3) the Roadway Management System, and 4) the Bridge Management System. Under these systems more than 96% of MCDOT roadways have pavement conditions that are rated as good to excellent and more than 82% of it's bridges are rated as good to excellent. The PM-10 paving project is in its third year and has paved over 40 miles of roads and reduced over 1,000 tons of particulates out of our air. This multi-year project is in accordance with EPA requirements and part of a countywide plan to reduce air pollution.

Transportation (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

640 TRANSPORTATION

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	$ 20,319,388	$ 82,568,507	$ 2,750,241	$ 105,638,136	$ 96,433,380
CAPITAL PROJECTS	4,003,000	1,110,941	72,343,287	77,457,228	77,806,267
ELIMINATIONS	-	(57,000,000)	-	(57,000,000)	(57,000,000)
ALL FUNDS	$ 24,322,388	$ 26,679,448	$ 75,093,528	$ 126,095,364	$ 117,239,647

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
640 TRANSPORTATION
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
610 LICENSES AND PERMITS	$ 1,451,294	$ 1,700,000	$ 1,700,000	$ 1,484,523	$ 1,400,000	$ 1,400,000	$ (300,000)	-18%
615 GRANTS	24,038	682,000	682,000	682,000	350,000	350,000	(332,000)	-49%
620 OTHER INTERGOVERNMENTAL	12,988,476	32,955,345	32,955,345	11,896,427	20,899,647	20,899,647	(12,055,698)	-37%
626 STATE SHARED HIGHWAY USER REV	78,285,212	77,933,792	77,933,792	79,331,861	86,300,000	86,300,000	8,366,208	11%
630 STATE SHARED VEHICLE LICENSE	6,743,783	6,682,872	6,682,872	6,774,322	7,500,000	7,500,000	817,128	12%
645 INTEREST EARNINGS	754,600	400,000	400,000	390,529	500,000	500,000	100,000	25%
650 MISCELLANEOUS REVENUE	2,712,908	73,600	73,600	1,487,942	654,302	60,000	(13,600)	-18%
651 GAIN ON FIXED ASSETS	451,884	230,000	230,000	81,131	230,000	230,000	-	0%
Total Revenue	$ 103,412,195	$ 120,657,609	$ 120,657,609	$ 102,128,735	$ 60,833,949	$ 117,239,647	$ (3,417,962)	-3%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 17,091,019	$ 17,214,279	$ 17,294,997	$ 15,964,995	$ 17,488,904	$ 18,631,248	$ (1,336,251)	-8%
705 TEMPORARY PAY	149,952	150,001	139,549	112,000	169,774	169,774	(30,225)	-22%
710 OVERTIME	494,214	544,839	520,839	439,288	555,754	555,754	(34,915)	-7%
750 FRINGE BENEFITS	3,905,756	4,307,864	4,259,942	3,831,025	5,047,339	5,067,134	(807,192)	-19%
790 OTHER PERSONNEL SERVICES	202,000	131,433	133,089	218,111	179,323	179,323	(46,234)	-35%
795 PERSONNEL SERVICES ALLOC OUT	(5,685,049)	(4,322,559)	(4,202,768)	(4,202,764)	(4,366,328)	(4,464,335)	261,567	6%
796 PERSONNEL SERVICES ALLOC IN	5,617,195	191,500	4,258,964	4,205,443	4,173,942	4,183,490	75,474	2%
Subtotal	$ 21,775,087	$ 18,217,357	$ 22,404,612	$ 20,568,098	$ 23,248,708	$ 24,322,388	$ (1,917,776)	-9%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 1,244,573	$ 1,318,461	$ 1,318,461	$ 1,291,115	$ 1,373,333	$ 1,373,333	$ (54,872)	-4%
803 FUEL	688,143	812,791	812,791	710,490	762,915	762,915	49,876	6%
804 NON-CAPITAL EQUIPMENT	119,575	110,961	120,406	128,518	114,600	114,600	5,806	5%
812 OTHER SERVICES	19,871,358	11,687,153	23,739,193	14,779,389	11,505,023	9,816,313	13,922,880	59%
820 RENT & OPERATING LEASES	334,302	426,595	426,595	270,760	228,540	228,540	198,055	46%
825 REPAIRS AND MAINTENANCE	5,859,383	5,634,681	5,634,681	4,459,929	5,971,235	5,971,236	(336,555)	-6%
830 INTERGOVERNMENTAL PAYMENTS	21,343	-	-	-	-	-	-	
839 INTERNAL SERVICE CHARGES	4,464,179	3,851,316	5,015,726	4,635,742	4,195,279	5,429,533	(413,807)	-8%
842 TRAVEL & EDUCATION	310,761	225,000	225,001	211,482	297,505	297,504	(72,503)	-32%
843 POSTAGE/FREIGHT/SHIPPING	29,784	18,000	18,000	19,784	18,000	18,000	-	0%
850 UTILITIES	688,630	695,000	695,000	674,875	660,755	660,755	34,245	5%
880 TRANSFERS OUT	2,014,030	1,925,005	1,925,005	1,925,005	(54,340,139)	2,006,719	(81,714)	-4%
Subtotal	$ 35,646,061	$ 26,704,963	$ 39,930,859	$ 29,107,089	$ (29,212,954)	$ 26,679,448	$ 13,251,411	33%
CAPITAL OUTLAY								
910 LAND	$ 6,400,578	$ 6,133,500	$ 6,088,500	$ 4,439,701	$ 9,480,500	$ 9,480,500	$ (3,392,000)	-56%
915 BUILDINGS AND IMPROVEMENTS	119,831	65,000	65,000	98,172	72,215	72,215	(7,215)	-11%
920 CAPITAL EQUIPMENT	148,120	566,825	566,825	513,736	191,379	191,379	375,446	66%
930 VEHICLES & CONSTRUCTION EQUIP	1,228,254	2,345,151	2,400,000	1,710,876	1,910,241	1,910,241	489,759	20%
940 INFRASTRUCTURE	28,598,823	78,173,243	60,750,243	41,941,831	62,828,867	62,862,787	(2,112,544)	-3%
950 DEBT SERVICE	4,015	323,631	323,631	203,559	576,406	576,406	(252,775)	-78%
Subtotal	$ 36,499,621	$ 87,607,350	$ 70,194,199	$ 48,907,875	$ 75,059,608	$ 75,093,528	$ (4,899,329)	-7%
Total Expenditures	$ 93,920,769	$ 132,529,670	$ 132,529,670	$ 98,583,062	$ 69,095,362	$ 126,095,364	$ 6,434,306	5%
Operating Balance (Rev. - Exp.)	$ 9,491,426	$ (11,872,061)	$ (11,872,061)	$ 3,545,673	$ (8,261,413)	$ (8,855,717)	$ 3,016,344	25%

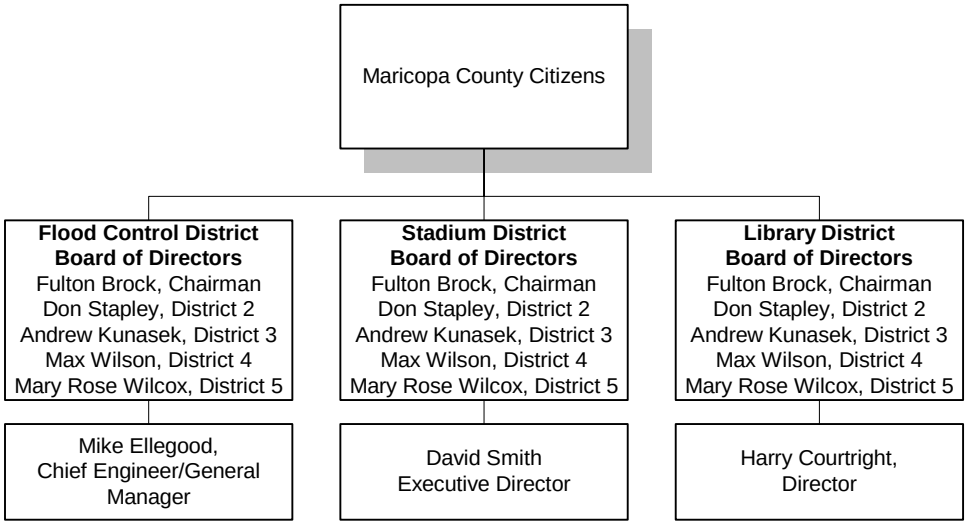
Transportation (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 640 TRANSPORTATION	
Market Range Title	**FTE**
ACCOUNTANT	1.0
ACCOUNTING CLERK	5.0
ADMIN & OPERATIONS MGR	3.0
ADMINISTRATIVE SPECIALIST	28.0
ADMIN/OFFICE SUPPORT	15.0
ADMIN/OPERATIONS SUPV	8.0
APPLIC/SYS PROGRMING MGR (INACTIVE)	2.0
APPRAISER	1.0
CONTRACT ADMINISTRATOR	2.0
DEVELOPER/PRGRMR ANALYST	5.0
DIRECTOR	1.0
DISPATCHER	2.0
ENGINEER	21.0
ENGINEERING AIDE	5.0
ENGINEERING MANAGER	2.0
ENGINEERING SUPERVISOR	19.0
ENGINEERING TECHNICIAN	32.8
EQUIPMENT OPERATOR	100.0
EXECUTIVE ASSISTANT	2.0
FINANCIAL SUPERVISOR	3.0
FINAN/BUSINESS ANALYST	6.0
GENERAL LABORER	51.0
GENERAL MAINTENANCE SUPV	20.0
GENERAL MAINTENANCE TECH	44.0
GOVT/COMMUN AFFAIRS OFCR	6.0
GOVT/COMMUN AFFAIRS SUPV	2.0
HR GENERALIST	3.0
HR SPECIALIST	1.0
HR SUPERVISOR	1.0
INFO SYSTEMS MANAGER	1.0
INFO SYSTEMS PROJECT MGR	1.0
INSPECTION SUPERVISOR	1.0
INSPECTOR	16.0
LAN ADMINISTRATOR (INACTIVE)	1.0
MANAGEMENT ANALYST	1.0
MATERIALS HANDLING SPEC	2.0
MEDIA ASSISTANT	1.0
MEDIA SPECIALIST	1.0
OPERATIONS MANAGER	1.0
PC SPECIALIST	8.0
PLANNER	7.0
PLANNING SUPERVISOR	1.0
PRGRM COORDINATION SPEC	5.0
PROGRAM COORDINATOR	1.0
PROJECT MANAGER	1.0
PUBLIC SVC REPRESENTATIVE	1.0
PURCHASING SUPERVISOR	1.0
SOFTWARE ENGINEER (INACTIVE)	5.0
SURVEY TECHNICIAN	11.0
TECH SUPPORT SPECIALIST	1.0
TECHNOLOGY ANALYST	3.0
TELECOMMUNICATIONS SUPV	1.0
TRAINING SPECIALIST	1.0
UNDETERMINED	12.0
WEB DEVELOPER (INACTIVE)	2.0
WEB SPECIALIST	1.0
Total	**479.8**

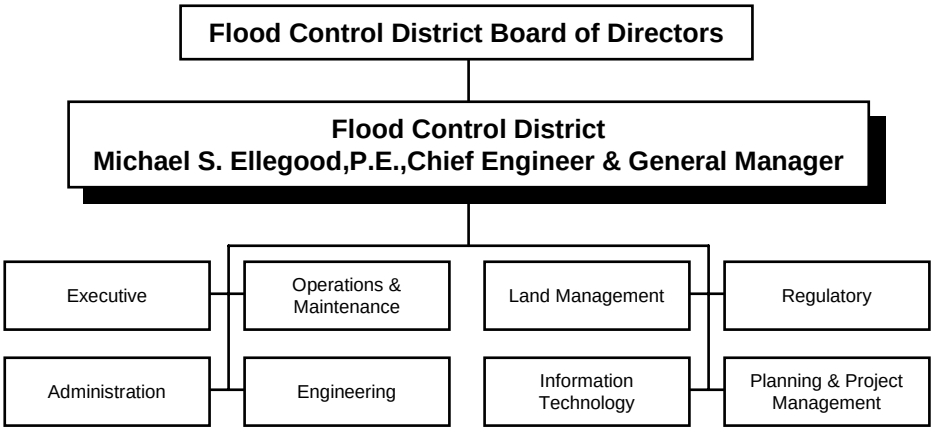
Special Districts

Organizational Chart



Flood Control District

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 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. The Flood Control District will also have assisted those communities in Maricopa County that are in the CRS program in adding points to achieve their next level, and will have assisted those communities that are not in the program to enter the program
- By 2005, the Flood Control District will have evaluated all of the existing District-owned flood control facilities, and, if necessary, will have initiated plans to mitigate, upgrade, or redesign these facilities to reduce the increased risk and liability associated with them, meet all regulatory requirements, and maintain or improve their flood control functions.
- By 2004, the Flood Control District will have investigated and designed a program, which will document processes and procedures that are in the institutional memory and develop a new generation of leadership to replace its aging workforce.
- By 2004, the Flood Control District will have secured the means to increase its operating budget so that more cost-effective flood control measures can be implemented.

Flood Control District (Continued)

- The Flood Control District, recognizing the impacts of major public works projects on the community in which they are constructed, will incorporate appropriate strategies to mitigate these impacts, and where feasible and appropriate design and construct facilities to include provisions for multiple use opportunities incorporating the principles of landscape architecture and land use planning in their sting, planning, and design.
- By the end of the third quarter of fiscal year 2003 - 2004 within the constraints of its enabling legislation, the Flood Control District will enter into an agreement with Maricopa County to serve as its agent in developing plans to comply with, and manage, NPDES phase I and phase II mandates.
- During the next five years, the Flood control District will continue to execute its mission of providing flood hazard identification, regulation, remediation, and education to the people of 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.
- During the next five years, the Flood Control District will continue to prioritize proposed projects and institute a funded CIP to the maximum extent of its resources while maintaining a responsible fund balance.

Issues

- The Flood Control District, as rated by the FEMA's Community Rating System (CRS), is currently at a level 5, which is in the top 1% of all the flood control districts in the United States. To achieve a level 4, which would give the flood insurance policy holders in unincorporated Maricopa County a 30% discount in their flood insurance premiums, the District must increase its score by an additional 500 points.
- Those cities in Maricopa County that participate in the CRS program do not necessarily take advantage of some of the work the District does in the cities to increase their CRS rating. There are some cities in Maricopa County that are not in the CRS program and therefore do not offer a flood insurance discount to their property owners.
- The age of flood control structures, urbanization, and changing federal, state, and local regulations as well as changing structural, safety, engineering, and environmental standards require a greater emphasis on improving safety monitoring procedures, evaluating existing structures, and developing and implementing plans to mitigate, upgrade, and/or redesign those structures.
- County residents are requesting wildlife habitats, recreational facilities, and aesthetically pleasing open areas and are reluctant to accept concrete flood control structures resulting in the design and installation of more costly and complex multi-use facilities.
- The Flood Control District has an aging workforce. Most of senior management and many of the Operations and Maintenance Division staff will be eligible for retirement within the next five years. With the retirement of key employees comes the loss of institutional memory and the intuitive knowledge of how to get things done.
- According to GASB34, many of the alternative flood hazard remediation measures that are less costly than structures, and that can be used to increase the District's CRS rating, can be funded only through the operating budget, and the District does not have the ability to increase its operating budget to take advantage of these less costly means of flood control.

Flood Control District (Continued)

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
FLOOD CONTROL DISTRICT
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
FLOOD HAZARD REGULATION PROGRA	$ 2,138,650	$ 634,982	$ 123,300	$ 2,896,932	$ -
FLOOD HAZARD EDUCATION PROGRAM	$ 310,962	$ 152,748	$ -	$ 463,710	$ -
FLOOD HAZARD IDENTIFICATION	$ 1,458,701	$ 7,519,477	$ 13,750	$ 8,991,928	$ -
FLOOD HAZARD REMEDIATION	$ 5,757,559	$ 8,762,966	$ 42,448,900	$ 56,969,425	$ -
ADMINISTRATIVE SERVICES PROG	$ 1,521,164	$ 3,127,955	$ -	$ 4,649,119	$ -
INFORMATION TECHNOLOGY PROGRAM	$ 895,864	$ 439,199	$ 26,000	$ 1,361,063	$ -
UNALLOCATED/INDIRECT	$ 1,176,065	$ -	$ 3,297,000	$ 4,473,065	$ 75,992,743
TOTAL	$ 13,258,965	$ 20,637,327	$ 45,908,950	$ 79,805,242	$ 75,992,743

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of presentation, program, and storm water quality consultation requests completed.	N/A	N/A	106.8	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	N/A	93.91	95

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
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	N/A	13.23	17.9
Percent of sensor days that was operational during the quarter.	N/A	N/A	99.34	99.2

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of drainage complaint cases in which an initial site investigation is conducted within 30 days of receipt of violation complaint.	N/A	N/A	89	90
Percent of inspection stops completed within one day of receiving the request for an inspection.	N/A	N/A	94.99	95
Percent of drainage plans reviews completed in the quarter within the One-Stop-Shop goals.	N/A	N/A	97	98
Percent of floodplain complaint cases in which an initial site investigation is conducted within 30 days of receipt of violation complaint.	N/A	N/A	87	90
Percent of inspection stops completed within one day of receiving the request for an inspection.	N/A	N/A	95	95
Percent of Flood Determinations responded to within 24 hours of receiving the request.	N/A	N/A	100	100
Percent of floodplain plans reviews completed in the quarter within the One-Stop-Shop goals.	N/A	N/A	89.32	90

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent of structural projects on the current 5-Year Capital Project Plan that are completed in the current fiscal year.	N/A	N/A	10.71	12.5
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	N/A	72.54	73.33
Percent of budgeted revenue realized through the use or sale of Flood Control District property.	N/A	N/A	178	100

Flood Control District (Continued)

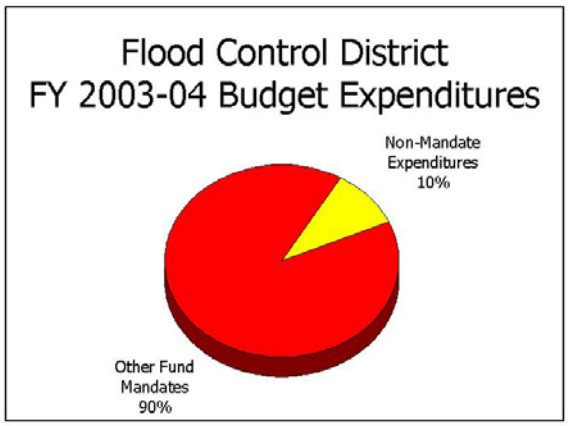
Mandate Consolidated Financial Data

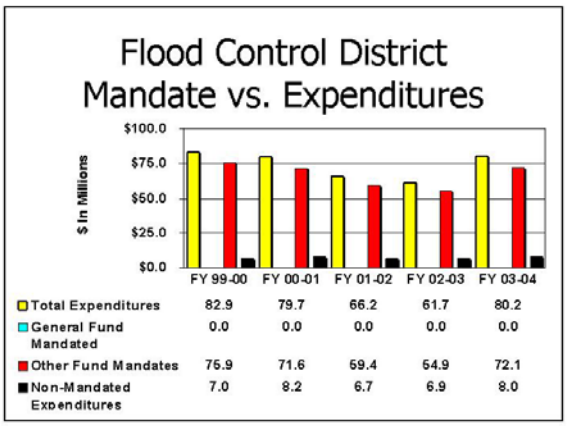
Total Department Expenditures	Special Revenue	Total
FY 1999-00 Actuals	$ 82,867,818	$ 82,867,818
FY 2000-01 Actuals	$ 79,748,040	$ 79,748,040
FY 2001-02 Actuals	$ 66,173,841	$ 66,173,841
FY 2002-03 Actuals	$ 61,739,865	$ 61,739,865
FY 2003-04 Adopted Budget	$ 80,162,242	$ 80,162,242

Total Mandated Expenditures	Special Revenue	Total
FY 1999-00 Actuals	$ 75,885,844	$ 75,885,844
FY 2000-01 Actuals	$ 71,557,945	$ 71,557,945
FY 2001-02 Actuals	$ 59,432,797	$ 59,432,797
FY 2002-03 Actuals	$ 54,874,459	$ 54,874,459
FY 2003-04 Adopted Budget	$ 72,118,667	$ 72,118,667

Total Non-Mandated Expenditures	Special Revenue	Total
FY 1999-00 Actuals	$ 6,981,974	$ 6,981,974
FY 2000-01 Actuals	$ 8,190,095	$ 8,190,095
FY 2001-02 Actuals	$ 6,741,044	$ 6,741,044
FY 2002-03 Actuals	$ 6,865,406	$ 6,865,406
FY 2003-04 Adopted Budget	$ 8,043,575	$ 8,043,575

NOTE: Mandate financials do not include appropriated beginning fund balance or debt service.





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	Special Revenue	Total
FY 1999-00 Actuals	$ 1,345,051	$ 1,345,051
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 Adopted Budget	$ 1,380,445	$ 1,380,445

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	Special Revenue	Total
FY 1999-00 Actuals	$ 2,660,523	$ 2,660,523
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 Adopted Budget	$ 2,868,380	$ 2,868,380

Flood Control District (Continued)

TITLE Planning

AUTHORITY A.R.S. § 48-3616 Survey And Report Of Flood Control Problems And Facilities; Comprehensive Program By Board; Hearing

HISTORY/ BACKGROUND In the mid-1980's, the District began to recognize the need for an independent planning program due to the rapid growth of the Phoenix metropolitan area and pending completion of several large-scale federal projects that had directed the Districts actions for many years. The first step towards an independent planning program began when the Area Drainage Master Plan Study (ADMS) Program was conceived in 1983. The Program, which is now included in the Districts Planning Program, was approved by the Board of Directors as Resolution FCD 85-3 on April 17, 1985. Planning became a separate District program in 1989. The Planning Program identifies regional drainage and flooding problems and develops alternative solutions to protect life and property. Major activities include watercourse master plans, area drainage master plans, design concept reports, pre-design studies and inter-agency coordination. Since it's inception in 1989, the Flood Control District has prepared the Comprehensive Plan for Flood Hazard Mitigation.

MANDATE DESCRIPTION The Flood Control District must conduct a survey and prepare a report at least every five years in describing the remaining flooding problems and the existing flood control facilities in Maricopa County.

Planning	Special Revenue	Total
FY 1999-00 Actuals	$ 4,840,198	$ 4,840,198
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 Adopted Budget	$ 6,848,006	$ 6,848,006

TITLE Structure

AUTHORITY A.R.S. § 45-1423 Power Of Maricopa And Yuma Counties To Cooperate With Federal Government In Flood Control Projects; A.R.S. § 45-1424 Power Of Maricopa And Pinal Counties To Cooperate With Federal Government In Flood Control Projects; A.R.S. § 48-3616 Survey And Report Flood Control Problems And Facilitates; Comprehensive Programs; Adoption By Board; Hearing

HISTORY/ BACKGROUND In 1954, the Maricopa County Board of Supervisors, Phoenix City Council, and the Salt River Project Board of Directors recognized the need for a comprehensive approach to solving flooding problems.

MANDATE DESCRIPTION The County must provide for the maintenance of dams and other flood control structures to reduce the risks of flood loss.

Structure	Special Revenue	Total
FY 1999-00 Actuals	$ 65,727,431	$ 65,727,431
FY 2000-01 Actuals	$ 61,680,064	$ 61,680,064
FY 2001-02 Actuals	$ 49,807,528	$ 49,807,528
FY 2002-03 Actuals	$ 45,049,564	$ 45,049,564
FY 2003-04 Adopted Budget	$ 58,236,553	$ 58,236,553

Flood Control District (Continued)

TITLE	Drainage
AUTHORITY	The Flood Control District is directed by the Drainage Regulations as adopted pursuant to A.R.S. § 11-251, Sections 30 and 36 and A.R.S. § 11-251.05
HISTORY/ BACKGROUND	Administers the County Drainage Regulation (prepared by the District), to reduce existing and potential flooding caused by local storm water. Coordinates with County Planning, Transportation, Public Health and Building Safety to insure that new development will not increase runoff divert flows, or backwater onto another property.
MANDATE DESCRIPTION	The County must enforce standards for excavation, landfill, and grading to prevent unnecessary loss from erosion, flooding and landslides; Review drainage reports and plans for all developments of land covered by this regulation and approve such plans when the requirements of this Regulation are met; Investigate violations and complaints of non-compliance with this Regulation; Keep copies of all documents or other submissions made pursuant to the requirements of this Regulation; Issue notices or orders necessary to enforce the provisions of the Regulation; Take action necessary to obtain compliance with Regulation, upon determination that development of land subject to this Regulation has proceeded without drainage clearance.

Drainage	Special Revenue	Total
FY 1999-00 Actuals	$ 1,312,641	$ 1,312,641
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 Adopted Budget	$ 2,785,283	$ 2,785,283

Flood Control District (Continued)

Departmental Budget Information

DEPARTMENTAL SUMMARY BY FUND TYPE & CATEGORY - FY 2003-04 ADOPTED

690 FLOOD CONTROL DISTRICT

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	$ 10,598,890	$ 68,401,703	$ 804,650	$ 79,805,243	$ 75,992,743
CAPITAL PROJECTS	2,519,770	5,577,000	45,903,230	54,000,000	54,000,000
ELIMINATIONS	-	(54,000,000)	-	(54,000,000)	(54,000,000)
ALL FUNDS	$ 13,118,660	$ 19,978,703	$ 46,707,880	$ 79,805,243	$ 75,992,743

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
690 FLOOD CONTROL DISTRICT
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
601 PROPERTY TAXES	$ 44,622,752	$ 44,868,061	$ 44,868,061	$ 40,871,173	$ 47,309,340	$ 51,153,993	$ 6,285,932	14%
610 LICENSES AND PERMITS	1,760,323	1,800,700	1,800,700	1,656,579	2,000,900	1,800,700	-	0%
620 OTHER INTERGOVERNMENTAL	17,140,690	15,073,000	15,073,000	15,685,502	16,554,000	16,554,000	1,481,000	10%
621 PAYMENTS IN LIEU OF TAXES	152,544	134,393	134,393	113,249	155,001	137,612	3,219	2%
645 INTEREST EARNINGS	643,554	850,000	850,000	362,411	391,606	391,606	(458,394)	-54%
650 MISCELLANEOUS REVENUE	9,318,874	8,305,700	8,305,700	15,206,450	5,954,832	5,954,832	(2,350,868)	-28%
Total Revenue	$ 73,638,737	$ 71,031,854	$ 71,031,854	$ 73,895,364	$ 72,365,679	$ 75,992,743	$ 4,960,889	7%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 9,330,624	$ 9,868,585	$ 9,857,942	$ 9,390,979	$ 9,895,066	$ 10,390,573	$ (532,631)	-5%
705 TEMPORARY PAY	226,419	278,580	357,251	265,302	353,420	353,420	3,831	1%
710 OVERTIME	67,533	35,941	35,941	31,411	41,330	41,330	(5,389)	-15%
750 FRINGE BENEFITS	1,871,161	2,154,576	2,167,715	1,997,257	2,469,246	2,465,849	(298,134)	-14%
790 OTHER PERSONNEL SERVICES	21,352	-	-	18,213	-	-	-	
795 PERSONNEL SERVICES ALLOC OUT	(138)	(2,600,000)	(2,600,000)	(999,558)	(2,784,124)	(2,784,124)	184,124	7%
796 PERSONNEL SERVICES ALLOC IN	316,899	-	2,600,000	1,101,796	2,724,320	2,651,612	(51,612)	-2%
Subtotal	$ 11,833,850	$ 9,737,682	$ 12,418,849	$ 11,805,400	$ 12,699,258	$ 13,118,660	$ (699,811)	-6%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 673,103	$ 1,293,284	$ 1,237,955	$ 1,169,139	$ 1,085,501	$ 1,085,501	$ 152,454	12%
803 FUEL	137,897	153,760	155,554	152,427	144,999	144,999	10,555	7%
804 NON-CAPITAL EQUIPMENT	42,133	223,018	117,150	97,071	72,510	72,510	44,640	38%
810 LEGAL SERVICES	442,405	232,150	265,950	295,265	351,000	351,000	(85,050)	-32%
812 OTHER SERVICES	13,986,968	9,631,179	15,936,287	13,074,311	15,163,760	14,588,968	1,347,319	8%
820 RENT & OPERATING LEASES	158,954	85,271	148,575	164,835	192,634	192,634	(44,059)	-30%
825 REPAIRS AND MAINTENANCE	124,654	251,250	257,450	289,083	205,900	205,900	51,550	20%
830 INTERGOVERNMENTAL PAYMENTS	88	600	600	679	600	600	-	0%
839 INTERNAL SERVICE CHARGES	1,322,687	1,578,724	1,573,378	1,573,381	1,679,351	1,826,404	(253,026)	-16%
842 TRAVEL & EDUCATION	107,932	155,106	161,815	149,612	166,325	166,325	(4,510)	-3%
843 POSTAGE/FREIGHT/SHIPPING	11,941	2,300	10,300	15,068	11,300	11,300	(1,000)	-10%
850 UTILITIES	259,266	253,187	201,435	231,731	196,435	196,435	5,000	2%
880 TRANSFERS OUT	1,192,943	1,122,858	1,122,858	1,122,858	1,283,180	1,136,127	(13,269)	-1%
Subtotal	$ 18,460,971	$ 14,982,687	$ 21,189,307	$ 18,335,460	$ 20,553,495	$ 19,978,703	$ 1,210,604	6%
CAPITAL OUTLAY								
910 LAND	$ 14,860,697	$ 6,118,000	$ 6,561,000	$ 13,285,956	$ 14,902,947	$ 14,902,947	$ (8,341,947)	-127%
915 BUILDINGS AND IMPROVEMENTS	-	9,000	9,000	11,000	-	-	9,000	100%
920 CAPITAL EQUIPMENT	25,233	296,750	187,076	44,950	-	-	187,076	100%
930 VEHICLES & CONSTRUCTION EQUIP	354,781	380,000	502,385	670,183	724,650	724,650	(222,265)	-44%
940 INFRASTRUCTURE	20,638,065	38,986,997	29,643,497	24,521,542	30,843,000	31,000,283	(1,356,786)	-5%
950 DEBT SERVICE	279	1,131	1,131	49,625	80,000	80,000	(78,869)	-6973%
Subtotal	$ 35,879,055	$ 45,791,878	$ 36,904,089	$ 38,583,256	$ 46,550,597	$ 46,707,880	$ (9,803,791)	-27%
Total Expenditures	$ 66,173,876	$ 70,512,247	$ 70,512,245	$ 68,724,116	$ 79,803,350	$ 79,805,243	$ (9,292,998)	-13%
Operating Balance (Rev. - Exp.)	$ 7,464,861	$ 519,607	$ 519,609	$ 5,171,248	$ (7,437,671)	$ (3,812,500)	$ (4,332,109)	-834%

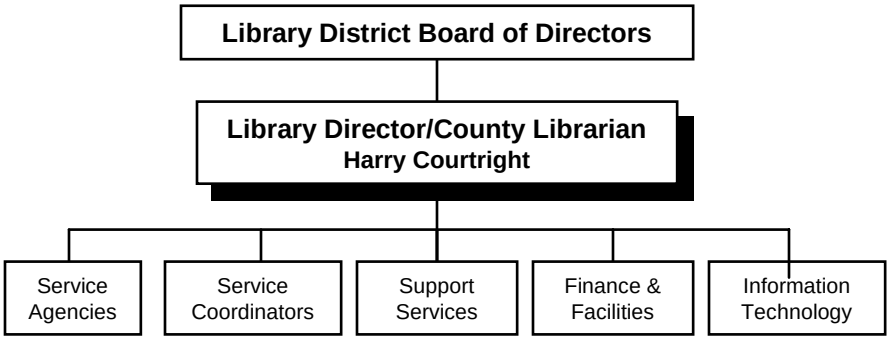
Flood Control District (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 690 FLOOD CONTROL DISTRICT	
Market Range Title	**FTE**
ACCOUNTANT	1.0
ACCOUNTING CLERK	2.0
ADMIN & OPERATIONS MGR	2.0
ADMINISTRATIVE SPECIALIST	13.0
ADMIN/OFFICE SUPPORT	11.0
ADMIN/OPERATIONS SUPV	7.0
APPLIC/SYS PROGRMING MGR (INACTIVE)	2.0
CHEMICAL APPLICATNS TECH	5.0
CONTRACT ADMIN SUPERVISOR	1.0
CONTRACT ADMINISTRATOR	2.0
DEPUTY DIRECTOR	1.0
DEVELOPER/PRGRMR ANALYST	8.0
DIRECTOR	1.0
ELECTRONIC TECHNICIAN	5.0
ENGINEER	30.0
ENGINEERING AIDE	4.0
ENGINEERING MANAGER	2.0
ENGINEERING SUPERVISOR	18.0
ENGINEERING TECHNICIAN	8.0
EQUIPMENT OPERATOR	10.0
EXECUTIVE ASSISTANT	1.0
FINANCIAL SUPERVISOR	2.0
FINAN/BUSINESS ANALYST	2.0
GENERAL LABORER	4.0
GENERAL MAINTENANCE SUPV	3.0
GENERAL MAINTENANCE TECH	25.0
GOVT/COMMUN AFFAIRS OFCR	2.0
GOVT/COMMUN AFFAIRS SUPV	1.0
HR GENERALIST	1.0
HR SPECIALIST	1.0
INFO SYSTEMS MANAGER	1.0
INFO SYSTEMS SUPERVISOR	1.0
INSPECTION SUPERVISOR	2.0
INSPECTOR	13.0
LAN ADMINISTRATION SUPV (INACTIVE)	1.0
LAN ADMINISTRATOR (INACTIVE)	2.0
MECHANIC	1.0
OPERATIONS MANAGER	3.0
PC SPECIALIST	3.0
PLANNER	1.0
PRGRM COORDINATION SPEC	4.0
PROJECT MANAGER	2.0
PUBLIC SVC REPRESENTATIVE	2.0
PUBLIC SVC SUPERVISOR	1.0
PURCHASING SUPERVISOR	1.0
SURVEY TECHNICIAN	5.0
TECHNICAL PROGRAM SUPV	3.0
TECHNOLOGY ANALYST	1.0
TRAINING SPECIALIST	1.0
WEB DEVELOPER (INACTIVE)	1.0
Total	**224.0**

Library District

Organizational Chart



Mission

The mission of Maricopa County Library District (MCLD) 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 June 2003, reduce annual turnover of regular status staff to 10% or less through targeted recruitment, appropriate placement of staff, improved reward and recognition systems, enhanced training, and market-based compensation (as verified on an annual basis).
- By 2003, MCLD will evaluate available library automation systems and select the system that most effectively meets patron and staff needs. By 2005, MCLD will implement the selected library automation system.
- By January 2003, design and implement an accurate, responsive 24/7 electronic reference service.
- By April 2002, we will conduct customer surveys to determine the best way to organize our collections in each branch.
- By January 2003, we will develop and implement a comprehensive and on-going marketing and public relations campaign that provides current and in-coming residents with information about our services, and presents MCLD locations as inviting places to visit, work, and/or volunteer.

Issues

- 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 in the next two to five years.
- Changing demographics and increasing public exposure to, and use of, technology challenges our ability to respond effectively and efficiently with relevant services in the next two to five years.
- Rapid growth, increasing costs of technology and books/materials, as well as the need for talented staff will require that MCLD pursue strong political support that provides appropriate facilities and funds in the next two to five years.
- The short availability of talent, employee (dis)-satisfaction and MCLD's capacity to support staff with appropriate pay and professional development will challenge our ability to attract and retain world-class staff in the next two to five years.

Library District (Continued)

- Our competition's offering of like and value-added services challenges us to continually assess and upgrade our skills, collections, and technology so that we may thrive.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
LIBRARY DISTRICT
TOTAL FUNDS

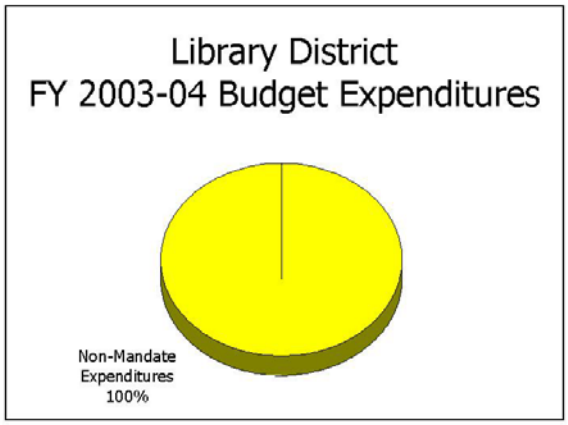
Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
PUBLIC LIBRARY SERVICE	$ 5,365,116	$ 4,153,986	$ 149,070	$ 9,668,172	$ 12,721,129
ADMINISTRATIVE SERVICES PROG	$ 1,006,580	$ 223,522	$ -	$ 1,230,102	$ -
INFORMATION TECHNOLOGY PROGRAM	$ 439,739	$ 113,947	$ -	$ 553,686	$ -
UNALLOCATED/INDIRECT	$ 22,978	$ 1,012,124	$ 125,724	$ 1,160,826	
TOTAL	$ 6,834,413	$ 5,503,579	$ 274,794	$ 12,612,786	$ 12,721,129

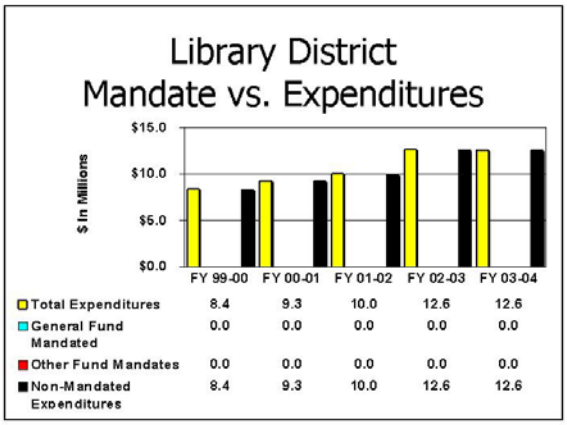
Mandate Consolidated Financial Data

Total Department Expenditures	Special Revenue	Total
FY 1999-00 Actuals	$ 8,412,599	$ 8,412,599
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 Adopted Budget	$ 12,587,817	$ 12,587,817

Total Non-Mandated Expenditures	Special Revenue	Total
FY 1999-00 Actuals	$ 8,412,599	$ 8,412,599
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 Adopted Budget	$ 12,587,817	$ 12,587,817

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 2003-04 ADOPTED

650 LIBRARY DISTRICT

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	$ 6,987,037	$ 5,350,749	$ 275,000	$ 12,612,786	$ 12,721,129
ALL FUNDS	$ 6,987,037	$ 5,350,749	$ 275,000	$ 12,612,786	$ 12,721,129

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
650 LIBRARY DISTRICT
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
601 PROPERTY TAXES	$ 9,498,936	$ 10,296,417	$ 10,296,417	$ 10,622,893	$ 10,969,857	$ 11,568,233	$ 1,271,816	12%
615 GRANTS	132,784	25,000	25,000	158,817	25,000	25,000	-	0%
620 OTHER INTERGOVERNMENTAL	61,663	12,000	12,000	6,365	12,000	397,140	385,140	3210%
621 PAYMENTS IN LIEU OF TAXES	191,864	189,085	189,085	188,121	187,436	187,436	(1,649)	-1%
637 FINES & FORFEITS	256,606	260,000	260,000	293,193	300,260	300,260	40,260	15%
645 INTEREST EARNINGS	286,496	216,000	216,000	234,934	180,000	180,000	(36,000)	-17%
650 MISCELLANEOUS REVENUE	88,144	76,467	76,467	70,663	63,060	63,060	(13,407)	-18%
Total Revenue	$ 10,516,493	$ 11,074,969	$ 11,074,969	$ 11,574,986	$ 11,737,613	$ 12,721,129	$ 1,646,160	15%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 4,052,989	$ 4,578,795	$ 4,548,795	$ 4,633,702	$ 4,554,606	$ 4,763,312	$ (214,517)	-5%
705 TEMPORARY PAY	492,919	536,258	563,315	622,935	569,581	569,581	(6,266)	-1%
710 OVERTIME	559	-	-	2,238	-	-	-	
750 FRINGE BENEFITS	889,505	1,155,638	1,151,243	1,057,468	1,473,413	1,473,413	(322,170)	-28%
790 OTHER PERSONNEL SERVICES	10,318	6,821	14,359	7,304	13,703	13,703	656	5%
796 PERSONNEL SERVICES ALLOC IN	-	-	-	-	-	167,028	(167,028)	
Subtotal	$ 5,446,290	$ 6,277,512	$ 6,277,712	$ 6,323,647	$ 6,611,303	$ 6,987,037	$ (709,325)	-11%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 1,966,124	$ 2,079,642	$ 1,929,884	$ 2,705,449	$ 1,950,357	$ 1,950,356	$ (20,472)	-1%
803 FUEL	8,236	7,245	9,850	10,001	12,000	12,000	(2,150)	-22%
804 NON-CAPITAL EQUIPMENT	93,454	36,717	84,070	19,784	-	-	84,070	100%
812 OTHER SERVICES	286,586	374,842	434,580	429,203	452,605	903,733	(469,153)	-108%
820 RENT & OPERATING LEASES	114,317	128,008	127,477	135,913	96,711	96,711	30,766	24%
825 REPAIRS AND MAINTENANCE	60,820	89,404	114,620	74,692	99,800	99,800	14,820	13%
830 INTERGOVERNMENTAL PAYMENTS	758,240	852,940	830,583	853,643	830,583	830,583	-	0%
839 INTERNAL SERVICE CHARGES	329,486	436,666	436,134	532,267	368,571	384,482	51,652	12%
842 TRAVEL & EDUCATION	85,489	73,000	104,496	78,698	104,496	104,496	-	0%
843 POSTAGE/FREIGHT/SHIPPING	106,168	100,000	107,939	88,621	100,500	100,500	7,439	7%
850 UTILITIES	161,583	179,201	177,832	144,927	186,700	186,700	(8,868)	-5%
880 TRANSFERS OUT	587,134	594,766	594,766	594,766	697,299	681,388	(86,622)	-15%
Subtotal	$ 4,557,637	$ 4,952,431	$ 4,952,231	$ 5,667,964	$ 4,899,622	$ 5,350,749	$ (398,518)	-8%
CAPITAL OUTLAY								
910 LAND	$ -	$ 497,500	$ 497,500	$ 1,497,500	$ -	$ -	$ 497,500	100%
915 BUILDINGS AND IMPROVEMENTS	89	604,700	604,700	604,700	-	-	604,700	100%
920 CAPITAL EQUIPMENT	-	-	-	102,200	-	-	-	
930 VEHICLES & CONSTRUCTION EQUIP	8,300	22,600	22,600	34,408	27,000	27,000	(4,400)	-19%
950 DEBT SERVICE	20,553	248,000	248,000	193,082	248,000	248,000	-	0%
Subtotal	$ 28,942	$ 1,372,800	$ 1,372,800	$ 2,431,890	$ 275,000	$ 275,000	$ 1,097,800	80%
Total Expenditures	$ 10,032,869	$ 12,602,743	$ 12,602,743	$ 14,423,501	$ 11,785,925	$ 12,612,786	$ (10,043)	0%
Operating Balance (Rev. - Exp.)	$ 483,624	$ (1,527,774)	$ (1,527,774)	$ (2,848,515)	$ (48,312)	$ 108,343	$ 1,636,117	107%

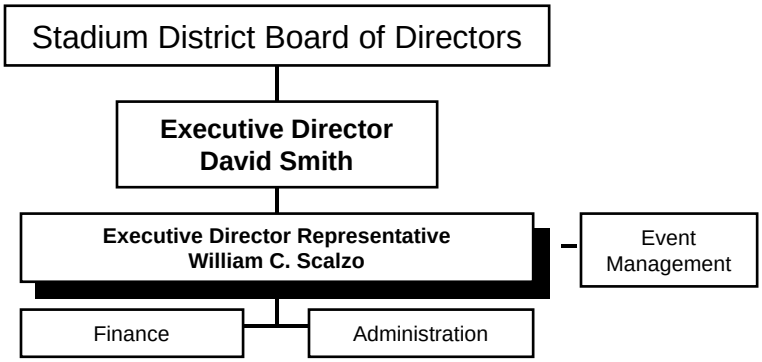
Library District (Continued)

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED 650 LIBRARY DISTRICT	
Market Range Title	**FTE**
ACCOUNTANT	1.0
ACCOUNTING CLERK	2.0
ADMINISTRATIVE SPECIALIST	2.0
ADMIN/OFFICE SUPPORT	9.5
ADMIN/OPERATIONS SUPV	9.0
DIRECTOR	1.0
EDUCATOR	1.0
EXECUTIVE ASSISTANT	1.0
FINANCIAL SUPERVISOR	1.0
GOVT/COMMUN AFFAIRS OFCR	1.0
HR GENERALIST	1.0
INFO SYSTEMS SUPERVISOR	1.0
LAN ADMINISTRATION SUPV (INACTIVE)	1.0
LIBRARIAN	34.0
LIBRARY MANAGER	3.0
LIBRARY SUPERVISOR	7.0
PC SPECIALIST	4.0
PLANNER	1.0
PUBLIC SVC REPRESENTATIVE	52.0
SOFTWARE ENGINEER (INACTIVE)	1.0
UNDETERMINED	1.0
WEB DEVELOPER (INACTIVE)	1.0
Total	**135.5**

Stadium District

Organizational Chart



Mission

The mission of the Maricopa County Stadium District is to provide fiscal resources for Cactus League Facilities and asset management of BankOne Ballpark for the community and visitors to Maricopa County so they can attend Cactus League spring training, 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 95% compliant during inspections within the next 5 years.
- 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 next three years.
- Within the next 5 years the District will conduct an analysis on the feasibility of increasing Cactus League Surcharge Revenue, enabling the District to expedite reduction of existing debt and renovate and/or build Cactus League Facilities.
- The District will increase Bank One Ballpark revenues for non-baseball activities by 30% within the next 3 years.
- The District will reduce staff turnover to less than 25% within the next 5 years and increase staff's operational and historical knowledge.
- The District will obtain 5 new entrepreneurial revenue sources within the next 5 years to ensure the future stability of the Stadium District.

Stadium District (Continued)

Issues

- Increased usage of Bank One Ballpark will result in increased revenue to the District.
- Turnover of staff could result in lack of historical knowledge and lessen the effectiveness of operations.
- A lack of surcharge revenue will prevent new teams from joining the Cactus League and future renovations of existing facilities.
- Restructuring the District could result in lack of oversight of a County asset and lack of protection of the taxpayers' interest.
- If severe economic downturn continues to affect the financial events/games, the District may have a potential loss of revenue.
- A lack of compliant facility management could result in capital repairs to, and depletion of Facility Reserves at, Bank One Ballpark.

Total Budget by Program

TOTAL BUDGET BY PROGRAM
FY 2003-04 ADOPTED
STADIUM DISTRICT
TOTAL FUNDS

Program	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
ENTERTAINMENT MANAGEMENT	$ 69,800	$ 281,505	$ -	$ 351,305	$ 679,167
FINANCIAL MANAGEMENT	$ 455,152	$ 430,932	$ 5,999,918	$ 6,886,002	$ 10,145,654
ADMINISTRATIVE SERVICES PROG	$ 180,502	$ 75,375	$ -	$ 255,877	$ -
UNALLOCATED/INDIRECT	$ 26,079	$ -	$ -	$ 26,079	$ 135
TOTAL	$ 731,533	$ 787,812	$ 5,999,918	$ 7,519,263	$ 10,824,956

Key Performance Measures

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 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Percent increase in reserves	13	30.88	46	19.69

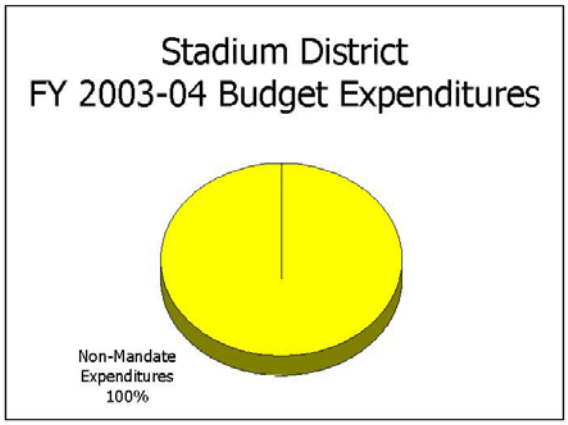
Stadium District (Continued)

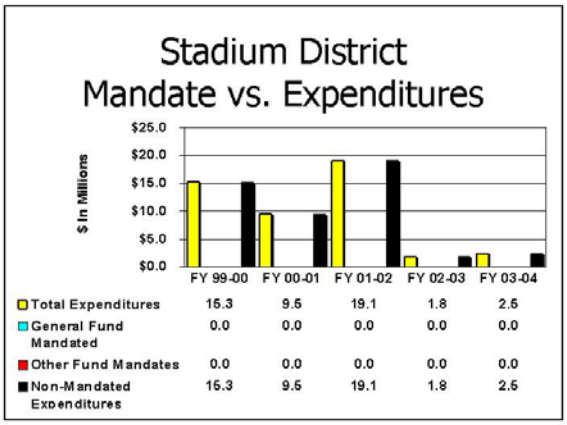
Mandate Consolidated Financial Data

Total Department Expenditures	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 8,547,130	$ 6,788,947	$ 15,336,077
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 Adopted Budget	$ 2,060,781	$ 407,135	$ 2,467,916

Total Non-Mandated Expenditures	Special Revenue	Capital Projects	Total
FY 1999-00 Actuals	$ 8,547,130	$ 6,788,947	$ 15,336,077
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 Adopted Budget	$ 2,060,781	$ 407,135	$ 2,467,916

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 2003-04 ADOPTED
680 STADIUM DISTRICT

Fund Type	Personal Services	Supplies & Services	Capital Outlay	Total Expenditures	Total Revenue
SPECIAL REVENUE	$ 728,853	$ 2,269,086	$ 583,369	$ 3,581,308	$ 4,720,021
DEBT SERVICE	-	110,000	5,015,094	5,125,094	5,700,800
CAPITAL PROJECTS	2,680	3,000	401,455	407,135	1,998,409
ELIMINATIONS	-	(1,594,274)	-	(1,594,274)	(1,594,274)
ALL FUNDS	$ 731,533	$ 787,812	$ 5,999,918	$ 7,519,263	$ 10,824,956

EXPENDITURES AND REVENUE BY DEPARTMENT/OBJECT CODE
680 STADIUM DISTRICT
ALL FUNDS

	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Revised	FY 2002-03 Proj. Act	FY 2003-04 Requested	FY 2003-04 Adopted	Adopted vs Revised Variance	%
REVENUE								
606 SALES TAXES	$ 5,536,163	$ 5,500,800	$ 5,500,800	$ 5,467,047	$ 5,500,800	$ 5,500,800	$ -	0%
645 INTEREST EARNINGS	481,673	500,500	500,500	420,167	514,035	514,035	13,535	3%
650 MISCELLANEOUS REVENUE	11,088,276	5,060,201	5,060,201	5,212,062	4,810,121	4,810,121	(250,080)	-5%
652 PROCEEDS OF FINANCING	61,340,977	-	-	-	-	-	-	
Total Revenue	$ 78,447,089	$ 11,061,501	$ 11,061,501	$ 11,099,276	$ 10,824,956	$ 10,824,956	$ (236,545)	-2%
EXPENDITURES								
PERSONAL SERVICES								
701 REGULAR PAY	$ 128,155	$ 173,077	$ 173,074	$ 125,347	$ 177,112	$ 183,530	$ (10,456)	-6%
705 TEMPORARY PAY	1,168	-	-	(18)	-	-	-	
750 FRINGE BENEFITS	28,255	38,886	38,884	31,874	40,451	40,451	(1,567)	-4%
795 PERSONNEL SERVICES ALLOC OUT	(27,966)	(71,112)	(71,112)	(49,080)	(78,115)	(78,115)	7,003	10%
796 PERSONNEL SERVICES ALLOC IN	635,712	599,147	599,147	578,103	585,667	585,667	13,480	2%
Subtotal	$ 765,324	$ 739,998	$ 739,993	$ 686,225	$ 725,115	$ 731,533	$ 8,460	1%
SUPPLIES & SERVICES								
801 GENERAL SUPPLIES	$ 3,373	$ 10,000	$ 10,000	$ 11,237	$ 10,000	$ 10,000	$ -	0%
804 NON-CAPITAL EQUIPMENT	-	2,000	2,000	1,165	2,000	2,000	-	0%
810 LEGAL SERVICES	35,867	70,000	70,005	48,670	70,005	70,005	-	0%
812 OTHER SERVICES	481,126	547,587	547,587	431,799	603,790	603,790	(56,203)	-10%
820 RENT & OPERATING LEASES	1,652	2,819	2,819	2,170	2,819	2,819	-	0%
825 REPAIRS AND MAINTENANCE	711	5,160	5,160	1,404	5,160	5,160	-	0%
839 INTERNAL SERVICE CHARGES	41,528	58,387	58,387	59,234	24,176	47,135	11,252	19%
842 TRAVEL & EDUCATION	810	9,400	9,400	8,415	9,400	9,400	-	0%
843 POSTAGE/FREIGHT/SHIPPING	52	650	650	327	650	650	-	0%
850 UTILITIES	367	600	600	422	600	600	-	0%
880 TRANSFERS OUT	31,600	31,122	31,122	31,122	59,212	36,253	(5,131)	-16%
Subtotal	$ 597,086	$ 737,725	$ 737,730	$ 595,965	$ 787,812	$ 787,812	$ (50,082)	-7%
CAPITAL OUTLAY								
915 BUILDINGS AND IMPROVEMENTS	$ 6,613,703	$ 1,007,068	$ 1,007,068	$ 1,002,139	$ 416,455	$ 416,455	$ 590,613	59%
950 DEBT SERVICE	68,499,248	4,608,463	4,608,463	4,542,904	5,583,463	5,583,463	(975,000)	-21%
Subtotal	$ 75,112,951	$ 5,615,531	$ 5,615,531	$ 5,545,043	$ 5,999,918	$ 5,999,918	$ (384,387)	-7%
Total Expenditures	$ 76,475,361	$ 7,093,254	$ 7,093,254	$ 6,827,233	$ 7,512,845	$ 7,519,263	$ (426,009)	-6%
Operating Balance (Rev. - Exp.)	$ 1,971,728	$ 3,968,247	$ 3,968,247	$ 4,272,043	$ 3,312,111	$ 3,305,693	$ (662,554)	-17%

Position Distribution

MARKET RANGE TITLE DISTRIBUTION: FY 2003-04 ADOPTED
680 STADIUM DISTRICT

Market Range Title	FTE
ADMINISTRATIVE SPECIALIST	1.0
ADMINISTRATOR	1.0
EXECUTIVE ASSISTANT	1.0
FINAN/BUSINESS ANALYST	1.0
Total	**4.0**

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

(Approved by the Board of Supervisors December 2, 2002)

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 2, 2002)

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 2003-04.

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 2002-03 approved Results Initiative Requests;
- the annualized impact of FY 2002-03 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.

All departments must submit base budget requests within their budget targets.

Base Reductions

In order to maintain a structurally balanced budget, 5% and 10% base reductions will be developed and considered for all departments (excluding grant funds). The Office of Management and Budget is directed to prepare 5% and 10% base reduction targets for all non-grant funds. All departments and agencies must submit alternative base budget requests that meet their budget reduction targets. Departments and agencies are directed to present base reductions that minimize the impact on critical public services as much as possible. The service impact of the reductions must be disclosed.

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 2, 2002)

The purpose of these guidelines and priorities is to provide direction from the Board of Directors to the Office of Management and Budget and all departments so that a structurally balanced budget is developed for FY 2003-04.

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 2002-03 approved Results Initiative Requests;
- the annualized impact of FY 2002-03 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.

All departments must submit base budget requests within their budget targets.

Base Reductions

In order to maintain a structurally balanced budget, 5% and 10% base reductions will be developed and considered for all departments (excluding grant funds). The Office of Management and Budget is directed to prepare 5% and 10% base reduction targets for all non-grant funds. All departments and agencies must submit alternative base budget requests that meet their budget reduction targets. Departments and agencies are directed to present base reductions that minimize the impact on critical public services as much as possible. The service impact of the reductions must be disclosed.

Requests for Additional Funding (Results Initiative Requests)

Only Results Initiative 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 2, 2002)

The purpose of these guidelines and priorities is to provide direction from the Board of Directors to the Office of Management and Budget and all departments so that a structurally balanced budget is developed for FY 2003-04.

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 2002-03 approved Results Initiative Requests;
- the annualized impact of FY 2002-03 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.

All departments must submit base budget requests within their budget targets.

Base Reductions:

In order to maintain a structurally balanced budget, 5% and 10% base reductions will be developed and considered for all departments (excluding grant funds). The Office of Management and Budget is directed to prepare 5% and 10% base reduction targets for all non-grant funds. All departments and agencies must submit alternative base budget requests that meet their budget reduction targets. Departments and agencies are directed to present base reductions that minimize the impact on critical public services as much as possible. The service impact of the reductions must be disclosed.

Requests for Additional Funding (Results Initiative Requests):

Only Results Initiative Requests that are funded by the Jail Excise Tax for operation of new facilities will be considered.

Budget Priorities - Stadium District

(Approved by the Board of Directors December 2, 2002)

The purpose of these guidelines and priorities is to provide direction from the Board of Directors to the Office of Management and Budget and all departments so that a structurally balanced budget is developed for FY 2003-04.

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 2002-03 approved Results Initiative Requests;
- the annualized impact of FY 2002-03 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.

All departments must submit base budget requests within their budget targets.

Base Reductions

In order to maintain a structurally balanced budget, 5% and 10% base reductions will be developed and considered for all departments (excluding grant funds). The Office of Management and Budget is directed to prepare 5% and 10% base reduction targets for all non-grant funds. All departments and agencies must submit alternative base budget requests that meet their budget reduction targets. Departments and agencies are directed to present base reductions that minimize the impact on critical public services as much as possible. The service impact of the reductions must be disclosed.

Requests for Additional Funding (Results Initiative Requests)

Only Results Initiative Requests that are funded by the Jail Excise Tax for operation of new facilities will be considered.

Budget Calendar

12/9 - 1/20	Budget Targets Distributed to Departments, Budget Prep Instructions & Information Available, Budget Prep System Training, Budget Prep System Available to Departments
12/30 - 2/24	OMB Analyzes Base Budget Requests/Develops Recommendations
3/17	OMB Analyzes RIR's/Develops Recommendations
4/14 - 4/25	OMB Consolidates and Finalizes Budget Recommendations
5/5	Board Adopts 5-Year Capital Improvement Program
5/5 - 5/9	Board Briefings
5/12	CAO Presents FY 2003-04 Tentative Budget to Board
5/19	Board Adopts FY 2003-04 Tentative Budget
6/23	Final Adoption of FY 2003-04 Budget
8/18	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 under-funded.

If filled positions are identified as unfunded or under-funded, the County Departments/Special Districts will provide the following information:

- The position or positions' contribution to provision of service and results.
- The full cost to continue the position.
- The resulting payroll liability if current employee(s) are terminated due to lack of funding.

This information will be forwarded for review and validation by the Office of Management and Budget. OMB will consolidate the information and forward it to the Board of Supervisors/Board of Directors for possible action.

Funded Position Policy (Continued)

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

Maricopa County
Department of Finance

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5/02/03

To: David Smith, County Administrative Officer
Sandi Wilson, Deputy County Administrative Officer
Chris Bradley, Deputy Budget Director

Thru: Tom Manos, Chief Financial Officer

From: Andrew Huhn, Deputy Finance Director

Subject: Minimum Fund Balances for Cashflow Purposes

The purpose of this memo is to provide you the minimum fund balances needed for the FY 2003-04 budget preparation in the General Fund, Flood Control District and Library District funds to avoid short-term borrowing. These estimates are updated each year with the budget cycle.

General Fund – Needed Minimum Fund Balance: $99,191,505

1) Below is a list of cash funds used to calculate the minimum fund balance requirements for the General Fund. If these cash balances are exhausted, a short-term borrowing instrument (Line of Credit, Tax Anticipation Note, Internal Borrowing Agreement) would be required.

- General Fund
- Equipment Services Fund (Internal Service Fund)
- Reprographics (Internal Service Fund)
- Telecommunications (Internal Service Fund)
- Solid Waste (Enterprise Fund)

2) The Internal Services Funds listed above are included because they are an extension of General Fund responsible activity 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 General fund and that it is not anticipated that these post closure costs will ever require significant draws on that cash, the balance is available for the County's administrative/operational cashflow needs.
3) 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.

Flood Control District – Needed Minimum Fund Balance: $15,207,156
1. The Flood Control District only has one cash fund available to finance its operational expenditures. They do utilize a separate capital projects fund for their CIP, but those expenditures are supported by fund transfers from Flood Control's operational fund.
2. Flood Control's operational fund is primarily funded with property taxes and because of this, it shares the same pattern of fiscal low and high points as the General Fund.

However, one significant difference between Flood Control and the General Fund is that Flood Control has a fairly unpredictable spending pattern with regard to capital projects as well as when intergovernmental revenues are posted. For purposes of calculating the minimum fund balance, it is assumed that capital projects will be uniformly spent during the year. It was also assumed that major intergovernmental revenue would be posted uniformly during the year or when significant capital project spending will occur.

Library District – Needed Minimum Fund Balance: $3,118,633

Similar to Flood Control 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.

Changes to the Model

It should be noted that this year's model to calculate the balances was changed in two ways.

- In the past, the Department of Finance estimated what the spending would be for the next year's budget, based on historical spending patterns. For this year, estimates for the FY2003-04 budget were provided by OMB. This enhanced the accuracy of the model as the most recent budget estimates for each applicable fund were used.

- Since this calculation actually reaches into FY2004-05 budget, given the nature of what minimum fund balance point we are trying to predict, an estimate is needed for budget growth between FY2003-04 and FY2004-05. In the past, the Department of Finance would again make an estimate on that growth. For this year, we applied the estimated CPI index used by OMB for the 10-year forecast.

Both of these changes have made the model more consistent and should translate into a smoother, more reliable growth pattern for the projected minimum fund balances needed in the future.
If you have any questions on the assumptions used or changes to the model, please let me know. If you would like, I would be happy to provide more detail on how the model calculates the needed minimum fund balances for each fund.

cc: Shelby Scharbach, Deputy Finance Director
LeeAnn Bohn, Budget Administrator

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.

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

Policy for Administering Grants (Continued)

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.

110 Sheriff Warehouse — Sheriff Warehouse tracks inventory activity for supplies purchased by the warehouse for resale and stores consignment inventory for other departments.

201 Adult Probation Services — 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 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 Superior Court 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 Economic Development — 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.

213 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.

215 Emergency Management — Emergency Management activity consists of disaster planning and training.

216 Clerk of Court Grants — Accounts for the grant funds that are utilized for the improvement of court automation systems, child support enforcement and the processing of criminal history dispositions.

217 CDBG Housing Trust — Accounts for the grant funds that are utilized to expand the supply of low income housing through the rehabilitation and reconstruction of single family occupancy homes.

Fund Descriptions (Continued)

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. This fund was part of Fund 216 in FY2002.

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 County Attorney Drug Diversion Fund — 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. This fund was part of Fund 220 in FY2002.

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. This fund was part of Fund 232 in FY2002.

225 Parks Spur Cross Ranch — 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 — Performs mandated community planning functions. Funding is provided mainly through license and impact fees.

227 Juvenile Court Grants — Accounts for the grant funds that are utilized for the child nutrition program, family counseling and safe schools program.

228 Juvenile Probation — 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 — 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 — Plans and implements an environmentally balanced multi-model transportation system. Operations are funded through highway user taxes.

233 Public Defender Grants — Accounts for grant funds that are utilized for public defender training and to increase the processing of drug cases.

234 Transportation Capital Projects — 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. This fund was part of Fund 232 in FY2002.

Fund Descriptions (Continued)

235 Planning Project Fees — Planning/Infrastructure Grants Fund is classified as a Special Revenue Fund. Accounts for grant funds that are utilized for urban planning.

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 — Accounts for sales proceeds of sundry items at the Maricopa County Parks.

240 Parks Lake Pleasant — 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 — Accounts for park and recreation revenues and expenditures associated with enhancing parks and recreation programs pursuant to A.R.S. §11-941.

242 Library Grants — Library District Grants was set up to account for all Grant activity administered by the County Library District. This fund was part of Fund 244 in FY2002..

243 Parks Donations — Contributions accounts for activities that are financed through donations by citizens or groups.

244 Library — Provides and maintains library services for the residents of Maricopa County. Operations are funded by a secondary tax levy.

245 Justice Court Enhancement — 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 SCAAP Grant activity. This fund was part of Fund 251 in FY2002.

250 Stadium District — 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 Sheriff Special Funding — 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 Bank One Ballpark Operations — Accounts for all revenues and expenditures related to Bank One Ballpark.

254 Sheriff 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 Jail Operations Fund — was established under the authority of propositions 400 and 401, which were passed in the General Election of November 3, 1998. These propositions authorized a temporary 1/5-cent sales tax to be used for the construction and operation of adult and juvenile detention facilities.

Fund Descriptions (Continued)

256 Probate Programs — 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 Special — 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 Automation — 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 — 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 — 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. This fund was part of Fund 233 in FY2002.

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. This fund was part of Fund 233 in FY2002..

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. This fund was part of Fund 238 in FY2002..

265 Public Health Pharmacy — Accounts for public health programs that are self-supported by Vital Health fees and pharmacy operations.

266 County Attorney 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. This fund was part of Fund 220 in FY2002.

267 County Attorney 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. This fund was part of Fund 220 in FY 2002.

Fund Descriptions (Continued)

268 County Attorney Victim Compensation and Assistance — 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. This fund was part of Fund 220 in FY2002.

269 County Attorney Victim Compensation and Restitution — 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. This fund was part of Fund 220 in FY2002.

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.

272 Child Support Automation — Accounts for funds that are utilized to improve, maintain and enhance computer hardware, software and automation systems for the collection of court ordered child support. Operations are funded from revenues which consist of 50% of the monies received by the Clerk's office for child support handling fees, pursuant to A.R.S. §25-413 and A.R.S. §12-284.

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 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 Fees — 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 Clerk of Court Spousal Maintenance Enforcement — 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 — 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.

Fund Descriptions (Continued)

282 Domestic Relations Education — Accounts for the funds that are utilized to establish, maintain and enhance programs designed to educate individuals regarding the impacts on children associated with marriage dissolution, legal separation, restructuring of families and the programs available for mediation of visitation or custody disputes, pursuant to A.R.S. §25-413. Operations are funded by revenues from a surcharge received by the Clerk for each filing of a post-adjudication petition in a domestic relation's case, pursuant to A.R.S. §12-284.

290 Waste Tire Program — 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.

295 Housing Department — Provides a decent and safe living environment to families who cannot afford market rate rents, and promotes programs leading to economic development and self-sufficiency.

312 General Obligation Fund — accounts for debt service on all various purpose general obligation bonds. Funding is provided by the County's secondary property tax revenues, which may be used only for debt service.

320 Lease Revenue Fund — accounts for the debt service on the Lease Revenue Bonds, Series 2001. Funding is provided by transfers from the General Fund.

410 Major League Stadium — The Major League Stadium Fund accounts for the cost of construction on the Bank One Ballpark. The majority of costs were financed through a 1/4 of one cent Sales Tax that commenced on April 1, 1995 and concluded on December 1, 1997.

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 Library Capital Projects — This fund was set up in FY2002 to track the Library Administrative Building. This is a Capital Projects Fund. Primary activity should begin in FY03.

445 General Fund Capital Projects — General Fund Capital Projects account for capital project spending funded from General Funds.

450 Bank One Ballpark Project Reserve — Accounts for sales tax (Stadium Tax) proceeds collected in excess of the $238,000,000 cap imposed by County Board Resolution.

455 Jail Construction Fund — accounts for the proceeds associated with the temporary 1/5 of one-cent sales tax approved by voters in the General Election on November 3, 1998. The proceeds are for the construction and operation of adult and juvenile detention facilities. The voters approved the extension of the 1/5 of one-cent sales tax in the General Election on November 5, 2002. The extension shall be levied beginning in the month following the expiration of the previous tax as approved by the voters in 1998.

504 Environmental Services — 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. This fund was part of Fund 504 in FY 2002.

Fund Descriptions (Continued)

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. This fund was part of Fund 504 in FY2002.

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 Medical Center Fund — provides quality, cost competitive health care and health professional education to assure the health security of individuals, families, and the community.

541 Maricopa Health Plan Fund — 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 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 the Arizona Health Care Cost Containment System (AHCCCS).

561 Non-AHCCCS Health Plans — The Non-AHCCCS Health Plans are primarily, Health Select - a managed care health plan offered to employees, spouses and their families; and Senior Select - a Medicare plan operating under contract with the Federal government.

572 Animal Control — 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. This fund was part of Fund 572 in FY2002.

574 Animal Control Field Services — 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. This fund was part of Fund 572 in FY2002.ontributions accounts for activities that are financed through donations by citizens or groups.

580 Solid Waste — 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.

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.

Fund Descriptions (Continued)

685 Employee Benefits Trust — This fund collects employee and employer contributions for payment of the employees' dental and short-term disability benefits.

715 Small Schools Service Program — Accounts for the special education services provided to small schools as established by A.R.S. §15-365.

716 Animal Control Donations — Contributions accounts for activities that are financed through donations by citizens or groups.

741 Taxpayers' Information — This fund was established by A.R.S. §11-495 to collect public records copying surcharge. The funds are to be spent to upgrade an automated taxpayer information system.

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.

780 Unorganized Territory Transportation — Established by A.R.S. §15-1001 to account for transportation aid for the transportation of children from unorganized territory to school districts within the county.

989 Flood Control Grants — Flood Control Grants was set up to account for all Grant activity administered by the Flood Control District. This fund was part of Fund 991 in FY2002.

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. This fund was part of Fund 991 in FY2002.

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.

992 Street Lighting — Provides street lighting in unincorporated areas of Maricopa County. Operations are funded by special assessment.

FY 2003-04 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
0615	00	GRANTS	0636	00	INTERNAL SERVICE CHARGES
0615	01	FEDERAL	0637	00	FINES & FORFEITS
0615	02	STATE	0637	01	CIVIL SANCTIONS TRAFFIC
0615	03	OTHER GRANTS	0637	02	COURT FINES
0620	00	OTHER INTERGOVERNMENTAL	0637	03	LIBRARY FINES
0620	01	FEDERAL SHARED REVENUE	0637	04	ANTI-RACKETEERING FINES
0620	02	OTHER SHARED REVENUE	0637	05	DIVERSION FINE
0620	03	FEDERAL SHARE OF COSTS	0638	00	PATIENT SERVICES REVENUE
0620	04	STATE SHARED REVENUE	0638	01	REVENUE DEDUCTIONS
0620	05	STATE SHARE OF COST	0645	00	INTEREST EARNINGS
0620	06	OTHER GOVERNMENT SHARE OF COST	0650	00	MISCELLANEOUS REVENUE
0621	00	PAYMENTS IN LIEU OF TAXES	0650	01	BUILDING RENTALS
0621	01	SALT RIVER PROJECT	0650	02	EQUIPMENT RENTALS
0621	02	FEDERAL	0650	03	PAYPHONE RECEIPTS
0621	03	STATE	0650	04	VENDING MACHINE RECEIPTS
0625	00	STATE SHARED SALES TAX	0650	05	OTHER RENTS & COMMISSION
0626	00	STATE SHARED HIGHWAY USER REV	0650	06	SALE OF BOOKS/COPIES/ETC.
0630	00	STATE SHARED VEHICLE LICENSE	0650	07	SALE OF FIXED ASEST
0635	00	OTHER CHARGES FOR SERVICES	0650	08	SALE FOOD BULK NOURISHMENT
0635	01	CABLE TV RECEIPTS FEE	0650	09	SALE OF POSTAGE
0635	02	GARNISH & SUPPORT FEES	0650	10	SALE OF DATA INFORMATION
0635	03	TAX SALE FEES	0650	11	INSURANCE RECOVERIES
0635	04	CABLE TV APPLICATION FEES	0650	12	CASH OVER/SHORT
0635	05	CERTIFICATIONS	0650	13	DONATIONS/CONTRIBUTIONS
0635	06	COURT FEES	0650	14	BAD CHECK FEES (NSF)
0635	07	CONSTABLE FEES	0651	00	GAIN ON FIXED ASSETS
0635	08	FIDUCIARY FEES	0652	00	PROCEEEDS FROM FINANCING
0635	09	JURY FEES	0652	01	CAPITAL LEASE PROCEEDS
0635	10	LEGAL SERVICES	0652	02	CERT OF PART PROCEEDS
0635	11	PASSPORTS	0652	03	BOND PROCEEDS
0635	12	PROBATE FEES	0680	00	TRANSFERS IN
0635	13	RECORDING FEES	0690	00	INVENTORY
0635	14	RECORD AUTOMATION SURCHARGE			

FY 2003-04 Expenditure Object and Sub-Object Codes

Object	Sub-Object	Sub-Object Name	Object	Sub-Object	Sub-Object Name
0701	00	REGULAR PAY	0801	05	CLEANING & JANITORIAL
0701	01	FULL TIME REGULAR SALARIES	0801	06	CLOTHING/UNIFORMS
0701	02	PERMANENT PART TIME	0801	07	TECHNOLOGY SUPPLIES
0701	03	OTHER SALARIES & WAGES	0801	08	SOFTWARE
0701	04	COMPENSATORY TIME	0801	09	EDUCATIONAL SUPPLIES
0701	05	HOLIDAY PAY	0801	10	ENVIRONMENTAL SUPPLIES
0701	06	VACATION PAY	0801	11	FOOD-PERISHABLE
0701	07	JURY DUTY	0801	12	FOOD-PREPARATION
0701	08	ADMINISTRATIVE LEAVE WITH PAY	0801	13	FOOD-NON PERISHABLE
0701	09	ON THE JOB INJURY LEAVE	0801	14	FOOD-SPECIAL FUNCTIONS
0701	10	MILITARY LEAVE	0801	15	FOOD-NOURISHMENTS
0701	11	SICK LEAVE	0801	16	KITCHEN & DINING SUPPLIES
0705	00	TEMPORARY PAY	0801	17	LANDSCAPING SUPPLIES
0710	00	OVERTIME	0801	18	OFFICE SUPPLIES
0750	00	FRINGE BENEFITS	0801	19	RECREATIONAL SUPPLIES
0750	01	FICA	0801	20	SAFETY APPAREL
0750	02	MEDICARE TAX	0801	21	SMALL TOOLS & EQUIPMENT
0750	03	ELECTED OFFICIALS RETIREMENT	0801	22	FURNITURE UNDER $1000
0750	04	CORRECTIONS OFFICERS RETIREMNT	0801	23	LAUNDRY SUPPLIES
0750	05	PUBLIC SAFETY RETIREMENT	0801	24	PROCUREMENT CARD
0750	06	STATE RETIREMENT PLAN	0801	25	BOOK/PAMPHLET/SUBSCRIPTIONS
0750	07	DENTAL PLAN	0801	26	AUTOMOTIVE R&M SUPPLIES
0750	08	EMPLOYER'S DENTAL SERVICES	0801	27	BUILDING R&M SUPPLIES
0750	09	HEALTH SELECT PLAN	0801	28	COMMUNICATION R&M SUPPLIES
0750	10	CIGNA HEALTH PLAN	0801	29	ELECTRICAL R&M SUPPLIES
0750	11	MANUFACTURERS LIFE	0801	30	GROUNDS R&M SUPPLIES
0750	12	ON THE JOB INJURY INSURANCE	0801	31	HEAT/LIGHT/COOL R&M SUPPLIES
0750	13	UNEMPLOYMENT INSURANCE	0801	32	OFFICE R&M SUPPLIES
0750	14	BUS FARE SUBSIDY PLAN	0801	33	PLUMBING R&M SUPPLIES
0750	15	ASRS LONG TERM DISABILITY	0801	34	ROAD R&M SUPPLIES
0750	16	INVESTIGATOR RETIREMENT	0801	35	OTHER R&M SUPPLIES
0750	17	CONCORDIA DENTAL	0802	00	MEDICAL SUPPLIES
0750	18	RELIASTER LIFE	0802	01	DENTAL SUPPLIES
0750	19	MEDICAL/DENTAL WAIVER	0802	02	LABORATORY SUPPLIES
0750	20	CIGNA DEDUCTIBLE	0802	03	LAB-REAGENTS & MEDIA
0750	21	PARK RANGERS RETIREMENT	0802	04	LAB-CONSUMABLES
0750	22	SELF-INSURED PHARMACY	0802	05	RADIOLOGY SUPPLIES
0790	00	OTHER PERSONAL SERVICES	0802	06	X-RAY FILM
0790	01	PRODUCTION BONUS	0802	07	X-RAY CONTRAST & MEDIA
0790	02	DIFFERENTIALS	0802	08	PHARMACEUTICALS
0790	03	WORKING CONDITION	0802	09	BLOOD & PLASMA SUPPLIES
0790	04	WEEKEND PREMIUM	0802	10	ANESTHETIC SUPPLIES
0790	05	STANDBY PAY	0802	11	OXYGEN & OTHER GASES
0790	06	REGULAR OVER BUDGET	0802	12	RADIOACTIVE SUPPLIES
0790	07	PERFORMANCE INCENTIVE AWARD	0802	13	O R INSTRUMENTS
0790	08	BUDGET DEFERRED HOURS PAID	0802	14	MEDICAL R&M SUPPLIES
0790	09	LUMP SUM PAYMENT	0803	00	FUEL
0790	10	EMPLOYEE SUGGESTION AWARD	0804	00	NON-CAPITAL EQUIPMENT
0790	11	AWARDS PROGRAM CREDIT	0804	01	COMMUNICATION EQUIPMENT
0790	12	OTHER ADJUSTMENTS	0804	02	CONS EQUIP NON-MOTORIZED
0790	13	PEAK PERFORMERS	0804	03	EDUCATION/REC EQUIPMENT
0795	00	PERSONAL SERVICE ALLOC OUT	0804	04	ENGR/SCIENTIFIC EQUIPMENT
0796	00	PERSONAL SERVICE ALLOC IN	0804	05	KITCHEN/LAUNDRY EQUIPMENT
0801	00	GENERAL SUPPLIES	0804	06	HEAT/COOL/LIGHT EQUIPMENT
0801	01	AUTO-GAS OIL LUBE	0804	07	MEDICAL/LAB EQUIPMENT
0801	02	AUTO-TIRES TUBES BATTERY	0804	08	OFFICE FURNITURE/EQUIPMENT
0801	03	OTHER AUTOMOTIVE SUPPLY	0804	09	SHOP EQUIPMENT
0801	04	BEDDING & LINEN	0804	10	WEAPONS/GUNS

FY 2003-04 Expenditure Object and Sub-Object Codes (Continued)

Object	Sub-Object	Sub-Object Name	Object	Sub-Object	Sub-Object Name
0804	11	COMPUTER EQUIPMENT	0812	08	BROKER FEES
0804	12	FURNITURE OVER $1000	0812	09	EDUCATORS & TRAINERS
0810	00	LEGAL SERVICES	0812	10	ENGINEERING
0810	01	PARALEGAL/STUDENT TIME	0812	11	TECHNOLOGY CONSULTING
0810	02	ATTORNEYS CRIM INDIG-COURT	0812	12	SECURITY GUARD SVCS
0810	03	ATTORNEYS NON-CRIMIN COURT	0812	13	CLAIMS ADMIN SERVICE FEE
0810	04	ATTORNEYS-JUVENILE COURTRT	0812	14	ARCOR PERSONNEL SERVICES
0810	05	ATTORNEYS OTHER NON-COURT	0812	15	ELECTION WORKERS OUTSIDE
0810	06	EXPERT WITNESS FEES/EXPENSE	0812	16	LAUNDRY/DRY CLEANING SVCS
0810	07	EYE WITNESS FEES/EXPENSE	0812	17	PERSONNEL HIRE/TEST SVCS
0810	08	INTERPRETER FEES/EXPENSE	0812	18	TEMPORARY HELP OUTSIDE
0810	09	VISITING JUDGES FEES	0812	19	COLLECTION FEES
0810	10	MENTAL EXAMINATION FEES	0812	20	JTPA-OCCUPATIONAL/VOCATIONAL
0810	11	RULE 11 EXAM	0812	21	JTPA-OJT
0810	12	RULE 26.5 EXAM	0812	22	GP - AUTO LIABILITY
0810	13	DEPOSITION REPORT SERVICE	0812	23	GP - GENERAL LIABILITY
0810	14	PRELIM HEARING/GRAND JURY	0812	24	GP - MEDICAL MALPRACTICE
0810	15	TRIALS REPORT SERVICE	0812	25	OTHER INSURANCE
0810	16	APPEALS TRANSRIPTION SERVICE	0812	26	AUTO PHYSICAL DAMAGE CLAIMS
0810	17	DEPOSITION TRANS SERVICE	0812	27	AUTO LIABILITY CLAIMS
0810	18	PRELIM HEAR/GRAND JURY TR S	0812	28	ENVIRONMENTAL LIAB CLAIMS
0810	19	TRANSCRIPT MISCELLANEOUS	0812	29	BOILER INSURANCE
0810	20	JURY FEES	0812	30	COURSE CONST INSURANCE
0810	21	JURY LODGING	0812	31	GENERAL LIABILITY CLAIMS
0810	22	JURY MEALS	0812	32	GENERAL LIABILITY INSURANCE
0810	23	JURY MILEAGE	0812	33	WORKMENS COMP INDEMNITY
0810	24	ARBITRATION EXPENSE	0812	34	WORKMENS COMP INSURANCE
0810	25	JUDGEMENTS/SETTLEMENTS	0812	35	WORKMENS COMP MEDICAL
0810	26	LITIGATION EXPENSE	0812	36	DENTAL INSURANCE
0810	27	MERIT SYSTEM HEARING EXPENSE	0812	37	DISABILITY INSURANCE
0810	28	INVESTIGATION EXPENSE COURT IN	0812	38	HEALTH CLAIMS
0810	29	INVESTIGATION TIME	0812	39	HEALTH INSURANCE
0810	30	INVESTIGATION EXPENSE OTHER	0812	40	INDIVIDUAL/BLANKET BONDS
0810	31	LEGAL NOTICE PUBLICATION	0812	41	UNEMPLOYMENT CLAIMS
0811	00	HEALTH CARE SERVICES	0812	42	PROPERTY CLAIMS
0811	01	NURSES	0812	43	PROPERTY INSURANCE
0811	02	MENTAL HEALTH SERVICES	0812	44	MALPRACTICE CLAIMS
0811	03	DENTISTS	0812	45	MALPRACTICE INSURANCE
0811	04	PHYSICIANS	0812	46	LIFE INSURANCE
0811	05	CONTRACT MEDICAL PROVIDER	0812	47	MENTAL HEALTH PROGRAM
0811	06	HOSPITAL/MEDICAL SERVICES	0812	48	NOTARY BONDS
0811	07	PRIMARY CARE SERVICES	0812	49	SIGHT CARE
0811	08	THERAPY SERVICES	0812	50	PRINTING-BINDING-DUPLICATION
0811	09	RADIOLOGY SERVICES	0812	51	TAX SALE PUBLICATION
0811	10	EMERGENCIES	0812	52	OTHER PUBLICATION & ADV EXP
0811	11	PRESCRIPTIONS	0812	53	RECORDS MANAGEMENT SERVICES
0811	12	LABORATORY SERVICES	0812	54	MEMBERSHIPS/CERT/LICENSE
0811	13	TRANSPORTATION/AMBULANCE	0820	00	RENT & OPERATING LEASES
0811	14	PATIENT TRANSPORT SVCS - MMC	0820	01	RENT
0811	15	BAD DEBT EXPENSE	0820	02	AUTOMOBLE RENT
0812	00	OTHER SERVICES	0820	03	BUILDING RENT
0812	01	ACCOUNTING & AUDITING	0820	04	SPECICAL FUNCTION RENT
0812	02	ACTUARIAL	0820	05	COPYING EQUIPMENT RENT
0812	03	ADMINISTRATIVE SERVICES	0820	06	COMMUNICATION EQUIP RENT
0812	04	HSA ALLOCATION	0820	07	DATA PROCESSING EQUIP RENT
0812	05	ARCHITECTURAL	0820	08	GROUNDS/LAND RENT
0812	06	APPRAISAL SERV	0820	09	MEDICAL EQUIPMENT RENT
0812	07	CONSULTING & MANAGEMENT	0820	10	OFFICE EQUIPMENT RENT

FY 2003-04 Expenditure Object and Sub-Object Codes (Continued)

Object	Sub-Object	Sub-Object Name
0825	00	REPAIRS AND MAINTENANCE
0825	01	AUTOMOTIVE R&M
0825	02	BUILDING R&M
0825	03	CONSTRUCTION EQUIP R&M
0825	04	COMMUNICATION EQUIP R&M
0825	05	DATA PROCESS EQUIP R&M
0825	06	GROUNDS R&M
0825	07	HEAT/LIGHT/COOL R&M
0825	08	MEDICAL/LAB EQUIP R&M
0825	09	COPYING EQUIP R&M
0825	10	OFFICE EQUIP R&M
0825	11	JANITORIAL SERVICE
0830	00	INTERGOVERNMENTAL PAYMENTS
0830	01	TAXES & ASSESSMENTS
0830	02	MANDATED HEALTH CARE PAYMENTS
0839	00	INTERNAL SERVICE CHARGES
0839	01	TELECOM DISCRETIONARY
0839	02	COUNTY COUNSEL
0839	03	BASE LEVEL EQ SERVICES CHARGES
0839	04	RISK MANAGEMENT
0839	05	BASE LEVEL TELECOM
0839	06	TELECOM WIRELESS SYSTEMS
0839	07	REPROGRAPHICS
0839	08	MOTOR POOL
0842	00	TRAVEL & EDUCATION
0842	01	COUNTY SPONSORED TRAINING
0842	02	AIRLINE/BUS/TAXI
0842	03	MEALS
0842	04	LODGING
0842	05	EVENT COST
0842	06	MILEAGE ALLOWANCE
0842	07	EDUCATION
0842	08	SEMINAR FEES
0842	09	INVESTIGATIVE TRAVEL
0842	10	WITNESS TRAVEL
0842	11	PRISONER/COURT WARD TRAVEL
0843	00	POSTAGE/FREIGHT/SHIPPING
0843	01	FREIGHT
0843	02	MOVING SERVICES
0843	03	POSTAGE
0843	04	SHIPPING
0843	05	COURIER SERVICE
0845	00	SUPPORT AND CARE OF PERSONS
0845	01	BURIAL OF INDIGENTS
0845	02	PERSONAL CARE
0845	03	HOME MEALS SERVICE
0845	04	JTPA-FINANCIAL ASST.(NBP/NRP)
0845	05	NURSING HOMES
0850	00	UTILITIES
0850	01	MICROWAVE
0850	02	U S WEST CHARGES
0850	03	LONG DISTANCE CHARGES
0850	04	OTHER COMMUNICATION SERVICES
0850	05	ELECTRICITY
0850	06	NATURAL/PROPANE GAS
0850	07	REFUSE REMOVAL
0850	08	SEWAGE DISPOSAL
0850	09	WATER
0850	10	INFECTIOUS WASTE DISPOSAL
0855	00	INTEREST EXPENSE
0865	00	DEPRECIATION
0870	00	OTHER ADJUSTMENTS
0870	02	ITEMS FOR RESALE
0870	04	ITEMS FOR INVENTORY
0870	05	INTERGOVT HOLDING ACCOUNT
0880	00	TRANSFERS OUT
0880	01	CENTRAL SERVICE COST ALLOCAT
0890	00	LOSS ON FIXED ASSETS
0910	00	LAND
0910	01	LAND ACQUISITION-ROW
0910	02	LAND ACQUISITION-OTHER
0910	03	RELOCATION-FACILITIES
0915	00	BUILDINGS AND IMPROVEMENTS
0915	01	CONSTRUCTION WORK IN PROGRES
0915	02	ALTERATIONS/IMPROVEMENTS
0920	00	CAPITAL EQUIPMENT
0920	01	COMMUNICATIONS CAP EQUIPMENT
0920	02	CONS CAP EQUIP NON-MOTORIZED
0920	03	EDUCATION/REC CAP EQUIPMENT
0920	04	ENGR/SCIENTIFIC CAP EQUIPMENT
0920	05	KITCHEN/LAUNDRY CAP EQUIPMENT
0920	06	HEAT/COOL/LIGHT CAP EQUIPMENT
0920	07	MED/LAB/ CAP CAP EQUIPMENT
0920	08	SHOP CAP EQUIPMENT
0920	09	COMPUTER CAP EQUIPMENT
0930	00	VEHICLES & CONSTRUCTION EQUIP
0930	01	CONSTRUCTION VEHICLES
0930	02	TRAILERS
0930	03	OTHER MECHANIZED
0930	04	TRUCKS
0930	05	WATERCRAFT
0930	06	AIRCRAFT\HELICOPTERS
0930	07	PASSENGER VEHICLES
0940	00	INFRASTRUCTURE
0950	00	DEBT SERVICE
0950	01	PRINCIPAL BOND
0950	02	INTEREST BOND
0950	03	PRINCIPAL COP
0950	04	INTEREST COP
0950	05	PRINCIPAL CAPITAL LEASE
0950	06	INTEREST CAPITAL LEASE

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.

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 2003-04 Budget on June 23, 2003, and the corresponding tax rates on August 18, 2003, we start down the path of developing the FY 2004-05 Budget.